

# **REQUEST FOR PROPOSALS**

## **STAFFING AUGMENTATION AND RECRUITING SERVICES**

**RFP # 269-2025-080**



**CHARLOTTE<sup>SM</sup>**

**CITY OF CHARLOTTE  
NORTH CAROLINA**

**JULY 21, 2025**

**REQUEST FOR PROPOSALS**  
**RFP # 269-2025-080**  
**Staffing Augmentation and Recruiting Services**

July 21, 2025

Interested Company:

The City of Charlotte, North Carolina, is now accepting Proposals for Staffing Augmentation and Recruiting Services. The requirements for submitting a Proposal are stated in the attached Request for Proposals (the "RFP"). Please review them carefully.

All contracts resulting from this RFP are intended to be available to public agencies, including counties, cities, special districts, local governments, school districts, private K-12 schools, technical or vocational schools, higher education institutions (including community colleges, colleges, universities, both public and private), states or government agencies and nonprofit organizations. Companies should consider the potential volumes when responding to this RFP. Participation by other entities is strictly voluntary and no volumes are guaranteed.

The City of Charlotte is using the Bonfire e-Procurement Portal ("Procurement Portal" - <https://charlottenc.bonfirehub.com>) to accept and evaluate proposals for this RFP. Proposals must be submitted electronically through the Procurement Portal on or before the Due Date in order to be accepted.

A **Non-Mandatory** Virtual Pre-Proposal Conference for the purpose of reviewing the RFP and answering questions regarding the Services will be held on **August 5, 2025, at 10:00 a.m. ET** **No onsite meeting will be held, and Service Provider(s) should not come to the City expecting to attend in person.** While attendance at the Pre-Proposal Conference is not mandatory, all interested Service Provider(s) are encouraged to participate.

**Click here to join – [Join the meeting now](#)**

**To join via phone only - 872-256-4172 Conference ID: 882 39 1089#**

**Meeting ID: 299 486 838 269 3**

**Passcode: Xe6F6Zt9**

Please have a copy of the RFP available for reviewing during the Pre-Proposal Conference. Proposal submissions are due no later than **September 4, 2025, at 5:00 p.m. ET**

The City is an equal opportunity purchaser.

Sincerely,

Christina Hollonquest  
CCPA Procurement Officer

**Checklist for submitting a Proposal:**

- Step 1**      **Read the document fully.**
- Step 2**      Review the solicitation timeline and upcoming events in the Procurement Portal and download copies of any documents if you plan to submit a Proposal.
- Step 3**      (Optional) Submit any questions via the Procurement Portal by the deadline(s) noted for the solicitation.
- Step 4**      Conduct a thorough review of the Sample Contract. Any exceptions to the Sample Contract must be uploaded in word format (with redlines/tracked changes)
- Step 5**      Monitor the Procurement Portal for any addendums and/or responses to questions.

**If you plan to submit a Proposal, you must submit all required documents and respond to all questions within the Procurement Portal for the RFP.**

If awarded a contract, your company will be required to provide an insurance certificate(s) that meets or exceeds the requirements set forth in the Sample Contract.

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**1. OMNIA PARTNERS.**

**1.1. National Contract.**

The City Of Charlotte, as the Principal Procurement Agency, defined in Principal Procurement Agency Attachment I, has partnered with OMNIA Partners, Public Sector, Inc., a Delaware corporation (“OMNIA Partners”) to make the resultant contract (also known as the “Master Agreement” in materials distributed by OMNIA Partners) from this solicitation available to other public agencies nationally, including state and local governmental entities, public and private primary, secondary and higher education entities, non-profit entities, and agencies for the public benefit (“Public Agencies”), through OMNIA Partners’ cooperative purchasing program. The City of Charlotte is acting as the contracting agency for any other Public Agency that elects to utilize the resulting Master Agreement. Use of the Master Agreement by any Public Agency is preceded by their registration with OMNIA Partners (a “Participating Public Agency”) and by using the Master Agreement, any such Participating Public Agency agrees that it is registered with OMNIA Partners, whether pursuant to the terms of a Master Intergovernmental Cooperative Purchasing Agreement, a form of which is attached hereto on Attachment I, or as otherwise agreed to. Attachment A contains additional information about OMNIA Partners and the cooperative purchasing program.

OMNIA Partners is the largest and most experienced purchasing organization for public and private sector procurement. Through the economies of scale created by OMNIA Partners’ public sector subsidiaries and affiliates, our participants have access to competitively solicited and publicly awarded cooperative agreements. For all public sector contracts, the lead agency contracting process continues to be the foundation on which we were established. OMNIA Partners is proud to offer more value and resources to state and local government, higher education, K-12 education and non-profits.

OMNIA Partners provides shared services and supply chain optimization to government, education and the private sector. With corporate, pricing and sales commitments from the Supplier, OMNIA Partners provides marketing and administrative support for the Supplier that directly promotes the Supplier’s products and services to Participating Public Agencies through multiple channels, each designed to promote specific products and services to Public Agencies on a national basis. Participating Public Agencies benefit from pricing based on aggregate spend and the convenience of a contract that has already been advertised and publicly competed. The Supplier benefits from a contract that generally allows Participating Public Agencies to directly purchase goods and services without the Supplier’s need to respond to additional competitive solicitations. As such, the Supplier must be able to accommodate a nationwide demand for services and to fulfill obligations as a nationwide Supplier and respond to the OMNIA Partners documents (Attachment I).

The CITY OF CHARLOTTE anticipates spending approximately \$40 Million over the full potential Master Agreement term for Staffing Augmentation and Recruiting Services. While no minimum volume is guaranteed to the Supplier, the estimated annual volume of Staffing Augmentation and Recruiting Services purchased under the Master Agreement through OMNIA Partners is approximately \$150 Million. This projection is based on the current annual volumes among the CITY OF CHARLOTTE, other Participating Public Agencies anticipated to utilize the resulting Master Agreement to be made available to them through OMNIA Partners, and volume growth into other Public Agencies through a coordinated marketing approach between the Supplier and OMNIA Partners.

## Introduction and General Information

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### 2. INTRODUCTION.

#### 2.1. Objective.

The objective of this RFP, issued by the City on behalf of Charlotte Cooperative Purchasing Alliance, is to solicit Proposals that will enable the City to determine which Company and Proposed Solution will best meet the City's needs for temporary staffing services to include, Administrative, Technology and Train skilled staff members.

#### 2.2. Definitions.

As used in this RFP, the following terms shall have the meanings set forth below:

<i>Acceptance:</i>	Refers to receipt and approval by the City of a Deliverable or Service in accordance with the acceptance process and criteria in the Contract.
<i>Affiliates:</i>	Refers to all departments or units of the City and all other governmental units, boards, committees or municipalities for which the City processes data or performs services.
<i>Biodegradable:</i>	Refers to the ability of an item to be decomposed by bacteria or other living organisms.
<i>Charlotte Business INclusion/CBI:</i>	Refers to the Charlotte Business INclusion office of the City of Charlotte.
<i>Charlotte Business INclusion Policy/CBI Policy:</i>	Refers to the policy adopted by City Council, which seeks to enhance competition in contracting and procurement opportunities for MWSBES located in the Charlotte Combined Statistical Area.
<i>Charlotte Combined Statistical Area:</i>	Refers to the area consisting of the North Carolina counties of Anson, Cabarrus, Cleveland, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanly, and Union, and the South Carolina counties of Chester, Lancaster, and York; a criterion used by Charlotte Business INclusion to determine eligibility to participate in the program.
<i>Charlotte Cooperative Purchasing Alliance:</i>	Refers to the City cooperative purchasing program established by the City of Charlotte with the specific purpose of reducing procurement costs by leveraging aggregate purchasing volume to receive better pricing.
<i>City:</i>	Refers to the City of Charlotte, North Carolina.
<i>City Project Manager:</i>	Refers to a specified City employee representing the City's best interests in this Project.
<i>Company:</i>	During the solicitation process, refers to a company that has interest in providing the Services. After the solicitation process, refers to a company that has been selected by the City to provide the Services.
<i>Company Project Manager:</i>	Refers to a specified Company employee representing the best interests of the Company for this Project.
<i>Contract:</i>	Refers to a written agreement executed by the City and the Company for all or part of the Services.

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<i>Deliverables:</i>	Refers to all tasks, reports, information, designs, plans, and other items that the Company is required to deliver to the City in connection with the Contract.
<i>Department:</i>	Refers to a department within the City of Charlotte.
<i>Documentation:</i>	Refers to all written, electronic, or recorded works that describe the use, functions, features, or purpose of the Deliverables or Services or any component thereof, and which are provided to the City by the Company or its subcontractors, including without limitation all end user manuals, training manuals, guides, program listings, data models, flow charts, and logic diagrams.
<i>Environmentally Preferable Products:</i>	Refers to products that have a lesser or reduced effect on human health and the environment when compared with competing products that serve the same purpose. This comparison may consider raw materials acquisition, production, manufacturing, packaging, distribution, reuse, operation, maintenance, or disposal of the product.
<i>Evaluation Committee:</i>	Refers to a City-appointed committee that will evaluate Proposals and identify the Company(-ies) best meeting the needs of the City.
<i>Minority-owned Business Enterprise/ MBE:</i>	Refers to a business enterprise that: (i) is certified by the State of North Carolina as a Historically Underutilized Business (HUB) within the meaning of N.C. Gen. Stat. § 143-128.4; (ii) is at least fifty-one percent (51%) owned by one (1) or more persons who are members of one of the following groups: African American or Black, Hispanic, Asian, Native American or American Indian; and (iii) has significant business presence in the Charlotte Combined Statistical Area.
<i>MWSBE:</i>	Refers to SBEs, MBEs, and WBEs, collectively.
<i>MWSBE Goal:</i>	If an RFP or Contract has separate Subcontracting Goals for MBEs, WBEs, and/or SBEs, the term MWSBE is a shorthand way to refer collectively to all MBE, WBE, and SBE Goals set for the RFP. In some instances, the City may set one (1) combined goal for MBEs, WBEs, and/or SBEs, in which event the term MWSBE Goal refers to that one (1) combined goal. In the latter instance, calculated as a percentage, the MWSBE Goal represents the total dollars spent with MBEs, WBEs, and SBEs as a portion of the total Proposal amount, including any contingency.
<i>Participating Agencies:</i>	Refers to nationwide counties, cities, special districts, local governments, school districts, private K-12 schools, technical or vocational schools, higher education institutions (including community colleges, colleges and universities, both public and private) and other government agency or nonprofit organizations registered to access the CCPA contract.
<i>Post-Consumer Recycled Material:</i>	Refers to material and by-products which have served their intended end-use by a consumer and have been recovered or diverted from solid waste. It does not include those materials and by-products generated from, and commonly reused within, an original manufacturing process.

