

BEFORE THE METRO CONTRACT REVIEW BOARD

FOR THE PURPOSE OF AUTHORIZING)	RESOLUTION NO. 94-1929A
ISSUANCE OF A REQUEST FOR)	
PROPOSALS AND EXECUTION OF A)	Introduced by Executive
MULTI-YEAR CONSULTANT CONTRACT)	Officer Rena Cusma
FOR A METRO INFORMATION SYSTEMS)	
STRATEGIC PLAN)	
)	

WHEREAS, A comprehensive long range planning strategy is sought to most effectively address Metro's future information and computing infrastructure needs; and

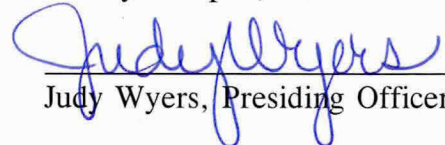
WHEREAS, The Information Systems Strategic Plan, updated on a yearly basis, will provide the foundation for the Executive Officer to recommend and the Council to fund the development, purchase and maintenance of the future computer informations systems; and

WHEREAS, The time frame for the development of the Information Systems Strategic Plan approved in the 1993-94 fiscal year budget needs to be extended into the 1994-95 fiscal year, and must follow a consistent methodology best ensured by contracting with a single consultant or consultants and/or consulting firms throughout the entire process; and

WHEREAS, The development of the Plan will not begin until May 1994 and pursuant to Metro Code Section 2.04.033(a)(1), Council approval is required because the agreement will commit Metro to expenditures for continuation of the Project in the next fiscal year; now, therefore,

BE IT RESOLVED, That the Metro Council acting as the Contract Review Board, hereby approves issuance of the Request for Proposals seeking a Consultant or Consultants and/or Consultant firm(s) to assist in the development of a Metro Information Systems Strategic Plan (RFP #94R-9-FM), and authorizes the Executive Officer to execute a multi-year contract not to exceed \$30,000 with the most advantageous proposer and to carry forward into 1994-95 fiscal year any remaining funds from the 1993-94 fiscal year not yet expended as of June 30, 1994.

ADOPTED by the Metro Contract Review Board this 14th day of April, 1994.


Judy Wyers, Presiding Officer

REQUEST FOR PROPOSALS

CONSULTANT FOR METRO INFORMATION SYSTEMS STRATEGIC PLAN

I. Project Objectives

Metro is seeking the assistance of a Consultant in developing a Strategic Plan for its information systems to become the foundation for a long range planning strategy that will most effectively fulfill Metro's future information needs and provide for the underlying computing infrastructure. The Plan will also define a process for its review and update on a yearly basis in synchronization with Metro's budget cycle. The Plan is intended to be as comprehensive as possible and will integrate strategic directions for the development of information systems for every part of Metro. For the purposes of this Plan, the divisions of Metro will be defined as business units, not necessarily congruent with its departments. Each business unit is defined as an essential service or related set of services depending on a common set of information needs that may be offered to the public, other business units of Metro, or both.

Components of the Information Systems Strategic Plan will include:

- Where Metro is (*Baseline Assessment*).

A description of the mission of each business unit of Metro in terms of its services, programs, staff, budget, and other resources, including business practices and policies. This description will include a complete inventory of computing resources and services including identification of all information systems with attention to the specific applications, information flows and volumes that support the existing business functions.

- Incentives for Change (*Objectives for Future*).

Identification of all major anticipated future changes in mission and services for each business unit. This will include an itemization of all critical internal and external issues forcing change and an inquiry into assumptions underlying each change. For example, issues may involve change in business practices, weaknesses of current information systems, availability of newer, more efficient technology, or increase or decrease in funds, staffing, or other resources.

- Where Metro will be (*Strategies for Accomplishing Objectives*).

A set of alternative strategies for achieving the various information systems needed to support the future goals and objectives of a business unit. Each strategy will address the issues requiring change and will outline a plan for the selection and implementation of appropriate systems that reflects knowledge of the technology available and its fitting uses.

- Impact assessment. (*Analysis for Application of Strategies*)

For each strategy, a list of impacts on budget, staff, training, productivity, policy, and business practices as a consequence of implementation. Impacts will also include risk assessment as well as an evaluation considering viability and acceptability.

- Model of the Enterprise (*Integration Analysis*)

An analysis at the highest level of the commonalties, incompatibilities, interactions, and opportunities for consolidation or segregation of functions between proposed systems for the various business units. The results of this examination will produce the parameters by which the most efficient and cost-effective model encompassing all the information systems of Metro and its computing infrastructure as a whole may be constructed. In the light of this analysis, strategies for individual business units will likely require adjustment. The validation of this model will depend on how well it supports the vision of Metro's future role in the Region.

- Action plans. (*Implementation of Plan*).

The actual means by which objectives would be implemented. An action plan for each strategy will identify the steps to translate the strategy and objectives into reality, who will carry them out, and how they will be carried out.

- Plan & progress review (*Update procedure*)

A set of procedures and criteria for evaluating the success of the Plan's application, and for making adjustments in strategy and implementation on an a periodic basis with an annual review at minimum.

I. Expectations of the Project

The Information Systems Strategic Plan will address the acquisition and implementation of all computing resources and information systems needs for all the business units of Metro. The project to develop a plan is expected to produce the following benefits:

- The application of a consistent approach for planning for future needs across all business units of Metro.
- Identification of goals, objectives, and strategies for decision makers.
- Impact assessments for strategies of particular interest.
- A statement of feasibility and recommendation status for selected strategies.
- Measurement and reporting of progress towards implementation goals.
- The allocation of Metro's resources across its many business units that will most fairly balance competing information system needs in the most efficient and cost effective manner possible.

II. The Process & the Participants

The project manager will be Audrey Lloyd, Systems Analyst from the staff of the Information Services Division working at the direction of Ann Clem, Manager of the Information Services Division.

The project manager with the Consultant and a team from staff will be responsible for collecting the data to provide a baseline assessment of Metro, to catalog all conditions, needs, desires, or circumstances causing change in the way Metro does business, to develop alternative strategies to meet the requirements for change, and to produce impact analyses for each strategy considered desirable to pursue.

A team of specialists reflecting broad-based knowledge in applications, systems support, networking, and communications will be assembled from the Information Services staff on an as-needed basis to provide technical review, feasibility analyses, and recommendations of selected strategies from an internal perspective. This team will also assist in the development of action plans that result from decisions to implement particular strategies.

