



**OPPORTUNITY NOTICE
#DASPS-2534-15**

**FOR
DEPARTMENT OF HUMAN
SERVICES CHILD FOSTER CARE
SERVICES SYSTEM**

Single Point of Contact: Laura Barna
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DEPARTMENT OF ADMINISTRATIVE SERVICES, PROCUREMENT SERVICES
On behalf of the Oregon Department of Human Services

Issues the Following:

**OPPORTUNITY NOTICE #DASPS-2534-15 FOR INDEPENDENT THIRD-PARTY REVIEW AND
ASSESSMENT SERVICES FOR:**

DHS CHILD FOSTER CARE SERVICES SYSTEM

1. OPPORTUNITY DESCRIPTION (“Opportunity”)

By the authority granted to the Department of Administrative Services (“DAS”), Procurement Services (“DAS-PS”) by ORS 279A.050(2), and pursuant to the Emergency Procurement Request approved by the Oregon Department of Human Services (“DHS” or “Agency”) Interim Director on November 23, 2015, DAS-PS, on behalf of DHS, wishes to engage the services of a qualified firm (“Contractor”) for an in-depth review and assessment (“Services”) of Agency’s child foster care services system (“System”).

Agency requires an independent Contractor with proven and relevant experience conducting in-depth review and assessment of public health and human services related programs to assist Agency’s efforts. Contractor’s Services will include at minimum a review of the following System components:

- Adequacy of Agency oversight and licensing applicable to individuals and entities, including private child-caring agencies, certified provider homes, and approved parent providers, seeking or obtaining a license according to applicable law to provide child-caring services (“Licensed Providers”)
- Cultural responsiveness of the System
- Abuse and neglect investigations of Licensed Providers
- Communications and accountability mechanisms within the Agency
- Financial stability and sufficiency of Licensed Providers.

The initial term of the resulting contract (“Contract”) is anticipated to be up to six (6) months.

2. BACKGROUND AND PURPOSE

Oregon state government’s policy is to ensure children are safe. Towards this end, the Oregon Department of Human Services created and maintains the System to provide services including specific places for children to reside when they cannot reside safely in their own homes. The System is multi-faceted and encompasses:

- State laws, regulations, and policies for licensing individuals and entities as Licensed Providers;
- Financial support and payments to the Licensed Providers; and
- Screening and investigating possible abuse issues with Licensed Providers.

Adding to the System's complexity:

- abuse is defined differently depending on where a child resides for foster care;
- licensing compliance and regulations are different depending on the type of placement for foster care;
- rules about confidentiality are not universally understood, which hinders communication across the System; and
- financial contracts for foster care vary, making it difficult to see themes of contractual or financial issues with licensed entities.

The System requires an extensive review, assessment and analysis to facilitate and support Agency's determination and implementation of needed improvements and processes in the System that are critical to the care and safety of the children served by child foster care providers ("Project"). The System includes (at least) three separate business processes, all of which operate under different regulations and authority. DHS believes that the System could benefit from a designated individual or business unit as the over-arching anchor responsible for the well-being and safety of children in state foster care. DHS challenges include the ability to easily compile information from multiple sources to answer system questions and to share information across the sources in a comprehensive way. Commensurate with DHS' commitment to maintaining client confidentiality, DHS desires clear policies and procedures to consistently follow and to consistently facilitate appropriate System management.

In support of the Project, Contractor shall at a minimum:

1. Develop and provide an independent review of the System, including the components specified in section 1, above.
2. Advise Agency on the best approach to an independent review and incorporate feedback from the Governor's Office and an external advisory committee on how best to approach the review.
3. Bring an independent perspective to a complex system of services specifically pertaining to Licensed Providers.
4. Develop and submit a draft and final assessment report intended to facilitate the Governor's and DHS' development and implementation of appropriate policies and best practices for the System.

5. Advise the interim DHS Director and the Governor as to what cultural and structural changes are needed to ensure children are safe when a Licensed Provider is providing child foster care.
6. Review current DHS programs responsible for ensuring children are served and protected by the System including:
 - a) processes for licensing individuals and entities as Licensed Providers;
 - b) processes for screening for and investigating abuse; and
 - c) processes for determining a Licensed Provider's financial solvency.
7. Assess Agency culture contributing to or hindering the process of ensuring the safety of children in foster care, including communication structures and practices across the Agency.
8. Recommend and advise Agency on both immediate and long-term actionable recommendations to improve the System and increase its efficacy. Agency acknowledges that, though the scope of the independent assessment and review is limited to Licensed Providers, immediate and long-term recommendations may have broad implications across various Agency programs (such as foster care for children with developmental disabilities).

3. CONTRACT SCOPE OF WORK

Contractor shall independently review and assess the DHS System as it pertains to Licensed Providers. Contractor shall deliver consistent and predictable progress reporting and outreach and shall review and address DHS processes and DHS culture in connection with the System and pertaining to:

- a) Adequacy of cultural competence and responsiveness in the System;
- b) Abuse and neglect screenings and investigations of Licensed Providers;
- c) Adequacy of licensing authority, policies, practices, regulations, and available tools;
- d) Communications mechanisms within DHS;
- e) Accountability mechanisms within the DHS structure;
- f) Determination of and ongoing monitoring of financial stability and sufficiency of Licensed Providers;
- g) Best practices in other states for child foster care systems;
- h) Confidentiality and best practices for managing public oversight;
- i) Coordination and best practice opportunities between Oregon Child Welfare and the Oregon Intellectual and Developmental Disabilities programs; and
- j) A case study of Licensed Provider(s) selected by the DHS to include incidents, lessons learned, and actionable recommendations for best practices.

Task 1: On-going Consultation and Initial Assessment Report

For Task 1, Contractor shall:

- a) Provide the following through the Contract term:
 - feedback, advice, and recommendations, both to and from, the External Advisory Committee, which acts as a sounding board.
 - feedback, status, advice, and recommendations to the interim DHS Director and project manager, and the in-coming DHS Director.
 - Assistance with preparing reports to the Governor.
 - Assistance with preparing reports to the Legislature.
 - Assistance with preparing communications and reports to stakeholders and DHS employees.
- b) Conduct a review of the current DHS System and identify System issues, vulnerabilities, and opportunities for System improvement.
- c) Provide an initial high-level, written report, in preparation for the 2016 Oregon Legislative Session, to the Governor and DHS Interim Director regarding Contractor's initial findings and analysis.

