



RFP No. POEM002

PROFESSIONAL, TECHNICAL AND EXPERT SERVICES

City of Portland, Oregon
September 4, 2009

REQUEST FOR PROPOSALS

for

**Web-based Continuity of Operations (COOP) Plan for Columbia
County, Oregon**

PROPOSALS DUE: September 25, 2009 by 4:00 p.m.

Envelope(s) shall be sealed and marked with RFP # and Project Title.

Submit one (1) original, ten (10) complete copies and one (1) CDR of the Proposal to:

City of Portland
Office of Emergency Management
1001 SW 5th Avenue, Suite 650
Portland, OR 97204

Refer questions to:

Patty Rueter
Phone: (503) 823-3809
Fax: (503) 823-3903
Email: prueter@ci.portland.or.us

GENERAL INSTRUCTIONS AND CONDITIONS

DIVERSITY IN EMPLOYMENT AND CONTRACTING REQUIREMENTS – The City of Portland seeks to extend contracting opportunities to Minority Business Enterprises, Women Business Enterprises and Emerging Small Businesses (M/W/ESBs) in order to promote their economic growth and to provide additional competition for City contracts. Therefore, the City has established an overall 20% utilization goal in awarding PTE contracts to ESBs. No goal is set for the use of M/WBE firms, but the City is committed to ensuring that such firms receive opportunities and equal consideration to be awarded City PTE contracts.

ENVIRONMENTALLY PREFERABLE PROCUREMENT - In accordance with the City's Sustainable City Principles and the City's Sustainable Procurement Policy, the City of Portland values the use of products and services that minimize the negative human health and environmental impacts of City operations. Therefore, proposers are encouraged to incorporate environmentally preferable products or services into their responses wherever possible. "Environmentally preferable" means products or services that have a lesser or reduced effect on human health and the environment when compared with competing products or services that serve the same purpose. This comparison may consider raw materials acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance, or disposal of the product or service. To view the above City policies go to www.portlandonline.com and navigate to "Charter, Code & Policies Documents".

INVESTIGATION - The proposer shall make all investigations necessary to inform it regarding the service(s) to be performed under this request for proposal.

SPECIAL CONDITIONS - Where special conditions are written in the Request for Proposal, these special conditions shall take precedence over any conditions listed under the Professional, Technical and Expert Service "General Instructions and Conditions".

CLARIFICATION OF REQUEST FOR PROPOSAL - Proposers who request a clarification of the RFP requirements must submit questions in writing to the person(s) shown in the REFER QUESTIONS TO section on the cover of this RFP, or present them verbally at a scheduled pre-submittal conference, if one has been scheduled. The City must receive written questions no later than the date stated herein. The City will issue a response in the form of an addendum to the RFP if a substantive clarification is in order.

Oral instructions or information concerning the request for proposal given out by Bureau or Office managers, employees or agents to prospective proposers shall not bind the City.

ADDENDUM – Any change to this RFP shall be made by written addendum issued no later than 72 hours prior to the proposal due date. The City is not responsible for any explanation, clarification or approval made or given in any manner except by addendum.

COST OF PROPOSAL- This Request for Proposal does not commit the City to pay any costs incurred by any proposer in the submission of a proposal or in making necessary studies or designs for the preparation thereof, or for procuring or contracting for the services to be furnished under the request for proposal.

CANCELLATION – The City reserves the right to modify, revise or cancel this RFP. Receipt and evaluation of proposals or the completion of interviews do not obligate the City to award a contract.

LATE PROPOSALS - Proposals received after the scheduled closing time for filing will be returned to the proposer unopened.

REJECTION OF PROPOSALS - The City reserves the right to reject any or all responses to the Request for Proposal if found in the City's

best interest to do so. In the City's discretion, litigation between the City and a proposer shall be cause for proposal rejection, regardless of when that litigation comes to the City's attention and regardless how the consultant's proposal may have been scored. Proposals may also be rejected if they use subcontractors or subconsultants who are involved in litigation with the City. Proposers concerned about possible rejection on this basis should contact the City before submission of a proposal for a preliminary determination of whether its proposal will be rejected.

CITY OF PORTLAND BUSINESS LICENSE - Successful consultant shall obtain a current City of Portland Business License prior to initiation of contract and commencement of the work.

WORKERS' COMPENSATION INSURANCE – the successful consultant shall be covered by Workers' Compensation Insurance or shall provide evidence that State law does not require such coverage.

CERTIFICATION AS AN EEO AFFIRMATIVE ACTION EMPLOYER - Proposers must be certified as Equal Employment Opportunity Affirmative Action Employers as prescribed by Chapter 3.100 of the Code of the City of Portland. The required documentation must be filed with the Bureau of Purchases, City of Portland, prior to contract execution.

EQUAL BENEFITS PROGRAM – Proposers must provide benefits to their employees with domestic partners equivalent to those provided to employees with spouses as prescribed by Chapter 3.100 of the Code of the City of Portland. The required documentation must be filed with the Bureau of Purchases, City of Portland, prior to contract execution.