A steering committee of individuals knowledgeable in the computing and information needs for each area of Metro will be selected by Department Directors. These individuals will meet after the information gathering, impact and feasibility analyses phases of the project are complete. The charge of this committee is to examine the impact analysis statements of the recommended strategies for each business unit, and to decide which strategies make the most sense for Metro while preserving the most efficient integration of the various computing and information needs of Metro's various business units.

Department Directors which already meet as a group on a bimonthly basis will be responsible for official approval of the strategies to pursue and the action plans to implement based on the recommendations of the steering committee after its examination of the impact statements. The Department Directors group will also be the prime recipient of periodic progress reports of action plans under implementation prepared by the steering committee.

A Consultant knowledgeable in long range planning for enterprise information systems will be selected to assist the project manager in various phases of the project as described in the following scope of work.

III. Scope of Work

Each Proposer may propose to perform any of the tasks itemized and numbered below. Each numbered task described must be proposed separately. Any additional conditions or constraints that the Proposer requires for successful completion of any task must be explicitly stated. Metro reserves the right to select a package of any combination of the project components proposed and will reimburse the Consultant on the basis of the satisfactory completion of each project element included in the proposal.

At a minimum, Metro will accept a proposal for an information gathering methodology without training or assistance with its application. A complete methodology will include techniques for data collection and its analysis, training of staff in its application, and a pilot project applying the technique by trained staff members for one business unit of Metro. A complete proposal will include quotes for all project components described in this document.

Metro will produce the Information Services Strategic Planning document, utilizing information gathered from application of Consultant methodology and conclusions derived. The format of the document will follow closely in sequence all Plan components listed in the objectives section of this RFP. The document will also include the definition of a process that will institute a yearly update of the Information Systems Strategic Plan.

Metro anticipates award of a singular consultant contract to perform the described work and to provide the described services. However, Metro recognizes that in fact the diversity of assignments may require multiple contracts to attain the desired results. Therefore, Metro reserves the right to consider all proposals received in whole or in part and to propose a team approach to project accomplishment.

Timeline

Metro is committed to and Consultant will adhere to a strict timetable to ensure project completion by March of 1995. Required activities in the pursuit of the investigation of Metro's Information System's needs will be subdivided into nine phases including the needs analysis of seven distinct business unit areas, a phase to integrate Metro-wide all findings, with the last phase for the production of the final Strategic Information Plan document. Key dates for completion of project components are:

- 1) Needs analysis business unit 1 (as pilot project) - July 15, 1994;
- 2) Business units 2, 3, & 4 (includes Central Services MIS) - Oct 15, 1994;
- 3) Business units 5, 6 - Dec 15, 1994;
- 4) Business unit 7 - Jan 20, 1994;
- 5) Needs Integration Analysis - Feb 28, 1995;
- 6) Completion of Strategic Information Plan - March 1, 1995.

Information Gathering Methodology

Deliverable 1a - The Consultant will provide techniques for the collection and analysis of the appropriate data for the purpose of 1) developing a baseline assessment of each business unit of Metro, 2) revealing factors of change and future objectives, 3) designing strategies to meet objectives, and 4) assessing the impact of applying those strategies. The description of the methodology and its application will be provided in a methodology procedure manual adapted for Metro's use.

Deliverable 1b - The Consultant will provide training in the application of the methodology for key project participants identified by Metro along with all materials necessary for training.

Deliverable 1c - The Consultant will guide staff participants in the application of the methodology through the development of a pilot plan involving one business unit at Metro. The preferred business unit to be selected for the pilot study is Planning.

Deliverable 1d - The Consultant will guide staff participants in the application of the methodology through the development of the entire Plan involving all the rest of the business units at Metro.

Facilitation of Work group Meetings

Deliverable 2a - The Consultant will advise Metro of best approach to plan, organize, and facilitate meetings of participants and project work groups to obtain optimal participation and feedback that will truly reflect the interests of all stakeholders in the planning process.

Deliverable 2b - The Consultant will be present at all critical meetings, and will assist with conduct of the meeting, analysis of comments, and the preparation of a written summary of conclusions reached.

Impact Analysis

Deliverable 3a - The Consultant will provide a methodology for the analysis of data suitable for preparation of an impact analysis.

Deliverable 3b - The Consultant will compile and analyze results and will provide a written full evaluation and summary of all information gathered.

Technology Review

Deliverable 4 - Consultant will provide an industry-wide technology assessment for inclusion in Plan to provide expert perspective of available technologies that may be considered for Metro's needs identified from the information gathering process.

Action Plan Development

Deliverable 5 - The consultant will provide techniques and/or methodology for the translation of strategies into action plans.

Development of Strategic Plan Document

Deliverable 6a - The Consultant will provide a format for presentation of all informational materials to produce the Information Services Strategic Planning document.

Deliverable 6b - The Consultant will provide written validation for methodologies utilized and conclusions arrived at.

The following sections IV, V., and VI. provide basic information about Metro, its purpose, organization, size, information systems, and processing environments.

IV. About Metro

Creation and Mission

Metro was created by the Oregon Legislature in 1977 and approved by the voters of Clackamas, Multnomah and Washington counties in 1978.

Metro provides services that cut across the traditional boundaries of the three counties and 24 cities in the metropolitan region. These include regional planning, solid waste disposal, operation of the Metro Washington Park Zoo and operation of the region's spectator and convention facilities.

In 1993, voters in the region approved a home-rule charter for the agency, creating a new set of guidelines for the only directly elected regional government in the nation. Unlike other governments, Metro has no general tax base. The agency is funded by the fees charged for its services, excise taxes on those services, grants and donations.

Metro employs approximately 1,800 persons. About 25% are office workers. The remainder work in a variety of positions such as animal keepers, gardeners, ushers and gate attendants, stagehands, food service workers and hazardous waste technicians. Metro's 1994 budget is \$204 million.

Governmental Structure

The region governed by Metro is divided into 13 districts of roughly equal population. Each district is represented by a councilor elected by the voters of that district. The 13 member Council is responsible for Metro's policy direction, enactment of legislation and budget approval. As a result of the home-rule charter, the size of the Council will be reduced to seven members in 1995.

