

REQUEST FOR PROPOSALS (RFP)  
*Strategic Plan Facilitation*

RFP NO. 2019-RFP-PS-0020

**RFP Issue Date**

- January 6, 2020

**Proposal Due Date**

- January 31, 2020, at 12:00 (noon) Pacific Standard Time

NOTICE: If you download this RFP from the WEBS website you are responsible for sending your name, address, email address, and telephone number to the RFP Coordinator in order for your organization to receive any RFP amendments or bidder questions/answers.

**CONSULTANT ELIGIBILITY:** This procurement is open to those consultants that satisfy the minimum qualifications stated herein and that are available for work in Washington State.

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## **1.0 INTRODUCTION**

### **1.1 PURPOSE AND BACKGROUND**

The Community Colleges of Spokane, hereafter called "CCS", is initiating this Request for Proposals (RFP) to solicit proposals from qualified individuals or firms willing to assist CCS effectively carry out its responsibilities related to a strategic planning process. CCS is charged with the responsibility of developing a STRATEGIC PLAN aimed at meeting the future needs of our students and region. CCS' current STRATEGIC PLAN will expire on June 30, 2021 and is to be replaced. The purpose of this RFP is to solicit proposals in order to select and enter into a contract with a qualified individual, firm or group of individuals/firms to provide expertise to help guide CCS as it develops a new strategic plan. CCS seeks a highly qualified consultant(s) with sufficient qualifications, experience, and expertise to provide the needed CONSULTING SERVICES. The successful bidder will work closely with CCS to develop the specific details and logistics of the planning process. The CONSULTANT will be expected to avoid duplicating the services provided by CCS staff, instead working in coordination with staff to help CCS fulfill its responsibilities and achieve its goals.

### **1.2 OBJECTIVES AND SCOPE OF WORK**

The CONSULTANT who enters into a contract with CCS will be expected to coordinate work regularly with CCS, directly with the CCS CHIEF STRATEGY OFFICER or through CCS's planning team chairs, and to provide CONSULTING SERVICES that best meet the needs of CCS. The services to be provided by the CONSULTANT include:

#### *Determining CCS' Strategic Position*

1. Provide technical analysis, synthesizing information, and provide project management services to include:
  - a. Plan work within the given timelines and expectations.
  - b. Gather all produced documentation (data, analyses, multi-media materials, master copies (hard and digital), final products, and all other relevant documentation and provide to the CCS CHIEF STRATEGY OFFICER for the project file;
2. Facilitate stakeholder meetings and discussions focused on identifying and collecting opinions, experiences and observations about CCS' strengths, weaknesses, opportunities and threats (SWOT), to include:
  - a. Assist CCS identify relevant stakeholder groups,
  - b. Assist CCS with stakeholder meeting/discussion/data gathering logistics to include schedules, announcements, securing facilities and equipment,
  - c. Recommend to the CHIEF STRATEGY OFFICER alternate data gathering techniques where determined more appropriate/efficient,
  - d. Facilitate approved stakeholder meetings, discussions or alternate data gathering techniques,
  - e. Assist CCS implement approved alternate data gathering techniques, and
  - f. Gather, record, document and present data and information obtained from meetings/discussions/alternate methods.
3. Facilitate review, discussion and analysis by the CCS planning team, comprised of representative staff, faculty, leadership and students, of documentation, data, analysis and assessments including environmental scans, PEST assessments, competitive analysis and stakeholder input.
4. Facilitate the CCS planning team in determining CCS' (SWOT), to include:
  - a. Facilitate discussion to a consensus determination of SWOT, and
  - b. Document discussions and decisions.
5. Facilitate the CCS planning team in identifying and prioritizing the strategic issues facing CCS in the five-year planning timeframe of 2021 to 2026, to include:

- a. Based upon SWOT, facilitate discussion, debate and consensus determination and prioritization of strategic issues, and
- b. Document discussions and decisions.

Identifying CCS' Strategic Priorities

6. Facilitate the CCS planning team in developing strategic pillars (mission, vision and values) to include:
  - a. Facilitate discussion of planning team in the development of a consensus CCS mission statement that is clear, concise and motivational (connects to the heart),
  - b. Facilitate discussion of planning team in development of a vision statement,
  - c. Facilitate discussion of planning team in development of a set of organizational values,
  - d. Draft pillars, review with the team and edit into final recommendation format, and route to the CHIEF STRATEGY OFFICER for leadership review/approval, and
  - e. Document discussions and decisions.
7. Facilitate the CCS planning team in identifying our competitive advantages within our chosen market to include:
  - a. Facilitate analysis, review and discussion of what should be considered CCS' chosen market,
  - b. Facilitate review, discussion and assessment of CCS competitors within that chosen market,
  - c. Facilitate review, discussion and consensus determination of CCS' competitive advantages within that market, and
  - d. Document analysis, discussions and decisions.
8. Facilitate the CCS planning team in determining and recommending CCS' strategic priorities for the planning timeframe of 2021 to 2026 to include:
  - a. Facilitate discussion and consensus determination of CCS' prioritized strategic priorities for 2021-26,
  - b. Draft priorities, review with the team and edit to final recommendation format to the CHIEF STRATEGY OFFICER, and
  - c. Document analysis, discussions and decisions.
9. Prepare a record of all facilitated discussions/decisions to include
  - a. Gathering, formatting and drafting a record of the process, and
  - b. Submitting that record to the CHIEF STRATEGY OFFICER.
10. Produce documentation to include:
  - a. Preparing a draft report that at a minimum includes an overview of the process, outcomes and recommended strategic priorities,
  - b. Reviewing report with and incorporating the consensus edits of the CCS planning team, and
  - c. Preparing a final report to be delivered to the CHIEF STRATEGY OFFICER.
11. Assist CCS with meetings and presentations to share recommendations with various stakeholder groups to include:
  - a. Developing and assisting with presentations as directed by the CHIEF STRATEGY OFFICER and attending a variety of meetings and community events.
12. Providing any other services requested by CCS' CHIEF STRATEGY OFFICER to further assist CCS to complete its work and fulfill its strategic planning responsibility.

While not intended to be exhaustive, the preceding description of the work to be accomplished represents a general description of the minimum scope of the professional services CCS expects the CONSULTANT to provide under an agreement pursuant to this RFP to help CCS fulfill its responsibilities and duties.

CCS expects the CONSULTANT to work diligently and in a professional manner toward helping CCS fulfill its responsibilities. The timetable will be more fully defined by agreement between CCS and the CONSULTANT, however the projected timeline for the above work is to commence in March 2020 and to be completed no later than July 31, 2020.

In gathering and analyzing demographic and other data, the CONSULTANT will be expected to rely on and take advantage of already available resources in order to gather the best and most reliable information while minimizing costs and avoiding duplication of effort and cost. CCS assumes that these and other taxpayer-supported offices or agencies will provide their data at no cost to the CONSULTANT for the benefit of CCS, but CCS does not control these offices or agencies and cannot guarantee their cooperation.

### 1.3 MINIMUM QUALIFICATIONS

Minimum qualifications include:

- Licensed to do business in the State of Washington or provide a commitment that it will become licensed in Washington within thirty (30) calendar days of being selected as the Apparently Successful Contractor.
- Experience with facilitating large group discussions, deliberations and production of recommendations.
- Experience with strategic planning processes as described in 1.2.

### 1.4 PERIOD OF PERFORMANCE

The period of performance of any contract resulting from this RFP is tentatively scheduled to begin on or about March 1, 2020, and to end on or about July 31, 2020. Amendments extending the period of performance, if any, shall be at the sole discretion of CCS. CCS reserves the right to extend the contract for a one-year period.

### 1.5 DEFINITIONS

Definitions for the purposes of this RFP include:

- **Apparent Successful Contractor** – The consultant selected as the entity to perform the anticipated services, subject to completion of contract negotiations and execution of a written contract.
- **Chief Strategy Officer** - means the CCS employee responsible for formulating and executing CCS' Strategic Plan.
- **Consultant** – Individual or company interested in the RFP and that may or does submit a proposal in order to attain a contract with CCS.
- **Consulting Services** - means the services described in Section 1.2 of this RFP.
- **Contractor** – Individual or company whose proposal has been accepted by CCS and is awarded a fully executed, written contract.
- **CCS** – means Community Colleges of Spokane, also known as Washington State Community College District 17.
- **Proposal** – A written formal offer submitted in response to this solicitation.
- **Proposer** - Individual or company that submits a proposal in order to attain a contract with CCS.
- **PST** - means Pacific Standard Time.
- **Request for Proposals (RFP)** – Formal procurement document in which a service or need is identified but no specific method to achieve it has been chosen. The purpose of an RFP is to permit the consultant community to suggest various approaches to meet the need at a given price.
- **Strategic Plan** - means the strategic plan described in Sections 1.1 and 1.2 of this RFP.