CONFLICT OF INTEREST - A proposer filing a proposal thereby certifies that no officer, agent or employee of the City who has a pecuniary interest in this request for proposal has participated in the contract negotiations on the part of the City, that the proposal is made in good faith without fraud, collusion or connection of any kind with any other proposer of the same call for proposals, and that the proposer is competing solely in its own behalf without connection with or obligation to, any undisclosed person or firm.

CONFIDENTIALITY – All information submitted by proposers shall be public record and subject to disclosure pursuant to the Oregon Public Records Act (ORS 192.410 et seq.), except such portions of the proposals for which proposer requests exception from disclosure consistent with Oregon Law. Any portion of a proposal that the proposer claims constitutes a "trade secret" or is "confidential" must meet the requirements of ORS 192.501(2), ORS 192.502(4), and/or ORS 646.461 et seq. If the entire proposal is marked as constituting a "trade secret" or being "confidential," at the City's sole discretion, such a proposal may be rejected as non-responsive.

If a request to inspect the proposal is made, the City will notify the proposer of the request. If the City refuses to release the records, the proposer agrees to provide information sufficient to sustain its position to the District Attorney of Multnomah County, who currently considers such appeals. If the District Attorney orders that the records be disclosed, the City will notify the proposer in order for the proposer to take all appropriate legal action. The proposer further agrees to hold harmless, defend and indemnify the City for all costs, expenses and attorney fees that may be imposed on the City as a result of appealing any decision regarding the proposer's records.

The Purchasing Agent has the authority to waive minor irregularities and discrepancies that will not affect the competitiveness or fairness of the solicitation and selection process.

These Professional, Technical and Expert Services Request for Proposal "General Terms and Conditions" are not to be construed as exclusive remedies or as a limitation upon rights or remedies that may be or may become available under ORS Chapter 279.

PART I

CONTRACT REQUIREMENTS

SECTION A

GENERAL INFORMATION

1. INTRODUCTION

The City of Portland (City), Office of Emergency Management, on behalf of Columbia County seeks consulting services to create, implement, and exercise a Web-Based Continuity of Operations (COOP) Plan for Columbia County and its departments. The purpose of the project is to establish a COOP compliant with the National Incident Management System (NIMS) providing continuity of essential functions and services during an incident or event. Currently no such plan exists leaving essential services to County personnel and the public highly vulnerable.

2. BACKGROUND

Columbia County is located in northwestern Oregon, north of the Portland Metropolitan region, with major transit routes (including public, river, railway, and highway) in Columbia County connecting the Portland Metropolitan and Longview, Washington regions with the Oregon Coast. Situated between these areas, Columbia County itself encompasses city and rural landscapes, floodplains and mountainous areas inclusive of the Coastal Mountain Range.

Columbia County is also one of the most rapidly growing counties in the state of Oregon having a population of approximately 46,965 (July, 2006 Certified Estimate, Portland State University) within approximately 656 square miles, which includes seven cities within its jurisdiction. Columbia County has approximately 175 regular employees, approximately ten to twenty-five temporary employees, and provides a variety of services to the public.

County departments include:

- Assessor's Office
- Board of Commissioners
- Child Support
- Commission on Children and Families
- Community Corrections
- County Clerk
- County Counsel
- District Attorney
- Deputy Medical Examiners
- Economic Development
- Elections
- Emergency Management
- Event Complex & Fair Grounds
- Finance and Taxation
- Human Resources
 - Civil Service
 - Information Technology
- Justice Court
- Juvenile Department
- Land Development Services
- Public Works/Roads Department
 - Forests, Parks and Recreation
- Sheriff's Office
 - Animal Control
 - Courthouse Security
 - Jail

- Patrol
- Search And Rescue (SAR)
- Surveyor
- Transit

Columbia County seeks development of a COOP plan to ensure critical operations continue despite the occurrence or threat of an incident or event. The COOP must ensure the safety of personnel and will assist County departments in continuing essential operations and uninterrupted delivery of critical services to the public.

3. SCOPE OF WORK

The City of Portland, Portland Office of Emergency Management (POEM), on behalf of its UASI partner Columbia County, is seeking proposals from individuals, firms, teams or consultants, hereafter called "Proposer(s)," with demonstrated experience in web-based COOP development and implementation, and proposes to engage the successful Proposer for the following services:

Development of a web-based COOP for Columbia County's essential departments. This planning effort will enable departments' ability to perform their essential functions during an emergency or event, which may disrupt normal operations. The COOP will identify essential functions of the County, alternate facilities, alternate interoperable communications and data support systems. A comprehensive training and exercise program will be part of the COOP and will reinforce the COOP and its procedures.

COOP capabilities must be maintained at a high level of readiness, capable of activation both with and without warning, achieve operational status no later than 12 hours after activation, and maintain sustained operations for up to 30 days or until termination.

