

Investing in Portland's Future

PDC

PORTLAND DEVELOPMENT COMMISSION

PORTLAND DEVELOPMENT COMMISSION

REQUEST FOR QUALIFICATION (RFQ) #10-11 FOR IT PROFESSIONAL TEMPORARY SERVICES

**PROPOSALS DUE: DECEMBER 21, 2010
BY 2:00 PM (Pacific Time)**

**Direct all questions to and submit one (1) original proposal,
five (5) photocopies of the proposal, and one (1) electronic copy of the
proposal (including cover letter) on CD to:**

Larry Wright, CPPO, CPPB
Procurement Services Supervisor
Portland Development Commission

222 NW Fifth Avenue
Portland, Oregon 97209
(503) 823-3328 (direct)
(503) 865-3905 (fax)
WrightL@pdc.us (email)
<http://www.pdc.us/> (www)

*PDC encourages the participation of certified minority-owned, women-owned
and emerging small businesses in this Request for Qualifications.*

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I. REQUEST FOR QUALIFICATIONS INFORMATION & OVERVIEW

Request for Qualifications Title: **IT Professional Temporary Services**
Solicitation Number: **RFQ #10-11**
Solicitation Coordinator*: **Larry Wright, Procurement Services Supervisor**
Contact Information: **(503) 823-3328 (direct)**
(503) 865-3905 (fax)
WrightL@pdc.us (email)
Proposal Delivery Location**: **Portland Development Commission**
Attn: Larry Wright, Professional Services
222 NW 5th Avenue
Portland, OR 97209

*** This is the sole point of contact for this RFQ. Direct all questions regarding this RFQ to the Solicitation Coordinator identified here.**

**** To be considered for evaluation, proposals must be received by PDC at the location listed above no later than the "Proposal Due Date and Time" listed below.**

Through this Request for Qualifications (this "RFQ"), the Portland Development Commission ("PDC") is seeking competitive proposals from qualified and experienced individuals, firms or teams ("Proposers") to provide IT Professional Temporary Services on an "as needed" basis. PDC may award one or more Flexible Service Contracts from this RFQ. The awarded Flexible Services contracts are anticipated to start on or about April 1, 2010. The contracts will be awarded for three years. The value of each contract is anticipated not to exceed \$ 100,000 over a three (3) year period. A Flexible Service Contract is a price agreement for services. The services requested under a Flexible Services Contract will typically be for projects that are small to medium in size and limited in scope. They generally include work with short deadlines, scopes that may need to be developed quickly and/or require expertise not currently in-house.

Specific project work will be assigned, amended and/or cancelled under the established contract through a PDC Work Order. Rate schedules provided by the selected Proposer(s) will be used for all work resulting under the contract and are binding unless the contract is otherwise amended. PDC MAKES NO GUARANTEES OF WORK UNDER A FLEXIBLE SERVICES CONTRACT AND PDC HAS NO OBLIGATION TO ORDER WORK.

II. SCHEDULE OF SOLICITATION & CONTRACT(S) AWARD EVENTS

PDC reserves the right to change the following schedule for any reason.

Request for Proposals Issued	November 17, 2010
Deadline for Questions and Requests for Changes	November 30, 2010
Proposal Due Date and Time (no later than) All proposals shall be publicly opened and the names of all Proposers shall be read aloud at the Commission's office immediately after the time of the RFQ deadline.	December 21, 2010 by 2:00 PM (Pacific Time)
Evaluation Period, Ending (<i>tentative</i>)	January 27, 2011
Notice of Intent to Award, Issued (<i>tentative</i>)	February 2, 2011
Deadline for Protest of Intent to Award	Seven (7) calendar days after Notice of Intent to Award
Anticipated Contract Execution Date (<i>tentative</i>)	April 1, 2011

No pre-proposal meeting is scheduled for this RFQ.

III. ABOUT THE PORTLAND DEVELOPMENT COMMISSION

Created by Portland voters in 1958, PDC plays a major role in making Portland, Oregon one of America's most livable cities. As Portland's urban renewal and economic development agency, PDC is pursuing an aggressive strategy to create the most sustainable economy in the world, by connecting people and resources to achieve the city's vision of healthy neighborhoods, a vibrant central city, a strong regional economy, and quality jobs and housing for all. PDC is internationally recognized as a model for urban renewal success and sustainable practices.



PDC professionals are focused in the fields of real estate development, finance, construction, environmental sustainability, urban planning, project management, economic and community development, architecture, law and other specialties to meet our strategic goals:

- Strong Economic Growth and Competitiveness
- Sustainability and Social Equity
- Healthy Neighborhoods
- A Vibrant Central City
- Effective Stewardship over our Resources and Operations, and Employee Investment

PDC integrates business, economic and physical development to spark job creation and attract investments that provide a full range of employment opportunities and economic benefits to all residents in the region. This is accomplished by assembling underused property and making it available for private development; funding and oversight of new infrastructure (e.g., roads, transit, parks); and providing technical and financial assistance to for-profit and non-profit developers undertaking private projects that are supportive of public plans and objectives. In 2008-09 PDC spent almost \$16 million on infrastructure improvements, most notably Saturday Market in the Downtown Waterfront Urban Renewal Area, and Director Park in the South Park Blocks. And over the past five years, PDC loans and grants leveraged more than \$814 million in other funds – an average of \$163 million a year.

As the city's economic development agency, PDC helps existing and new businesses navigate a wide variety of public and non-profit resources; assists businesses in evaluating Portland as a viable and effective location where a company can thrive; and connects business owners with financial and technical resources that can give companies a competitive edge. Assistance includes location and site selection; incentives; financial services; retention, expansion and recruitment services; development assistance; regional partnerships; workforce connections; and industry cluster support. Through its business finance programs, PDC has loaned or granted \$63.8 million to more than 300 businesses over the past eight years.

PDC has played a key role in the creation of many of Portland's most important landmarks, including Pioneer Courthouse Square, Pioneer Place, the Lan Su Chinese Garden, Tom McCall Waterfront Park, the Eastbank Esplanade, and Airport and Interstate MAX Light Rail. For more information, visit the PDC website at <http://www.pdc.us>

IV. SCOPE OF SERVICES & WORK ORDERS

Through this RFQ, PDC desires to enter into Flexible Services Contract(s) with one or more successful Proposer(s) (the "Selected Contractor(s)") for the provision of the services listed below. Selected Contractor(s) will provide PDC with IT Professional Temporary Services. These services will be provided on an **as-needed basis** through Work Orders to Flexible Services Contracts more fully described in the "Contract Requirements and Work Orders" section below. **SELECTED CONTRACTOR(S) MAY NOT BEGIN WORK WITHOUT A FULLY-EXECUTED WORK ORDER.**

A. SCOPE OF SERVICES

When performing work under a Flexible Services Contract, the Selected Contractor(s) must meet the highest standards prevalent in the industry most closely related to the services described below. The range of services which selected contractors may be asked to provide may include, but is not limited to, the following:

To meet PDC needs and activities, the Commission desires to designate qualified firms to provide a broad range of Information Technology (IT) Professional Temporary Services in support of and in close coordination with PDC IT staff. IT Professional Temporary Services are specialized services delivered by a skilled technologist to support the execution and delivery of the Commission's information technology planning, analysis, design, development, testing, integration, training and implementation needs and requirements associated with computer hardware, software, data processing and business process automation systems. IT Technology includes all present and future forms of hardware, software and services for data processing, office automation and telecommunications.

The IT Professional Temporary Services may be used in the following circumstances:

- For an immediate, short-term job assignment where advance notice was not available regarding the vacancy.
- When looking for a specific skill level not available through other recruitment methods; for example, a specialized type of work processing or technical knowledge. Services will include, but are not be limited to, those IT Professional Temporary Services Classifications/Job Titles listed in **Exhibit B - Skill sets and Descriptions."**

Conditions of Services:

1. **Any and all Contractor personnel and Contractor's sub-contractors (collectively "Contractor's Staff")** shall be the responsibility of the Contractor. Contractor will inform all "Contractor's Staff" that they are not considered to be employees of the Commission and that the Commission has no present or future obligation to employ "Contractor's Staff" or provide "Contractor's Staff" with any compensation or employment benefits.
2. Contractor shall be responsible for withholding, accruing and paying all income, social security and other taxes and amounts required by law for Contractor's employees, if any. Contractor shall also be responsible for all insurance and other benefits required by law for Contractor and "Contractor's Staff" and all other benefits promised to "Contractor's Staff" by Contractor, if any.

3. Contractor shall be solely responsible for the acts of the "Contractor's Staff" and "Contractor's Staff" will conduct their activities at Contractor's risk, expense and supervision.
4. Upon written request by the Commission, the Contractor shall agree to replace any person in its employ or any subcontractor or service provider.
5. The Contractor shall provide recruitment and selection services as required and shall be responsible for the hiring, discipline and firing of all staff. The Contractor shall also provide recruitment, screening and management of qualified Subcontractors, where applicable, to complete specified IT Professional Temporary Services related services at the Not to Exceed hourly bill rate submitted by the proposer.
6. The Contractor shall assume all legal responsibility as the employer of the staff, including lawful payment of wages and other compensation due to "Contractor's Staff" and in compliance with all Federal and State payroll tax requirements.
7. The Contractor shall submit Work Order invoices listing the hourly pay rate paid to the "Contractor's Staff" (Pay Rate), the percentage rate applied by the contractor (per the awarded contract) to the "Contractor's Staff" hourly pay rate, and the hourly rate charged to PDC (Bill Rate).