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<i>Project:</i>	Refers to the City's need for a company to provide Staffing Augmentation and Recruiting Services for the City.
<i>Project Plan:</i>	Refers to the detailed plan for delivery of the Services as described in Section 3, in the form accepted in writing by the City in accordance with the terms of this RFP and resultant Contract.
<i>Proposal:</i>	Refers to the proposal submitted by a Company for the Services as outlined in this RFP.
<i>Recyclability:</i>	Refers to products or materials that can be collected, separated, or otherwise recovered from the solid waste stream for reuse, or used in the manufacture or assembly of another package or product, through an established recycling program. For products that are made of both recyclable and non-recyclable components, the recyclable claim should be adequately qualified to avoid consumer deception about which portions or components are recyclable.
<i>Recycled Material:</i>	Refers to material and by-products which have been recovered or diverted from solid waste for the purpose of recycling. It does not include those materials and by-products generated from, and commonly reused within, an original manufacturing process.
<i>Services:</i>	Refers to the Staffing Augmentation and Recruiting Services as requested in this RFP.
<i>Small Business Enterprise/SBE:</i>	Refers to a business enterprise that is certified by the City of Charlotte under Part E of the CBI Policy as meeting all of the requirements for SBE certification.
<i>Specifications and Requirements:</i>	Refers to all definitions, descriptions, requirements, criteria, warranties, and performance standards relating to the Deliverables and Services that are set forth or referenced in: (i) this RFP, including any addenda; (ii) the Documentation; and (iii) any functional and/or technical specifications that are published or provided by the Company or its licensors or suppliers from time to time with respect to all or any part of the Deliverables or Services.
<i>Subcontracting Goal:</i>	Refers to a SBE, MBE, WBE, and/or MWSBE Goal established by the City for an RFP and resulting Contract.
<i>Trade Secrets:</i>	Information of the City or any of its suppliers, contractors or licensors that: (i) derives value from being secret; and (ii) the owner has taken reasonable steps to keep confidential. See N.C. Gen. Stat. § 66-152 et seq. Examples of trade secrets include information relating to proprietary software, new technology, new products or services, flow charts or diagrams that show how things work, manuals that tell how things work and business processes and procedures.
<i>Woman-owned Business Enterprise/WBE:</i>	Refers to a business enterprise that: (i) is certified by the State of North Carolina as a Historically Underutilized Business (HUB) within the meaning of N.C. Gen. Stat. § 143-128.4; (ii) is at least fifty-one percent (51%) owned by one or more persons who are female; and (iii) has significant business presence in the Charlotte Combined Statistical Area.

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*Work Product:* Refers to the Deliverables and all other programs, algorithms, reports, information, designs, plans and other items developed by the Company in connection with this RFP, and all partial, intermediate or preliminary versions of any of the foregoing.

**2.3. Accuracy of RFP and Related Documents.**

Each Company must independently evaluate all information provided by the City. The City makes no representations or warranties regarding any information presented in this RFP, or otherwise made available during this procurement process, and assumes no responsibility for conclusions or interpretations derived from such information. In addition, the City will not be bound by or be responsible for any explanation or conclusions regarding this RFP or any related documents other than those provided by an addendum issued by the City. Companies may not rely on any oral statement by the City or its agents, advisors, or consultants.

If a Company identifies potential errors or omissions in this RFP or any other related documents, the Company should immediately notify the City of such potential discrepancy in writing. The City may issue a written addendum if the City determines clarification necessary. Each Company requesting an interpretation will be responsible for submitting them per Section 3.2.

**2.4. City's Rights and Options.**

The City reserves the right, at the City's sole discretion, to take any action affecting this RFP, this RFP process, or the Services or facilities subject to this RFP that would be in the best interests of the City, including:

- 2.4.1. To supplement, amend, substitute, or otherwise modify this RFP, including the schedule, at any time;
- 2.4.2. To cancel this RFP with or without the substitution of another RFP;
- 2.4.3. To require one or more Companies to supplement, clarify or provide additional information in order for the City to evaluate the Proposals submitted
- 2.4.4. To investigate the qualifications, experience, capabilities, and financial standing of each Company submitting a Proposal;
- 2.4.5. To waive any defect or irregularity in any Proposal received;
- 2.4.6. To reject any or all Proposals;
- 2.4.7. To share the Proposals with City employees other than the Evaluation Committee or City advisory committees as deemed necessary;
- 2.4.8. To award all, none, or any part of the Services and enter into Contracts with one or more of the responding Companies deemed by the City to be in the best interest of the City, which may be done with or without re-solicitation;
- 2.4.9. To discuss and negotiate with any Company(-ies) their proposal terms and conditions, including but not limited to financial terms;
- 2.4.10. To terminate discussions and negotiations with any Company at any time and for any reason;
- 2.4.11. To issue additional requests for information; and
- 2.4.12. To take any action affecting this RFP, this RFP process, or the Services or facilities subject to this RFP that would be in the best interest of the City.

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**2.5. Expense of Submittal Preparation.**

The City accepts no liability, and Companies will have no actionable claims, for reimbursement of any costs or expenses incurred in participating in this solicitation process. This includes expenses and costs related to Proposal submission, submission of written questions, attendance at pre-proposal meetings or evaluation interviews, contract negotiations, or activities required for contract execution.

**2.6. Proposal Conditions.****2.6.1.** The following terms are applicable to this RFP and the Company's Proposal Not An Offer.

This RFP does not constitute an offer by the City. No binding contract, obligation to negotiate, or any other obligation shall be created on the part of the City unless the City and the Company execute a Contract. No recommendations or conclusions from this RFP process concerning the Company shall constitute a right (property or otherwise) under the Constitution of the United States or under the Constitution, case law, or statutory law of North Carolina.

**2.6.2.** Right to Terminate Discussions.

The Company's participation in this process might result in the City selecting the Company to engage in further discussions. The commencement of such discussions, however, does not signify a commitment by the City to execute a Contract or to continue discussions. The City can terminate discussions at any time and for any reason.

**2.6.3.** Trade Secrets and Personal Identification Information.Definition.

Upon receipt by the City, all materials submitted by a Company (including the Proposal) are considered public records except for (1) material that qualifies as "trade secret" information under N.C. Gen. Stat. § 66-152 et seq. ("Trade Secrets") or (2) "personally identifiable information" protected by state or federal law, to include, but not be limited to, Social Security numbers, bank account numbers, and driver's license numbers ("Personally Identifiable Information" or "PII").

Instructions for Marking and Identifying Trade Secrets.

If any Proposal contains Trade Secrets or PII, such Trade Secrets and PII must specifically and clearly be identified by clearly separating them from the rest of the Proposal and marked either "Personally Identifiable Information – Confidential" or "Trade Secret—Confidential and Proprietary Information." This confidentiality caption must appear on each page of the Trade Secret or PII materials, and the document(s) must be submitted separately in the Procurement Portal.

Availability of Proposals to City Staff and Contractors.

By submitting a Proposal, each Company agrees that the City may reveal any Trade Secret materials and PII contained therein to all City staff and City officials involved in the selection process, and to any outside consultant or other third parties who serve on the Evaluation Committee or who are hired or appointed by the City to assist in the evaluation process.

Availability of Proposals via Public Records Requests.

Any person or entity (including competitors) may request Proposals submitted in response to an RFP. Only those portions of RFPs properly designated as Trade Secret or PII are not subject to disclosure. The public disclosure of the contents of a Proposal or other materials submitted by a Company is governed by N.C. Gen. Stat. §§ 132 and 66-152, et seq.

When determining whether to mark materials as Trade Secret, please note the following:

- Entire Proposals may not be marked as Trade Secret
- Pricing may not be marked as Trade Secret

The City may disqualify and Company that designates its entire Proposal as a trade secret, or any portion thereof that clearly does not qualify under applicable law as a Trade Secret or PII.

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Each Company agrees to indemnify, defend, and hold harmless the City and each of its officers, employees, and agents from all costs, damages, and expenses incurred in connection with refusing to disclose any material that the Company has designated as a Trade Secret or PII. This includes an obligation on the part of the Company to defend any litigation brought by a party that has requested Proposals or other information that the Company has marked Trade Secret or PII.