The Executive Officer is elected region wide. The Executive Officer administers the staff and programs.

Organization

Refer to Figure I-1 attachment for illustration of Metro's organization including operating and support departments.

Business Units

The business units of Metro may be considered approximately equivalent to the following areas of service.

External:

Planning - The Planning Department provides leadership in the formation of a regional consensus on land use, transportation, and environmental planning and in the development of a growth management system to preserve and enhance the livability of the metropolitan area.

Solid Waste - The Solid Waste Department is responsible for regional solid waste management. This includes an active recycling and waste reduction program and planning for the regional solid waste management system. Metro operates transfer stations where haulers and the public bring solid waste for transport to landfills. Metro is not responsible for household garbage collection. Metro collects over \$56 million annually in disposal and user fees.

Zoo - Metro's Washington Park Zoo, considered to be one of the top ten in the country, attracts approximately one million visitors per year.

The Zoo has extensive gift shop, concessions and catering activities. Its unique operating environment requires a large staff of permanent and seasonal employees.

MERC - The Metropolitan Exposition-Recreation Commission was created by the Metro Council in 1987. It manages the region's convention, trade and performing arts facilities including the Oregon Convention Center, Civic Stadium, and the Portland Center for the Performing Arts, and Expo Center.

MERC is a semi-autonomous body consisting of seven members appointed by Metro's executive officer following consultation with the counties they represent.

Parks & Capital Development - This department is responsible for the management of regional parks, pioneer cemeteries, and all greenspaces activities including capital development projects, management and master planning, local government involvement, and public outreach and education.

Internal:

Central Support - The departments of Personnel, Finance and Management Information, Regional Facilities, and Information Services, Office of General Counsel, and Office of Government Relations provide central services for all of Metro's operating departments. These functions include information services management, financial planning, financial reporting, risk management, office services, facilities management, human resources management, legal services, and a liaison to other government agencies.

Council and Executive Office Support - The legislative and executive functions of Metro maintain their own office staff which act primarily as resources to the Council and Executive Officer.

Potential for growth

Metro's charter provides for Metro to assume responsibility in areas of regional scope, including the regional transit authority (TRI-MET), and regional parks, corrections and libraries. For this reason, Metro's information systems must be able to accommodate sudden, or incremental growth in a wide variety of operational environments.

Policies

Metro's activities are in accordance with Metro Code, MERC policies, Oregon Revised Statutes, federal law and regulations and contractual agreements with a variety of unions and service providers.

V. Information Services Division (ISD)

The Information Services Division under the Department of Finance and Management Information is responsible for delivering the Information Systems Strategic Plan .

The Information Services Division is responsible for providing computer support and service agency wide. The Division employs 13 staff members who are responsible for three functional areas and for overall management and planning of computer support functions for Metro.

Management Information Administration

This functional area is responsible for providing system support and administration for the mainframe computer and its environment. Metro relies on software support from the vendor and provides in-house support for ad-hoc reporting requests. Five persons provide support for this area.

PC/Network Administration

This functional area is responsible for implementing, maintaining support for, and protecting Metro's investment in personal computers and the network. In addition, this area plans for the future growth of the network and factors related to technological advances in computer communications. Five persons are responsible for this function.

Unix Administration

This functional area is responsible for maintaining support of the Unix-based computer systems and for protecting Metro's investment in Unix-based computers. Two persons support this area of functionality.

Management & Planning

The ISD Manager oversees the activities of the three functional service areas and all planning efforts. The Information Services Division has been commissioned to develop an integrated strategic long range plan for all departments in the agency.

VI. Major Information Systems of Metro

Financial Management Information Systems

Responsibility for Metro's personnel and financial management information systems is shared between the operating departments and the central Personnel, Finance and Management Information and Regional Facilities departments.

- **Departmental** - All Metro departments are responsible for preparing and monitoring their department's budget, purchasing goods and services, and initiating personnel actions such as hiring and reclassification.
- **Personnel** - The Personnel function includes management of all human resources activities including job classification and compensation, recruitment and selection, benefits administration, labor relations and collective bargaining, employee relations and training and compliance with employment law such as affirmative action, equal employment opportunity and the Americans with Disabilities Act.
- **Finance and Management** - The Finance and Management Information Department has five divisions.
 - **Financial Planning:** Provides central coordination of the agency's annual budget, long-range financial planning, credit and debt management and cash and investment management. The division ensures the agency's positive financial position in two areas: financial stability and financial planning.
 - **Accounting:** Responsible for recording the financial activities of Metro and providing necessary financial reports to manage the financial affairs of Metro. The division processes payroll, cash disbursement, cash receipting and invoicing functions and maintains internal accounting controls to safeguard Metro's assets.
 - **Risk Management:** Responsible for the development and administration of programs which improve the health, safety and well

being of Metro's staff, patrons and public. These include: risk identification and assessment; emergency preparedness; fixed assets management; risk and insurance administration.

- **Office Services:** Responsible for the centralized service needs of Metro departments. Provides office support services for printing, binding and courier capabilities, office machine and copier maintenance, mail service and microfilming, and maintaining fax stations. This Division will be transferred to General Services on July 1, 1994.

- **Information Services:** Provides information processing services for Metro. See Section IV (above) for details.

- **Regional Facilities (changed to General Services, effective July 1, 1994)**
Provides facility related planning and development, property acquisition, contract/procurement management and manages Metro's contractor's business license program. The procurement program provides competitive bidding, public procurement and contract development services to Metro departments. The contractor's license program offers regional licenses to builders and landscapers as an alternative to various multiple city business licenses.

Planning, Solid Waste, and Recycling Information Systems

Unix platforms are preferred by the Planning, Solid Waste departments, and Recycling Information division to support their specific computing requirements. Most applications in this area are research oriented and compute intensive with extensive need for graphic look up and display capabilities. With the exception of capturing system use statistics for billing purposes, the Unix systems currently have no relation to the financial information system. However, they are networked with each other for the purpose of sharing data and computing resources.

- **Transportation** - The transportation and transit planning divisions accomplish modeling, travel forecasting, and planning on a Sun system. The primary application is a proprietary transportation planning and graphics package. Secondary applications are productivity tools such as Word Perfect, Framemaker publishing software, and Wingz spreadsheet.

