



PORTLAND DEVELOPMENT COMMISSION

**REQUEST FOR PROPOSALS #08-12:
Parking Management Services,
Operation of the Union Station Parking Lots**

The PORTLAND DEVELOPMENT COMMISSION is seeking competitive sealed proposals from qualified and experienced firms for the provision of parking management services for the Union Station Parking Lots in the Old Town / Chinatown section of Northwest Portland, Oregon. PDC intends to award one (1) exclusive contract to the successful proposer in connection with this Request for Proposals (the "RFP").

REQUEST FOR PROPOSALS INFORMATION

Request for Proposals Title:	Parking Management Services, Operation of the Union Station Parking Lots
Solicitation Number:	RFP #08-12
Solicitation Coordinator*:	Daniel Spero, CPPB; Contracts Specialist
Solicitation Coordinator Phone:	(503) 823-3291
Solicitation Coordinator Fax:	(503) 865-3738
Solicitation Coordinator Email:	sperod@pdc.us
Proposal Delivery Location*:	Portland Development Commission 222 NW Fifth Avenue Portland, OR 97209

*** All questions regarding this RFP must be directed to the Solicitation Coordinator identified here.**

**** To be considered for evaluation, proposals must be received by PDC by the date and time proposals are due below at the above-listed location.**

SCHEDULE OF SOLICITATION & CONTRACT AWARD EVENTS

The following schedule is subject to revision at PDC's sole discretion.

Request for Proposals Issued	October 3, 2008
Deadline for Proposer Questions/Requests for Change(s)	October 10, 2008
Proposals Due <i>(not later than)</i>	October 17, 2008 by 3:00 PM (Pacific Time)
Evaluation Period, Ending <i>(tentative)</i>	October 23, 2008
Anticipated Notice of Intent to Award <i>(tentative)</i> :	October 24, 2008
Anticipated Date of Contract Execution <i>(tentative)</i>	October 31, 2008

NOTE: NO pre-proposal conference or meeting is scheduled for this solicitation.

I. BACKGROUND

A. About the Portland Development Commission

For five decades the Portland Development Commission (“PDC” or “Commission”), the urban renewal agency for the City of Portland, Oregon, has played a key role in making Portland one of America’s most livable cities. Created by City of Portland voters in 1958 and operating as a special purpose government, PDC brings together resources to achieve Portland’s vision of a diverse, sustainable community with healthy neighborhoods, a vibrant central city, a strong regional economy, quality jobs and housing for all. We help grow businesses and jobs, revitalize neighborhoods, help low-income families buy or repair homes, and ensure new housing is available to people of all levels of income.



In carrying forward our mission over the years, PDC has played a major role in some of Portland’s most important landmarks, including Pioneer Courthouse Square, Pioneer Place, the Classical Chinese Garden, Tom McCall Waterfront Park, the Eastbank Esplanade, and Airport and Interstate MAX Light Rail. In neighborhoods throughout the City, PDC has assisted over 14,000 homeowners repair or purchase their homes over the past 30 years, and provides financing for over 2,000 units of affordable rental housing annually. In the past five years, PDC economic development programs have helped create or retain more than 10,300 jobs and various business loan programs have assisted more than 400 local business owners.

B. About the Project

PDC is the owner of two (2) paved surface public parking lots both located in Northwest Portland, Oregon. The first parking lot is referred to as the “Union Station Forecourt Lot” or “Block Y” (see Exhibit B), which is a sixty-six (66) space lot located between NW Sixth Avenue and the Broadway Bridge Ramp, south of NW Johnson Street and north of NW Irving Street and provides short-term hourly parking designed to serve customers and travelers of the Union Station Train Depot, the general public and monthly reserved parking for patrons of Wilf’s Restaurant.

The second parking lot is referred to as “Station Place Lot 7” (see Exhibit C) which is a seventy-two (72) space lot located beneath the Lovejoy Ramp to the Broadway Bridge and provides monthly parking designed to serve staff and customers of surrounding businesses, including the Union Station Train Depot business tenants, customers, travelers, residents of the Station Place Senior Housing Tower (“SPSHT”) and the general public.

For purposes of this RFP, the Union Station Forecourt Lot and the Station Place Lot 7 will be collectively referred to herein as the “Parking Lots.” PDC is issuing this RFP to select an operator to professionally manage the Parking Lots to ensure maximum use by the public at the least cost to PDC.

II. SCOPE OF WORK & CONTRACT REQUIREMENTS

This section describes **at a minimum** what we expect of the successful proposer (“Contractor” or “Operator”) under a contract awarded from this RFP.

A. Scope of Work and Requirements

- 1. General.** The Operator shall supply labor and manage the Parking Lots for the use and benefit of the general public and pre-existing customers (e.g. Wilf’s Restaurant patrons)

and SPSHT tenants) and subject to the terms and conditions of an awarded contract. Operator shall operate the Parking Lots solely for parking purposes. No other activity or use of the Parking Lots shall be permitted by Operator without the express prior written consent of the PDC.

2. **Hours of Operation.** The Parking Lots are unattended. The Union Station Forecourt Lot shall be served by an electronic self payment station and the Station Place Lot 7 shall be under a monthly parking permit system. Both Parking Lots shall be available for parking 24-hours a day, 365 day a year.
3. **Rates.** The Operator shall charge to the public, for short and long term parking, competitive market rates mutually acceptable to Operator and PDC.

Signs of professional quality setting forth the rates shall be clearly posted at each entrance.

The Operator acknowledges that twenty (20) spaces have been reserved for customers of Wilf's Restaurant at 800 NW 6th Avenue Portland, Oregon 97209 (the "Restaurant") in the Union Station Forecourt Lot and these spaces are reserved solely for the Restaurant's patrons. The Operator will be obligated to collect a parking fee of FORTY-FIVE AND 90/100 DOLLARS (\$45.90) per space per month for the twenty (20) reserved spaces for a grand total parking fee of \$918.00 per month. Such amounts referenced in the immediately preceding sentence shall increase on an annual basis at a rate of 3.5% per year as follows:

- November 1, 2009 through October 31, 2010: \$47.50 per space per month for twenty (20) spaces for a grand total parking fee of \$950.00 per month
- November 1, 2010 through October 31, 2011: \$49.00 per space per month for twenty (20) spaces for a grand total parking fee of \$980.00 per month
- November 1, 2011 through October 31, 2012: \$51.00 per space per month for twenty (20) spaces for a grand total parking fee of \$1,020.00 per month
- November 1, 2012 through October 31, 2013: \$53.00 per space per month for twenty (20) spaces for a grand total parking fee of \$1,060.00 per month

The Restaurant has an option to lease seven (7) additional spaces in the Union Station Forecourt Lot at a rate of SIXTY-SIX AND 73/100 DOLLARS (\$66.73) per space per month. Such amounts for these additional spaces are subject to the same annual rate increases of 3.5% per year as follows:

- November 1, 2009 through October 31, 2010: \$69.00 per space per month for seven (7) spaces for a grand total parking fee of \$483.00 per month
- November 1, 2010 through October 31, 2011: \$71.00 per space per month for seven (7) spaces for a grand total parking fee of \$497.00 per month
- November 1, 2011 through October 31, 2012: \$73.50 per space per month for seven (7) spaces for a grand total parking fee of \$514.50 per month
- November 1, 2012 through October 31, 2013: \$76.00 per space per month for seven (7) spaces for a grand total parking fee of \$532.00 per month

The revenue received from the Parking Lease Agreement with the Restaurant ("Restaurant Parking Lease Revenues") shall be collected by the Operator from the

Restaurant on the first day of each calendar month and shall be itemized and included in the Gross Revenues reported by the Operator to PDC.

