

REQUEST FOR PROPOSAL ("RFP")

RFP Title: Brand Marketing Strategy and Creative Services

RFP Number: 528938

Issuing Office: Contracting and Procurement Services
University Financial Services
1600 S.W. Fourth Avenue
Portland, OR 97207
contract@pdx.edu

RFP Issue Date: February 7, 2018

Contracts Officer: Paul L. Thomas, CPPB

Proposals Due Date and Time: February 23, 2018, 3:00 pm local time

ALL PROPOSALS MUST BE SUBMITTED THROUGH PSU's BONFIRE ELECTRONIC SUBMISSION AND EVALUATION PORTAL

Responsibility of Each Proposer Participating in the RFP Process

It is the responsibility of each participating proposer ("Proposer" or "Proposers") to refer daily to the State of Oregon, Oregon Procurement Information Network (ORPIN) website to check for any available amendments or addenda, responses to inquiries and/or questions, cancellations, or notices of intent to award, and any and all additional information regarding this opportunity. It is not Portland State University's (PSU's) responsibility to notify participating Proposers by email or by any other means of any of the above.

The web link is as follows: <http://orpin.oregon.gov/open.dll/welcome>

PSU promotes equal opportunity for all individuals without regard to age, color, disability, marital status, national origin, race, religion or creed, sex or gender, sexual orientation, or veteran status.

TABLE OF CONTENTS

Table of Contents	Page 2
RFP Overview, MWESB, Cooperative Purchasing	Page 2
Schedule of Events	Page 3
Section 1: Submission Instructions for Proposers	Page 4
Section 2: Request for Proposal Procedures and Other Requirements	Page 5
Section 3: Scope of Work	Page 11
Section 4: Evaluation Criteria	Page 13
Section 5: PSU Standard Contract Terms & Conditions	Page 15
Exhibit A: Diversity Matrix	Page 21
Exhibit B: Proposer Certification	Page 22

RFP Overview

Portland State University (PSU) is seeking consultant(s) with extensive experience developing strategic marketing plans, market research, brand identity platforms, and branding campaigns that elevate the reputation of institutions of higher education.

This RFP represents PSU's good faith effort to detail our specifications and requirements for a brand marketing strategy and creative services that will best meet PSU's needs at the best value to PSU. While price certainly will be one of the factors considered, other important criteria as detailed herein will also be included in the overall evaluation of responses to this RFP.

Minority, Women, Service Disabled Veteran Owned, and Emerging Small Businesses

PSU is committed to increasing opportunities for minority business enterprises, women business enterprises, service disabled veteran owned, and emerging small businesses. PSU strongly encourages Proposers to use these businesses in providing services and materials for PSU contracts and projects.

Cooperative Purchasing

All Oregon public universities (individually a "University" and collectively the "Universities") and other public education agencies or institutions may utilize any contract(s) awarded as a result of this Request for Proposal. The Universities and other public agencies shall be individually responsible for their obligations to the awarded vendor(s). Likewise, the vendors shall be responsible to the Universities and other public agencies for their obligations to the Universities and public agencies pursuant to any ensuing contract(s). Any such purchases shall be between the vendor and the participating University or public agency and shall not impact the vendor's obligation to PSU. PSU makes no representation or guarantee as to the volume of such additional purchases.

SCHEDULE OF EVENTS

These dates are for reference only; PSU may change these dates at its discretion. PSU will post any changes to schedule dates on the State of Oregon ORPIN website:

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

Issue RFP to potential proposers	February 7, 2018
Deadline for proposer inquiries, request for changes or protest of specifications	February, 14, 2018, 5 p.m. PST
Deadline for PSU to respond to proposer inquiries and/or protest of RFP specifications and/or contract terms and conditions	February, 16, 2018, 5 p.m. PST
Proposals Due Date and Time*	February 23, 3 p.m. PST
Oral Presentation/Interview (if required, date/time TBD)	March 7, 2018
Evaluation period, ending	March 9, 2018
Anticipated notice(s) of intent to award	March 12, 2018
Deadline to protest award(s)	Three (3) <u>calendar</u> days <u>after</u> date of intent to award
Anticipated date of contract(s) execution (no later than)	March 23, 2018

*** Proposals shall consist of a technical proposal, price proposal, and all other completed and signed forms as required and set forth in this RFP (collectively the "Proposal").**

SECTION 1: SUBMISSION INSTRUCTIONS FOR PROPOSERS

Please follow these instructions to submit via our Bonfire Portal.