The objective of the Columbia County COOP plan is to direct and guide appropriate actions to assure capabilities exist to continue core business functions and activities, yielding the ability to smoothly recover from incident and event situations across an all-hazard range including but not limited to individual department business disruption, potential threats, acts of nature, human-induced accidents, technological attacks, and terrorist-related emergencies. The COOP plan will address the personnel, processes, systems and non-structural and structural infrastructure elements needed to continue essential functions during and following an incident or event. Objectives include:

- Ensure the continuous performance of the County's essential functions and operations;
- Protect essential facilities, equipment, records and other assets;
- Reduce or mitigate disruptions to operations;
- Reduce loss of life and minimize damage and losses;
- Achieve timely, orderly recovery and resumption of full service to citizens.

The COOP shall include department and/or site-specific functions during an incident or event to:

- Identify Department Head roles and responsibilities in development of the COOP and its implementation;
- Ensure the safety of employees;
- Reduce disruptions to operations;
- Protect essential equipment, records, and other assets,
- Minimize damage and losses;
- Provide information necessary for effective decision-making;
- Facilitate decision-making;
- Achieve an orderly recovery from emergency operations;
- Mitigate risks.

Identify Core Business Units and Functions:

The planning process will assess the County's services and determine what services are mission-critical. This includes assessment of the organizational structure of mission-critical departments and prioritization of mission-critical functions.

Project Initiation / Plan Development:

The successful Proposer shall conduct a kickoff meeting for all County department heads to discuss the purpose and objectives of the COOP. The successful Proposer will propose a method to identify roles and responsibilities of mission-critical departments and identify core service units and functions in the County. The successful Proposer shall conduct a minimum of three meetings in addition to the kickoff meeting to involve key stakeholders. The successful Proposer shall develop a communications plan for interfacing with county departments, and will report monthly to the project manager on percentage of deliverables completed and their relativity to the approved budget under contractual agreement, and provide written monthly project updates as well as Minutes of meetings to Columbia County Emergency Management.

Responsibilities /Delegations of Authority /Succession Planning:

The successful Proposer shall identify the programs and administrative authorities needed for effective operations at all organizational levels having incident and event responsibilities.

- Identify the circumstances under which the authorities would be exercised;
- Document the necessary authorities at all points where actions may be required, delineating the limits of authority and accountability;
- Establish an order of succession for key leadership positions and develop successor plan.

Vital Records and Database:

The successful Proposer shall:

- Identify mission-critical records, including incident/event operating records, legal and financial records;
- Identify and provide for the protection and/or backup of vital records, systems, data management software and equipment, including classified and sensitive data, records necessary to perform essential functions and activities, and records needed to reconstitute normal agency operations;
- Identify any records that should be included in "go-kits" or "drive-away kits";
- Incorporate measures to address security of vital records.

Alternate Facilities:

The successful Proposer shall review the County's physical facilities and identify an alternate facility or facilities capable of supporting essential operations and personnel under various threat conditions for up to 30 days. The successful Proposer shall develop draft agreements for use of alternate facilities.

Communications:

The successful Proposer shall assess the availability and redundancy of critical communication systems to support connectivity from alternate facilities to internal organizations, other jurisdictions, emergency response personnel and the public. Communications capabilities must be commensurate with the County's essential functions and activities. Access to data systems that are needed to conduct essential activities and functions is required.

Deployment / Implementation:

The COOP will include a plan for implementation addressing:

- Known threats, incidents and events (with advanced warning);
- Unanticipated threats, incidents and events (no warning);
- Activation during Business Hours;

- Activation during Off-Duty Hours;
- Localized Emergency (incident);
- Widespread Emergency (incident);
- Alert and Notification Procedures;
- Must be operational no later than 12 hours after activation;
- Recovery & demobilization of alternate facilities.

Training:

Provide a training plan for personnel to execute the COOP. The plan shall familiarize staff with the essential functions they may have to perform in an incident or event.

Test and Exercise COOP:

The successful Proposer shall develop a functional tabletop exercise to test the COOP. The exercise will be conducted within three months of COOP acceptance by the County. The exercise will incorporate roles for key personnel in departments identified as mission-critical. The successful Proposer will provide an exercise controller for the exercise. The successful Proposer will complete an After Action Report and a management plan for incorporating Lessons Learned from the exercise.

COOP Format & Distribution:

The successful Proposer will provide recommendations for distribution of the COOP, security of the COOP, and will provide for a method of accessing the COOP Plan from alternate facilities, preferably in an electronic format. The successful Proposer will provide training for electronic access of the COOP Plan. The successful Proposer will ensure that the web based program provided will aid the facilitation and execution of the COOP plan actions when the COOP plan is activated.

COOP Revisions and Updates:

The successful Proposer shall provide recommendations for COOP plan maintenance and evaluation, including a schedule and identification of parties responsible for revisions and updates.

4. PROJECT FUNDING

The City and Columbia County has not determined the anticipated cost for the requested services. The Proposer's proposal shall include the Proposer's true estimated cost to perform the work irrespective of the City's budgeted funds for this work. This project is funded in full by the U.S. Department of Homeland Security, via the Urban Area Security Initiative program for FY2007.