Deliverable 1.1:

Contractor shall deliver written weekly progress reports to Agency that include an executive summary of Contractor's activities over the seven (7) days prior to the date of the progress report. Contractor shall, at a minimum, include a detailed description of the following items in each written weekly progress report:

- a) what Contractor worked on during the previous reporting period;
- b) meetings Contractor attended and a brief description of the meetings;
- c) risks identified during the reporting period;
- d) recommendations or findings identified during the reporting period including both immediate and long-term actionable items; and
- e) Contractor's work plan for the next week and month.

Deliverable 1.2:

Contractor shall deliver to the Governor and DHS Interim Director an "Initial Assessment and Review Report" and oral briefing describing in detail Contractor's initial finding and analysis.

Task 2: Final Assessment Report and Recommendations

Contractor shall incorporate all feedback received on Deliverable 1.2 and shall provide a Final Assessment and Review Report and oral briefing to the Governor and the DHS Interim Director that:

- identifies specific issues and vulnerabilities in detail with recommended and appropriate steps for remediation.

- recommends changes necessary for DHS and its System to ensure children in foster care are served and protected.

Agency and Contractor will agree in writing to the content and format of this final report.

Deliverable 2.1:

Contractor shall deliver to the Governor and Agency a “Final Assessment and Review Report and Briefing” and oral briefing describing in detail Contractors final findings and analysis.

Contractor shall deliver all Services and deliverables described above according to the delivery schedule included in the final Contract.

4. CRIMINAL BACKGROUND CHECK

The Contractor’s employees, agents and subcontractors that will perform Services under the Contract shall submit to a criminal background check conducted in compliance with Agency’s requirements and using Agency’s form(s). Contractor shall secure a fully completed criminal background check form from each affected person prior to that person’s arrival on Agency premises or prior to that person’s access to Agency confidential information, whichever event occurs first. Criminal background checks will be performed at Agency expense. Agency in its sole discretion has the right to reject any Contractor employee, agent or subcontractor, or limit any such person’s access to the System or subject premises based on the results of the person’s criminal background check.

5. SCHEDULE OF EVENTS

The table below represents a tentative schedule of events. Agency reserves the right to modify these dates at any time, with appropriate notice to affected prospective Proposers. All times are Pacific Time (PT).

EVENT	TARGET COMPLETION DATE (Pacific Time- PT)*
Issue Opportunity	December 2, 2015
Deadline for Written Questions	December 7, 2015, 10:00 A.M. PT
Deadline for Submission of Intent to Propose Forms (Attachment A)	December 8, 2015, 5:00 P.M. PT
Closing (Proposal Due Date & Time)	December 15, 2015, 5:00 P.M. PT

Initial Evaluation	Commences after Closing
Posting Notice of Competitive Range	TBD
Optional Supplemental Evaluation	TBD
Posting Notice of Intent to Award	TBD
Contract Execution	TBD

***Please note that the DAS-PS operating hours are:**

Monday through Friday 8:00 AM to 12:00 PM noon and 1:00 PM to 5:00 PM except for state holidays and State-approved office closures, including those for inclement weather and any mandatory furlough days.

6. SINGLE POINT OF CONTACT FOR THE OPPORTUNITY

NAME: **Laura Barna**
 Organization: Department of Administrative Services, Procurement Services
 Address: 1225 Ferry St. SE U140, Salem, Oregon 97301
 Contact Information: Phone: (503) 378-2468
 Email: Laura.Barna@oregon.gov

7. OPPORTUNITY PROCESS

DAS-PS is conducting this Opportunity pursuant to its authority under OAR 125-246-0170(3). DAS-PS intends to use a multistep, phased procurement process and may use any combination of the following methods for Competitive Sealed Proposals, including any available optional Supplemental Proceedings:

- (a) Competitive Range
- (b) Discussions and Revised Proposals
- (c) Revised Rounds of Negotiations
- (d) Negotiations
- (e) Best and Final Offers
- (f) Multi-step Sealed Proposals

8. RESERVED

9. ORPIN SYSTEM AND OPPORTUNITY ADDENDA

9.1. ORPIN SYSTEM. The Opportunity, including all Addenda, attachments, and exhibits, is posted on the Oregon Procurement Information Network ("ORPIN") to a limited selection of potential Proposers. The specified Proposers must be registered as vendors on ORPIN in order to access these materials. The ORPIN System website is located at:

<http://orpin.oregon.gov/open.dll/welcome>.

If an exhibit, attachment or Addendum is used that cannot be viewed or downloaded through the ORPIN System, the Opportunity will include instructions on how to obtain these documents. Proposers unfamiliar with the ORPIN System may contact DAS-PS for help at 1225 Ferry St. SE - U140, Salem, OR 97301-4285; telephone number (503) 378-4642.

Prospective Proposers are responsible for ensuring that their vendor registration information is current and correct. DAS-PS accepts no responsibility for missing or incorrect information contained in prospective Proposers' registration information in the ORPIN System.

9.2. ADDENDA. DAS-PS will publish Addenda only on the ORPIN System. Prospective Proposers are responsible for routinely checking the ORPIN System to determine whether an Addendum has been issued.

Addenda are incorporated into the Opportunity by this reference and can be viewed and downloaded by interested parties registered in the ORPIN System. Proposers should consult the ORPIN System regularly until Opportunity Closing to ensure that they have not missed any Addendum announcements. Unless expressly indicated otherwise in an Addendum, DAS-PS is not responsible for sending Addenda to any prospective Proposers, whether requested or not.

10. QUESTIONS

10.1. QUESTIONS AND REQUESTS FOR CLARIFICATION. All inquiries, whether relating to the Opportunity process, administration, deadline or award, or to the intent or administrative and technical aspects of the Services must be submitted in writing, via email only, to the Single Point of Contact for the Opportunity by the deadline identified in the *Schedule of Events*. **No telephone questions will be accepted or considered.**

Requests for clarification and questions must include:

- (a) The identity of the prospective Proposer;

- (b) A clear reference to this Opportunity #DASPS-2534-15;
- (c) Reference to the specific Opportunity paragraph number and page and should quote the passage being questioned; and
- (d) Be received as described above by the deadline identified in the *Schedule of Events*.

