

REQUEST FOR QUOTATIONS (RFQ) (THIS IS NOT AN ORDER)			PAGE OF 1	PAGES 11	
1. RFQ NO. DCTO-2008-Q-0133	2. DATE ISSUED May 14, 2008	3. REQUISITION NO.	4. TYPE OF MARKET <input type="checkbox"/> Open <input checked="" type="checkbox"/> Set Aside <input type="checkbox"/> Open with Subcontracting Set Aside		
5A. ISSUED BY: Government of the District of Columbia (District) Office of Contracting and Procurement Information Technology Group 441 4 <sup>th</sup> Street N.W., Suite 971 North Washington, D.C. 20001		6. DELIVERY Immediately upon notification of contract award.			
5B. FOR INFORMATION CALL: (Name and telephone no.) (No collect calls) Lindel Reid, Contract Specialist, Phone (202) 741-0834, fax (202) 727-1679 <a href="mailto:Lindel.reid@dc.gov">Lindel.reid@dc.gov</a>		7. DELIVERY METHOD  <input checked="" type="checkbox"/> FOB DESTINATION <input type="checkbox"/> OTHER (See Schedule)			
8A. TO: NAME AND ADDRESS, INCLUDING ZIP CODE, OF QUOTER  <b>ALL CERTIFIED LSDBE OFFERORS</b>		9. DESTINATION FOR DELIVERY OF GOODS OR SERVICES ORDERED  Office of the Chief Technology Officer Human Services Modernization Program 441 4 <sup>th</sup> Street, NW, 9 <sup>th</sup> Floor Washington, DC 20001			
8B. TAX ID NO. OF QUOTER:					
10. PLEASE FURNISH QUOTATIONS ON OR BEFORE:  MAY 21, 2008, 2:00 PM (BID ROOM ONLY) 441 4 <sup>th</sup> Street. N.W. Suite 703		11A. PLEASE STATE YOUR LSDBE CERTIFICATION NUMBER BELOW (Attach Copy)			
		11B. IF YOU HAVE A DISTRICT OF COLUMBIA SUPPLY SCHEDULE (DCSS) CONTRACT FOR THESE ITEMS, PLEASE ENTER THE CONTRACT NUMBER BELOW:			
<b>12. INSTRUCTIONS TO QUOTERS AND TERMS AND CONDITIONS</b>					
<p><b>Instructions to Quoters:</b> Please complete Blocks 8B, 11A, 11(B) if applicable, 13(E), 13(F), 14, 15, 16, 17, 18, as well as submission of technical and price quotations as outlined in this solicitation, submit one (1) original and three (3) copies of <u>signed</u> quotations to Office of Contracting and Procurement, 441 4<sup>th</sup> Street, NW, Suite 703 (Bid Room), Washington, D.C. 20001. This is the <u>only</u> authorized method of submitting a quotation for this RFQ. All quotations must be received no later than the date and time stated in block 10 of this RFQ.</p> <p><b>Terms and Conditions:</b> SEE ATTACHED.</p>					
<b>13. SCHEDULE (Include applicable Federal, State and local taxes and all delivery charges)</b>					
ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<b>See Attachment A - Statement of Work</b>				
0001	Base Period – Business Requirements Analyst	1,000	Hours	\$ _____	\$ _____
1001	Option Period One (1) – Business Requirements Analyst	2,000	Hours	\$ _____	\$ _____
	<b>INCUMBENT: YES</b>				
	<b>All questions regarding this solicitation shall be submitted via email to Lindel Reid, Contract Specialist, at <a href="mailto:lindel.reid@dc.gov">lindel.reid@dc.gov</a>. Questions must be received by 4:00pm, Friday, May 16, 2008, in order to be considered.</b>				
TOTAL AMOUNT					\$ _____
14. NAME AND ADDRESS OF QUOTER (Street, city, county, State and ZIP Code)		15. SIGNATURE OF PERSON AUTHORIZED TO SIGN QUOTATION (ELECTRONIC SIGNATURES <b>NOT</b> ACCEPTABLE)		16. DATE OF QUOTATION	
		17. NAME AND TITLE OF SIGNER (Type or print)		18. TELEPHONE NO. (Include area code)	

## 1. GENERAL TERMS AND CONDITIONS

This is a Request for Quotations (RFQ) issued under the small purchase procedures outlined in Title 27, District of Columbia Municipal Regulations, Chapter 18, Section 1802.3. The terms Quote/Quoter and Offer/Offeror are used interchangeably in this RFQ, as are the terms RFQ and solicitation, and the terms submission, quote and proposal, and the terms contract and Purchase Order (PO). Quotations submitted are Offers that the District can accept by issuing a PO. This RFQ is issued in the Set Aside Market for certified LSDBE Offerors. The District will apply preferences in evaluating submissions from District-certified LSDBEs. If you are unable to submit a quote, please so indicate on this form and return it.

