



CITY OF

PORTLAND, OREGON

Bureau of Emergency Communications

Randy Leonard, Commissioner

Carl Simpson, Director

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ADDENDUM NO. 1

Request for Proposal No. BTS003

Evaluate Computer Assisted Dispatch System and Develop Replacement/Update Strategy and Options with Benefits, Risks and Costs

Proposals Due:

By: November 4, 2005

To all proposers of record:

This addendum is issued to clarify, add, delete, correct and/or change the proposal documents to the extent indicated and is hereby made a part of the above noted RFP documents on which the contract will be based. Any modifications/changes made by this addendum affect only the portions or paragraphs specifically identified herein; all remaining portions of the proposal to remain in force. It is the responsibility of all proposers to conform to this addendum.

<u>ITEM</u>	<u>LOCATION</u>	<u>CHANGE</u>
1	Part II, Section A	<p>The pre-submittal meetings scheduled for 2 p.m. P.S.T. on October 21, 2005 and October 28, 2005 are optional and may be attended in person or by phone conference.</p> <p>The meetings will be held at the City of Portland, Communications Center Building located at 9911 SE Bush Street, Portland , Oregon.</p> <p>To participate by phone, the conference line to use, starting at 2 p.m. on the designated days is 503-823-9322.</p>

END OF ADDENDUM



Date: October 4, 2005

City of Portland, Oregon

RFP No. BTS003

PROFESSIONAL, TECHNICAL AND EXPERT SERVICES

**REQUEST FOR PROPOSALS TO
Evaluate the Computer Assisted Dispatch System and
Develop Replacement/Upgrade Strategy and Options with
Benefits, Risks, & Costs**

PROPOSALS DUE: November 4, 2005 by 2:00 p.m.

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

Submit one (1) original and 6 complete electronic copy of the Proposal to:

City of Portland
Bureau of Information Technology
1120 SW 5th Avenue, 4th Floor
Portland, OR 97204

Refer questions to:

Bureau of Technology Services
Phone: (503) 823-5198
Fax: (503) 823-9176
Email: bts@ci.portland.or.us

Two (2) optional PRE-SUBMITTAL MEETINGS have been scheduled: October 21, 2005 at 2:00 p.m.
and October 28, 2005 at 2:00 p.m.

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.

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 (RFP), 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 RFP 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 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.

CITY OF PORTLAND BUSINESS LICENSE - Selected 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.

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) and ORS 192.502(4).

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.

RFP TITLE Evaluate the Computer Assisted Dispatch System and Develop Replacement/Upgrade Strategy and Options with Benefits, Risks, & Costs

Request for Proposals BTS003

PART I CONTRACT REQUIREMENTS

SECTION A GENERAL INFORMATION

1. INTRODUCTION

The City of Portland, through the Bureau of Technology Services (BTS) and the Bureau of Emergency Communication (BOEC), plans to evaluate the Computer Aided Dispatch (CAD) system, select an architectural direction that supports incremental enhancement, and create a long term strategy for moving to that architecture. To accomplish these goals the City must perform a detailed study to evaluate the status of the current Computer Aided Dispatch (CAD) system, assess the technology currently being used, identify and evaluate areas of risk now and moving forward, identify potential architectures and upgrade/replacement strategies, assess the costs and risks of each strategy, and create a business case for the recommended architecture and strategy.

The current CAD system has been in place for 10 years, and has undergone many changes to meet business needs. The current status of the system needs to be evaluated for risk given its technology and the direction of current technology. The City recognizes that the CAD system is crucial to public safety and that technology advances must be evaluated in order to maintain a high level of service through upgrades, migrations, and/or replacement.