1. Prepare your submission materials:

Requested Information

Name	Type	# Files	Requirement
Technical Proposal	File Type: PDF (.pdf)	1	Required
Pricing Proposal	File Type: PDF (.pdf)	1	Required
Exhibit A: Diversity Matrix	File Type: PDF (.pdf)	1	Required
Exhibit B: Proposer Certification	File Type: PDF (.pdf)	1	Required

Requested Documents:

Please note the type and number of files allowed. The maximum upload file size is 100 MB.

Please do not embed any documents within your uploaded files, as they will not be accessible or evaluated.

2. Upload your submission at:

<https://pdx.bonfirehub.com/opportunities/6667>

Your submission must be uploaded prior to the Proposals Due Date and Time of **Feb 23, 2018 3:00 PM PST**. We strongly recommend that you give yourself sufficient time and **at least ONE (1) day** before the Proposals Due Date and Time to begin the uploading process and to finalize your submission. **NO LATE PROPOSALS WILL BE ACCEPTED.**

PSU accepts no responsibility for non-receipt and/or delays in receipt caused by transmission and reception problems, equipment failure, or any other similar cause.

Important Notes:

Each item of Requested Information is instantly sealed and will only be visible after the Proposals Due Date and Time.

Uploading large documents may take significant time, depending on the size of the file(s) and your Internet connection speed.

You will receive an email confirmation receipt with a unique confirmation number once you finalize your submission.

Minimum system requirements: Internet Explorer 11, Microsoft Edge, Google Chrome, or Mozilla Firefox. Javascript must be enabled. Browser cookies must be enabled.

Need Help?

PSU uses a Bonfire portal for accepting and evaluating proposals digitally. Please contact Bonfire at Support@GoBonfire.com for technical questions related to your submission. You can also visit their help forum at <https://bonfirehub.zendesk.com/hc>

SECTION 2: REQUEST FOR PROPOSAL PROCEDURES AND OTHER REQUIREMENTS

All Proposals submitted in response to this RFP are subject to the provisions and requirements of the applicable Oregon Revised Statutes (ORS), PSU Standards (former "Oregon Administrative Rules" (OARs)) and in PSU Policies.

1. **Right to Reject:** PSU reserves the right to cancel this procurement or RFP, and reserves the right to reject any or all Proposals received as a result of this RFP, upon finding that it is in the public interest to do so or for any other reason set forth in this RFP.
2. **Preparation Costs:** PSU shall not be liable for any costs incurred by Proposers in the preparation of Proposals to this RFP, including costs to participate in any meetings, presentations, interviews, or demonstrations that may be required or requested.
3. **Questions or Requests For Clarification/Change:** All requests for changes or clarifications (regarding technical information, procedural requirements, contractual requirements or other issues) and/or protests of RFP requirements must be submitted via email to the PSU Contracting and Procurement Services email address set forth on page 1 of this RFP, and must be received by PSU no later than the date and time listed in the Schedule of Events.

PSU reserves the right to reject Proposals from Proposer(s) that raise any objections to the terms and conditions of this RFP after the deadline date for requests for changes or clarifications. A Proposer's proposed agreement, including proposed supplemental terms and conditions, may be considered by PSU in its sole discretion, pursuant to subsection 17, Negotiation of Final Contract, and subsection 18, Proposer Agreements and Supplemental Terms and Conditions below. PSU will consider all protests and requested changes that are timely submitted and, if reasonable and appropriate, amend this RFP.

All requests for clarifications, changes, or protests of RFP requirements or contract provisions shall be marked as follows:

- Email subject line must state: RFP Document Number and title.
- The body of the email must state: RFP Specification (or Contract Provisions) being questioned; or, Request for Change (or Protest).

PSU will not respond to questions and inquiries that are not submitted and identified as specified above.