5. TIMELINE FOR SELECTION

The following dates are proposed as a timeline for this project:

Written proposals due at 4:00 p.m.	9/25/2009
Announcement of short list Proposers	10/9/2009
Interviews, if deemed necessary	10/16/2009
Selection committee recommendation	10/23/2009
Contract negotiation with successful Proposer	November 2009
Notice to proceed – work begins	December 2009

The City and Columbia County reserve the right to make adjustments to the above noted schedule as necessary.

6. INTERGOVERNMENTAL COOPERATIVE PROCUREMENT

The Proposer agrees to extend identical prices and services under the same terms and conditions to all public agencies in the United States. Requirements stated herein reflect that of the City of Portland's (Oregon) and Columbia County's (Oregon) only. A public agency wishing to utilize like services will execute its own contract with the successful Proposer for its requirements. The successful Proposer shall provide usage reporting of the City of Portland as well as that of other public agencies to the City of Portland Project

Manager as listed in the resulting contract on a quarterly basis. Any Proposer, by written notification included with their proposal, may decline to extend the services, prices and terms of this RFP to any and/or all other public agencies.

SECTION B

WORK REQUIREMENTS

1. TECHNICAL OR REQUIRED SERVICES

The successful Proposer shall perform the tasks listed below for this project, and shall be expected to work closely with designated City and Columbia County personnel to accomplish these goals:

- Completed COOP Plan must be compliant with Federal NIMS and meet Columbia County approval;
- Develop work plan defining short, mid and long-term goals, objectives, and deliverables with associated timetable, and secure work plan agreement from Columbia County Emergency Management ;
- Write recommendations of outputs for each goal established;
- Inventory systems and gather pertinent information;
- Identify operational and governance templates necessary for implementing and sustaining the COOP Plan;
- Provide an assessment of current ability to support essential functions given a multi-hazard perspective;
- Identify and promulgate best practices and constraints for current and future sustainment of essential functions;
- Develop and execute Columbia County personnel training via tabletop exercise.

2. WORK PERFORMED BY THE CITY AND COLUMBIA COUNTY

The City of Portland and Columbia County staff shall make available sufficient hours of staff personnel as is required to meet with the successful Proposer, and provide such information as needed. The City of Portland and Columbia County Emergency Management have assigned project managers who will oversee the work and provide support as needed to complete the Columbia County COOP Plan.

3. DELIVERABLES AND SCHEDULE

Deliverables shall be considered those tangible resulting work products that are to be delivered to the City such as reports, draft documents, data, interim findings, drawings, schematics, training, meeting presentations, final drawings and reports. The successful Proposer is encouraged to provide any deliverables in accordance with the City's Sustainable Paper Use Policy. The policy can be viewed at: <http://www.portlandonline.com/omf/index.cfm?c=37732> .

Deliverables and schedule for this project shall include:

- a. Successful Proposer will provide a completed and Board of Columbia County Commissioner-approved COOP Plan;
- b. Successful Proposer will provide written monthly project updates as well as Minutes of meetings to Columbia County Emergency Management;
- c. Successful Proposer will provide an approved COOP training plan;
- d. Successful Proposer will provide an approved COOP training and exercise to Columbia County personnel and stakeholders;
- e. Successful Proposer will provide approved training for electronic access of the COOP;
- f. Successful Proposer will complete an After Action Report and an approved management plan for incorporating Lessons Learned from the exercise;
- g. Successful Proposer will provide recommendations for distribution and security of the COOP;
- h. Successful Proposer will provide for a method of accessing the COOP from alternate facilities, including electronic and hardcopy formats;
- i. Successful Proposer will provide recommendations for COOP maintenance and evaluation, including a schedule and identification of parties responsible for revisions

and updates.

- j. Successful Proposer will include expense receipts with each invoice and the invoice will relate to percentage of deliverable met during the time period.

All deliverables and resulting work products from this contract will become the property of the City of Portland and Columbia County.

4. PLACE OF PERFORMANCE

Contract performance will take place primarily at the successful Proposer's facility. On occasion and as appropriate, work will be performed at County facilities, a third-party location or any combination thereof. Project work will require meetings with various stakeholders in Columbia County.

5. PERIOD OF PERFORMANCE

The City and Columbia County Emergency Management anticipate the successful Proposer to begin work in November of 2009 with completion of the contract on March 31, 2010.

Proposals containing earlier completion of the deliverables are acceptable and encouraged.

6. PUBLIC SAFETY

Public safety may require limiting access to public work sites, public facilities, and public offices, sometimes without advance notice. The Proposer shall anticipate delays in such places and include the cost of delay in the proposed cost. The successful Proposer's employees and agents shall carry sufficient identification to show by whom they are employed and display it upon request to security personnel. City and Columbia County project managers have discretion to require the successful Proposer's employees and agents to be escorted to and from any public office, facility or work site if national or local security appears to require it.

7. INSURANCE

The successful Proposer shall agree to maintain continuous, uninterrupted coverage of all insurance as required by the City. There shall be no cancellation, material change, reduction of limits or intent not to renew the insurance coverage(s) without a 30-day written notice from the successful Proposer or its insurer(s) to the City.

