

State of Oregon



Office of Student Access and Completion (OSAC) Process Improvement, Change Management and Analysis

Intermediate Request for Proposal

HECC Reference # 25-208

OregonBuys # S-52500-00016224

Closing Date: March 26, 2026 at 3:00 PM Pacific Time

Single Point of Contact (SPC): Shannon Ziglinski

shannon.ziglinski@hecc.oregon.gov

1. INTRODUCTION

The State of Oregon, acting by and through the Higher Education Coordinating Commission (HECC), is issuing this Request for Proposals (RFP) for an expert consultant to advise HECC regarding three essential components: 1) process improvement for its Office of Student Access and Completion (OSAC), and 2) analysis of current fund management practices and capacity.

HECC anticipates the award of one Contract from this RFP. The initial term of the Contract is anticipated to expire April 5, 2027. HECC reserves the right to extend the contract up to one additional year and to award more than one Contract if it is HECC's best interest. HECC reserves the right to amend the resulting Contract(s) for related services and time as HECC determines necessary.

HECC is conducting this intermediate solicitation under the authority of OAR 125-246-0170(2)(c)(C).

The estimated budget for this work is under \$250,000; this program is funded 100% with state funds.

2. BACKGROUND

The state, federal, and private-funded financial aid programs described here are administered by the HECC Office of Student Access and Completion (OSAC). OSAC is responsible for the administration of state financial aid and access programs, including budget recommendations, fiscal management, policy, and awarding of financial aid to Oregon students at private and public institutions statewide.

3. SCOPE OF WORK

The Successful Proposer will provide HECC with facilitation and training on process improvement for OSAC's workflow processes, as well as analyze current state processes and provide recommendations for alignment across the office and improvement.

Specifically, OSAC is looking for the successful proposer to:

- 1) Develop process documentation to guide how staff move through the work. Currently, there is discrepancy between how staff approach the same work, and several staff have left the agency or changed positions recently. The end result of this work would be development of Standard Operational Processes (SOP's).
- 2) Develop documentation showing when and how OSAC staff should intersect with other offices at HECC, especially within operations.
- 3) Identification and recommendation on how to improve processes, especially those that exist only because of the current IT systems.
- 4) Identify opportunities for efficiency that could be created through future modernization efforts.
- 5) Analysis of current fund management practices and capacity of team to develop different projections of funds based on different award scenarios. Recommendations should include guidance on how to develop strong fund

reconciliation practices and developing tools for fund projections that staff can modify based on a variety of data inputs.

- 6) Develop process improvement implementation plan and facilitate prioritization of recommendations.

For all of above, OSAC would like recommendations to be informed by the national landscape (what other states are doing) and best-practice recommendations.

4. PROPOSED STATEMENT OF WORK

The below proposed Statement of Work is an example of what HECC thinks it may want. Proposer should use their experience and expertise to propose how the work shall progress, including the number, frequency, and content of the meetings.

Information Gathering

The Successful Proposer will first host a kick-off meeting with HECC's staff to better understand the existing processes and needs. This meeting with HECC staff can be in-person or virtual, as the parties mutually agree.

The Successful Proposer will then gather additional information from conducting interviews with key partners (HECC staff.) as well as completing background research on both HECC (review of relevant laws and OARs) and national trends for the OSAC program. HECC prefers the Successful Proposer to identify equivalent processes for public grants and scholarships in other comparable markets.

Process Improvement

The Successful Proposer will facilitate training in process improvement methodologies and work in collaboration with internal change management resource to deliver trainings. These meetings with HECC staff can be in-person or virtual, as the parties mutually agree.

Analysis of Fund Management

The Successful Proposer will use the gathered information collected and apply its own expertise to make interim suggestions to HECC for options of fund management practices and capacity of team to develop different projections of funds based on different award scenarios. After receiving feedback from HECC and incorporating any HECC recommendations, the Successful Proposer may need to conduct further research to incorporate into final recommendations and presentation as described below.

Final Report and Presentation

Final recommendations will be delivered both as a written report (Final Report) and a presentation to both staff and management (Final Presentation). The Final Presentation will be virtual or in-person as HECC determines in its sole discretion.

The report could consist of an opening analysis, chapters that cover the process documentation for each respective team, a chapter related to analysis of fund management recommendations, and a final chapter that compares current state solutions

to prospective future opportunities that may be available with the modernization of our IT systems.

All deliverables shall be completed no later than April 5, 2027.

5. PROPOSAL SUBMISSION

Proposals **must** be submitted through the state's procurement system, OregonBuys—HECC cannot accept proposals by any other means. **Proposals are due no later than 3:00 PM Pacific Time on March 26, 2026.** You must be registered in OregonBuys to submit a proposal, so do not wait until the last minute to submit a proposal! OregonBuys registration is free by clicking the blue "Register" button on the top right corner of the following webpage: <https://oregonbuys.gov/bsol/>. All attachments to proposals uploaded and submitted through OregonBuys must be Microsoft Word compatible or searchable Adobe format.

6. 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 Goods to be provided or the Services to be performed or both. A Proposal that merely offers to provide the Goods or Services as stated in this RFP will be considered non-Responsive to this RFP and will not be considered further.

A. Proposal Certification Sheet

The Proposer shall complete and submit the Proposer Information and Certification Sheet (Attachment A).

B. Introduction to Proposer and Proposer's Relevant Experience

Describe Proposer. Describe the firm. How long has it been in business? From which locations will the services be performed? How does Proposer support diversity, equity, and inclusion in general and/or for this Project specifically?

The Proposal must contain information that clearly demonstrates that Proposer has a minimum of three years of professional experience within the past five years, successfully providing services that are comparable to those described in this RFP.

Proposals must contain a discussion that describes the experience Proposer has working with a government entity.

Proposals should contain a discussion on Proposer's ability to successfully complete the Project on time and within budget.

C. Proposer's Implementation Plan

The Proposer shall describe how they intend to do the work. The description should include:

- Proposer's knowledge and understanding of the Project.
- The approach that Proposer will take in performing the work described in this solicitation document; must include a sample timeline and proposed schedule.

D. Key Person Experience and Resumes

The Proposer should include the resumes of all key staff to perform the Services.

E. Cost Proposal

For each activity described in the Statement of Work, the cost proposal must include identifiable costs, time estimates for completing each activity, and a summary of all proposed costs pertaining to each deliverable listed in accordance with the itemized activity. Cost proposals should be stated on a fixed fee, per-task basis.

7. EVALUATION

Proposals shall be evaluated on the following criteria:

Experience (30% of total points)

- How well has the Proposer demonstrated experience and capability to provide this type of consultant work?
- Do the key staff Proposer intends to use for this Project have sufficient and relevant experience to complete the Project?

Resources (15% of total points)

- How well does the Proposer demonstrate they have the resources to successfully provide the Services described in this solicitation document in the timeframe required by HECC?

Project Approach (30% of total points)

- How well does the Proposer clearly and concisely describe their intended approach to performing the work described in this solicitation?
- How well does the Project Approach demonstrate an understanding of the project requirements?
- Does the Proposer offer any new or enhanced ideas to add value to the work described in this solicitation?

Cost Proposal (15% of total points)

- How clearly and concisely does the Proposer convey the cost per task and deliverable?
- How well do the proposed costs align with the Proposer's Project Approach?

- What is the overall cost?

Public Information/Past Performance (10% of total points)

- Publicly available information may be used to evaluate Proposers.
- Past performance may be used to evaluate Proposers.

After an initial evaluation session, HECC may ask leading Proposers for interviews.

8. SUCCESSFUL PROPOSER REQUIREMENTS

A. Insurance

Prior to execution of the Contract, the apparent successful Proposer shall secure and demonstrate to HECC proof of commercial general liability insurance coverage in the amounts of \$1,000,000 per occurrence and \$2,000,000 annual aggregate, unless otherwise negotiated. Policies can usually be obtained for short-term durations for relatively low cost—please consult an insurance broker if you do not already carry the above-described insurance.

B. Taxpayer Identification Number

The apparent successful Proposer shall provide its Taxpayer Identification Number on a completed W-9 form (which can be found here: <https://www.irs.gov/pub/irs-pdf/fw9.pdf>). The apparent successful Proposer must provide its backup withholding status on the W-9 form if either of the following applies:

- When requested by HECC (normally in an intent to award notice), or
- When the backup withholding status or any other information of Proposer has changed since the last submitted W-9 form, if any.

HECC will not make any payment until HECC has a properly completed W-9.

C. 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. The selected Proposer shall submit a current Oregon Secretary of State Business Registry number, or an explanation if not applicable.

All Corporations and other business entities (domestic and foreign) must have a Registered Agent in Oregon. See requirements and exceptions regarding Registered Agents. For more information, see Oregon Business Guide, How to Start a Business in Oregon and Laws and Rules. The titles in this subsection are available at the following Internet site: <http://www.filinginoregon.com/index.htm>.

9. ADDITIONAL INFORMATION

A. Governing Laws

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.