The Operator further acknowledges that up to forty (40) spaces in the Station Place Lot 7 have been reserved as needed for tenants of the Station Place Senior Housing Tower. The Operator will issue monthly parking passes to these tenants at a rate set by PDC.

4. **Revenues.** Operator agrees to pay to the **Portland Development Commission, (Attention: Real Estate Services) 222 NW 5th Avenue, Portland, Oregon 97209-3859**, or such other place as PDC may designate from time to time in writing, the monthly net revenues or the percentage of revenues from the operation of the Parking Lots.

The term “Net Revenues” as used in this section, shall include all income from parking fees, charges, or any other services or activities performed in connection with the Parking Lots **less** the on-going monthly operating expenses.

The on-going monthly operating expenses may include:

- Parking lot management fee
- Supervisory fee
- Employees gross payroll
- Employees payroll taxes
- Accounting fee
- Operator general liability, garage keepers and other insurance coverage
- Electronic self-payment station lease fees for the Union Station Forecourt Lot
- Electronic self-payment station labor for the Union Station Forecourt Lot
- Credit card fees for the Union Station Forecourt Lot electronic self-payment station
- Sweeping service
- Security patrol
- Repairs
- Supplies
- Additional ordinary and reasonable expenses for operating costs may be approved by PDC

The term “Percentage of Revenues” as used in this section, shall be calculated as a percentage of the Net Revenues as defined above with the exception of a parking lot management fee which will not be an allowable on-going monthly operating expense. If PDC elects the Percentage of Revenues method for the distribution of the revenues (see Section IV (F) of this RFP below) then Operator shall receive a percentage of this amount to serve as their management fee.

Anticipated Gross Revenues for the first year of the Agreement, based on the operating history of the Parking Lots, are as follows.

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|--------------------------------|--------------------|--------------------|
| • Union Station Forecourt Lot: | \$14,000 Per Month | \$168,000 Per Year |
| • Station Place Lot 7: | \$3,900 Per Month | \$46,800 Per Year |

The rates listed above are provided as a good-faith estimate only and PDC guarantees no minimum gross revenues.

Each month, Operator shall pay to PDC on or before the fifteenth (15th) day of the month following the immediately preceding month in which the Net Revenues are collected all sums due to PDC either under the Net Revenues or Percentage of Revenues method as defined below.

- 5. Reporting.** Operator shall submit to PDC, along with the Net Revenues or Percentage of Revenues payment, a “Statement of Operations and Usage Report” (the “Report”). This Report shall consist of an itemized statement setting forth the total amount of gross revenues and all deductions from gross revenues use to determine Net Revenues or Percentage of Revenues. The Report will include the number of daily parkers, monthly parkers and other usage information which shall be provided from the electronic self-payment station located on the Union Station Forecourt Lot and from the Operator’s internals records for the monthly parking permits issued for Station Place Lot 7.

PDC reserves the right to modify, add and/or remove principal services.

B. Contract Requirements and Term

The proposer selected for contract award from this RFP will be invited to enter into a Personal Services Contract (the “Contract”) with PDC. The terms and conditions that will govern the Contract can be found in Section VII of this RFP, “Standard Contract Terms & Conditions.” PDC reserves the right to modify any terms and conditions prior to the execution of the Contract.

The Contract will become effective upon execution by both parties; commencement of work will be ordered upon issuance of a Notice to Proceed (NTP) by PDC to the selected Contractor. The Contract is anticipated to be executed and NTP issued on or about October 31, 2008 and will expire on November 30, 2011. Upon the mutual consent of the parties, the contract may be renewed for two (2) additional 1-year terms. The contract, plus all extensions, may not be extended past November 30, 2013.

Escalation of Operator Rates. All pricing shall be protected for the first twelve (12) month period of an awarded Contract. Requests for changes to Contract pricing shall only be considered on an annual basis and shall be subject to PDC approval. Requests for Contract pricing change shall only be proposed in proportion to increases in the selected Contractor’s costs for the contracted positions and must be submitted in writing to the PDC Contract Manager no less than forty-five (45) days prior to the anniversary date of the Contract. Such requests must include documentation that clearly demonstrates increased costs to the Contractor that are verifiable. If the request is approved, the parties will agree to the approved Contract price increase by a written Amendment to the Contract. The price increase will be effective only upon execution of the Contract Amendment.

III. SPECIAL TERMS & CONDITIONS

The following additional terms and conditions will also govern the contract entered into by and between PDC and the Operator selected for contract from this RFP.

- A. Taxes / Utility Charges.** Nothing contained herein shall be deemed to give the Operator any interest, leasehold, or otherwise, in the Parking Lots. PDC shall pay the sales tax and the ad valorem taxes, if any, levied against either PDC or the Operator with respect to the Parking Lots or the personal property owned by PDC and used in connection with the operation of the Parking Lots. PDC shall also pay all property taxes, local assessments and utility charges directly. PDC shall also pay all special assessments levied against the Parking Lots for special improvements or special services. The Operator shall pay all other fees, taxes, charges, in connection with or

related to the operation of the Parking Lots, including, but not limited to, licensing fees, payroll taxes and income taxes.

- B. Operators Responsibilities.** The Operator will have primary responsibility for the overall daily operation of the Parking Lots, managing the Parking Lots so as to produce the greatest benefit to the PDC and the public, in the most efficient and cost effective manner. On a day-to-day basis, the Operator will manage its staff and operate the Parking Lots, which include, without limitation, performance of all the activities listed below as well as other operational and customer tasks, as necessary and specified.

These daily operations include but are not limited to the following;

1. Installation and maintenance of:
 - i. Historic and all other signage.
 - ii. Fee collection equipment (e.g. self-payment station).
 - iii. Re-painting, re-stripping and directional arrows, as needed.
 - iv. All other equipment that Operator and PDC deem necessary for the safe and efficient operation of each of the Parking Lots.

Any expenditure in excess of One Thousand Dollars (\$1,000.00) shall require PDC's advance written approval.
2. Equipment and signage must be of high quality in design, material, and sensitive to the historic significance of the area around Union Station which is listed on the National Register of Historic Places.
3. The Operator shall collect parking fees daily and forward the Net Revenues or Percentage of Revenues Payments to PDC in the manner provided in Section II (4) of this RFP, subject to verification/inspection by PDC.
4. Operator will be responsible for patrolling each of the Parking Lots at least twice a day for unauthorized parking, assigning and collecting fines.
5. Unless otherwise directed by PDC, Operator shall patrol the Parking Lots for and report derelict, unauthorized, illegally parked or abandoned vehicles to be towed away by PDC's designated towing company.
6. Operator shall be responsible for the security of the Parking Lots and the contacting of the appropriate governmental agencies with regard to the removal of transients and unwanted persons on the Parking Lots.
7. The Operator shall maintain accounts and records that reflect total operation of each of the Parking Lots separately. Reports shall be presented to PDC monthly and presented in the format in accordance with Section II (5) of this RFP above.
8. Upon request, Operator shall attend meetings with PDC representative to review the parking charges and other areas regarding the operation of the Parking Lots.
9. From time to time during special events and only at the request of PDC, the Operator shall provide personnel to monitor the Parking Lots full-time. An example of such an event would be for the Seattle Seahawk home games, where Amtrak offers special train service from Portland's Union Station to Seattle. All such associated personnel costs shall be itemized on the monthly reports, consistent with labor rates for parking attendants in the Portland area and shall be deducted as an allowable operating expense.