4. **Electronic Proposal Submission Address:** All Proposals must be submitted electronically, through Bonfire, to the Electronic Proposal Submission Address identified in RFP Section 1, Submission Instructions for Proposers.
5. **Change or Modification Addenda(s):** Any change or clarification to the specifications or the procurement process or to the terms and conditions of the contract will be issued by PSU in the form of an Addendum and will be made available to all Proposers on the State of Oregon ORPIN website. Only documents issued as addenda by the PSU Contracting and Procurement Services office will serve to change this RFP in any way. No other

direction received by the Proposer, written or oral, shall serve to change this RFP document.

Proposers are not required to return addenda with their Proposal. However, Proposers are responsible for making themselves aware of any changes or clarifications made in any addenda and for taking into account any addenda in their final Proposal. Failure to do so may cause the Proposer's Proposal to be rejected.

6. Proposal Preparation: Proposals shall consist of a technical proposal ("Technical Proposal"), price proposal ("Price Proposal"), and all other completed and signed forms ("Completed Forms") as required and set forth in this RFP which together are referred to here as the "Proposal". Proposals shall be in typewritten form, not handwritten. Proposals shall be of sufficient length and detail to demonstrate that the Proposer has a thorough understanding of the PSU environment and to explain how the Proposer best meets PSU's needs.

a. Technical Proposal. This portion of the Proposal consists of the Proposer's responses to the requirements set forth in RFP Section 3, Scope of Work. It is the Proposer's sole responsibility to submit information in fulfillment of the requirements of this RFP. If pertinent information or required submittals are not included within the Proposal, it may cause the Proposal to be rejected or have an adverse impact on evaluation. All Proposals submitted must follow the same format and order as presented in RFP Section 3, Scope of Work. Failure to submit Proposals as such may result in Proposal rejection. The Technical Proposal shall not contain pricing information. Proposers must upload pricing information separately in the Price Proposal as detailed below. Failure to completely separate the pricing information may result in rejection of the Proposal.

b. Price Proposal. This portion of the Proposal shall contain the pricing information.

c. Completed Forms.

(i) Exhibit A: Diversity Matrix must be fully completed and signed by an authorized representative of the Proposer. PSU is committed to diversity within PSU and within our community, and is committed to developing business relationships that encourage affirmative action and the participation of emerging small businesses and businesses owned by women and minorities. PSU encourages and supports the development of minority business enterprises, women business enterprises, service disabled veteran owned businesses, and emerging small businesses that meet high quality standards by offering business opportunities. Proposers are required to provide detailed information about corporate and local company diversity related efforts and programs. Additionally, if your company is an emerging small business, or a business owned by women, minorities, or service disabled veterans, please include documentation or, if certified by the State of Oregon, a copy of the certification document. Proposers must provide detailed information regarding your company's commitments to providing equal employment opportunities including your efforts to develop an internal diverse workforce; internal on-the-job training, mentoring, technical training and/or professional development opportunities addressing diversity; and the process(es) used to recruit women and minorities. Proposers must provide detailed information regarding your company's commitment to supporting workforce diversity within your community. All such supporting information, documentation, and certifications

must be included as part of the Proposer's Exhibit A. Failure to complete and submit Exhibit A bearing the required signature may result in rejection of the Proposal.

(ii) Exhibit B: Proposer Certification, must be fully completed and signed by an authorized representative of the Proposer. Failure to complete and submit Exhibit B bearing the required signature may result in rejection of the Proposal.

d. The authorized representative of the Proposer shall clearly identify any alteration or erasures in the RFP and shall initial in any said alterations or erasures. No oral, telegraphic, telephone, mail, e-mail, or facsimile Proposals will be accepted. It is recommended that graphics be kept to a minimum. Only those graphics essential to the Proposal should be included.

e. Proposals must be received prior to the Proposals Due Date and Time set forth in Section 1, Submission Instructions for Proposers.

7. **Proposer Contract Administrator:** In the Proposal, Proposers shall clearly identify the name of the person who is assigned the responsibility of promptly answering questions or providing clarification on the Proposal, by stating the name, title, email address, and phone number of that person.