A phased approach will be taken to decision making regarding changes to CAD. The outcome of the first phase will be an architecture and strategy for the technological future of CAD and a map of how to get there. The first phase will begin with an evaluation of the current CAD system to identify existing functionality and existing risks threatening the systems long-term stability and functionality. After a review of current technology trends relating to CAD functionality potential architectures and strategies can be identified for ensuring the City is able to maintain current CAD functionality and to modify the system as changes within the public safety community require modifications. Each option identified will be evaluated to identify advantages, disadvantages, risks, costs, and timelines. The next step will be to generate a recommendation for CAD system architecture and strategy along with a method for reaching those recommendations. The final step will be to document the business case for the recommendations.

The City has identified long-term business goals (see below). No architectures or long-term strategies have been identified. Four options for moving forward have been identified thus far.

The City of Portland is seeking professional services for the first phase.

2. BACKGROUND

The current CAD system was installed in 1994. It was created by PRC, which is now part of Northrop Grumman. Since that time, BOEC's CAD has been heavily modified by City staff to meet the needs of BOEC and its user agencies. While the users of the system are pleased with its capabilities, there are concerns that some of the technology is out of date and will inhibit future sustainability, system use, growth, and functional improvements. Of special concern is the need to maintain the current high degree of integration with other public safety systems and the increased integration required by homeland security initiatives.

The Bureau of Emergency Communications (BOEC) is the bureau within the City of Portland responsible for the receipt and processing of 9-1-1 calls made within Multnomah County. The Director of BOEC, Carl

Simpson, reports to City Commissioner Randy Leonard. BOEC receives about 950,000 emergency and non-emergency calls per year. BOEC tracks and dispatches all Police, Fire and EMS emergency response units within Multnomah County, population about 680,000. BOEC user agencies participate in the management of BOEC via the BOEC User Board, BOEC Executive Committee, BOEC Finance Committee, BOEC CAD Committee and several other activity specific groups.

CAD supports the operations of approximately 20 public safety agencies. It connects to over 2500 devices including Mobile Data Terminals/Computers (MDT/MDC) in vehicles, emergency alerting devices in fire stations, public and private information systems, and desktops. It has over 3500 users, including police officers, emergency medical technicians, fire fighters, and BOEC call-takers and dispatchers. CAD currently interfaces with a number of agencies outside of BOEC, and needs to be positioned to expand information-sharing by using technology that facilitates fast and accurate communication.

The technology support of the CAD system is provided by the Bureau of Technology Services (BTS). BTS manages both the technology infrastructure and the CAD application. Application support is primarily reliant on two CAD engineers, both former PRC employees.

Much of the Northrop Grumman/PRC CAD system is written in OddBOL, a derivative of COBOL. Communication routines are written in C, and the system is running on the HP Alpha platform under the OpenVMS operating system. The City is in the process of purchasing newer hardware to support the CAD system. While this purchase provides the City with some breathing room the purchase does not address long term system functionality and maintainability.

At present, the system is stable and effective in meeting business needs. However, it is largely undocumented. The system must be analyzed and documented to provide a complete picture of the existing functionality and technology in sufficient detail to support the requirements of this project. This analysis, combined with an understanding of the business requirements and current technology solutions will provide the foundation for a CAD strategy that will position BOEC to exploit the capabilities of CAD and expand its capabilities in the future. With the current emphasis on Homeland Security, it is important for the City to understand how the existing system can be expanded and interfaced with other internal and external systems to best serve the needs of public safety organizations and the area's residents.

To achieve City business goals the response will:

- Establish a long term strategy that will ensure system functionality and stability
- Ensure ease of transition for the public safety community.
- Move away from highly proprietary architecture to industry standards.
- Make the City less reliant on specific individuals knowledge by moving to system with documented standards.
- Ease of maintaining integration as related public safety systems change.
- Ease of integrating with additional systems
- Provide the ability to implement new functions in a modular fashion
- Move to an architecture consistent with City direction
- Avoid a "big bang" change for the user community, if feasible

The CAD system is designed for high availability with primary servers located at the Communications Center Building (9911 SE Bush St, Portland), a remote backup server soon to be located at the Portland International Airport, and a mobile communications center under development that will include a third backup server location by end of FY 2006.