Successful proposer(s) shall have a local Portland, Oregon telephone number, a toll free telephone number, or agree to accept collect calls.

Commission orders for IT Professional Temporary Services shall only placed by the Commission Human Resources (HR) Department. Contractor shall direct all Commission departments, who may contact Contractor regarding placing an IT Professional Temporary Services Work order, to contact the Commission Human Resources (HR) Department.

Contractor or "Contractor Staff" shall not use the Commission's equipment, including but not limited to any software and hardware that provides access to any computer network, including the Internet, for any reason other than when required to perform services under the awarded contract, unless authorized in advance by the Commission.

PDC reserves the right to renegotiate contract Rates and to add positions to the "Classification Categories & Job Titles listed in Exhibit A - Rate Schedule, as well as add skill sets and descriptions to Exhibit B - Skill Sets and Descriptions, for the related new positions added to the "Classification Categories & Job Titles".

PDC staff may request project quotes for IT Professional Temporary Services in a "Not-to-Exceed" amount. Contractor(s) will be required to submit invoices for these "Not-to-Exceed" IT Professional Temporary Services, detailing the invoiced amounts at the hourly pay rate, percentage mark-up, and bill rate per the proposal submitted in response to this RFQ.

At the completion of each Work Order, the Contractor may be evaluated by the PDC Work Order Manager and this evaluation will be included in the Contractor's file.

B. CONTRACT REQUIREMENTS AND WORK ORDERS

1. **Form of Agreement.** The Proposer(s) selected for contract award from this RFQ will be invited to enter into a Flexible Services Contract (the "Contract") with PDC. The terms and conditions that will govern the Contract can be found in Section VII of this RFQ, "Contract Terms and Conditions." PDC reserves the right to modify any Contract term or condition prior to execution of the Contract. The Contract will become effective upon execution by both parties; commencement of work will be ordered upon PDC's issuance of a Work Order to the Selected Contractor (see below). THE AWARD OF A FLEXIBLE SERVICES CONTRACT DOES NOT AUTHORIZE ANY WORK AND DOES NOT OBLIGATE PDC TO AUTHORIZE ANY WORK.
2. **Work Orders.** Flexible Services Work Orders will be used to authorize **all** work under a Contract. The specific statement of work, performance schedule, deliverables and compensation for a given project will be provided in a Work Order issued by PDC. Prior to issuance of any Work Order(s), Selected Contractor(s) will be asked to provide a proposal or detailed cost estimate for the requested services which will include all labor hours and reimbursable expenses. If issued a Work Order, the Selected Contractor (s) will be responsible for notifying PDC's designated representative if either a) the agreed-upon sum or b) the expiration date of a Work Order needs to be amended prior to exceeding the agreed-upon sum or the expiration date of a Work Order. ALL PDC WORK ORDERS MUST BE FULLY-EXECUTED BY THE APPROPRIATE PDC REPRESENTATIVE AND THE SELECTED CONTRACTOR BEFORE WORK UNDER A WORK ORDER CAN COMMENCE. PDC is not responsible for payment of any work that was not properly authorized by PDC. Subcontractors or subconsultants not initially identified in the Contract, but necessary to complete the work under a specific Work Order, will be approved by PDC through that Work Order.
3. **Term.** The Contract term will be that listed in Section I of this RFQ.
4. **Compensation and Payment.** The initial value of each Contract will be the value listed in Section I of this RFQ. Rate schedules provided by the Selected Contractor will be used for all work under a Contract. Proposed pricing is binding unless the Contract is amended by the parties to the Contract. Selected Contractor's personnel and reimbursable expenses, up to the Not to Exceed value of the Work Order, will be payable on the basis of Selected Contractor(s)' time and materials. PDC PAYMENT TERMS: NET 30 DAYS. Contractor's Hourly Personnel Rate, and subcontractors rates, shall be billed on a quarter-hour (0.25) basis, rounded up to the nearest quarter hour (e.g., fifty (50) minutes of work shall be billed as 1 (one) billable hour; 1 hour and ten minutes of work shall be billed as 1.25 billable hours, etc.).
5. **Work Order Evaluation.** At the completion of each Work Order, the Selected Contractor may be evaluated by the PDC Work Order Manager. This evaluation will be included in the Selected Contractor's contract file.
6. **Compliance.** Before PDC will execute any Contract awarded from this RFQ, successful Proposer must:
 - a) Be a legal entity that has the authority to transact business in the State of Oregon. The State of Oregon, Secretary of State, Corporation Division can be found at <http://filinginoregon.com/business/index.htm>
 - b) Obtain a City of Portland Business License (for Contracts in excess of \$50,000). The City of Portland, Oregon; Business Licenses Services website can be found at <http://www.portlandonline.com/omf/index.cfm?c=29554>

- c) Be certified as an Equal Employment Opportunity (EEO) employer through the City of Portland. The City of Portland, Oregon; Equal Employment Opportunity (EEO) website can be found at <http://portlandonline.com/omf/index.cfm?c=45665&>
- d) Provide adequate proof of insurance, as set forth in Section VII of this RFQ, "Insurance Requirements."

If selected for Contract from this RFQ, Proposer must maintain such certification, insurance, accreditation and/or license(s) that may be required to perform work under an awarded contract for the duration of the contract term. **The conditions in this section apply only to the successful Proposer(s) and are not a condition to submit a proposal in response to this RFQ.**

C. WORK PRODUCTS REQUIREMENTS

Any documents provided to PDC under a contract resulting from this RFQ should be in electronic format on CD, DVD and/or email, meeting the following criteria:

- When requested by PDC, Contractor must provide materials in the native file format of the programs they were created in: Microsoft Word, Quark Express, and Adobe Creative Suite (InDesign, Illustrator and Photoshop).
- Print projects require high-resolution electronic files of all "placed art and images" used in the layout (300-dpi minimum resolution, in .EPS, .TIF (preferred) or .JPEG format, as appropriate)
- Web projects require web-optimized graphics, all native, editable PhotoShop and Flash files used to produce graphics and animations, and HTML and CSS files created in the development of the web site

If the above formats are not available, provide files in two (2) versions of "Adobe Acrobat PDF":

- Print quality (high resolution) PDF document suitable for print and
- Web quality (standard resolution) PDF documents suitable for posting on our website.

Contractor will also provide three (3) hard copies of any document, when requested by PDC, preferably on recycled paper.

V. SUBMITTAL REQUIREMENTS & EVALUATION CRITERIA

Proposals submitted in response to this RFQ will be evaluated in accordance with the following Submittal Requirements and Evaluation Criteria. **Please organize your proposal corresponding to the order of the sections below.**

Responses should be of sufficient length and detail to demonstrate the Proposer's understanding of the requirements described in the Scope of Services section of this RFQ. See also Section VI this RFQ for overall proposal preparation and submission instructions. All submittal requirements listed as **"Mandatory"** below must be addressed in sufficient detail in a proposal submitted in response to this RFQ. PROPOSALS THAT DO NOT ADDRESS ALL MANDATORY SUBMITTAL REQUIREMENTS OF THIS RFQ WILL BE CONSIDERED NON-RESPONSIVE AND WILL NOT BE CONSIDERED FOR CONTRACT AWARD.

1. **Cover Letter** **(Not Scored, but Required)**

Provide a cover **letter clearly indicating** the firm is interested in providing IT Professional Temporary Services on an as-needed basis to PDC. The cover letter must be dated and signed by the person authorized to sign any contract that may result from this RFQ. Include the mailing address, phone and fax numbers and email address of the individual signing the cover letter, as well as contact information indicating your firm's primary staff contact for this RFQ, if different. **Finally, if your proposal is printed on recycled paper, state the post-consumer waste recycled paper content of the proposal** (see "Sustainability of Proposal" section below). If no information on the recycled paper content of the proposal is clearly listed in the cover letter, PDC will assume it is 0%.

2. **Management and Organization** **(Mandatory Submittal Requirement - 30 Maximum Points)**

Firms must provide a detailed history of their company and its experience providing IT Professional Temporary Services. If a firm intends to have services provided by other contractors or consultants, it will be mandatory for the firm submitting the proposal to act as the prime contractor for all service delivery as specified in this RFQ. Firms must include the following information:

1. Total number of years in business (minimum of three years), years supplying IT Professional Temporary Services, general scope of services provided, and number of employees and principal areas of expertise.
2. A narrative description and organizational chart depicting the management of the firm's organization and its relationship to any larger business entity.
3. Ability to Respond. Staff will be assigned on an as-needed basis. The selected Proposer must demonstrate an ability to respond with appropriate IT staff when PDC requests a specific skill set.

3. General (Relevant) Experience:

(Mandatory Submittal Requirement – 40 maximum Points)

Briefly describe other contracts executed by the Proposer that demonstrate relevant experience to include:

- Listing most relevant completed projects related to IT Professional Temporary Services and the staff skill sets Proposer provided.
- Describe any work involving public-private partnerships, diverse stakeholders. Be sure to highlight IT Professional Temporary Services completed for City or State governmental organizations and/or completed for projects located in the City of Portland.