B. Ownership

All Proposals submitted in response to this RFP become the Property of HECC. By submitting a Proposal in response to this RFP, Proposer grants the State a non-exclusive, perpetual, irrevocable, royalty-free, fully paid-up, worldwide 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 192.478). Proposals, including supporting materials, will not be returned to Proposer unless the Proposal is submitted late.

C. Cost of Submitting Material

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, or costs to participate in demonstrations.

D. Statewide E-waste

If applicable, Proposer shall include information in its Proposal that demonstrates compliance with the Statewide E-Waste/Recovery Procedure 107-011-050_PR. Download the procedure by visiting www.oregon.gov/DAS, then enter the procedure number into the search bar, and find the procedure in the search results window.

E. 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)

F. Printing, Binding 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 of Oregon.

ATTACHMENT A — PROPOSAL CERTIFICATION SHEET

Legal Name of Proposer _____

Address: _____ City, State, Zip: _____

State of Incorporation: _____ Entity Type: _____

Contact Name: _____ Telephone: _____ Email: _____

Any individual signing below hereby certifies they are an authorized representative of Proposer and that:

1. If awarded a Contract, Proposer agrees to perform the scope of work and meet the performance standards set forth in the final negotiated scope of work of the resulting Contract.
2. I have knowledge regarding Proposer's payment of taxes and by signing below I hereby certify that, to the best of my knowledge, Proposer is not in violation of any tax laws of the state or a political subdivision of the state, including, without limitation, ORS 305.620 and ORS chapters 316, 317 and 318.
3. Proposer does not discriminate in its employment practices with regard to race, creed, age, religious affiliation, gender, disability, sexual orientation, national origin. When awarding subcontracts, Proposer does not discriminate against any business certified under ORS 200.055 as a disadvantaged business enterprise, a minority-owned business, a woman-owned business, a business that a service-disabled veteran owns or an emerging small business. If applicable, Proposer has, or will have prior to contract execution, a written policy and practice, that meets the requirements described in ORS 279A.112, of preventing sexual harassment, sexual assault and discrimination against employees who are members of a protected class. HECC may not enter into a contract with an anticipated contract price of \$150,000 or more with a Proposer that does not certify it has such a policy and practice. See <https://www.oregon.gov/DAS/Procurement/Pages/hb3060.aspx> for additional information and sample policy template.
4. Proposer and Proposer's employees, agents, and subcontractors are not included on:
 - A. the "Specially Designated Nationals and Blocked Persons" list maintained by the Office of Foreign Assets Control of the United States Department of the Treasury found at: <https://www.treasury.gov/ofac/downloads/sdnlist.pdf>, or
 - B. the government-wide exclusions lists in the System for Award Management found at: <https://www.sam.gov/SAM>
5. Proposer certifies that, to the best of its knowledge, there exists no actual or potential conflict between the business or economic interests of Proposer, its employees, or its agents, on the one hand, and the business or economic interests of the State, on the other hand, arising out of, or relating in any way to, the subject matter of the RFP. If any changes occur with respect to Proposer's status regarding conflict of interest, Proposer shall promptly notify the State in writing.

6. Proposer certifies that all contents of the Proposal (including any other forms or documentation, if required under this RFP) and this Proposal Certification Sheet are truthful and accurate and have been prepared independently from all other Proposers, and without collusion, fraud, or other dishonesty.
7. Proposer understands that any statement or representation it makes, in response to this RFP, if determined to be false or fraudulent, a misrepresentation, or inaccurate because of the omission of material information could result in a "claim" (as defined by the Oregon False Claims Act, ORS 180.750(1)), made under Contract being a "false claim" (ORS 180.750(2)) subject to the Oregon False Claims Act, ORS 180.750 to 180.785, and to any liabilities or penalties associated with the making of a false claim under that Act.
8. Proposer certifies it will comply with the Pay Equity law, ORS 652.220, if applicable.
9. Proposer is registered in the State's electronic procurement system, OregonBuys, found here: <https://oregonbuys.gov/bsol/>. (Registration is free by clicking the blue "Register" button on the top right corner of the webpage.)

Authorized Signature

Date

(Printed Name and Title)

ATTACHMENT B — SAMPLE AGREEMENT

Informational Cover Page - Contract

THIS PAGE IS NOT PART OF THE CONTRACT

Agreement No. 25-208

OregonBuys PO-XXXXX-XXX

AGREEMENT INFORMATION	
Project Title:	Office of Student Access and Completion (OSAC) Process Improvement, Change Management and Analysis
Effective Date:	Upon Execution
Expiration Date:	April 5, 2027
Contract Amount:	\$Dollar Amount
Funding Source:	Funding Source
VENDOR INFORMATION	
Vendor:	Vendor
Address:	Street Address City, State, Zip
Project Contact:	Project Contact
Phone:	Phone Number
Email:	Click or tap here to enter text.
Fiscal Contact:	Fiscal Contact
Phone:	Phone Number
Email:	E-mail
HECC INFORMATION	
Contract Administrator:	Contract Administrator
Phone:	Phone Number
Email:	E-mail
Procurement Contact:	Procurement Staff
Phone:	Phone Number
Email:	E-mail

**STATE OF OREGON
CONTRACT FOR SERVICES**

This Contract for Services (this "Contract") is between the State of Oregon ("State") acting through its Higher Education Coordinating Commission ("HECC"), and Contractor ("Contractor") and is effective as of the Effective Date.

Contractor's Contract Administrator for this Contract is:

Contractor Contract Administrator
Street Address
City, State Zip
Phone: Phone Number
Email: E-mail

HECC's Contract Administrator for this Contract is:

HECC Contract Administrator
3225 25th Street SE
Salem, OR 97302
Phone: Phone Number
Email: E-mail

Either party may change its Contract Administrator by providing the other notice in compliance with Section 17.6 of this Contract.

1. CONTRACT TERM.

The "Effective Date" of this Contract is the date this Contract has been fully executed by each party and, approved as required by applicable law. Unless extended or terminated earlier in accordance with its terms, this Contract terminates on Expiration Date. The termination of this Contract will not extinguish or prejudice HECC's right to enforce this Contract with respect to any default by Contractor that has not been cured.

2. CONTRACT DOCUMENTS.

This Contract consists of the following documents, which are listed in descending order of precedence:

- This contract less all exhibits;
- Exhibit A (Statement of Work); and
- Exhibit B (Required Insurance).

The foregoing documents and Exhibits are attached hereto and made a part of the Contract by this reference.

3. SERVICES.

3.1. Performance of Services. Contractor shall perform the services (the "Services") and deliver to HECC the deliverables ("Deliverables") set forth in Exhibit A, the Statement of Work (the "Statement of Work"). The Statement of Work includes the delivery schedule for the Deliverables and Services. Contractor shall perform the Services in accordance with the terms and conditions of this Contract.

- 3.2. Submission and Acceptance of Deliverables.** When the Statement of Work requires Contractor to deliver Deliverables to HECC, then Contractor shall deliver Deliverables that comply with the requirements and acceptance criteria set forth in the Statement of Work.
- 3.3. Rejection of Deliverables; Corrections.** If HECC determines that a Deliverable(s) does not have the characteristics or otherwise meet the acceptance criteria set forth in the Statement of Work in all material respects, HECC will notify Contractor in writing of HECC's rejection of the Deliverable(s), and describe in reasonable detail in such notice HECC's basis for rejection of the Deliverable(s). Upon receipt of notice of non-acceptance, Contractor shall, within a 15 business day period, modify or improve the Deliverable(s) at Contractor's sole expense so that the Deliverable(s) has the characteristics described in the Statement of Work and meets, in all material respects, the acceptance criteria, and notify HECC in writing that it has completed such modifications or improvements and re-tender the Deliverable(s) to HECC. Failure of the Deliverables to have the characteristics or meet in all material respects the acceptance criteria set forth in the Statement of Work after the second submission will constitute a default by Contractor. In the event of such default, HECC may either, (i) notify Contractor of such default and instruct Contractor to modify or improve the Deliverables as set forth in this Section, or (ii) notify Contractor of such default and pursue its remedies for default provided for by law or the terms of this Contract.

4. COMPENSATION.

- 4.1. Fixed Fee.** HECC shall pay Contractor a fixed fee upon receipt and acceptance of Contractor's invoice for each completed Task as described in Exhibit A - Statement of Work.
- 4.2. Not-to-Exceed Compensation.** The maximum, not-to-exceed compensation payable to Contractor under this Contract, which includes any allowable expenses, is \$Amount. HECC will not pay Contractor any amount in excess of the not-to-exceed compensation of this Contract, and will not pay for Services performed before the Effective Date or after the expiration or termination of this Contract. If the maximum compensation is increased by amendment of this Contract, the amendment must be fully effective before Contractor performs Services subject to the amendment.
- 4.3. Method of Compensation.** Contract performance shall be based on the tasks and deliverables described herein. Contractor shall invoice HECC based on work completed. All work must be performed to the satisfaction of HECC prior to release of payment for services.
- 4.4. Payments.** Payments, including interim payments, to Contractor are subject to ORS 293.462, will be made only for completed and accepted Deliverables and Services, and will be made in accordance with the payment schedule and requirements set forth in Exhibit A - Statement of Work.
- 4.5. Invoices.** Contractor shall submit invoices in accordance with the payment schedule set forth in Exhibit A - Statement of Work or, if no payment schedule is set forth therein, then no more frequently than once per month for accepted Deliverables and Services; regardless, any payments due shall be invoiced within 45 days of performance of the services or delivery of the goods. To be processed for payment, Contractor's invoice(s) must include the following information:
- Invoice date;
 - HECC's Contract number: 25-208;
 - OregonBuys PO number;
 - HECC's Contract Administrator;

- A detailed description of all Services performed, including
 - the dates Contractor performed the Services for which it is requesting payment; and
 - the total amount due and the payment address.