10. The Operator shall pay all wages of employees, payroll taxes and worker's compensation insurance premiums, and provide health plans to the employees, supplies, and uniforms, at Operator's own expense. The Operator shall meet the Livable Wage requirement, if applicable, as enforced by the City of Portland, Oregon.
 11. Operator shall keep the Parking Lots, including sidewalks, at all times safe and clean, sanitary, free from excessive rubbish, trash, refuse, debris, dust, dirt, and offensive or unclean materials. As a minimum, Operator shall have the Parking Lots professionally swept at least twice per month, including, without limitation, collection and removal of garbage and refuse from planting areas.
 12. Operator shall maintain the landscaped areas in a condition equal to or greater than the landscaping of the Union Station Train Depot landscaped areas. Operator shall have major landscaping trimmed least twice a year. Operator shall be responsible for the replacement of damaged landscaping.
 13. Operator shall replace all non-working light bulbs, light tubes and lighting ballasts in and around Parking Lots. All light bulbs, light tubes and lighting ballasts shall be in working order at the time of commencement of this Agreement.
 14. Operator shall repair, to the satisfaction of PDC, all damage to the Parking Lots and equipment therein caused by the Operator's employees, normal wear and tear excepted.
 15. Operator shall consult PDC on any matters involved in the operation of any of the Parking Lots. Operator shall post a notice of person(s) to be called in case of emergencies and shall immediately advise PDC of any changes in the notice.
 16. Operator shall comply, at Operator's own expense, with all applicable laws, ordinances and regulations of any municipal, county, state, federal or other public authority with respect to the operation and use of the Parking Lots; provided, however, that nothing herein shall be construed to require Operator to make any physical improvements to the Parking Lots beyond those described above. If, as a result of Operator's operation of the Parking Lots, any law, ordinance or regulation is violated then Operator shall protect, save harmless, defend and indemnify the PDC from and against any penalties, fines, costs and expenses, including legal fees and court costs incurred by PDC, caused by, or resulting from, or connected with such violation(s).
- C. Quality of Service.** The Operator in the operation of the Parking Lots shall maintain the highest degree and standards of courteous, polite and inoffensive conduct and demeanor on the part of its representatives, agents, subcontractors, and employees. Operator shall conduct its operation in an orderly and appropriate manner so as to be pleasing to customers, patrons, and the public in or about the Parking Lots, and shall refrain from any and all conduct which might tend to annoy, disturb, or be offensive to such persons in or about the Parking Lots. Operator shall provide professionally trained and experienced attendants.
- D. Historic Signage and Equipment.** The design, location and method of installing signage are issues of special significance and PDC shall have the right to review and approve any and all signage connected with the Parking Lots and the Operator, the use of such signage and its installation. With respect to the Union Station Forecourt Lot, all signage and equipment shall be additionally subject to review by the City of Portland Bureau of Development Services, on behalf of the Portland Historic Landmarks Commission. PDC will assist the Operator with the design and review process. The Operator will work with PDC's selected graphic design team to create any new sign

program(s) that is sensitive to the historic elements of Union Station. Since the signage on the Union Station Forecourt Lot has already been approved and designed, PDC will reimburse the Operator for the actual design and fabrication of any new signs.

E. Hazardous Substances

1. The Term "Hazardous Substances", as used in this Agreement, shall include, without limitation, flammable materials, explosives, radioactive materials, asbestos, polychlorinated byphenls (PCBs), chemicals known to cause cancer or reproductive toxicity, pollutants, contaminants, hazardous waste, toxic substances or related material, petroleum and petroleum products, and substances declared to be hazardous or toxic under any law or regulation now or hereafter enacted or promulgated by any governmental authority.
2. PDC is not aware of any hazardous substances in, on or about the Parking Lots. PDC agrees to hold harmless the Operator for any hazardous substances found to have existed on the Parking Lots prior to the commencement of this Agreement.
3. Operator shall not cause, or permit to occur, by its employees, agents or assigns, any violation of any federal, state, or local law, ordinance, or regulation now or hereafter enacted, related to Hazardous Substances or other environmental conditions on, under, or about the Parking Lots, or arising from Operator's operation of the Parking Lots, including but not limited to, soil and groundwater conditions. Operator and its employees, agents or assigns shall not cause or permit to occur the use, generation, release, manufacture, handling, processing, storage, disposal or improper use of Hazardous Substances on, under or about the Parking Lots or the transportation to or from the Parking Lots of any Hazardous Substances.
4. Operator shall be solely liable for any Hazardous Substances deposited on or under the Parking Lots found to result by any action or omission of Operator or its employees, agents or assigns; provided however, that Operator shall not be responsible for the presence of motor oil or fuel on the Parking Lots that arises as the result of normal operations of Parking Lots.

IV. SUBMITTAL REQUIREMENTS & EVALUATION CRITERIA

Proposals submitted in response to this RFP will be evaluated in accordance with the following Submittal Requirements and Evaluation Criteria. **Please organize your Proposal corresponding to the order of the sections below.** Responses should be of sufficient length and detail to demonstrate that the Proposer has a thorough understanding of the project and scope of work described in Section II of this RFP. All submittal requirements listed as **"Mandatory"** below *must* be addressed in sufficient detail in a Proposal submitted in response to this RFP. **Proposals that do not address all mandatory submittal requirements of this RFP will be considered non-responsive and will not be evaluated.**

See also Section V (2) of this RFP, "Instructions to Proposers," for overall Proposal preparation and submission instructions.

A. Cover Letter (*Maximum: 1 page*) (Submittal Requirement – **Not Scored, but Required**)

In a one (1) page cover letter, provide a summary of your proposal. This cover letter should include a brief history of your firm, a short biography of the lead or primary person servicing PDC and a brief description of the services your firm proposes to provide PDC. Include the mailing address, phone and fax numbers and email address of

the individual signing the cover letter as well as contact information for your firm's primary contact for this RFP, if different.

B. Qualifications and Experience of Firm *(Maximum: 2 pages)*
(Mandatory Submittal Requirement – **12.5 Maximum Points**)

Provide a description of your firm's experience in providing services similar to those described in this RFP. For this section also include:

- Number of years Proposer's firm has been in operation and number of years Proposer's firm has been providing commercial property management
- A brief description of similar parking lots managed in the past five (5) years that best characterize your firm's capabilities
- Similar services your firm has provided to other public agencies

Additionally, list three (3) current or immediate past professional references for PDC to contact regarding your capacity to perform the services described in the RFP, ability to satisfy client needs and any other relevant information. Please include your reference's name and a contact person with phone number and email address. References may or may not be checked at PDC's sole discretion.

C. Qualifications and Experience of Key Personnel *(Maximum: 1 page per personnel)*
(Mandatory Submittal Requirement – **12.5 Maximum Points**)

Provide a list of the key personnel to be utilized under the proposed Contract, their experience in the management of like properties and their roles in relation to the Operators Responsibilities identified in Section III (B) this RFP.