The following divisions and departments have implemented their applications on Hewlett-Packard platforms:

- **Growth Management** - This section performs land use and environmental planning services for the region including planning for directions in urban growth, managing water resources, monitoring the urban growth boundary, and providing professional support for the Future Vision Commission whose charter is to develop a future growth vision for the region.

- **Data Resource Center** - The data resource division performs land use inventory, mapping, and planning using GIS systems.

- **Recycling Information Center** - The recycling information center provides hot line referral service using a proprietary GIS based application for information lookup of disposal site location and access routes.

- **Solid Waste** - The Solid Waste department oversees development of , and manages and operates regional solid waste disposal facilities. It is also responsible for waste reduction projects, solid waste forecasting, solid waste planning and policy issues, and updates the Solid Waste Management Plan. The work is performed with the aid of engineering, statistical, CAD/CAM, and GIS applications in a networked environment of DOS and Unix based workstations..

Publishing, Graphics Design, and Document Production Systems

- **Public Affairs** - MacIntosh workstations linked over Appletalk networks are utilized for graphic design, desktop publishing, and the production of official Metro public announcement releases and other official public documents by the Public Affairs department, Graphics Design division. The workstations may access other Metro information systems via Ethernet connections. Presume that after June 30, 1994, the Public Affairs Department will be eliminated. However, most publishing functions performed by the current Graphics Design Division would be transferred to General Services.
- **Zoo** - The Zoo also uses a variety of MacIntosh workstations for its word processing, desktop publishing, graphics design, and other personal productivity computing needs. Appletalk networks allow some sharing of information and resources, especially printers. Limited remote access to the financial system mainframe is provided.

Event Management and Booking System

- **MERC(OCC/PCPA/Coliseum)** - the Oregon Convention Center houses a Micro VAX which is dedicated to event booking and event management for events and activities scheduled at the Oregon Convention Center. Additionally, a VAX version of WordPerfect and Lotus spreadsheet applications are available for all users, including users at the Coliseum, and the Portland Center for Performing Arts. Users may also remotely access the financial information system on the Unisys mainframe.

VII. Processing Environment

Currently, Metro's computing needs are supported by the following hardware and software:

- **Unisys A-Series/SCT.** A Unisys A6F runs the finance and human resources system from Moore Governmental Systems, Inc. now maintained by SCT. This application is implemented in COBOL and Unisys' proprietary DMSII data base management system.
- **Metro Network.** The Metro network is comprised of a 350-node Ethernet Local Area Network (LAN) currently subdivided into three subnets. The Unisys A-series A6F is a node on this network as well as 6 Novell 3.1 network servers, 11 Unix application and data servers with approximately 35 IPC/ IPX, or X-term workstations. The rest of the nodes are taken up by the various departmental PCs, MacIntoshes, printers, and other peripherals and modems. Metro is in the process of expanding this network to include remote offices such as the Zoo,

Convention Center, and Solid Waste transfer sites. This will expand the capacity to 100 more nodes.

- **Appletalk Networks:** MacIntoshes are used primarily by the Public Affairs and Zoo staff and are loosely linked together via Appletalk networks for the purpose of sharing printers, files, and to permit access to other systems with the Appletalk emulator. The applications in this environment are primarily personal and rarely shared. Word processing and spreadsheet analysis is accomplished with Word and Excel. Communication links are available to allow Mac users to access the Novell network, the Unisys system, or any of the Unix systems, a capability not frequently used

- **VAX/Concentrics:** MERC facilities use the Concentrics package from Resource Information and Control Corp. to manage sales and bookings of events and record event services work orders and charges. This application runs on a Micro VAX from Digital Equipment Corp. Access to this system is via VT220 terminals connected to the host across a DECNet network. Terminal emulation software running on the VAX gives VT220 users access to Metro's A6F and the financial system.

- **Personal Computers:** Metro has over 200 PC's, 26 MacIntoshes and 34 UNIX work stations on the network. Most Metro Regional Center employees are provided with a DOS PC which accesses one or more of the Novell network servers. Microsoft Windows is the standard user interface for DOS users. Distributed network services provided over Novell, excluding standard Netware system services, are office management tools such as e-mail, centralized scheduling and calendaring, file management, network printing, and standard office productivity applications such as word processing, spreadsheets, and database systems. The PC is the standard for access to the financial and human resource systems, although there is limited capability for access from Unix or MacIntosh workstations.

- **Other:**

- Time Keeping. Time clocks are installed at locations in the Zoo, MERC facilities and at the Solid Waste transfer sites. Punch data is uploaded from the clocks directly into the payroll system.
- Gate House. Scale management systems are installed at Metro's waste transfer sites to weigh trucks, determine charges and print hauler receipts. Data captured by this system is uploaded to the accounts receivable system as source data for monthly solid waste billings.

IX. Proposal Instructions

The following section summarizes the form and content required for all proposals and the basis for their evaluation.

A. Proposal Submission

Three (3) copies of the consultant's proposal package must be provided to Metro and directed to:

Audrey Lloyd
Metro ISD
600 NE Grand Avenue
Portland, OR 97232-2736

Proposals are due May 2, 1994, 2:00 PM PDT. Proposals will not be considered if submitted after the deadline. Postmarks are not acceptable.

B. Proposal Content

The format required for the proposal is as follows:

1. Letter of Transmittal

The Letter of Transmittal should contain a brief summary of the key points of the proposal and must include:

- Δ Identification of the firm involved with a clear designation of a lead contact person; and
- Δ A statement that the proposal will remain in effect for 90 days.

2. Experience & Qualifications

The consultant and any subconsultants should describe their experience with similar projects utilizing the proposed methodology for accomplishing the objectives and deliverables described in this RFP. Any other qualifications pertinent to the accomplishment of this project may also be submitted.

All proposers must be qualified and experienced consultants with confirmable track records, fully knowledgeable of the industry, and not associated with any specific manufacturers, distributors, or vendors engaged in the marketing of proprietary computer hardware, software, or maintenance support services.

3. Methods

The Consultant must describe in detail the methods by which the objectives, deliverables, and services listed in the RFP will be accomplished. Where appropriate, the Consultant must identify any recommended changes to the work tasks described in the Scope of Work that would better accommodate the accomplishment of the project.

The Consultant must: a) provide a sample of the proposed information gathering methodology; b) describe in detail how training in this methodology will be achieved; c) explain how the results of the pilot project should be evaluated.