There is a project underway to integrate CAD functions, using IEEE based XML messages, between seven (7) regional CAD systems in five (5) counties. These CAD systems serve Multnomah County, Clackamas County, Washington County, Columbia County, Clark County, Lake Oswego, and the Oregon State Police. The project also creates a link to Oregon Department of Transportation roadway status tracking system.

BOEC has identified four potential courses of action.

- 1) Maintain the current architecture
- 2) Purchase a replacement CAD system from an existing CAD vendor
- 3) Develop a new CAD system in-house
- 4) Migrate the functionality of the existing CAD system to a new architecture

Due to the desire to avoid wholesale changes to the user interface and the resulting impact on CAD users BOEC management favors system migration, if feasible. At this point not enough is known about the feasibility, the potential intellectual property issues, and the cost of "migration through maintenance" option to support moving forward.

3. SCOPE OF WORK

The City of Portland, Bureau of Emergency Communication, working with the Bureau of Technology Services, is seeking proposals from firms with demonstrated experience in developing solid technical systems analysis and business case analysis that results in successful procurement and implementation of Computer Aided Dispatch systems of like size and scope.

The selected firm will perform the steps identified in phase one above. The end product must include sufficient detail and supporting analysis to make a final recommendation on a CAD strategy that fully meets the business needs of the City, BOEC, and its user agencies, and establishes a technical framework that can be used, supported and extended for at least the next decade.

The product should support the evaluation of currently identified courses of action (see above) and identify additional approaches.

The Bureau of Technology Services/City retains the right to negotiate the details of the scope of work with the bidders in order to ensure that the final deliverables meet the needs of the City of Portland.

This contract does not include any work on subsequent phases of this project, such as the selection and implementation or development of a system. The City is not committing to utilize a single consultant for additional phases of the project, although it does not preclude later contracting for services to assist with either procurement, development, or implementation of a replacement system or implementation of significant system modifications or upgrades.

4. COST PROPOSAL

The Bureau has not determined the anticipated cost for the requested services. The consultant's proposal shall include the consultant's true estimated cost to perform the work irrespective of the City's budgeted funds for this work. Additionally, this cost shall include the hourly rates of each person associated with the project as well as the estimated number of hours each staff member will be expected to work on each task. The City reserves the right to cancel all proposals should the responses exceed available funds.

SECTION B

WORK REQUIREMENTS

1. TECHNICAL OR REQUIRED SERVICES

The selected consultant, firm or team will perform the tasks listed below for this project. The selected consultant, firm or team shall be expected to work closely with designated bureau personnel to accomplish these tasks.

To achieve these goals, the Consultant shall:

1. Review existing documentation on the current CAD system.
2. Conduct interviews with bureau directors, designated bureau staff, IT staff, staff who rely on CAD information, and financial staff to collect the information needed to produce the deliverables.
3. Collect and document findings and recommendations as described in the "Deliverables and Schedule" section.
4. Apply best practices in the area of project management, including:
 - Producing a project plan showing how the project will be organized, including detailed tasks, start and finish dates, dependencies, task assignments, and status.

- Providing written weekly project status reports showing progress of tasks, accomplishments during the previous week, tasks to be completed the following week, obstacles and problems, and steps being taken to solve the problem.
5. Bring to this assignment knowledge of the functions and technical architecture of CAD systems currently on the market.
 6. In the project plan, include review points for examining how findings apply to the needs of regional CAD interoperability.
 7. Follow security requirements of the City and protect the confidentiality of all materials provided.

2. WORK PERFORMED BY THE CITY OR OTHERS

BOEC and BTS shall make available sufficient hours of staff personnel as is required to meet with consultant and provide such information as required.