Provide a list of at least three (3) current references for most relevant completed contracts that directly relate to the skill sets being offered by the firm. Include reference company name, address, contact name and title, phone number, email address, and description of the service provided.

4. Rate Schedule

(Mandatory Submittal Requirement – 20 Maximum Points)

Submit the proposed Rates for IT Professional Temporary Services provided on the attached Exhibit A – Rate Schedule (3 pages). Include the percentage (%) mark-up rate applied by Contractor to the hourly pay rate of the “Contractor’s Staff” and the Not-to-Exceed Bill Rate per hour for each position listed in the category the Proposer is submitting a proposed “NTE Bill Rate” for, (which shall include the mark-up percentage). **A RANGE OF HOUR RATES IS NOT ACCEPTABLE.** Proposed rates shall include any necessary reimbursable and other expenses anticipated to be charged to this contract.

Proposer may submit proposed mark-up percentage and NTE Bill Rates for all the position categories listed on Exhibit A, or may submit proposed mark-up percentage and NTE Bill Rates for each position listed in the different position categories (example: # 1 – Programming, # 2 – Systems Development, # 3 – Data Management, # 4 – Technical Specialist, # 5 – Quality Assurance, # 6 – Project Management, and # 7 – Networking). Proposals submitted that do not provide mark-up percentage and NTE Bill Rates for each position listed in the different position categories that the Proposer is submitting a proposal for shall be considered as non-responsive for that category.

Proposer shall also submit a Buy-out fee for “Contractor’s Staff” that is hired by the Commission as regular employees after three (3) months of service or at any other established interval(s).

The submitted **proposed mark-up percentage and NTE Bill Rates** will be compared to the Rate schedules proposed by other firms and to information available regarding the current market. The proposed mark-up percentage and NTE Bill Rates shall be held constant for the initial term of the contract. Upon annual review these rates may be updated if and when the conditions justify a change. In addition, if there is a significant change in market conditions before the annual review, the contractor may apply for an adjustment in the mark-up percentage and the NTE Bill Rates subject to the Commission’s

agreement that such a change is justified. All changes in the mark-up percentage and the NTE Bill Rates must be communicated to the Commission and agreed to in writing.

Contractor shall invoice each Work Order, issued by the Commission, monthly for services completed by "Contractor's Staff". The invoice shall include, but not be limited to, the following information:

- Work Order Number;
- Names of "Contractor's Staff" that provide service related to the issued Work Order;
 - Service Provided
 - Hours Worked,
 - The hourly rate paid by the contractor to the "Contractor's Staff" (pay rate),
 - The percentage mark-up rate applied by the contractor (per the awarded contract) to the "Contractor's Staff" hourly pay rate,
 - The hourly rate charged to the Commission (Bill Rate)
 - Service provided.

PDC may request project quotes for IT Professional Temporary Services in a "Not-to-Exceed" amount. Contractor(s) will be required to submit invoices for these "Not-to-Exceed" IT Professional Temporary Services, detailing the invoiced amounts as listed above.

Travel Expenses. PDC will not pay for any travel expenses (transportation, lodging and per diem) of successful Proposer (or sub consultants) for services provided, for projects in the Portland area, under a contract awarded for a proposal submitted for this RFQ. If PDC requires travel outside of the Portland Metropolitan area, and such travel is pre-approved by the PDC project manager, mileage shall be reimbursed at the GSA rate per: www.gsa.gov/mileage.

Adjustment of Hourly Rates Due to Inflation

Adjustments of hourly rates will be considered upon written request from the Selected Contractor to PDC. Approval of the request for rate increase is solely within PDC's discretion and PDC is not obligated to approve such a request. Unless otherwise approved by PDC, all such rate increase requests are subject to the following limitations:

- No increase will be considered within the first twelve months from which the Contract is effective
- No more than one increase will be considered per year the contract is in effect
- All requests must include verifiable documentation that clearly demonstrates increased costs to the Contractor
- Requests to rate increases shall only be proposed in proportion to increases in the Selected Contractor's costs for the contracted positions
- If the rate increase request is approved, the parties will agree to the approved increase by a written amendment to the Contract, prepared by PDC. If the rate increase is not approved, PDC will explain the reason for declining the rate increase request.
- The price increase will be effective only upon execution of the Contract amendment.
- Rate increases will not be retroactive

**6. Promotion of M/W/ESB Firms in Subcontracting Opportunities
(Mandatory Submittal Requirement – 20 Maximum Points)**

PDC seeks to extend subcontracting opportunities to State of Oregon-certified Minority Business Enterprises, Women Business Enterprises and Emerging Small Businesses (collectively, “M/W/ESBs”) in order to promote their economic success and growth. All Proposers must address the following in their proposal:

1. Provide a narrative description of your firm's experience in promoting participation of M/W/ESBs as partners, subcontractors and/or suppliers on previous projects.
2. Discuss any innovative or particularly successful methods that your firm has undertaken to provide business opportunities to M/W/ESB firms.
3. If applicable, list any M/W/ESB firms that will be used as subcontractors or subconsultants on a contract awarded from this RFQ, including their [M/W/ESB certification number](#).

All Proposers are encouraged to do one or more of the following to learn more about the M/W/ESB firms:

- For a list of M/W/ESB firms view the OMWESB website at <http://egov.oregon.gov/DCBS/OMWESB/index.shtml>
- Attend an [Oregon Association of Minority Entrepreneurs](#) (OAME) Architects, Engineers, Professional & Technical (AEPT) meeting. OAME website can be found at <http://www.oame.org/>
- Contact PDC’s M/W/ESB Coordinator, John Classen, at (503) 823-3667 or visit our website to learn more about some of the resources available to assist you in identifying potential subcontractors or subconsultants for your team

**7. Sustainability of Proposal
(Submittal Requirement: 5 Points Maximum)**

PDC values and is committed to practices that satisfy present needs without compromising the ability of future generations to meet their needs. Accordingly, the materials and methods used to submit a proposal in response to this RFQ should meet or exceed the requirements listed in Section VI.2.d of this RFQ, Sustainability of Proposal. **This includes the use of a) double-sided printing and recycled paper and b) exclusion of ring binders, section dividers, plastic or metallic spines and other extraneous presentation materials which cannot be easily recycled.** STATE THE PERCENTAGE RECYCLED PAPER CONTENT IN THE COVER LETTER OF THE PROPOSAL. Other than identifying the recycled paper content in the cover letter, Proposers are not required to respond to this submittal criterion in writing.

**8. Proposer Certification
(Not Scored, but Required)**

Read, detach, sign and return the “Proposer Certification” in this RFQ.

SUMMARY OF SUBMITTAL REQUIREMENTS & EVALUATION CRITERIA FOR THIS RFQ	
EVALUATION CRITERIA	MAXIMUM POINTS
• Management and Organization	30 Points
• Personnel and Previous Projects	40 Points
• Rate Schedule	20 Points
• Promotion of M/W/ESBs in Subcontracting Opportunities	20 Points
• Sustainability of Proposal	5 Points
Other Submittal Requirements	
• Cover Letter	Not Scored, but Required
• Proposer Certification	Not Scored, but Required

VI. INSTRUCTIONS TO PROPOSERS

All Proposals submitted in response to this RFQ are subject to the provisions and requirements defined in this solicitation document. All matters not specifically addressed in this RFQ, or a subsequent Contract entered into, shall be governed by the Portland Development Commission's Local Contract Review Board (LCRB) Administrative Rules as well as applicable Oregon Revised Statutes (ORS) and other pertinent rules concerning procurement and contracting at PDC.

1. **Reservation of Rights.** PDC, in its sole discretion, reserves the right to amend, modify, extend the deadline or cancel this RFQ; to reject any or all Proposals received in response to this RFQ; to decide whether a Proposal does or does not substantially comply with the requirements of this RFQ; to waive any minor informality or irregularity of any proposal; and obtain references regarding any Proposer's past performance. Neither issuance of this RFQ, nor evaluation of any or all Proposals obligates PDC to award a contract from this solicitation.
2. **Proposal Preparation and Submission.** Proposals submitted in response to this RFQ shall be of sufficient length and detail to demonstrate that the Proposer has a thorough understanding of PDC and the needs described in the Scope of Services section of this RFQ.
 - a. **Quantities of Proposals.** Proposers must submit the following which must be received by PDC no later than the "Proposal Due Date and Time" (see Section II of this RFQ) at the location listed in Section I of this RFQ:
 - **ONE (1) ORIGINAL** proposal (including the Cover Letter and Proposer Certification sheet)
 - **Five (5) copies** of the same pages, and
 - **One (1) electronic copy** of the same pages on CD-ROM, in either Adobe Acrobat or Microsoft Word.

The original proposal and the copies should not be submitted as loose sheets. The original proposal and each copy should be stapled or otherwise securely fastened to separate copies. **The original proposal must bear an original ink signature and shall be marked "ORIGINAL."**

- b. **Packaging and Labeling.** Proposals must be submitted in a sealed package(s) or envelope(s). To ensure proper identification and handling, all such package(s) or envelope(s) must include **the proposer's company name and address and clearly marked in the lower left hand corner as follows:**

- RFQ Solicitation Number
- Name of the PDC Solicitation Coordinator
- Date and time the RFQ proposals are due.