Any recommendations or specifications for purchases developed by the consultant pursuant to this contract and included in Metro's long term information system strategy, must be generic in nature and capable of being satisfied by at least three distinct computer equipment suppliers, or service providers. To that end, Consultant will be required to provide the specific hardware, software and service specifications as necessary to satisfy the established criteria and permit the competitive bidding of those products or approved equivalent.

4. Project Staffing

Each principal staff person to be assigned to the project should be identified for both the prime and any subconsultant(s). For each person, relevant experience should be described with particular emphasis on the following:

- Δ Role and responsibility for this project and an estimate of time commitment; and
- Δ Enumeration of qualifications, and relevant background with special emphasis on areas of expertise in computing technologies.

The Consultant must assume responsibility for any/all subconsultant work and shall be responsible for the day to day direction and internal management of the consultant effort.

The Consultant must be available beginning the week of May 16, 1994.

5. Budget/Cost Summary

The Consultant must detail the costs for all expected project components and services and provide a proposed budget for the overall proposal. Material costs for paper, printing, and secretarial assistance may be provided by Metro as needed. This budget shall be one page in length and must be entered on the Budget/Cost Summary sheet provided. Budget details will provide the following:

- Δ Delineation of personnel by level by work task (e.g. Principal, Professional, Administrative), hourly rate, person days assumed and cost.
- Δ Delineation of direct costs not including those items proposed to be furnished by Metro.
- Δ Itemized reimbursable costs listed. No additional costs will be approved in progress billings.

Note: Total project funding for the 1993-94 fiscal year is limited to \$22,500 through June 30, 1994 and a similar amount is proposed for these activities in the 1994-95 fiscal year contingent upon Metro Council approval. All project funding is contingent upon the approval of the Metro Council. The proposed project funding for the 1993-94 and 1994-95 fiscal years is limited to a \$30,000 expenditure through March 1, 1995, and will require specific Council action of approval in that amount.

7. References

Consultant must provide at minimum three references from organizations where he performed work of comparable scope and complexity as described here. As many additional references beyond the required three are welcome if they are relevant to the evaluation of the proposal offered.

C. Proposal Evaluation Criteria

Each submittal will be evaluated in accordance with the following criteria:

Points

Δ Proposer's experience and expertise on similar projects	30
Δ Appropriateness of approach proposed in sample methodology	30
Δ Current, relevant, and favorable project references	30
Δ Time commitment/Cost	10
Δ Availability	Imperative

D. Standard Instructions

1. Cost of Proposal

This invitation does not commit to Metro 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 items to be furnished under the invitation.

2. Compliance

Each proposer shall inform himself of, and the Proposer awarded a contract shall comply with federal, state, and local laws, statutes, and ordinances relative to the execution of the work. This requirement includes, but is not limited to, nondiscrimination on the basis of race, creed, color, sex, or national origin in the employment of labor, protection of public and employee safety and health, environmental protection, waste reduction and recycling, the protection of natural resources, fire protection, burning and nonburning requirements, permits, fees and similar subjects.

3. Conflict of Interest

Through submission of a Proposal, each proposer thereby certifies that no officer, agent, or employee of Metro has a pecuniary interest in this project or has participated in contract negotiations on behalf of Metro; that the Proposal is made in good faith without fraud, collusion, or connection of any kind with any other Proposer for the same call for

Proposals; the Proposer is competing solely in its own behalf without connection with, or obligation to, any undisclosed person(s) or firm(s).

4. Basis of Award

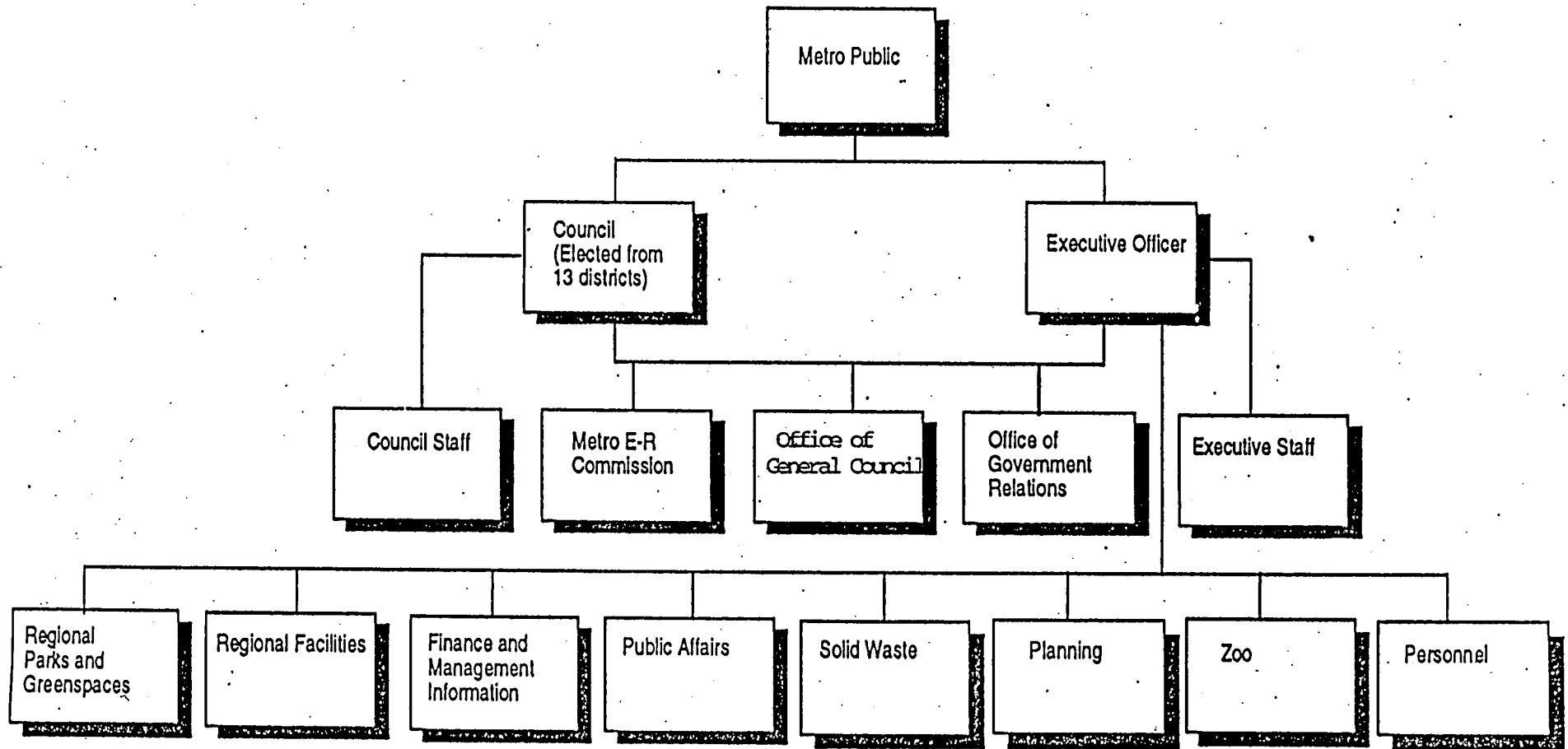
The award shall be made to the responsible Proposer(s) submitting the most advantageous Proposal to Metro. Metro reserves the right to reject any and/or all Proposals in whole or in part, and to waive irregularities not affecting substantial rights.