Contractor shall send invoices to HECC.finance@hecc.oregon.gov and the Contract Administrator at <email here>

- 4.6. Expenses.** HECC will not pay or reimburse Contractor or any other third party for any expenses under this Contract other than those listed in Exhibit A – Statement of Work.

Reimbursable expense shall not exceed \$_____ total. Travel expenses, if allowed, must comply with the Oregon Travel Policy found at:

<http://www.oregon.gov/das/cfo/sars/policies/oam/40.10.00.pdf>

- 4.7. Funds Available and Authorized.** Contractor will not be compensated for Services performed under this Contract by any agency or department of the State of Oregon other than HECC. HECC believes it has sufficient funds currently available and authorized for expenditure to make payments under this Contract within HECC's biennial appropriation or limitation. Contractor understands and agrees that HECC's payments under this Contract are contingent on HECC receiving appropriations, limitations, or other expenditure authority sufficient to allow HECC, in the exercise of its reasonable administrative discretion, to continue to make payments under this Contract.

5. CONTRACTOR'S PERSONNEL.

- 5.1. Key Persons.** Contractor acknowledges and agrees that HECC selected Contractor, and is entering into this Contract, because of the special qualifications of Contractor's key persons identified in the Statement of Work (each a "Key Person" and, together, "Key Persons"). Neither Contractor nor a Key Person may delegate performance of the powers and responsibilities that a Key Person is required to provide under this Contract to another Contractor employee, subcontractor or agent without first obtaining the written consent of HECC. Further, Contractor may not re-assign or transfer a Key Person to other duties or positions such that the Key Person is no longer available to provide HECC with the required expertise, experience, judgment, and personal attention, without first obtaining HECC's written consent to such re-assignment or transfer, which HECC will not unreasonably withhold or delay. Notwithstanding the foregoing, Contractor may replace a Key Person in the event the Key Person is no longer available due to circumstances beyond Contractor's reasonable control, such as death, illness, or termination of employment with Contractor. In the event Contractor requests that HECC approve a re-assignment or transfer of a Key Person, or if Contractor must replace a Key Person, HECC may interview, review the qualifications of, and approve or reject the proposed replacement for the Key Person. Any such replacement must have substantially equivalent or better qualifications than the Key Person being replaced. Any replacement personnel approved by HECC in writing (email acceptable) will thereafter be deemed a Key Person for purposes of this Contract, and the Statement of Work will be deemed amended to include such Key Person.
- 5.2. Payment for Replacement Key Personnel.** If HECC is paying Contractor on an hourly or other periodic basis, then Contractor will not charge HECC, and HECC will not pay, for a replacement Key Person while such replacement acquires the project knowledge and skills necessary to perform the Services. Such period of non-charge will be agreed upon by the parties.

- 5.3. State Premises.** Contractor and Contractor staff shall comply with all policies, rules, procedures, and regulations established by HECC and the State for access to and activities in and around premises controlled by HECC or any other agency of the State.

6. INDEPENDENT CONTRACTOR; RESPONSIBILITY FOR TAXES AND WITHHOLDING.

- 6.1. Independent Contractor.** Contractor shall perform all Services as an independent contractor. HECC reserves the right (i) to determine and modify the delivery schedule for the Services and (ii) to evaluate the quality of the Services; however, HECC may not and will not control the means or manner of Contractor's performance. Contractor is responsible for determining the appropriate means and manner of performing the Services.
- 6.2. No Conflicts.** Contractor, by signature to this Contract, represents and warrants that Contractor's performance of the Services under this Contract creates no potential or actual conflict of interest as defined by ORS 244; and no statutes, rules or regulations of any State of Oregon or federal agency for which Contractor currently performs work would prohibit Contractor from performing the Services under this Contract.
- 6.3. Affiliation.** Contractor understands and agrees that it is not an "officer," "employee," or "agent" of the State of Oregon, as those terms are used in ORS 30.265 or otherwise.
- 6.4. Taxes and Benefits.** Contractor is responsible for all federal or state taxes applicable to compensation or payments paid to Contractor under this Contract and, unless required by applicable law, HECC will not withhold from such compensation or payments any amount to cover Contractor's federal or state tax obligations. Contractor is not eligible for any social security, unemployment insurance or workers' compensation benefits from compensation or payments paid to Contractor under this Contract, except as a self-employed individual.

7. SUBCONTRACTS, SUCCESSORS, AND ASSIGNMENTS.

- 7.1. Subcontracts.** Contractor shall not enter into any subcontracts for any of the Services required by this Contract without HECC's prior written consent. In addition to any other provisions HECC may require, Contractor shall include in any permitted subcontract under this Contract provisions to ensure that HECC will receive the benefit of subcontractor's performance as if the subcontractor were Contractor. HECC's consent to any subcontract does not relieve Contractor of any of its duties or obligations under this Contract.
- 7.2. Successors and Assigns.** The provisions of this Contract are binding upon and inure to the benefit of the parties to this Contract, their respective successors, and permitted assigns, if any.
- 7.3. No Assignment.** Contractor shall not assign or transfer any of its rights or delegate its obligations under this Contract without HECC's prior written consent.

8. REPRESENTATIONS AND WARRANTIES.

- 8.1. Contractor's General Representations and Warranties.** Contractor represents and warrants to HECC that:
- 8.1.1. Contractor has the power and authority to enter into and perform this Contract;
 - 8.1.2. This Contract, when executed and delivered, is a valid and binding obligation of Contractor enforceable in accordance with its terms;
 - 8.1.3. Contractor shall, at all times during the term of this Contract, be qualified, professionally competent, and duly licensed to perform the Services;

- 8.1.4. Contractor prepared its proposal related to this Contract, if any, independently from all other proposers, and without collusion, fraud, or other dishonesty; and
- 8.1.5. Contractor (to the best of Contractor's knowledge, after due inquiry), for a period of no fewer than six calendar years preceding the Effective Date, faithfully has complied with:
 - 8.1.5.1. All tax laws of this state, including but not limited to ORS 305.620 and ORS chapters 316, 317, and 318;
 - 8.1.5.2. Any tax provisions imposed by a political subdivision of this state that applied to Contractor, to Contractor's property, operations, receipts, or income, or to Contractor's performance of or compensation for any work performed by Contractor;
 - 8.1.5.3. Any tax provisions imposed by a political subdivision of this State that applied to Contractor, or to goods, services, or property, whether tangible or intangible, provided by Contractor;
 - 8.1.5.4. Any rules, regulations, charter provisions, or ordinances that implemented or enforced any of the foregoing tax laws or provisions; and
- 8.1.6. Contractor has no undisclosed liquidated and delinquent debt owed to the State or any department or agency of the State.
- 8.1.7. If Contractor creates any Work Product intended or anticipated by the parties to be posted as web content or through mobile applications, Contractor will ensure the Work Product complies with Web Content Accessibility Guidelines, Version 2.2 Level AA accessibility standards and the Federal Section 508 of the Rehabilitation Act (29 U.S.C. § 794d).

8.2. Contractor's Performance Warranties.

- 8.2.1. Contractor has the skill and knowledge possessed by well-informed members of its industry, trade or profession and Contractor shall apply that skill and knowledge with care and diligence to perform the Services in a professional manner and in accordance with the highest standards prevalent in Contractor's industry, trade or profession;
- 8.2.2. The Services and each Deliverables delivered by Contractor pursuant to the Services will materially comply with any service descriptions, specifications, standards or requirements set forth in this Contract;
- 8.2.3. Except as otherwise provided in this Contract (including Section 9), Contractor shall transfer all Deliverables to HECC free and clear of any and all restrictions on or conditions of transfer, modification, licensing, sublicensing, direct or indirect distribution, or assignment, and free and clear of any and all liens, claims, mortgages, security interests, liabilities, and encumbrances of any kind; and
- 8.2.4. Except as otherwise set forth in this Contract, any subcontractors performing work for Contractor under this Contract have assigned all of their rights in the Deliverables to Contractor or HECC and no third party has any right, title or interest in any Deliverables supplied to HECC under this Contract.
- 8.2.5. Contractor shall disclose to HECC any Products and/or Services that it currently employs that utilize artificial intelligence ("AI") and shall not employ any Products and/or Services that utilize AI in providing the Products and/or Services under this Agreement without prior written authorization from HECC and applicable safeguards. Changes to Contractor's use of AI will require an amendment to this Agreement.