- 2.6.4.** Statutory Requirements.  
Any Contract awarded as a result of this RFP shall be in full conformance with all statutory requirements of North Carolina and all statutory requirements of the Federal Government, to the extent applicable.
- 2.6.5.** Reservation of Right to Change Schedule.  
The City shall ultimately determine the timing and sequence of events resulting from this RFP. The City reserves the right to delay the closing date and time for any phase if City staff believe that an extension will be in the best interest of the City.
- 2.6.6.** Reservation of Right to Amend RFP.  
The City reserves the right to amend this RFP at any time during the process, if it believes that doing so is in the best interests of the City. Any addenda will be posted to [the Procurement Portal](#). Companies are required to acknowledge receipt of each addendum.
- 2.6.7.** No Collusion or Conflict of Interest.  
By responding to this RFP, the Company shall be deemed to have represented and warranted that the Proposal is not made in connection with any competing Company submitting a separate response to this RFP and is in all respects fair and without collusion or fraud.
- 2.6.8.** Proposal Terms Firm and Irreversible.  
The signed Proposal shall be considered a firm offer on the part of the Company. The City reserves the right to negotiate price and other terms. All Proposal elements (including all statements, claims, declarations, prices, and specifications) shall be considered firm and irrevocable for purposes of future Contract negotiations unless specifically waived in writing by the City. The Company chosen for award should be prepared to have its Proposal and any relevant correspondence incorporated into the Contract, either in part or in its entirety, at the City's election. Any false or misleading statements found in the Proposal or Contract exceptions not included in the Proposal may be grounds for disqualification.
- 2.6.9.** Subcontracting.  
The Company given contract award shall be the prime contractor and shall be solely responsible for contractual performance. In the event of a subcontracting relationship, the Company shall remain the prime contractor and will assume all responsibility for the performance of the Services that are supplied by all subcontractors. The City retains the right to approve all subcontractors. Additionally, the City must be named as a third-party beneficiary in all subcontracts.
- 2.6.10.** Equal Opportunity.  
The City has an equal opportunity purchasing policy. The City seeks to ensure that all segments of the business community have access to supplying the goods and services needed by City programs. The City provides equal opportunity for all businesses and does not discriminate against any Companies regardless of race, color, religion, age, sex, and national origin or disability.
- 2.6.11.** Title VI Solicitation Notice: Note: Unless otherwise stated herein, this section is only applicable to purchases made by or on behalf of the Aviation Department. The City, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 USC §§ 2000d to 2000d-4) and the Regulations, hereby notifies all bidders or offerors that it will affirmatively ensure

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that for any contract entered into pursuant to this advertisement, disadvantaged business enterprises or airport concession disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and no businesses will be discriminated against on the grounds of race, color, national origin (including limited English proficiency), creed, sex (including sexual orientation and gender identity), age, or disability in consideration for an award.

**2.6.12. Use of City's Name.**

No advertising, sales promotion, or other materials of the Company or its agents or representatives may identify or reference the City in any manner absent the prior written consent of the City.

**2.6.13. Withdrawal for Modification of Proposals.**

Companies may change or withdraw a previously submitted Proposal at any time prior to the Proposal due date by editing or removing their submission on the Procurement Portal.

**2.6.14. No Bribery.**

In submitting a response to this RFP, each Company certifies that neither it, any of its affiliates or subcontractors, nor any employees of any of the foregoing has bribed, or attempted to bribe, an officer or employee of the City in connection with the Contract.

**2.6.15. Exceptions to the RFP.**

Other than exceptions that are stated in compliance with this Section, each Proposal shall be deemed to agree to comply with all terms, conditions, specifications, and requirements of this RFP including the Sample Contract language. An "exception" is defined as the Company's inability or unwillingness to meet a term, condition, specification, or requirement in the manner specified in the RFP including in the Sample Contract. All exceptions taken must be identified and explained in writing in your Proposal and must specifically reference the relevant section(s) of this RFP. If the Company provides an alternate solution when taking an exception to a requirement, the benefits of this alternative solution and impact, if any, on any part of the remainder of the Company's solution, must be described in detail.

Exceptions must be submitted under the Acknowledgement section in the Procurement Portal. If exceptions are not identified in your Proposal, they may not be considered during Contract negotiation and could result in Proposal being rejected from further consideration. If legal counsel needs to review the Sample Contract prior to signature, reviews must be completed before your Proposal is submitted. The City reserves the right to refuse consideration of any terms not so included. Any proposed changes to the Sample Terms after tentative contract award may constitute a material change to the Company's Proposal and be grounds for revoking the award.

The City intends to enter into a City-drafted Contract with the successful Company that contains the terms and conditions set forth in the Sample Services Contract. The number and extent of any exceptions and proposed additions to the Sample Terms will be one of the City's evaluation criteria.

Notwithstanding the foregoing, the City reserves the right to modify the Sample Terms prior to or during contract negotiations if it is in the City's best interest to do so.

**2.6.16. Fair Trade Certifications.**

By submitting a Proposal, the Company certifies that:

- The prices in its Proposal have been arrived at independently, without consultation, communication, or agreement with anyone, as to any matter relating to such prices for the purpose of restricting competition; and

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- Unless otherwise required by law, the prices quoted in its Proposal have not been knowingly disclosed by the Company and will not knowingly be so disclosed prior to the Proposal due date; and
- No attempt has been made or will be made by the Company to induce any other person or firm to submit or not to submit a Proposal for the purpose of restricting competition.

**2.6.17.** Companies' Obligation to Fully Inform Themselves.

Companies or their authorized representatives must fully inform themselves as to all conditions, requirements, and specifications of this RFP before submitting a Proposal. Failure to do so will be at the Company's own risk.

**2.6.18.** Environmentally Preferable Purchasing.

The City promotes the practice of Environmentally Preferable Purchasing (EPP) in acquiring products or services. Applicable EPP attributes that may be taken into consideration as environmental criterion include the following:

Recycled content	Recyclability
Reduced Packaging	Biodegradability
Composability	Durability
Reduced toxicity	Take-back options
Energy Efficiency	Water efficiency
Life Cycle Management	Pollution Prevention
Low volatile organic compounds	End-of-life management

Companies able to supply products or services containing any of the applicable environmentally preferable attributes that meet performance requirements are encouraged to offer them in the Proposal using the provided Questionnaire in the Procurement Portal. Companies must provide certification of environmental standards and other environmental claims, such as recycled content and emissions data or a formal statement signed by a senior company official.

**2.6.19.** Disclaimer

Each Company must perform its own evaluation and due diligence verification of all information and data provided by the City. The City makes no representations or warranties regarding any information or data provided by the City.

## Section 3 Procurement Process

### 3. PROCUREMENT PROCESS.

This Section 2 contains information about the procurement process for this Project.

#### 3.1. Schedule and Process.

The following chart shows the schedule of events for the conduct of this RFP. The key events and deadlines for this process are as follows, some of which are set forth in more detail in the Sections that follow:

DATE	EVENT
July 21, 2025	<i>Issuance of RFP.</i> The City issues this RFP.
August 1, 2025	<i>Submission of Written Questions Prior to Pre-Proposal Conference.</i> Companies are permitted to submit questions for purposes of clarifying this RFP. All submissions must be pursuant to the instructions in Section 2.2 by TIME3 p.m.
August 5, 2025	<i>Non-Mandatory Pre-Proposal Conference to be held via the link indicated in Section 2.3 at 10:00 a.m.</i>
August 25, 2025	<i>Submission of Questions.</i> Questions are due by 5:00 p.m.
September 4, 2025	<i>Proposal Submission.</i> Proposals are due by 5:00 p.m. via the Procurement Portal.
September 11, 2025 – September 25, 2025	<i>Evaluation.</i> The Evaluation Committee will assess each Proposal and conduct evaluation activities with Companies.
November 10, 2025	<i>Contract Award by Council.</i>
November 24, 2025	<i>Services Commence.</i> Company begins providing the Services.

#### 3.2. Interpretations and Addenda.

To ask questions about this RFP submit a question through the **Vendor Discussion** section on the Procurement Portal. Other than this permitted methods, Companies should refrain from contacting City staff prior to the Proposal due date. **The City is not bound by any statements, representations or clarifications regarding this RFP other than those provided in writing by the Procurement Officer.**

Questions must be submitted in the Procurement Portal by the deadline stated in Section 3.1.

When responding to Company questions or issuing addenda to the RFP, the City will post the answer or information to the Procurement Portal.

#### 3.3. Submission of Proposals.

Proposals must be in the format specified in Section 4 of this RFP by **September 4, 2025, on or before but no later than 5:00 p.m.**

When received, all Proposals and supporting materials, as well as correspondence relating to this RFP, shall become the property of the City. The Proposals will not be read aloud or made available to inspect or copy until any trade secret issues have been resolved.

#### 3.4. Correction of Errors.

The person signing the Proposal must initial erasures or other corrections in the Proposal. The Company further agrees that in the event of any obvious errors, the City reserves the right to waive such errors in its sole discretion. The City, however, has no obligation under any circumstances to waive such errors.

#### 3.5. Evaluation.

As part of the evaluation process, the Evaluation Committee may engage in discussions with one or more Companies. Discussions might be held with individual Companies to determine in greater detail the Company's qualifications, to explore with the Company the scope and nature of the required contractual

## Section 3 Procurement Process

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Services, to learn the Company's proposed method of performance and the relative utility of alternative methods, and to facilitate arriving at a Contract that will be satisfactory to the City.

The City may in its discretion require one (1) or more Companies to make presentations to the Evaluation Committee or appear before the City and/or its representatives for an interview. During such interview, the Company may be required to orally and otherwise present its Proposal and to respond in detail to any questions posed. Additional meetings may be held to clarify issues or to address comments, as the City deems appropriate. Companies will be notified in advance of the time and format of such meetings.