## 1.6 ADA

CCS complies with the Americans with Disabilities Act (ADA). Consultants may contact the RFP Coordinator to receive this Request for Proposals in Braille or on tape.

## 2.0 GENERAL INFORMATION FOR CONSULTANTS

### 2.1 RFP COORDINATOR

The RFP Coordinator is the sole point of contact for this procurement. All communication with CCS in regard to this RFP shall be directed, in writing through email to the RFP Coordinator named below.

Name	Bela Kovacs
Email Address	<a href="mailto:Bela.Kovacs@ccs.spokane.edu">Bela.Kovacs@ccs.spokane.edu</a>
Mailing Address	501 N. Riverpoint Blvd., Suite 226 Spokane, WA 99217-6000
Phone Number	(509)434-5325
Fax Number	(509)434-5340

Email is the preferred method of communication

**Any other communication will be considered unofficial and non-binding on CCS. Contractors are to rely on written statements issued by the RFP Coordinator. Communication directed to parties other than the RFP Coordinator may result in disqualification of the Contractor.**

### 2.2 ESTIMATED SCHEDULE OF PROCUREMENT ACTIVITIES

Issue Request for Proposals	January 6, 2020
Deadline to submit questions	January 13, 2020
Issue last addendum to RFP (if applicable)	January 17, 2020
Proposals due	January 31, 2020, at Noon
Complete evaluation of proposals	February 7, 2020
Conduct oral interviews with finalists, if required	Week of February 10, 2020
Announce "Apparent Successful Contractor" and send notification via fax or email to unsuccessful proposers	Week of February 17, 2020
Hold debriefing conferences (if requested)	Week of February 17, 2020
Negotiate contract	Week of February 24, 2020
File contract with OFM	Week of February 24, 2020
Begin contract work	Week of March 2, 2020

CCS reserves the right to revise the above schedule.

CCS will be bound only to CCS's written answers to questions. Questions will be documented and answered in written form. A copy of the questions and answers will be sent to each prospective Consultant that has made the RFP Coordinator aware of its interest in this procurement.

### **2.3 SUBMISSION OF PROPOSALS**

The proposal must be **received by the RFP Coordinator** no later than 12:00 noon PST on Friday, January 31, 2020.

Proposals must be submitted electronically as an attachment to an email to Bela Kovacs, the RFP Coordinator, at the email address listed in Section 2.1. Attachments to email shall be in Microsoft Word format or PDF. Zipped files cannot be received by CCS and cannot be used for submission of proposals. The cover submittal letter and the Certifications and Assurances form must have a scanned signature of the individual within the organization authorized to bind the Consultant to the offer. CCS does not assume responsibility for problems with Consultant's email. If CCS's email is not working, appropriate allowances will be made for bidders.

Proposals may not be transmitted using facsimile transmission.

Consultants should allow sufficient time to ensure timely receipt of the proposal by the RFP Coordinator. Late proposals will not be accepted and will be automatically disqualified from further consideration, unless CCS's email is found to be at fault. All proposals and accompanying documentation received will be the property of CCS and will not be returned.

A hardcopy may also be submitted to the RFP Coordinator but is not required nor will it be considered an official response nor replacement of the required electronic copy above.

### **2.4 PROPRIETARY INFORMATION/PUBLIC DISCLOSURE**

Proposals submitted in response to this competitive procurement shall become the property of CCS.

All proposals received shall remain confidential until the contract, if any, resulting from this RFP is signed by the Chancellor and the apparent successful Contractor consistent with RCW 43.19.1911(8); thereafter, the proposals shall be subject to disclosure unless other statutory provisions apply which provide for exemptions to disclosure.

Any information in the proposal that the Consultant desires to claim as proprietary and exempt from disclosure under the provisions of Chapter 42.56 RCW, or other state or federal law that provides for the nondisclosure of your Consultant's document(s), must be clearly designated. The information must be clearly identified and the particular statutory exemption from disclosure upon which the Consultant is making the claim must be cited. Each page containing the information claimed to be exempt from disclosure must be clearly identified by the words "Proprietary Information" printed on the lower right-hand corner of the page. Additionally, the specific information that is deemed proprietary shall be highlighted with a yellow highlighter. Marking the entire proposal exempt from disclosure or as Proprietary information will not be honored.

If a public records request is made for the information that the Consultant has marked as "Proprietary Information," CCS will notify the Consultant of the request and of the date that the records will be released to the requester unless the Consultant obtains a court order enjoining the disclosure. If the Consultant fails to obtain the court order enjoining disclosure, CCS will release the requested information on the date specified. If a Consultant obtains a court order from a court of competent jurisdiction enjoining disclosure pursuant to Chapter 42.56 RCW, or other state or federal law that provides for nondisclosure, CCS shall maintain the confidentiality of the Consultant's information per the order.

A charge will be made for copying and shipping as outlined in RCW 42.56. No fee shall be charged for inspection. All requests for information should be directed to the CCS Public Records Officer, 501 N. Riverpoint Blvd, Suite 204, Spokane, WA 99217-6000

## 2.5 REVISIONS TO THE RFP

In the event it becomes necessary to revise any part of this RFP, addenda will be provided via email to all individuals, who have made the RFP Coordinator aware of their interest by providing the RFP Coordinator with their name, address, email address, and telephone number in writing to the email address or mailing address specified in Section 2.1. Consultants are responsible for the method of delivery chosen. Addenda will also be published on the Washington's Electronic Business Solution (WEBS) website at <https://fortress.wa.gov/ga/webs/> and the CCS website at <https://ccs.spokane.edu/About-Us/Leadership/Vision>. For this purpose, the published questions and answers and any other pertinent information shall be provided as an addendum to the RFP and will be placed on the WEBS website and the CCS website.

CCS also reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract.

## 2.6 MINORITY & WOMEN-OWNED BUSINESS PARTICIPATION

In accordance with Chapter 39.19 RCW, the state of Washington encourages participation in all of its contracts by firms certified by the Office of Minority and Women's Business Enterprises (OMWBE). Participation may be either on a direct basis in response to this solicitation or on a subcontractor basis. However, no preference will be included in the evaluation of proposals, no minimum level of MWBE participation shall be required as a condition for receiving an award, and proposals will not be rejected or considered non-responsive on that basis. For information on certified firms, consultants may contact OMWBE at 360/753-9693 or <http://www.omwbe.wa.gov>

## 2.7 ACCEPTANCE PERIOD

Proposals must provide 60 days for acceptance by CCS from the due date for receipt of proposals.

## 2.8 RESPONSIVENESS

All proposals will be reviewed by the RFP Coordinator to determine compliance with administrative requirements and instructions specified in this RFP. The Consultant is specifically notified that failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive.

CCS also reserves the right at its sole discretion to waive minor administrative irregularities.

## 2.9 MOST FAVORABLE TERMS

CCS reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be submitted initially on the most favorable terms which the Consultant can propose. There will be no best and final offer procedure. CCS does reserve the right to contact a Consultant for clarification of its proposal.

The Apparent Successful Contractor should be prepared to accept this RFP for incorporation into a contract resulting from this RFP. Contract negotiations may incorporate some or all of the Consultant's proposal. It is understood that the proposal will become a part of the official procurement file on this matter without obligation to CCS.

## 2.10 CONTRACT AND GENERAL TERMS & CONDITIONS

The Apparent Successful Contractor will be expected to enter into a contract which is substantially the same as the sample contract and its general terms and conditions attached as Exhibit B. **In no event is a Consultant to submit its own standard contract terms and conditions in response to this solicitation.** The Consultant may submit exceptions as allowed in the Certifications and Assurances form, Exhibit A to this solicitation. All exceptions to the contract terms and conditions must be submitted



as an attachment to Exhibit A, Certifications and Assurances form. CCS will review requested exceptions and accept or reject the same **at its sole discretion**.

## **2.11 COSTS TO PROPOSE**

The state of Washington and CCS will not be liable for any costs incurred by the Consultant in preparation of a proposal submitted in response to this RFP, in conduct of a presentation, or any other activities related to responding to this RFP.