D. Operator General Personnel Expenses, Maintenance and Repair Fees
(Mandatory Submittal Requirement – **12.5 Maximum Points**)

For those general maintenance and repair Operator responsibilities as defined within Section III (B), "Operator's Responsibilities," above, indicate the hourly labor rate, including all fringe benefits and overhead costs included in this hourly rate. *For this section of the proposal, read, detach and complete Exhibit A of this RFP, "Price Proposal Worksheet."*

E. Operator Administration Fees
(Mandatory Submittal Requirement – **12.5 Maximum Points**)

For those administrative responsibilities and expenses to be performed by Operator's internal staff as defined within Section III (D), "Operator's Responsibilities," above, state the monthly fees of the following:

- Supervisory fee
- Employees gross payroll
- Employees payroll taxes
- Accounting fee
- Operator general liability insurance coverage
- Electronic self payment station lease fees for the Union Station Forecourt Lot
- Electronic self payment station labor for the Union Station Forecourt Lot

For this section of the proposal, read, detach and complete Exhibit A of this RFP, "Price Proposal Worksheet."

F. Monthly Management Fee Structure
(Mandatory Submittal Requirement – **50 Maximum Points**)

Provide **both** a monthly parking lot management fee and a percentage of net revenues fee. **PDC reserves the right to select which method of Operator management fee selected Operator will earn under an awarded contract.** In the event that the total number of parking spaces are decreased and used by PDC for construction staging for the renovation of the Union Station Train Depot then the parties agree to reasonably and equitably renegotiate the monthly parking lot management fee if this is the method of Operator management fee selected. *For this section of the proposal, read, detach and complete Exhibit A of this RFP, “Price Proposal Worksheet.”*

For section IV (D) – (F), see also Section II (B) of this RFP which describes the manner in which Operator’s personnel, administrative and management fee may be increased.

G. Proposer Certification
(Submittal Requirement – **Not Scored, but Required**)

Please read, detach, sign and return Section VIII of this RFP, Proposer Certification, with your Proposal.

Summary of Mandatory Submittal Requirements & Evaluation Criteria	
<u>Evaluation Criteria (Mandatory Requirements)</u>	<u>Maximum Points</u>
A. Qualifications and Experience of Firm	12.5 Points
B. Qualifications and Experience of Key Personnel	12.5 Points
C. Operator General Personnel, Maintenance and Repair Fees	12.5 Points
D. Operator Administration Fees	12.5 Points
E. Monthly Management Fee Structure	50.0 Points
	=====
	Total: 100 Points
<u>Other Submittal Requirements</u>	
F. Cover Letter	Not Scored, but Required
G. Proposer Certification	Not Scored, but Required

V. INSTRUCTIONS TO PROPOSERS

All proposals submitted in response to this RFP are subject to the provisions and requirements set forth in this RFP. All matters not specifically outlined in this RFP, or a subsequent contract entered into, shall be governed by PDC’s Local Contract Review Board (LCRB) Administrative Rules as well as applicable Oregon Revised Statutes (ORS) and other pertinent rules concerning procurement and contracting at PDC.

- 1. Reservation of Rights:** PDC, in its sole discretion, reserves the right to amend, modify, extend the deadline or cancel this RFP; to reject any or all proposals received in response to this RFP; to decide whether a proposal does or does not substantially comply with the requirements of this RFP; to waive any minor informality or irregularity of any proposal; and to obtain references regarding any proposer’s past performance from any source. Neither issuance of this RFP, nor evaluation of any or all proposals, obligates PDC to award a contract from this RFP.

- 2. Proposal Preparation and Submission Instructions:** Proposals submitted in response to this RFP shall be of sufficient length and detail to demonstrate that the proposer has a thorough understanding of the needs of the project described in this RFP.
- Proposers shall submit **ONE (1) ORIGINAL** of all proposal pages and **three (3) photocopies** of the same pages which must be received by PDC no later the Proposal Due Date and Time at the location on the first page of this RFP. **The original proposal must bear an original ink signature and shall be marked “ORIGINAL.”**
 - Proposals must be typewritten on 8.5” x 11” white paper and in no less than 10-point typeface. No oral, email or facsimile proposals will be accepted.
 - Unnecessarily elaborate proposals, beyond that sufficient to present a complete and succinct proposal, are not desired. Unless specifically required in this RFP, PDC discourages the use of elaborate artwork, corporate brochures, lengthy narratives, expensive paper, specialized binding and other extraneous presentation materials.
 - In accordance with the City of Portland’s [Sustainable Paper Use Policy](#), please submit your proposal in loose leaf, unbound sets (staples are acceptable), printed on recycled paper containing at least 30% post-consumer waste content. Do not use ring binders, section dividers or any other materials which cannot be easily recycled. Double-sided printing is preferred.
 - Proposals must be submitted in a sealed package(s) or envelope(s). To ensure proper identification and handling, all package(s) or envelope(s) must be **clearly** marked with the RFP Solicitation Number, the name of the Solicitation Coordinator and the date and time proposals are due. PDC shall not be liable for any lost, late or improperly identified proposals.
- 3. Preparation Costs:** PDC shall not be responsible for any costs incurred by proposers in the preparation or submission of a proposal to this RFP; including costs associated with any meeting, demonstration, interview or subsequent negotiations that may be requested or required.
- 4. Pre-Proposal Conference:** No pre-proposal conference or meeting is scheduled for this RFP.
- 5. Requests for Clarification or Change:** All requests for clarification or change regarding technical information, procedures, contractual or insurance requirements or any other matter regarding this RFP or a contract awarded from this RFP must be submitted **in writing** to the Solicitation Coordinator identified on the cover page of this RFP. All such requests for change or clarification must be received **no later** than the Deadline for Proposer Questions/Requests for Change listed in the “Schedule of Solicitation and Contract Award Events” of this RFP.
- 6. Changes to this RFP Document:** Any change or clarification of the Scope of Work, procurement process, contract terms and conditions, insurance requirements or any other matter contained in this RFP will be issued in the form of a written Addendum to this RFP.
- 7. Restrictions on Communication:** After this RFP has been issued and before an ensuing Contract has been executed, **all** questions and/or requests for clarification or change regarding any matter contained in this RFP or the anticipated contract shall be directed to the Solicitation Coordinator identified on the cover page of this RFP.

8. **Appropriation:** As multi-year contracts are subject to future appropriation of funds, PDC reserves the right to modify, amend or terminate without prejudice any contract awarded from this RFP, upon PDC's finding that it is in the best public interest to do so.
9. **Recycled Products:** Proposers shall make good faith efforts to use recycled products to the maximum extent economically feasible in performance of work under a contract awarded from this RFP.
10. **Public Records and Disclosure:** All proposals submitted in response to this RFP shall become the property of PDC and will be subject to disclosure pursuant to Oregon Public Records Law (ORS 192), except such portions of proposals for which the proposer requests exemption from disclosure consistent with Oregon Law. Any portion of a proposal that the proposer claims constitutes a "trade secret" must meet the requirements of ORS 192.501(2).

All such pages in a proposal must be clearly marked with the following:

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

If an entire proposal is marked "Confidential," at PDC's sole discretion, such a proposal may be rejected as non-responsive. PDC shall not be liable for the disclosure or release of any information when authorized or required by law or court order to do so. Unless this RFP is otherwise cancelled, proposals and evaluation results will not be made a part of the public record until after the evaluation process is complete and PDC has issued its Notice of Intent to Award.

