

**Request for Proposal (RFP)**  
**Higher Education Coordinating Commission (HECC)**  
**Strategic Capital Development Plan**  
**Only Manual Bids Allowed**  
**Opportunity #: DASPS-2880-18**



DAS Procurement Services  
 1225 Ferry Ste SE  
 Salem, OR 97301

**Contact** Dion Kerléé  
**Phone** 1 (503) 378-2816  
**Fax**

**Issued For**  
 Higher Education Coordinating Commission (HECC)  
 255 Capitol Street NE  
 Salem, OR 97310

**Opportunity #**  
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**Publish Date & Time**  
 07/11/2018 2:33 PM  
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**Time Zone**  
 Pacific Time

All dates are mm/dd/yyyy

**Attachments Exist**  
**Organization Attachments Do Not Exist**  
**Documents for Purchase Do Not Exist**

Company Name \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_  
 Contact Name \_\_\_\_\_  
 Phone \_\_\_\_\_ Fax \_\_\_\_\_  
 Email \_\_\_\_\_  
 FID (Federal Business Number) \_\_\_\_\_  
 Resident Bidder  Yes  No FID \_\_\_\_\_  
 (Do not enter SSN)

**Opportunity Summary**

The State of Oregon, acting by and through DAS PS, is issuing this Request for Proposals on the behalf of HECC for development of a statewide public university Strategic Capital Development Plan (the "Plan").

The HECC is a commission appointed by the Governor of Oregon. Each of the seven public universities is independent. There is no common approach or central library of university capital development plans. Each university determines its own capital needs and has its own governing board that approves its own capital plans. The State provides a portion of the funding on a project-by-project basis for university projects approved by the Legislature.

The Plan will contemplate the capital needs of the State and how it will achieve state goals for higher education in Oregon.

The Plan will allow HECC both a forward-looking basis for prioritization and an opportunity to take the broad view of higher education investments requested by the Governor. The Plan will identify capital investments that facilitate the ability for underrepresented, first-generation, low-income and rural students to pursue their degrees.

Item #	Quantity	Description	Unit Price	Total Amount
1	1 EACH	Commodity No. 918-90 Strategic Planning and Consulting Services		
2	1 EACH	Commodity No. 918-21 Business Consulting		
3	1 EACH	Commodity No. 918-12 Analytical Studies and Surveys (Consulting)		
4	1 EACH	Commodity No. 918-49 Finance/Economics Consulting		





## **STATE OF OREGON**

Acting by and through the

**DEPARTMENT OF ADMINISTRATIVE SERVICES**

On the behalf of the

**HIGHER EDUCATION COORDINATING COMMISSION**

Request for Proposal (RFP)

## **DASPS-2880-18 STRATEGIC CAPITAL DEVELOPMENT PLAN**

Date of Issue: July 11, 2018

Closing Date and Time: August 22, 2018 9:00 AM

Single Point of Contact (SPC): Dion Kerleé, State Procurement Analyst

Address: 1225 Ferry St SE  
City, State, Zip Salem, Oregon 97301-4278  
Phone (voice) 503-378-2816  
E-mail: [dion.kerlee@oregon.gov](mailto:dion.kerlee@oregon.gov)

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# SECTION 1: GENERAL INFORMATION

## 1.1 INTRODUCTION

The State of Oregon, acting by and through the Oregon Department of Administrative Services Procurement Services Office, (“DAS PS” or “Agency”), is issuing this Request for Proposal on the behalf of Oregon Higher Education Coordinating Commission (“HECC”) seeking to contract with an experienced university system capital development planning firm to develop a Strategic Capital Development Plan (“the Plan”).

Additional details on the Scope of the services are included in the Scope of Services section.

Agency anticipates the award of one Contract as a result of this RFP.

The initial term of the Contract is anticipated to begin summer 2018 and anticipates that the development of the Strategic Capital Development Plan will be completed by June 30, 2019.

Proposers are encouraged to include in their Proposal additional, optional phases related to the Proposed Strategic Capital Development Plan that may include, but would not be limited to, plan implementation, project/plan management, quality assurance measures, and additional gap analysis and needs assessments.

Agency may, at its sole discretion, elect to amend any awarded Contract to include additional time periods, services and/or deliverables within the scope of this RFP.

## 1.2 SCHEDULE

The table below represents a tentative schedule of events. All times are listed in Pacific Time. All dates listed are subject to change. N/A denotes that event is not applicable to this RFP.

Event	Date	Time
Pre-Proposal Conference	August 2, 2018	9:00 AM
Questions / Requests for Clarification Due	August 8, 2018	9:00 AM
RFP Protest Period Ends	August 15, 2018	9:00 AM
Closing (Proposal Due)	August 22, 2018	9:00 AM
Opening of Proposal	August 22, 2018	9:00 AM
Issuance of Notice of Intent to Award (approx.)	September 3, 2018	
Award Protest Period Ends	7 calendar days after Notice of Intent to Award	

## 1.3 SINGLE POINT OF CONTACT (SPC)

The SPC for this RFP is identified on the Cover Page, along with the SPC’s contact information. Proposer shall direct all communications related to any provision of the RFP only to the SPC, whether about the technical requirements of the RFP, contractual requirements, the RFP

process, or any other provision.

## **SECTION 2: AUTHORITY, OVERVIEW, AND SCOPE**

### **2.1 AUTHORITY AND METHOD**

Agency is issuing this RFP pursuant to its authority under OAR 125-246-0170(2).