## **2.12 NO OBLIGATION TO CONTRACT**

This RFP does not obligate the state of Washington or CCS to contract for services specified herein.

## **2.13 REJECTION OF PROPOSALS**

CCS reserves the right at its sole discretion to reject any and all proposals received without penalty and not to issue a contract as a result of this RFP.

## **2.14 COMMITMENT OF FUNDS**

The Chancellor or assigned delegate is the only individual who may legally commit CCS to the expenditures of funds for a contract resulting from this RFP. No cost chargeable to the proposed contract may be incurred before receipt of a fully executed contract.

## **2.15 INSURANCE COVERAGE**

The Contractor is to furnish CCS with a certificate(s) of insurance executed by a duly authorized representative of each insurer, showing compliance with the insurance requirements set forth below.

The Contractor shall, at its own expense, obtain and keep in force insurance coverage which shall be maintained in full force and effect during the term of the contract. The Contractor shall furnish evidence in the form of a Certificate of Insurance that insurance shall be provided, and a copy shall be forwarded to CCS within fifteen (15) days of the contract effective date.

### **Liability Insurance**

- 1) Commercial General Liability Insurance: Contractor shall maintain commercial general liability (CGL) insurance and, if necessary, commercial umbrella insurance, with a limit of not less than \$1,000,000 per each occurrence. If CGL insurance contains aggregate limits, the General Aggregate limit shall be at least twice the "each occurrence" limit. CGL insurance shall have products-completed operations aggregate limit of at least two times the "each occurrence" limit. CGL insurance shall be written on ISO occurrence from CG 00 01 (or a substitute form providing equivalent coverage). All insurance shall cover liability assumed under an insured contract (including the tort liability of another assumed in a business contract), and contain separation of insureds (cross liability) condition.

Additionally, the Contractor is responsible for ensuring that any subcontractors provide adequate insurance coverage for the activities arising out of subcontracts.

- 2) Business Auto Policy: As applicable, the Contractor shall maintain business auto liability and, if necessary, commercial umbrella liability insurance with a limit not less than \$1,000,000 per accident. Such insurance shall cover liability arising out of "Any Auto." Business auto coverage shall be written on ISO form CA 00 01, 1990 or later edition, or substitute liability form providing equivalent coverage.

**Employers Liability ("Stop Gap") Insurance:** In addition, the Contractor shall buy employers liability insurance and, if necessary, commercial umbrella liability insurance with limits not less than \$1,000,000 each accident for bodily injury by accident or \$1,000,000 each employee for bodily injury by disease.

**Additional Provisions:** Above insurance policy shall include the following provisions:

1. **Additional Insured.** The state of Washington and CCS, their elected and appointed officials, agents and employees shall be named as an additional insured on all general liability, excess, umbrella and property insurance policies. All insurance provided in compliance with this contract shall be primary as to any other insurance or self-insurance programs afforded to or maintained by the state.
2. **Cancellation.** CCS shall be provided written notice before cancellation or non-renewal of any insurance referred to therein, in accord with the following specifications. Insurers subject to 48.18 RCW (Admitted and Regulation by the Insurance Commissioner): The insurer shall give the state 45 days advance notice of cancellation or non-renewal. If cancellation is due to non-payment of premium, the state shall be given 10 days advance notice of cancellation. Insurers subject to 48.15 RCW (Surplus lines): The state shall be given 20 days advance notice of cancellation. If cancellation is due to non-payment of premium, the state shall be given 10 days advance notice of cancellation.
3. **Identification.** Policy must reference CCS's contract number and name.
4. **Insurance Carrier Rating.** All insurance and bonds should be issued by companies admitted to do business within the state of Washington and have a rating of A-, Class VII or better in the most recently published edition of Best's Reports. Any exception shall be reviewed and approved by CCS's Risk Manager or the Risk Manager for the state of Washington, before the contract is accepted or work may begin. If an insurer is not admitted, all insurance policies and procedures for issuing the insurance policies must comply with Chapter 48.15 RCW and Chapter 284-15 WAC.
5. **Excess Coverage.** By requiring insurance herein, the state of Washington and CCS does not represent that coverage and limits will be adequate to protect Contractor and such coverage and limits shall not limit Contractor's liability under the indemnities and reimbursements granted to the state in this contract.

#### **Workers' Compensation Coverage**

The Contractor will at all times comply with all applicable workers' compensation, occupational disease, and occupational health and safety laws, statutes, and regulations to the full extent applicable. The state of Washington and CCS will not be held responsive in any way for claims filed by the Contractor or their employees for services performed under the terms of this contract.

### **3.0 PROPOSAL CONTENTS**

Proposals must be written in English and submitted electronically to the RFP Coordinator in the order noted below:

1. Letter of Submittal, including signed Certifications and Assurances (Exhibit A to this RFP);
2. Technical Proposal;
3. Management Proposal; and,
4. Cost Proposal.

Proposals must provide information in the same order as presented in this document with the same headings. This will not only be helpful to the evaluators of the proposal, but should assist the Consultant in preparing a thorough response.

Items marked "mandatory" must be included as part of the proposal for the proposal to be considered responsive, however, these items are not scored. Items marked "scored" are those that are awarded points as part of the evaluation conducted by the evaluation team.

#### **3.1 LETTER OF SUBMITTAL (MANDATORY)**

The Letter of Submittal and the attached Certifications and Assurances form (Exhibit A to this RFP) must be signed and dated by a person authorized to legally bind the Consultant to a contractual relationship, e.g., the President or Executive Director if a corporation, the managing partner if a partnership, or the proprietor if a sole proprietorship. Along with introductory remarks, the Letter of Submittal is to include by attachment the following information about the Consultant and any proposed subcontractors:

- A. Name, address, principal place of business, telephone number, and fax number/email address of legal entity or individual with whom contract would be written.
- B. Name, address, and telephone number of each principal officer (President, Vice President, Treasurer, Chairperson of the Board of Directors, etc.)
- C. Legal status of the Consultant (sole proprietorship, partnership, corporation, etc.) and the year the entity was organized to do business as the entity now substantially exists.
- D. Federal Employer Tax Identification number or Social Security number and the Washington Uniform Business Identification (UBI) number issued by the state of Washington Department of Revenue. If the Consultant does not have a UBI number, the Consultant must state that it will become licensed in Washington within thirty (30) calendar days of being selected as the Apparently Successful Contractor.
- E. Location of the facility from which the Consultant would operate.
- F. Identify any state employees or former state employees employed or on the firm's governing board as of the date of the proposal. Include their position and responsibilities within the Consultant's organization. If following a review of this information, it is determined by CCS that a conflict of interest exists, the Consultant may be disqualified from further consideration for the award of a contract.

### 3.2 TECHNICAL PROPOSAL (SCORED)

The Technical Proposal must contain a comprehensive description of services including the following elements:

- A. Project Approach/Methodology** – Include a complete description of the Consultant's proposed approach and methodology for the project. This section should convey Consultant's understanding of the proposed project.
- B. Work Plan** - Include all project requirements and the proposed tasks, services, activities, etc. necessary to accomplish the scope of the project defined in this RFP. This section of the technical proposal must contain sufficient detail to convey to members of the evaluation team the Consultant's knowledge of the subjects and skills necessary to successfully complete the project. Include any required involvement of CCS staff. The Consultant may also present any creative approaches that might be appropriate and may provide any pertinent supporting documentation.
- C. Project Schedule** - Include a project schedule indicating when the elements of the work will be completed. Project schedule must ensure that any deliverables requested are met.
- D. Outcomes and Performance Measurement** – Describe the impacts/outcomes the Consultants propose to achieve as a result of the delivery of these services including how these outcomes would be monitored, measured and reported to CCS.
- E. Risks** - The Consultant must identify potential risks that are considered significant to the success of the project. Include how the Consultant would propose to effectively monitor and manage these risks, including reporting of risks to CCS's contract manager.
- F. Deliverables** – Fully describe deliverables to be submitted under the proposed contract. Deliverables must support the requirements set forth in Section 1.2, Objectives and Scope of Work.

### 3.3 MANAGEMENT PROPOSAL

#### A. Project Management (SCORED)

- 1. **Project Team Structure/Internal Controls** - Provide a description of the proposed project team structure and internal controls to be used during the course of the project, including any subcontractors. Provide an organizational chart of your firm indicating lines of authority for personnel involved in performance of this potential contract and relationships of this staff to other programs or functions of the firm. This chart must also show lines of authority to the next senior

level of management. Include who within the firm will have prime responsibility and final authority for the work.