8.3. Warranties Cumulative. The warranties set forth in Section 8 are in addition to, and not in lieu of, any other warranties set forth elsewhere in this Contract.

9. OWNERSHIP OF WORK PRODUCT.

9.1. Definitions. As used in this Section 9, and elsewhere in this Contract, the following terms have the meanings set forth below:

- 9.1.1. "Contractor Intellectual Property" means any intellectual property owned by Contractor and developed independently from the Services.
 - 9.1.2. "Third Party Intellectual Property" means any intellectual property owned by parties other than HECC or Contractor.
 - 9.1.3. "Work Product" means everything that is originally made, conceived, discovered, or reduced to practice by Contractor or Contractor's subcontractors or agents (either alone or with others) pursuant to this Contract, including every invention, modification, discovery, design, development, customization, configuration, improvement, process, work of authorship, documentation, formula, datum, technique, know how, secret, or intellectual property right whatsoever or any interest therein (whether patentable or not patentable or registerable under copyright or similar statutes or subject to analogous protection).
- 9.2. Original Works.** All Work Product created by Contractor pursuant to the Services, including derivative works and compilations of Work Product, and whether or not such Work Product is considered a work made for hire or an employment to invent, is the exclusive property of HECC. HECC and Contractor agree that such Work Product is "work made for hire" of which HECC is the author within the meaning of the United States Copyright Act. If for any reason the Work Product is not "work made for hire," Contractor hereby irrevocably assigns to HECC any and all of its rights, title, and interest in all Work Product, whether arising from copyright, patent, trademark, trade secret, or any other state or federal intellectual property law or doctrine. Upon HECC's reasonable request, Contractor shall execute such further documents and instruments necessary to fully vest such rights in HECC. Contractor forever waives any and all rights relating to Work Product, including without limitation, any and all rights arising under 17 USC §106A or any other rights of identification of authorship or rights of approval, restriction or limitation on use or subsequent modifications.
- 9.3. License in Contractor Intellectual Property.** In the event that a Deliverable(s) delivered by Contractor under this Contract is a derivative work based on Contractor Intellectual Property, or is a compilation that includes Contractor Intellectual Property, Contractor hereby grants to HECC an irrevocable, non-exclusive, perpetual, royalty-free license to use, reproduce, prepare derivative works based upon, distribute copies of, perform and display the pre-existing elements of the Contractor Intellectual Property employed in the Deliverables, and to authorize others to do the same on HECC's behalf.
- 9.4. License in Third Party Intellectual Property.** In the event that a Deliverable(s) delivered by Contractor under this Contract is a derivative work based on Third Party Intellectual Property, or is a compilation that includes Third Party Intellectual Property, Contractor shall secure on HECC's behalf and in the name of HECC an irrevocable, non-exclusive, perpetual, royalty-free license to use, reproduce, prepare derivative works based upon, distribute copies of, perform and display the pre-existing elements of the Third Party Intellectual Property employed in the Deliverables, and to authorize others to do the same on HECC's behalf.
- 9.5. No Rights.** Except as expressly set forth in this Contract, nothing in this Contract may be construed as granting to or conferring upon Contractor any right, title, or interest in any intellectual property that is now owned or subsequently owned by HECC. Except as expressly set forth in this Contract, nothing in this Contract may be construed as granting to or conferring upon HECC any right, title, or interest in any Contractor Intellectual Property that is now owned or subsequently owned by Contractor.
- 9.6. Marks.** Neither party grants the other the right to use its trademarks, trade names, service marks or other designations in any promotion or publication without prior written consent. Each party grants only the licenses and rights specified in this Contract.

- 9.7. Competing Services.** Subject to the provisions of this Section 9, and Contractor's obligations with respect to Confidential Information, including as defined in Section 10, nothing in this Contract precludes or limits in any way the right of Contractor to: (i) provide services similar to those contemplated in this Contract, or consulting or other services of any kind or nature whatsoever to any individual or entity as Contractor in its sole discretion deems appropriate, or (ii) develop for Contractor or for others, deliverables or other materials that are competitive with those produced as a result of the Services provided hereunder, irrespective of their similarity to the Deliverables delivered pursuant to this Contract. Each party is free to utilize any concepts, processes, know-how, techniques, improvements or other methods it may develop during the course of performance under this Contract free of any use restriction or payment obligation to the other.

10. CONFIDENTIAL INFORMATION.

- 10.1. Confidential Information.** Contractor acknowledges that it and its employees, officers, directors, agents or subcontractors (collectively, "Contractor Staff") may, in the course of performing the Services under this Contract, be exposed to or acquire information that is confidential to HECC or HECC's clients. Any and all information of any form (including but not limited to records, files, papers, materials, documents, and communications in written, verbal, oral and electronic form) that Contractor or any Contractor Staff may come into contact with or that is obtained by Contractor or Contractor Staff in the performance of this Contract shall be considered for the purposes of this Contract the confidential information of HECC ("Confidential Information"). Contractor shall, and shall cause Contractor Staff to treat any reports or other documents or items (including software) that result from the use of the Confidential Information in the same manner as the Confidential Information. Confidential Information does not include information that (i) is or becomes (other than by disclosure by Contractor or Contractor Staff acquiring such information) publicly known or is contained in a publicly available document except to the extent applicable law still restricts disclosure; (ii) is furnished by HECC to others without restrictions similar to those imposed by this Contract; (iii) is rightfully in Contractor's possession without the obligation of nondisclosure prior to the time of its disclosure under this Contract; (iv) is obtained from a source other than HECC without the obligation of confidentiality, (v) is disclosed with the written consent of HECC, or; (vi) is independently developed by Contractor or Contractor Staff who can be shown to have had no access to the Confidential Information.
- 10.2. Non-Disclosure.** Contractor shall hold, and shall cause Contractor Staff to hold, all Confidential Information in confidence, using the highest standard of care applicable, and shall not copy, reproduce, sell, assign, license, market, transfer, distribute, or otherwise dispose of, give, make available or disclose, in whole or in part, directly or indirectly, Confidential Information to third parties (other than its authorized subcontractors), or use Confidential Information for any purposes whatsoever other than the provision of Services to HECC hereunder, and shall advise Contractor Staff of their obligations to keep Confidential Information confidential. Contractor shall assist HECC in identifying and preventing any unauthorized use or disclosure of any Confidential Information. Without limiting the generality of the foregoing, Contractor shall advise HECC immediately in the event Contractor learns or has reason to believe that any person who has had access to Confidential Information has violated or intends to violate the terms of this Contract, and Contractor will at its expense cooperate with HECC in seeking injunctive or other equitable relief in the name of HECC or Contractor against any such person. Contractor shall not at any time during or after the term of this Contract, except as directed by HECC, disclose, directly or indirectly, any Confidential Information to any person, except in accordance with this Contract. Upon expiration or termination of this Contract or at HECC's request, Contractor shall deliver to HECC all documents, papers, and other matter in Contractor's possession that embody Confidential Information. Notwithstanding the foregoing

and unless otherwise specified in this Contract, Contractor may keep one copy of such Confidential Information necessary for quality assurance, audits and evidence of performance of the Services.

- 10.3. Confidentiality Policies.** Contractor shall, upon HECC's request, provide its policies and procedures for safeguarding Confidential Information to HECC for HECC's review and consent. Such policies must address information conveyed in oral, written, and electronic format and include procedures for how Contractor will respond when a violation or possible violation occurs.
- 10.4. Injunctive Relief.** Contractor acknowledges that breach of this Section 10, including disclosure of any Confidential Information, will cause irreparable injury to HECC that is inadequately compensable in damages. Accordingly, HECC may seek and obtain injunctive relief against the breach or threatened breach of the foregoing undertakings, in addition to any other legal remedies that may be available. Contractor acknowledges and agrees that the covenants contained herein are necessary for the protection of the legitimate business interests of HECC and are reasonable in scope and content.
- 10.5. Publicity.** Contractor agrees that it will not disclose the form, content or existence of this Contract or any Deliverable(s) in any advertising, press releases or other materials distributed to prospective customers, or otherwise attempt to obtain publicity from its association with HECC or the State of Oregon, whether or not such disclosure, publicity or association implies an endorsement by HECC or the State of Oregon of Contractor's services, without the prior written consent of HECC.