8. **Public Records:** This RFP and each Proposal received (inclusive of pricing information), along with copies of all documents pertaining to the Award of a Contract, shall be kept by PSU and shall be open to public inspection. If a Proposal contains any information that is considered a trade secret by the Proposer under ORS 192.501(2), each sheet of such information must be clearly marked with the following:

"This data constitutes a trade secret under ORS 192.501(2), and shall not be disclosed except in accordance with the Oregon Public Records Law, ORS Chapter 192."

The Oregon Public Records Law, ORS 192.501(2), exempts from disclosure only bona fide trade secrets, and the exemption from disclosure applies "unless the public interest requires disclosure in the particular instance." Therefore, non-disclosure of documents or any portion of a document submitted as part of a Proposal may depend upon official or judicial determinations made pursuant to the Public Records Law.

Pricing information generally cannot be labeled a trade secret and must be open to public inspection. Proposers are requested to mark only specific pages or text in their Proposal considered a "trade secret" under Public Records Law. Proposals in which the entire document is marked or otherwise identified in its entirety as confidential or a "trade secret" may be rejected.

9. **Information Submitted:** Proposers are cautioned that it is the Proposer's sole responsibility to submit information related to the evaluation categories, and that PSU is under no obligation to solicit such information if it is not included within the Proposal. Failure by the Proposer to submit such information may cause an adverse impact on the evaluation of the Proposal, including rejection of the Proposal as non-responsive.

10. **Evaluation Criteria:** Any contract(s) resulting from this RFP will be awarded based upon the evaluation criteria and methodology given in this RFP and in accordance with applicable Oregon state laws and regulations, and PSU policies.
11. **The Evaluation Process:** All Proposals received by the Due Date and Time will be reviewed by an evaluation committee. This committee will determine the extent to which each Proposal conforms to the specifications and will be evaluated according to criteria identified in this RFP. The following process will be used:
- a. Proposals will be evaluated for completeness and compliance with the RFP requirements. **PSU reserves the right to reject those Proposals that are not in the proper form, are incomplete, or that were not received by the Due date and Time.** PSU also reserves the right to waive what are, in PSU's judgment, minor informalities or discrepancies. Proposals considered complete will be evaluated to determine if they comply with the administrative, contractual and technical requirements of the RFP. If the Proposal is unclear, PSU may ask Proposers to provide written clarification if it is in the best interest of PSU to do so. PSU reserves the right to reject those Proposals that do not meet all requirements.
 - b. The selection of "Finalist" Proposer(s) will be determined by the evaluation committee independently scoring the Technical Proposals and then combining the scores with the Price Proposal to determine the overall Proposal score.
 - c. Finalist Proposers may be invited, at PSU's sole discretion, to make an oral presentation, to provide an in-person demonstration, and/or to participate in an interview in support of the Proposal. Such presentations/demonstrations/interviews will be made to the evaluation committee. If held, the presentations/demonstrations/interviews will be scheduled.
 - d. The evaluation committee will then combine the remaining scores for Finalist Proposers pursuant to RFP Section 4, Evaluation Criteria, and the findings of the evaluation committee will be summarized and the summary and award recommendation(s) will be forwarded to the PSU Contracting and Procurement Services office.
 - e. PSU Contracting and Procurement Services will review the recommendation and approve or reject the evaluation committee's selection.
12. **Investigation of References:** PSU reserves the right to investigate and verify the references provided by Proposers, and to evaluate the past performance of any Proposer with respect to its performance of similar projects, compliance with specifications and contractual and fiduciary obligations, completion or delivery of a project on schedule, and its lawful payment of suppliers, sub-contractors, and workers. PSU reserves the right to reject any or all Proposals at any time prior to PSU's execution of a contract if PSU's investigation and verification of Proposer's references or its past performance of a contract should prove to be unsatisfactory to PSU.
13. **Consideration of Past Performance:** PSU reserves the right to consider past performance, historical information and other facts, whether gained from the Proposer's Proposal, question and answer conference, references, demonstrations, or any other

source in the evaluation process.