Since the City may choose to award a Contract without engaging in discussions or negotiations, the Proposals submitted shall state the Company's best offer for performing the Services described in this RFP.

### **3.6. Contract Award by Council.**

As soon as practical after opening the Proposals, the name of the apparent successful Company will be submitted to the Council for final approval of award and the Procurement Officer will provide Contract documents to the Company. In the event the Council approval is not received within one hundred eighty (180) calendar days after opening of the Proposals, the Company may request that it be released from the Proposal.

### **3.7. Vendor Inclusion.**

The City's vendor management philosophy supports a fair, open, and inclusive process that offers the same access and information to all Companies. Although Companies are not required to be registered in the City's vendor registration system prior to submitting a Proposal, in order to execute a contract with the City and receive payment from the City, all Companies must register with the City's vendor registration system.

Your registration provides the City with baseline information for your company including location, contact and demographic information, as well as your areas of expertise with specific commodity and/or service descriptions. You will also have the opportunity to complete any applicable certifications if your company desires to establish itself as an SBE, MBE, or WBE. The link below will provide you with the opportunity to complete your registration on-line with the City.

<http://charlottenc.gov/vendors>

**4. SCOPE OF SERVICES FOR STAFF AUGMENTATION AND RECRUITING SERVICES.**

**4.1. General Scope.**

The City of Charlotte is inviting proposals from companies capable of providing technology and staff augmentation services to supplement full-time City staff as needed. Contractors will support the City across various departments, filling a range of roles to meet operational demands. These positions may vary in duration, including short-term, long-term, and temp-to-hire assignments. Please note, that while services may be requested, no quantities or specific number of positions are guaranteed.

While the City is flexible with respect to certain elements of the Citywide Staff Augmentation and Recruiting Services, the City has specific requirements and preferences for the Service delivery method.

**4.2. Scope of Services.**

**4.2.1. Position Overview and Request Process.**

The City may request candidates for a variety of positions across different areas, including but not limited to Technology, Administrative and Clerical, Human Resources, Finance, Animal Care and Control and other Specialist roles. Each Request for Resume (RFR) will outline the specific responsibilities, duties, and required qualifications for the positions being requested. The job levels for each role, ranging from entry-level to senior level, will be determined by the requesting Department, based on the needs of the assignment. **Appendix 1, found attached at the end of this document, provides a sample of positions that may be requested, but it does not fully represent all possible requests.**

**4.2.2. Supplement Agreement**

Supplement Agreement may be provided to establish and to solidify the terms of the employee agreement and ensure alignment between the City and the contractor for each specific assignment. This agreement will specify additional terms or conditions related to the particular position, such as timelines, compensation, other unique requirements and should include the following information:

- **Job Description and Responsibilities:** A clear outline of the specific duties, tasks, and expectations associated with the role, including any unique requirements for the position.
- **Job Level and Classification:** A designation of the job level (entry-level, mid-level, senior-level) and classification of the role based on the skills, experience, and responsibilities required.
- **Compensation and Payment Terms:** The agreed-upon hourly or salaried rate, along with payment schedules and invoicing instructions. This section will also specify any overtime or special compensation arrangements as applicable.
- **Duration and Timeline:** The start and end dates of the assignment, including any milestones, deadlines, or specific timelines for performance and deliverables.
- **Work Hours and Attendance Expectations:** Specifications regarding the regular working hours, any expectations for overtime, holiday work, and attendance requirements.
- **Confidentiality and Compliance:** Requirements for maintaining confidentiality, including adherence to any data protection policies and compliance with applicable federal, state, and local regulations.
- **Performance Metrics and Evaluation:** Criteria and standards for evaluating the contractor's performance, including any reporting requirements and expectations for communication with the City's designated representative.
- **Termination Conditions:** The conditions under which either party may terminate the agreement, including any notice period required and circumstances for immediate termination.
- **Other Specialized Terms:** Any additional terms specific to the position or project that are necessary to meet the Department's needs, such as security clearance requirements or specialized skill sets.

This request for proposal includes both Technology-related positions, such as those involving software development, project management, system maintenance, and network management, as well as General Staffing positions like administrative support, accounting, logistics, or labor roles. Specific responsibilities, qualifications, and expertise required for each role will be outlined in the corresponding RFR.

If additional duties arise that don't fit within the established categories, the Department will include customized descriptions, including required skills and experience, in the specific Request for Resume (RFR), and may further outline such details in the Supplement Agreement.

**4.2.3. General Contractor Expectations.**

Contractors providing staffing augmentation and recruiting services to the City are expected to adhere to the following performance expectations and work policies during their assignments:

**4.2.3.1. Adherence to City Work Policies**

Contractors shall comply with all City work policies, including attendance, and shall meet the expectations outlined in the Request for Resume (RFR) and any associated Supplement Agreement for their specific job assignment.

**4.2.3.2. OSHA Compliance and Reporting Requirements**

The selected Vendor shall be solely responsible for compliance with all applicable federal, state, and local occupational health and safety laws and regulations, including those promulgated by the U.S. Occupational Safety and Health Administration (OSHA), in connection with the performance of temporary staffing and under any resulting contract with the City.

**1. OSHA Recordkeeping**

The Vendor shall prepare, maintain, and retain all OSHA-required injury and illness records, including but not limited to Forms 300, 300A, and 301, for all personnel performing work under this contract. These records must be made available to the City upon request.

The Vendor shall retain all applicable OSHA injury and illness records for the statutory period and make them available to the City upon request.

**2. Incident Reporting**

The Vendor shall immediately report to OSHA any work-related incident involving a fatality, in-patient hospitalization, amputation, or loss of an eye, in accordance with 29 CFR 1904. The Vendor shall also notify the City's designated contract administrator in writing within eight (8) hours of a fatality and within twenty-four (24) hours of any other reportable incident that occurs on City property or in connection with the services provided.

**3. Access to Records and Notifications**

The Vendor shall provide the City with access to all OSHA-related records relevant to services performed under the contract, upon request. The Vendor shall also notify the City in writing within five (5) business days of any OSHA inspection, citation, notice of violation, or safety-related complaint arising in connection with the work performed under the contract.

**4. Employee Training and Safety Measures**

The Vendor shall ensure that all personnel assigned to City facilities or projects receive occupational safety and health training appropriate to their duties and in compliance with OSHA standards. This includes site-specific hazard awareness training, as appropriate.

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The Vendor shall attend all safety training and briefings conducted by the City and shall communicate this information to its employees on a continuous and ongoing basis.

The Vendor shall provide all necessary personal protective equipment (PPE) and ensure that work is performed in accordance with applicable safety regulations. The City will provide any necessary PPE that the Vendor is unable to provide.

The Vendor and the City shall coordinate to ensure that all parties understand and fulfill their respective safety responsibilities.

#### 5. Indemnification for Non-Compliance

The Vendor shall indemnify, defend, and hold harmless the City, its officers, employees, and agents from and against any and all claims, fines, penalties, damages, or legal actions resulting from the Vendor's failure to comply with OSHA or other applicable workplace safety regulations in connection with the services provided under this contract.

#### 4.2.3.3. **Appearance**

Contractors are expected to dress appropriately according to the job assignment and work environment. The appropriate dress code for each assignment will be specified in the RFR and Supplement Agreement associated with the specific job.

#### 4.2.3.4. **Holidays**

Contractors may be required to work on holidays, depending on the specific job requirements. The City's annual holiday schedule will be provided to the contractor upon contract award. Any special holiday requirements for assignments will be communicated through the RFR process.

#### 4.2.3.5. **Overtime**

Overtime work will be permitted only at the sole discretion of the City and requires prior written authorization from the vendor to the specific Department. Any hours worked over 40 in a City workweek will be paid according to the City's and Fair Labor Standards Act (FLSA - [www.dol.gov](http://www.dol.gov)) definitions for non-exempt and exempt positions. If a position is exempt, any additional hours will be paid at the contractor's hourly pay rate. Detailed overtime terms for each assignment will be included in the respective Supplement Agreement.

#### 4.2.3.6. **Time Records**

Contractors must submit weekly time records for approval using an online portal. Each time record should accurately reflect billable hours to the City. Weekly time records must be reviewed and approved by the designated Hiring Manager, as specified in the Supplement Agreement, before submission to the City for payment.

#### 4.2.3.7. **Confidentiality and Assignment of Property Rights**

All Contractors assigned to the City must sign the Confidentiality and Assignment of Property Rights agreement, as outlined in the Sample City Contract. This ensures the protection of sensitive City information, and the assignment of intellectual property rights created during the course of the assignment.

#### 4.2.3.8. **Timeliness of Service Delivery**

Vendors must meet the specified timelines for candidate submissions, resume screening, interviews, and final placements. Any delays must be communicated promptly and justified. The City expects the vendor to maintain clear and responsive communication throughout the recruitment and placement process.

**4.2.3.9. Quality of Candidates**

All candidates presented must meet or exceed the qualifications listed in the RFR. Vendors must thoroughly screen candidates, ensuring that they possess the necessary skills and experience for the role. The quality of candidates submitted will be regularly reviewed and must align with the City's needs.

**4.2.3.10. Compliance with Legal and Ethical Standards**

Vendors must ensure compliance with all applicable federal, state, and local employment laws and regulations, including Equal Employment Opportunity (EEO), the Americans with Disabilities Act (ADA), and all non-discrimination laws. This also includes ensuring that all recruitment and hiring practices are ethical and transparent.

**4.2.3.11. Professionalism and Conduct**

All Contractors are expected to demonstrate professionalism in their conduct and appearance during their assignment. This includes adhering to all City policies, exhibiting strong interpersonal and communication skills, and performing work responsibilities in a respectful and efficient manner.