11. INDEMNITY BY CONTRACTOR.

- 11.1. Claims.** Contractor shall defend, save, hold harmless, and indemnify the State of Oregon and HECC and their officers, employees and agents from and against all third party claims, suits, actions, losses, damages, liabilities, costs (including attorneys' fees) and expenses (collectively, "Claims") of any nature whatsoever resulting from, arising out of, or relating to the activities of Contractor or its officers, employees, subcontractors, or agents under this Contract, including but not limited to, unauthorized disclosure of Confidential Information, professional malfeasance, infringement of intellectual property rights, intentional, willful, or wanton wrongful acts, and acts outside the scope of Services set forth in this Contract.
- 11.2. Legal Counsel.** If Contractor is required to defend the State of Oregon or HECC or their officers, employees or agents under Section 11.1, then Contractor shall select legal counsel reasonably acceptable to the Oregon Attorney General to act in the name of, or represent the interests of, the State of Oregon, HECC or their officers, employees and agents. Such legal counsel must accept appointment as a special assistant attorney general under ORS chapter 180 before such action or representation. Further, the State of Oregon, acting by and through its Department of Justice, may assume its own defense, including that of its officers, employees and agents, at any time when in the State of Oregon's sole discretion it determines that (i) proposed counsel is prohibited from the particular representation contemplated; (ii) counsel is not adequately defending the interests of the State of Oregon or its officers, employees and agents; (iii) important governmental interests are at stake; or (iv) the best interests of the State of Oregon are served thereby. Contractor's obligation to pay for all costs and expenses includes those incurred by the State of Oregon in assuming its own defense or that of its officers, employees, and agents under (i) and (ii) above.
- 11.3. Damages to State Property and Employees.** Contractor is liable for all Claims for personal injury, including death, damage to real property and damage to tangible and intangible personal

property of the State of Oregon or any of its employees, subcontractors or agents resulting from, arising out of, or relating to the intentional, reckless or negligent acts or omissions of Contractor or its officers, employees, subcontractors, or agents under this Contract.

- 11.4.** CONTRACTOR IS NOT AUTHORIZED TO SETTLE OR COMPROMISE ANY CLAIM REFERENCED IN THIS SECTION WITHOUT THE EXPRESS WRITTEN CONSENT OF HECC.

12. LIMITATION OF LIABILITIES.

- 12.1.** EXCEPT FOR LIABILITY ARISING OUT OF OR RELATED TO (i) SECTION 10, OR (ii) SECTION 11, CONTRACTOR'S LIABILITY FOR DAMAGES FOR ANY CAUSE WHATSOEVER SHALL BE LIMITED TO ONE AND ONE HALF TIMES THE MAXIMUM-NOT-TO-EXCEED AMOUNT OF THIS CONTRACT.
- 12.2.** EXCEPT FOR LIABILITY TO THIRD PERSONS ARISING OUT OF OR RELATED TO (i) SECTION 10, OR (ii) SECTION 11, NEITHER PARTY WILL BE LIABLE TO THE OTHER FOR ANY LOST PROFITS, LOST SAVINGS, OR PUNITIVE, INDIRECT, EXEMPLARY, CONSEQUENTIAL, OR INCIDENTAL DAMAGES.

13. INSURANCE.

Contractor shall maintain insurance as set forth in Exhibit B.

14. DEFAULT; REMEDIES; TERMINATION.

- 14.1. Default by Contractor.** Contractor will be in default under this Contract if:

- 14.1.1. Contractor institutes or has instituted against it insolvency, receivership or bankruptcy proceedings, makes an assignment for the benefit of creditors, or ceases doing business on a regular basis; or
- 14.1.2. Contractor no longer holds a license or certificate that is required for Contractor to perform its obligations under the Contract and Contractor has not obtained such license or certificate within 14 calendar days after HECC's notice or such longer period as HECC may specify in such notice; or
- 14.1.3. Contractor commits any material breach or default of any covenant, warranty, obligation, certification, or agreement under this Contract, fails to perform the Services under this Contract within the time specified herein or any extension thereof, or so fails to pursue the Services as to endanger Contractor's performance under this Contract in accordance with its terms, and such breach, default or failure is not cured within 14 calendar days after HECC's notice, or such longer period as HECC may specify in such notice; or
- 14.1.4. Contractor has liquidated and delinquent debt owed to the State of Oregon or any department or agency of the State.

- 14.2. HECC's Remedies for Contractor's Default.** In the event Contractor is in default under Section 14.1, HECC may, at its option, pursue any or all of the remedies available to it under this Contract and at law or in equity, including, but not limited to:

- 14.2.1. Termination of this Contract under Section 14.6.2; or
- 14.2.2. Withholding all monies due for Services and Deliverables that Contractor has failed to deliver within any scheduled completion dates or has performed inadequately or defectively; or
- 14.2.3. Initiation of an action or proceeding for damages, specific performance, or declaratory or injunctive relief; or

- 14.2.4. Exercise of its right of setoff, and withholding of amounts otherwise due and owing to Contractor, without penalty; or
- 14.2.5. Undertaking collection by administrative offset, or garnishment if applicable, of all monies due for Services and Deliverables to recover liquidated and delinquent debt owed to the State of Oregon or any department or agency of the State. Offsets or garnishment may be initiated after the Contractor has been given notice if required by law.

14.3. Remedies Cumulative. The remedies set forth in Section 14.2 are cumulative to the extent the remedies are not inconsistent, and HECC may pursue any remedy or remedies singly, collectively, successively or in any order whatsoever. If a court determines that Contractor was not in default under Sections 14.1, then Contractor will be entitled to the same remedies as if this Contract was terminated pursuant to Section 14.6.1.

14.4. Default by HECC. HECC will be in default under this Contract if:

- 14.4.1. HECC fails to pay Contractor any amount pursuant to the terms of this Contract, and HECC fails to cure such failure within 30 calendar days after Contractor's notice or such longer period as Contractor may specify in such notice; or
- 14.4.2. HECC commits any material breach or default of any covenant, warranty, or obligation under this Contract, and such breach or default is not cured within 30 calendar days after Contractor's notice or such longer period as Contractor may specify in such notice.

14.5. Contractor's Remedies. In the event HECC terminates this Contract under Section 14.6.1, or is in default under Section 14.4, and whether or not Contractor elects to exercise its right to terminate the Contract under Section 14.6.3, Contractor's sole monetary remedy will be (i) with respect to Services compensable at a stated rate, a claim for unpaid invoices, time worked within any limits set forth in this Contract but not yet invoiced and authorized expenses incurred and interest, subject to ORS 293.462, and (ii) with respect to Deliverables-based Services, a claim for the sum designated for completing the Deliverables multiplied by the percentage of Services completed and accepted by HECC, less previous amounts paid and any claim(s) that HECC has against Contractor. In no event will HECC be liable to Contractor for any expenses related to termination of this Contract or for anticipated profits. If previous amounts paid to Contractor exceed the amount due to Contractor under this Section 14.5, Contractor shall pay immediately any excess to HECC upon written demand.

14.6. Termination.

- 14.6.1. HECC's Right to Terminate at its Discretion. HECC may terminate this Contract:
 - 14.6.1.1. Upon 30 calendar days' prior written notice by HECC to Contractor;
 - 14.6.1.2. Immediately upon written notice by HECC to Contractor if HECC fails to receive funding, appropriations, limitations, allotments or other expenditure authority at levels sufficient to pay for the Services or Work Products; or
 - 14.6.1.3. Immediately upon written notice by HECC to Contractor if federal or state laws, regulations, or guidelines are modified or interpreted in such a way that HECC's purchase of the Services or Work Products under this Contract is prohibited or HECC is prohibited from paying for such Services or Work Products from the planned funding source.
- 14.6.2. HECC's Right to Terminate for Cause. In addition to any other rights and remedies HECC may have under this Contract, HECC may terminate this Contract immediately upon written notice by HECC to Contractor, or at such later date as HECC may establish in such notice, if Contractor is in default under Section 14.1.

14.6.3. **Contractor's Right to Terminate for Cause.** Contractor may terminate this Contract immediately upon written notice to HECC, or at such later date as Contractor may establish in such notice, if HECC is in default under Section 14.4.

14.7. Return of Property. Upon termination of this Contract for any reason whatsoever, Contractor shall immediately deliver to HECC all of HECC's property (including without limitation any Services or Work Products for which HECC has made payment in whole or in part) that is in the possession or under the control of Contractor in whatever stage of development and form of recordation such HECC property is expressed or embodied at that time.

14.8. Effect of Termination. Upon receiving a notice of termination of this Contract, Contractor shall immediately cease all activities under this Contract, unless HECC expressly directs otherwise in such notice of termination. Upon HECC's request, Contractor shall surrender to anyone HECC designates, all documents, research or objects or other tangible things needed to complete the Services and the Deliverables.

15. COMPLIANCE WITH LAW.

15.1. Compliance with Law Generally. Contractor shall comply with all federal, state and local laws, regulations, executive orders and ordinances applicable to Contractor and the Contract. HECC's performance under the Contract is conditioned upon Contractor's compliance with the obligations of contractors under ORS 279B.045, 279B.220, 279B.230 and 279B.235, which are incorporated by reference herein.

15.2. Compliance with Oregon Tax Laws.

15.2.1. Contractor shall, throughout the duration of this Contract, comply with all tax laws of this state and all applicable tax laws of any political subdivision of this state. For the purposes of this Section, "tax laws" includes the tax laws described in Section 8.1.5.1 through 8.1.5.4.