11. **Information Submitted:** Proposers are cautioned that it is the proposer's sole responsibility to submit information related to the submittal requirements contained herein, and that PDC is under no obligation to request such information if it is not included within the proposer's proposal.
12. **Proposer Withdrawal or Modification:** By submitting a proposal in response to this RFP, proposer agrees to make their proposal a binding offer to PDC for a period of sixty (60) calendar days from the date proposals are due. A proposal may not be withdrawn or modified during this period unless agreed to by PDC in writing. However, prior to the date and time proposals are due, proposers may request their proposal be withdrawn or modified, provided the proposer submits a written withdrawal or modification request, on their firm's official letterhead, addressed to the Solicitation Coordinator for this RFP.
13. **Investigation of References:** PDC reserves the right to investigate references, the financial capacity, credit history and the past performance of any proposer, including service(s) provided to PDC, with respect to proposer's successful performance on similar projects; compliance with specifications and contractual obligations; completion or delivery of a project on schedule and within budget; and its lawful payment of suppliers, subcontractors and workers. PDC reserves the right to use any information or reference that may be discovered, including information based upon our own experience, in evaluating any proposal.
14. **Method of Evaluation:** After PDC opens all timely-received proposals, unless this RFP is otherwise canceled, PDC will evaluate all responsive proposals in accordance with the evaluation criteria set forth herein. A responsive proposal is one that complies with all material aspects of this RFP and with all prescribed bidding procedures and requirements. PDC reserves the right to waive what are, in PDC's judgment, minor informalities or discrepancies. Evaluation will be based on the written information submitted in response to this RFP, as well as any related information that PDC may

subsequently discover or request. PDC will then rank the proposers to determine the “finalist proposer(s).” Finalists will be those highest-ranked responsive proposers after evaluation.

At its sole discretion, PDC may invite the finalist proposer(s) to interview with PDC staff, in person, via conference-call or another mutually agreeable medium, to clarify their proposal and determine the overall suitability of finalist proposer(s) to the anticipated project. If requested, attendance at such an interview is **mandatory** and failure to meet with PDC within a reasonable period of time will be grounds for proposal rejection. Following the interview, PDC reserves the right to rescore the finalist proposers or to use the original scores solely as the basis to determine those finalist proposer(s).

- 15. Selection and Notice of Intent to Award:** PDC reserves the right to select for contract award the proposer that offers the best overall value, benefit, convenience and service to PDC, taking into account the cost to the public. However, cost is only one of several evaluation and selection criteria, and on its own, is not determinative of the best overall value, benefit, convenience and service to PDC.

After completion of the evaluation summary, PDC will name an apparent successful proposer and issue a Notice of Intent to Award a contract to this proposer. Identification of the "apparent successful proposer" is procedural only and creates no right in the named proposer to contract award. All competing proposers will be notified in writing of PDC's Intent to Award, the identity of the apparent successful proposer and will be given seven (7) calendar days to review the solicitation file and evaluation summary at the PDC office. Appointments can be made by contacting the Solicitation Coordinator listed on the cover page of this RFP.

Any questions, concerns or protests of the evaluation process must be submitted in writing and must be received by the Solicitation Coordinator for this RFP within seven (7) calendar days of issuance of the Notice of Intent to Award.

- 16. Negotiable Terms and Conditions:** After PDC has issued its Intent to Award, PDC reserves the right to enter into limited negotiations with the apparent successful proposer to finalize fees, scope of services as well as contract terms and conditions. Proposers should note that all such negotiations shall be minimal and should be expedited and completed by the anticipated Contract Execution Date. This time period may be extended at the sole discretion of PDC. If PDC, in its sole discretion, determines that such negotiations have reached impasse, PDC reserves the right to terminate negotiations with that apparent successful proposer and commence negotiations with the next highest-ranked responsive proposer.

VI. INSURANCE REQUIREMENTS

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

1. **Commercial General Liability** (CGL) insurance with a combined single limit of not less than **\$1,000,000**, per occurrence, for bodily injury and property damage. CGL insurance shall provide contractual liability coverage for indemnification required under the contract between the PDC and Contactor. Additionally, **“The Portland Development Commission, the City of Portland and each of their respective officers, agents and employees”** shall be named as Additional Insured with respect to the contractor’s services to be provided under the contract. **Additional Insured Endorsement (AIE) CG 20 10 11 85, or its equivalent, must be attached to the Certificate.**

2. **Automobile Liability** insurance with a combined single limit of not less than **\$1,000,000**, per occurrence, for bodily injury and property damage, including coverage for owned, hired, or non-owned vehicles, as applicable.
3. **Garage Keeper's Liability** insurance for of not less than **\$500,000** for liability associated with the care, custody or control of vehicles belonging to third parties.
4. **Workers' Compensation Insurance** in compliance with ORS 656.017, which requires subject employers to provide Oregon workers' compensation coverage for all their subject workers. This coverage is required of contractors with one or more employees, unless exempt under ORS 656.027.

As evidence of adequate insurance coverage and prior to contract execution, the selected Contractor(s) will provide to the PDC certificates of coverage listing the "**Portland Development Commission**" at 222 Northwest Fifth Avenue; Portland, OR 97209 as a certificate holder. The certificate shall provide that Contractor's insurance shall not be terminated or cancelled without thirty (30) days prior written notice to PDC. Insuring companies or entities are subject to PDC's acceptance and must be licensed to provide insurance in the State of Oregon. Contractor's insurance shall be primary insurance, and any commercial insurance or self-insurance maintained by the City of Portland and/or PDC shall not contribute to it.

VII. STANDARD CONTRACT TERMS & CONDITIONS

The following terms and conditions will govern the Professional Services Contract (contract) entered into by and between PDC and the successful Proposer. PDC reserves the right to change any term or condition of the contract prior to execution of the contract and may terminate the contract at any time, at its sole discretion, upon thirty (30) days written notice to the selected firm. **Proposers wishing to include supplemental terms and conditions must submit them at the same time as their Proposal. Proposers who take objection to any of the following terms and conditions must raise those objection, in writing, to the Solicitation Coordinator for this RFP** and do so by the Deadline for Proposer Questions/Requests for Change listed in the "Schedule of Solicitation and Contract Award Events" above.

1. Access to Records

The Contractor shall maintain, and the Portland Development Commission ("Commission") and its duly authorized representatives shall have access to the books, documents, papers, and records of the Contractor which are directly pertinent to this specific contract for the purpose of making audit, examination, excerpts, and transcripts for a period of three (3) years after final payment. Copies of applicable records shall be made available upon request. Payment for cost of copies is reimbursable by the Commission.

2. Audits

(a) The Commission, either directly or through a designated representative, may conduct financial and performance audits of the billings and services specified in this contract at any time in the course of the contract and during the three (3) year period established by section 1, **Access to Records**. Audits will be conducted in accordance with generally accepted auditing standards as promulgated in Government Auditing Standards by the Comptroller General of the United States General Accounting Office.

(b) If an audit discloses that payments to the Contractor were in excess of the amount to which the Contractor was entitled, then the Contractor shall repay the amount of the excess to the Commission.