**4.2.3.12. Continuous Improvement and Feedback**

Vendors are expected to seek continuous improvement in their services. They should address any feedback provided by the City to enhance service delivery, improve candidate quality, and refine the recruitment process.

These performance expectations ensure that the staffing augmentation and recruiting services provided meet the City's standards for professionalism, quality, and efficiency while adhering to all relevant policies and legal requirements.

**4.3. Recruitment Services.**

The City is seeking companies to provide recruitment services for a variety of positions across different departments. The City has encountered challenges in acquiring candidates who meet the specific requirements for its open positions. Hiring needs vary annually and are influenced by the career development and staffing needs within each department.

The Company's recruitment efforts will include, but are not limited to, conducting a national search to identify the most qualified candidates to meet the City's requirements. The City will lead the overall recruitment effort, while the Company will provide support, direction, and expertise in partnership with the requesting Department.

**4.3.1. Recruitment Process:**

- **Initial Meeting:** The Company will meet with the requesting Department, either by phone or in person, to understand the position's requirements and contribute to the development of the employment profile. This process will involve gathering input from the Department, and potentially other approved resources, to clarify the role, responsibilities, qualifications, and experience needed. The final employment profile will be approved by the Department.
- **Response Time:** The Company must respond to the City's initial request within two (2) business days to schedule the Department meeting. Any follow-up requests from the Department, including status updates on the recruitment process, candidate information, or other documentation, must be responded to within one (1) business day.

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- **Recruitment Strategy:** The Company will be responsible for developing a recruitment strategy tailored to the position. This strategy should include a clear process, key milestones, and a timeline for completion, which will be agreed upon with the requesting Department.
- **Advertising and Outreach:** The Company will prepare and place recruitment advertisements in national publications, job boards, and other relevant platforms to attract qualified candidates. Proactive outreach will be a key strategy, including reaching out to both actively seeking and passive candidates who may not be immediately considering a new role.
- **Candidate Screening:** The Company will receive and review applications for the position, screening candidates to determine which meet the qualifications set out in the employment profile. The Company will then reduce the candidate pool to a manageable number, based on criteria determined by the Department, and will review the shortlist with Department representatives.
- **Candidate Selection:** In consultation with the Department, the Company will assist in narrowing down the pool to candidates selected for interviews. The Company may be asked to provide written confirmation of each candidate's education and professional experience to ensure alignment with the requirements outlined in the job profile.
- **Interview Process:** The Company will schedule interviews with the selected candidates, based on the Department's availability and requirements. Together with the Department, the Company will develop selection criteria and interview questions that reflect the needs and priorities for the role.
- **Background Investigation:** Upon request from the Department, the Company may be asked to conduct a comprehensive background investigation on the top candidate(s). The Department will specify the necessary checks (e.g., criminal, reference, education verification) to be performed.

#### 4.3.2. City's Responsibilities:

The City will provide the Company with the relevant position data, including job descriptions, responsibilities, titles, reporting relationships, experience requirements, certifications, education requirements, salary range, work hours, and any relevant policies. The City will ensure the Company has all the information needed to properly advertise the position and provide candidates with the clarity required to make informed decisions.

#### 4.4. Miscellaneous Information.

The information listed below provides additional details regarding different topics related to this RFP. The information details the City's Contractor Selection Process, reporting requirements, time records, drug testing, temp-to-perm conditions and additional Services requested by the City.

##### 4.4.1. Contractor Selection Process.

The Contractor Selection Process includes several steps, which are outlined below.

- **Request for Resume** – Hiring Managers shall use an automated process to submit Request for Resume to those Companies who employ Candidates that can fulfill the requested position. Details shall include reason for assignment; assignment dates; assignment information (Department, Job Category, Job Title, Total hours, etc.); requirements and necessary skills; and other special assignment instructions.
- **Company Resume Response** – Companies shall respond via email to the Hiring Manager with their Candidates resumes and other details including name, hourly rate, start date availability, work history with City, verification of skills level, testing and other assessment results. Companies shall respond within the time frame detailed in the Request for Resume in order to have their Candidates considered.
- **City Resume Assessment** – Departments may require, at their discretion, additional activities to be completed prior to deciding on a Contractor. These activities include, but not limited to, interviews (either phone or in- person); skills assessments; work samples; language proficiency; and produce applicable licenses and certifications.

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### Scope of Services

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- **Contractor Supplement Agreement** – Upon selection of a Candidate, the Hiring Manager shall forward a Supplement Agreement for signature. The agreement shall include, at a minimum: contact information (Company and City); assignment information; invoicing information; pay rates, mark-up percentages; bill rates and termination information. Upon receipt of a signed Supplement Agreement, the Department shall develop a Purchase Order (PO) and provide the number to the Company. The Company needs to include that PO number on all invoices related to the same Supplement Agreement.

#### 4.5. Reporting Requirements.

Throughout the term of the Contract, Companies shall prepare and submit quarterly reports to the City Project Manager, which will serve to address identified issues, problems and service improvements as well as provide other Citywide data. The City and Companies shall work together following Contract execution to determine the specific format of the report.

#### 4.6. Required Testing.

City Departments will require drug testing and background check be performed by Companies prior to placement of the Contractor with the Department at no additional cost to the City. Various departments may have specific requirements to be performed, such as fingerprinting requirements for Contractors hired specifically for CMPD. These Contractors shall also be subject to Criminal Justice Information Services (CJIS) Security requirements. The specific requirements shall be included in the specific Request for Resumes.

Companies shall administer the following drug tests prior to placement of the Contractor with a City Department, or following an accident:

- **Pre-Placement Drug Test** – Companies shall ensure that each Contractor assigned to the City be administered a drug test, at no additional cost to the city, within thirty (30) days prior to the first day on assignment with the City. The drug test must be a 9-panel test unless otherwise indicated by the City. The City prefers a urine test be performed. Contractors must have a negative test result in order to be assigned to the City.
- **Post – Accident Drug and Alcohol Test** – Companies shall be responsible for ensuring that each assigned Contractor is administered a post-accident drug and alcohol test, at the cost of the Company, following an accident involving the Contractor while on assignment at the City. Testing must take place within thirty-two (32) hours of the incident. The Contractor must have a negative test result in order to return to the assignment at the City. If the required testing is not performed or the Contractor has a positive test result, the Supplement Agreement shall be immediately terminated.

#### 4.7. Temp-to-Perm Conditions.

The City reserves the right, at its sole discretion, to hire any Contractor provided by the Company for a permanent position with the City at any time during or after their assignment ("Temp-to-Perm Conversion"). The City requests that vendors propose a duration of time—defined either in total hours worked or calendar days—during which the Company will waive any conversion fee.

For any conversions that occur prior to the end of the proposed waiver period, the vendor must clearly specify the applicable conversion fee as a percentage of the Contractor's first-year base salary.

The City shall not be obligated to pay any conversion fees if the Contractor is hired after the expiration of the agreed-upon waiver period.

#### 4.8. Direct Hire Conditions.

The City is seeking a vendor to provide direct hire recruitment services on an as-needed basis. The selected vendor shall be responsible for sourcing, screening, and presenting qualified candidates for permanent employment with the City. Placement fees will only be accepted upon the candidate's acceptance of an offer of employment and must be invoiced in accordance with agreed-upon terms. The City requires a minimum guarantee period of 30-90 calendar days, during which the vendor shall provide a one-time replacement at no additional cost if the candidate resigns or is terminated for cause. Candidates submitted by the vendor shall be considered proprietary for a period of 12 months. If a candidate is hired—directly or indirectly—

## Section 4

### Scope of Services

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within that period, the vendor may invoice the City per the agreed placement terms. All candidate information must be handled confidentially and used exclusively for the City's hiring process.

#### **4.9. Payrolling.**

The Companies shall provide "pay rolling services" as required by the City. Under this arrangement, any Contractor assigned to the City shall be placed on the Company's payroll for the duration of the assignment or until the Contractor is hired permanently by the City, whichever occurs first. The Contractor shall be considered an employee of the Company. A Supplement Agreement shall be signed by the Company, detailing all aspects of the assignment, including bill rate, total hours to be worked, overtime, travel and assignment information

#### **4.10. Participating Public Agency Requirements.**

Although this section reflects the needs and requirements of the City of Charlotte, OMNIA Partners Participating Agencies may have different requirements. OMNIA Partners participants will sign a supplemental or usage agreement with the awarded vendor substantially based on the terms and conditions of the City of Charlotte contract. Participants may elect to negotiate certain terms to conform to their purchasing and contracting requirements

**5. PROPOSAL CONTENT AND FORMAT.**

The City desires all Proposals to be identical in format in order to facilitate comparison. While the City's format may represent departure from the Company's preference, the City requires strict adherence to the format. All Forms and Questionnaires shall be found and submitted in the City's Procurement Portal. The Proposal shall be submitted in the format described below:

- A. Cover letter;
- B. Proposed Solution;
- C. Required Forms;
  - Attachment A - The "Price Sheet"; and
  - Attachment B - The "Exceptions" Form; and
  - Attachment C - The "References" Form; and
  - Attachment D - The "CBI FORM 3" Form; and
  - Attachment E - The "DBE Program" Form; and
  - Attachment F - The "Certification Regarding Debarment, Suspension and Other Responsibility Matters" Form; and
  - Attachment G - The "Byrd Anti-Lobbying Certification" Form.
- D. Questionnaire:
  - The "Environmental Purchasing Responses" Questionnaire; and
  - The "Company's Background Response" Questionnaire.
- E. Exceptions to the Remainder of the RFP, including the Sample Contract (**Attachment H**) and OMNIA Partners Administration Agreement (**Attachment I**);
- F. OMNIA Partners Response for National Cooperative contract.