15.2.2. Any violation of Section 15.2.1 constitutes a material breach of this Contract. Further, any violation of Contractor's warranty in Section 8.1.5 of this Contract that Contractor has complied with the tax laws of this state and the applicable tax laws of any political subdivision of this state also constitutes a material breach of this Contract. Any violation entitles HECC to terminate this Contract, to pursue and recover any and all damages that arise from the breach and the termination of this Contract, and to pursue any or all of the remedies available under this Contract, at law, or in equity, including but not limited to:

15.2.2.1. Termination of this Contract, in whole or in part;

15.2.2.2. Exercise of the right of setoff, or garnishment if applicable, and withholding of amounts otherwise due and owing to Contractor without penalty; and

15.2.2.3. Initiation of an action or proceeding for damages, specific performance, declaratory or injunctive relief. HECC is entitled to recover any and all damages suffered as the result of Contractor's breach of this Contract, including but not limited to direct, indirect, incidental and consequential damages, costs of cure, and costs incurred in securing replacement Services.

15.2.3. These remedies are cumulative to the extent the remedies are not inconsistent, and HECC may pursue any remedy or remedies singly, collectively, successively, or in any order whatsoever.

15.3. Compliance with Federal Law. Contractor shall comply with all applicable federal laws, including, without limitation, those set forth in Exhibit C, which is attached and incorporated into this Contract by this reference.

- 15.4. Pay Equity Compliance.** As required by ORS 279B.235 Contractor shall comply with ORS 652.220 and shall not discriminate against any of Contractor's employees in the payment of wages or other compensation for work of comparable character, the performance of which requires comparable skills, or pay any employee at a rate less than another for comparable work, based on an employee's membership in a protected class. "Protected class" means a group of persons distinguished by race, color, religion, sex, sexual orientation, national origin, marital status, veteran status, disability or age. Contractor's compliance with this Section constitutes a material element of this Contract and a failure to comply constitutes a breach that entitles HECC to terminate this Contract for cause.

Contractor may not prohibit any of Contractor's employees from discussing the employee's rate of wage, salary, benefits, or other compensation with another employee or another person. Contractor may not retaliate against an employee who discusses the employee's rate of wage, salary, benefits, or other compensation with another employee or another person.

16. GOVERNING LAW; VENUE AND JURISDICTION.

- 16.1. Governing Law.** This Contract is governed by and construed in accordance with the laws of the State of Oregon without regard to principles of conflicts of law.
- 16.2. Venue and Jurisdiction.** Any claim, action, suit or proceeding between HECC (or any other agency or department of the State of Oregon) and Contractor that arises from or relates to this Contract must be brought and conducted solely and exclusively within the Circuit Court of Marion County for the State of Oregon. CONTRACTOR, BY EXECUTION OF THIS CONTRACT, HEREBY CONSENTS TO THE IN PERSONAM JURISDICTION OF SAID COURTS. In no event may this Section be construed as (i) a waiver by the State of Oregon of any form of defense or immunity, whether it is sovereign immunity, governmental immunity, immunity based on the Eleventh Amendment to the Constitution of the United States or otherwise, from any claim, action, suit or proceeding, or (ii) consent by the State of Oregon to the jurisdiction of any court.

17. MISCELLANEOUS PROVISIONS.

- 17.1. Records Maintenance; Access.** Contractor shall maintain all financial records relating to this Contract in accordance with generally accepted accounting principles. In addition, Contractor shall maintain any other records, books, documents, papers, plans, records of shipments and payments and writings of Contractor, whether in paper, electronic or other form, that are pertinent to this Contract ("Records") in such a manner as to clearly document Contractor's performance. Contractor acknowledges and agrees that HECC and the Oregon Secretary of State's Office and the federal government and their duly authorized representatives will have access to such financial records and other Records that are pertinent to this Contract, whether in paper, electronic or other form, to perform examinations and audits and make excerpts and transcripts. Contractor shall retain and keep accessible all such financial records and other Records for a minimum of 6 years, or such longer period as may be required by applicable law, following final payment and termination of this Contract, or until the conclusion of any audit, controversy or litigation arising out of or related to this Contract, whichever date is later.
- 17.2. Foreign Contractor.** If Contractor is not domiciled in or registered to do business in the State of Oregon, Contractor shall promptly provide to the Oregon Department of Revenue and the Secretary of State Corporation Division all information required by those agencies relative to this Contract. Contractor shall demonstrate its legal capacity to perform the Services under this Contract in the State of Oregon prior to entering into this Contract.

- 17.3. Force Majeure.** Neither HECC nor Contractor may be held responsible for delay or default caused by fire, riot, epidemic, natural disaster, acts of God, terrorist acts, or other acts of political sabotage, or war where such cause was beyond the reasonable control of HECC or Contractor, respectively. Contractor shall, however, make all reasonable efforts to remove or eliminate such a cause of delay or default and shall, upon the cessation of the cause, diligently pursue performance of its obligations under this Contract.
- 17.4. Survival.** All rights and obligations cease upon termination or expiration of this Contract, except for the rights and obligations and declarations which expressly or by their nature survive termination of this Contract, including without limitation this Section 17.4, and provisions regarding Contract definitions, warranties and liabilities, independent Contractor status and taxes and withholding, maximum compensation, Contractor's duties of confidentiality, ownership and license of intellectual property and Deliverables, confidentiality and non-disclosure, Contractor's representations and warranties, control of defense and settlement, remedies, return of HECC property, dispute resolution, order of precedence, maintenance and access to records, notices, severability, successors and assigns, third party beneficiaries, waiver, headings, and integration.
- 17.5. Time is of the Essence.** Contractor agrees that time is of the essence under this Contract.
- 17.6. Notice.** Except as otherwise expressly provided in this Contract, any communications between the parties hereto or notices to be given hereunder must be given in writing by email, personal delivery, or mailing the same, postage prepaid, to Contractor or HECC at the email address, postal address or telephone number set forth in this Contract, or to such other addresses or numbers as either party may indicate pursuant to this Section 17.6. Any communication or notice so addressed and mailed is effective five business days after mailing. Any communication or notice given by personal delivery is effective when actually delivered. Any notice given by email is effective when the sender receives confirmation of delivery, either by return email, or by demonstrating through other technological means that the email has been delivered to the intended email address.
- 17.7. No Third Party Beneficiaries.** HECC and Contractor are the only parties to this Contract and are the only parties entitled to enforce the terms of this Contract. Nothing in this Contract gives, is intended to give, or may be construed to give or provide any benefit or right not held by or made generally available to the public, whether directly, indirectly or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Contract.
- 17.8. Severability.** The parties agree that if any term or provision of this Contract is declared by a court of competent jurisdiction to be illegal or otherwise invalid, the validity of the remaining terms and provisions will not be affected, and the rights and obligations of the parties will be construed and enforced as if the Contract did not contain the particular term or provision held to be invalid.
- 17.9. Merger Clause; Waiver.** This Contract and attached exhibits constitute the entire agreement between the parties on the subject matter hereof. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Contract. No waiver, consent, modification or change of terms of this Contract will bind the parties unless in writing and signed by both parties and all necessary State approvals have been obtained. Such waiver, consent, modification or change, if made, will be effective only in the specific instance and for the specific purpose given. The failure of HECC to enforce any provision of this Contract in one instance will not constitute a waiver by HECC of its right to enforce that or any other provision.

- 17.10. Amendments.** HECC may amend this Contract to the extent permitted by applicable statutes and administrative rules. No amendment to this Contract is effective unless it is in writing signed by the parties and has been approved as required by applicable law, unless explicitly stated in other Sections of this Contract.
- 17.11. Counterparts.** This Contract may be executed in several counterparts, all of which when taken together constitute one agreement binding on all parties, notwithstanding that all parties are not signatories to the same counterpart. Each copy of the Contract so executed constitutes an original.
- 17.12. Oregon False Claims Act.** Contractor acknowledges the Oregon False Claims Act, ORS 180.750 to 180.785, applies to any action by Contractor pertaining to this Contract, including the procurement process relating to this Contract, that constitutes a "claim" (as defined by ORS 180.750(1)). By its execution of this Contract, Contractor certifies the truthfulness, completeness, and accuracy of any statement or claim it has made, it makes, it may make, or causes to be made that pertains to this Contract. In addition to other penalties that may be applicable, Contractor further acknowledges that if it makes, or causes to be made, a false claim or performs a prohibited act under the Oregon False Claims Act, the Oregon Attorney General may enforce the liabilities and penalties provided by the Oregon False Claims Act against Contractor. Contractor understands and agrees that any remedy that may be available under the Oregon False Claims Act is in addition to any other remedy available to the State or HECC under this Contract or any other provision of law.
- 17.13. Certifications.** The individual signing on behalf of Contractor hereby:
- 17.13.1. Certifies and swears under penalty of perjury to the best of the individual's knowledge that:
 - (a) Contractor is not subject to backup withholding because (i) Contractor is exempt from backup withholding, (ii) Contractor has not been notified by the IRS that Contractor is subject to backup withholding as a result of a failure to report all interest or dividends, or (iii) the IRS has notified Contractor that Contractor is no longer subject to backup withholding;
 - (b) s/he is authorized to act on behalf of Contractor, s/he has authority and knowledge regarding Contractor's payment of taxes, and to the best of her/his knowledge, Contractor is not in violation of any Oregon tax laws, including, without limitation, those tax laws listed in ORS 305.380(4), namely ORS Chapters 118, 314, 316, 317, 318, 320, 321 and 323 and Sections 10 to 20, Chapter 533, Oregon Laws 1981, as amended by Chapter 16, Oregon Laws 1982 (first special session); the elderly rental assistance program under ORS 310.657; and any local taxes administered by the Oregon Department of Revenue under ORS 305.620;
 - (c) Contractor is an independent contractor as defined in ORS 670.600; and
 - (d) the supplied Contractor tax identification numbers are true and accurate;
 - 17.13.2. Certifies that, to the best of the undersigned's knowledge, Contractor has not discriminated against and will not discriminate against any disadvantaged business enterprise, minority-owned business, woman-owned business, business that service-disabled veteran owns or emerging small business certified under ORS 200.055 in obtaining any required subcontracts;
 - 17.13.3. Certifies that Contractor has a written policy and practice that meets the requirements, described in ORS 279A.112, of preventing sexual harassment, sexual assault, and discrimination against employees who are members of a protected class. Contractor agrees, as a material term of the Contract, to maintain the policy and practice in force during the entire Contract term; and
 - 17.13.4. Certifies that Contractor and Contractor's employees and agents are not included on the list titled "Specially Designated Nationals and Blocked Persons" maintained by the Office of Foreign Assets Control of the United States Department of the Treasury and currently found at <https://www.treasury.gov/ofac/downloads/sdnlist.pdf>.