(c) If an audit shows performance of services is not efficient in accordance with Government Auditing Standards, or that the program is not effective in accordance with Government Auditing Standards, the Commission may pursue remedies provided under section 5, **Early Termination of Contract** and section 7, **Remedies**.

3. Effective Date and Duration

The passage of the contract expiration date (as recorded on page 1) shall not extinguish, prejudice, or limit either party's right to enforce this contract with respect to any default or defect in performance that has not been cured.

4. Funds

The Commission certifies that sufficient funds are available and authorized for expenditure to finance the cost of this contract.

5. Early Termination of Contract

- (a)** The Commission and the Contractor, by mutual written agreement, may terminate this Contract at any time.
- (b)** The Commission, on thirty (30) days written notice to the Contractor, may terminate this contract for any reason deemed appropriate in its sole discretion.
- (c)** Either the Commission or the Contractor may terminate this contract in the event of a breach of this contract by the other. Prior to such termination, however, the party seeking the termination shall give to the other party written notice of the breach and of the party's intent to terminate. If the party has not entirely cured the breach within fifteen (15) days of the notice, then the party giving the notice may terminate this contract at any time thereafter by giving a written notice of termination.

6. Payment on Early Termination

- (a)** In the event of termination under subsection 5(a) or 5(b), **Early Termination of Contract** hereof, the Commission shall pay the Contractor for work performed in accordance with this contract prior to the termination date.
- (b)** In the event of termination under subsection 5(c), **Early Termination of Contract** hereof, by the Contractor due to a breach by the Commission, then the Commission shall pay the Contractor as provided in subsection (a) of this section.
- (c)** In the event of termination under subsection 5(c), **Early Termination of Contract** hereof, by the Commission due to a breach by the Contractor, then the Commission shall pay the Contractor as provided in subsection (a) of this section, subject to set off of excess costs, as provided for in subsection 7(a), **Remedies**.
- (d)** In the event of early termination, all of the Contractor's work product will become and remain property of the Commission.

7. Remedies

- (a)** In the event of termination under subsection 5(c), **Early Termination of Contract**, hereof, by the Commission due to a breach by the Contractor, then the Commission may complete the work either itself, by agreement with another contractor or by a combination thereof. In the event the cost of completing the work exceeds the remaining unpaid balance of the total compensation provided under this contract, then the Contractor shall pay to the Commission the amount of the reasonable excess.
- (b)** The remedies provided to the Commission under section 5, **Early Termination of Contract** and section 7, **Remedies** for a breach by the Contractor shall not be exclusive. The Commission also shall be entitled to any other equitable and legal remedies that are available.
- (c)** In the event of breach of this contract by the Commission, then the Contractor's remedy shall be limited to termination of the contract and receipt of payment as provided in subsection 5(c), **Early Termination of Contract** and subsection 6(b), **Payment on Early Termination** hereof.

8. Subcontracts and Assignment

- (a)** Contractor shall not subcontract, assign or transfer any of the work scheduled under this contract, without the prior written consent of the Commission. Notwithstanding Commission approval of a subcontractor, the Contractor shall remain obligated for full performance hereunder, and the Commission shall incur no obligation other than its obligations to the Contractor hereunder. The Contractor agrees that if subcontractors are employed in the performance of this contract, the Contractor and its subcontractors are subject to the requirements and sanctions of ORS Chapter 656, Workers' Compensation.

9. Compliance with Applicable Law

In connection with its activities under this contract, Contractor shall comply with all applicable federal, state and local laws and regulations.

9a. Indemnity - Claims for Other than Professional Liability

Contractor shall defend, save, and hold harmless the Commission, the City of Portland, and each of their respective officers, agents, and employees, from all claims, suits, or actions of whatsoever nature, including intentional acts, resulting from or arising out of the activities of Contractor or its subcontractors, agents or employees under this contract; provided however, that nothing herein shall be construed to require indemnification of the Commission for liability attributable to the Commission's sole negligence.

9b. Indemnity - Claims for Professional Liability

Contractor shall defend, save, and hold harmless the Commission, the City of Portland, and each of their respective officers, agents, and employees, from all claims, suits, or actions arising out of the professional negligent acts, errors or omissions of Contractor or its subcontractors and sub-consultants, agents or employees in performance of professional services under this contract.

9c. Indemnity - Standard of Care

If Contractor's services involve engineering or consulting, the standard of care applicable to Contractor's service will be the degree of skill and diligence normally employed by professional engineers or consultants performing the same or similar services at the time such services are performed. Contractor will re-perform any services not meeting this standard without additional compensation, or the Commission, in its sole discretion, may terminate this contract pursuant to subsection 5(c), **Early Termination of Contract** and pursue any and all remedies available.

10. Insurance

EXHIBIT B [Section VI of this RFP] is hereby referenced and made a part of this contract.

11. Ownership of Work Product

All work products of the Contractor which result from this contract are the exclusive property of the Commission.

12. Nondiscrimination

Contractor agrees to comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules, and regulations. Contractor also shall comply with the Americans With Disabilities Act of 1990 (Pub I. No. 101-336) including Title II of that Act, ORS 659.425, and all regulations and administrative rules established pursuant to those laws.

13. Counterparts

This contract may be executed in any number of counterparts, and any single counterpart or set of counterparts signed, in either case, by all the parties hereto shall constitute a full and original instrument, but all of which shall together constitute one and the same instrument.

14. Successors in Interest

The provisions of this contract shall be binding upon and shall inure to the benefit of the parties hereto, and their respective successors and approved assigns.

15. Severability

The parties agree that if any term or provision of this contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the particular term or provision held to be invalid.

16. Waiver

The failure of the Commission to enforce any provision of this contract shall not constitute a waiver by the Commission of that or any other provision.

17. Errors

The Contractor shall perform such additional work as may be necessary to correct errors in the work required under this contract without undue delays and without additional cost.

18. Governing Law

The provisions of this contract shall be construed in accordance with the provisions of the laws of the State of Oregon. Any action or suits involving any question arising under this contract must be brought in the appropriate court in Multnomah County Oregon.

19. Amendments

The Commission and the Contractor may amend this contract at any time only by written amendment executed by the Commission and the Contractor.

20. Recycled Products

To the maximum extent economically feasible, Contractor shall make good faith efforts to use recycled products in connection with its performance of work under this contract.

21. Business License

The Contractor shall obtain a City of Portland business license as required by PCC 7.02.300 prior to beginning work under this Contract. The Contractor shall provide a business license number in the space provided on page one of this contract.

22. Prohibited Interest

(a) No Commission officer or employee during his or her tenure or for one year thereafter shall have any interest, direct or indirect, in this contract or the proceeds thereof.

(b) No Commission officer or employee who participated in the award of this contract shall be employed by the Contractor during the period of the contract.

(c) No person not a party to this contract is an intended beneficiary of this contract, and no person not a party to this contract shall have any right to enforce any term of this contract.

23. Payment to Vendors and Subcontractors

(a) The Contractor shall timely pay all suppliers, lessors and contractors providing it services, materials or equipment for carrying out its obligations under this contract.

(b) The Contractor shall not take or fail to take any action in a manner that causes the Commission or any materials that the Contractor provides hereunder to be subject to any claim or lien of any person without the Commission's prior written consent.

