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INTERNATIONAL



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DATAMARK PROPOSAL VILLAGE OF RUIDOSO, NM

EXHIBIT A: SCOPE OF WORK

This Scope of Work is attached to and made part of the Michael Baker General Terms and Conditions, between the Village of Ruidoso (Village) and DATAMARK, the public safety division of Michael Baker International, Inc.

This proposal, including the scope of work and cost, is a firm offer valid for 120 days after submission to the Village of Ruidoso.

DATAMARK's Scope of Work includes the following addressing services:

Development of a Strategic Plan to Study the Village of Ruidoso's Incorporated Limits

DATAMARK will:

- Create a Current State Assessment to identify errors and challenges in re-addressing the Village
- Provide Future State Recommendations for re-addressing the Village

Development of an Implementation Plan to Re-Address the Village

DATAMARK will develop a formal plan to implement our Future State Recommendations, including:

- Correction of duplicate road names in compliance with Village codes and State statutes
- Development of community engagement resources and attending local meetings
- Assistance to local businesses for submission of address change to local, state, and federal agencies

Detailed descriptions of these services and solutions are provided below.

Community Engagement and Outreach

DATAMARK will work collaboratively with the Village to lead community outreach efforts to communicate the impacts of the re-addressing project to the community through:

- Creating and mailing notification letters to impacted residents and businesses
- Traveling to the Village to attend public town hall meetings and presenting status reports to the Village Council during regular quarterly and other special meetings
- Developing information resources to assist and directly assisting local businesses with:
 - Communicating changes in business addresses that impact licensure to the proper local, county, state, and federal authorities
 - Placing address placards as required by the Village

GIS Data Remediation Services to Re-Address the Village of Ruidoso

DATAMARK will provide GIS professional services to make corrections and updates to the Village of Ruidoso's GIS data to correct duplicate road names and ensure address point and road centerline data properly reflects the Village's updated addressing.

Each of these project tasks and phases are described in detail below.

Task 1.1: Strategic Planning

DATAMARK's Strategic Planning services evaluate your current public safety, addressing, and GIS data environment, enabling us to deliver future state recommendations and create an implementation plan to accurately perform re-addressing of incorporated areas within the Village of Ruidoso.

Strategic Planning services are delivered in two phases:

First, DATAMARK performs a **Current State Assessment and Gap Analysis** of the Village's addressing and GIS data, the addressing and GIS data environment, and management processes.

The results of this assessment are used to create and document **Future State Recommendations** to accurately re-address the Village and correct GIS and addressing issues identified in the Current State Assessment and Gap Analysis.

Current State Assessment and Gap Analysis

The Current State Assessment and Gap Analysis evaluates the Village of Ruidoso's GIS data, GIS and addressing workflows, processes, and the GIS environment to provide an accurate Gap Analysis and needs assessment of the Village of Ruidoso's GIS data and addressing objectives.

Current State Assessment

The DATAMARK team conducts interviews with technical staff, internal stakeholders, and external stakeholders to develop a comprehensive understanding of the addressing and GIS data environment and GIS management processes. During the Current State Assessment, DATAMARK compares existing data management processes against GIS best practices and applicable data standards for addressing and public safety (E9-1-1) applications.

Gap Analysis

DATAMARK performs a Gap Analysis on addressing and GIS data. We assess the Village of Ruidoso's addressing, GIS and public safety data, including MSAG and ALI, for data quality using a comprehensive series of GIS validations.

DATAMARK conducts a formal review of the results of the Current State Assessment and Gap Analysis. This review will include the findings of the Current State Assessment and the results of the data validations performed during the Gap Analysis.

The results of the Current State Assessment and Gap Analysis are used to develop Future State Recommendations. We will work with the Village of Ruidoso to discuss how the results impact addressing objectives and how they may be presented to support your GIS data objectives, data management goals, and to support public safety.

CLIENT TASKS/RESPONSIBILITIES

- Provide copy of current GIS data to DATAMARK for validation checks
- Provide documentation of GIS data workflows, address management, and public safety applications
- Accept report of the Current State Assessment
- Provide introductions to key personnel for DATAMARK outreach

DATAMARK DELIVERABLES

- Conduct interviews with client and stakeholders
- Perform validations on client GIS data
- Deliver Current State Assessment to client

Future State Recommendations

DATAMARK develops Future State Recommendations based on the gap analysis and needs assessment, interviews, and data validations performed during the Current State Assessment. DATAMARK will work with the project stakeholders to document GIS data objectives and data management goals. Recommendations are clearly defined and align to the GIS data objectives, specifically addressing the GIS and addressing stakeholders' goals, management processes, workflow, and quality issues. Recommendations are documented and reviewed with project stakeholders prior to release of the final report.