- 1.1 The District may award a single contract or multiple contracts resulting from this solicitation to the responsible offeror(s) whose offer(s) conforming to the solicitation will be most advantageous to the District, cost or price, technical and other factors specified elsewhere in this solicitation.
- 1.2 The District may award contracts on the bases of initial offers received, without discussion. Therefore, each initial offer should contain the Offeror's best terms from a standpoint of cost or price, technical and other factors.

## 2. PERIOD OF PERFORMANCE AND CONTRACT TYPE

The contract awarded from this solicitation will be a labor hour contract. The period of performance for the base period will be the date of award through six (6) months thereafter, up to 1,000 labor hours, with the option to renew for a one (1) year option period up to 2,000 hours, or successive fractions thereof, by written notice to the Contractor before the expiration of the contract; provided that the District will give the Contractor a preliminary written notice of its intent to extend at least thirty (30) days before the contract expires. The preliminary notice does not commit the District to an extension. The exercise of this option is subject to the availability of funds at the time of the exercise of this option. The Contractor may waive the thirty (30) day preliminary notice requirement by providing a written waiver to the Contracting Officer prior to expiration of the contract. The quoter/offeror shall submit a price for the base period and each option period. If the District exercises this option, the extended contract shall be considered to include this option provision. The price for the option period shall be as specified in the contract. The total duration of this contract, including the exercise of any options under this clause, shall not exceed one (1) year and six (6) months or 3,000 hours.

## 3. CONTRACTING OFFICER (CO)

Contracts will be entered into and signed on behalf of the District, or Purchase Orders issued on behalf of the District, only by Contracting Officers. The name, address and telephone number of the Contracting Officer is:

Annie R. Watkins  
Contracting Officer  
Government of the District of Columbia

Office of Contracting and Procurement  
Information Technology Group  
441 Fourth St., NW, Suite 971 North  
Washington, DC 20001  
Phone: (202) 727-0252 (main)  
Phone: (202) 727-5274 (direct)  
Fax: (202) 727-1679  
E-mail: [annie.watkins@dc.gov](mailto:annie.watkins@dc.gov)  
Website: ocp.dc.gov

**4. AUTHORIZED CHANGES BY THE CONTRACTING OFFICER**

The Contracting Officer is the only person authorized to approve changes in any of the requirements of this contract. The Contractor shall not comply with any order, directive or request that changes or modifies the requirements of this contract, unless issued in writing and signed by the Contracting Officer, or a valid changed PO is issued by the Contracting Officer. In the event the Contractor effects any change at the instruction or request of any person other than the Contracting Officer, the change will be considered to have been made without authority and no adjustment will be made in the contract price to cover any cost increase incurred as a result thereof.

**5. CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVE (COTR)**

The COTR is responsible for general administration of the contract and advising the Contracting Officer as to the Contractor's compliance or noncompliance with the contract. In addition, the COTR is responsible for the day-to-day monitoring and supervision of the contract, of ensuring that the work conforms to the requirements of this contract and such other responsibilities and authorities as may be specified in the contract. The COTR for this contract shall be designated upon award of the contract. The COTR shall not have authority to make any changes in the specifications or scope of work or terms and conditions of the contract. The Contractor may be held fully responsible for any changes not authorized in advance, in writing, by the Contracting Officer; may be denied compensation or other relief for any additional work performed that is not so authorized; and may also be required, at no additional cost to the District, to take all corrective action necessitated by reason of the unauthorized changes.