**5.1. Proposal Content.**

**5.1.1. Cover Letter.**

The Proposal must include a letter of transmittal attesting to its accuracy, signed by an individual authorized to execute binding legal documents. The cover letter shall provide the name, address, telephone and facsimile numbers of the Company along with the name, title, address, email address, and telephone numbers of the executive that has the authority to contract with the City. The cover letter shall present the Company's understanding of the Project and a summary of the approach to perform the Services.

**5.1.2. Proposed Solution.**

Given the purpose of this Project and the City's goals as stated in this RFP, provide a creative solution to meet such goals. **For each component of the Project described in Section 3, state whether and how your Proposed Solution complies as well as any additional information requested.** If you wish to add supplemental information, it shall be labeled "Supplemental Information."

**5.1.3. Required Forms.**

To be deemed responsive to this RFP, Companies must complete all Proposal Forms listed in the Requested Information section on the Procurement Portal

**5.1.4. Acknowledgements.**

To be deemed responsive to this RFP, Companies must complete all Acknowledgements listed in the Requested Information section on the Procurement Portal.

**5.1.5. Exceptions to the RFP.**

Companies must review Section 2.6.16 for an overview of Exceptions to the RFP. If you elect to take Exceptions to the RFP, including the Sample Contract, then you must upload a redlined version under the Acknowledgement Section in the Procurement Portal. If exceptions are not identified by way of an uploaded redline version, then they may not be considered during Contract negotiation and could result in Proposal being rejected from further consideration.

## Section 5

### Proposal Content and Format

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- 5.1.6.** OMNIA Partners Response for National Cooperative Contract
- Responses should highlight experience, demonstrate a strong national presence, describe how offeror will educate its national sales force about the contract, describe how products and services will be distributed nationwide, include a plan for marketing the products and services nationwide, and describe how volume will be tracked and reported to OMNIA Partners
- The successful offeror will be required to sign Attachment I, Exhibit B, OMNIA Partners Administration Agreement. Offerors should have any reviews required to sign the document prior to submitting a response. Offeror's response should include any proposed exceptions to the OMNIA Partners Administration Agreement

**6. PROPOSAL EVALUATION CRITERIA.**

Proposals will be evaluated based on the Company's ability to meet the performance requirements of this RFP. This section provides a description of the evaluation criteria that will be used to evaluate the Proposals. To be deemed responsive, it is important for the Company to provide appropriate detail to demonstrate satisfaction of each criterion and compliance with the performance provisions outlined in this RFP. The Company's Proposal will be the primary source of information used in the evaluation process. Proposals must contain information specifically related to the proposed Services and requested herein. Failure of any Company to submit information requested may result in the elimination of the Proposal from further evaluation.

Proposals will be assessed to determine the most comprehensive, competitive and best value solution for the City based on, but not limited to, the criteria below. The City reserves the *right* to modify the evaluation criteria or waive portions thereof. Proposals will be evaluated on the following major categories:

- a. Qualifications, Experience, And Approach;
- b. Cost Effectiveness and Value;
- c. Acceptance of the Terms of the Contract; and
- d. OMNIA Partners Response for National Cooperative contract

**6.1. Qualifications, Experience, and Approach.**

Companies will be evaluated based upon their understanding, experience and qualifications in performing the same or substantially similar Services, as reflected by its experience in performing such Services. The evaluation will include references regarding work for organizations with needs similar to the City's, and the feasibility of the Company's approach for the provision of the Services.

**6.2. Cost Effectiveness and Value.**

Under this criterion, Proposals will be compared in terms of the most reasonable and effective pricing options. The Evaluation Committee will also take into consideration any indirect costs associated with the Services and administration of the Contract.

**6.3. Acceptance of the Terms of the Contract.**

The City will evaluate the Proposals for compliance with the terms, conditions, requirements, and specifications stated in this RFP including the sample contract language provided. Regardless of exceptions taken, Companies shall provide pricing based on the requirements and terms set forth in this RFP. Exceptions shall be identified in accordance with Sections 2.6.16 of this RFP.

**6.4. OMNIA Partners Response for National Cooperative contract**

The City will evaluate vendor, based **on** their responses, in the areas of experience, demonstration of a strong national presence, plans for how offeror will educate its national sales force about the contract, summary of how products and services will be distributed nationwide, a plan for marketing the products and services nationwide, and description of how volume will be tracked and reported to OMNIA Partners

**Exhibit 1**  
**Supplement Agreement**

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**EXHIBIT 1 SUPPLEMENT AGREEMENT**

This Attachment is incorporated into the Contract for Staffing Augmentation and Recruiting Services (“Contract”) between the City of Charlotte (“City”) and {---Vendor Legal Name---} (“{---Vendor Reference Name---}”). Capitalized terms not defined in this Attachment will have the meanings stated in the Contract.

**1. PURPOSE.**

This document is a Supplement Agreement to the Contract, intended to provide specifications regarding the responsibilities of the vendor, duration of engagement, the work to be performed, hourly rate and other matters.

**2. AGREEMENT COORDINATORS.**

**For The Company:**

Vendor Contact Name:

Vendor Contact Title:

Vendor Contact Phone:

Vendor Contact Fax:

Vendor Contact Email:

**For The City /Participating Public Agency:**

Contact Name:

Contact Department:

Contact Phone:

Contact Email:

The selected Vendor shall be solely responsible for compliance with all applicable federal, state, and local occupational health and safety laws and regulations outlined in section 18 of the Master Agreement, including those promulgated by the U.S. Occupational Safety and Health Administration (OSHA), in connection with the performance of temporary staffing and under any resulting contract with the City for Citywide Staff Augmentation and Recruiting Services including but not limited to:

- a. OSHA Recordkeeping
- b. Incident Reporting
- c. Access to Records and Notifications
- d. Employee Training and Safety Measures
- e. Indemnification for Non-Compliance

**3. SERVICES TO BE PERFORMED.**

INSERT SERVICE / JOB DESCRIPTION:

**4. PLACE OF PERFORMANCE.**

The Contract Employee will be located at LOCATION / FLOOR:

**5. TIMEFRAME.**

Assignment Start Date: Assignment End Date:

**6. PERSONNEL ASSIGNED TO PERFORM THE SERVICES**

Temporary Employee Name:

**7. ALLOCATED FUNDING.**

Hourly Billing Rate:

Total Authorized Hours:

Not To Exceed Dollar Amount:

**8. INVOICING.**

Each Invoice must contain the following information accompanied by a copy of the appropriate timesheet:

- Temporary Employee Name
- Hourly Billing Rate
- Number of hours billed
- Master Contract Number
- Contact Name
- Contact Department

**9. TERMINATION OF SUPPLEMENT AGREEMENT.**

The City and Participating Public Agencies may terminate any Supplement Agreement at any time without cause by giving written notice to the Company. If the City or Participating Public Agencies terminates a Supplement Agreement without cause, the City and Participating Public Agencies shall pay the Company for Work rendered under that Supplement Agreement through the date of termination.

**AGENCY NAME:**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**COMPANY NAME:**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**Appendix 1**  
**Sample Positions, Levels and Descriptions**

**APPENDIX 1 SAMPLE POSITIONS, LEVELS AND DESCRIPTIONS**

<b>General Administration, Call Center, Customer Service</b>		
<b>Position</b>	<b>Levels</b>	<b>Brief Job Description</b>
<b>Office Assistant</b>	<b>Entry/Assistant/Senior</b>	Provides general office support including answering phones, maintaining office supplies, managing mail, and assisting with day-to-day operations. Responsible for organizing files and assisting team members with administrative tasks.
<b>Administrative Assistant</b>	<b>Entry/Assistant/Senior</b>	Provides a variety of administrative or clerical duties to Departments, including answering phones, organizing and managing files, planning events and documentation of files (typing, editing and/or proofreading), as well as specialized duties assigned by the Department.
<b>Executive Assistant</b>	<b>Entry/Assistant/Senior</b>	Handles high-level administrative duties for top-level executives. Responsibilities include managing complex schedules, coordinating meetings, preparing reports and presentations, and maintaining confidential information.
<b>Data Entry Clerk</b>	<b>Entry/Assistant/Senior</b>	Inputs data into systems, spreadsheets, or databases with accuracy and speed. Ensures data is complete and up to date, while often performing basic data analysis or report generation tasks.
<b>Receptionist</b>	<b>Entry/Assistant/Senior</b>	Greets visitors, answers and directs phone calls, schedules appointments, manages office supplies, and performs clerical duties. Often the first point of contact for clients or guests.
<b>Call Center Agent</b>	<b>Entry/Assistant/Senior</b>	Handles customer inquiries, complaints, and support issues via phone, email, or chat. Resolves issues, provides product or service information, and may also be responsible for sales or troubleshooting.
<b>Call Center Team Lead</b>	<b>Entry/Assistant/Senior</b>	Leads and supervises a team of call center agents. Ensures team meets KPIs (Key Performance Indicators), provides training, and offers performance feedback. Acts as an intermediary between agents and supervisors.
<b>Call Center Supervisor</b>	<b>Entry/Assistant/Senior</b>	Oversees all activities in a call center. Manages a team of agents, ensures customer service quality, monitors performance metrics, handles escalated calls, and implements new policies or procedures.