When appropriate as determined by DAS-PS in its sole discretion, revisions, substitutions or clarifications of the Opportunity or attached terms and conditions will be issued by Addendum to this Opportunity. Interpretations, corrections or changes to this Opportunity will be made by written addendum, and posted to the ORPIN System. Unless otherwise indicated in writing by the Single Point of Contact, interpretations, corrections or changes to this Opportunity made in any other manner are not binding on the State.

11. RESERVATION OF RIGHTS

DAS-PS reserves all rights, without limitation, including the following:

1. To seek clarifications of each Proposal to this Opportunity;
2. To extend the deadline for submitting Proposals to this Opportunity;
3. To provide further procedures or change any procedures via Addenda published on ORPIN;
4. To amend or cancel this Opportunity without liability, if amendment or cancellation would be in the public interest;
5. To reject any and all Proposals received by reason of this request without liability, if such rejection would be in the public interest. State is not responsible for any costs incurred by Proposers while developing and preparing to submit or submitting their Proposals, and all Proposers who respond do so solely at their own expense;
6. To waive any minor irregularity, informality, or non-conformance with the provisions or procedures of this Opportunity, and to seek clarification of each Proposal, if required;
7. To reject any Proposal that fails to substantially comply with all prescribed solicitation procedures and requirements;
8. To disqualify Proposers who attempt to influence a member of the Evaluation Committee during the Proposal review and evaluation process. Disqualification eliminates the Proposer and its Proposal submissions from any further consideration in the procurement;
9. To negotiate the identified provisions of Contract documents separately in any manner necessary to serve the best interest of the public;
10. To amend the Contract that is a result of this Opportunity within the context of the scope of work described in this Opportunity and its Addenda;

11. To engage Proposers by selection or procurement independent of this Opportunity process and/or any Contract under it; and
12. To extend the Contract that is a result of this Opportunity without an additional solicitation process for the period(s), if any, described in this Opportunity.

12. LEVEL OF EXPERTISE

The purpose of this Opportunity is to provide Agency with Proposers who have specialized skill, staff, knowledge and resources for successful completion of the required Services. Key considerations in the selection process include without limitation: (i) qualifications and credentials; (ii) qualitative and quantitative experience in review and assessment of public health and human services related projects and programs comparable in magnitude, nature, complexity and scope of the DHS Child Foster Care Services System Project; (iii) performance history; (iv) demonstrated expertise; (v) relevant knowledge; and (vi) the ability to exercise sound professional judgment. Agency intends to award the Contract to the Proposer who Agency determines is the most qualified Proposer after Proposal evaluation as described in this Opportunity Notice. In determining the most qualified Proposer, Agency will consider whether the Proposer offers the best value¹ to the State of Oregon.

13. DISCLAIMER

State will not be liable for any claims, or be subject to any defenses, asserted by Proposers based upon, or resulting from, or related to, Proposers' failure to comprehend all requirements of this Opportunity.

14. GENERAL SUBMISSION REQUIREMENTS

14.1. NOTICE OF INTENT TO PROPOSE. Proposers must declare their intent to submit a Proposal for this Opportunity. Proposers must use and submit Attachment A, *Notice of Intent to Propose* to the Single Point of Contact by **December 8, 2015, 5:00 P.M. PT.**

14.2. ACCEPTANCE PERIOD. A Proposer's Proposal is a firm offer, irrevocable, valid and binding on the Proposer for not less than 180 calendar days following the Closing date for this Opportunity. DAS-PS may request in writing that affected Proposers extend the offer period.

¹ This Opportunity uses the term "best value" in the context of its definition in ORS 279A.015(5) and OAR 125-246-0120(5).² In the event DAS-PS and Agency determine to develop and implement a Best and Final Offer process in connection with a particular round, DAS-PS will establish a date and time by which Proposers will submit their Best and Final Offers. Best and Final Offers will only be submitted once, unless the State makes a written determination that it is in the State's best interest to conduct additional discussions or change the State's requirements and require another submission of Best and Final Offers. If Proposers do not submit a notice of withdrawal or another Best and Final Offer, their immediately previous offer will be construed as their Best and Final Offer.

Proposers may decline any requested extensions. Proposer refusals to extend will likely result in DAS-PS's rejection of the affected Proposals from any further consideration for Contract award.

14.3. PROPOSAL FORMAT. Proposal submissions must contain documentation to demonstrate Proposer's ability to meet the requirements as defined in **Opportunity Section 2.**

- (a) Proposers must describe in detail how they will meet the Project requirements and may provide additional related information with their Proposals. Proposals should be presented in a format that corresponds to, and references, the sections contained in Section 15, and should be presented in order and formats prescribed in this Section 14.
- (b) Proposals should be straightforward and concise and, unless otherwise directed, provide "layman" explanations of technical terms that are used. Emphasis should be focused on responding to the requirements as defined and described in the Opportunity and any Addenda, providing a complete and clear description of the Proposal, and conforming to the Opportunity instructions. If a complete response cannot be provided without referencing supporting documentation, Proposer must provide such documentation with the Proposal indicating where the supplemental information can be found. Proposals that merely offer to provide supplies and services as stated in this Opportunity may be considered non-responsive and may be rejected from any further consideration in the procurement.
- (c) Submitted Proposals must include three (3) separate components as follows:
 - (1) Administrative Proposal;
 - (2) Technical Proposal; and
 - (3) Cost Proposal.

Required references may be submitted in the Administrative Proposal or as a separate component.

The required content and format for each of these Proposal components is set out below. Through the Evaluation Committee, the State will separately review, evaluate and rank each Proposal component in accordance with Section 16 of the Opportunity. Proposal components should be separated from each other and appropriately labeled. There may be repetition of materials, as appropriate, between the Administrative and Technical Proposals because they will be separately evaluated and ranked.

14.4. QUANTITY OF PROPOSALS TO BE SUBMITTED; PAGE FORMAT REQUIREMENTS.

- (a) Proposers shall submit: One (1) signed hard copy original Proposal comprised of Administrative, Technical and Initial Cost Proposals and all required supporting information and documents; and five (5) electronic copies of these Proposal

submissions. The electronic copies must be provided in Microsoft Office 2007 or later applications, or in searchable PDF formats. We do have a strong preference for electronic submissions in Microsoft Office 2007 and later applications.

- (b) Proposals must reflect the use of 12-point minimum Calibri (or comparable font) font size for the substantive text (including text in tables, but excluding text in Key Person Resumes that may be submitted in 11-point Calibri (or comparable font) font size). Proposers may use their discretion for the font and font size of other materials that do not include substantive text (e.g., graphics, picture or graphics captions, and organizational charts).