**6. ADVISORY AND ASSISTANCE SERVICES**

The contract is a "nonpersonal services contract". It is therefore, understood and agreed that the Contractor and/or the Contractor's employees: (1) shall perform the services specified herein as independent Contractors, not as employees of the government; (2) shall be responsible for their own management and administration of the work required to bear sole responsibility for complying with any and all technical, schedule, financial requirements or constraints attendant to the performance of this contract; (3) shall be free from supervision or control by any government employee with respect to the manner or method of performance of the service specified; but (4) shall, pursuant to the government's right and obligation to inspect, accept or reject work, comply with such general direction of the CO, or the duly authorized representative of the CO as is necessary to ensure accomplishment of the contract objectives.

## **7. DELIVERY OF WORK PRODUCT/INSTRUCTION FROM COTR**

- 7.1 The Contractor shall follow the procedures and rules of the Government of the District of Columbia, and additional instructions that the District COTR may direct. During performance under this contract and/or at completion of work, the Contractor shall provide orderly hand-over of work products and deliverables to the District COTR, including all documentation, electronic or otherwise, created during performance of the contract. All work product produced under the contract is at all times the property of the District.
- 7.2 In addition, the Contractor shall:
- 7.2.1 Ensure that all work is performed on District premises, unless otherwise approved in writing by the COTR;
- 7.2.2 Be specifically responsible for assuring that personnel have high end laptops with minimum Pentium 4 processor or equivalent; 1+ GIG of memory; WinXP, current version of MS Office, Visio Professional, MS Project; CD read/write capability and necessary communication equipment. Unless otherwise specified, Contractor staff shall work onsite at the designated District site during normal business hours.
- 7.2.3 The Contractor shall provide weekly timesheets, in the formats supplied by the District, reporting all time worked by person's name, days worked, and time worked. Each person is billable only to a maximum of eight (8) hours per day, 40 hours per week unless written prior approval has been issued by the COTR (The "normal business hours" of OCTO are determined to be 8:30AM to 5:30PM with a one-hour lunch). Contractor must provide timely, necessary information to allow the District to calculate "earned value".
- 7.2.4 Establish and document project goals and optional strategies for their implementation. Support analyses with graphical drawings, charts, and other presentation instruments.
- 7.2.5 Collect and document project constraints for cost, schedule, and quality. Obtain approval from the Contracting Officer for proposed scope changes.
- 7.2.6 Throughout the performance of the above items, coordinate with District employees and other consultants/Contractors employed by the District.
- 7.2.7 Provide sufficient support after submission of deliverables and work products, as necessary to clarify the contents of deliverables to the District.
- 7.2.8 Develop, obtain approval for, and execute a quality control plan. Provide periodic senior management supervision of the work in this contract in order to provide quality control of the Contractor's work. Report findings to District representative with proposed actions. Provide this service at least every two weeks during the terms of the contract.
- 7.2.9 Continuously monitor the status of Contractor's work hereunder and update status, providing District management timely information regarding possible problems and proposed action required to mitigate such problems.
- 7.2.10 Prepare and present weekly reports, throughout the performance of the Contractor's work, setting out current and upcoming activities, decisions required and issues of concern.

7.2.11 Provide reporting and communications in copies and form requested by the designated District representative.

**8. INSURANCE**

8.1 Contractor shall procure and maintain, during the entire period of performance under this contract, the types of insurance specified below. The Contractor shall submit a certificate of insurance giving evidence of the required coverages prior to commencing work. All insurance shall be written with responsible companies licensed by the District of Columbia's Department of Insurance, Securities and Banking. The Contractor shall require all subcontractors to carry the insurance required herein, or Contractor may, at its option, provide the coverage for any or all subcontractors, and if so, the evidence of insurance submitted shall so stipulate. All insurance provided by the Contractor as required by this section, except comprehensive automobile liability insurance, shall set forth the District as an additional named insured. In no event shall work be performed until the required certificates of insurance have been furnished. The insurance shall provide for 30 days' prior written notice to be given to the District in the event coverage is substantially changed, canceled or non-renewed. If the insurance provided is not in compliance with all the requirements herein, the District maintains the right to stop work until proper evidence is provided.

- (a) Commercial General Liability Insurance: \$1,000,000 limits per occurrence, District added as an additional insured.
- (b) Automobile Liability Insurance: \$1,000,000 per occurrence combined single limit.
- (c) Worker's Compensation Insurance: according to the statutes of the District of Columbia, including Employer's Liability, \$100,000 per accident for injury, \$100,000 per employee for disease, \$500,000 policy limit for disease.
- (d) Errors and Omissions Liability Insurance, \$1,000,000 limits per claim.