3. DELIVERABLES AND SCHEDULE

Deliverables shall be considered those tangible resulting work products which are to be delivered to the Bureau of Technology Services and the Bureau of Emergency Communication such as reports, draft documents, data, interim findings, drawings, schematics, training, meeting presentations, final drawings and reports. Deliverables and schedule for this project shall include:

1. A technical analysis of the current system that identifies graphically and in text the functional components of the system, technical architecture, technical tools (e.g. languages, databases, operating systems), and all interfaces to internal and external systems and agencies.
2. A statement of all known system problems, inadequacies, and constraints.
3. An analysis of the risks and exposures of continuing to use the current system.
4. A description of business and technical requirements delivered with the existing CAD, requirements to meet known inadequacies, and a prioritized list of additional desired functionalities.
5. Identification of alternative architectures and strategies to achieve a CAD solution that addresses the business and technical requirements over the coming decade and beyond.
6. Documentation of the relative benefit of each solution. What is solved, what is not.
7. A risk assessment for each alternative.
8. An estimated cost for each alternative and time to completion.
9. A recommended CAD architecture and strategy.
10. A business case detailing the estimated costs, tangible and intangible benefits for the recommended architecture and strategy.

Delivery of the Business Case final report must be on or before March 30, 2006, proposals submitted with an earlier completion date are encouraged.

Each deliverable will be provided in draft electronic form for review, testing, and comment at least 30 days prior to project completion. All deliverables and resulting work products from this contract will become the property of the City of Portland.

Due to the confidential nature of the information available and the sensitivity to security needs of the City, the contractor will turn over any data or documentation used in the preparations of this report. No copies will be retained by the contractor. All documentation related to this project will be delivered to the City for retention.

4. PLACE OF PERFORMANCE

Work will be performed primarily in the offices of the Bureau of Technology Services downtown Portland or at the Communication Center. Meetings will be held at City offices unless Consultant is local and desires to meet at Consultant's offices for a particular reason.

5. PERIOD OF PERFORMANCE

The City anticipates having the selected Consultant begin work immediately upon contract execution. Proposals containing earlier completion of the Consultant's work are acceptable and encouraged.

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

- | | |
|---|---|
| • First Pre-submittal conference at 2 p.m. | October 21, 2005 |
| • Second Pre-submittal conference at 2 p.m. | October 28, 2005 |
| • Written proposals due at 2 p.m. | November 4, 2005 |
| • Announcement of shortlist proposers | November 18, 2005 |
| • Possible Vendor Interviews, City Option | November 21st – 30 th , 2005 |
| • Selection committee recommendation by | December 9, 2005 |
| • Contract negotiation with selected consultant | December 2005 |
| • Contract document processing | December 2005 |
| • Notice to proceed – work begins by | January 15, 2006 |

The City reserves the right to make adjustments to the above noted schedule as necessary.

6. PUBLIC SAFETY

Public safety may require limiting access to public work sites, public facilities, and public offices, sometimes without little advance notice. The consultant shall anticipate delays in such places and include the cost of delay in the costs in its proposal. The consultant's employees and agents shall carry sufficient identification to show by whom they are employed and display it upon request to security personnel. City project managers have discretion to require the consultant'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.

All contract personnel that will be working at or entering the Communications Center Building will need to pass the BOEC vendor background check prior to being allowed in the building. Full name, address and drivers license of vendor personnel are to be submitted to the City Project Manager at least one week prior to date access is desired by vendor.

Vendor will be notified of result of background check. Vendor will check in at the Communications Center building reception desk upon arrival and be issued temporary id badges, which are to be turned in upon their departure from the building.

7. INSURANCE

The successful consultant(s) 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 the 30-day written notice from the consultant 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 (consultants with one or more employees, unless exempt under ORS 656.027).

General Liability Insurance with a combined single limits of not less than \$500,000 each occurrence for Bodily Injury and Property Damage. It shall include contractual liability coverage for the indemnity provided under this contract, and shall provide that City of Portland, and its agents, officers, and employees are Additional Insured but only with respect to the consultant's services to be provided under this Contract:

Automobile Liability Insurance with a combined single limit of not less than \$500,000 each 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 each 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.