14.5. ENVELOPE, PACKAGE OR BOX LABEL. Proposals and Cost Proposals must be clearly labeled and submitted in a sealed envelope, package, or box bearing the following information:

- (a) Name of Proposer;
- (b) Opportunity Number #DASPS-2534-15;
- (c) Closing (date and time); and
- (d) Single Point of Contact

Proposer is solely responsible for ensuring that their Proposals are received by DAS-PS in accordance with the Opportunity requirements, before Closing, as identified in the *Schedule of Events*, and at the place specified by the Single Point of Contact. DAS-PS shall not be responsible for any delays in mail or by common carriers or by transmission errors or delays or mistaken delivery. Proposal deliveries made to another location other than to the address identified on the cover page of this Opportunity will be considered non-responsive unless re-delivery is made to the address identified on the cover page of this Opportunity before Closing.

14.6. PROPOSAL MODIFICATIONS. It is the responsibility of Proposers to ensure that modified Proposals are submitted before Closing. All modifications made to Proposals before submission must be made in ink and must be properly initialed by the Proposer's authorized representative. Proposals that contain omissions, improper erasures or irregularities may be rejected.

Any Proposer who wishes to make modifications to a Proposal already received by DAS-PS must first withdraw its Proposal in order to make the modification. Withdrawals must be made in accordance with Section 14.7. The revised Proposal may then be resubmitted in accordance with the provisions of this Opportunity.

Proposals and modified Proposals submitted by facsimile (fax), email or other electronic means other than as described in Section 14 will be rejected.

14.7. PROPOSAL WITHDRAWAL. If a Proposer wishes to withdraw a submitted Proposal, it must do so before Closing. The withdrawing Proposer must submit a written notice to withdraw, signed by its authorized representative, to the Single Point of Contact.

14.8. LATE PROPOSALS. Closing is FIRM. Proposals will **NOT** be accepted for consideration in the evaluation process after Closing. A Late Proposal will be returned to its Proposer. DAS-PS is not responsible for, and will not accept, late or incorrectly delivered Proposals.

14.9. OPENING OF PROPOSALS. DAS-PS will not conduct a public opening of Proposals received at the Closing; **but** the Single Point of Contact will confirm timely receipt of each Proposer's Proposal submission via email on the next business day after Closing. Each confirmation will include the list of all Proposers that timely submitted Proposals. This confirmation of timely submission means only that the affected Proposals will not be rejected as Late Proposals.

15. SUBMISSION REQUIREMENTS FOR RESPONSIVENESS DETERMINATION

15.1. SUBMISSION DEADLINE. Each Proposal must comply with the following submission requirements, and must include an **Administrative Proposal**, a **Technical Proposal**, and an **Initial Cost Proposal**. The submission of these requirements will be evaluated on a Pass/Fail basis. *(The review and evaluation of the substantive content of the **Administrative Proposal**, **Technical Proposal** and **Initial Cost Proposal** are **NOT** part of this pass/fail evaluation. Review, evaluation, and ranking of such material lies within the province of the Evaluation Committee, and the procedures for such review, evaluation, and ranking are identified, defined and discussed in Section 16 of the Opportunity).* **Failure to provide the required submissions or to comply with any of the requirements in this section WILL result in rejection of the Proposal.** DAS-PS reserves the right to determine which Proposals are responsive in meeting the Proposal Requirements of this Opportunity.

Proposals will be **due no later than *December 15, 2015, 5:00 P.M. PT*** and must be delivered to the Single Point of Contact. Proposals must be delivered postage or shipping pre-paid. DAS-PS will not accept a Proposal package or envelope with shipping fees or postage due.

Proposals must be submitted before this Closing date and time (*the due date and time per the official clock of the Issuing Office*), by which date and time Proposals must be received at the location identified on the cover page of the Opportunity to be considered. **Proposals will NOT be accepted after Closing, and late Proposals will be returned to the Proposer.** DAS-PS reserves the right to extend Closing when it is in the best interest of the State.

15.2. PROPOSAL COVER SHEET CERTIFICATION. Proposers must include in their Proposals the Opportunity Attachment B, *Proposal Cover Sheet Certification* signed by a duly authorized

representative empowered to legally bind the Proposer to the Proposal. **Any Proposal that is conditioned on changes to the Cover Sheet may be rejected as non-responsive.**

15.3. AUTHORIZED SIGNATURE. Every Proposal must be signed by the person or persons legally authorized to bind the Proposer to the Proposal and to any Contract resulting from this Opportunity. Upon request by DAS-PS, any representative submitting a Proposal on behalf of the Proposer shall provide a current power of attorney or other document certifying the representative's authority to bind the Proposer. In the case of a submitting corporation, DAS-PS may request the corporation to provide a certified copy of the bylaws or resolution of the board of directors showing the authority of the officer signing the Proposal to execute contracts on behalf of the entity.

15.4. RESERVED

15.5. ADMINISTRATIVE PROPOSAL REQUIREMENTS. Administrative Proposals must describe the Proposer's experience in providing review and assessment services for projects that are comparable in magnitude, nature, complexity and scope to the Project. The following Subsections describe the minimum information that Proposers must include in the Administrative Proposal:

(a) **Company Profile:** Proposer must provide a company profile. Information provided must include:

- (1) Company ownership. If incorporated, the state in which the company is incorporated and the date of the incorporation
- (2) Location of the company's offices (headquarters and branches)
- (3) Confirmation of legal capacity to do business in the State of Oregon
- (4) Location of the office to service the State of Oregon accounts
- (5) Number of employees both locally and nationally
- (6) Location(s) from which employees will be assigned
- (7) Company background/history and why Proposer is qualified to provide the Services described in this Opportunity
- (8) Length of time Proposer has been providing Services comparable to those described in this Opportunity (please provide a brief description)
- (9) Company's client base
- (10) Company's areas of specialization and expertise

(b) **Financial Statement/Fiscal Stability:**

- (1) Proposers must include a brief description of their experience with, and current strategies for, ensuring that they conduct business in a fiscally responsible manner and remain financially solvent through the proposed contract period. If a Proposer is a corporation (as opposed to an individual), then identify the staff or board members that have fiscal responsibilities.
- (2) All Proposers must provide their Tax ID numbers and copies of their audited financial statements, or comparable documents, for the last three (3) years. If the Proposer is a “new” business, i.e., less than three (3) years of operation, provide a copy of a current business plan, any audited financial statements, or comparable documents, and Tax ID number.