Future State Recommendations can be used to justify funding and grant requests, define deliverables for GIS or future addressing projects, determine needs for additional staffing, and develop the scope of services for location data projects and RFPs. DATAMARK's recommendations clearly identify the steps needed to resolve issues identified in the Current State Assessment, define the solutions and services that will improve the GIS data environment, and optimize data management workflows.

DATAMARK provides clients and stakeholders with a report which concisely details each of the Future State Recommendations for developing reliable high-quality addressing procedures, public safety GIS data and creating efficient, consistent, and GIS data management processes.

Future State Recommendations require the completion of a Current State Assessment and Gap Analysis, and are required to develop the Implementation Plan.

CLIENT TASKS/RESPONSIBILITIES

- Complete a Current State Assessment and Gap Analysis and receive results from DATAMARK
- Accept final report of Future State Recommendations

DATAMARK DELIVERABLES

- Deliver Future State Recommendations to client

Review of the Strategic Plan Documents and Preparation of the Implementation Plan

Following the completion of the Strategic Planning phase, DATAMARK will review the results of the **Current State Assessment and Gap Analysis**, and **Future State Recommendations** with the Village. Using the Strategic Plan documents and working in collaboration with the Village, DATAMARK's GIS and addressing professionals will develop a written plan to implement our recommendations to re-address the Village.

Task 1.2: Implementation Plan

DATAMARK will create an Implementation Plan that clearly defines the stakeholders, resources, deliverables, technologies, processes, and project schedule necessary to implement the Future State Recommendations for re-addressing the Village of Ruidoso.

The Implementation Plan is developed in close coordination with personnel from the Village as well as any external stakeholders. DATAMARK conducts on-site workshops with client team members and project stakeholders to prioritize the most important needs, identifying:

- Resourcing required to implement each stage of the plan and responsible entities
- Technology resources required to support the plan
- Deliverables and timing for each stage of the implementation

Implementation Plan objectives are based on the Future State Recommendations and developed following the SMART philosophy. Each objective is Specific, Measurable, Assignable, Realistic, and Time-related. The Implementation Plan will also consider client requirements, time constraints, other critical projects, and overall resource availability. Based on our understanding of the Village's re-addressing needs, the Implementation Plan will describe how DATAMARK will work in collaboration with the Village to develop plans, workflows, and processes for the following tasks:

- Correcting duplicate road names and ensuring corrections are made in compliance with applicable New Mexico statutes (63-9D-14) and Village Municipal Codes (Sec. 54-146. - Lot Numbering)
- Developing and mailing written notification letters to parties affected by the re-addressing efforts
- Conducting presentations for the public during regularly scheduled town hall meetings
- Attending and presenting on project status quarterly during Village Council meetings and other special meetings which address the re-addressing project
- Assisting local businesses with notifying local, county, state, and federal agencies of address changes which potentially impact licensing, permitting, and authorization to conduct business
- Assisting local businesses with guidance on the placement of addressing placards pursuant to Village Municipal Code 54.146

Once complete, DATAMARK will conduct virtual follow-up meetings with project team members and stakeholders to review the Implementation Plan and project schedule. If additional data support services are required to implement our Future State Recommendations, these will be identified in the Implementation Plan.

CLIENT TASKS/RESPONSIBILITIES

- Complete and receive results of the Current State Assessment and Future State Recommendations services
- Accept completed Implementation Plan

DATAMARK DELIVERABLES

- Facilitate workshop sessions with client staff and external stakeholders
- Deliver completed Implementation Plan to client
- Formal review of the Implementation Plan with the client

Task 2: Community Engagement and Outreach

The DATAMARK team is experienced at communicating complex geospatial and addressing issues to communities, government agencies, and other impacted organizations such as local businesses.

We will lead and manage a community engagement program in which we will attend Village town halls and council meetings, create and distribute online and printed notices, and assist local businesses in updating their address information to maintain continuity of operations.