**9. INVOICE PAYMENT**

The District will make payments to the Contractor, upon the submission of proper invoices, at the prices stipulated in this contract, for supplies delivered and accepted or services performed and accepted, less any discounts, allowances or adjustments provided for in this contract. The District will pay the Contractor on or before the 30<sup>th</sup> day after receiving a proper invoice from the Contractor. The Contractor shall submit proper invoices no later than on a monthly basis or as otherwise specified in the order or by the COTR. Invoices shall be prepared in duplicate and submitted to the agency Chief Financial Officer (CFO) with concurrent copies to the Contracting Officer's Technical Representative (COTR) specified in this solicitation. The address of the CFO is:

**Name:** OCTO Agency CFO  
Accounts Payable Division  
**Address:** 441 4<sup>th</sup> Street, NW, Suite 960 North  
Washington, D.C. 20001

**Telephone:** (202) 727-2277  
**Fax:** 202-727-1216  
**E-mail:** [octo.accountspayable@dc.gov](mailto:octo.accountspayable@dc.gov)

To constitute a proper invoice, the Contractor shall submit the following information:

- (a) Contractor’s name and invoice date (Contractors are encouraged to date invoices as close to the date of mailing or transmittal as possible.);
- (b) Contract number and Encumbrance Code (PO Number). Assignment of an invoice number by the Contractor is also recommended;
- (c) Description, price, quantity, dates and the percent (%) of work actually performed;
- (d) The original and two (2) copies of invoices for cost reimbursable expenses, if authorized by the contract;
- (e) Other supporting documentation or information, as required by the Contracting Officer;
- (f) Name, title, telephone number and complete mailing address of the responsible official to whom payment is to be sent;
- (g) Name, title, phone number of person preparing the invoice;
- (h) Name, title, phone number and mailing address of person; and authorized signature.
- (i) Monthly bills must be broken down by rate, person, hours, and task as an attachment to each bill, with approved District timesheets.

**10. EVALUATION FACTORS**

10.1 The District intends, but is not obligated, to make a single award to the responsible Quoter whose quote is most advantageous to the District, based upon the evaluation criteria specified in the solicitation. Thus, while the points in the evaluation criteria indicate their relative importance, the total scores will not necessarily be determinative of the award. Rather, the total scores will guide the District in making an intelligent award decision based upon the evaluation criteria. The Technical Rating Scale is as follows:

<u>Numeric Rating</u>	<u>Adjective</u>	<u>Description</u>
0	Unacceptable	Fails to meet minimum requirements; <i>e.g.</i> , no demonstrated capacity, major deficiencies which are not correctable; offeror did not address the factor.
1	Poor	Marginally meets minimum requirements; major deficiencies which may be correctable.

2	Minimally Acceptable	Marginally meets minimum requirements; minor deficiencies which may be correctable.
3	Acceptable	Meets requirements; no deficiencies.
4	Good	Meets requirements and exceeds some requirements; no deficiencies.
5	Excellent	Exceeds most, if not all requirements; no deficiencies.

For example, if a sub factor has a point evaluation of 0 to 10 points, and (using the Technical Rating Scale) the District evaluates as "good" the part of the proposal applicable to the sub factor, the score for the sub factor is 8 (4/5 of 8). The sub factor scores will be added together to determine the score for the factor level.