Agency is using the Competitive Sealed Proposal method, pursuant to ORS 279B.060 and OAR 125-247-0260. Agency may use a combination of the methods for Competitive Sealed Proposals, including optional procedures: a) Competitive Range; b) Discussions and Revised Proposals; c) Revised Rounds of Negotiations; d) Negotiations; e) Best and Final Offers; and f) Multistep Sealed Proposals.

### **2.2 DEFINITION OF TERMS**

For the purposes of this RFP, capitalized words are defined in OAR 125-246-0110.

### **2.3 OVERVIEW AND PURPOSE**

#### **2.3.1 Agency Overview and Background**

The State of Oregon, acting by and through DAS PS, is issuing this Request for Proposals on the behalf of HECC for development of a statewide public university Strategic Capital Development Plan (the “Plan”).

The HECC is a commission appointed by the Governor of Oregon. Each of the seven public universities is independent. There is no common approach or central library of university capital development plans. Each university determines its own capital needs and has its own governing board that approves its own capital plans. The State provides a portion of the funding on a project-by-project basis for university projects approved by the Legislature.

The Plan will contemplate the capital needs of the State and how it will achieve state goals for higher education in Oregon.

The allocation of state funding to the seven public universities is determined using the Student Success and Completion Model (SSCM), developed and approved by HECC through a collaborative process with the universities and other stakeholders. Information about the SSCM can be reviewed here: <http://www.oregon.gov/highered/institutions-programs/public/Pages/university-funding-model.aspx>.

The HECC, as part of its statutory responsibility to advance a consolidated biennial higher education budget request to the Governor, evaluates capital construction funding requests from the public universities. Historically, a ranked list of projects is assembled according to the HECC’s determination of impact on State higher education priorities and other factors.

#### **2.3.2 Project Overview and Background**

HECC is dedicated to fostering and sustaining the best, most rewarding pathways to opportunity and success for all Oregonians through an accessible, affordable and

coordinated network for educational achievement beyond a high school diploma. HECC develops and implements policies and programs to ensure that Oregon's network of colleges, universities, and workforce development initiatives and pre-college outreach programs are well coordinated to foster student success. It advises the Oregon Legislature, the Governor, and the Chief Education Office on policy and funding to meet state postsecondary goals.

Oregon Revised Statute 350.075 charges HECC with the evaluation and prioritization of capital investments of the State in its higher education enterprise. The resulting prioritization is provided to the Governor as a recommendation for consideration and inclusion in the Governor's biennial recommended budget.

On June 7, 2016, Governor Brown directed HECC to provide guidance on this prioritization process and to identify elements for consideration. Included in this communication was a request that the HECC work toward a long-range planning process that will take a broad view of higher education investments—both operating and capital investments—to provide an effective pathway to the state's educational attainment goals.

### **2.3.3 Purpose**

Development of a Plan is a collaborative process with the universities and other stakeholders that contemplates the holistic capital needs of the State and the best approach to achieve state goals for higher education in Oregon thus creating a consistent approach and central library of collaborative independent university capital development plans.

HECC executives have directed that an outside third party provide the Plan and that HECC will designate a Funding and Achievement (F&A) Subcommittee to guide and to implement the Plan.

The F&A Subcommittee through HECC Staff will engage the University Administrators to develop strategic solutions and recommendations for the Commission and the Governor. A panel of Commissioners will be appointed by the HECC Chair to serve on the F&A Subcommittee.

HECC recognizes that the most cost-efficient means of meeting the State's ambitious university educational attainment goals is to maintain and increase the utilization and productivity of the current array of university-related capital assets (e.g. buildings and their related infrastructure).

As necessary in order to meet the educational, civic, cultural, and research needs of Oregon and Oregon students, HECC will recommend that additional State capital resources be deployed to support the renovation of existing facilities and the addition of new facilities.

Capital need is expected to be driven by demographic, economic, other environmental, and industry factors. The Plan will guide HECC's evaluation of university-submitted capital project proposals for their ability to contribute to the 2029 portfolio vision and continually improve the HECC capital prioritization criteria and process.

The Plan may include national trends and university capacity and utilization with benchmarks for similar peer groupings to Oregon Universities.

The Plan will allow HECC both a forward-looking basis for prioritization and an opportunity to take the broad view of higher education investments requested by the Governor. The Plan

will identify capital investments that facilitate the ability for underrepresented, first-generation, low-income and rural students to pursue their degrees.

## **2.4 MINIMUM PROPOSER REQUIREMENTS**

HECC seeks to evaluate Proposals from Proposers that demonstrate unique professional experience that qualifies the Proposers principal investigators to develop the Plan.

To be considered for evaluation, Proposal must demonstrate how Proposer meets all requirements of this section.

### **2.4.1 Strategic Capital Development Planning Expertise**

2.4.1.1 Contractor shall possess unique professional experience in developing a Plan and be capable of exhibiting how that experience will be relevant to the development of the Plan.

2.4.1.2 Contractor shall possess a minimum of 5 years of experience in higher education strategic capital planning that includes strategic capital leadership, demographic trend analysis, economic trend analysis and facilities development planning.

### **2.4.2 Key Persons Expertise**

2.4.2.1 Contractor's Key Persons shall possess 5 years of professional experience in higher education strategic capital planning that includes strategic capital leadership, demographic trend analysis, economic trend analysis and facilities development planning.

## **2.5 SCOPE OF SERVICES**

Contractor shall exhibit the ability to develop a The Plan by leveraging proven comprehensive capital needs analyses and demographic trends. Additional details regarding the Scope of Services to be performed by Contractor are located in the Exhibit 1 – Statement of Services and Exhibit 2 - Deliverables Table.