Based on the Village's requirements communicated to our team and experience from similar projects, our community engagement and outreach shall include the following tasks and activities described below, following the project phases documented in the finalized Implementation Plan.

Development and Distribution of Public Notices

DATAMARK will work with the Village to create written materials to notify residents and businesses impacted by the re-addressing project of the changes being made to their addressing, and provide resources for how to update address information with local, county, state, and federal entities.

During the development of our Implementation Plan, DATAMARK will work with the Village to identify and review all available options for notifying the public about the re-addressing project and its impacts on residential and business addresses throughout the Village. We will provide guidance in developing digital and printed media following applicable laws, regulations, and guidelines for public notification.

We will work closely with the Village to distribute or publish written notices when and as required, and work with the Village to identify funding and secure approvals for printing, postage, and other resources required to mail, publish, or distribute written or online materials.

Attendance of Community Meetings and Project Status Presentations

DATAMARK will lead and coordinate the re-addressing of the Village of Ruidoso through collaboration with the Village Council, Address Committee, and other project stakeholders including local businesses and the public community through:

- In-person attendance of five (5) town hall meetings and presentations to the public to communicate the status of the re-addressing project, locations and businesses affected by the project, and resources to identify and update addressing which has been altered
- Virtual attendance of quarterly Village Council meetings and presentations on the status and details of the readdressing project, including community outreach program tasks, through the duration of the project
- Virtual attendance of other special meetings, as requested, by available DATAMARK team members to provide status updates, discuss technical and community outreach matters, and address issues that may be identified, through the duration of the project

Assist Local Businesses with Address Updates, Correction, and Signage

DATAMARK will work with project stakeholders from the Village of Ruidoso to obtain listings for all businesses within the Village's incorporated limits, which will enable us to identify businesses which may be impacted by the re-addressing project and, in turn, impact their licensure, permits, or daily operations.

DATAMARK will work with local businesses and stakeholders from the Village to identify companies who require updated address information as well as local, county, state, and federal agencies who provide licenses or permits for local businesses to operate. We will research the contacts for each agency along with processes and deadlines for submitting and verifying address changes.

Address Change Contact Information and Process Repository

We will create a repository of organizations requiring address change requests to maintain licensing, permitting, or continuity of business operations. This will include company/agency name, contact, address change requirements and processes, and links to information and instructions on their respective websites. These companies and agencies will include, but not be limited to, the following:

New Mexico Regulations and Licensing Division

United States Postal Service

Bureau of Alcohol, Tobacco, Firearms, and Explosives (Federal Firearm License address changes, etc.)

Public service utilities delivering services within incorporated limits

Public safety agencies or notification services with opt-in registration requiring manual address updates

Mapping service data providers such as Google, Apple, etc.

We will work with the Village to identify a local primary point of contact for questions and issues that may come from Ruidoso's business community, providing additional assistance as necessary to connect local businesses with the agencies and authorities issuing their licenses and permits.

DATAMARK will make this information available to all local businesses through online and print resources to be discussed and determined in collaboration with the Village. These may include a dedicated page on the Village website, creating a standalone website to host address change process information, and direct email campaigns to share links to these resources to businesses within incorporated limits.

If necessary, we can consult with Village stakeholders to coordinate the production of additional printed brochures or other print media to be sent to businesses impacted by changes to their address data if business listings do not include email or website contact information.

Placement of Address Placards

DATAMARK will research and provide assistance to local businesses in the proper placement of address placards in accordance with Village Municipal Code 54-146 through online and/or print resources made available to all businesses within the incorporated limits of the Village.

We will work with the Village to identify a local point of contact for any questions or issues from individual businesses and will provide additional consultation and assistance as necessary.