2. **Staff Qualifications/Experience** - Identify staff, including subcontractors, who will be assigned to the potential contract, indicating the responsibilities and qualifications of such personnel, and include the amount of time each will be assigned to the project. Provide resumes' for the named staff, which include information on the individual's particular skills related to this project, education, experience, significant accomplishments and any other pertinent information. The Consultant must commit that staff identified in its proposal will actually perform the assigned work. Any staff substitution must have the prior written approval of CCS.

#### **B. Experience of the Consultant (SCORED)**

1. Indicate the experience the Consultant and any subcontractors have in the following areas associated with
  - a. Experience with facilitating large group discussions, deliberations and production of recommendations.
  - b. Experience with strategic planning processes as described in 1.2.
2. Indicate other relevant experience that indicates the qualifications of the Consultant, and any subcontractors, for the performance of the potential contract.
3. Include a list of contracts the Consultant has had during the last five years that relate to the Consultant's ability to perform the services needed under this RFP. List contract reference numbers, contract period of performance, contact persons, telephone numbers, and fax numbers/email addresses.

#### **C. Related Information (MANDATORY)**

1. If the Consultant or any subcontractor contracted with the state of Washington during the past 24 months, indicate the name of the agency, the contract number and project description and/or other information available to identify the contract.
2. If the Consultant's staff or subcontractor's staff was an employee of the state of Washington during the past 24 months, or is currently a Washington State employee, identify the individual by name, the agency previously or currently employed by, job title or position held and separation date.
3. If the Consultant has had a contract terminated for default in the last five years, describe such incident. Termination for default is defined as notice to stop performance due to the Consultant's non-performance or poor performance and the issue of performance was either (a) not litigated due to inaction on the part of the Proposer, or (b) litigated and such litigation determined that the Proposer was in default.
4. Submit full details of the terms for default including the other party's name, address, and phone number. Present the Consultant's position on the matter. CCS will evaluate the facts and may, at its sole discretion, reject the proposal on the grounds of the past experience. If no such termination for default has been experienced by the Consultant in the past five years, so indicate.

#### **D. References (MANDATORY)**

List names, addresses, telephone numbers, and fax numbers/email addresses of three (3) business references for the Consultant and three (3) business references for the lead staff person for whom work has been accomplished and briefly describe the type of service provided. Do not include current CCS staff as references. By submitting a proposal in response to this RFP, the vendor and its team members grant permission to CCS to contact these references and others, who from CCS's perspective, may have pertinent information. CCS may or may not, at CCS's discretion, contact references. CCS may evaluate references at CCS's discretion.

**E. OMWBE Certification (OPTIONAL AND NOT SCORED)**

Include proof of certification issued by the Washington State Office of Minority and Womens Business Enterprises (OMWBE) if certified minority-owned firm and/or women-owned firm(s) will be participating on this project. For information: <http://www.omwbe.wa.gov>.

**F. Environmental and Social Issues (OPTIONAL AND NOT SCORED)**

Indicate use of environmentally safe products and processes.

**3.4 COST PROPOSAL (SCORED)**

The evaluation process is designed to award this procurement not necessarily to the Contractor of least cost, but rather to the Contractor whose proposal best meets the requirements of this RFP. However, Contractors are encouraged to submit proposals which are consistent with state government efforts to conserve state resources.

**Identification of Costs (SCORED)**

- 1. Identify all costs in U.S. dollars including expenses to be charged for performing the services necessary to accomplish the objectives of the contract. The Contractor is to submit a fully detailed budget including staff costs and any expenses necessary to accomplish the tasks and to produce the deliverables under the contract.
  - 1. Contractors are required to collect and pay Washington state sales and use taxes, as applicable.

**2. Computation**

- 1. The score for the cost proposal will be computed by dividing the lowest cost bid received by the Contractor's total cost. Then the resultant number will be multiplied by the maximum possible points for the cost section.

**4.0 EVALUATION AND CONTRACT AWARD**

**4.1 EVALUATION PROCEDURE**

Responsive proposals will be evaluated strictly in accordance with the requirements stated in this solicitation and any addenda issued. The evaluation of proposals shall be accomplished by an evaluation team(s), to be designated by CCS, which will determine the ranking of the proposals.

CCS, at its sole discretion, may elect to select the top-scoring firms as finalists for an oral presentation.

**4.2 CLARIFICATION OF PROPOSAL**

The RFP Coordinator may contact the Consultant for clarification of any portion of the Consultant's proposal.

**4.3 EVALUATION WEIGHTING AND SCORING**

The following weighting and points will be assigned to the proposal for evaluation purposes:

Technical Proposal – 34%		34 points
Project Approach/Methodology	10 points (maximum)	
Quality of Work Plan	8 points (maximum)	
Project Schedule	8 points (maximum)	
Project Deliverables	8 points (maximum)	

Management Proposal – 33%		33 points
Project Team Structure and Internal Controls	11 points (maximum)	
Staff Qualifications/Experience	11 points (maximum)	
Experience of the Consultant	11 points (maximum)	
Cost Proposal – 33%		33 points
<b>TOTAL</b>		<b>100 POINTS</b>

**CCS reserves the right to award the contract to the Consultant whose proposal is deemed to be in the best interest of CCS and the state of Washington.**

#### **4.4 ORAL PRESENTATIONS MAY BE REQUIRED**

CCS may after evaluating the written proposals elect to schedule oral presentations of the finalists. Should oral presentations become necessary, CCS will contact the top-scoring firm(s)/individuals from the written evaluation to schedule a date, time and location. Commitments made by the Consultant at the oral interview, if any, will be considered binding.

The scores from the written evaluation and the oral presentation combined together will determine the apparent successful contractor.

#### **4.5 NOTIFICATION TO PROPOSERS**

CCS will notify the Apparently Successful Contractor of their selection in writing upon completion of the evaluation process. Individuals or firms whose proposals were not selected for further negotiation or award will be notified separately by email or facsimile.

#### **4.6 COMPLAINT PROCESS**

Pursuant to RCW 39.26.170, the complaint process allows proposers to focus on the solicitation requirements and evaluation process and raise issues with these processes early enough in the process to allow CCS to correct a problem before proposals are submitted and time expended on evaluations. Complaints may be made only by vendors who intend to submit a response to the solicitation. Complaints filed on the day solicitation responses are due shall be reviewed and considered if time permits. Complaints that do not follow these procedures shall not be considered.

The complaint process will meet the following minimum requirements:

1. Proposers will be given an opportunity to submit a complaint to CCS based on any of the following:
  - a. The solicitation unnecessarily restricts competition;
  - b. The solicitation evaluation or scoring process is unfair or flawed; or
  - c. The solicitation requirements are inadequate or insufficient to prepare a response.
2. Proposers will be allowed to submit complaints up to 5 business days prior to the bid response deadline. Complaints must meet the following requirements:
  - a. Must be in writing.
  - b. Must be sent to the RFP Coordinator, or designee.
  - c. Should clearly articulate the basis for the complaint.
  - d. Should include a proposed remedy.

3. The RFP Coordinator or designee will respond to complaints in writing. The RFP Coordinator will consider all available facts and provide a response to the proposer. The response will include the decision, how the review was conducted and the basis upon which a decision was made.
4. The response to complaints including any changes to the solicitation will be posted as an amendment on WEBS.
5. The Purchasing and Contracts Manager will be notified of all complaints and provided a copy of the response.
6. The complaint may not be raised again during the protest period.
7. The complaint process does not include an appeal process. This complaint procedure constitutes the sole administrative remedy available to vendors under this solicitation.

#### **4.7 PROTEST PROCEDURE**

Pursuant of RCW 39.26.170, the protest process occurs after the proposals are submitted and evaluated. This allows proposers to focus on the evaluation process to ensure its integrity and fairness. Protests can raise issues related to the evaluation process as set out in the solicitation or how the process was executed. This allows for evaluation process errors and problems to be corrected before a contract is executed. Protests that do not follow these procedures shall not be considered.