Workers' Compensation Insurance in compliance with ORS 656.017, which requires subject employers to provide Oregon workers' compensation coverage for all their subject workers (firms with one or more employees, unless exempt under ORS 656.027).

General Liability Insurance with a combined single limit of not less than \$1,000,000 per occurrence for Bodily Injury and Property Damage. It shall include contractual liability coverage for the indemnity provided under this contract, and shall provide that the City of Portland, and its agents, officers, and employees are Additional Insureds but only with respect to the successful Proposer's services to be provided under this Contract.

Automobile Liability Insurance with a combined single limit of not less than \$1,000,000 per occurrence for Bodily Injury and Property Damage, including coverage for owned, hired, or non-owned vehicles, as applicable.

Professional Liability Insurance with a combined single limit of not less than \$1,000,000 per claim, incident, or occurrence. This is to cover damages caused by negligent acts, errors or omissions related to the professional services to be provided under this contract. If insurance coverage is provided on a "claims made" basis, the successful Proposer shall acquire a "tail" coverage or continue the same coverage for three years after completion of the contract, provided coverage is available and economically feasible. If such coverage is not available or economically feasible, Proposer shall notify City immediately.

Certificates of Insurance: As evidence of the insurance coverages, the successful Proposer shall furnish acceptable insurance certificates to the City at the time signed

contracts are returned to the City. The certificate will specify all of the parties who are Additional Insureds and will include the 30-day cancellation clause as identified above. Insuring companies or entities are subject to City acceptance. If requested, complete policy copies shall be provided to the City. The successful Proposer shall be financially responsible for all pertinent deductibles, self-insured retentions, and/or self-insurance.

SECTION C

1. SAMPLE CONTRACT

ATTACHMENTS

The Professional, Technical and Expert Services Contract is the City's standard contract and will be used as a result of this selection process. A sample contract can be viewed at: <http://www.portlandonline.com/shared/cfm/image.cfm?id=27067> .

Any deviations from this contract shall be clearly identified in the Proposers submission.

PART II

PROPOSAL PREPARATION AND SUBMITTAL

SECTION A

PRE-SUBMITTAL MEETING/CLARIFICATION

1. PRE-SUBMITTAL MEETING
2. RFP CLARIFICATION

There will be no pre-submittal meeting or pre-submittal site visit scheduled for this project.

Questions and requests for clarification regarding this Request for Proposal must be directed in writing, via email or fax, to the person listed below. **The deadline for submitting such questions/clarifications is September 18, 2009 by 4:00 p.m.**

An addendum will be issued no later than 72 hours prior to the proposal due date to all recorded holders of the RFP if a substantive clarification is in order.

Patty Rueter
Office of Emergency Management
1001 SW 5th Avenue, Suite 650
Portland, OR 97204
Phone: (503) 823-3809
Fax: (503) 823-3903
Email: prueter@ci.portland.or.us

SECTION B

PROPOSAL SUBMISSION

1. PROPOSALS DUE

Sealed proposals must be received no later than the date and time, and at the location, specified on the cover of this solicitation. The outside of the envelope shall plainly identify the subject of the proposal, the RFP number and the name and address of the Proposer. It is the Proposer's responsibility to ensure that proposals are received prior to the specified closing date and time, and at the location specified. Proposals received after the specified closing date and/or time shall not be considered and will be returned to the Proposer unopened. The City shall not be responsible for the proper identification and handling of any proposals submitted to an incorrect location.

2. PROPOSAL

Proposals must be clear, succinct and not exceed 10 pages. Section dividers, title page, and table of contents do not count in the overall page count of the proposal. Proposers who submit more than the pages indicated may not have the additional pages of the proposal read or considered.

For purposes of review and in the interest of the City's Sustainable Paper Use Policy and sustainable business practices in general, the City encourages the use of submittal materials (i.e. paper, dividers, binders, brochures, etc.) that contain post-consumer recycled content and are readily recyclable. The City discourages the use of materials that cannot be readily recycled such as PVC (vinyl) binders, spiral bindings, and plastic or glossy covers or dividers. Alternative bindings such as reusable/recyclable binding posts, reusable binder clips or binder rings, and recyclable cardboard/paperboard binders are examples of preferable submittal materials. Proposers are encouraged to print/copy on both sides of a single sheet of paper wherever applicable; if sheets are printed on both sides, it is considered to be two pages. Color is acceptable, but content should not be lost by black-and-white printing or copying.

All submittals will be evaluated on the completeness and quality of the content. Only those Proposers providing complete information as required will be considered for evaluation. The ability to follow these instructions demonstrates attention to detail.

3. ORGANIZATION OF

Proposers must provide all information as requested in this Request for Proposal (RFP).

PROPOSAL

Responses must follow the format outlined in this RFP. Additional materials in other formats, or pages beyond the stated page limit(s) may not be considered. The City may reject as non-responsive at its sole discretion any proposal or any part thereof, which is incomplete, inadequate in its response, or departs in any substantive way from the required format. Proposal responses shall be organized in the following manner:

1. Cover Letter
2. Project Team
3. Proposer's Capabilities
4. Project Approach and Understanding
5. Diversity in Employment and Contracting Requirements
6. Proposed Cost
7. Supporting Information: samples of similar work projects
8. A completed First Tier Subconsultant Disclosure Form (refer to Part II.C.5)

As part of the proposal response, the Proposer will provide the number of proposal copies as requested on the cover page of this RFP and the following:
one (1) exact copy on a CD ROM, formatted to .pdf.