CLIENT TASKS/RESPONSIBILITIES

- Review and approve all public notices created by DATAMARK prior to distribution
- Coordinate with DATAMARK to secure all necessary approvals and funding for the printing and distribution of hardcopy public notices sent through the mail or other means
- Provide schedule of upcoming town hall and Village Council meetings through the duration of the project
- Provide links and access credentials for virtual meetings
- Provide current listings of businesses operating within incorporated limits
- Work with DATAMARK and local business community to identify private, local, county, state, and federal agencies requiring local businesses to submit address change requests
- Work with DATAMARK to publish address change repository to Village website or a standalone website, as agreed to during the course of the project
- Provide a local point of contact for questions and issues from the business community that can direct businesses to address change and placard placement information resources

DATAMARK DELIVERABLES

- Develop written content for public notices and coordinate distribution by postal mail and/or other means
- Attend five (5) town hall meetings in person to provide information and status of re-addressing project
- Virtually attend Village Council and other meetings to provide status of re-addressing project
- Create repository and reference materials of companies and government agencies requiring notification of address change from local businesses to maintain permits, licenses, or operational continuity
- Develop reference and resource material for address placard placement following Village Municipal Codes

Task 3: GIS Data Remediation Services to Re-Address the Village of Ruidoso

DATAMARK will perform remediation of the Village of Ruidoso's GIS address point (AP) and road centerline (RCL) layers to implement E9-1-1 re-addressing and resolve addressing issues such as duplicate road names, in compliance with New Mexico State Statute 63-9D-14 and Village Municipal Code 54-146.

Experienced GIS professionals from DATAMARK will update and create address points, update and correct road centerlines, and make appropriate adjustments to AP and RCL attributes to implement E9-1-1 addressing within the incorporated limits of the Village.

Duplicate records will be documented, corrected, and removed from the GIS database following discussion with the project team and project stakeholders to determine best course of action for resolving them. Our team of experienced GIS professionals will also provide guidance to the Village on best practices for the ongoing maintenance of addressing and GIS data.

GIS data remediation is performed in a phased approach by GIS professionals focused on completeness, accuracy, and data quality. Remediation of the Village's AP and RCL layers uses the results of the Gap Analysis performed during the Current State Assessment, GIS data validations, and data quality checks to identify duplicate records, missing attributes, and other data issues to be corrected.

GIS Data Assessment, Analysis, and Inspection

Our team uses a combination of automated validations and reviews performed by experienced GIS professionals to inspect the Village of Ruidoso's GIS and addressing datasets for data health issues and discrepancies, and to document data field mapping requirements.

DATAMARK GIS professionals analyze and inspect existing data by comparing the layers and attribution (fields) against the Village's addressing requirements, GIS best practices, and applicable data standards for municipal addressing and public safety GIS.

Validations and QC checks are run on GIS and addressing datasets to identify anomalies such as topology discrepancies impacting GIS data quality, and data issues impacting conformance with GIS layer, attribution, and schema requirements.

GIS-Based Data Corrections

Remediation of RCL and AP layers begins with identifying GIS-based issues that do not require direct feedback and can be fixed quickly. Our team will perform data corrections and revisions on the address point and road centerline layers to correct these issues.

GIS-based issues are initially identified through the Data Field Mapping Document, by populating and/or parsing data, and running validations on GIS and addressing datasets using powerful software tools developed by our team for the validation and management of public-safety grade GIS data. DATAMARK will perform one full remediation pass through the identified anomalies to correct issues and discrepancies that do not require authoritative decisions or direction from the Village.

Initial GIS data corrections can include parsing, normalization, populating missing values or mandatory fields within applicable standards, and resolving line topology inconsistencies. An example of basic correction includes parsing and normalization of suffix type, such as changing "AVE" or "AV" to "AVENUE" for consistency across the remediated RCL and SSAP layers.

Reviewing Anomalies for Authoritative Remediation Decisions

The Village of Ruidoso understands its addressing data better than anyone, and our remediation processes do not make blind assumptions about anomalies in your datasets. After performing GIS-based corrections in the data, DATAMARK will host a virtual meeting with project stakeholders to review anomalies in the data and obtain authoritative decisions from the Village to remediate them. If authoritative decisions for remediating anomalies cannot be provided during the meeting, the Village will investigate further and provide direction to the DATAMARK team to complete GIS data remediation.

Opportunities to Prepare the Village for Future Public Safety GIS Needs

DATAMARK will remediate the Village of Ruidoso's GIS AP and RCL datasets within the Village's native GIS schema which currently supports existing E9-1-1 operations. As a leading nationwide provider of Next Generation 9-1-1 (NG9-1-1) GIS data solutions, data remediation services can be expanded to prepare the Village's GIS datasets to meet the layer, attribution, and schema requirements of NENA's NG9-1-1 GIS Data Model. We would be pleased to discuss how our data remediation services could help the Village prepare its updated GIS and addressing datasets to support New Mexico's NG9-1-1 initiatives.