(c) Proposed Leadership and Staff for Performance of all required Services:

- (1) Describe the skill and experience Proposer offers relative to this project, including all subcontractors, if any.
- (2) Provide a list of Key Persons and subcontractors, if any, to be assigned to the project including:
 - 1-page resume of background, experience and expertise related to the specific work
 - Specific role(s) for this Project

NOTE: Subcontractors must be identified in Contractor’s Proposal including subcontractors name, address, and EIN. DAS retains the right to refuse the subcontractors you have proposed.

(d) Proposer Attestations:

(1) Child Caring Agency Disclosure

Proposer must disclose all business, financial, or personal connections with any child caring agency in the state of Oregon.

(2) Availability

Proposer must confirm its ability to dedicate key staff, including subcontractors (if any), to Services for the Project within the specified time frames.

15.6. TECHNICAL PROPOSAL REQUIREMENTS. Proposer must submit a narrative describing how Proposer’s firm, and any subcontractors, would accomplish the Services including a preliminary Services Plan which includes:

- (a) A description of the proposed Services and time line.

- (b) Task and Deliverable descriptions and associated proposed staffing assignments including titles, roles and responsibilities for each Task and Deliverable required for the Services as well as those proposed by Proposer (if any).
- (c) Proposer's requirements for Agency resources and information.
- (d) A description of the methods, processes, and tools proposed to facilitate communication and coordination with Agency.
- (e) A sample Assessment Report with Recommendations from one of Proposer's past projects.

15.7. COST PROPOSAL. Proposer must submit a Cost Proposal that details:

- (a) Key Person hourly rates
- (b) Estimated number of hours for each Key Person per Task, Deliverable or Milestone
- (c) Total cost per Deliverable

NOTE: Agency will not reimburse travel and travel-related costs. The Cost Proposal must reflect Proposer's fully burdened rates.

15.8. REFERENCES

Proposer must include a narrative describing three (3) other projects similar in substance and complexity to the Project, that Proposer performed for firms, preferably state agencies or government entities, within the last (5) years, and for which the proposed Key Persons, including subcontractors (if any), provided similar services to those described in the Opportunity Document. Information must include:

- a. Client Name, Telephone number and address;
- b. Description of services and deliverables provided;
- c. Contract term (starting and ending dates);
- d. Staff assigned to referenced engagement that will be designated for work on the resulting Contract; including their project role(s) and work performed for the referenced engagement; and
- e. Client project manager name, email address and telephone number.

DAS-PS, Agency and the Evaluation Committee will check to determine if the referenced engagements provided are supportive of the Proposer's ability to comply with the requirements of this Opportunity. The results of the reference checks will impact the evaluation and ranking of this subsection 15.8. Failure to provide complete and accurate information in the Proposal may be cause for rejection. DAS-PS, Agency and the Evaluation Committee may conduct other reference checks with entities whose identity has not been provided by Proposer, but of whom DAS-PS or Agency has knowledge. DAS-PS and Agency may also use the results of reference checks to obtain additional information, break tie rankings, or verify any information needed.

DAS-PS and Agency will make reasonable attempts to contact each of the references provided by the Proposer. If these attempts are unsuccessful, DAS-PS and Agency will inform the Evaluation Committee to disregard the subject reference(s) for evaluation, and the Evaluation Committee will make appropriate adjustments to the evaluation and ranking of this subsection 15.8. The lack of one or more of the required references may cause DAS-PS to reject the subject Proposal for any further consideration in the procurement.

16. EVALUATION METHODOLOGY AND CRITERIA

DAS-PS and Agency intend to progress the Opportunity employing a competitive sealed proposal method. DAS-PS intends to use any one or a combination of the following methods for Competitive Sealed Proposals, including any available optional procedures: a). Competitive Range; b). Discussions and Revised Proposals/Presentations; c). Revised Rounds of Negotiations; d) Negotiations; e) Best and Final Offers; and f). Multistep Sealed Proposals.

DAS-PS may cancel the procurement or reject any or all proposals in accordance with ORS 279B.100.

ORPIN SYSTEM: In accordance with ORS 279B.060, this Opportunity Notice, including attachments and any Addenda issued, is published on the Oregon Procurement Information Network (“ORPIN”) at <http://orpin.oregon.gov>. The Single Point of Contact will use an ORPIN distribution list to communicate the Opportunity only to the following firms likely to have the public health and human services review and assessment experience required in this Opportunity:

1. The Child Welfare Policy and Practice Group
2. Cognosante, LLC
3. CSG Government Solutions, Inc.
4. James Bell Associates
5. JK Elder and Associates
6. KPMG, LLP
7. Liberty Healthcare Corporation
8. Maximus, Inc.
9. Public Knowledge, LLC

DAS-PS will not guarantee the distribution list delivery. Therefore, all interested firms listed above should check ORPIN regularly up until Closing for any changes to the Opportunity Notice. DAS-PS is not responsible for any errors or omissions from downloading the Opportunity Notice and any attachments.

16.1. EVALUATION COMMITTEE. DAS-PS and Agency will form an “Evaluation Committee” to review responsive Proposals for completeness and compliance with the requirements of this Opportunity, and to evaluate Proposals. If the Proposal is unclear, Proposer may be asked to

provide clarification. As part of the Evaluation Committee, DAS-PS will review Proposals received on time against the pass/fail Proposal submission requirements identified in Section 15. DAS-PS may reject Proposals that do not substantially comply with submission requirements. DAS-PS will forward the Administrative, Technical, and Cost Proposals meeting the pass/fail Proposal submission requirements to members of the Evaluation Committee “Evaluators” to independently review, evaluate and rank Proposals according to the criteria set forth in Section 16.2.

16.2. EVALUATION AND RANKING CRITERIA.

(a) Best Value Analysis

Administrative, Technical, and Cost Proposals will be evaluated and ranked based, in part, on the following criteria:

1. Demonstrated skill and experience relevant to the Project
2. Demonstrated experience in public health and human services
3. Proposed approach to the Project and Services
4. Past performance
5. Availability
6. Price

Process:

1. Evaluators will first conduct and document an independent, subjective review of each Proposal; assessing Proposal content for strengths, deficiencies, and weaknesses.
2. Evaluators will compare and contrast all Proposals; document the differences, benefits, and drawbacks of each Proposal; and determine the level of acceptability for each Proposal.
3. Evaluators will rank all Proposals based on their independent judgment of acceptability; ranking #1 being the highest-ranked Proposer.
4. The Evaluation Committee will assemble and discuss the merits, demerits, and independent rankings of all Proposals.
5. The Evaluation Committee will reach consensus on final Proposer rankings. The two (2) highest-ranked Proposers will comprise the Competitive Range.