5. Minority and Women-Owned Business Program

In the event that any subcontracts are to be utilized in the performance of this agreement, the Proposer's attention is directed to Metro Code section 2.04.100 and 200.

Copies of that document are available from the Procurement and Contracts Division of Metro's Regional Facilities Department, 600 NE Grand Avenue, Portland, OR 97232 or call (503) 797-1717.

Figure I-1
Metro Organization Structure



Required Proposal Document

Budget/ Cost Summary

Project Component	Estimated Hours	Rate/hr	Maximum Component Cost not to exceed	Proposer imposed special conditions, if any *
Information Gathering				
1a - methodology	_____	\$ _____	\$ _____	_____
1b - training	_____	\$ _____	\$ _____	_____
1c - pilot project	_____	\$ _____	\$ _____	_____
1d - rest of agency	_____	\$ _____	\$ _____	_____
Facilitation Services				
2a - planning	_____	\$ _____	\$ _____	_____
2b - meetings	_____	\$ _____	\$ _____	_____
Impact Analysis				
3a - methodology	_____	\$ _____	\$ _____	_____
3b - analysis	_____	\$ _____	\$ _____	_____
Technology Review				
- assessment	_____	\$ _____	\$ _____	_____
Action Plan Development				
- methodology	_____	\$ _____	\$ _____	_____
Strategic Plan Document Preparation				
6a - format	_____	\$ _____	\$ _____	_____
6b - validation	_____	\$ _____	\$ _____	_____
Total for Proposal			\$ _____	
Estimated Reimbursable Costs (from reverse side)			\$ _____	
Total Estimated Net Cost			\$ _____	

For each project component, fill in the amount and description necessary on lines provided.
Where not proposed, enter n/p.

Please list reimbursable direct costs separately on other side of this form.

(*) If space provided is insufficient, please include the explanation on a separate attachment.

Reimbursable Direct Costs

Metro is willing to provide the Consultant with basic office services and supplies including word processing help, and access to phone, fax, printers, and the paper products required.

Metro does not expect to reimburse Consultant for the costs of meals or transportation to work site(s) when work is performed during Metro's normal business hours.

Please itemize any costs not covered by the above provisions for which you will request reimbursement.

[illegible]

NOTICE TO ALL PROPOSERS

The Personal Services Agreement included herein is a standard agreement approved for use by Metro's General Counsel. As such, it is included for your specific consideration and review during the course of this competitive process.

Any changes in the adopted language must be requested and resolved as part of this process or as a condition attached to the proposal.

Consider the language carefully!

Metro reserves the right to:

- Selectively declare any conditioned proposal nonresponsive and reject it without further consideration;
- Reject any or all subsequent requests for modification;
- Interpret insistence upon a contract modification as a refusal to honor the original proposal and reinstitute the evaluation process.

Project _____
Contract No. _____

PERSONAL SERVICES AGREEMENT

THIS AGREEMENT is between Metro, a metropolitan service district organized under the laws of the State of Oregon and the 1992 Metro Charter, located at 600 N.E. Grand Avenue, Portland, OR 97232-2736, and _____, referred to herein as "Contractor," located at _____.

In exchange for the promises and other consideration set forth below, the parties agree as follows:

1. Duration. This personal services agreement shall be effective _____ and shall remain in effect until and including _____, unless terminated or extended as provided in this Agreement.

2. Scope of Work. Contractor shall provide all services and materials specified in the attached "Exhibit A -- Scope of Work," which is incorporated into this Agreement by reference. All services and materials shall be provided by Contractor in accordance with the Scope of Work, in a competent and professional manner. To the extent that the Scope of Work contains additional contract provisions or waives any provision in the body of this Agreement, the Scope of Work shall control.

3. Payment. Metro shall pay Contractor for services performed and materials delivered in the amount(s), manner and at the time(s) specified in the Scope of Work for maximum a sum not to exceed _____ AND _____/100THS DOLLARS (\$_____).

4. Insurance.

a. Contractor shall purchase and maintain at the Contractor's expense, the following types of insurance, covering the Contractor, its employees, and agents:

(1) Broad form comprehensive general liability insurance covering bodily injury and property damage, with automatic coverage for premises, operations, and product liability. The policy must be endorsed with contractual liability coverage; and

(2) Automobile bodily injury and property damage liability insurance.

b. Insurance coverage shall be a minimum of \$500,000 per occurrence. If coverage is written with an annual aggregate limit, the aggregate limit shall not be less than \$1,000,000.

c. Metro, its elected officials, departments, employees, and agents shall be named as ADDITIONAL INSUREDs. Notice of any material change or policy cancellation shall be provided to Metro 30 days prior to the change or cancellation.

d. Contractor, its subcontractors, if any, and all employers working under this Agreement that are subject employers under the Oregon Workers' Compensation Law shall comply with ORS 656.017, which requires them to provide Workers' Compensation coverage for all their subject workers. Contractor shall provide Metro with certification of Workers' Compensation insurance including employer's liability. If Contractor has no employees and will perform the work without the assistance of others, a certificate to that effect may be attached, as Exhibit B, in lieu of the certificate showing current Workers' Compensation.

e. If required by the Scope of Work, Contractor shall maintain for the duration of this Agreement professional liability insurance covering personal injury and property damage arising from errors, omissions, or malpractice. Coverage shall be in the minimum amount of \$500,000. Contractor shall provide to Metro a certificate of this insurance, and 30 days' advance notice of material change or cancellation.