### **2.5.1 Comprehensive Capital Needs Assessment**

2.5.1.1 Contractor shall analyze existing data and conduct a comprehensive capital needs assessment that will assess space capacity, existing space utilization, facility quality, special facilities and infrastructure in the development of the Plan.

2.5.1.2 Contractor shall analyze Oregon and national trends and include demographic trends, enrollment trends, job demand by discipline and the impact of technology on classroom instruction and design in the development of the Plan.

### **2.5.2 Strategic Goal and Plan Alignment**

2.5.2.1 Contractors Plan shall substantially and appropriately align with the HECC's

Strategic Plan provided as Exhibit 1 – Statement of Services and include the deliverables outlined in Exhibit 2 - Strategic Capital Development Plan Deliverables.

2.5.2.2 Contractors Plan shall establish clear steps that will achieve the HECC 40-40-20 goals contained in HECC’s Strategic plan as described in Exhibit 1 – Statement of Services and include the deliverables outlined in Exhibit 2 - Strategic Capital Development Plan Deliverables.

**2.5.3 The Plan**

2.5.3.1 Contractor shall develop a Plan that targets the Oregon public university capital portfolio through 2029 and provide a summary of capital need based on demographic, economic, industry, and other relative environmental factors.

2.5.3.2 The Plan shall divide the existing and potential future capital portfolio, by region, according to ideal usage and utilization, estimating space need for different academic disciplines, perhaps by degree levels, and space function (education versus research, for example).

**SECTION 3: REQUEST FOR PROPOSAL PROCESS**

**3.1 PUBLIC NOTICE**

The RFP and attachments are published in the Oregon Procurement Information Network (ORPIN) at <http://orpin.oregon.gov>. RFP documents will not be mailed to prospective Proposers.

Modifications, if any, to this RFP will be made by written Addenda and published in ORPIN. Prospective Proposer is solely responsible for checking ORPIN to determine whether or not any Addenda have been issued. Addenda are incorporated into the RFP by this reference

**3.2 PREPROPOSAL CONFERENCE**

A pre-Proposal conference will be held at the date and time listed in the Schedule. Prospective Proposers’ participation in this conference is highly encouraged but not mandatory.

DATE	TIME	LOCATION
Thursday August 2, 2018	9:00 AM	General Services Building Mt Neahkahnie Conference Room 1225 Ferry St SE. Salem Oregon 97301

Directions to the General Services Building can be downloaded here;

<http://www.oregon.gov/das/Procurement/Documents/GenServMap.pdf>

A webinar is available to those wishing to participate that are unable to attend in person.

Link to for attendees to test their system:

[https://dasps.adobeconnect.com/common/help/en/support/meeting\\_test.htm](https://dasps.adobeconnect.com/common/help/en/support/meeting_test.htm)

Link to participate:

<https://dasps.adobeconnect.com/dk/>

The purpose of the pre-Proposal conference is to:

- Provide additional description of the project;
- Explain the RFP process; and
- Answer any questions Proposers may have related to the project or the process.

Statements made at the pre-Proposal conference are not binding upon Agency. Proposers may be asked to submit questions in Writing.

### **3.3 QUESTIONS / REQUESTS FOR CLARIFICATIONS**

All inquiries, whether relating to the RFP process, administration, deadline or method of award, or to the intent or technical aspects of the RFP must:

- Be delivered to the SPC via email, hard copy
- Reference the RFP number
- Identify Proposer's name and contact information
- Refer to the specific area of the RFP being questioned (i.e. page, section and paragraph number); and
- Be received by the due date and time for Questions/Requests for Clarification identified in the Schedule

### **3.4 SOLICITATION PROTESTS**

#### **3.4.1 Protests to RFP**

Prospective Proposer may submit a Written protest of anything contained in this RFP, including but not limited to, the RFP process, Specifications, Scope of Services, and the Sample Contract. This is prospective Proposer's only opportunity to protest the provisions of the RFP, except that Proposer may protest Addenda as provided below.

Prospective Proposer may submit a Written protest of anything contained in this RFP, including but not limited to, the RFP process, Specifications, Scope of Services, and the proposed Sample Contract. This is prospective Proposer's only opportunity to protest the provisions of the RFP, except that Proposer may protest Addenda as provided below and Proposer may take exception to the terms and conditions of the Sample Contract/Price Agreement as set forth in the Negotiations Section.

#### **3.4.2 Protests to Addenda**

Prospective Proposer may submit a Written protest of anything contained in the respective Addendum. Protests to Addenda, if issued, must be submitted by 5 p.m. Pacific Time of the second Business Day or the date/time specified in the respective Addendum, or they will not be considered. Protests of matters not added or modified by the respective Addendum will not be considered.

### 3.4.3 All Protests must:

- Be delivered to the SPC via email, hard copy
- Reference the RFP number
- Identify prospective Proposer's name and contact information
- Be sent by an authorized representative
- State the reason for the protest, including:
  - the grounds that demonstrate how the Procurement Process is contrary to law, Unnecessarily Restrictive, legally flawed, or improperly specifies a brand name; and
  - evidence or documentation that supports the grounds on which the protest is based
- State the proposed changes to the RFP provisions or other relief sought
- Protests to the RFP must be received by the due date and time identified in the Schedule
- Protests to Addenda must be received by the due date identified in the respective Addendum

### 3.5 PROPOSAL DELIVERY OPTIONS

Proposer is solely responsible for ensuring its Proposal is received by the SPC in accordance with the RFP requirements before Closing. Agency is not responsible for any delays in mail or by common carriers or by transmission errors or delays, or for any mis-delivery for any reason. A Proposal submitted by any means not authorized below will be rejected.