PDC shall not be liable for any lost, late or improperly marked proposals.

- c. **Form of Proposal.** Proposals must be typewritten on 8.5" x 11" white paper and in no less than 10-point typeface. No oral, email or facsimile proposals will be accepted. Proposals should address the submittal requirements of this RFQ in a clear, concise and direct manner. Unnecessarily elaborate or lengthy proposals are not desired.
- d. **Sustainability of Proposal.** Unless specifically required in this RFQ, PDC discourages the submission of elaborate artwork, corporate brochures, lengthy narratives, expensive paper and other extraneous presentation materials. Do not use ring binders, section dividers, plastic/metal/wire spines or any other materials which cannot be easily recycled. **Proposals should be printed on recycled paper containing at least 40% post-consumer waste; double-sided printing is strongly preferred.**

3. **Questions or Requests for Clarification or Change.** All requests for change or clarification regarding technical information, procedures, Terms and Conditions, contractual requirements or any other matter regarding this solicitation must be submitted **in writing** to the Solicitation Coordinator identified on the cover page of this RFQ. All such requests for change or clarification **must** be received no later than 2:00 PM on the Deadline for Proposer Questions/Requests for Change listed in the "Schedule of Solicitation and Contract Award Events" on page three of this RFQ. Requests for change or clarification of this RFQ may be sent by mail, emails or fax and shall contain the following:

- RFQ Solicitation Number and Title
- RFQ Specification (or contract provision) being questioned
- Request for change or clarification

PDC will consider all timely-received questions and requests for change and, if reasonable and appropriate, issue an addendum to amend or to clarify this RFQ. **PDC will not consider any requests for change or clarification to any matter contained in this RFQ, including contract terms and conditions, after the deadline to submit such a request.**

4. **Changes to this RFQ.** Any change or clarification to the Scope of Services, procurement process, insurance requirements, contract terms and conditions or any other matter addressed in this RFQ will be issued in the form of a written Addendum to this RFQ.

Unless otherwise stated, Proposers are not required to return Addenda with their Proposal; however, Proposers are responsible for making themselves aware of, obtaining and incorporating any changes made in any issued Amendment or Addendum into their final Proposal. Failure to do so may cause the Proposer's proposal to be rejected.

Regardless of statements during any other contact with PDC staff, Proposers are cautioned that RFQ content will change **only** if confirmed by a written Addendum to this RFQ.

NOTE: It is the responsibility of all parties interested in this or any other RFQ to refer frequently to PDC's "[RFPs/RFQs and Bid Opportunities](#)" website to check for any addenda that have been issued for this or other contract opportunity, up to the solicitation closing time. PDC may make a **courtesy** effort to notify interested parties of any addenda used for this RFQ. PDC is not responsible to notify interested parties by email or by any other means in the event an Addendum is issued by PDC.

5. **Sole Point of Contact.** After this RFQ has been issued and before an awarded Contract has been executed, direct all questions, comments and/or requests for clarification or change regarding this RFQ or the anticipated contract to the Solicitation Coordinator identified in Section I of this RFQ.
6. **Restrictions on Communications.** After this RFQ has been issued and before any ensuing contract has been executed Proposers are cautioned not to undertake activities or actions to promote or advertise their Proposals except upon invitation by PDC in a formal interview; or to make an direct or indirect (through others) contact with members of the PDC Board of Commissioners, Evaluation Committee members, (if PDC elects to appoint an Evaluation Committee for this RFQ), or other PDC employees not identified in this solicitation document. Doing so may be cause for proposal rejection.
7. **Preparation Costs.** PDC shall not be liable for any costs incurred by Proposers in the preparation of Proposals to this RFQ; including any meetings, demonstrations, interviews or subsequent negotiations that may be requested or required.
8. **Recycled Products.** Proposers shall use recycled products to the maximum extent economically feasible in performance of work under a contract awarded from this solicitation.
9. **"Public Records and Disclosure.** All proposals submitted in response to this RFP shall become the property of PDC and will be subject to disclosure in accordance with Oregon Public Records Law (ORS 192), except such portions of proposals for which the Proposer requests exemption from disclosure consistent with ORS 192. Any portion of a proposal that the Proposer claims to constitute a "trade secret" must meet the requirements of ORS 192.501(2). All such sections in a proposal must be CLEARLY MARKED with the following:

"This information constitutes a trade secret under ORS 192.501(2), and shall not be disclosed except in accordance with Oregon Public Records Law, ORS Chapter 192."

If a Proposer marks every page or includes a blanket statement that the entire proposal is "Confidential" or "Proprietary," the statutory requirement is not met and any proposal marked in that way will not be deemed to have been submitted in confidence. Upon request, the entirety of such a proposal will be disclosed. After award, the Contract executed by PDC and the successful Proposal will be a public document subject to disclosure; no part of the Contract can be designated as "Confidential." Unless this RFP is cancelled, proposals and evaluation results will not be made a part of the public record until PDC has issued its Notice of Intent to Award.

10. **Information Submitted.** Proposers are cautioned that it is the Proposer's sole responsibility to submit information related to the evaluation categories contained herein, and that PDC is under no obligation to request such information if it is not included within the Proposer's Proposal. However, PDC reserves the right to request individual Proposers to provide information to clarify their Proposal or obtain additional information about specific point(s) of a Proposal. Failure by the Proposer to provide such requested information may cause an adverse impact on the evaluation of the Proposal, including rejection of the Proposal as non-responsive.
11. **Appropriation.** As multi-year contracts are subject to future appropriation of funds, PDC reserves the right to modify, amend or terminate without prejudice any contract ensuing from this solicitation if it is in the best public interest to do so. PDC also reserves the right to review and approve any changes to selected Contractor's Rate schedule during the course of a multi-year contract, unless the stated rates at time of initial contract execution will prevail.
12. **M/W/ESB Participation.** PDC strongly encourages the participation of certified minority-owned (MBE), women-owned (WBE) and emerging small businesses (ESBs) in this and all PDC projects, programs and services.
13. **Proposer Withdrawal or Modification.** By submitting a Proposal, Proposers agree to make their Proposal a binding offer to the PDC for a period of ninety (90) calendar days from the date Proposals are due. A Proposal may not be withdrawn or modified during this ninety-day period unless agreed to by the PDC in writing. Proposals may be withdrawn by submitting a written withdrawal request to the Solicitation Coordinator identified on the cover page of this RFQ, prior to the date Proposals are due.
14. **Investigation of References.** PDC reserves the right to investigate references, the financial capacity and the past performance of any Proposer, including service(s) provided to PDC, with respect to its successful performance on similar projects, compliance with specifications and contractual obligations, its completion or delivery of a project on schedule, and its lawful payment of suppliers, subcontractors and workers. PDC reserves the right to use any information or reference we may discover, including information based upon our own experience, in evaluating any Proposal. PDC may postpone the award or execution of the Contract before or after issuance of its Notice of Intent to Award in order to complete its investigation. PDC reserves the right to reject any Proposal or to reject all Proposals at any time prior to PDC's execution of a Contract in the event Proposer's reference checks prove unsatisfactory.

15. **Evaluation of Proposals and Finalists.** After PDC opens all timely-received Proposals, unless this RFQ is otherwise canceled, PDC will evaluate all responsive Proposals in accordance with the evaluation criteria set forth in this RFQ. A responsive Proposal is one that complies with all material aspects of this RFQ and with all prescribed bidding procedures and requirements. PDC reserves the right to waive what are, in PDC's judgment, minor informalities or discrepancies. PDC will rank the Proposals to determine the "Finalist" Proposers. Finalists will be those highest-ranked responsive Proposers after evaluation of the Proposals according to the evaluation and selection criteria set forth in this RFQ.
- When the number of proposals submitted in response to this RFQ are deemed to be unusually high, PDC reserves the right to conduct an initial review of submitted proposal prior to forwarding the proposals for review and scoring. From the initial review, if used, only those proposals determined to best meet PDC's needs will be forwarded for further review, scoring and ranking. PDC may seek outside expertise, including but not limited to input from technical advisors, to assist in evaluating proposals submitted.
16. **Interviews.** At its sole discretion, PDC may invite Finalist Proposer(s) to interview with PDC staff, in person, via conference-call or another mutually agreeable medium, to clarify their Proposal and determine the overall suitability of Finalist Proposers for the anticipated project. If requested, attendance at such an interview is **mandatory** and failure to meet with the PDC within a reasonable timeframe will be grounds for Proposal rejection. Following the interview, PDC reserves the right to rescore the finalist Proposers or to use the scores solely for the means of generating a list of Finalist Proposers and then evaluating each Proposer on their overall suitability for the anticipated work.
17. **Selection Process.** PDC reserves the right to select the Proposer(s) that, in the judgment of PDC, offers the best overall value, benefit, convenience and service to PDC, taking into account the cost to the public. However, cost is only one of several evaluation and selection criteria, and standing alone, is not determinative of the best overall value, benefit, convenience and service to PDC.
18. **Award Notice and Post-Evaluation Inquiries.** After completion of the evaluation summary, PDC will name one or more apparent successful Proposer(s) and announce its Intent to Award contracts to this/these Proposer(s). Identification of the "apparent successful Proposer(s)" is procedural only and creates no right in the named Proposer(s) to contract award. All competing Proposers will be notified of PDC's Intent to Award in writing, the identity of the apparent successful Proposer(s) and will be given seven (7) calendar days to review the solicitation file and evaluation report in the PDC Professional Services office. Appointments can be made by contacting the Solicitation Coordinator listed on the cover page of this RFQ.
19. **Protest Procedures.** Any protest of PDC's selection process must be submitted in writing to the PDC Professional Services Manager at 222 NW 5th Avenue, Portland, Oregon 97209 within seven (7) calendar days of issuance of the Notice of Intent to Award. The protest letter and envelope must be clearly marked with proposer's name, the corresponding solicitation number and identified as an "RFQ Protest." The proposer's written protest must specify the legal, procedural and/or factual grounds upon which the protest is based and a statement of the form of relief requested. The judgment used in scoring by

individual evaluators is not grounds for protest. Protests not asserted or not properly asserted within the timelines described herein shall be deemed waived by the protester.