5. Indemnification. Contractor shall indemnify and hold Metro, its agents, employees and elected officials harmless from any and all claims, demands, damages, actions, losses and expenses, including attorney's fees, arising out of or in any way connected with its performance of this Agreement, or with any patent infringement or copyright claims arising out of the use of Contractor's designs or other materials by Metro and for any claims or disputes involving subcontractors.

6. Maintenance of Records. Contractor shall maintain all of its records relating to the Scope of Work on a generally recognized accounting basis and allow Metro the opportunity to inspect and/or copy such records at a convenient place during normal business hours. All required records shall be maintained by Contractor for three years after Metro makes final payment and all other pending matters are closed.

7. Ownership of Documents. All documents of any nature including, but not limited to, reports, drawings, works of art and photographs, produced by Contractor pursuant to this Agreement are the property of Metro, and it is agreed by the parties that such documents are works made for hire. Contractor hereby conveys, transfers, and grants to Metro all rights of reproduction and the copyright to all such documents.

8. Project Information. Contractor shall share all project information and fully cooperate with Metro, informing Metro of all aspects of the project including actual or potential problems or defects. Contractor shall abstain from releasing any information or project news without the prior and specific written approval of Metro.

9. Independent Contractor Status. Contractor shall be an independent contractor for all purposes and shall be entitled only to the compensation provided for in this Agreement. Under no circumstances shall Contractor be considered an employee of Metro. Contractor shall provide all tools or equipment necessary to carry out this Agreement, and shall exercise complete control in achieving the results specified in the Scope of Work. Contractor is solely responsible for its performance under this Agreement and the quality of its work; for obtaining and maintaining all licenses and certifications necessary to carry out this Agreement; for payment of any fees, taxes, royalties, or other expenses necessary to complete the work except as otherwise specified in the

Scope of Work; and for meeting all other requirements of law in carrying out this Agreement. Contractor shall identify and certify tax status and identification number through execution of IRS form W-9 prior to submitting any request for payment to Metro.

10. Right to Withhold Payments. Metro shall have the right to withhold from payments due to Contractor such sums as necessary, in Metro's sole opinion, to protect Metro against any loss, damage, or claim which may result from Contractor's performance or failure to perform under this Agreement or the failure of Contractor to make proper payment to any suppliers or subcontractors.

11. State and Federal Law Constraints. Both parties shall comply with the public contracting provisions of ORS chapter 279; and the recycling provisions of ORS 279.545 - 279.650, to the extent those provisions apply to this Agreement. All such provisions required to be included in this Agreement are incorporated herein by reference. Contractor shall comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations including those of the Americans with Disabilities Act.

12. Situs. The situs of this Agreement is Portland, Oregon. Any litigation over this agreement shall be governed by the laws of the state of Oregon and shall be conducted in the circuit court of the state of Oregon, for Multnomah County, or, if jurisdiction is proper, in the U.S. District Court for the District of Oregon.

13. Assignment. This Agreement is binding on each party, its successors, assigns, and legal representatives and may not, under any circumstance, be assigned or transferred by either party.

14. Termination. This Agreement may be terminated by mutual consent of the parties. In addition, Metro may terminate this Agreement by giving Contractor ___ days prior written notice of intent to terminate, without waiving any claims or remedies it may have against Contractor. Termination shall not excuse payment for expenses properly incurred prior to notice of termination, but neither party shall be liable for indirect or consequential damages arising from termination under this section.

15. No Waiver of Claims. The failure to enforce any provision of this Agreement shall not constitute a waiver by Metro of that or any other provision.

16. Modification. Notwithstanding and succeeding any and all prior agreement(s) or practice(s), this Agreement constitutes the entire Agreement between the parties, and may only be expressly modified in writing(s), signed by both parties.

_____	METRO
By: _____	By: _____
Title: _____	Title: _____
Date: _____	Date: _____

STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 94-1929 AUTHORIZING ISSUANCE OF A REQUEST FOR PROPOSALS AND EXECUTION OF A MULTI-YEAR CONSULTANT CONTRACT FOR A METRO INFORMATION SYSTEMS STRATEGIC PLAN.

Date: March 15, 1994

Presented by: Audrey Lloyd

PROPOSED ACTION

Pursuant to Metro Code Section 2.04.033(a)(1), Council adoption of this resolution is required because the anticipated contract will commit Metro to expenditures for 1994-95 fiscal year in order to complete the Information Systems Strategic Plan with a single contract.

BACKGROUND

The adopted budget for 1993-94 fiscal year includes a project to develop a comprehensive strategic plan for all information systems agency wide. Presently, each department plans and budgets for its own computer equipment and application needs separately, although actual support for most hardware and operating systems is provided by the Information Services Division (ISD) staff as a central service function.

The ISD staff supports three major types of computing environments for Metro: 1) PCs and networks; 2) Unix systems; 3) Financial systems mainframe. An Ethernet backbone for agency wide networking has been established which will soon be expanded to include remote sites. An Internet license as well as an electronic bulletin board for citizen access are proposed which effectively positions Metro for entry onto the "Information SuperHighway". More and more frequently, users in one environment request assistance in accessing information or applications from another environment. These and other considerations impel Metro to consider an integrated approach for planning new systems based on clearly defined strategies that take into account overall benefits as a more effective way to acquire, develop, and manage computer information systems. At a minimum, this approach would result in a greater ability for department managers to control their costs. At best, users will benefit by having greatly expanded access to critical information and more powerful hardware and application tools at their disposal. Metro will benefit with a greater ability to provide improved and new services to the public.

The Plan will provide a consistent methodology and define a process for planning, budgeting, and developing future computer information systems for all departments at Metro. The Plan will: 1) provide managers, financial, and technical planners with a baseline assessment of Metro's computing resources and a measure of how effectively current information needs are met; 2) identify future goals, objectives, and strategies for implementing future systems; 3) assess the impacts of various strategies as well as their feasibility; 4) supply reporting mechanisms to measure the success of implementation goals; 5) recommend the most effective allocation of Metro's computing resources and technical staff across its various business units.

The Plan will be produced as a project of the Information Services Division and will involve the participation of individuals from every part of Metro including top management.