#### Delivery through Mail or Parcel Carrier

A Proposal may be submitted through the mail or via parcel carrier, and must be clearly labeled and submitted in a sealed envelope, package or box. The outside of the sealed submission must clearly identify the Proposer's name and the RFP number. It must be sent to the attention of the SPC at the address listed on the Cover Page.

#### Delivery in Person

A Proposal may be hand delivered, and must be clearly labeled and submitted in a sealed envelope, package or box. A Proposal will be accepted, prior to Closing, during Agency's normal Monday – Friday business hours of 8:00 a.m. to 5 p.m. Pacific Time, except during State of Oregon holidays and other times when Agency is closed. The outside of the sealed submission must clearly identify the Proposer's name and the RFP number. It must be delivered to the attention of the SPC at the address listed on the Cover Page.

### 3.6 PROPOSAL MODIFICATION OR WITHDRAWAL

If a Proposer wishes to make modifications to a submitted Proposal it must submit its modification in one of the authorized methods listed in the Proposal Delivery Options section. To be effective the notice must include the RFP number and be submitted to the SPC prior to Closing.

If a Proposer wishes to withdraw a submitted Proposal, it must submit a Written notice

signed by an authorized representative of its intent to withdraw to the SPC via email, hard copy prior to closing in accordance with OAR 137-047-0440. To be effective the notice must include the RFP number.

### **3.7 PROPOSAL DUE**

A Proposal (including all required submittal items) must be received by the SPC on or before Closing. All Proposal modifications or withdrawals must be received prior to Closing.

A Proposal received after Closing is considered LATE and will NOT be accepted for evaluation. A late Proposal will be returned to the Proposer or destroyed.

### **3.8 PUBLIC OPENING**

A public Opening will be held on the date and time listed in the Schedule and at the location stated on the Cover Page. Only the name of the Proposer will be read at the Opening, no other information will be made available at that time. Proposals received will not be available for inspection until after the evaluation process has been completed and the Notice of Intent to Award is issued pursuant to OAR 125-247-0630.

### **3.9 PROPOSAL REJECTION**

Agency may reject a Proposal for any of the following reasons:

- Proposer fails to substantially comply with all prescribed RFP procedures and requirements, including but not limited to the requirement that Proposer's authorized representative sign the Proposal.
- Proposer fails to meet the responsibility requirements of ORS 279B.110.
- Proposer makes any contact regarding this RFP with State representatives such as State employees or officials other than the SPC or those the SPC authorizes, or inappropriate contact with the SPC.
- Proposer attempts to influence a member of the Evaluation Committee.
- Proposal is conditioned on Agency's acceptance of any other terms and conditions or rights to negotiate any alternative terms and conditions that are not reasonably related to those expressly authorized for negotiation in the RFP or Addenda.

### **3.10 PROPOSAL ORGANIZATIONAL REQUIREMENTS**

#### **3.10.1 Proposal Submissions**

To be considered for evaluation, Proposal must contain each of the following elements (further detailed in Proposal Content Requirements section below):

- Executive Summary
- Technical Proposal
- Affidavit of Trade Secret (Attachment B), (if applicable)
- Proposer Information and Certification Sheet (Attachment C)
- Reference Check Form (Attachment D)

- Cost Proposal Form (Attachment E)
- COBID Certification / Outreach Plan (Attachment F), (if applicable)
- Responsibility Inquiry (Attachment G)
- Key Persons (Attachment H) and Resumes

### **3.10.2 Proposal Format and Quantity**

Proposal should follow the format and reference the sections listed in the Proposal Requirements section. Responses to each section and subsection should be labeled to indicate the item being addressed. Cost information must be submitted as a separate electronic file and a sealed envelope with the hard copy.

Proposer shall submit both a hard copy on white 8 ½" x 11" Recycled Paper and an electronic copy on electronic media such as thumb drive or CD. The total combined size of the Proposal and Coversheet should be compressed so it does not exceed 10 megabytes.

The Proposer Information and Certification Sheet (Attachment C) must bear the Proposer's authorized representative's Signature. If Proposer believes any of its Proposal is exempt from disclosure under Oregon Public Records Law (ORS 192.410 through 192.505), Proposer shall submit a fully redacted version of its Proposal, clearly identified as the redacted version.

Proposer shall submit its Proposal in a sealed package addressed to the SPC with the Proposer's name and the RFP number clearly visible on the outside of the package.

Proposer's electronic copy of the Proposal on USB drive, DVD, or CD must be formatted using Adobe Acrobat (pdf), Microsoft Word (docx), or Microsoft Excel (xlsx).

### **3.10.3 Authorized Representative**

Failure of the authorized representative to sign the Proposal may subject the Proposal to rejection by Agency.

## **3.11 PROPOSAL CONTENT REQUIREMENTS**

Proposal must address each of the items listed in this section and all other requirements set forth in this RFP. Proposer shall describe the Services to be performed. A Proposal that merely offers to provide the services as stated in this RFP may be considered non-Responsive to this RFP and will not be considered further.

Proposal should not include extensive art work, unusual printing or other materials not essential to the utility and clarity of the Proposal. Do not include marketing or advertising material in the Proposal. Proposal should be straightforward and address the requests of the RFP. Proposal containing excess marketing or advertising material may receive a lower evaluation score if specific relative information is difficult to locate.