**Appendix 1**  
**Sample Positions, Levels and Descriptions**

<b>Customer Service Representative</b>	<b>Entry/Assistant/Senior</b>	Provides support to customers by addressing their inquiries, complaints, or returns. Ensures high customer satisfaction and may process orders or guide customers through troubleshooting.
<b>Client Relations Specialist</b>	<b>Entry/Assistant/Senior</b>	Focuses on building and maintaining strong relationships with clients, ensuring they are satisfied with the company's products or services. Handles feedback, resolves issues, and works to retain clients.
<b>Customer Service Manager</b>	<b>Entry/Assistant/Senior</b>	Leads the customer service department, ensuring that customer needs are met promptly and effectively. Implements customer service policies, monitors team performance, and handles escalated issues.
<b>Other Admin Staff Position</b>	<b>Entry/Assistant/Senior</b>	Includes any other clerical or administrative support roles that may not fall under the standard titles. Duties could involve a mix of office management, customer service, or project support.
<b>Professional, Public Relations, HR, Accounting, Finance, Human Services</b>		
<b>Position</b>		<b>Brief Job Description</b>
<b>Accounts Payable/Receivable Clerk</b>	<b>Entry / Intermediate / Senior</b>	Provides a mixture of accounting and financial duties, such as accounts payable and accounts receivable, including collecting payments, paying bills, processing client financial and billing information, auditing and reconciling accounts.
<b>Accounting Clerk</b>	<b>Entry / Intermediate / Senior</b>	Performs general accounting duties, such as posting journal entries, reconciling bank statements, maintaining financial records, and assisting accountants with month-end closing procedures.
<b>Senior Accountant</b>	<b>Intermediate / Senior / Lead</b>	Takes on more complex accounting tasks, including preparing financial statements, performing audits, overseeing financial reporting, and managing tax filings. Ensures compliance with financial regulations.
<b>Budget Assistant</b>	<b>Entry / Intermediate / Senior</b>	Assists in developing, monitoring, and reviewing budgets. Works with department heads to track spending, prepare forecasts, and help ensure that budgets are adhered to across the organization.
<b>Financial Analyst</b>	<b>Entry / Intermediate / Senior</b>	Evaluates financial data to help organizations make informed business decisions. Responsibilities include preparing reports, forecasting financial trends, analyzing investments, and budgeting.

**Sample Positions, Levels and Descriptions**

<b>Grants Analyst</b>	<b>Entry / Intermediate / Senior</b>	Works with grant recipients to ensure proper allocation and reporting of funds. Reviews grant proposals, monitors budgets, and ensures compliance with regulations and deadlines.
<b>Finance Manager</b>	<b>Entry / Intermediate / Senior</b>	Oversees all aspects of a company’s finances, including budgeting, forecasting, financial reporting, and risk management. Ensures the financial health of the organization through effective financial planning.
<b>Contract Manager</b>	<b>Entry / Intermediate / Senior</b>	Responsible for overseeing and managing company contracts to ensure compliance with legal requirements and organizational policies. Key duties include negotiating contract terms, reviewing and drafting agreements, mitigating risks, and coordinating with legal and procurement teams.
<b>Procurement Specialist</b>	<b>Agent/Senior/Officer</b>	Facilitates procurement and contracting activities from intake to execution for procurement departments.
<b>HR Generalist</b>	<b>Entry / Intermediate / Senior</b>	Manages a variety of HR functions such as recruitment, employee relations, performance management, compliance, and benefits administration. Provides guidance on HR policies and procedures.
<b>Payroll Specialist</b>	<b>Entry / Intermediate / Senior</b>	Ensures employees are paid accurately and on time. Handles payroll processing, tax deductions, and benefits administration, ensuring compliance with relevant labor laws and regulations.
<b>Benefits Coordinator</b>	<b>Entry / Intermediate / Senior</b>	Administers employee benefits programs such as health insurance, retirement plans, and wellness programs. Provides employees with information about benefits options and helps with enrollments and claims.
<b>Social Services Assistant</b>	<b>Entry / Intermediate / Senior</b>	Supports social workers and other professionals in providing assistance to individuals in need. Duties include gathering client information, helping with resource referrals, and documenting cases.
<b>Case Manager</b>	<b>Entry / Intermediate / Senior</b>	Works with individuals to assess their needs and develop plans to address challenges. Manages client cases, coordinates services, and ensures follow-through on treatment or service plans.
<b>Clinical Case Manager</b>	<b>Entry / Intermediate / Senior</b>	Similar to a Case Manager, but works specifically in healthcare or mental health settings. Coordinates patient care, works with healthcare professionals, and tracks medical treatment and patient outcomes.

**Appendix 1**  
**Sample Positions, Levels and Descriptions**

<b>Program Supervisor</b>	<b>Entry / Intermediate / Senior</b>	Oversees the day-to-day operations of a specific program or service. Supervises staff, ensures the program meets its goals, and manages budgets and resources.
<b>Program Assistant</b>	<b>Entry / Intermediate / Senior</b>	Provides administrative and operational support for a program. This includes managing schedules, organizing meetings or events, and communicating with clients or stakeholders.
<b>Program Coordinator</b>	<b>Entry / Intermediate / Senior</b>	Coordinates program activities, schedules, and logistics. Often acts as the liaison between staff, clients, and management to ensure smooth program operations.
<b>Program Manager</b>	<b>Entry / Intermediate / Senior</b>	Oversees the development, implementation, and evaluation of a program. Manages staff, budgets, timelines, and ensures the program achieves its objectives.
<b>Communications Assistant</b>	<b>Entry / Intermediate / Senior</b>	Supports the communications team with tasks like drafting press releases, creating internal communications, assisting with media relations, and monitoring media coverage.
<b>Social Media Coordinator</b>	<b>Entry / Intermediate / Senior</b>	Manages and schedules social media content, ensures brand consistency across platforms, engages with followers, and analyzes social media performance.
<b>Social Media Specialist</b>	<b>Entry / Intermediate / Senior</b>	Develops and implements social media strategies to enhance brand presence, engagement, and marketing goals. Tracks social media trends and analyzes the effectiveness of campaigns.
<b>Public Relations Specialist</b>	<b>Entry / Intermediate / Senior</b>	Manages media relations and creates strategies for improving the organization's public image. Responsible for writing press releases, handling media inquiries, and organizing public events.
<b>Public Affairs Manager</b>	<b>Entry / Intermediate / Senior</b>	Develops and maintains relationships with the public, government officials, and organizations. Focuses on managing the organization's image and handling sensitive public or community issues.
<b>Digital Communications Specialist</b>	<b>Entry / Intermediate / Senior</b>	Specializes in digital communication strategies, including email marketing, SEO, content creation, and digital advertising to promote the company's online presence.
<b>Laboratory and Scientific</b>	<b>Entry / Intermediate / Senior</b>	Support within those Departments where laboratory work is performed, including recording and analyzing, maintain laboratory equipment, supplies and instruments and preparing containers for shipment and transport.
<b>Animal Control Officer</b>	<b>Entry / Intermediate / Senior</b>	Enforces animal-related laws and ordinances. Captures stray or dangerous animals, investigates animal cruelty cases, and educates the public on responsible pet ownership.

**Sample Positions, Levels and Descriptions**

<b>Animal Shelter Attendant</b>	<b>Entry / Intermediate / Senior</b>	Cares for animals in a shelter setting, feeds and waters them, cleans cages, and helps with animal adoption procedures. Often interacts with the public and potential adopters.
<b>Kennel Technician</b>	<b>Entry / Intermediate / Senior</b>	Provides care for animals in kennels, including feeding, cleaning, monitoring health, and maintaining records. Often assists in animal intake and release processes.
<b>Surgical Clinic Assistant</b>	<b>Entry / Intermediate / Senior</b>	Responsible for daily care of all surgical patients, assisting doctors and veterinary technicians with pre-, peri- and post-operative care of patients, general cleaning, and training others to utilize our patient care protocols.
<b>Veterinary Assistant</b>	<b>Entry / Intermediate / Senior</b>	Supports veterinarians in diagnosing and treating animals, prepares exam rooms, assists in surgical procedures, and provides animal care such as administering medication.
<b>Animal Services Specialist</b>	<b>Entry / Intermediate / Senior</b>	Provides animal care, education, and community outreach related to animal welfare. Handles public inquiries about animals and supports various animal-related programs.
<b>Shelter Manager</b>	<b>Entry / Intermediate / Senior</b>	Manages all operations within an animal shelter, including staffing, animal care, intake processes, adoption programs, and compliance with regulations. Ensures smooth daily functioning of the shelter.
<b>Technical / Engineering Roles</b>		
<b>Position</b>		<b>Brief Job Description</b>
<b>Engineering Technician</b>	<b>Entry / Intermediate / Senior</b>	Supports engineers in conducting tests, troubleshooting equipment, and maintaining machinery. Prepares prototypes, assembles technical equipment, and collects data for analysis.
<b>Civil Engineering Aide</b>	<b>Entry / Intermediate / Senior</b>	Provides support to civil engineers by preparing drawings, gathering survey data, and conducting field research for construction and infrastructure projects.
<b>CAD Drafter</b>	<b>Entry / Intermediate / Senior</b>	Creates detailed technical drawings and plans using CAD (Computer-Aided Design) software. Works with engineers to draft designs for buildings, infrastructure, and machinery.
<b>Civil Engineer I/II</b>	<b>Entry / Intermediate / Senior</b>	Designs and oversees the construction of infrastructure projects such as roads, bridges, and water systems. Analyzes and solves technical problems and ensures compliance with safety and environmental regulations.