***Certificates of Insurance.** As evidence of the insurance coverages, the consultant shall furnish acceptable insurance certificates to the City at the time consultant returns signed contracts. The certificate will specify all of the parties who are Additional Insured 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 consultant shall be financially responsible for all pertinent deductibles, self-insured retentions, and/or self-insurance.

SECTION C

ATTACHMENTS

1. SAMPLE CONTRACT

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=27068>

Due to the short timeline of this project, all terms and conditions contained in this contract must be accepted as a condition of submittal acceptance.

PART II

PROPOSAL PREPARATION AND SUBMITTAL

SECTION A

PRE-SUBMITTAL MEETING/CLARIFICATION

1. PRE-SUBMITTAL MEETING

There will be two (2) pre-submittal meetings for this project on October 21, 2005 at 2:00 p.m. and on October 28, 2005 at 2:00 p.m.

These are non-mandatory meetings therefore; proposal submission will not be contingent upon attendance at these meetings.

2. PROPOSAL CLARIFICATION

Questions and requests for clarification regarding this Request for Proposal must be directed in writing, via email or fax, to the person listed below at least seven (7) working days prior to the proposal due date. 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 determined to be in order.

Malcolm Pullen
Bureau of Information Technology
P.O. Box 1779 Phone: (503) 823-4670
Portland, Oregon 97207 Fax: (503) 823-4630
E-mail: malcolm@ci.portland.or.us

SECTION B

PROPOSAL SUBMISSION

1. PROPOSALS DUE

Sealed proposals must be received no later than the date shown 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. Responses received after time or date listed herein shall not be considered. Proposals received after the scheduled closing time for filing will be returned to the proposer unopened.

2. PROPOSAL

Proposals must be clear, succinct and not exceed 15 pages, excluding Attachment materials. Proposers who submit more than the pages indicated may not have their proposal read or considered.

For purposes of review and in the interest of sustainable business practices, the City encourages the use of double-sided copying. Spiral or other bindings and plastic or glossy covers are not to be used, and there should be no dividers, table of contents, or additional pages beyond the number of internal pages allowed (note: one page is considered to be one side of a single 8-1/2" x 11" sheet. Firms may use both sides of a single sheet of paper for conservation purposes, and are encouraged to do so. If sheets are printed on both sides, it is considered to be two pages). Color is acceptable, but black-and-white printing or copying should not lose content. Lack of response to any of the criteria may constitute a non-responsive proposal.

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

Respondents must submit one (1) signed originals plus six (6) electronic copy in Microsoft Word 2000 or compatible format on 3.5" diskettes or CD-ROM. The original signed hard copy shall be the official response; electronic copy shall not contain any additional or different information.

Respondents may submit an electronic copy by e-mail, which must be received by the City's e-mail gateway by the filing deadline. A fax copy of the original signature page must also be received by the filing deadline to meet this requirement. The e-mail copy must include all required file attachments;

should it be necessary to divide the submission into multiple e-mails to meet attachment size limits, the last file received time must meet the filing deadline.

3. ORGANIZATION OF RESPONSE

The respondents must provide all information as requested in this Request for Proposal (RFP). Responses must follow the format outlined herein. Additional materials in other formats, or pages beyond the stated total page limit (15) cannot be considered. Pages for individual sections shown below are suggestions. The City may reject as non-responsive at its sole discretion any proposal or any part thereof that 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:

- a. Cover letter addressed as indicated on the cover page of this proposal (1 page)
- b. Project Team (1-3 pages)
- c. Respondent's Capabilities (1-4 pages)
- d. Respondent's Project Understanding and Approach (1-10 pages)
- e. Diversity in Employment and Contracting requirements (2 pages)
- f. Proposed Cost (1 page)

4. COVER LETTER

By submitting a response, the proposer is accepting the General Instructions and Conditions of this Request for Proposal. The letter shall also explicitly stipulate that the Consultant accepts all the terms and conditions contained in the sample PTE contract.