(c) If the Contractor fails, neglects or refuses to make prompt payment of any claim for labor or services furnished to the Contractor or a subcontractor by any person in connection with this contract as such claim becomes due, the Commission may pay such claim to the person and charge the amount of the payment against funds due or to become due the Contractor by reason of this contract. However, the payment of such a claim by Commission shall not relieve the Contractor or the Contractor's surety from obligation with respect to any unpaid claims.

24. Contribution to Industrial Accident Fund; Withholding Taxes; Payment of Medical Care to Employees

(a) The Contractor shall pay all contributions or amounts due the Industrial Accident Fund from Contractor or subcontractor incurred in the performance of this contract.

(b) the Contractor shall pay to the Oregon Department of Revenue all sums withheld from employees pursuant to state law.

(c) As required by ORS 279.320, the Contractor hereby agrees that the Contractor shall promptly, as due, make payment to any person, partnership, association or corporation furnishing medical, surgical and hospital care or other needed care and attention incident to sickness or injury to the employees of such Contractor, of all sums which the Contractor agrees to pay for such services and all money and sums which the Contractor collected or deducted from the wages of employees pursuant to any law, contract or subcontract for the purpose of providing or paying for such service.

[Remainder of this page is intentionally left blank.]

VIII. PROPOSER CERTIFICATION

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

RFP # 08 – 12: Union Station Parking Lot Management

1. The undersigned acknowledges receipt of Addenda Numbers ___ through ___ or N/A.
2. If selected to go to contract, prior to contract execution, proposer shall: 1) be a legal entity that is [registered to transact business in the State of Oregon](#); 2) [obtain a City of Portland Business License](#); 3) [be certified as an Equal Employment Opportunity \(EEO\) employer](#) through the City of Portland, Bureau of Purchases; and 4) provide adequate proof of insurance, as set forth in Section VI of this RFP. Proposer shall maintain such certification, insurance, accreditation and/or license(s) that may be required to perform work under an awarded contract for the duration of the contract term.
3. The proposer certifies it is an independent contractor as defined in ORS 670.600 and under penalty of perjury is, to the best of the undersigned’s knowledge, not in violation of any local, state or federal tax law.
4. Proposer certifies this proposal is genuine and not made in the interest of or on behalf of any undisclosed person, firm or corporation; proposer has not induced any person, firm or corporation to refrain from proposing; and proposer has not sought by collusion or fraud to obtain for itself any advantage over any other proposer or over PDC.
5. Proposer certifies that the firm has no business or personal relationships with any other company or person that could be considered a conflict of interest or potential conflict of interest to PDC, and that the key personnel and principals identified to perform work under an awarded contract do not have any personal or business relationships with any PDC officer or employee.
6. Proposer agrees to make their proposal a binding offer to PDC for a period of sixty (60) calendar days from the date proposals are due.
7. The undersigned warrants that he/she is an authorized representative of the proposer; has read, understands and agrees to be bound by all RFP instructions, specifications, insurance requirements and contract terms and conditions contained herein (including all addenda issued for this RFP); that the information provided in this proposal is true and accurate; and that providing incorrect or incomplete information may be cause for proposal rejection or contract termination.

SIGNATURE BLOCK

Signature: _____ Date of Proposal: _____

Printed Name & Title: _____

Phone Number: _____ Email Address: _____

Legal Business Name of Proposer: _____

Proposer’s Mailing Address: _____

Proposer’s Federal Tax Identification Number (FEIN): _____

EXHIBIT A. PRICE PROPOSAL WORKSHEET

Proposers **must** complete, detach and return this Price Proposal Worksheet (“Worksheet”) along with the Cover Letter, Proposer Certification and other proposal requirements listed in Section IV of this RFP.

A. Operator Expenses, General Personnel, Maintenance and Repair Fees
(Mandatory Submittal Requirement – **12.5 Maximum Points**)

For those general maintenance and repair Operator responsibilities as defined within Section III (B), “Operator’s Responsibilities,” above, indicate the hourly labor rate, including all fringe benefits and overhead costs included in this hourly rate.

A. Operator Expenses, General Personnel, Maintenance and Repair Fees			
Personnel Title	Hourly Rate (Straight Time)	Hourly Rate (x1.5 Time)	Hourly Rate (Double Time)
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$

B. Operator Administration Fees
(Mandatory Submittal Requirement – **12.5 Maximum Points**)

For those administrative responsibilities and expenses to be performed by Operator’s internal staff as defined within Section III (D), “Operator’s Responsibilities,” above, indicate monthly administrative fees and expenses including:

B. Operator Administration Fees	
Type of Fee	Monthly Charge
1. Supervisory fee	\$
2. Employees gross payroll	\$
3. Employees payroll taxes	\$
4. Accounting fee	\$
5. Operator general liability insurance coverage	\$
6. Electronic self payment station lease fees for the Union Station Forecourt Lot	\$
7. Electronic self payment station labor for the Union Station Forecourt Lot	\$

C. Monthly Management Fee Structure
(Mandatory Submittal Requirement – **50 Maximum Points**)

Provide **both** a monthly parking lot management fee and a percentage of net revenues fee as defined within Section II, 4 of this RFP.

C. Monthly Management Fee Structure	
1. Percentage of net revenues fees for managements of Parking Lots	%
2. Fixed monthly fee for managements of Parking Lots	\$

PDC reserves the right to select which method of Operator management fee selected Operator will earn under an awarded contract.

See other Price Proposal condition in Section IV (D) – (F). An MS Word version of this document is available upon request from the Solicitation Coordinator for this RFP