### **3.11.1 Executive Summary (Scored)**

Proposers Proposal shall include the information requested in Section 4.3 below for evaluation by the evaluation committee

### **3.11.2 Technical Proposal (Scored)**

Proposers Proposal shall include the information requested in Section 4.4 below for evaluation by the evaluation committee

### **3.11.3 Affidavit of Trade Secret**

If Proposer believes any of its Proposal is exempt from disclosure under Oregon Public Records Law (ORS 192.410 through 192.505), Proposer shall include a completed Attachment D - Affidavit of Trade Secret and submit it along with a fully redacted version of its Proposal, clearly identified as the redacted version.

### **3.11.4 Proposer Information and Certification Sheet**

Proposer shall complete and submit the provided Attachment C - Proposer Information and Certification Sheet.

Failure to demonstrate compliance with Oregon Tax Laws and sign the Proposer Information and Certification Sheet may result in a finding of non-Responsibility.

### **3.11.5 References (Scored)**

Proposer shall complete and submit the provided Attachment C – Reference Check Form.

Proposers Proposal shall include the information requested in Section 4.5 below for evaluation by the evaluation committee.

### **3.11.6 Cost Proposal (Scored)**

Proposers Cost Proposal shall align substantially with the Exhibit 1 - Statement of Services and the Exhibit 2 - Strategic Capital Development Plan Deliverables Table and include all costs associated with service delivery for all phases.

Proposers Proposal shall include the information requested in Section 4.6 below for evaluation by the evaluation committee.

### **3.11.7 Proposer Responsibility Inquiry**

Proposers shall submit with their Proposal a completed Attachment G – Responsibility Inquiry.

### **3.11.8 Key Persons (Scored)**

Proposers shall complete the Attachment H – Key Persons and include the following information: contact name, work phone number, and work email address of all Key People that will be assigned to the Campaign. Proposer shall list at a minimum two Key People in descending order, starting with the key person with the highest qualifications, number one (1) Key Person.

Proposers Proposal shall include the information requested in Section 4.7 below for evaluation by the evaluation committee.

### **3.11.9 Project Implementation Plan (Scored)**

**3.11.10** Proposers Proposal shall include the information requested in Section 4.8 below for evaluation by the evaluation committee.

## **SECTION 4: EVALUATION PROCESS**

### **4.1 RESPONSIVENESS AND RESPONSIBILITY DETERMINATION**

#### **4.1.1 Responsiveness determination**

A Proposal received prior to Closing will be reviewed to determine if it is Responsive to all RFP requirements including compliance with Minimum Qualifications section and Minimum Submission Requirements section. If the Proposal is unclear, the SPC may request clarification from Proposer. However, clarifications may not be used to rehabilitate a non-Responsive proposal. If the SPC finds the Proposal non-Responsive, the Proposal may be rejected, however, Agency may waive mistakes in accordance with OAR 137-047-0470.

#### **4.1.2 Responsibility determination**

Agency will determine if an apparent successful Proposer is Responsible prior to award and execution of the Contract. Proposers shall submit a signed Responsibility Inquiry form (Attachment G) with Proposal.

At any time prior to award, Agency may reject a Proposer found to be not Responsible.

### **4.2 EVALUATION CRITERIA**

Each Proposal meeting all Responsiveness requirements will be independently evaluated by members of an Evaluation Committee. Evaluation Committee members may change and Agency may have additional or fewer evaluators for optional rounds of competition. Evaluators will assign a score for each evaluation criterion listed below in this section up to the maximum points available in the Point and Score Calculation section.

SPC may request further clarification to assist the Evaluation Committee in gaining additional understanding of Proposal. A response to a clarification request must be to clarify or explain portions of the already submitted Proposal and may not contain new information not included in the original Proposal.

### **4.3 EXECUTIVE SUMMARY**

#### **4.3.1 Minimum Proposer Requirements**

4.3.1.1 Describe your firm's unique professional experience that qualifies your firm to develop the Plan. Describe any policies, processes or procedures that will be implemented to increase the likelihood of successful plan development.

4.3.1.2 Describe the tools and resources that your firm commonly uses in successful and effective plan development.

## **4.3.2 Principal Investigator Planning Experience**

- 4.3.2.1 Describe how your firm's principal investigators unique professional experience will be relevant to the plan development.

## **4.3.3 Company's Planning Experience**

- 4.3.3.1 Describe your company's number of years of experience in each aspect of higher education strategic capital planning; include at a minimum strategic capital leadership, demographic trend analysis, economic trend analysis and facilities development planning in your description.

## **4.4 TECHNICAL PROPOSAL**

### **4.4.1 Comprehensive Capital Needs Assessment**

- 4.4.1.1 Describe the process, policy or procedure that ensures thorough analysis of existing data when conducting a comprehensive capital needs assessment. Describe how that process policy or procedure will assess space capacity, existing space utilization, facility quality, special facilities and infrastructure in the development of the Plan.
- 4.4.1.2 Describe the process that will analyze Oregon and national trends including demographic trends, enrollment trends, job demand by discipline and the impact of technology on classroom instruction. Describe how this process will aid the design and development of the Plan.

### **4.4.2 Strategic Goal and Plan Alignment**

- 4.4.2.1 Describe how the Plan will be designed to ensure substantial and appropriate alignment with the HECC's Strategic Plan provided as Exhibit 5 and include the deliverables outlined in the Exhibit 2 Deliverables Table.
- 4.4.2.2 Describe the process that will ensure that the Plan will establish clear steps to achieve the HECC 40-40-20 goals contained in HECC's Strategic plan as described in Exhibit 5 and include the deliverables outlined in Exhibit 2 Deliverables Table.