The Cover Letter must state the name(s) of the person(s) authorized to represent the consultant in any negotiations, the name(s) of the person(s) authorized to sign any contract that may result, the contact person's name, mailing or street addresses, phone and fax numbers and email addresses. A legal representative of the successful firm, authorized to bind the firm in contractual matters must sign the Cover Letter and the Proposal.

Prior to contracting a firm must have a City of Portland Business License and be EEO certified. If appropriate, include firm's City of Portland Business License number as well as the Equal Opportunity Employer (EEO) expiration date.

5. PROJECT TEAM

Describe the level of education and specific experience of those individuals who will be assigned to perform the work on this project and the specific responsibilities and tasks that will be performed by each team member. Describe how your team provides the appropriate balance of expertise and skill to accomplish the project objectives efficiently and cost effectively. Include a brief description of the current assignments of each team member, the total hours each team member will be working on each project task during its duration and the percentage of each team member's time that will be devoted to the project for each major task assigned to that individual. Proposal should include the following important aspects of the project team:

- Team organization, number of people, number of firms proposed is appropriate for project size and complexity. Has team collaborated on projects in the past?
- Experience and availability of proposed project team members.
- Experience and expertise of PM (managerial & technical).
- Does this team have a balance of talent and experience appropriate to this project?

**6. TEAM
ORGANIZATION
AND APPROACH**

Describe the resources available to support the team in completing this project successfully. Such resources include computing resources, advising and coaching, quality assurance controls, budget/cost control tools, or other unique assets or experience that would assist in fulfilling the requirements of this project. Past projects that have similar requirements that were performed by team members or others in the firm that are not on the project team can be included here with references from the company or agency for whom the project was performed. Explain how the work performed by various team members will be assembled and coordinated into cohesive, meaningful deliverables that satisfy the project requirements. Your proposal should show that the:

- Team has tools, equipment and support needed to ensure delivery of the work products requested.
- Roles and responsibilities for all aspects of project are clear, appropriate based on described experience, and coordinated.
- Team has QA/QC procedures in place that will ensure quality products are delivered in timely fashion and within budget.
- If sub-consultants are being proposed, their role is clear and experience is relevant to this project.
- References provided indicated positive outcomes on past projects.

**7. PROJECT
APPROACH AND
UNDERSTANDING**

Based on the scope provided in this RFP, describe how your team would accomplish the work being solicited. Include a list of tasks and personnel assigned to each (or reference this information if provided elsewhere), hours needed to complete each task, how they relate to one another, expected involvement by city staff or information that city staff will be expected to provide, meetings, milestones, and reviews, and a description or sample of the kind of work product(s) that will be provided at the conclusion of each task. Do not just rephrase the RFP—this element of the response is intended to reveal how well each Consultant understands the objectives of the project and how they intend to meet those objectives. Your proposal should:

- Demonstrate clear understanding of project purpose, objectives, and requirements as described in RFP.
- Provide clear and concise explanation of approach and how approach will result in desired deliverables.
- Show understanding of key issues and show innovative and workable potential solutions.
- Demonstrate effective coordination of tasks and show adequate time to complete tasks.
- Show task dependencies/critical path
- Indicate key coordination/input/decision-making and review points and milestones involving the Office of Management and Finance staff and/or other appropriate stakeholders.
- Approach to deliverables and schedule.