SECTION C

EVALUATION CRITERIA

1. COVER LETTER

By submitting a response, the Proposer is accepting the General Instructions and Conditions of this Request for Proposal (reference second page of the RFP) and the Standard Contract Provisions of the Professional, Technical and Expert Services contract.

The Cover Letter must include the following:

- RFP number and project title
- name(s) of the person(s) authorized to represent the Proposer in any negotiations
- name(s) of the person(s) authorized to sign any contract that may result
- contact person's name, mailing or street addresses, phone and fax numbers and email addresses

A legal representative of the Proposer, authorized to bind the Proposer in contractual matters must sign the Cover Letter.

BUSINESS COMPLIANCE

The successful Proposer must be in compliance with the laws regarding conducting business in the City of Portland before an award may be made. The Proposer shall be responsible for the following:

Certification as an EEO Affirmative Action Employer

The successful Proposer must be certified as an Equal Employment Opportunity Employer as prescribed by Chapter 3.100 of the Code of the City of Portland prior to contract award. Details of certification requirements are available from the Bureau of Purchases, 1120 SW Fifth Avenue, Room 750, Portland, Oregon 97204, (503) 823-6855, website: <http://www.portlandonline.com/omf/purchasing>

Non-Discrimination in Employee Benefits (Equal Benefits)

Proposers are encouraged to submit the Equal Benefits Compliance Worksheet/Declaration Form with their response. If not submitted, you will be contacted and required to provide this form prior to contract award; otherwise your proposal may be rejected. If your company does not comply with Equal Benefits and does not intend to do so, you must still submit the Form. The Equal Benefits Compliance Worksheet/Declaration Form can be obtained from the following web site: <http://www.portlandonline.com/omf/purchasing>

Fill out the form properly. You may call the Bureau of Purchases at 503-

823-6855 to ensure you correctly complete the form. You may also call the contact listed on the front page of this solicitation document for assistance.

There are five options on the Worksheet/Declaration Form to pick among. They range from full compliance (Options A, B, C), to one that requires advance authorization by the City (Option D – Delayed Compliance), to Non Compliance. Select the option that is true of your company's standing at the time you submit your proposal. You cannot change your answer after you submit the Worksheet/Declaration Form.

Option D is only used if you have an official waiver from the City. Waivers are only issued by the Bureau of Purchases.

The Form provides the City with your declared Equal Benefit status. However, the City issues the final determination of your Equal Benefit status for purposes of contract award.

If information on your form is conflicting or not clearly supported by the documentation that the City receives, the City may seek clarification to ensure we properly classify your compliance.

Business License

The successful Proposer must be in compliance with the City of Portland Business License requirements as prescribed by Chapter 7.02 of the Code of the City of Portland prior to contract award. Details of compliance requirements are available from the Revenue Bureau License and Tax Division, 111 SW Columbia Street, Suite 600, Portland, Oregon 97201, (503) 823-5157, website: <http://www.portlandonline.com/omf/index.cfm?c=29320>

If your firm currently has a business license and is EEO certified, include in the Cover Letter your firm's City of Portland Business License number as well as the Equal Employment Opportunity (EEO) expiration date.

2. PROJECT TEAM

Please address the following in your proposal responses:

- Approximate number of people to be assigned to the project;
- Extent of company's principal member's involvement;
- Team qualifications and experience on similar or related projects:
- Qualifications and relevant experience of prime consultant
- Qualifications and relevant experience of sub-consultants, if any
- Project manager's experience with similar projects;
- Names of key members who will be performing the work on this project, and:
- Their responsibilities on this project
- Current assignments and location
- Experience on similar or related projects
- Unique qualifications.
- Percentage of their time that will be devoted to the project.

a. Management Approach

Describe or provide a detailed description of firm's approach to overall management and integration of all activities required by the scope of work, including the management objectives and techniques that demonstrate how the work requirements will be met.

This section should include organizational charts, narrative regarding lines of authority and responsibility, narrative regarding how the Proposer is prepared to

respond promptly to project challenges, program changes, or other information necessary in order to evaluate the Proposer's proposal.

- b. Key Personnel
Describe the education background, directly related work experience, professional development, and demonstrated performance record of the proposed key personnel.

Provide key personnel resumes which demonstrate the individuals meet the qualification and experience requirements for performing the work outlined in this RFP. Provide information regarding the project manager and staff member's present employment status, along with information regarding their activities on any other work projects presently under contract by the firm. If any key personnel are presently on a project, the proposal should state when that key person would be available for this project, any other projects to which the key personnel are committed, whether the Proposer will send in a "start team" and change mid-project to a "completion team", etc.