SIGNATURE PAGE FOLLOWS

IN WITNESS WHEREOF, the parties have executed this Contract as of the dates set forth below.

Contractor

By: _____
Authorized Representative, Title

Date

HIGHER EDUCATION COORDINATING COMMISSION

By: _____
Office Director, Title

Date

HECC – Review for procurement sufficiency

Reviewed by: _____
Derek Dizney, Procurement Manager

Date

DOJ – Review for legal sufficiency

By: _____
Name, Title

Date

**EXHIBIT A
STATEMENT OF WORK
(EXAMPLE ONLY – ACTUAL STATEMENT OF WORK WILL BE ESTABLISHED UPON
SELECTION OF SUCCESSFUL PROPOSER)**

A. GENERAL INFORMATION

The state, federal, and private-funded financial aid programs and access and success programs are administered by the HECC Office of Student Access and Completion (“OSAC”). OSAC is responsible for the administration of state financial aid and access programs, including budget recommendations, fiscal management, policy, and awarding of financial aid to Oregon students at private and public institutions statewide.

B. REQUIRED SERVICES, DELIVERABLES, AND DELIVERY SCHEDULE

Contractor provide HECC with facilitation and training on process improvement for OSAC’s workflow processes, as well as analyze current state processes and provide recommendations for alignment across the office and improvement.

Specifically, OSAC is looking for the successful proposer to:

1. Develop process documentation to guide how staff move through the work. Currently, there is discrepancy between how staff approach the same work, and several staff have left the agency or changed positions recently. The end result of this work would be development of Standard Operational Processes (SOP’s).
2. Develop documentation showing when and how OSAC staff should intersect with other offices at HECC, especially within operations.
3. Identification and recommendation on how to improve processes, especially those that exist only because of the current IT systems.
4. Identify opportunities for efficiency that could be created through future modernization efforts.
5. Analysis of current fund management practices and capacity of team to develop different projections of funds based on different award scenarios. Recommendations should include guidance on how to develop strong fund reconciliation practices and developing tools for fund projections that staff can modify based on a variety of data inputs.
6. Develop process improvement implementation plan and facilitate prioritization of recommendations.

Contractor shall not use any Artificial Intelligence tools in performing services under this Contract, without HECC’s prior written approval.

Task 1: Engagement with Interested Parties

Objective: Ensure meaningful input is gathered from HECC staff, committees, and key interested parties to establish a solid foundation for the initiative.

1. **Kickoff Meeting:** Contractor will host a kickoff meeting with HECC staff to understand current processes and identify key areas of focus for process improvement, change management and analysis strategy development. This meeting will occur within 14 days of execution of the Contract and may be in-person or virtual, at a date, time, and location as the Parties mutually agree.
2. **Planning Framework:** Contractor will develop a detailed Project Plan outlining key milestones, deliverables, and communication protocols.

3. **Interviews and Input Sessions:** Contractor will facilitate interviews and collaborative sessions with seven to ten key partners approved by HECC in advance, including the OSAC Team, and partners, to gather insights and foster collaboration. Contractor will additionally facilitate an additional one to two interviews with members of each of the OSAC teams (up to four interviews total). Contractor will document attendance, diversity of perspectives, and engagement levels during these sessions. Contractor will track how input from interested parties informs recommendations for process improvements, change management and analysis.
4. **Best Practices Research:** Contractor will conduct an in-depth comparative analysis for public grants and scholarships in other comparable markets. The analysis will focus on identifying best practices for workflow processes.

Deliverables:

- (i) Kick-off Meeting held
- (ii) Detailed Project Plan submitted to and approved by HECC
- (iii) Report of the overview of interviews and key lessons learned, and analysis of best practices submitted to and approved by HECC.

Task 2: Data Collection and Analysis

Objective: Validate the thoroughness of evaluations conducted on application workflows, administrative rules, and transcript-related rules to ensure actionable recommendations.

1. **Workflow and Process Review:** Contractor will evaluate current processes for each team's body of work (initial and renewal) and develop process documentation for each body of work. Process documentation should identify how teams interact with other agency teams when appropriate (frequent collaborators are IT and Fiscal).
2. **Regulatory Analysis:** Contractor will assess Oregon Administrative Rules and rules related to record retention to identify areas for updates, removals, or improvements. Contractor will ensure assessments align with HECC's compliance mandates and national best practices
3. **Improvement Assessment:** Contractor will analyze and identify opportunities for efficiency that can be created through future modernization efforts. Contractor will provide recommendations for process improvements and streamlining that can be achieved in current information systems.
4. **Analysis of Fund Management System:** Contractor will develop potential alternatives to current fund management practices and capacity of team to develop different projections of funds, including all necessary and suggested steps to revise statutes and rules to implement a replacement option. Recommendations will include guidance on how to develop strong fund reconciliation practices and developing tools for fund projections that staff can modify based on a variety of data inputs.
5. **Process Plan:** Contractor will Develop process improvement implementation plan and facilitate prioritization of recommendations.

Deliverables: Submit to HECC for review and approval an analytical Task 2 Overview Report that details each step taken by role and program, recommendations and action items as detailed above in this Task description. The Task 2 Overview Report will additionally describe how learnings through this task will be integrated into subsequent tasks. This report could be

comprised of a chapter for each team, and include their process documentation generated through this work, with some analysis and recommendations for implementation.

Task 3: Strategic Recommendations

Objective: Ensure financial strategies are robust, actionable, and aligned with HECC's goals for sustainability and oversight.

1. **Interim Suggestions:** Contractor will provide interim suggestions to HECC based on gathered data and feedback from interested parties, incorporating national best practices.
2. **Draft Final Report:** Contractor will deliver to HECC a preliminary draft of the comprehensive report with recommendations for streamlined processes, updated rules, process improvement, fund management practices and implementation plan. The report should include templates for improved fiscal management or projections that the team could implement.
3. **Draft Presentation:** Contractor will give a draft presentation on the findings and recommendations to HECC staff and management for initial feedback to be incorporated into the final form of the presentation. The draft presentation will be in a format (virtual or in-person), at a date, time, and location mutually agreed upon by the Parties.

Deliverables:

- (i) Report on Interim Suggestions submitted to HECC
- (ii) Draft Final Report submitted to HECC
- (iii) Draft Presentation given to HECC

Task 4: Progress Reporting and Ongoing Support

Objective: Validate that the final deliverables, including the implementation roadmap, are actionable and aligned with HECC's objectives.

1. **Regular Updates:** Contractor will provide HECC with updates on initiative progress during regularly scheduled virtual or in-person meetings. The meetings will be on dates, times, and locations mutually agreed upon by the Parties. The meetings must occur not less frequently than once per week for the duration of the initiative.
2. **Feedback Integration:** Contractor will incorporate HECC's feedback into interim and final deliverables to ensure alignment with HECC's goals and objectives.
3. **Training Materials:** Contractor will provide custom guides/training materials to support HECC staff in implementing process improvements and financial strategies suggested in its Final Report. Contractor will conduct virtual and in-person training sessions to equip HECC staff with tools and techniques for successful implementation of the suggestions in the Final Report. The number of training sessions provided, dates, times, and locations will be mutually agreed upon by the Parties.

Deliverables:

- (i) All weekly progress meetings held
- (ii) HECC's feedback integrated into interim and final deliverables
- (iii) Training Materials submitted and approved by HECC
- (iv) All training sessions with HECC held

Task 5: Final Reporting and Implementation

Objective: Validate the quality and comprehensiveness of all deliverables and establish mechanisms for ongoing improvement.