The protest process will meet the following requirements:

1. After the announcement of the apparent successful contractor, proposers will be offered a debriefing upon written request.
2. Proposers will be given 3 business days after the apparent successful contractor is announced to request a debriefing.
3. Proposers are required to participate in a debriefing as a prerequisite for submitting a protest.
4. Proposers will be given 5 business days after their debriefing to file a written protest.
5. The protest process will allow proposers an opportunity to submit a protest based only on the following:
  - a. A matter of bias, discrimination, or conflict of interest on the part of an evaluator;
  - b. Errors in computing the scores; or
  - c. Non-compliance with procedures described in the solicitation document or CCS protest process.
6. Protests are to be submitted to the CCS Purchasing and Contracts Manager and the RFP Coordinator.
7. A written response within 10 business days from receipt of the protest, unless additional time is needed. The protesting proposer shall be notified if additional time is needed.
8. The final determination of the protest shall:
  - a. Find the protest lacking in merit and uphold CCS's action; or
  - b. Find only technical or harmless errors in CCS's acquisition process and determine CCS to be in substantial compliance and reject the protest; or
  - c. Find merit in the protest and provide CCS options which may include:
    - i. Correct the errors and re-evaluate all proposals, and/or
    - ii. Reissue the solicitation document and begin a new process, or
    - iii. Make other findings and determine other courses of action as appropriate.
9. The protest decision is final. If a protesting proposer does not accept the protest response, the proposer may try to seek relief from superior court. If CSS determines that the protest is without merit, CCS will enter into a contract with the apparent successful contractor. If the protest is determined to have merit, one of the alternatives noted in the preceding paragraph will be taken.

## **5.0 RFP EXHIBITS**

Exhibit A Certifications and Assurances

Exhibit B Personal Service Contract Format including General Terms and Conditions (GT&Cs)



**CERTIFICATIONS AND ASSURANCES**

I/we make the following certifications and assurances as a required element of the proposal to which it is attached, understanding that the truthfulness of the facts affirmed here and the continuing compliance with these requirements are conditions precedent to the award or continuation of the related contract:

1. I/we declare that all answers and statements made in the proposal are true and correct.
2. The prices and/or cost data have been determined independently, without consultation, communication, or agreement with others for the purpose of restricting competition. However, I/we may freely join with other persons or organizations for the purpose of presenting a single proposal.
3. The attached proposal is a firm offer for a period of 60 days following receipt, and it may be accepted by CCS without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 60-day period.
4. In preparing this proposal, I/we have not been assisted by any current or former employee of the state of Washington whose duties relate (or did relate) to this proposal or prospective contract, and who was assisting in other than his or her official, public capacity. If there are exceptions to these assurances, I/we have described them in full detail on a separate page attached to this document, which is incorporated herein by reference.
5. I/we understand that CCS will not reimburse me/us for any costs incurred in the preparation of this proposal. All proposals become the property of CCS, and I/we claim no proprietary right to the ideas, writings, items, or samples, unless so stated in this proposal.
6. Unless otherwise required by law, the prices and/or cost data which have been submitted have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by him/her prior to opening, directly or indirectly, to any other Proposer or to any competitor.
7. I/we agree that submission of the attached proposal constitutes acceptance of the solicitation contents and the attached sample contract and general terms and conditions. If there are any exceptions to these terms, I/we have described those exceptions in detail on a page attached to this document, which is incorporated herein by reference.
8. No attempt has been made or will be made by the Proposer to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.
9. I/we grant CCS the right to contact references and other, who may have pertinent information regarding the ability of the Consultant and the lead staff person to perform the services contemplated by this RFP.
10. i/We (circle one) are / are not submitting proposed Contract exceptions. (See Section 2.10, Contract and General Terms and Conditions.) If Contract exceptions are being submitted, I/we have attached them to this form, and are incorporated herein by reference.

**On behalf of the Consultant submitting this proposal, my name below attests to the accuracy of the above statement. We are submitting a scanned signature of this form with our proposal.**

\_\_\_\_\_  
Signature of Proposer

\_\_\_\_\_  
Title Date

**CONTRACT FOR PERSONAL SERVICES  
BETWEEN  
Community Colleges of Spokane  
AND  
(Contractor Name)**

This Contract is made and entered into by and between the Community Colleges of Spokane, hereinafter referred to as the " CCS ", and the below named firm, hereinafter referred to as "CONTRACTOR,"

(Contractor Name)  
(Address)  
(City, State Zip)

Phone:  
Email:

Federal ID No.:

WA State UBI NO:

**PURPOSE**

The purpose of this contract is to solicit proposals from qualified individuals or firms to facilitate a strategic planning purpose in order to assist CCS effectively carry out its responsibilities related to a strategic planning process.

**SCOPE OF WORK**

The CONTRACTOR will provide services, and otherwise do all things necessary for or incidental to the performance of work, as *included in the CONTRACTOR'S Proposal dated (DATE) - attached as Exhibit B, and CCS's Request for Proposal attached as Exhibit C.*

Exhibit A contains the General Terms and Conditions governing work to be performed under this contract, the nature of the working relationship between CCS and the CONTRACTOR, and specific obligations of both parties.

The CONTRACTOR shall produce the following written reports or other written documents (deliverables) by the dates indicated below:

All written reports required under this contract must be delivered to *insert name of Contract Manager*, the Contract Manager, in accordance with the schedule above.

**PERIOD OF PERFORMANCE**

Subject to other contract provisions, the period of performance under this contract will be from *insert date* or date of execution, whichever is later, through *insert date*, unless sooner terminated or extended as provided herein.

**OFM FILING REQUIREMENT**

**Effective Date of Filing** – Under the provisions of Chapter 39.29 RCW, this personal service contract is subject to filing with the Office of Financial Management (OFM). The work may proceed the date of filing with OFM or the date of execution, whichever is later.

**COMPENSATION AND PAYMENT**

CCS shall pay an amount not to exceed (to be determined from accepted proposal) for the performance of all things necessary for or incidental to the performance of work as set forth in the Scope of Work. CONTRACTOR's compensation for services rendered shall be based on the following rates or in accordance with the following terms:

Note: List detail of compensation to be paid, e.g., hourly rates, number of hours per task, unit prices, cost per task, cost per deliverable, etc. Or reference documents that specify Contractor's compensation and

payment, e.g. contractor's compensation for services rendered shall be based on the schedule set forth in Exhibit B, Fees and Expenses.

**BILLING PROCEDURES AND PAYMENT**

CCS will pay CONTRACTOR upon receipt of properly completed invoices, which shall be submitted to the Contract Manager not more often than monthly. The invoices shall describe and document to CCS's satisfaction a description of the work performed, the progress of the project, and fees. To receive reimbursement, CONTRACTOR must provide a detailed breakdown of authorized expenses, identifying what was expended and when. A receipt must accompany any single expenses in the amount of \$50.00 or more in order to receive reimbursement.

Payment shall be considered timely if made by CCS within thirty (30) days after receipt of properly completed invoices. Payment shall be sent to the address designated by the CONTRACTOR.

CCS may, in its sole discretion, terminate the contract or withhold payments claimed by the CONTRACTOR for services rendered if the CONTRACTOR fails to satisfactorily comply with any term or condition of this contract.

No payments in advance or in anticipation of services or supplies to be provided under this contract shall be made by CCS.

**CONTRACT MANAGEMENT**

The Contract Manager for each of the parties shall be the contact person for all communications and billings regarding the performance of this Contract.

<b>CONTRACTOR Contract Manager</b>	<b>CCS Contract Manager</b>
Enter Contract Manager's Name Enter Name of CONTRACTOR Enter CONTRACTOR Address Enter City, State & Zip Code  <i>Phone :</i> (      ) <i>Fax:</i> (      )  <i>Email address:</i>	Greg Stevens Community Colleges of Spokane 501 N. Riverpoint Blvd., Suite 126 Spokane, WA 99217-6000  <i>Phone:</i> (509)434-5037 <i>Fax:</i> (509)434-5055  <i>Email address:</i> greg.stevens@ccs.spokane.edu

**INSURANCE**

The CONTRACTOR shall provide insurance coverage as set out in this section (or as set forth in the Request for Proposals No. 2019-RFP-PS-0020). The intent of the required insurance is to protect the state should there be any claims, suits, actions, costs, damages or expenses arising from any negligent or intentional act or omission of the CONTRACTOR or subcontract, or agents of either, while performing under the terms of this contract.

The CONTRACTOR shall provide insurance coverage which shall be maintained in full force and effect during the term of this Contract, as follows:

1. Commercial General Liability Insurance Policy – Provide a Commercial General Liability Insurance Policy, including contractual liability, in adequate quantity to protect against legal liability arising out of contract activity but no less than \$1,000,000 per occurrence. Additionally, the CONTRACTOR is responsible for ensuring that any subcontractors provide adequate insurance coverage for the activities arising out of subcontracts.
2. Automobile Liability – In the event that services delivered pursuant to this contract involve the use of vehicles, either owned or unowned by the CONTRACTOR, automobile liability insurance shall be required. The minimum limit for automobile liability is:

\$1,000,000 per occurrence, using a Combined Single Limit for bodily injury and property damage.