14. **Reservation of Rights:** PSU has and reserves the right to refuse to enter into a contract if PSU, based upon reasonable grounds, determines that the best interests of PSU would not be served. Specifically, this right may be exercised if PSU does not believe that a given Proposer can perform a contract for any reason set forth under the Oregon Administrative Rules as adopted in PSU Standards. PSU, at its sole option, may give the Proposer notice, specifying the grounds for rejection, and allow the Proposer 15 calendar days to respond in writing to PSU's notice of rejection. Following such response by Proposer, PSU, at its sole discretion, may still choose to reject the Proposal.
15. **Post-Selection Review & Finalists:** Unless this RFP is canceled, after PSU opens all timely-received Proposals, PSU will evaluate all Proposals in accordance with the evaluation criteria set forth in this RFP. PSU may rank the Proposals to determine the "finalist" Proposer(s). Finalists will be selected based upon the highest-ranked, responsive Proposals from responsible Proposers after evaluation of the Proposals according to the evaluation and selection criteria in this RFP and applicable statutes administrative rules, PSU Standards and policies. PSU reserves the right to select the Proposal(s) based on the evaluation criteria and points identified in the RFP.

After receiving the evaluation summary the PSU Contracting and Procurement Services office will name one or more apparent successful Proposer(s) and announce its intent to award ("Intent to Award") to one or more of these Proposer(s). Identification of the "apparent successful Proposer" is procedural only and creates no right in the named Proposer to an award of the contract. PSU shall post a letter of Intent to Award on the ORPIN website identifying the apparent successful Proposer. All competing Proposers shall be given three (3) calendar days, after the date the letter of Intent to Award is posted to ORPIN, to review the RFP file and evaluation report in the PSU Contracting and Procurement Services office. Any questions or concerns about, or protests of, the evaluation process must be in writing and must be delivered to and received by the PSU Contracting and Procurement Services office within three (3) calendar days after the date of the letter of Intent to Award identifying the apparent successful Proposer(s).

Within a reasonable time following the end of this three (3) day protest period, PSU will consider all protests received, if any, and may:

- a. reject all protests and proceed with final evaluation of the apparent successful Proposer(s) and, pending the satisfactory outcome of this final evaluation, enter into a contract with the apparent successful Proposer or Proposers; or
 - b. sustain a meritorious protest(s) and reject the apparent successful Proposer(s) as non-responsive, if such Proposer(s) is unable to demonstrate that its Proposal(s) complied with all material requirements of the solicitation; thereafter, PSU may name a new apparent successful Proposer or Proposers; or
 - c. reject all Proposals and cancel the procurement.
16. **Best and Final Offer:** Pursuant to OAR 580-061-0155 as adopted in PSU Standards, PSU reserves the right to select the Proposer that, in the collective opinion of the evaluation committee, offers the best overall benefit, convenience, functionality and service at the best-value cost to PSU. PSU reserves the right to conduct discussions with the finalist

Proposers, to accept best and final offers from those finalists, and to negotiate changes, if it is in PSU's best interest to do so.

17. **Negotiation of Final Contract:** Limited negotiation of the proposed contract may be required to effect a successful procurement. Proposers may propose inclusion of certain supplemental terms and conditions including but not limited to Proposers' software license agreements, maintenance contracts, and technical support agreements, in the final contract. Such negotiation may occur at PSU's discretion.
18. **Proposer Agreements and Supplemental Terms and Conditions:** Proposers may submit proposed supplemental agreement terms and conditions of any form (contracts or documents) that the Proposer desires to be incorporated as part of the contract. Any such terms and conditions and/or objections to RFP Section 5, PSU Standard Contract Terms & Conditions, must be included at the end of the Technical Proposal and be clearly identified as "proposed supplemental agreement terms and conditions". By accepting delivery of these items, PSU is not bound to accept them or incorporate them as part of an ensuing contract. While PSU will not consider supplemental terms and conditions that materially conflict with the provisions of this RFP, at PSU's sole discretion, PSU may choose to consider and negotiate the inclusion of such terms and conditions contained in such Proposer agreements and contracts or documents reasonably related to this RFP as supplemental to RFP Section 5, PSU Standard Contract Terms & Conditions. If the parties do not agree on the inclusion of the supplemental terms and conditions, PSU may: 1) enter into a contract with the apparent successful Proposer without incorporating the terms and conditions submitted by the Proposer; or (2) the submission will be considered non-responsive and PSU may enter into a contract with another responsive Proposer. Any Proposer that desires to have terms and conditions negotiated must submit the terms and conditions that are to be considered for negotiation at the time of submission of the Proposal. PSU will not consider any terms and conditions that are not submitted with the Proposal.
19. **Binding Offer:** Submission of a Proposal constitutes a firm, binding and irrevocable offer for a period of one hundred twenty (120) calendar days following the Proposals Due Date and Time.