20. **Negotiable Terms and Conditions.** After the PDC has issued its Intent to Award, PDC reserves the right to enter into limited negotiations with the successful Proposer(s) to finalize Rates, scope of services and other contract matters. Proposers should note that any such negotiation shall be minimal and should be expedited and completed by the anticipated Contract Execution Date. This time period may be extended at the sole discretion of PDC. If PDC, in its sole discretion, determines that such negotiations have reached an impasse, PDC reserves the right to cease negotiations with that apparent successful Proposer and repeat this process with the next highest-ranked responsive Proposer(s).

VII. CONTRACT TERMS & CONDITIONS

The following terms and conditions will govern the Flexible Services Contract (contract) entered into by and between PDC (called the "Commission" in this section) and the successful Proposer(s) (called the "Contractor" in this section). PDC reserves the right to change any term or condition of the contract prior to execution of the contract and may terminate the contract at any time, at its sole discretion, upon thirty (30) days written notice to the selected firm(s). **Proposers who take objection to any of the following terms and conditions must raise those objection, in writing, to the Solicitation Coordinator for this RFQ and do so by the Deadline for Proposer Questions/Requests for Change listed in the "Schedule of Solicitation and Contract Award Events" of this RFQ.**

1. **Access to Records:** The Contractor shall maintain, and the Portland Development Commission ("Commission" or "PDC") and its duly authorized representatives shall have access to the books, documents, papers, and records of the Contractor which are directly pertinent to this specific contract for the purpose of making audit, examination, excerpts, and transcripts for a period of three (3) years after final payment. Copies of applicable records shall be made available upon request. Payment for cost of copies is reimbursable by the Commission.
2. **Audits**
 - (a) The Commission, either directly or through a designated representative, may conduct financial and performance audits of the billings and services specified in this contract at any time in the course of the contract and during the three (3) year period established by section 1, **Access to Records**. Audits will be conducted in accordance with generally accepted auditing standards as promulgated in Government Auditing Standards by the Comptroller General of the United States General Accounting Office.
 - (b) If an audit discloses that payments to the Contractor were in excess of the amount to which the Contractor was entitled, then the Contractor shall repay the amount of the excess to the Commission.
 - (c) If an audit shows performance of services is not efficient in accordance with Government Auditing Standards, or that the program is not effective in accordance with Government Auditing Standards, the Commission may pursue remedies provided under section 5, **Early Termination of Contract** and section 7, **Remedies**.
3. **Effective Date and Duration:** The passage of the contract expiration date (as recorded on page 1) shall not extinguish, prejudice, or limit either party's right to enforce this contract with respect to any default or defect in performance that has not been cured.
4. **Funds:** The Commission certifies that sufficient funds are available and authorized for expenditure to finance the cost of this contract.

5. **Early Termination of Contract**
 - (a) The Commission and the Contractor, by mutual written agreement, may terminate this Contract at any time.
 - (b) The Commission, on thirty (30) days written notice to the Contractor, may terminate this contract for any reason deemed appropriate in its sole discretion.
 - (c) Either the Commission or the Contractor may terminate this contract in the event of a breach of this contract by the other. Prior to such termination, however, the party seeking the termination shall give to the other party written notice of the breach and of the party's intent to terminate. If the party has not entirely cured the breach within fifteen (15) days of the notice, then the party giving the notice may terminate this contract at any time thereafter by giving a written notice of termination.
6. **Payment on Early Termination**
 - (a) In the event of termination under subsection 5(a) or 5(b), **Early Termination of Contract** hereof, the Commission shall pay the Contractor for work performed in accordance with this contract prior to the termination date.
 - (b) In the event of termination under subsection 5(c), **Early Termination of Contract** hereof, by the Contractor due to a breach by the Commission, then the Commission shall pay the Contractor as provided in subsection (a) of this section.
 - (c) In the event of termination under subsection 5(c), **Early Termination of Contract** hereof, by the Commission due to a breach by the Contractor, then the Commission shall pay the Contractor as provided in subsection (a) of this section, subject to set off of excess costs, as provided for in subsection 7(a), **Remedies**.
 - (d) In the event of early termination, all of the Contractor's work product will become and remain property of the Commission.
7. **Remedies**
 - (a) In the event of termination under subsection 5(c), **Early Termination of Contract**, hereof, by the Commission due to a breach by the Contractor, then the Commission may complete the work either itself, by agreement with another contractor or by a combination thereof. In the event the cost of completing the work exceeds the remaining unpaid balance of the total compensation provided under this contract, then the Contractor shall pay to the Commission the amount of the reasonable excess.
 - (b) The remedies provided to the Commission under section 5, **Early Termination of Contract** and section 7, **Remedies** for a breach by the Contractor shall not be exclusive. The Commission also shall be entitled to any other equitable and legal remedies that are available.
 - (c) In the event of breach of this contract by the Commission, then the Contractor's remedy shall be limited to termination of the contract and receipt of payment as provided in subsection 5(c), **Early Termination of Contract** and subsection 6(b), **Payment on Early Termination** hereof.
8. **Subcontracts and Assignment:** Contractor shall not subcontract, assign or transfer any of the work scheduled under this contract, without the prior written consent of the Commission. Notwithstanding Commission approval of a subcontractor, the Contractor shall remain obligated for full performance hereunder, and the Commission shall incur no obligation other than its obligations to the Contractor hereunder. The Contractor agrees that if subcontractors are employed in the performance of this contract, the Contractor and its subcontractors are subject to the requirements and sanctions of ORS Chapter 656, Workers' Compensation.
9. **Compliance with Applicable Law:** In connection with its activities under this contract, Contractor shall comply with all applicable federal, state and local laws and regulations.
10. **Indemnity - Claims for Other than Professional Liability:** Contractor shall defend, save, and hold harmless the Commission, the City of Portland, and each of their respective officers, agents, and employees, from all claims, suits, or actions of whatsoever nature, including intentional acts, resulting from or arising out of the activities of Contractor or its subcontractors, agents or employees under this contract; provided however, that nothing herein shall be construed to require indemnification of the Commission for liability attributable to the Commission's sole negligence.

11. **Indemnity - Claims for Professional Liability:** Contractor shall defend, save, and hold harmless the Commission, the City of Portland, and each of their respective officers, agents, and employees, from all claims, suits, or actions arising out of the professional negligent acts, errors or omissions of Contractor or its subcontractors and sub-consultants, agents or employees in performance of professional services under this contract.
12. **Indemnity - Standard of Care:** If Contractor's services involve engineering or consulting, the standard of care applicable to Contractor's service will be the degree of skill and diligence normally employed by professional engineers or consultants performing the same or similar services at the time such services are performed. Contractor will re-perform any services not meeting this standard without additional compensation, or the Commission, in its sole discretion, may terminate this contract pursuant to subsection 5(c), **Early Termination of Contract** and pursue any and all remedies available.
13. **Insurance:** [Section VIII "Insurance Requirements" of this RFQ], is hereby referenced and made a part of this contract.
14. **Ownership of Work Product:** All work products of the Contractor which result from this contract are the exclusive property of the Commission.
15. **Nondiscrimination:** Contractor agrees to comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules, and regulations. Contractor also shall comply with the Americans With Disabilities Act of 1990 (Pub L. No. 101-336) including Title II of that Act, ORS 659.425, and all regulations and administrative rules established pursuant to those laws.
16. **Counterparts:** This contract may be executed in any number of counterparts, and any single counterpart or set of counterparts signed, in either case, by all the parties hereto shall constitute a full and original instrument, but all of which shall together constitute one and the same instrument.
17. **Successors in Interest:** The provisions of this contract shall be binding upon and shall inure to the benefit of the parties hereto, and their respective successors and approved assigns.
18. **Severability:** The parties agree that if any term or provision of this contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the particular term or provision held to be invalid.
19. **Waiver:** The failure of the Commission to enforce any provision of this contract shall not constitute a waiver by the Commission of that or any other provision.
20. **Errors:** The Contractor shall perform such additional work as may be necessary to correct errors in the work required under this contract without undue delays and without additional cost.
21. **Governing Law, Venue and Consent to Jurisdiction:** The provisions of this contract shall be construed in accordance with the provisions of the laws of the State of Oregon, without regard to principles of conflicts of law. Any action or suits involving any question arising under this contract must be brought in the Circuit Court of Multnomah County for the State of Oregon; however if an action or suite must be brought in a federal forum. Then unless otherwise prohibited by law it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon. CONTRACTOR, BY EXECUTION OF THIS CONTRACT, HEREBY CONSENTS TO THE IN PERSONAM JURISDICTION OF SAID COURTS.
22. **Amendments:** The Commission and the Contractor may amend this contract at any time only by written amendment executed by the Commission and the Contractor.
23. **Business License and Equal Employment Opportunity Certification:** The Contractor shall obtain a City of Portland business license and certify as an Equal Employment Opportunity employer as required by PCC 7.02.300 and 3.100, respectively, prior to beginning work under this contract. The Contractor shall provide a business license number in the space provided on page one of this contract.