**8. 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. To achieve the 20% utilization goal and provide opportunities to M/WBE firms, the following evaluation criteria will be used in the selection of all professional, expert and technical services:

The City values diversity in its workforce and in the workforce of those who contract with the City and, as such, has assigned at least 15% of the total points available on this solicitation and will be used to determine the award of this contract. The City encourages and supports the utilization of Minority, Women, and Emerging Small Businesses (M/W/ESB) at both a prime and subconsulting level. All proposers shall respond to the following factors in their proposal:

1. Identify your current diversity of workforce:
 - Number of employees
 - Describe and identify the number of minorities and women within your current workforce.
 - Identify any underutilization of minorities or women within your workforce.
 - Describe the process you use to recruit minorities and women
2. Have you ever subcontracted or partnered with certified Minority-owned, Women-owned and Emerging Small Businesses (M/W/ESB) on any project within the last 24-months? If so, please describe the history of the firm's subconsulting and partnering with certified Minority-owned, Women-owned and Emerging Small Businesses (M/W/ESB).
3. Are you subcontracting any element of your proposal? If yes, what efforts were made relating to outreach and recruitment of M/W/ESB firms on this project? What were the actual results of such efforts?

The City will review and enforce all EEO/Diversity and M/W/ESB commitments submitted by the successful proposer.

9. PROPOSED COST

The proposal shall include the consultant's true estimated cost or fixed-price estimate for the proposed project approach irrespective of the City's anticipated cost. Additionally, this cost shall include the hourly rates of each person associated with the project as well as the estimated number of hours each staff member will be expected to work on each task. Elements of cost to consider include:

- Do billing rates seem typical for the level of staff proposed for the project?
- Is the level of staff proposed for various work elements appropriate (too much or too little use of senior or junior staff)? Do assigned personnel have appropriate knowledge/skills to complete project on budget?
- Does this proposal provide a good value for estimated fee? Are we getting the same or better quality end product with this proposal as we are with the others?

PART III

PROPOSAL EVALUATION

SECTION A

PROPOSAL REVIEW AND SELECTION

1. EVALUATION CRITERIA

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

Criteria	Score
a. Cover Letter (if not included submittal is non-responsive)	0
b. Project Team	20
c. Respondent's Capabilities	20
d. Project Understanding and Approach	30
e. Diversity in Employment and Contracting	15
g. Proposed Cost	<u>15</u>
TOTAL	100 points

2. PROPOSAL REVIEW

A selection review committee will be appointed to evaluate the proposals received. For the purpose of ranking proposals each of the Committee members will evaluate each proposal based upon the criteria listed above. The City has the right to reject any or all proposals for good cause, in the public interest.

The consultant shall be selected by the following process:

- A consultant evaluation committee will be appointed to evaluate submitted proposals.
- The committee will rank the proposals according to the criteria, based on the information submitted.
- The committee will require a minimum of 10 working days to evaluate and rank the proposals.
- A short list of up to 5 candidates may be selected for oral interviews if deemed necessary.

If interviews are conducted, the following criteria will be used to select the most qualified team from those interviewed:

PROJECT PRESENTATION AND APPROACH – 25% Did presentation:

- demonstrate clear understanding of project purpose, objectives, and requirements as described in RFP?
- demonstrate that project team has firm grasp of key issues and innovative potential solutions?
- demonstrate pre-planning for potential project obstacles and how to overcome them?
- demonstrate effective coordination of tasks among team members, with internal and external stakeholders, and with Bureau staff involved in project?
- demonstrate logical progression and execution of tasks, indicate input points for Bureau staff and provide for appropriate QA/QC for work products?
- demonstrate ability to deliver what is being requested in a timely, effective way?
- cover all aspects of the project as requested in the scope of work (i.e. technical analysis, documentation and presentation, training needs, and advising role, etc.)

TEAM CAPABILITIES – 25%. Did presentation and responses:

- demonstrate that team members truly possessed the knowledge, skills and abilities required to complete the project?
- highlight the consultant project manager's role and his/her technical and managerial

capabilities?

- make clear the responsibilities that each team member will fulfill and that they were capable of the work specifically assigned to them?
- demonstrate the ability of each team member to accommodate her/her assignments on this project within his/her existing workload?
- demonstrate a 'professional rapport' or ability to work together effectively amongst team members?