3. The insurance required shall be issued by an insurance company/ies authorized to do business within the state of Washington, and shall name the state of Washington, CCS, their elected and appointed officials, agents and employees as additional insureds under the insurance policy/ies. All policies shall be primary to any other valid and collectable insurance. CONTRACTOR shall instruct the insurers to give CCS 30 days advance notice of any insurance cancellation.

CONTRACTOR shall submit to CCS within fifteen days of the contract effective date, a certificate of insurance which outlines the coverage and limits defined in the Insurance section. CONTRACTOR shall submit renewal certificates as appropriate during the term of the contract.

**ASSURANCES**

CCS and the CONTRACTOR agree that all activity pursuant to this contract will be in accordance with all the applicable current federal, state and local laws, rules, and regulations.

**ORDER OF PRECEDENCE**

Each of the exhibits listed below is by this reference hereby incorporated into this contract. In the event of an inconsistency in this contract, the inconsistency shall be resolved by giving precedence in the following order:

- Applicable federal and state of Washington statutes and regulations
- Special Terms and Conditions as contained in this basic contract instrument
- Exhibit A – General Terms and Conditions
- Exhibit B - Request for Proposals No. *(insert RFP #)*
- Exhibit C – Contractor’s Proposal dated *(insert proposal date)*
- Any other provision, term or material incorporated herein by reference or otherwise incorporated

**ENTIRE AGREEMENT**

This contract including referenced exhibits represents all the terms and conditions agreed upon by the parties. No other statements or representations, written or oral, shall be deemed a part hereof.

**CONFORMANCE**

If any provision of this contract violates any statute or rule of law of the state of Washington, it is considered modified to conform to that statute or rule of law.

**APPROVAL**

This contract shall be subject to the written approval of CCS’s authorized representative and shall not be binding until so approved. The contract may be altered, amended, or waived only by a written amendment executed by both parties.

THIS CONTRACT, consisting of *(insert 3 of pages)* pages and *(insert # of attachments)* attachment(s), is executed by the persons signing below who warrant that they have the authority to execute the contract.

**[CONTRACTOR’S NAME]**

**Community Colleges of Spokane, District #17**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

**GENERAL TERMS AND CONDITIONS**

DEFINITIONS - As used throughout this contract, the following terms shall have the meaning set forth below:

- A. "CCS" shall mean Community Colleges of Spokane, also known as Washington State Community College District 17.
- B. "Agent" shall mean the Chancellor, and/or the delegate authorized in writing to act on the Director's behalf.
- C. "Contractor" shall mean that firm, provider, organization, individual or other entity performing service(s) under this contract, and shall include all employees of the Contractor.
- C. "Subcontractor" shall mean one not in the employment of the Contractor, who is performing all or part of those services under this contract under a separate contract with the Contractor. The terms "Subcontractor" and "Subcontractors" means Subcontractor(s) in any tier.
- D. "Personal Information" means information identifiable to any person, including, but not limited to, information that relates to a person's name, health, finances, education, business, use or receipt of governmental services or other activities, addresses, telephone numbers, social security numbers, driver license numbers, other identifying numbers, and any financial identifiers. Personal Information includes "Protected Health Information" as set forth in 45 CFR Part 164.50 as currently drafted and subsequently amended or revised and other information that may be exempt from disclosure to the public or other unauthorized persons under either Chapter 42.56 RCW or other state and federal statutes.

ACCESS TO DATA - In compliance with RCW 39.29.080, the Contractor shall provide access to data generated under this contract to CCS, the Joint Legislative Audit and Review Committee, and the state auditor at no additional cost. This includes access to all information that supports the findings, conclusions, and recommendations of the Contractor's reports, including computer models and methodology for those models. Contractor agrees to make personal information covered under this agreement available to CCS for inspection or to amend the personal information. Contractor shall, as directed by CCS, incorporate any amendments to the personal information into all copies of such personal information maintained by the Contractor or its subcontractors.

ADVANCE PAYMENTS PROHIBITED - No payments in advance of or in anticipation of goods or services to be provided under this contract shall be made by CCS.

AMENDMENTS - This contract may be amended by mutual agreement of the parties. Such amendments shall not be binding unless they are in writing and signed by personnel authorized to bind each of the parties.

AMERICANS WITH DISABILITIES ACT (ADA) OF 1990, as amended 42 U.S.C. 12101 et seq (2008) and its accompanying regulations, also referred to as the "ADA" - The Contractor must comply with the ADA, which provides comprehensive civil rights protection to individuals with disabilities in the areas of employment, public accommodations, state and local government services, and telecommunications.

ASSIGNMENT - Neither this Contract, nor any claim arising under this Contract, shall be transferred or assigned by the Contractor without prior written consent of CCS.

ATTORNEYS' FEES - In the event of litigation or other action brought to enforce contract terms, each party agrees to bear its own attorneys fees and costs.

CONFIDENTIALITY / SAFEGUARDING OF INFORMATION - The Contractor shall not use or disclose any information concerning CCS, or information which may be classified as confidential, for any purpose not directly connected with the administration of this contract, except with prior written consent of CCS, or as may be required by law.

CONFLICT OF INTEREST - Notwithstanding any determination by the Executive Ethics Board or other tribunal, CCS may, in its sole discretion, by written notice to the Contractor terminate this contract if it is found after due notice and examination by the Agent that there is a violation of the Ethics in Public Service Act, Chapter 42.52 RCW; or any similar statute involving the Contractor in the procurement of, or performance under this contract.

In the event this contract is terminated as provided above, CCS shall be entitled to pursue the same remedies against the Contractor as it could pursue in the event of a breach of the contract by the Contractor. The rights and remedies of CCS provided for in this clause shall not be exclusive and are in addition to any other rights and remedies provided by law. The existence of facts upon which the Agent makes any determination under this clause shall be an issue and may be reviewed as provided in the "Disputes" clause of this contract.

COPYRIGHT PROVISIONS - Unless otherwise provided, all Materials produced under this contract shall be considered "works for hire" as defined by the U.S. Copyright Act and shall be owned by CCS. CCS shall be considered the author of such Materials. In the event the Materials are not considered "works for hire" under the U.S. Copyright laws, Contractor hereby irrevocably assigns all right, title, and interest in Materials, including all intellectual property rights, to CCS effective from the moment of creation of such Materials.

Materials means all items in any format and includes, but is not limited to, data, reports, documents, pamphlets, advertisements, books, magazines, surveys, studies, computer programs, films, tapes, and/or sound reproductions. Ownership includes the right to copyright, patent, register and the ability to transfer these rights.

For Materials that are delivered under the contract, but that incorporate pre-existing materials not produced under the contract, Contractor hereby grants to CCS a nonexclusive, royalty-free, irrevocable license (with rights to sublicense others) in such Materials to translate, reproduce, distribute, prepare derivative works, publicly perform, and publicly display. The Contractor warrants and represents that Contractor has all rights and permissions, including intellectual property rights, moral rights and rights of publicity, necessary to grant such a license to CCS.

The Contractor shall exert all reasonable effort to advise CCS, at the time of delivery of Materials furnished under this contract, of all known or potential invasions of privacy contained therein and of any portion of such document which was not produced in the performance of this contract. CCS shall receive prompt written notice of each notice or claim of infringement received by the Contractor with respect to any data delivered under this contract. CCS shall have the right to modify or remove any restrictive markings placed upon the data by the Contractor.

COVENANT AGAINST CONTINGENT FEES - The Contractor warrants that no person or selling agent has been employed or retained to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, excepting bona fide employees or bona fide established agents maintained by the Contractor for the purpose of securing business. CCS shall have the right, in the event of breach of this clause by the Contractor, to annul this contract without liability or, in its discretion, to deduct from the contract price or consideration or recover by other means the full amount of such commission, percentage, brokerage or contingent fee.

DISPUTES - Except as otherwise provided in this contract, when a dispute arises between the parties and it cannot be resolved by direct negotiation, either party may request a dispute hearing with Agent.

1. The request for a dispute hearing must:
  - Be in writing;
  - State the disputed issue(s);
  - State the relative positions of the parties;
  - State the contractor's name, address, and contract number; and
  - Be mailed to the Agent and the other party's (respondent's) contract manager within 3 working days after the parties agree that they cannot resolve the dispute.
2. The respondent shall send a written answer to the requester's statement to both the Agent and the requester within 5 working days.