EXHIBIT B. UNION STATION FORECOURT LOT / BLOCK Y MAP

**ATTACHMENT A
UNION STATION FORECOURT LOT / BLOCK Y**

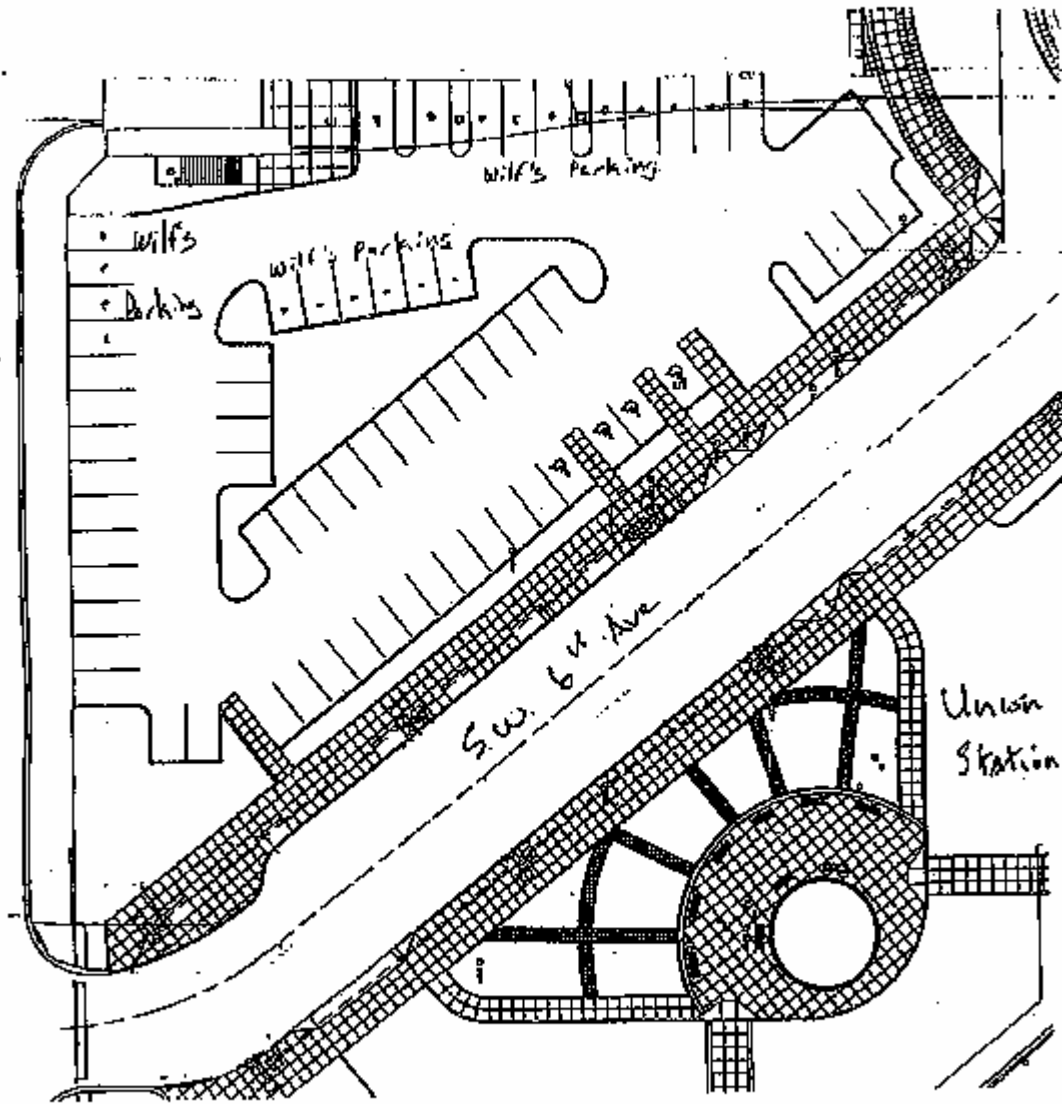


EXHIBIT C. UNION STATION FORECOURT LOT / BLOCK Y MAP

ATTACHMENT B
STATION PLACE LOT 7

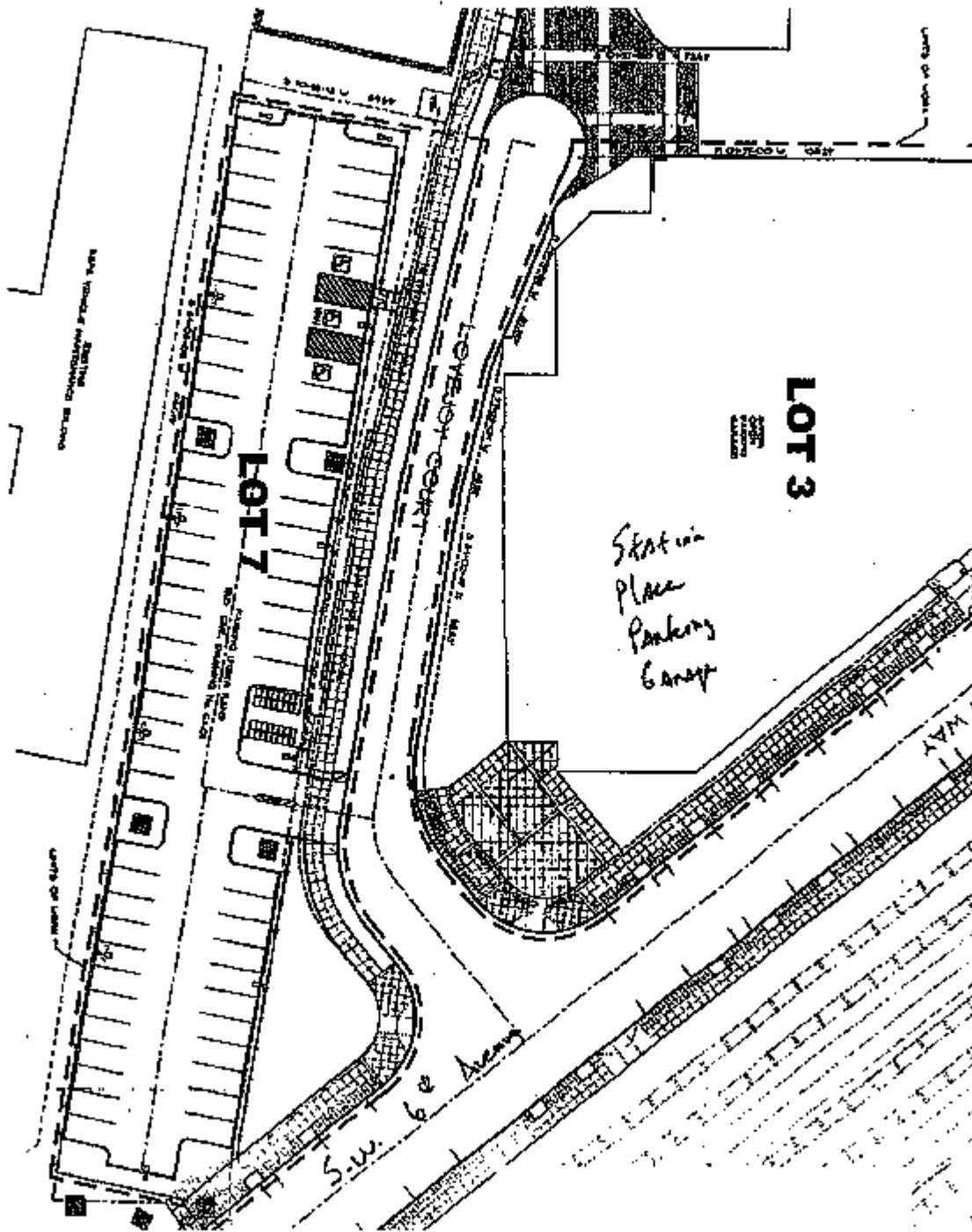


EXHIBIT D. WEB-LINKS IN THIS RFP

The following are the World Wide Web addresses referenced in this RFP:

City of Portland, Oregon; Sustainable Paper Use Policy

<http://www.portlandonline.com/auditor/index.cfm?&c=26882&a=24498>

City of Portland, Oregon; Business License Services

<http://www.portlandonline.com/omf/index.cfm?c=29554>

City of Portland, Oregon; Equal Employment Opportunity (EEO) Certification

<http://www.portlandonline.com/omf/index.cfm?c=45665&>

Federal General Services Administration; Domestic Per Diem Rates

http://www.gsa.gov/Portal/gsa/ep/contentView.do?contentId=17943&contentType=GSA_BASIC

Oregon Association of Minority Entrepreneurs (OAME)

<http://www.oame.org/>

PDC's Minority / Women / and Emerging Small Business (MWESB) Assistance

<http://www.pdc.us/mwesb/mwesb.asp>

PDC's Request for Proposals (RFPs) / Request for Qualification (RFQs) and Bid Opportunities

<http://www.pdc.us/login/welcome.asp>

State of Oregon; Corporation Division, Business Registration Services

<http://www.filinginoregon.com/business/index.htm>

State of Oregon; Office of Minority, Women, and Emerging Small Business

<http://egov.oregon.gov/DCBS/OMWESB/index.shtml>