### **4.4.3 The Plan**

- 4.4.3.1 Describe the process that will ensure that the developed Plan will target the Oregon public university capital portfolio through 2029 and include a summary of capital need based on demographic, economic, industry, and other relative environmental factors.
- 4.4.3.2 Describe how the Plan will be developed to ensure the ability to divide the existing and potential future capital portfolios, by region, according to ideal usage and utilization, estimate space need for different academic disciplines, by degree levels, and space function (instruction versus research, for example).

#### 4.5 PROPOSER REFERENCES

Provide 3 references, on the provided Attachment D – Proposer References, from current or former client firms for similar projects performed for any clients within the last 5 years. References must be able to verify the quality of previous related Work.

Agency may check to determine if references provided support Proposer’s ability to comply with the requirements of this RFP. Agency may use references to obtain additional information, or verify any information needed. Agency may contact any reference (submitted or not) to verify Proposer’s qualifications.

Proposer shall submit reference names and contact information on the RFP Attachment D.

The SPC will email the Proposer provided references a form asking that the reference rate the Proposers ability to provide the services being sought in this RFP.

In the event a provided reference is non-responsive to the email request Agency will make three attempts to contact the reference provided by the Proposer. If these attempts are unsuccessful, the Proposer will receive a score of zero for that reference.

#### 4.6 COST EVALUATION

The SPC will conduct the cost evaluation. The SPC will award a cost score to each Cost Proposal based upon the percentage of the proposed cost as compared to the lowest Proposer’s cost using the following formula:

$$\frac{\text{lowest cost of all Proposers}}{\text{cost being scored}} \times \text{cost points possible} = \text{cost score}$$

#### 4.7 PROPOSERS KEY PERSONS

Specify the key persons to be assigned to this project. For key person number one (1) and key person number two (2) include a current resume (not to exceed two pages each) that demonstrates qualifications and experience for the services being requested.

Provide professional experience curriculum vitae (not to exceed two pages) of the two key persons (number one (1) and number two (2)) that will lead the development of the Plan. Describe how it will be relevant to the Plan. Identify in years the depth of expertise in higher education strategic capital planning of the key persons and how they relate to Oregon needs including, but not limited to, strategic capital leadership, demographic trend analysis, economic analysis and facilities development planning.

Submit resumes and curriculum vitae for only key person number one (1) and number two (2). Resumes and curriculum vitae for other key persons listed on the Attachment H will not be provided to the evaluators and will not be scored.

#### 4.8 PROJECT IMPLEMENTATION PLAN

Describe how Proposer would carry out the major activities of this project in context with the Scope of Services. Provide a management plan that the Proposer intends to follow to implement the Plan. Illustrate how the Plan will serve to coordinate and accomplish the work.

**4.9 UNDERREPRESENTED STUDENTS**

Describe how the Plan will identify capital investments that facilitate the ability for underrepresented, first-generation, low-income and rural students to pursue their degrees. How will this support those students in their pursuit of higher education?

**4.10 POINT AND SCORE CALCULATIONS**

Scores are the points assigned by each evaluator. The maximum points possible for each evaluation item are listed in the table below. The SPC will average all evaluator scores for each evaluation criterion. Cost points are calculated as stated in the Cost Evaluation section.

4.3 Executive Summary		
4.3.1 Minimum Proposer Requirements		
4.3.1.1	Company Experience (general)	50
4.3.1.2	Tools and Resources	10
4.3.2 Principal Investigators Planning Experience		
4.3.2.1	Principal Investigators Experience	20
4.3.3 Company’s Planning Experience		
4.3.3.1	Company Experience (specific)	50
<b>Executive Summary Total Possible Points</b>		<b>130</b>
4.4 Technical Proposal		
4.4.1 Comprehensive Capital Needs Assessment		
4.4.1.1	Need Analysis	20
4.4.1.2	Trend Analysis	20
4.4.2 Strategic Goal and Plan Alignment		
4.4.2.1	Plan Alignment	20
4.4.2.2	Plan Steps	20
4.4.3 The Plan		
4.4.3.1	Summary of Capital Need	20
4.4.3.2	Future Capital Portfolios	20
<b>Technical Proposal Total Possible Points</b>		<b>120</b>
4.5 Proposer References		
<b>Proposer References Total Possible Points</b>		<b>50</b>

<b>4.6 Cost Proposal</b>	
<b>Cost Proposal Total Possible Points</b>	<b>50</b>
<b>4.7 Key Persons</b>	
<b>Key Persons Total Possible Points</b>	<b>50</b>
<b>4.8 Project Implementation</b>	
<b>Project Implementation Total Possible Points</b>	<b>50</b>
<b>4.9 Underrepresented Students</b>	
<b>Underrepresented Students Total Possible Points</b>	<b>50</b>

## **4.11 PREFERENCES**

### **4.11.1 Reciprocal Preference**

For evaluation purposes per OAR 125-246-0310, Agency shall add a percent increase to each out-of-state Proposer's Proposal price that is equal to the percent preference, if any, given to a Resident Offeror in the [Proposer's state](#).

### **4.11.2 Tiebreakers**

Oregon Supplies: If Agency receives Proposals identical in price, fitness, availability and quality and chooses to award a Contract, Agency shall award the Contract in accordance with the procedures outlined in OAR 137-046-0300.