**Appendix 1**  
**Sample Positions, Levels and Descriptions**

<b>Structural Engineer</b>	<b>Entry / Intermediate / Senior</b>	Specializes in designing, analyzing, and overseeing the construction of structures like buildings, bridges, and tunnels to ensure they are safe, stable, and durable.
<b>Project Engineer</b>	<b>Entry / Intermediate / Senior</b>	Manages and coordinates engineering projects from concept through completion. Ensures projects are completed on time, within budget, and according to specifications.
<b>Engineering Project Manager</b>	<b>Entry / Intermediate / Senior</b>	Oversees engineering projects, leading teams and managing resources. Responsible for planning, budgeting, and ensuring projects meet technical requirements and deadlines.
<b>Warehouse, Logistics, and Supply Roles</b>		
<b>Position</b>		<b>Brief Job Description</b>
<b>Warehouse Associate</b>	<b>Entry / Intermediate / Senior</b>	Provides duties for warehouse or logistical operations, including receiving and verifying shipments, stocking shelves, maintaining inventory and other specialized duties.
<b>Inventory Clerk</b>	<b>Entry / Intermediate / Senior</b>	Tracks and manages inventory levels, processes orders, and ensures products are stocked correctly. Responsible for regular stock checks and updating inventory records.
<b>Stock Clerk</b>	<b>Entry / Intermediate / Senior</b>	Organizes stock in a retail or warehouse setting, ensures products are properly labeled, and replenishes shelves or storage areas as needed.
<b>Shipping and Receiving Clerk</b>	<b>Entry / Intermediate / Senior</b>	Manages incoming and outgoing shipments, inspects and verifies goods, maintains records of shipments, and handles necessary paperwork.
<b>Forklift Operator</b>	<b>Entry / Intermediate / Senior</b>	Operates forklifts to move large goods and materials within warehouses, storage yards, or construction sites. Ensures proper loading and unloading of inventory.
<b>Warehouse Supervisor</b>	<b>Entry / Intermediate / Senior</b>	Oversees warehouse operations, manages staff, coordinates inventory, and ensures safety protocols are followed. Ensures goods are stored and dispatched efficiently.
<b>Logistics Coordinator</b>	<b>Entry / Intermediate / Senior</b>	Plans and coordinates the movement of goods, manages transportation logistics, and monitors inventory levels. Works to optimize the efficiency of the supply chain.

**Sample Positions, Levels and Descriptions**

<b>Information Technology Roles</b>		
<b>Position</b>		<b>Brief Job Description</b>
<b>Help Desk Technician</b>	<b>Entry / Intermediate / Senior</b>	Provides technical support to users by diagnosing and troubleshooting hardware, software, or network issues. Resolves IT problems through calls, emails, or in-person assistance.
<b>IT Support Technician</b>	<b>Entry / Intermediate / Senior</b>	Provides assistance with computer systems, networks, and software applications. Troubleshoots issues, installs software, and ensures systems are running smoothly.
<b>Desktop Support Specialist</b>	<b>Entry / Intermediate / Senior</b>	Provides on-site or remote support for desktop computers, laptops, and peripherals. Helps with system installations, upgrades, and repairs.
<b>Systems Analyst</b>	<b>Entry / Intermediate / Senior</b>	Analyzes and improves IT systems by studying business needs and technological resources. Implements software solutions and optimizes system efficiency.
<b>System Administrator</b>	<b>Entry / Intermediate / Senior</b>	Responsible for the upkeep, configuration and reliable operation of computer systems, including multi-user computers, such as servers and seeks to ensure that the uptime, performance, resources, and security of the computers being managed meet the needs of the users. Including acquiring, installing or upgrading computer components and software, providing routine automation, maintaining security policies, troubleshooting, training staff and offering technical support for projects.
<b>Network Engineer</b>	<b>Entry / Intermediate / Senior</b>	Responsible for configuring and installing various network devices and services for software and/or hardware, and performing network maintenance and system upgrades including service packs, patches, hot fixes and security configurations. Monitors performance and ensures system availability and reliability, monitors system resource utilization, trending and capacity planning and provides support and troubleshooting to resolve issues
<b>Software Developer</b>	<b>Entry / Intermediate / Senior</b>	Designs, develops, and maintains software applications. Works with teams to create user-friendly and functional software solutions.
<b>Security Engineer</b>	<b>Entry / Intermediate / Senior</b>	Responsible for developing effective computing solutions to increase the security of the City's systems and projects. Including assessing current workflows to determine possible future issues, and working with other City staff to deploy new strategies containing and mitigating production problems.
<b>IT Project Manager</b>	<b>Entry / Intermediate / Senior</b>	Responsible for managing's the Department's technology projects, reviewing proposals, developing scope and requirements, and representing the city as a team leader on various project teams to ensure project objectives are accomplished.

**Sample Positions, Levels and Descriptions**

<b>Database Administrator</b>	<b>Entry / Intermediate / Senior</b>	Responsible for the installation, configuration, upgrading, administration, monitoring, maintenance and security of a database(s). Including development and design of database strategies system monitoring and improving database performance and capacity, and planning for future expansion requirements.
<b>Application Specialist</b>	<b>Entry / Intermediate / Senior</b>	Writes software using industry standard tools and computer technology. Responsibilities include developing, testing, implementing, maintaining and documenting code using a variety of software programming languages and tools. Provides programming support in all phases of the software lifecycle. Specific application will vary depending on the business needs of the requesting Department.
<b>Business Analyst</b>	<b>Entry / Intermediate / Senior</b>	Acts as a liaison among stakeholders to understand the structure, policies and operations of a department and to recommend solutions to achieve its goals. Responsibilities include completing process maps identifying current and future processes, gathering end-user requirements, and completing technical screen design for applications.
<b>Testing Specialist</b>	<b>Entry / Intermediate / Senior</b>	Responsible for defining and implementing the role testing plays within the organization, defining the scope of testing within the context of each release, delivery and deployment, and managing the appropriate testing framework to meet each mandate. Includes planning, deploying and managing the testing effort for any given engagement/release, managing and growing the testing assets required for meeting each mandate, such as team members, testing tools and processes.
<b>Technical Writer</b>	<b>Entry / Intermediate / Senior</b>	Develops user’s guides, manuals, procedural documentation, user policies, job aids, training materials, business cases and screen-level on-line help and documents processes and procedures. Works with City staff to develop “how to” related service scripts and documentation, supports the development of blended learning approaches for training of all types of training, and maintains documentation, procedure and training content for enterprise-wide functionality.
<b>Training Specialist</b>	<b>Entry / Intermediate / Senior</b>	Responsible for managing training, including the design, development, scheduling, delivery, evaluation, continuous improvement and optimization training. Includes facilitating individual training, group instruction, presentations, demonstrations and workshops, utilizing the most effective delivery of training including live in-person delivery, recorded training, web-based, videoconferencing, etc., and interfacing with cross-functional work teams to develop course specifications and gather course content.

**Sample Positions, Levels and Descriptions**

<b>Technician</b>	<b>Entry / Intermediate / Senior</b>	Responsible for day to day support and maintenance. Including installing and maintaining computer systems (including software and hardware on desktops, laptops, resolving internet and network access issues), providing network printer support, meeting with City staff to provide one-on-one technical assistance as needed/requested, providing training to staff on software and hardware use, determining causes of malfunctions via modifications, repair or external support assistance, and installation, troubleshooting and replacement of basic components, cabling and performing security escorts and access, process and procedures.
<b>Skilled Trades &amp; Industrial Labor Roles</b>		
<b>Position</b>		<b>Brief Job Description</b>
<b>General Maintenance Worker</b>	<b>Entry / Intermediate / Senior</b>	Performs routine maintenance on buildings, equipment, and systems, including minor repairs, plumbing, electrical, and HVAC tasks.
<b>Facilities Maintenance Technician</b>	<b>Entry / Intermediate / Senior</b>	Maintains and repairs facilities' physical infrastructure, including HVAC systems, plumbing, electrical work, and other equipment.
<b>HVAC Technician</b>	<b>Entry / Intermediate / Senior</b>	Installs, maintains, and repairs heating, ventilation, and air conditioning systems to ensure functionality and efficiency.
<b>Electrician</b>	<b>Entry / Intermediate / Senior</b>	Installs, repairs, and maintains electrical systems and wiring in homes, businesses, and industrial settings.
<b>Plumber</b>	<b>Entry / Intermediate / Senior</b>	Installs and repairs pipes, fittings, and fixtures for water, gas, and sewage systems in homes, businesses, and industrial buildings.
<b>Carpenter</b>	<b>Entry / Intermediate / Senior</b>	Builds and repairs wooden structures, frameworks, and fixtures in residential and commercial buildings.
<b>Welder</b>	<b>Entry / Intermediate / Senior</b>	Joins metal parts using welding equipment, often in construction, manufacturing, or repair industries.
<b>Heavy Equipment Operator</b>	<b>Entry / Intermediate / Senior</b>	Operates heavy machinery such as bulldozers, cranes, and backhoes at construction or industrial sites.
<b>Custodian</b>	<b>Entry / Intermediate / Senior</b>	Cleans and maintains buildings, including tasks like sweeping, mopping, dusting, and trash removal.

**Appendix 1**  
**Sample Positions, Levels and Descriptions**

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<b>Janitor</b>	<b>Entry / Intermediate / Senior</b>	Similar to a custodian, primarily responsible for the cleaning and upkeep of offices, schools, or other public buildings.
<b>Groundskeeper</b>	<b>Entry / Intermediate / Senior</b>	Maintains outdoor areas, including lawns, gardens, and athletic fields, ensuring they are well-kept and aesthetically pleasing.
<b>Building Engineer</b>	<b>Entry / Intermediate / Senior</b>	Oversees the maintenance and operation of buildings' physical systems, including HVAC, plumbing, and electrical systems, ensuring compliance with safety standards.