3. PROPOSER'S CAPABILITIES

This relates to the Proposer's capabilities and resources in relation to this project. This section should describe such things as:

- Similar projects performed within the last five years, which best characterize capabilities, work quality and cost control;
- Similar projects with other government agencies;
- Resources available to perform the work for the duration of the project and other on-going projects;
- Internal procedures and/or policies associated or related to work quality and cost control;
- Management and organizational capabilities.

4. PROJECT APPROACH AND UNDERSTANDING

The Proposer's understanding and approach to the project is an important aspect of the RFP process. The Proposers should provide clear and concise understanding of the project and clarify any major issues based upon existing information. For each phase, the approach should:

- Describe the tasks and activities, the methodology that will be used to accomplish them, and which team members will work on each task;
- Describe the products that would result from each task or activity;
- Identify points of input and review with staff;
- The time frame estimated to complete each task;
- Approximate number of people to be assigned to the project.

5. DIVERSITY IN EMPLOYMENT AND CONTRACTING REQUIREMENTS

The City is committed to increasing contracting opportunities for State of Oregon certified minority, women and emerging small business (M/W/ESB) enterprises. The City values, supports and nurtures diversity, and encourages any firm contracting with the City to do the same, maximizing M/W/ESB business participation with regard to all City contracts. As such, the City has established an overall 20% utilization goal in awarding PTE contracts to State of Oregon certified emerging small business (ESB) enterprises and has assigned at least 15% of the total points available on this solicitation to determine the award of this contract. No goal is set for the use of minority (MBE) and women business (WBE) enterprises, but the City is committed to ensuring that such firms receive opportunities and equal consideration to be awarded City PTE contracts.

All Proposers shall address the following in their proposals:

- a. Indicate if your firm is currently certified in the State of Oregon as an MBE, WBE

and/or ESB, or if your firm has applied for certification with the State of Oregon's Office of Minority, Women and Emerging Small Business (OMWESB). Provide a copy of the State of Oregon certification letter confirming receipt of application or copy of the approval letter certifying your firm.

- b. Identify your current diversity of workforce and describe your firm's commitments to providing equal employment opportunities. Include in your response:
 - Number of total employees and description of type of work performed.
 - Number of minorities and women within your current workforce, broken out by ethnicity and positions held.
 - Any underutilization of minorities or women within your workforce and your firm's efforts to remedy such underutilization.
 - Any plans to provide innovative mentoring, technical training or professional development opportunities to minorities and women in your workforce in relation to this project, or plans to employ minorities and women to work on this project.
 - Description of the process your firm uses to recruit minorities and women.
- c. Have you subcontracted or partnered with State of Oregon certified M/W/ESB firms on any project within the last 12 months? If so, please describe the history of the firm's subcontracting and partnering with certified M/W/ESB firms. Include in your response:
 - List of State of Oregon certified M/W/ESB firms with which your firm has had a contractual relationship during the last 12 months.
 - Any innovative or successful measures that your firm has undertaken to work with M/W/ESB firms on previous projects.
 - Any mentoring, technical or other business development services your firm has provided to previous or current M/W/ESB subconsultants or partners, or will provide in relation to this project.
- d. Are you subcontracting any element of your proposal? Describe your firm's plan for obtaining maximum utilization of State of Oregon certified M/W/ESB firms on this project. Include in your response:
 - Subcontracting opportunities your firm has identified in the scope of this project.
 - Efforts made relating to outreach and recruitment of certified M/W/ESB firms. Did your firm advertise contracting opportunities in the *Daily Journal of Commerce*, *Skanner*, *Oregonian*, *Observer*, *El Hispanic News*, *Asian Reporter*, and/or other trade publications? Did your firm conduct any outreach meetings? Did your firm use the State's OMWESB certification list, or other source, as a basis for direct outreach? What were the actual results of any of the above efforts?
 - Any proposals received from certified M/W/ESB firms. If any such proposals were rejected, provide reasons for rejection.
 - Other efforts your firm used or proposes to use in relation to this project.
- e. If your firm will be utilizing certified M/W/ESB firms on this project, please list those firms and detail their role within your proposal.

The City expects thoughtful consideration of all of the above Diversity in Employment and Contracting criteria in the preparation of proposals, and will enforce all diversity in workforce and M/W/ESB commitments submitted by the successful Proposer.

6. PROPOSED COST

This statement shall specify the number of hours each staff member will work on each task. The proposal shall include the Proposer's true estimated cost to perform the work irrespective of the City's anticipated cost.

7. SUPPORTING INFORMATION

Supporting material must include references, and may include other information pertinent to the project or work to be performed. References must include the contact person's name, agency, address, phone number, their role in the project (e.g., project manager,

etc.), name of the project and when the work was done.

PART III

PROPOSAL EVALUATION

SECTION A

PROPOSAL REVIEW AND SELECTION

1. EVALUATION CRITERIA SCORING

Each proposal shall be evaluated on the following evaluation criteria, weighting and maximum points, as follows:

Criteria		Maximum Score
a.	Cover Letter	0
b.	Project Team	15
c.	Proposer's Capabilities	20
d.	Project Approach and Understanding	25
e.	Diversity in Employment and Contracting	15
f.	Proposed Cost	15
g.	Supporting Information	10
Total Points Available		100

2. PROPOSAL REVIEW

An evaluation review committee will be appointed to evaluate the proposals received. For the purpose of scoring proposals each of the committee members will evaluate each proposal in accordance with the criteria and point factors listed above. The evaluation committee may seek outside expertise, including but not limited to input from technical advisors, to assist in evaluating proposals.