3. The Agent shall review the written statements and reply in writing to both parties within 10 working days. The Agent may extend this period if necessary by notifying the parties.
4. The parties agree that this dispute process shall precede any action in a judicial or quasi-judicial tribunal.

Nothing in this Contract shall be construed to limit the parties' choice of a mutually acceptable ADR method in addition to the dispute resolution procedure outlined above.

GOVERNING LAW - This contract shall be construed and interpreted in accordance with the laws of the state of Washington, and the venue of any action brought hereunder shall be in the Superior Court for Spokane County.

INDEMNIFICATION - To the fullest extent permitted by law, Contractor shall indemnify, defend, and hold harmless the state of Washington, its agencies, CCS, and all of their officials, agents and employees, from and against all claims for injuries or death arising out of or resulting from the performance of the Contract. Contractor's obligation to indemnify, defend, and hold harmless includes any claim by Contractors' agents, employees, representatives, or any subcontractor or its employees.

Contractor expressly agrees to indemnify, defend, and hold harmless the state of Washington and CCS for any claim arising out of or incident to Contractor's or any subcontractor's performance or failure to perform the Contract. Contractor's obligation to indemnify, defend, and hold harmless the state of Washington and CCS shall not be eliminated or reduced by any actual or alleged concurrent negligence of the state of Washington, its agencies, CCS or their agents, , employees and officials.

Contractor waives its immunity under Title 51 RCW to the extent it is required to indemnify, defend and hold harmless CCS and its agencies, officials, agents or employees.

INDEPENDENT CAPACITY OF THE CONTRACTOR - The parties intend that an independent contractor relationship will be created by this contract. The Contractor and his or her employees or agents performing under this contract are not employees or agents of CCS. The Contractor will not hold himself/herself out as or claim to be an officer or employee of CCS or of the state of Washington by reason hereof, nor will the Contractor make any claim of right, privilege or benefit which would accrue to such employee under law. Conduct and control of the work will be solely with the Contractor.

INDUSTRIAL INSURANCE COVERAGE - The Contractor shall comply with the provisions of Title 51 RCW, Industrial Insurance. If the Contractor fails to provide industrial insurance coverage or fails to pay premiums or penalties on behalf of its employees as may be required by law, CCS may collect from the Contractor the full amount payable to the Industrial Insurance accident fund. CCS may deduct the amount owed by the Contractor to the accident fund from the amount payable to the Contractor by CCS under this contract, and transmit the deducted amount to the Department of Labor and Industries, (L&I) Division of Insurance Services. This provision does not waive any of L&I's rights to collect from the Contractor.

LICENSING, ACCREDITATION AND REGISTRATION - The Contractor shall comply with all applicable local, state, and federal licensing, accreditation and registration requirements/standards, necessary for the performance of this contract.

LIMITATION OF AUTHORITY - Only the Agent or Agent's delegate by writing (delegation to be made prior to action) shall have the express, implied, or apparent authority to alter, amend, modify, or waive any clause or condition of this Contract. Furthermore, any alteration, amendment, modification, or waiver or any clause or condition of this contract is not effective or binding unless made in writing and signed by the Agent.

NONCOMPLIANCE WITH NONDISCRIMINATION LAWS - In the event of the Contractor's non-compliance or refusal to comply with any nondiscrimination law, regulation, or policy, this contract may be rescinded, canceled or terminated in whole or in part, and the Contractor may be declared ineligible for further contracts with CCS. The Contractor shall, however, be given a reasonable time in which to cure this noncompliance. Any dispute may be resolved in accordance with the "Disputes" procedure set forth herein.

NONDISCRIMINATION - During the performance of this contract, the Contractor shall comply with all federal and state nondiscrimination laws, regulations and policies.

OVERPAYMENTS AND ASSERTION OF LIEN - In the event that CCS establishes overpayments or erroneous payments made to the Contractor under this contract, CCS may secure repayment, plus interest, if any, through the filing of a lien against the Contractor's real property or by requiring the posting of a bond, assignment of deposit or some other form of security acceptable to CCS or by doing both.

PRIVACY - Personal information collected, used or acquired in connection with this contract shall be used solely for the purposes of this contract. Contractor and its subcontractors agree not to release, divulge, publish, transfer, sell or otherwise make known to unauthorized persons personal information without the express written consent of CCS or as provided by law. Contractor agrees to implement physical, electronic and managerial safeguards to prevent unauthorized access to personal information.

CCS reserves the rights to monitor, audit or investigate the use of personal information collected, used or acquired by the contractor through this contract. The monitoring, auditing or investigating may include but is not limited to "salting" by CCS. Contractor shall certify the return or destruction of all personal information upon expiration of this contract. Salting is the act of placing a record containing unique but false information in a database that can be used later to identify inappropriate disclosure of data contained in the database.

Any breach of this provision may result in termination of the contract and the demand for return of all personal information. The Contractor agrees to indemnify and hold harmless CCS for any damages related to the Contractor's unauthorized use of personal information.

PUBLICITY - The Contractor agrees to submit to CCS all advertising and publicity matters relating to this Contract wherein CCS's name is mentioned or language used from which the connection of CCS's name may, in CCS's judgment, be inferred or implied. The Contractor agrees not to publish or use such advertising and publicity matters without the prior written consent of CCS.

RECORDS MAINTENANCE - The Contractor shall maintain books, records, documents, data and other evidence relating to this Contract and performance of the services described herein, including but not limited to accounting procedures and practices which sufficiently and properly reflect all direct and indirect costs of any nature expended in the performance of this Contract. Contractor shall retain such records for a period of six years following the date of final payment. At no additional cost, these records, including materials generated under the Contract, shall be subject at all reasonable times to inspection, review or audit by CCS, personnel duly authorized by CCS, the Office of the State Auditor, and federal and state officials so authorized by law, regulation or agreement.

If any litigation, claim or audit is started before the expiration of the six (6) year period, the records shall be retained until all litigation, claims, or audit findings involving the records have been resolved.

REGISTRATION WITH DEPARTMENT OF REVENUE - The Contractor shall complete registration with the Washington State Department of Revenue and be responsible for payment of all taxes due on payments made under this contract.

RIGHT OF INSPECTION - The Contractor shall provide right of access to its facilities to CCS, or any of its officers, or to any other authorized agent or official of the state of Washington or the federal government, at all reasonable times, in order to monitor and evaluate performance, compliance, and/or quality assurance under this contract.

The Contractor shall make available information necessary for CCS to comply with the client's right to access, amend, and receive an accounting of disclosures of their Personal Information according to the Health Insurance Portability and Accountability Act of 1996 (HIPAA) or any regulations enacted or revised pursuant to the HIPAA provisions and applicable provisions of Washington State law. The Contractor's internal policies and procedures, books, and records relating to the safeguarding, use, and disclosure of Personal Information obtained or used as a result of this contract shall be made available to CCS and the U.S. Secretary of the Department of Health & Human Services, upon request.

SAFEGUARDING OF INFORMATION - The Contractor shall not use or disclose Personal Information in any manner that would constitute a violation of federal law, the Health Insurance Portability and



Accountability Act of 1996 (HIPAA) or any regulations enacted or revised pursuant to the HIPAA provisions and applicable provisions of Washington State law. The Contractor agrees to comply with all federal and state laws and regulations, as currently enacted or revised, regarding data security and electronic data interchange of all Personal Information.

The Contractor shall protect Personal Information collected, used, or acquired in connection with this Contract, against unauthorized use, disclosure, modification or loss. The Contractor shall ensure its directors, officers, employees, subcontractors or agents use it solely for the purposes of accomplishing the services set forth in this agreement. The Contractor and its Subcontractors agree not to release, divulge, publish, transfer, sell or otherwise make it known to unauthorized persons without the express written consent of CCS or as otherwise required by law. The Contractor agrees to implement physical, electronic, and managerial policies, procedures, and safeguards to prevent unauthorized access, use, or disclosure of data in any form. The Contractor shall make the Personal Information available to amend as directed by CCS and incorporate any amendments into all the copies maintained by the Contractor or its Subcontractors.

The Contractor shall certify its return or destruction upon expiration or termination of this Contract and the Contractor shall retain no copies. If the Contractor and CCS mutually determine that return or destruction is not feasible, the Contractor shall not use the Personal Information in a manner other than those permitted or required by state and federal laws. CCS reserves the right to monitor, audit, or investigate the use of personal information collected, used or acquired by the contractor through this contract. The monitoring, auditing, or investigating may include, but is not limited to, "salting" by CCS. Salting is the act of introducing data containing unique but false information that can be used later to identify inappropriate disclosure of data.