## **4.12 NEXT STEP DETERMINATION**

At the conclusion of a round of competition, Agency may choose to conduct additional round(s) of competition if in the best interest of the State. Additional rounds of competition may consist of, but will not be limited to:

- Interviews
- Presentations/Demonstrations/Additional Submittal Items
- Discussions and submittal of revised Proposals
- Serial or simultaneous negotiations
- Best and Final Offers

### **4.12.1 Competitive Range Determination**

If Agency, in its sole discretion, determines that one or more additional rounds of competition is necessary, it will select a Competitive Range to indicate the Proposers that will be invited to participate in a subsequent round. The Competitive Range may include all, or at Agency's sole discretion, some (based primarily on a natural break in the distribution of scores), of the Proposers from a previous round. Agency will post a notice in ORPIN of its Competitive Range Determination and provide details about the process and schedule for the subsequent round.

#### **4.12.2 Competitive Range Protest**

Proposers excluded from a round may submit a Written Protest of Competitive Range. Protests must:

- Be emailed to the SPC;
- Reference the RFP number;
- Identify Proposer's name and contact information;
- Be sent by an authorized representative
- State the reason for the protest;
- Be received within 7 calendar days after issuance of the Notice of the Competitive Range unless a different due date and time is specified in such notice.

Agency will address all protests within a reasonable time and will issue a Written decision to the respective Proposer. Protests that do not include the required information may not be considered by Agency.

## **SECTION 5: AWARD AND NEGOTIATION**

### **5.1 AWARD NOTIFICATION PROCESS**

#### **5.1.1 Award Consideration**

Agency, if it awards a Contract, shall award a Contract to the highest ranking Responsible Proposer(s) based upon the scoring methodology and process described in Section 4. Agency may award less than the full Scope defined in this RFP. Agency, in its sole discretion, may make additional award(s) for up to 9 months following the close of this solicitation. Agency may select the next ranked Responsive and Responsible Proposer, issue an Intent to Award notice and begin a new award protest period. If agreement with that Proposer is not reached, Agency may offer award to the next ranked Proposer and so on until agreement is reached or until Agency terminates the process. Agency may require reconfirmation of the qualifications and staffing of any Proposer.

#### **5.1.2 Intent to Award Notice**

Agency will notify all Proposers in Writing that Agency intends to award a Contract to the selected Proposer(s) subject to successful negotiation of any negotiable provisions.

### **5.2 INTENT TO AWARD PROTEST**

#### **5.2.1 Protest Submission**

An Affected Offeror shall have 7 calendar days from the date of the intent to award notice to file a Written protest.

A Proposer is an Affected Offeror only if the Proposer would be eligible for Contract award in the event the protest was successful and is protesting for one or more of the following reasons as specified in ORS 279B.410:

- All higher ranked Proposals are non-Responsive.
- Agency has failed to conduct an evaluation of Proposals in accordance with the criteria or process described in the RFP.
- Agency abused its discretion in rejecting the protestor's Proposal as non-Responsive.
- Agency's evaluation of Proposal or determination of award otherwise violates ORS Chapter 279B or ORS Chapter 279A.

If Agency receives only one Proposal, Agency may dispense with the evaluation process and intent to award protest period and proceed with Contract Negotiations and award.

#### 5.2.1.1 Protests must:

- Be delivered to the SPC via email, or hard copy
- Reference the RFP number
- Identify prospective Proposer's name and contact information
- Be signed by an authorized representative
- Specify the grounds for the protest
- Be received within 7 calendar days of the intent to award notice

#### 5.2.2 Response to Protest

Agency will address all timely submitted protests within a reasonable time and will issue a Written decision to the respective Proposer. Protests that do not include the required information may not be considered by Agency.

### 5.3 APPARENT SUCCESSFUL PROPOSER SUBMISSION REQUIREMENTS

Proposers who are selected for a Contract award under this RFP will be required to submit additional information and comply with the following:

#### 5.3.1 Insurance

Prior to award, Proposers shall secure and demonstrate to Agency proof of insurance as required in this RFP or as negotiated. Insurance Requirements are found in Exhibit 4 to Attachment A.

#### 5.3.2 Taxpayer Identification Number

The apparent successful Proposer shall provide its Taxpayer Identification Number (TIN) and backup withholding status on a completed W-9 form when requested by Agency or when the backup withholding status or any other relevant information of Proposer has changed since the last submitted W-9 form, if any.

#### 5.3.3 Business Registry

If selected for award, Proposer shall be duly authorized by the State of Oregon to transact business in the State of Oregon before executing the Contract. Information about these

requirements may be found at <http://sos.oregon.gov/business/pages/register.aspx>.

## **5.4 CONTRACT NEGOTIATION**

### **5.4.1 Negotiation**

After selection of a successful Proposer, Agency may enter into Contract negotiations with the successful Proposer. By submitting a Proposal, Proposer agrees to comply with the requirements of the RFP, including the terms and conditions of the Sample Contract (Attachment A).

The State intends to enter into a Contract with the successful Proposer substantially in the form set forth in Sample Contract (Attachment A). It may be possible to negotiate some provisions of the final Contract; however, many provisions cannot be changed. Proposer is cautioned that the State of Oregon believes modifications to the standard provisions constitute increased risk and increased cost to the State.

Any subsequent negotiated changes are subject to prior approval of the Oregon Department of Justice.

All items, except those listed below, may be negotiated between Agency and the successful Proposer in compliance with Oregon State laws:

- Choice of law
- Choice of venue
- Constitutional requirements
- Requirements of applicable federal and State law

In the event that the parties have not reached mutually agreeable terms within 30 calendar days, Agency may terminate Negotiations and commence Negotiations with the next highest ranking Proposer.