- 24. Prohibited Interest**
(a) No Commission officer or employee during his or her tenure or for one year thereafter shall have any interest, direct or indirect, in this contract or the proceeds thereof.
(b) No Commission officer or employee who participated in the award of this contract shall be employed by the Contractor during the period of the contract.
(c) No person not a party to this contract is an intended beneficiary of this contract, and no person not a party to this contract shall have any right to enforce any term of this contract.
- 25. Payment to Vendors and Subcontractors**
(a) The Contractor shall timely pay all suppliers, lessors and contractors providing it services, materials or equipment for carrying out its obligations under this contract.
(b) The Contractor shall not take or fail to take any action in a manner that causes the Commission or any materials that the Contractor provides hereunder to be subject to any claim or lien of any person without the Commission's prior written consent.
(c) If the Contractor fails, neglects or refuses to make prompt payment of any claim for labor or services furnished to the Contractor or a subcontractor by any person in connection with this contract as such claim becomes due, the Commission may pay such claim to the person and charge the amount of the payment against funds due or to become due the Contractor by reason of this contract. However, the payment of such a claim by Commission shall not relieve the Contractor or the Contractor's surety from obligation with respect to any unpaid claims.
- 26. Contribution to Industrial Accident Fund; Withholding Taxes; Payment of Medical Care to Employees:**
(a) The Contractor shall pay all contributions or amounts due the Industrial Accident Fund from Contractor or subcontractor incurred in the performance of this contract.
(b) the Contractor shall pay to the Oregon Department of Revenue all sums withheld from employees pursuant to state law.
(c) As required by ORS 279.320, the Contractor hereby agrees that the Contractor shall promptly, as due, make payment to any person, partnership, association or corporation furnishing medical, surgical and hospital care or other needed care and attention incident to sickness or injury to the employees of such Contractor, of all sums which the Contractor agrees to pay for such services and all money and sums which the Contractor collected or deducted from the wages of employees pursuant to any law, contract or subcontract for the purpose of providing or paying for such service.
- 27. Confidentiality:** All services, including reports, opinions and information, to be furnished under this contract are confidential and shall not be divulged by Contractor or Contractor's agents or employees, in whole or in part, to any person other than to representatives of the Commission, except by testimony under oath in a judicial proceeding or as otherwise required by law or authorized in writing by the Commission Project Manager.

VIII. INSURANCE REQUIREMENTS

Prior to contract execution, any firm selected to enter into a contract with PDC as a result of this RFQ will be required to furnish proof of the following types of insurance:

1. **Workers' Compensation Insurance** in compliance with ORS 656.017 or proof of exemption under ORS 656.027.
2. **Commercial General Liability (CGL) (including Personal Advertising and Injury Liability)** insurance with a combined single limit of not less than **\$1,000,000**, per occurrence, for Bodily Injury and Property Damage. CGL insurance shall provide contractual liability coverage for indemnification required under the contract between the PDC and Contactor. Additionally, **"The Portland Development Commission, the City of Portland and each of their respective officers, agents and employees"** shall be named as Additional Insured with respect to the contractor's services to be provided under the contract.
3. **Automobile Liability** Insurance with a combined single limit, or the equivalent of not less than **\$1,000,000** each accident for Bodily Injury and Property Damage, including coverage for owned, hired or non-owned vehicles, as applicable.
4. **Professional Liability** (aka "Errors and Omissions") insurance with a combined single limit of not less than **\$1,000,000**, on a claims-made basis, for indemnity of the insured for third-party liability claims arising from or due to the negligence in the performance of professional services under the contract between the PDC and Contractor.
5. **Tail Coverage.** For Professional Liability written on a "claims made" basis and for any other required liability insurance provided on a "claims made" basis, "tail" coverage will be required at the completion of the contract for a duration of twenty four (24) consecutive months. In lieu of "tail" coverage, continuous "claims made" liability coverage for a term of twenty four (24) consecutive months immediately following contract completion will be acceptable to PDC, provided the retroactive date of the coverage is on or before the effective date of this contract.

As evidence of adequate insurance coverage and prior to contract execution, the selected Contractor(s) will provide to the PDC certificates of coverage listing the **"Portland Development Commission"** at 222 Northwest Fifth Avenue; Portland, OR 97209 as a certificate holder. The certificate shall provide that Contractor's insurance shall not be terminated or cancelled without prior written notice to PDC. Insuring companies or entities are subject to PDC's acceptance and must be licensed to provide insurance in the State of Oregon. Contractor's insurance shall be primary insurance, and any commercial insurance or self-insurance maintained by the City of Portland and/or PDC shall not contribute to it.

IX. PROPOSER CERTIFICATION

**Each Proposer must read, comply and sign this section.
Failure to do so may be grounds for Proposal rejection.**

1. By submitting a Proposal in response to this solicitation, Proposer expressly represents they have taken no exception to any term, condition, obligation or requirement contained in this solicitation document, or any addenda to this solicitation, which is not expressly stated in their Proposal.
2. If selected to go to contract, Proposer shall: 1) be registered to conduct business in the State of Oregon (see: <http://www.filinginoregon.com/business/index.htm>); 2) obtain a City of Portland Business License (see: <http://www.portlandonline.com/omf/index.cfm?c=29554>); 3) be certified as an Equal Employment Opportunity (EEO) employer through the City of Portland, Bureau of Purchases (see: <http://www.portlandonline.com/omf/index.cfm?c=45665&>); and 4) provide adequate proof of insurance, as set forth in Section VIII of this RFQ. Proposer shall maintain such certification, insurance, accreditation and/or license(s) that may be required to perform work under an awarded contract for the duration of the contract term.
3. The undersigned acknowledges receipt of Addenda numbers ____ through ____ or ☐ N/A.
4. The Proposer certifies it is an independent contractor as defined in ORS 670.600 and under penalty of perjury is, to the best of the authorized representative's knowledge, not in violation of any local, state or federal tax law.
5. Proposer certifies this Proposal is genuine and not made in the interest of or on behalf of any undisclosed person, firm or corporation; Proposer has not solicited or induced any person, firm, or corporation to refrain from proposing; and Proposer has not sought by collusion or fraud to obtain for itself any advantage over any other Proposer or over the PDC.
6. Proposer certifies that the firm has no business or personal relationships with any other companies or persons that could be considered as a conflict of interest or potential conflict of interest to the Portland Development Commission, and that the key personnel and principals identified to perform work under this contract do not have any personal or business relationships with any PDC officer or employer.
7. Proposer agrees that submitted Proposal will be a binding offer to the PDC for the next ninety (90) days.
8. The undersigned warrants that he/she is an authorized representative of the Proposer; has read, understands and agrees to be bound by all RFQ instructions, specifications, contract terms and conditions contained herein (including all addenda issued for this solicitation); that the information provided in this Proposal is true and accurate; that providing incorrect or incomplete information may be cause for Proposal rejection or contract termination; and, will provide its Federal Tax Identification Number (list in the space provided below).

SIGNATURE BLOCK

Signature of proposer's duly authorized representative:

_____ Date: _____

Printed Name and Title: _____

Legal Name of Proposer/Firm: _____

Address of Proposer/Firm: _____

Proposer's Employee Contact for this RFQ; Name and Title: _____

Contact's Phone Number: _____ Contact's Email Address: _____

EXHIBIT A RATE SCHEDULE

1. PRICE SCHEDULE FOR PDC IT PROFESSIONAL TEMPORARY SERVICES

CLASSIFICATION CATEGORIES & JOB TITLES	Percentage (%) Mark-Up Rate applied by Proposer to the “Contractor Staff” hourly rate paid.	<u>Total</u> “NTE Bill Rates” / Per Hour (NTE = Not-to- Exceed)
# 1 - PROGRAMMING		
Programmer-Analyst I		\$
Programmer-Analyst II		\$
Programmer-Analyst III		\$
		\$
Programmer I		\$
Programmer II		\$
Programmer III		\$
Application/Software Engineer I		\$
Application/Software Engineer II		\$
Application/Software Engineer III		\$
# 2 - SYSTEMS DEVELOPMENT		
Systems Analyst I		\$
Systems Analyst II		\$
Systems Analyst III		\$
Systems Administrator I		\$
Systems Administrator II		\$
Systems Administrator III		\$
# 3 - DATA MANAGEMENT		
Database Analyst I		\$
Database Analyst II		\$
Database Analyst III		\$
# 4 - TECHNICAL SPECIALIST		
Technical Writer I		\$
Technical Writer II		\$
Technical Writer III		\$

Testing Technician I		\$
Testing Technician II		\$
Testing Technician III		\$
Technician I		\$
Technician II		\$
Technician III		\$
# 5 - QUALITY ASSURANCE		
Quality Assurance Analyst I		\$
Quality Assurance Analyst II		\$
Quality Assurance Analyst III		\$
# 6 - PROJECT MANAGEMENT		
Project Manager I		\$
Project Manager II		\$
Senior Project Manager		\$
Project Coordinator I		\$
Project Coordinator II		\$
		\$
Business Analyst/Consultant I		\$
Business Analyst/Consultant II		\$
Business Analyst/Consultant III		\$
# 7 - NETWORKING		
Network Analyst I		\$
Network Analyst II		\$
Network Analyst III		\$
Network Administrator I		\$
Network Administrator II		\$
Network Administrator III		\$
Network Engineer I		\$
Network Engineer II		\$
Network Engineer III		\$

# 8 STORAGE		
Storage Administrator I		\$
Storage Administrator II		\$
Storage Administrator III		\$
# 9 – IT MANAGEMENT		
IT Manager		\$

The Contractor shall submit Work Order invoices listing the hourly pay rate paid to the “Contractor’s Staff” (Pay Rate), the percentage rate applied by the contractor (per the awarded contract) to the “Contractor’s Staff” hourly pay rate, and the hourly rate charged to the Commission (Bill Rate).