DAS-PS and Agency may decide to use **supplemental evaluation proceedings**, e.g., discussions, negotiations, revisions, submissions and evaluations, which involve the Competitive Range Proposers who remain in contention. DAS-PS and Agency will notify Proposers in the Competitive Range of their decision to engage in supplemental evaluation proceedings, and of

any consequential modifications to the evaluation process for those Proposal components, through Addenda published on ORPIN.

Any Contract awarded will be to the Proposer the Evaluation Committee determines is the most qualified Proposer, taking into account the Evaluation Committee's best value determination for each Proposal.

16.3. ADMINISTRATIVE PROPOSAL EVALUATION.

In the Administrative Proposal evaluation, the Committee will:

- (a) Assess the Proposer's general qualifications and experience as a contractor successfully providing services similar to the required Services, in connection with public health and human services-related projects.
- (b) Seek to determine whether the Proposer has a proven track record for delivery of independent review services, and the potential to consistently deliver such services, over the life of such projects.
- (c) Assess the efficacy of the proposed leadership and staff, and staffing plan, in the context of the requirements related to providing Services for the Project, and the relevant qualitative and quantitative experience of proposed Key Personnel and subcontractors who will be responsible for Proposer's delivery of Services for the Project.

16.4. TECHNICAL PROPOSAL EVALUATION.

In the Technical Proposal evaluation, the Committee will:

- (a) Assess the Proposer's understanding of the requirements and Services requested in this Opportunity.
- (b) Assess Proposer's approach for successfully delivering all required Services.
- (c) Assess Proposer's demonstrated subject matter expertise necessary to satisfy or exceed all Project requirements.

16.5. COST PROPOSAL EVALUATION.

In the Cost Proposal evaluation, the Committee will assess the proposed Project costs against the Administrative and Technical Proposal evaluations to determine the reasonableness of the Proposal. Does the Proposal cadence, content, and demonstrated expertise support the costs?

16.6. COMPETITIVE RANGE DETERMINATION.

After the results of the evaluation are compiled, the two (2) highest-ranked Proposers will constitute the Competitive Range. DAS-PS and Agency may increase the number of Proposers

in the Competitive Range if it is determined to be in the best interest of the State. DAS-PS will provide written notice to all Proposers regarding the establishment of the Competitive Range.

16.7. SUPPLEMENTAL EVALUATION PROCEEDINGS

DAS-PS and Agency intend, but are not required, to conduct supplemental evaluation proceedings following the initial evaluation of Administrative, Technical, and Cost Proposals.

- (a) Through these supplemental proceedings DAS-PS and Agency may:
 - (1) Change existing requirements and add new ones;
 - (2) Seek to bring back previously excluded Proposers depending upon the nature and purpose of the changes and additions to the procurement;
 - (3) Conduct discussions and serial or simultaneous negotiations; and
 - (4) Conduct best and final offer proceedings.

- (b) The contemplated supplemental proceedings may include without limitation:
 - (1) Service Demonstrations;
 - (2) Presentations of Proposed Approaches to deliver Required Services;
 - (3) Interviews of Proposed Management and Technical Teams;
 - (4) Requiring and Scoring Revised Proposals; and
 - (5) Best and Final Offers.²

In each of these situations, DAS-PS will issue Addenda to provide Proposers remaining in contention with notice of the particular process, its related requirements, and a reasonable opportunity to participate. Agency does intend to require Competitive Range Proposers to participate in at least one (1) supplemental round consisting of interviews of Proposers' proposed management and technical teams.

² In the event DAS-PS and Agency determine to develop and implement a Best and Final Offer process in connection with a particular round, DAS-PS will establish a date and time by which Proposers will submit their Best and Final Offers. Best and Final Offers will only be submitted once, unless the State makes a written determination that it is in the State's best interest to conduct additional discussions or change the State's requirements and require another submission of Best and Final Offers. If Proposers do not submit a notice of withdrawal or another Best and Final Offer, their immediately previous offer will be construed as their Best and Final Offer.

16.8. FINAL EVALUATION AND SELECTION FOR AWARD

The Committee will evaluate and rank the following responsive submissions:

- (a) **Administrative Proposals** from all Responsive Proposers
- (b) **Technical Proposals** from all Responsive Proposers
- (c) **Cost Proposal** from all Responsive Proposers
- (d) **Supplemental Evaluation Proceeding submissions**, if any, from the remaining Competitive Range Proposers.

For each submission reviewed, the Committee will base its evaluation and ranking upon the value of the examined submission to the relevant requirements of the Opportunity and any subsequent Addenda. Each member of the Committee will first evaluate each submission separately and then compare and contrast all submissions. At the conclusion of all evaluation processes in this Opportunity, DAS-PS will notify Competitive Range Proposers of their ranking through a Notice of Intent to Award, if any.

DAS-PS and Agency reserve the right to make a single award to one Contractor; or to make no award.

17. INTENT TO AWARD

17.1. AWARD NOTIFICATION. After a final selection is made, DAS-PS will issue a notice of intent-to-award announcement on its ORPIN System after Agency receives funding approval for the Contract. Proposal files are public records and available for review at DAS-PS by appointment.

18. CONTRACT NEGOTIATIONS; CONTRACT AMENDMENTS

18.1. CONTRACT NEGOTIATIONS. If DAS-PS receives only one Responsive Proposal, DAS-PS reserves the right to dispense with the requirements of Section 16 and proceed directly to this Section 18, Contract Negotiations. For Contract negotiation purposes, DAS-PS will draft and deliver to the selected Contractor for review an initial draft Contract based upon Contractor's Proposal. The Contract may require Contractor, its employees, agents and subcontractors to complete a non-disclosure agreement in the form **provided by DAS-PS or Agency, prior to providing any Services.** DAS-PS and Agency will negotiate in good faith for a final Contract with the highest-ranking Proposer in the Competitive Range, if any. However, if negotiations are not successful after a reasonable period of time, as determined by DAS-PS and Agency, DAS-PS and

Agency may declare an impasse and terminate negotiations with that Proposer. DAS-PS and Agency may then seek to finalize good faith negotiations for a final Contract with the next high-ranking Proposer in the Competitive Range, if any. DAS-PS and Agency may repeat this process until they negotiate a final Contract with a Competitive Range Proposer, or determine not to execute a final Contract with any of the Competitive Range Proposers.