## **SECTION 6: ADDITIONAL INFORMATION**

### **6.1 CERTIFIED FIRM PARTICIPATION**

Pursuant to Oregon Revised Statute (ORS) Chapter 200, Agency encourages the participation of small businesses, certified by the Oregon Certification Office for Business Inclusion and Diversity ("COBID") in all contracting opportunities. This includes certified small businesses in the following categories: disadvantaged business enterprise, minority-owned business, woman-owned business, a business that a service-disabled veteran owns or an emerging small business. Agency also encourages joint ventures or subcontracting with certified small business enterprises. For more information please visit <https://oregon4biz.diversitysoftware.com/FrontEnd/VendorSearchPublic.asp?XID=6787&TN=oregon4biz>

If the Contract has potential subcontracting opportunities, the successful Proposer may be required to submit a completed Certified Disadvantaged Business Outreach Plan (Attachment F) prior to execution.

## **6.2 GOVERNING LAWS AND REGULATIONS**

This RFP is governed by the laws of the State of Oregon. Venue for any administrative or judicial action relating to this RFP, evaluation and award is the Circuit Court of Marion County for the State of Oregon; provided, however, if a proceeding must be brought in a federal forum, then it must be brought and conducted solely and exclusively within the United States District Court for the District of Oregon. In no event shall this Section be construed as a waiver by the State of Oregon of any form of defense or immunity, whether sovereign immunity, governmental immunity, immunity based on the eleventh amendment to the Constitution of the United States or otherwise, to or from any Claim or from the jurisdiction of any court.

## **6.3 OWNERSHIP/PERMISSION TO USE MATERIALS**

All Proposals are public record and are subject to public inspection after Agency issues the Notice of the Intent to Award. Application of the Oregon Public Records Law will determine whether any information is actually exempt from disclosure.

All Proposals submitted in response to this RFP become the Property of Agency. By submitting a Proposal in response to this RFP, Proposer grants the State a non-exclusive, perpetual, irrevocable, royalty-free license for the rights to copy, distribute, display, prepare derivative works of and transmit the Proposal solely for the purpose of evaluating the Proposal, negotiating an Agreement, if awarded to Proposer, or as otherwise needed to administer the RFP process, and to fulfill obligations under Oregon Public Records Law (ORS 192.311 through 192.338). Proposals, including supporting materials, will not be returned to Proposer unless the Proposal is submitted late.

## **6.4 CANCELLATION OF RFP; REJECTION OF PROPOSAL; NO DAMAGES.**

Pursuant to ORS 279B.100, Agency may reject any or all Proposals in-whole or in-part, or may cancel this RFP at any time when the rejection or cancellation is in the best interest of the State or Agency, as determined by Agency. Neither the State nor Agency is liable to any Proposer for any loss or expense caused by or resulting from the delay, suspension, or cancellation of the RFP, award, or rejection of any Proposal.

## **6.5 COST OF SUBMITTING A PROPOSAL**

Proposer shall pay all the costs in submitting its Proposal, including, but not limited to, the costs to prepare and submit the Proposal, costs of samples and other supporting materials, costs to participate in demonstrations, or costs associated with protests.

## **6.6 STATEWIDE E-WASTE/RECOVERY POLICY**

If applicable, Proposer shall include information in its Proposal that demonstrates compliance with the Statewide E-Waste/Recovery Policy effective July 1, 2012.

## **6.7 RECYCLABLE PRODUCTS**

Proposer shall use recyclable products to the maximum extent economically feasible in the performance of the Services or Work set forth in this document and the subsequent Contract.

(ORS 279B.025)

## **6.8 PRINTING, BINDING, AND STATIONERY WORK**

Except as provided in ORS 282.210(2), all printing, binding and stationery work, including the manufacture of motor vehicle registration plates and plates required to be affixed to motor carriers, for the State or any county, city, town, port district, school district, or other political subdivision, must be performed within the State.

## **6.9 CHECKLIST DISCLAIMER**

Any checklists that may be contained in this RFP are provided only as a courtesy to prospective Proposer. Agency makes no representation as to the completeness or accuracy of any Checklist. Prospective Proposer is solely responsible for reviewing and understanding the RFP and complying with all the requirements of this RFP, whether listed in a checklist or not. Neither the State nor Agency is liable for any claims, or subject to any defenses, asserted by Proposer based upon, resulting from, or related to, Proposer's failure to comprehend all requirements of this RFP.

# **SECTION 7: ATTACHMENTS (PROVIDED SEPARATELY)**

## **ATTACHMENT A - SAMPLE CONTRACT**

- Exhibit 1 Sample Statement of Services
- Exhibit 2 Sample Deliverables Table
- Exhibit 3 HECC Strategic Plan
- Exhibit 4 Key Persons
- Exhibit 5 Insurance Requirements

## **ATTACHMENT B – AFFIDAVIT OF TRADE SECRET**

## **ATTACHMENT C – PROPOSER INFORMATION AND CERTIFICATION SHEET**

## **ATTACHMENT D – PROPOSER REFERENCES**

## **ATTACHMENT E – PROPOSER COST PROPOSAL**

## **ATTACHMENT F- CERTIFIED DISADVANTAGED BUSINESS OUTREACH PLAN**

## **ATTACHEMNT G – RESPONSIBILITY INQUIRY**

## **ATTACHMENT H – KEY PERSONS**