Proposer shall also submit a Buy-out fee for “Contractor’s Staff” that is hired by the Commission as regular employees after three (3) months of service or at any other established interval(s).

2. ELECTRONIC PAYMENTS.

Indicate whether or not your firm accepts payment for services with:

- credit card (Yes ☐ | No ☐)
- electronic funds transfer (Yes ☐ | No ☐)
- or another electronic method
(if so, indicate this method _____).

EXHIBIT B

SKILL SETS AND DESCRIPTIONS

[Yellow Box] = Indicates a general classification category descriptions used by multiple job titles that differ only by experience level.

CLASSIFICATION CATEGORIES & JOB TITLES	DESCRIPTIONS
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1 - PROGRAMMING

Programmer-Analyst	Plans, develops, tests, and documents computer programs, applying knowledge of programming techniques and computer systems: Evaluates user request for new or modified program, such as for financial or human resource management systems, or analyzing and developing specifications for specified work products, to determine feasibility, cost and time required, compatibility with current system, and computer capabilities. Consults with user to identify current operating procedures and clarify program objectives. Reads manuals, periodicals, and technical reports to learn ways to develop programs that meet user requirements. Formulates plan outlining steps required to develop program, using structured analysis and design. Submits plans to user for approval. Prepares flowcharts and diagrams to illustrate sequence of steps program must follow and to describe logical operations involved. Enters program codes into computer system. Enters commands into computer to run and test program. Reads computer printouts or observes display screen to detect syntax or logic errors during program test, or uses diagnostic software to detect errors. Replaces, deletes, or modifies codes to correct errors. Analyzes, reviews, and alters program to increase operating efficiency or adapt to new requirements. Writes documentation to describe program development, logic, coding, and corrections. Writes manual for users to describe installation and operating procedures. Assists users to solve operating problems. Recreates steps taken by user to locate source of problem and rewrites program to correct errors. May use computer-aided software tools, such as flowchart design and code generation, in each stage of system development. May train users to use program. May oversee installation of hardware and software. May provide technical assistance to program users. May install and test program at user site. May monitor performance.
Programmer-Analyst I	Programmer-Analyst capabilities with 0-3 years of experience, relies on instructions and pre-established guidelines to perform the functions of the job, works under immediate supervision, primary job functions do not typically require exercising independent judgment, typically reports to a project leader or manager.
Programmer-Analyst II	Programmer-Analyst capabilities with 4-7 years of experience, relies on experience and judgment to plan and accomplish goals, performs a variety of complicated tasks, may lead and direct the work of others, may report directly to a project lead or manager, a wide degree of creativity and latitude is expected.
Programmer-Analyst III	Programmer-Analyst capabilities with 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, performs a variety of complicated tasks, may lead and direct the work of others, may report directly to a project lead or manager, a wide degree of creativity and latitude is expected.

Programmer	<p>Converts data from project specifications and statements of problems and procedures to create or modify computer programs: Prepares, or receives from systems analyst detailed workflow chart and diagram to illustrate sequence of steps that program must follow and to describe input, output, and logical operations involved. Analyzes workflow chart and diagram, applying knowledge of computer capabilities, subject matter, and symbolic logic. Confers with supervisor and representatives of departments concerned with program to resolve questions of program intent, data input, output requirements, and inclusion of internal checks and controls. Converts detailed logical flow chart to language processable by computer. Enters program codes into computer system. Inputs test data into computer. Corrects program errors, using methods such as modifying program or altering sequence of program steps.</p> <p>May work with systems analyst to obtain and analyze project specifications and flow charts. May direct and coordinate work of others to write, test, and modify computer programs.</p>
Programmer I	<p>Programmer capabilities with 0-3 years of experience, relies on instructions and pre-established guidelines to perform the functions of the job, works under immediate supervision, primary job functions do not typically require exercising independent judgment, typically reports to a project leader or manager.</p>
Programmer II	<p>Programmer capabilities with 4-7 years of experience, relies on experience and judgment to plan and accomplish goals, performs a variety of complicated tasks, may lead and direct the work of others, may report directly to a project lead or manager, a wide degree of creativity and latitude is expected.</p>
Programmer III	<p>Programmer capabilities with 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, performs a variety of complicated tasks, may lead and direct the work of others, may report directly to a project lead or manager, a wide degree of creativity and latitude is expected.</p>
Application/Software Engineer	<p>Designs, modifies, develops, writes and implements software programming applications. Supports and/or installs software applications/operating systems. Participates in the testing process through test review and analysis, test witnessing and certification of software.</p>
Application/Software Engineer I	<p>Application/Software Engineer capabilities with 0-3 years of experience in the field or in a related area. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a manager.</p>
Application/Software Engineer II	<p>Application/Software Engineer capabilities with 4-7 years of experience, relies on experience and judgment to plan and accomplish goals, performs a variety of complicated tasks, may lead and direct the work of others, may report directly to a project lead or manager, a wide degree of creativity and latitude is expected.</p>

Application/Software Engineer III	Application/Software Engineer capabilities with 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, performs a variety of complicated tasks, may lead and direct the work of others, may report directly to a project lead or manager, a wide degree of creativity and latitude is expected.
# 2 - SYSTEMS DEVELOPMENT	
Systems Analyst	<p>Analyzes user requirements, procedures, and problems to automate processing or to improve existing computer system: Confers with personnel of organizational units involved to analyze current operational procedures, identify problems, and learn specific input and output requirements, such as forms of data input, how data is to be summarized, and formats for reports. Writes detailed description of user needs, program functions, and steps required to develop or modify computer program. Reviews computer system capabilities, workflow, and scheduling limitations to determine if requested program or program change is possible within existing system. Studies existing information processing systems to evaluate effectiveness and develops new systems to improve production or workflow as required. Prepares workflow charts and diagrams to specify in detail operations to be performed by equipment and computer programs and operations to be performed by personnel in system.</p> <p>Upgrades system and corrects errors to maintain system after implementation. May assist computer programmer in resolution of work problems related to flow charts, project specifications, or programming. May prepare time and cost estimates for completing projects. May direct and coordinate work of others to develop, test, install, and modify programs.</p>
Systems Analyst I	Systems Analyst capabilities with 0-3 years of experience, relies on instructions and pre-established guidelines to perform the functions of the job, works under immediate supervision, primary job functions do not typically require exercising independent judgment, typically reports to a project leader or manager.
Systems Analyst II	Systems Analyst capabilities with 4-7 years of experience, relies on experience and judgment to plan and accomplish goals, performs a variety of complicated tasks, may lead and direct the work of others, may report directly to a project lead or manager, a wide degree of creativity and latitude is expected.
Systems Analyst III	Systems Analyst capabilities with 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, performs a variety of complicated tasks, may lead and direct the work of others, may report directly to a project lead or manager, a wide degree of creativity and latitude is expected.
Systems Administrator	Installs new software releases, system upgrades, evaluates and installs patches and resolves software related problems. Performs system backups and recovery. Maintains data files and monitors system configuration to ensure data integrity. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a project leader or manager.

Systems Administrator I	Systems Administrator capabilities with 1-4 years of experience, relies on experience and judgment to plan and accomplish goals, performs a variety of complicated tasks, may lead and direct the work of others, may report directly to a project lead or manager, a degree of creativity and latitude is expected.
Systems Administrator II	Systems Administrator capabilities with 5 or more years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required.
Systems Administrator III	Systems Administrator capabilities with 8 or more years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others, may report directly to a project lead or manager, a wide degree of creativity and latitude is required.
# 3 - DATA MANAGEMENT	
Database Analyst	Designs logical and physical data bases and coordinates data base development as part of project team, applying knowledge of data base design standards and data base management system: Reviews project request describing data base user needs. Estimates time and cost required to accomplish project. Determines if project requires creating series of new programs or modifying existing programs that access data stored in data bases. Attends specification meeting with project team workers to determine scope and limitations of project. Reviews workflow chart developed by programmer-analyst to understand tasks computer will perform, such as updating records. Reviews procedures in data base management system manuals for making changes to data base, such as defining, creating, revising, and controlling data base, and how they are used, following procedures and using pen and template or computer software. Creates description to enable programmer-analyst to understand how programs should access data. Writes description of how user accesses data, referred to as logical data base. Writes physical data base description, such as location, space requirements, and access method, to protect company data resources against unauthorized access and accidental destruction, according to computer industry standards and knowledge of data base management system. May specialize in adding, deleting, and modifying data items in data dictionary and be designated Data Dictionary Administrator. Workers typically specialize in one or more types of data base management systems.
Database Analyst I	Database Analyst capabilities with 0-3 years of experience in the field or in a related area. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a project leader or manager.
Database Analyst II	Database Analyst capabilities with 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required.