The Contractor shall notify CCS in writing within 5 working days of becoming aware of any unauthorized access, use or disclosure. The contractor will take steps necessary to mitigate any known harmful effects of such unauthorized access including, but not limited to sanctioning employees, notifying subjects, and taking steps necessary to stop further unauthorized access. The Contractor agrees to indemnify and hold harmless CCS for any damages related to unauthorized use or disclosure by the Contractor, its officers, directors, employees, Subcontractors or agents.

Any breach of this clause may result in termination of the contract and the demand for return of all Personal Information.

SAVINGS - In the event funding from state, federal, or other sources is withdrawn, reduced, or limited in any way after the effective date of this contract and prior to normal completion, CCS may terminate the contract under the "Termination for Convenience" clause, without the ten day notice requirement, subject to renegotiation at CCS's discretion under those new funding limitations and conditions.

SEVERABILITY - The provisions of this contract are intended to be severable. If any term or provision is illegal or invalid for any reason whatsoever, such illegality or invalidity shall not affect the validity of the remainder of the contract.

SITE SECURITY - While on CCS's premises, Contractor, its agents, employees, or subcontractors shall conform in all respects with physical, fire or other security policies or regulations.

SUBCONTRACTING - Neither the Contractor nor any Subcontractor shall enter into subcontracts for any of the work contemplated under this contract without obtaining prior written approval of CCS. In no event shall the existence of the subcontract operate to release or reduce the liability of the Contractor to CCS for any breach in the performance of the contractor's duties. This clause does not include contracts of employment between the contractor and personnel assigned to work under this contract.

Additionally, the Contractor is responsible for ensuring that all terms, conditions, assurances and certifications set forth in this agreement are carried forward to any subcontracts. Contractor and its subcontractors agree not to release, divulge, publish, transfer, sell or otherwise make known to unauthorized persons personal information without the express written consent of CCS or as provided by law.

TAXES - All payments accrued on account of payroll taxes, unemployment contributions, any other taxes, insurance or other expenses for the Contractor or its staff shall be the sole responsibility of the Contractor.

TERMINATION FOR CAUSE – In the event CCS determines the Contractor has failed to comply with the conditions of this Contract in a timely manner, CCS has the right to suspend or terminate this Contract. Before suspending or terminating the Contract, CCS shall notify the Contractor in writing of the need to take corrective action. If corrective action is not taken within 30 days, the Contract may be terminated or suspended. In the event of termination or suspension, the Contractor shall be liable for damages as authorized by law including, but not limited to, any cost difference between the original Contract and the replacement or cover Contract and all administrative costs directly related to the replacement Contract, e.g., cost of the competitive bidding, mailing, advertising and staff time. CCS reserves the right to suspend all or part of the Contract, withhold further payments, or prohibit the Contractor from incurring additional obligations of funds during investigation of the alleged compliance breach and pending corrective action by the Contractor or a decision by CCS to terminate the Contract. A termination shall be deemed to be a "Termination for Convenience" if it is determined that the Contractor: (1) was not in default; or (2) failure to perform was outside of his or her control, fault or negligence. The rights and remedies of CCS provided in this Contract are not exclusive and are in addition to any other rights and remedies provided by law.

TERMINATION FOR CONVENIENCE - Except as otherwise provided in this contract, CCS may, by 10 days written notice, beginning on the second day after the mailing, terminate this contract, in whole or in part. If this contract is so terminated, CCS shall be liable only for payment required under the terms of this contract for services rendered or goods delivered prior to the effective date of termination.

TERMINATION PROCEDURES - Upon termination of this contract, CCS, in addition to any other rights provided in this contract, may require the Contractor to deliver to CCS any property specifically produced or acquired for the performance of such part of this contract as has been terminated. The provisions of the "Treatment of Assets" clause shall apply in such property transfer.

CCS shall pay to the Contractor the agreed upon price, if separately stated, for completed work and services accepted by CCS, and the amount agreed upon by the Contractor and CCS for (i) completed work and services for which no separate price is stated, (ii) partially completed work and services, (iii) other property or services which are accepted by CCS, and (iv) the protection and preservation of property, unless the termination is for default, in which case the Agent shall determine the extent of the liability of CCS. Failure to agree with such determination shall be a dispute within the meaning of the "Disputes" clause of this contract. CCS may withhold from any amounts due the Contractor such sum as the Agent determines to be necessary to protect CCS against potential loss or liability. The rights and remedies of CCS provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this contract. After receipt of a notice of termination, and except as otherwise directed by the Agent, the Contractor shall:

1. Stop work under the contract on the date, and to the extent specified, in the notice;
2. Place no further orders or subcontracts for materials, services, or facilities except as may be necessary for completion of such portion of the work under the contract that is not terminated;
3. Assign to CCS, in the manner, at the times, and to the extent directed by the Agent, all of the rights, title, and interest of the Contractor under the orders and subcontracts so terminated, in which case CCS has the right, at its discretion, to settle or pay any or all claims arising out of the termination of such orders and subcontracts.
4. Settle all outstanding liabilities and all claims arising out of such termination of orders and subcontracts, with the approval or ratification of the Agent to the extent Agent may require, which approval or ratification shall be final for all the purposes of this clause;
5. Transfer title to CCS and deliver in the manner, at the times, and to the extent directed by the Agent any property which, if the contract had been completed, would have been required to be furnished to CCS;
6. Complete performance of such part of the work as shall not have been terminated by the Agent; and

7. Take such action as may be necessary, or as the Agent may direct, for the protection and preservation of the property related to this contract which is in the possession of the Contractor and in which CCS has or may acquire an interest.

TREATMENT OF ASSETS -

- A. Title to all property furnished by CCS shall remain in CCS. Title to all property furnished by the Contractor, for the cost of which the Contractor is entitled to be reimbursed as a direct item of cost under this contract, shall pass to and vest in CCS upon delivery of such property by the Contractor. Title to other property, the cost of which is reimbursable to the Contractor under this contract, shall pass to and vest in CCS upon (i) issuance for use of such property in the performance of this contract, or (ii) commencement of use of such property in the performance of this contract, or (iii) reimbursement of the cost thereof by CCS in whole or in part, whichever first occurs.
- B. Any property of CCS furnished to the Contractor shall, unless otherwise provided herein or approved by CCS, be used only for the performance of this contract.
- C. The Contractor shall be responsible for any loss or damage to property of CCS which results from the negligence of the Contractor or which results from the failure on the part of the Contractor to maintain and administer that property in accordance with sound management practices.
- D. If any CCS property is lost, destroyed or damaged, the Contractor shall immediately notify CCS and shall take all reasonable steps to protect the property from further damage.
- E. The Contractor shall surrender to CCS all property of CCS prior to settlement upon completion, termination or cancellation of this contract.
- F. All reference to the Contractor under this clause shall also include Contractor's employees, agents or Subcontractors.

U.S. DEPARTMENT OF TREASURY, OFFICE OF FOREIGN ASSETS CONTROL- CCS complies with U.S. Department of Treasury, Office of Foreign Assets Control (OFAC) payment rules. OFAC prohibits financial transactions with individuals or organizations, which have been placed on the OFAC Specially Designated Nations (SDN) and Blocked Persons sanctions list located at <http://www.treas.gov/offices/enforcement/ofac/index.html>. Compliance with OFAC payment rules ensures that CCS does not conduct business with individuals or organizations that have been determined to be supporters of terrorism and international drug dealing or that pose other dangers to the United States.

Prior to making payment to individuals or organizations, CCS will download the current OFAC SDN file and compare it to CCS (and statewide?) vendor files. In the event of a positive match, CCS reserves the right to: (1) make a determination of "reasonability" before taking the positive match to a higher authority, (2) seek assistance from the Washington Office of the State Treasurer (OST) for advanced assistance in resolving the positive match, (3) comply with an OFAC investigation, if required, and/or (4) if the positive match is substantiated, notify the contractor in writing and terminate the contract according to the Termination for Convenience provision without making payment. CCS will not be liable for any late payment fees or missed discounts that are the result of time required to address the issue of an OFAC match.

WAIVER - Waiver of any default or breach shall not be deemed to be a waiver of any subsequent default or breach. Any waiver shall not be construed to be a modification of the terms of this Contract unless stated to be such in writing and signed by authorized representative