18.2. CONTRACT AMENDMENTS. In order to best serve the public interest and to ensure satisfaction of all Project goals and objectives, DAS-PS and Agency reserve the right to amend the Contract resulting from this Opportunity for any purpose within the context of the scope of the original procurement, as amended by any Opportunity Addenda and in accordance with the amendment provisions of the resulting Contract.

19. MISCELLANEOUS INFORMATION

19.1. PROPOSALS SUBMITTED BY GOVERNMENTAL ENTITIES. Government bodies subject to ORS Chapter 190 do not bid or compete on the same basis as private-sector Proposers. However, DAS-PS will initially review any submitted Proposals from government bodies according to the same evaluation criteria described in this Opportunity. Accordingly, government bodies submitting Proposals must comply with all applicable Proposal requirements described in this Opportunity.

In addition to any other Proposer selection, and subject to Agency's consent, DAS-PS reserves the right to enter into an ORS Chapter 190 agreement with any qualified government body for the Services. Alternatively, DAS-PS reserves the right to cancel this Opportunity if it would be in the public interest as determined by DAS-PS and Agency, and enter into an ORS Chapter 190 agreement with a qualified government body for the Services.

19.2. OWNERSHIP/PERMISSION TO USE MATERIALS. All Proposals submitted in response to this Opportunity become the property of DAS-PS and Agency. By submitting a Proposal in response to this Opportunity, 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 a Contract, if awarded to Proposer, or as otherwise needed to administer the Opportunity process, and to fulfill obligations under Oregon Public Records Laws. Proposals, including supporting materials, will not be returned to Proposer unless the Proposal is submitted late.

19.3. PROPOSERS BEAR COST OF PROPOSING. Proposers must pay all costs of proposing and otherwise participating in this procurement. This obligation includes, but is not limited to, the cost to prepare and submit Proposals in compliance with all submission and participation requirements, e.g., providing samples of work and participating in interviews, presentations and demonstrations.

19.4. STATE'S CANCELLATION OR REJECTION OF PROPOSALS; DAMAGES. Pursuant to ORS 279B.100, DAS-PS reserves the right to reject any or all Proposals in whole or in part, and reserves the right to cancel underlying procurement at any time when DAS-PS and Agency determine that Proposal rejection or cancellation of the underlying procurement is in the best interest of the Agency.

No State entity will be liable to any Proposer for any claimed loss or expense allegedly caused by or resulting from the delay, suspension, or cancellation of any aspect of the underlying procurement, e.g., the Opportunity, Proposals, Proposal evaluation, or award of a Contract. All Proposals will become part of the public record without obligation to DAS-PS.

19.5. CONFIDENTIAL OR PROPRIETARY INFORMATION. Following the award of a Contract, responses to this Opportunity are subject to release as public information, unless the response, or specific information contained therein, is identified by Proposer as exempt from public disclosure. Proposer is advised to consult with legal counsel regarding public disclosure issues. If a Proposer believes that any portion of a Proposal contains any information that is considered a trade secret under ORS Chapter 192.501(2), or otherwise is exempt from disclosure under the Oregon Public Records Law, ORS 192.410 through 192.505, **Proposer must include Opportunity Attachment C, PROPOSER DESIGNATION OF CONFIDENTIAL MATERIALS, in its Proposal and include the following statement on each page containing such information:**

“This data is exempt from disclosure under the Oregon Public Records Law pursuant to ORS 192, and is not to be disclosed except in accordance with the Oregon Public Records Law, ORS 192.410 through 192.505.”

Identifying the Proposal, in whole, as exempt from disclosure is not acceptable. Proposers are cautioned that cost information submitted in response to an Opportunity is generally not considered a trade secret under Oregon Public Records Law. If a Proposer fails to identify the portions of the Proposal that Proposer claims are exempt from disclosure, Proposer is deemed to have waived any future claim of non-disclosure concerning that information. Pursuant to ORS 279B.060(6)(a) and OAR 125-247-0630, DAS-PS's standard business practice is to schedule requests for inspection of any Proposal file after Proposers have been notified of the State's intent to award.

19.6. STATEWIDE E-WASTE/RECOVERY POLICY (#107-009-0050). If applicable, Proposers must include information in their Proposals that demonstrates compliance with this policy effective January 1, 2007.

http://www.oregon.gov/DAS/OP/docs/107-009-0050_%20E-Waste%20Policy_Final.pdf

19.7. RECYCLED PRODUCTS. Proposers shall use recyclable products to the maximum extent economically feasible in the performance of the Contract Services or Work set forth in the Opportunity and the resultant Contract. (ORS 279B.060 (2)(f), and ORS279B.220-279B.235).

19.8. CHECKLIST DISCLAIMER. Unless otherwise specified within the Opportunity or Addenda, any Proposer checklists provided as part of this Opportunity are provided only as a courtesy to prospective Proposers. DAS-PS makes no representation as to the completeness or accuracy of Proposer Checklists. Prospective Proposers are solely responsible for reviewing and understanding the Opportunity and complying with all the requirements of this Opportunity, whether or not listed in a checklist.

**OPPORTUNITY NOTICE #DASPS-2534-15
ATTACHMENT A**

NOTICE OF INTENT TO PROPOSE

Please return this form via email attachment to the Single Point of Contact no later than **5:00 P.M. PT on December 8, 2015** to the **Single Point of Contact** if your firm intends to submit a Proposal for the Project

Company Name: _____

Contact Name: _____

Contact Title: _____

Address: _____

Contact Telephone: _____

Contact Email: _____

Switchboard Telephone: _____

Fax: _____

**OPPORTUNITY NOTICE #DASPS-2534-15
ATTACHMENT B**

PROPOSAL COVER SHEET CERTIFICATION

I, the official named below, certify that I am duly authorized to legally bind the Proposer to the clause(s) listed below.