**10.2 MINIMUM REQUIREMENTS** (Candidates must meet all minimum requirements to be eligible to be considered for award)

- (a) Bachelor's degree or higher in Computer Science or Business Administration;
- (b) 5 years systems analysis experience in client/server and web environment, with at least two of which were in a lead role;
- (c) 2 years experience in object oriented analysis and design methodologies;
- (d) 2 years experience in an n-tier environment;
- (e) Experience defining and implementing product development standards;
- (f) Strong knowledge and experience applying structured analysis methods, strategies, concepts, and tools;
- (g) Documented experience as a Business Requirements Analyst (minimum of two projects);
- (h) Experience in use-case driven requirements process;
- (i) Knowledge of the Rational Unified Process;
- (j) Experience in working with ReqPro, XDE and SoDA;
- (k) Knowledge of Object Oriented Analysis and documenting data driven businesses;
- (l) Ability to work on multiple projects simultaneously;
- (m) Strong analytical skills – able to look at a problem and dig for solutions that are solid while minimizing schedule impact;
- (n) Strong written and verbal communications skills;
- (o) Ability to present technical and processing alternatives to clients to meet business requirements;
- (p) Thorough understanding of business processes and mapping to automated workflows;
- (q) Demonstrable experience producing Business Requirements and functional specifications;
- (r) Extensive experience participating in program design and specifications and developing and writing clear functional business requirements;
- (s) Ability to facilitate and lead requirements definition sessions, JAD sessions, BPR sessions;
- (t) Technical Skills: Microsoft Office (required), Rational ReqPro (required), Rational Unified Process (required), Rational Rose/XDE, ClearCase, ClearQuest (required), UML (required), Rational SoDA (required), and Microsoft Visio (desired).

### **10.3 TECHNICAL CRITERIA (70 Points)**

#### **10.3.1 KNOWLEDGE AND EXPERIENCE (50 points)**

- a) Strong knowledge and experience applying structured analysis methods, strategies, concepts, and tools – **10 points**
- b) Knowledge of Object Oriented Analysis and documenting data driven businesses – **10 points**
- c) Bachelor's degree or higher in Computer Science or Business Administration – **10 points**
- d) 3 - 5 years systems analysis experience in client/server and web environment, with at least two of which were in a lead role – **5 points**
- e) 2+ years experience in object oriented analysis and design methodologies – **5 points**
- f) Experience defining and implementing product development standards – **5 points**
- g) Experience with Microsoft Windows XP, Visio and Office, Rational ReqPro, Clearcase, Clearquest - **5 points**

#### **10.3.2 INTERVIEW (20 Points) - To be evaluated in the interview for those candidates that make the competitive range.**

- a) Ability to facilitate and lead requirements definition sessions, JAD sessions, BPR sessions – **10 points**
- b) Excellent written and oral communications – **4 points**
- c) Strong analytical skills - able to look at a problem and dig for solutions that are solid while minimizing schedule impact - **2 points**
- d) Thorough understanding of business processes and mapping to automated workflows – **2 points**
- e) Initiate, facilitate and participate in fact-finding meetings with internal and external clients – **2 points**

### **10.4 PRICE CRITERIA (30 Points)**

The price evaluation will be objective. The Offeror with the lowest price (base plus options) will receive the maximum price points. All other proposals will receive a proportionately lower total score. The following formula will be used to determine each Offeror's evaluated price score:

$$\frac{\text{Lowest price proposal}}{\text{Price of proposal being evaluated}} \times 30 = \text{Evaluated price score}$$

The District will evaluate offers for award purposes by evaluating the total price for all options as well as the base period. Evaluation of options shall not obligate the District to exercise them. The District's requirements may change during the option years. Quantities to be awarded will be determined at the time each option is exercised.

**10.5 PREFERENCE POINTS (12 Points)**

**10.6 TOTAL (112 Points)**

**11.0 PREFERENCES FOR LOCAL BUSINESSES, DISADVANTAGED BUSINESSES, RESIDENT-OWNED BUSINESSES, SMALL BUSINESSES, LONGTIME RESIDENT BUSINESSES, OR LOCAL BUSINESSES WITH PRINCIPAL OFFICES LOCATED IN AN ENTERPRISE ZONE**

Under the provisions of the “Small, Local, and Disadvantaged Business Enterprise Development and Assistance Act of 2005” (the Act), Title II, Subtitle N, of the “Fiscal Year 2006 Budget Support Act of 2005”, D.C. Law 16-33, effective October 20, 2005, as amended, the District shall apply preferences in evaluating bids or proposals from businesses that are small, local, disadvantaged, resident-owned, longtime resident, or local with a principal office located in an enterprise zone of the District of Columbia.