CLIENT TASKS/RESPONSIBILITIES

- Provide required GIS dataset(s) to DATAMARK
- Provide input and feedback on anomalies requiring additional information from the Village
- Accept final remediated GIS data layers

DATAMARK DELIVERABLES

- Final remediated Road Centerlines and Address Points layers
- Data Field Mapping Document
- Data Remediation Report

Project Management

DATAMARK will manage each phase of this project in close collaboration with the Village of Ruidoso throughout the term of the contract for services. Our project management methodology adheres to Michael Baker practices which have proven effective for managing project operations, schedules, finances, and contracts for more than 80 years.

Project Management Plan

The Project Management Plan (PMP) documents the project team and their responsibilities along with the project approach, objectives, communication processes, and risk management. The PMP is used to manage the project schedule and track the progress of project milestones and deliverables. Smartsheet is used to collaboratively manage scheduling, communications, risks, tasks through the life of the project and provides the team with a web-based project dashboard.

The PMP is used to document and manage project operations, budgeting, contracts, operations, and quality, based on the Village of Ruidoso's project requirements and the project's scope of work. Communications processes and workflows established during kickoff are documented in the PMP along with the project reporting schedule. The PMP includes a risk register to track issues encountered during the project and to document stakeholder discussion and plans for risk mitigation.

Project Startup and Kickoff Meeting

DATAMARK will perform project startup tasks and set up budget management following execution of a contract for services. This includes a virtual project kickoff meeting to introduce project team members, define team member roles, and discuss the project's milestones, objectives, timeline, and approach.

Topics discussed during the kickoff meeting are documented in the Project Management Plan and the Project Technical Plan, which will be developed, updated, and provided by DATAMARK's Project Manager.

Project Technical Plan

The Project Technical Plan documents technical details about the tasks which make up the scope of work and describes the approach, workflows, and technical requirements to execute project tasks. The Project Technical Plan is used to manage estimated timeframes and expectations for each task and includes descriptions of task deliverables.

The Project Technical Plan is used throughout the life of the project and will be continuously updated with information and decisions from the project team and project stakeholders. A revised plan document will be sent to the project team and stakeholders as updates are made.

Scope, Schedule, and Budget Tracking

DATAMARK understands the Village of Ruidoso wishes to execute this project over the course of thirty-six (36) months. We will work with the Village’s point of contact to identify timelines for each phase to ensure project meets the Village’s timeline and budget requirements. DATAMARK will monitor the scope, schedule, and budget throughout the life of the project. We will provide regular status communications to the project team and provide a project status dashboard through Smartsheet enabling the team to maintain focus, workflow efficiency, and progress toward task completion.

Project Status Reporting and Invoicing

The Project Manager will provide regular project status reports which will be delivered on a schedule to be determined and agreed to during the project kickoff meeting. Project status reports will include the Project Summary, Work Completed, Action Items, List of Issues and Risks.

Project status can also be reviewed at any time through Smartsheet, which provides the project team with a web-based portal to visualize project status in real time and review the project schedule, communications plan, risks, tasks, and project change log.

The Project Manager will deliver invoices on a monthly basis or by project milestone, as agreed to with the Village of Ruidoso, adhering to all applicable terms and conditions outlined in the Services Statement of Work and/or SaaS Agreement for the project.

CLIENT TASKS/RESPONSIBILITIES

- Participate in project kickoff meeting
- Review, provide feedback, and approve the Project Technical Plan, schedule, invoices, and other project documents

DATAMARK DELIVERABLES

- Schedule and conduct the project kickoff meeting
- Schedule project status meetings and provide project status reports
- Deliver the Project Management Plan, Project Technical Plan, schedule, and other project documents
- Deliver invoices to the Village of Ruidoso

EXHIBIT B: COMPENSATION AND PAYMENT

DATAMARK will invoice the Village of Ruidoso on a monthly basis for services as they are rendered, not to exceed the total fixed price shown below.

Services	Price
Strategic Planning	\$31,200
Implementation Plan Development	\$9,360
Community Engagement and Outreach	\$161,800
GIS Data Remediation Services to Re-Address the Village of Ruidoso	\$48,480
Services Total	\$250,840