1. **Comprehensive Final Report:** Contractor will deliver a detailed Final Report covering findings, recommendations, process documentation and analysis by team, and actionable strategies for workflow improvements, regulatory updates, fund management strategies, and implementation plan.
2. **Summaries of Engagement with Interested Parties:** Contractor will provide documentation of all input sessions, interviews, and collaborative meetings, highlighting key insights.
3. **Final Presentation:** Contractor will deliver a visually engaging presentation to HECC summarizing its final recommendations. This presentation may be in-person or virtual, on a date, time, and location as the Parties mutually agree.
4. **Implementation Roadmap:** Contractor will develop a step-by-step guide with phased timelines, actionable steps, assigned responsibilities, and performance metrics to be known as the “Implementation Roadmap.”

Deliverables:

- (i) Comprehensive Final Report submitted and approved by HECC
- (ii) Final Presentation given to HECC
- (iii) Summaries of engagement with interested parties submitted to HECC
- (iv) Implementation Roadmap submitted and approved by HECC

All deliverables under this Contract must be completed and accepted by HECC no later than April 5, 2027.

C. DELIVERY SCHEDULE

Deliverable	Timeline
Kick-off Meeting, Project Plan, report on overview of interviews and key lessons learned, and draft overview of analysis from other states	Kickoff Meeting held no later than 14 days following Contract execution; all other Task 1 deliverables [date to be determined]
Task 2 Overview Report on details for each steps taken, recommendations and action items, including how learnings will be integrated into subsequent tasks	[date to be determined 2026]
Report on Interim Suggestions, Draft Final Report, and Draft Presentation	[date to be determined 2026]
Weekly progress meetings	throughout Contract term

HECC's feedback integrated into interim and final deliverables, Training Materials, and Training Sessions	[date to be determined 2026]
Final Report, Final Presentation, Summaries of Engagement with Interested Parties, and Implementation Roadmap	Due no later than April 5, 2027

D. BUDGET

Task	Activity	Cost
Task 1	Engagement with Interested Parties	\$TBD
Task 2	Data Collection and Analysis	\$TBD
Task 3	Strategic Recommendations	\$TBD
Task 4	Progress Reporting and Support	\$TBD
Task 5	Final Reporting and Implementation	\$TBD
TOTAL		NTE \$250,000

E. KEY PERSONS

Contractors' Key Persons under this contract include the following:

Name	Phone	Email

**EXHIBIT B
REQUIRED INSURANCE**

INSURANCE REQUIREMENTS

Contractor shall obtain, at Contractor's expense, the insurance specified in this Exhibit B prior to performing under this Contract and shall maintain it in full force and at its own expense throughout the duration of this Contract, as required by any extended reporting period or tail coverage requirements, and all warranty periods that apply. Contractor shall obtain the following insurance from insurance companies or entities that are authorized to transact the business of insurance and issue coverage in the State of Oregon ("State") and that are acceptable to HECC. Coverage shall be primary and non-contributory with any other insurance and self-insurance, with the exception of Professional Liability and Workers' Compensation. Contractor shall pay for all deductibles, self-insured retention and self-insurance, if any.

WORKERS' COMPENSATION & EMPLOYERS' LIABILITY

All employers, including Contractor, that employ subject workers, as defined in ORS 656.027, shall comply with ORS 656.017 and provide workers' compensation insurance coverage for those workers, unless they meet the requirement for an exemption under ORS 656.126(2). Contractor shall require and ensure that each of its subcontractors complies with these requirements. If Contractor is a subject employer, as defined in ORS 656.023, Contractor shall also obtain employers' liability insurance coverage with limits not less than \$500,000 each accident. If Contractor is an employer subject to any other state's workers' compensation law, Contractor shall provide workers' compensation insurance coverage for its employees as required by applicable workers' compensation laws including employers' liability insurance coverage with limits not less than \$500,000 and shall require and ensure that each of its out-of-state subcontractors complies with these requirements.

COMMERCIAL GENERAL LIABILITY:

Required **Not required**

Commercial General Liability Insurance covering bodily injury and property damage in a form and with coverage that are satisfactory to the State. This insurance shall include personal and advertising injury liability, products and completed operations, contractual liability coverage for the indemnity provided under this Contract, and have no limitation of coverage to designated premises, project or operation. Coverage shall be written on an occurrence basis in an amount of not less than \$1,000,000 per occurrence. Annual aggregate limit shall not be less than \$2,000,000.

AUTOMOBILE LIABILITY INSURANCE:

Required **Not required**

Automobile Liability Insurance covering Contractor's business use including coverage for all owned, non-owned, or hired vehicles with a combined single limit of not less than \$1,000,000 for bodily injury and property damage. This coverage may be written in combination with the Commercial General Liability Insurance (with separate limits for Commercial General Liability and Automobile Liability). Use of personal automobile liability insurance coverage may be acceptable if evidence that the policy includes a business use endorsement is provided.

PHYSICAL ABUSE AND SEXUAL MOLESTATION LIABILITY:

Required **Not required**

Abuse and Molestation Insurance in a form and with coverage that are satisfactory to HECC covering damages arising out of actual, perceived, or threatened physical abuse, mental injury, sexual molestation, negligent: hiring, employment, supervision, training, investigation, reporting to proper authorities, and retention of any person for whom the Contractor is responsible including but not limited to Contractor and Contractor's employees and volunteers. Policy endorsement's

definition of an insured shall include the Contractor, and the Contractor's employees and volunteers. Coverage shall be written on an occurrence basis in an amount of not less than \$1,000,000 per occurrence. Any annual aggregate limit shall not be less than \$3,000,000. Coverage can be provided by a separate policy or as an endorsement to the commercial general liability or professional liability policies. These limits shall be exclusive to this required coverage. Incidents related to or arising out of physical abuse, mental injury, or sexual molestation, whether committed by one or more individuals, and irrespective of the number of incidents or injuries or the time period or area over which the incidents or injuries occur, shall be treated as a separate occurrence for each victim. Coverage shall include the cost of defense and the cost of defense shall be provided outside the coverage limit.

PROFESSIONAL LIABILITY:

Required Not required

Professional Liability Insurance covering any damages caused by an error, omission or any negligent acts related to the services to be provided under this Contract by the Contractor and Contractor's subcontractors, agents, officers or employees in an amount not less than \$1,000,000 per occurrence. Annual aggregate limit shall not be less than \$2,000,000. If coverage is on a claims made basis, then either an extended reporting period of not less than 24 months shall be included in the Professional Liability Insurance coverage, or the Contractor shall provide Tail Coverage as stated below.

EXCESS/UMBRELLA INSURANCE:

A combination of primary and excess/ umbrella insurance may be used to meet the required limits of insurance.

ADDITIONAL INSURED:

The Commercial General Liability insurance and Automobile liability insurance required under this Contract must include an additional insured endorsement specifying the State of Oregon, its officers, employees and agents as Additional Insureds, including additional insured status with respect to liability arising out of ongoing operations and completed operations, but only with respect to Contractor's activities to be performed under this Contract. Coverage shall be primary and non-contributory with any other insurance and self-insurance. The Additional Insured endorsement with respect to liability arising out of your ongoing operations must be on ISO Form CG 20 10 07 04 or equivalent and the Additional Insured endorsement with respect to completed operations must be on ISO form CG 20 37 04 13 or equivalent.

TAIL COVERAGE:

If any of the required insurance is on a claims made basis and does not include an extended reporting period of at least 24 months, Contractor shall maintain either tail coverage or continuous claims made liability coverage, provided the effective date of the continuous claims made coverage is on or before the effective date of this Contract, for a minimum of 24 months following the later of (i) Contractor's completion and HECC's acceptance of all Services required under this Contract, or, (ii) HECC or Contractor termination of Contract, or, (iii) The expiration of all warranty periods provided under this Contract.

CERTIFICATE(S) AND PROOF OF INSURANCE:

Contractor shall provide to HECC Certificate(s) of Insurance for all required insurance before delivering any Goods and performing any Services required under this Contract. The Certificate(s) shall list the State of Oregon, its officers, employees and agents as a Certificate holder and as an endorsed Additional Insured. If excess/ umbrella insurance is used to meet the minimum insurance requirement, the Certificate of Insurance must include a list of all policies that fall under the excess/ umbrella insurance. As proof of insurance HECC has the right to request copies of insurance policies and endorsements relating to the insurance requirements in this Contract.

NOTICE OF CHANGE OR CANCELLATION:

The Contractor or its insurer must provide at least 30 days' written notice to HECC before cancellation of, material change to, potential exhaustion of aggregate limits of, or non-renewal of the required insurance coverage(s).

INSURANCE REQUIREMENT REVIEW:

Contractor agrees to periodic review of insurance requirements by HECC under this Contract and to provide updated requirements as mutually agreed upon by Contractor and HECC.

STATE ACCEPTANCE:

All insurance providers are subject to HECC acceptance. If requested by HECC, Contractor shall provide complete copies of insurance policies, endorsements, self-insurance documents and related insurance documents to HECC's representatives responsible for verification of the insurance coverages required under this Exhibit B.