BUDGET IMPACT

Funds for a project consultant to assist with the conduct of this project is identified in the 1993-94 fiscal year budget for ISD in the Materials and Services category as "Management Consulting Services" with a contract amount of \$22,500. The 1994-95 fiscal year budget recommended by

the Executive Officer identifies an additional \$22,500 for this service. It is expected that it will not be possible to expend the entire \$22,500 budgeted this fiscal year due to the impossibility of contracting with a Consultant before May, 1994; hence, this resolution requests that unexpended funds for consulting services for this project from this fiscal year be carried forward to the next fiscal year in addition to the allocation already recommended

EXECUTIVE OFFICER RECOMMENDATION

The Executive Officer recommends approval of Resolution No. 94-1929 and release of RFP # 94R-9-FM).

FINANCE COMMITTEE REPORT

RESOLUTION NO. 94-1929A AUTHORIZING THE ISSUANCE OF A REQUEST FOR PROPOSALS AND EXECUTION OF A MULTI-YEAR CONSULTANT CONTRACT FOR A METRO INFORMATION SYSTEM STRATEGIC PLAN

Date: April 1, 1994

Presented By: Councilor Kvistad

COMMITTEE RECOMMENDATION: At its March 23, 1994 meeting the Committee voted unanimously to recommend Council adoption of Resolution No. 94-1929 as amended. Committee members present and voting were Councilors Devlin, Kvistad, McLain, Monroe and Van Bergen. Councilors Buchanan and Gardner were absent.

COMMITTEE DISCUSSION/ISSUES: Ms. Jennifer Sims, Finance Director, and Ms. Ann Clem, Information Services Manager, presented the Staff Report. Ms. Sims pointed out that the resolution does three things: 1) it authorizes the issuance of an RFP seeking services of a consultant to assist Metro in developing an information services strategic plan; 2) it authorizes the Executive Officer to execute a multi-year contract with the most advantageous proposer; and 3) it authorizes the department to carry forward any remaining funds from the current fiscal year to the next fiscal year for the project. She stated the Plan would be a responsibility of the Information Services Division in the Finance Department. The projected cost of the project is \$45,000. The objective in doing a Plan is to provide a consistent methodology and define a process for planning, budgeting, and developing future computer information systems for all departments at Metro.

Ms. Clem referred the Committee to the Request for Proposal document attached to the resolution. The RFP sets forth the scope of work and information requirements for response by potential contractors. Ms. Clem pointed out that the current year budget includes \$22,500 for this project. The FY 94-95 Proposed Budget contains a similar amount. Ms. Clem stated the total project cost of \$45,000 was based on an estimate of 300 hours of consultant time at \$150 per hour. In response to a question from Councilor Devlin, Ms. Clem stated the RFP contained language that clearly indicates the second year funding for the project is subject to Council approval of sufficient funds in the FY 94-95 Budget and Appropriation Schedule.

Council Staff raised several concerns about the proposed resolution and RFP document. In regard to the resolution it has been the past practice of the Council to specify a maximum dollar amount of a contract that the Executive Officer is authorized to enter without subsequent Council approval. Council Staff also questioned the proposed amount of the project indicating that the agency already has a great deal of knowledge of its computer systems and needs. Council Staff questioned the value of the investment in such a plan given the continually rapid change in technology and indicated if the purpose of the plan is to exercise control over the purchase of such technology there are other means to do this then investing the

proposed amount of time and energy in a strategic plan. In response to a question from Councilor Kvistad about the impact of reducing the amount of money for this project, Ms. Clem said such action would mean it would take more time for the project to be completed because Metro staff would have to do more rather than the consultant.. Council Staff recommended that the resolution be amended to indicate the proposed contract would not exceed \$30,000. The Committee approved the recommendation as an amendment to the resolution with Councilor Kvistad indicating support as long as the Department can return for an additional funding request should the responses to the RFP so indicate the need.

Council Staff also raised a question about the wording in the RFP which indicated that Metro is authorized by the Charter to assume responsibility for Corrections and Libraries. While the prior Oregon Revised Statutes may have included such authorization, the two functions listed above are not ones in which the Charter indicates Metro has out right authority to provide. Council Staff recommended that the wording in that part of the RFP be revised to more correctly reflect the language in the Charter concerning Metro's functional authority. The Committee approved the recommendation as an amendment to the resolution.

BEFORE THE CONTRACT REVIEW BOARD OF METRO

FOR THE PURPOSE OF AUTHORIZING)
ISSUANCE OF A REQUEST FOR)
PROPOSALS AND EXECUTION OF A)
MULTI-YEAR CONSULTANT CONTRACT)
FOR A METRO INFORMATION SYSTEMS)
STRATEGIC PLAN)

RESOLUTION NO. 94-1929A

Introduced by Rena Cusma
Executive Officer

WHEREAS, A comprehensive long range planning strategy is sought to most effectively address Metro's future information and computing infrastructure needs; and

WHEREAS, The Information Systems Strategic Plan, updated on a yearly basis, will provide the foundation for the Executive Officer to recommend and the Council to fund the development, purchase and maintenance of the future computer informations systems; and

WHEREAS, The time frame for the development of the Information Systems Strategic Plan approved in the 1993-94 fiscal year budget needs to be extended into the 1994-95 fiscal year, and must follow a consistent methodology best ensured by contracting with a single consultant or consultants and/or consulting firms throughout the entire process; and

WHEREAS, The development of the Plan will not begin until May, 1994 and pursuant the Metro Code Section 2.04.033(a)(1) Council approval is required because the agreement will commit Metro to expenditures for continuation of the Project in the next fiscal year; and ~~now,~~ ~~therefore,~~

BE IT RESOLVED, That the Metro Council ~~acting as Contract Review Board~~ hereby approves issuance of the Request for Proposals seeking a Consultant or Consultants and/or Consulting firm(s) to assist in the development of a Metro Information Systems Strategic Plan (RFP #94R-9-FM), and authorizes the Executive Officer to execute a multi-year contract ~~not to exceed \$30,000~~ with the most advantageous proposer and to carry forward into 1994-95 fiscal year any remaining funds from 1993-94 fiscal year not yet expended as of June 30, 1994.

ADOPTED by the Metro ~~Contract Review Board Council~~ this ____ day of April, 1994.

Judy Wyers, Presiding Officer