**11.1 GENERAL PREFERENCES**

**For evaluation purposes, the allowable preferences under the Act for this procurement are as follows:**

- 11.1.1** The addition of three points on a 100 point scale for a small business enterprise (SBE) certified by the Small and Local Business Opportunity Commission (SLBOC) or the Department of Small and Local Business Development (DSLBD), as applicable;
- 11.1.2** The addition of five points on a 100 point scale for a resident-owned business enterprise (ROB) certified by the SLBOC or the DSLBD, as applicable;
- 11.1.3** The addition of ten points on a 100 point scale for a longtime resident business (LRB) certified by the SLBOC or the DSLBD, as applicable;
- 11.1.4** The addition of two points on a 100-point scale for a local business enterprise (LBE) certified by the SLBOC or the DSLBD, as applicable;
- 11.1.5** The addition of two points on a 100-point scale for a local business enterprise with its principal office located in an enterprise zone (DZE) and certified by the SLBOC or the DSLBD, as applicable; and
- 11.1.6** The addition of two points on a 100-point scale for a disadvantaged business enterprise (DBE) certified by the SLBOC or the DSLBD, as applicable.

## **11.2 MAXIMUM PREFERENCE AWARDED**

Notwithstanding the availability of the preceding preferences, the maximum total preference to which a certified business enterprise is entitled under the Act for this procurement is twelve (12) points on a 100 point scale for submissions in response to this RFQ.

## **11.3 PREFERENCES FOR CERTIFIED JOINT VENTURES**

When the SLBOC or the DSLBD, as applicable, certifies a joint venture, the certified joint venture will receive preferences as a prime Contractor for categories in which the joint venture and the certified joint venture partner are certified, subject to the maximum preference limitation set forth in the preceding paragraph.

## **11.4 VENDOR SUBMISSION FOR PREFERENCES**

**11.4.1** Any vendor seeking to receive preferences on this solicitation must submit at the time of, and as part of its bid or proposal, the following documentation, as applicable to the preference being sought:

**11.4.1.1** Evidence of the vendor's or joint venture's certification by the SLBOC as an SBE, LBE, DBE, DZE, LRB, or RBO, to include a copy of all relevant letters of certification from the SLBOC; or

**11.4.1.2** Evidence of the vendor's or joint venture's provisional certification by the DSLBD as an SBE, LBE, DBE, DZE, LRB, or RBO, to include a copy of the provisional certification from the DSLBD.

**11.4.2** Any vendor seeking certification or provisional certification in order to receive preferences under this solicitation should contact the:

Department of Small and Local Business Development  
ATTN: LSDBE Certification Program  
441 Fourth Street, N.W., Suite 970N  
Washington, DC 20001

**11.4.3** All vendors are encouraged to contact the DSLBD at (202) 727-3900 if additional information is required on certification procedures and requirements.

## **12. ATTACHMENTS**

Statement of Work (Attachment A)

## **13. INSTRUCTIONS**

**13.1** Please submit one (1) original and three (3) copies of both the signed technical and price quotations in separately sealed envelopes (one technical and price) to the Office of Contracting and Procurement, 441 4<sup>th</sup> Street, NW, Suite 703 (Bid Room), Washington, D.C. 20001. All quotes must be received no later than the date and time

stated in block 10 of the RFQ form. Technical quotations should include candidate resumes as well as company capability statements and all other information that the District would need for its evaluation. THIS IS THE ONLY AUTHORIZED METHOD OF SUBMITTING A QUOTE FOR THIS RFQ.

- 13.2 Issuance of this RFQ does not commit the District to pay any costs incurred in the preparation of the submission of this quotation.
- 13.3 By submitting a quote, Quoter is representing that the candidates proposed are available to commence work promptly upon the Quoter's receipt of a PO provided that a PO is received within thirty (30) days of submission in response to this RFQ. By submitting a Quote, Quoter further represents that it understands that award decisions will be made based, in part, on the quality of the candidates proposed, and that if the candidates should not be available to commence work, for whatever reason, at the beginning of the period of performance, the District reserved the right to cancel the award and proceed with awarding to another Quoter whose candidates are available.
- 13.4 The Standard Contract Provisions for Use with District of Columbia Government Supplies and Services Contracts, March 2007, are hereby incorporated by reference and made a part of this RFQ and the resultant PO. For a copy, go to OCP's website, <http://ocp.dc.gov>, and click on Solicitation Attachments.
- 13.5 The Quoter shall provide no more than three (3) resumes as part of the response to this solicitation. In addition, no resume shall be longer than three (3) pages in length. Each resume shall be submitted on 8 ½" x 11" bond paper with identical font and formatting.

END