The successful Proposer shall be selected by the following process:

- a. An evaluation committee will be appointed to evaluate submitted written proposals.
- b. The committee will score the written proposals based on the information submitted according to the evaluation criteria and point factors.
- c. The committee will require a minimum of 10 working days to evaluate and score the written proposals.
- d. A short list of Proposers, based on the highest scores, may be selected for oral interviews if deemed necessary. The City reserves the right to increase or decrease the number of Proposers on the short list depending on the scoring and whether the Proposers have a reasonable chance of being awarded a contract.
- e. If oral interviews are determined to be necessary, the scores from the written proposals will be considered preliminary. Final scores, based on the same evaluation criteria, will be determined following the interviews.

All communications shall be through the contact(s) referenced in Part II, Section A.2 of the RFP. At the City's sole discretion, communications with members of the evaluation committee, other City staff or elected City officials for the purpose of unfairly influencing the outcome of this RFP may be cause for the Proposer's proposal to be rejected and disqualified from further consideration.

For contracts over \$100,000, the evaluation committee's recommendation for contract award will be submitted to the Portland City Council for approval. The City and Columbia County have the right to reject any or all proposals for good cause, in the public interest.

NOTE: In the City's discretion, litigation between the City and a Proposer shall be cause for proposal rejection, regardless of when that litigation comes to the City's attention and regardless how the Proposer's proposal may have been scored. Proposals may also be rejected if they use subcontractors or subconsultants who are involved in litigation with the City. Proposers concerned about possible

rejection on this basis should contact the City before submission of a proposal for a preliminary determination of whether its proposal will be rejected.

3. CLARIFYING PROPOSAL DURING EVALUATION

During the evaluation process, the City and Columbia County has the right to require any clarification or change its needs in order to understand the Proposer's view and approach to the project and scope of the work. While clarification is being requested, no other changes or substitutions will be allowed to proposals.

SECTION B

CONTRACT AWARD

1. CONSULTANT SELECTION

The City will negotiate and, if successful, award a contract to the highest scoring Proposer. Should the City not reach a favorable agreement with the highest scoring Proposer, at the City's sole discretion, the City shall terminate negotiations and commence negotiations with the second highest scoring Proposer and so on until a favorable agreement is reached. A consultant selection process will be carried out under Portland City Code Chapter 5.68.

2. CONTRACT DEVELOPMENT

The proposal and all responses provided by the successful Proposer may become a part of the final contract. The form of contract shall be the City's Contract for PTE Services.

3. AWARD REVIEW AND PROTESTS

REVIEW:

Following the Notice of Intent to Award, the public may view proposal documents. However, any proprietary information so designated by the Proposer as a trade secret or confidential and meeting the requirements of ORS 192.501, 192.502 and/or ORS 646.461 et seq., will not be disclosed unless the Multnomah County District Attorney determines that disclosure is required. At this time, Proposers not awarded the contract may seek additional clarification or debriefing, request time to review the selection procedures or discuss the scoring methods utilized by the evaluation committee.

PROTESTS OF CONTRACT AWARDS:

Protests may be submitted to the Purchasing Agent only for contracts in excess of the formal limit established by the City Auditor (reference <http://www.portlandonline.com/omf/index.cfm?a=74585&c=27353>), and only from those Proposers who would receive the contract if their protest were successful.

Protests must be received by the Purchasing Agent within seven (7) calendar days UNLESS OTHERWISE NOTED following the date of the City's Notice of Intent to Award was issued. The protest must specifically state the reason for the protest and show how its proposal or the winning proposal was mis-scored or show how the selection process deviated from that described in the solicitation document. The contract award process will be put on hold until the protest has been resolved.

Timely protests must include all legal and factual information regarding the protest, and a statement of the form of relief requested. Protests received later than specified or from other than the Proposer who would receive the contract if the protest was successful will not be considered. The exercise of judgment used by the evaluators in scoring the written proposals and interviews, including the use of outside expertise, is not grounds for appeal.

The Purchasing Agent may waive any procedural irregularities that had no material affect on the selection of the proposed contractor, invalidate the proposed award, amend the award decision, request the evaluation committee re-evaluate any proposal or require the bureau to cancel the solicitation and begin again to solicit new proposals. In the event the matter is returned to the evaluation committee, the Purchasing Agent shall issue a notice canceling the Notice of Intent to Award.

Decisions of the Purchasing Agent are final and conclude the administrative appeals process.

4. KICK-OFF MEETING

If requested by the City or Columbia County, the successful Proposer shall begin work by attending an orientation meeting to take place within 30 days following execution of the contract. The successful Proposer shall then develop and maintain a comprehensive schedule for all elements of the project.