<i>Proposer Name (Printed)</i>		
<i>Corporate Address of Record</i>		
<i>By (Authorized Signature of Person with Authority to Obligate the Proposer Contractually)</i>		
<i>Printed Name</i>	<i>Title of Person Signing</i>	
<i>Date Signed</i>	<i>Telephone Number</i>	
<i>Email Address</i>		
<i>Identify Name of Person Authorized to Negotiate the Contract on Behalf of Proposer</i>	<i>Identify Title of Person Authorized to Negotiate the Contract on Behalf of Proposer</i>	<i>Telephone Number</i>
<i>Email Address:</i>		
<i>Identify Name of Person to be Contacted for Clarification of Proposal</i>	<i>Identify Title of Person Authorized to be Contacted for Clarification of Proposal</i>	<i>Telephone Number</i>
<i>Email Address:</i>		

1. Proposer understands and accepts the requirements of this Opportunity.
2. Proposer acknowledges receipt of any and all Addenda to this Opportunity.
3. Under penalty of perjury, Proposer certifies that Proposer is aware of and complies with the requirements found in OAR 125-246-0330. Upon request of DAS-PS, Proposer shall provide supporting documentation.
4. Proposer and Proposer’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 <http://www.treas.gov/offices/enforcement/ofac/sdn/t11sdn.pdf>.
5. Proposer acknowledges these certifications are in addition to any certifications required in the Contract at the time of Contract execution.

**OPPORTUNITY NOTICE #DASPS-2534-15
ATTACHMENT C**

PROPOSER DESIGNATION OF CONFIDENTIAL MATERIALS

- NONE SUBMITTED, or**

- LISTED DESIGNATIONS BELOW**

**ADDENDUM #1 FOR OPPORTUNITY #DASPS-2534-15
DHS Child Foster Care Services System Review**

The purpose of this Addendum #1 to Opportunity #DASPS-2534-15 (“Opportunity”) is to extend the Opportunity Closing Date and Time.

For purposes of this Addendum #1, the language to be removed has been enclosed in [brackets] and ~~struck through~~; new language is noted in **bold font** and underlined.

A. Section 5 SCHEDULE OF EVENTS, is amended as follows:

“

EVENT	TARGET COMPLETION DATE (Pacific Time- PT)*
Issue Opportunity	December 2, 2015
Deadline for Written Questions	December 7, 2015, 10:00 A.M. PT
Deadline for Submission of Intent to Propose Forms (Attachment A)	December 8, 2015, 5:00 P.M. PT
Closing (Proposal Due Date & Time)	<u>December 18, 2015, 5:00 P.M. PT</u> December 15, 2015, 5:00 P.M. PT
Initial Evaluation	Commences after Closing
Posting Notice of Competitive Range	TBD
Optional Supplemental Evaluation	TBD
Posting Notice of Intent to Award	TBD
Contract Execution	TBD

“

B. ADDENDUM #1 CONCLUSION:

Laura Barna remains as the assigned Single Point of Contact for this procurement.

Laura Barna, State Procurement Analyst
Oregon Department of Administrative Services
Procurement Services Office
1225 Ferry St. SE. U140
Salem, OR 97301-4285

Phone: (503) 378-2468

E-mail: laura.barna@oregon.gov

QUESTIONS CONCERNING ADDENDUM #1 INFORMATION SHOULD BE SUBMITTED IN WRITING TO THE SINGLE POINT OF CONTACT AS SOON AS POSSIBLE, AND NO LATER THAN CLOSE OF BUSINESS ON THE THIRD BUSINESS DAY FOLLOWING THE RELEASE DATE OF THE ADDENDUM.

-End-

ADDENDUM #2 FOR OPPORTUNITY #DASPS-2534-15
DHS Child Foster Care Services System Review

The purpose of this Addendum #2 to Opportunity #DASPS-2534-15 (“Opportunity”) is to add additional firms to the list of potential firms likely to have the public health and human services review and assessment experience required in this Opportunity.

For purposes of this Addendum #1, the language to be removed has been enclosed in [brackets] and ~~struck through~~; new language is noted in **bold font** and underlined.

A. Section 16 EVALUATION METHODOLOGY AND CRITERIA, is amended as follows:

“DAS-PS and Agency intend to progress the Opportunity employing a competitive sealed proposal method. DAS-PS intends to use any one or a combination of the following methods for Competitive Sealed Proposals, including any available optional procedures: a). Competitive Range; b). Discussions and Revised Proposals/Presentations; c). Revised Rounds of Negotiations; d) Negotiations; e) Best and Final Offers; and f). Multistep Sealed Proposals.

DAS-PS may cancel the procurement or reject any or all proposals in accordance with ORS 279B.100.

ORPIN SYSTEM: In accordance with ORS 279B.060, this Opportunity Notice, including attachments and any Addenda issued, is published on the Oregon Procurement Information Network (“ORPIN”) at <http://orpin.oregon.gov>. The Single Point of Contact will use an ORPIN distribution list to communicate the Opportunity only to the following firms likely to have the public health and human services review and assessment experience required in this Opportunity:

1. The Child Welfare Policy and Practice Group
2. Cognosante, LLC
3. CSG Government Solutions, Inc.
4. James Bell Associates
5. JK Elder and Associates
6. KPMG, LLP
7. Liberty Healthcare Corporation
8. Maximus, Inc.
9. Public Knowledge, LLC
- 10. Public Catalyst**
- 11. Center for the Study of Social Policy**
- 12. National Council on Crime & Delinquency (NCCD), Children’s Research Center**
- 13. Public Financial Management, Inc. (PFM)**

DAS-PS will not guarantee the distribution list delivery. Therefore, all interested firms listed above should check ORPIN regularly up until Closing for any changes to the Opportunity Notice. DAS-PS is not responsible for any errors or omissions from downloading the Opportunity Notice and any attachments.”

B. ADDENDUM #2 CONCLUSION:

Laura Barna remains as the assigned Single Point of Contact for this procurement.

Laura Barna, State Procurement Analyst
Oregon Department of Administrative Services
Procurement Services Office
1225 Ferry St. SE. U140
Salem, OR 97301-4285
Phone: (503) 378-2468
E-mail: laura.barna@oregon.gov

QUESTIONS CONCERNING ADDENDUM #2 INFORMATION SHOULD BE SUBMITTED IN WRITING TO THE SINGLE POINT OF CONTACT AS SOON AS POSSIBLE, AND NO LATER THAN CLOSE OF BUSINESS ON THE THIRD BUSINESS DAY FOLLOWING THE RELEASE DATE OF THE ADDENDUM.

-End-