RESPONSE TO INTERVIEW QUESTIONS – 25%. Did interview responses:

- show clear, thoughtful and innovative ideas for resolving the issue raised?
- answer the question asked, or provided a means and timeframe for obtaining the answer if the information requested was not known?
- demonstrate the ability to 'think clearly' under pressure and exercise good judgment with respect to oral communications skills with others they will interface with on the project?
- provide an opportunity to evaluate the communication skills of each team member, or did one or two people respond to every question?

DIVERSITY IN EMPLOYMENT AND CONTRACTING – 15%. Did presentation:

- include representation from M/W/ESB firms that will be working on the project?
- demonstrate that M/W/ESB firms have a meaningful role on the project and are gaining experience that will help them compete in the marketplace in the future?
- show how the work accomplished via this project will be used to benefit the M/WBE/ESB consulting community if an M/WBE/ESB firm is not being used directly?
- demonstrate diversity in the prime's own work force by choosing team members of various backgrounds to participate in the interview.

INTERVIEW PRESENTATION MATERIALS – 10%. Were presentation materials:

- neat and professional in appearance?
- effective and clear in illustrating concepts?
- a tool for enhancing interviewer's understanding or did they cause confusion/distraction more than clarification?
- illustrative of the kinds of work products that might be anticipated for this project?
- appropriate for the size of the contract or excessive in "glitz and glamour".

The score from the interview will NOT be added to the score from the proposals. The final selection from those who scored well enough on the proposal to be invited to interview will be made based on the interview score alone.

Negotiations will follow with the selected consultant, and if successful, the consultant and City will enter into a professional services contract for the work.

**3. CLARIFYING
PROPOSAL
DURING
EVALUATION**

During the evaluation process, the City has the right to require any clarification or change it needs in order to understand the consultant's approach to the project and view of the scope of the work. Any changes to the Proposal will be made before executing the contract and will become part of the final consultant contract.

SECTION B

CONTRACT AWARD

**1. CONSULTANT
SELECTION**

The City will award a contract to the highest scoring proposal. 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 consultant will become a part of the final contract.

**3. CLARIFICATIONS
AND PROTESTS**

CLARIFICATIONS. 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 and meeting the requirements of ORS 192.410 will not become public record. 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. Protests may be submitted to the Purchasing Agent only for contracts in excess of the formal limit established by the City Auditor (currently \$20,835), and only from those proposers who would receive the contract if their protest were successful.

The Purchasing Agent must receive protests within seven (7) calendar days following the date 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 miss-scored or specify how the selection process deviated from that described in the solicitation document. The firm protesting the award must include all legal and factual information regarding its protest, and a statement of the form of relief requested. If a timely protest is received from a person qualified to submit a protest, the contract award process will be put on hold until the protest has been resolved. Protests received later than specified or from other than the respondent who would receive the contract if the protest was successful will not be considered.

For those projects estimated to be between the formal limit (currently \$21,492) and \$100,000, the protest process will include review and response by the Purchasing Agent. If it is determined that proper procedures have not been followed, the Purchasing Agent may: waive any procedural irregularities that had no material affect on the selection of the proposed consultant, determine the proposed award invalid, amend the award decision, request that the evaluation committee re-evaluate any solicitation or require the bureau to cancel the solicitation and being again to solicit new proposals. In the event that the matter is returned to the evaluation committee, the Purchasing Agent shall issue a notice canceling the Notice of Intent to Award and the award process shall begin again. Any decision made by the Purchasing Agent regarding the matter is final.

**4. KICK-OFF
MEETING**

If requested by the bureau, the successful consultant shall begin work by attending an orientation meeting with the Bureau to take place at a mutually agreed to time and place within the first week following execution of the contract. The Consultant shall then develop and maintain a comprehensive schedule for all elements of the project.