Database Analyst III	Database Analyst capabilities with 8 or more years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected.
# 4 - TECHNICAL SPECIALIST	
Technical Writer	Writes a variety of technical articles, reports, brochures, and/or manuals for documentation for a wide range of uses. May be responsible for coordinating the display of graphics and the production of the document.
Technical Writer I	Technical Writer with 0-3 years of experience in the field or in a related area. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment. Works under immediate supervision; typically reports to a supervisor or manager.
Technical Writer II	Technical Writer capabilities with 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a supervisor or manager. A certain degree of creativity and latitude is required.
Technical Writer III	Technical Writer capabilities with 8 or more years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. Typically reports to a manager or head of a unit/department. A wide degree of creativity and latitude is expected.
Testing Technician	Evaluates, recommends, and implements automated test tools and strategies. Develops, maintains, and upgrades automated test scripts and architectures for application products. Also writes, implements, and reports status for system test cases for testing. Analyzes test cases and provides regular progress reports.
Testing Technician I	Testing Technician capabilities with 0-3 years of experience in the field or in a related area. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a supervisor or manager.
Testing Technician II	Testing Technician capabilities with 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is required. Typically reports to a supervisor or manager.
Testing Technician III	Testing Technician capabilities with 8 or more years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.

Technician	Maintains, analyzes, troubleshoots, and repairs computer systems, hardware and computer peripherals. Documents, maintains, upgrades or replaces hardware and software systems. Supports and maintains user account information including rights, security and systems groups.
Technician I	Technician capabilities with 0-3 years of experience in the field or in a related area. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a project leader or manager.
Technician II	Technician capabilities with 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required.
Technician III	Technician capabilities with 8 or more years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a project leader or manager. A wide degree of creativity and latitude is expected.
# 5 - QUALITY ASSURANCE	
Quality Assurance Analyst	Evaluates and tests new or modified software programs and software development procedures used to verify that programs function according to user requirements and conform to establishment guidelines: Writes, revises, and verifies quality standards and test procedures for program design and product evaluation to attain quality of software economically and efficiently. Reviews new or modified program, including documentation, diagram, and flow chart, to determine if program will perform according to user request and conform to guidelines. Recommends program improvements or corrections to programmers. Reviews computer operating log to identify program processing errors. Enters instructions into computer to test program for validity of results, accuracy, reliability, and conformance to establishment standards. Observes computer monitor screen during program test to detect error codes or interruption of program and corrects errors. Monitors program performance after implementation to prevent reoccurrence of program operating problems and ensure efficiency of operation. Writes documentation to describe program evaluation, testing, and correction. May evaluate proposed software or software enhancement for feasibility. May develop utility program to test, track, and verify defects in software program. May write programs to create new procedures or modify existing procedures. May train software program users.
Quality Assurance Analyst I	Quality Assurance Analyst capabilities with 0-3 years of experience in the field or in a related area. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a supervisor or manager.

Quality Assurance Analyst II	Quality Assurance Analyst capabilities with 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is required. Typically reports to a supervisor or manager.
Quality Assurance Analyst III	Quality Assurance Analyst capabilities with 8 or more years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.
# 6 - PROJECT MANAGEMENT	
Project Manager	Designs, plans, and coordinates work teams. Provides technical support to project team members. Handles complex application features and technical designs. Designs and implements the components required for complex application features. Generally manages a group of applications systems analysts. Relies on experience and judgment to plan and accomplish goals. Typically reports to a senior manager.
Project Manager I	Project Manager capabilities with 5-10 years of experience.
Project Manager II	Project Manager capabilities with 11 -14 years of experience.
Senior Project Manager	Project Manager capabilities with over 15 years experience.
Project Coordinator	Mentor IT staff on project coordination. Coordinate projects which link to the agencies strategy. Monitor and report agency progress that outlines target to actuals, identifying agencies requiring implementer aid. Facilitate the development of project scope definitions. Report progress on project budget, schedules and resources. Report risks and possible contingency plans. Facilitate team, conduct team meetings, develop tasks, and assign roles and responsibilities. Motivate and coordinate others within assigned projects. Participate in special projects or assignments as needed. Explain business and technical objectives, strategies. Provide info regarding the business and tech impact of the package. Help agency move forward with migration progress.
Project Coordinator I	Project Coordinator capabilities with 5-10 years of experience.
Project Coordinator II	Project Coordinator capabilities with 11 or more years of experience.
Business Analyst/Consultant	Reviews, analyzes, and evaluates business systems and user needs. Formulates systems to parallel overall business strategies.
Business Analyst/Consultant I	Business Analyst/Consultant capabilities with 0-3 years of experience in the field or in a related area. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a manager.
Business Analyst/Consultant II	Business Analyst/Consultant capabilities with 4-7 years of experience in the field or in a related area. Familiar with relational database concepts, and client-server concepts. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required.

Business Analyst/Consultant III	Business Analyst/Consultant capabilities with 8 or more years of experience in the field or in a related area. Familiar with relational database concepts, and client-server concepts. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. May report directly to a project lead or manager. A wide degree of creativity and latitude is expected.
# 7 - NETWORKING	
Network Analyst	Reviews, plans, and evaluates network systems. May troubleshoot network systems and recommend improvements to network. Provides documentation/project tracking and management reporting. Provides tactical and strategic input on overall network planning and related projects.
Network Analyst I	Network Administrator with 0-3 years of experience in the field or in a related area. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a project leader or manager.
Network Analyst II	Network Analyst capabilities with 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required.
Network Analyst III	Network Analyst capabilities with 8 or more years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.
Network Administrator	Installs, configures and maintains organization's network. Builds networks and maintains external and internal web presence, administers the networks. Performs system backups on its internal and external web network servers. Designs and supports server system(s) and supporting software.
Network Administrator I	Network Administrator with 0-3 years of experience in the field or in a related area. Has knowledge of commonly-used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a project leader or manager.
Network Administrator II	Network Administrator capabilities with 4-7 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required.

Network Administrator III	Network Administrator capabilities with 8 or more years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a supervisor or manager.
Network Engineer	Network Engineer is responsible for the design, implementation and overall performance, security and availability of the entire LAN/WAN/MAN for enterprises designing network topology between sites such as data centers, field offices and DR sites. Extensive technical product experience in network security controls. Experience in developing enterprise networks and security design architecture in a multiple site environment. Provides consultation to business area management and staff at the highest technical level for all aspects of LAN/WAN design and configuration in multi-server environment. Demonstrated knowledge of systems, networks and applications, Microsoft networking concepts, back office products.
Network Engineer I	Network Engineer with 0 – 3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically requiring exercising independent judgment. Typically reports to a project leader or manager.
Network Engineer II	Network Engineer II capabilities with 4 – 7 years of experience in the field or a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is required. Typically reports to a supervisor or manager.
Network Engineer III	Network Engineer III capabilities with 8 or more years of experience in the field or in a related area. Experienced with design and implementation with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. May report to a supervisor or manager.
# 8 – STORAGE	
Storage Administrator	Manages storage systems and associated backup systems and devices. Manages centralized, complex and heterogeneous storage environments, and ensures high availability and reliable access to data. Establishes storage for newly installed applications or for the migration from other storage systems. Review log files to identify capacity and backup errors. Requires knowledge and experience in the deployment of commonly used network connectivity schemas used to connect devices requiring storage to the storage mechanism. Recovers data when lost due to failure of hardware component or other error. Conducts capacity planning reviews and implements additional storage based on pre-established solutions in order to ensure the availability of additional capacity when needed.
Storage Administrator I	Storage Administrator capabilities with 0 – 3 years of experience, relies on instructions and pre-established guidelines to perform the functions of the job, works under immediate supervision, primary job functions do not typically require exercising independent judgment, typically reports to a project leader or manager.

Storage Administrator II	Storage Administrator capabilities with 4 – 7 years experience, relies on experience and judgment to plan and accomplish goals, performs a variety of complicated tasks, may lead and direct the work of others, may report directly to a project lead or manager, a wide degree of creativity and latitude is expected.
Storage Administrator III	Storage Administrator capabilities with 8 or more years of experience, relies on experience and judgment to plan and accomplish goals, performs a variety of complicated tasks, may lead and direct the work of others, may report directly to a project lead or manager, a wide degree of creativity and latitude is expected.
# 9 – IT MANAGEMENT	
IT Manager	Provides technology vision, leadership and implementation oversight for all Information Technology (IT) business support solutions and improvements through collaboration with executive and department management. Plans, directs and manages the staff who deliver the organization's IT programs and support services towards the achievement of organization-wide service-specific technology strategies and goals.