SECTION 3: SCOPE OF WORK

Contract Term

The term for the contract awarded pursuant to this solicitation will be for a six (6) year period effective from the date of contract execution with an initial option to renew for two (2) additional two (2) year terms.

Financial Consideration

The maximum dollar value of any individual contract awarded under this RFP shall not exceed \$500,000 and is anticipated to be less than this amount. This amount may be amended at PSU's sole discretion.

Introduction

Established in 1946, Portland State University (PSU or University) is a center of opportunity for over 27,000 undergraduate and graduate students and more than 4,000 faculty and staff. Located in Portland, Oregon, one of the nation's most livable cities, the University's innovative approach to education combines academic rigor in the classroom with field-based experiences through internships and classroom projects with community partners. The University's 49-acre downtown campus exhibits Portland State's commitment to sustainability with green buildings, while many of the 124 Bachelor's, Master's and Doctoral degrees incorporate sustainability into the curriculum. PSU's motto, "Let Knowledge Serve the City," inspires the teaching and research of an accomplished faculty whose work and students span the globe. PSU serves the entire state, although its influence predominates in the six-county Portland metropolitan area, the region from which 80 percent of its enrollments originate.

Portland State University's reputation is on the rise, we have earned national attention as one of the most innovative universities in the nation. Since 2013, research shows that perceptions of PSU have steadily improved in our marketplace.

Survey data also indicates that PSU's brand marketing appears to have been successful in fueling our rising reputation with prospective students, current students, parents and college counselors. These gains have bolstered student recruitment particularly for first-time freshmen and higher-achieving students. PSU also needs to extend strategic marketing to shape our brand image with alumni and donors, business and community leaders, higher education peers and prospective faculty.

Scope of Work

With new leadership and strategic vision, as well as a fundraising campaign nearing its public phase, October 2018, now is the time to embark on a comprehensive brand marketing strategy focused on these goals:

Undergraduate enrollment	Graduate enrollment
Reputation	National awareness
Philanthropy	Alumni engagement
Movement in regional and national rankings	

1. Deliverables

Portland State University is seeking consultant(s) with extensive experience developing strategic marketing plans, market research, brand identity platforms, and branding campaigns that elevate

the reputation of institutions of higher education. Specific deliverables include, but are not limited to:

Strategic marketing plan

- Analyze existing market research.
- Conduct additional market research where needed (potentially survey primary and secondary audiences including employers and business community).
- Develop a 3-5 year strategic marketing plan to elevate PSU's reputation and reach measurable goals for philanthropy, national and regional rankings and awareness, alumni engagement, and undergraduate and graduate enrollment.

Brand platform and campaign

- Analyze existing brand research and competitive audit. A brand personality platform has recently been completed.
- Conduct additional brand discovery and research if needed.
- Develop a visual identity update and style guide. This DOES NOT include new logo development.
- Produce an umbrella brand campaign that can be leveraged for key audiences such as prospective students, alumni and donors, business and community leaders, higher education peers and prospective faculty. Creative deliverables include: positioning platform, messaging framework, audience personas, brand video, tv spot, radio spot, print advertising, OHH advertising, digital advertising, social media content, campus banners, homepage skin, influencer brochure, recruitment collateral and campaign guide.

2. **Proposal Summary:** Provide a summary of your Proposal. Include on one page a brief history of your firm, a short biography of the lead or primary person servicing PSU, and a description of the services your firm's capabilities. Please also provide a summary of your strategic integrated marketing planning and brand development qualifications for institutions of higher education. Please be as quantitative and practical in detailing why your agency is the best respondent for this contract award.
3. **Price Proposal:** Provide a price proposal which includes the total and complete cost for the deliverables detailed in the scope of work. Please outline specific pricing rates for each service and whether they are billed hourly or as a flat percentage fee while taking in account estimated time of completion and time to collaborate with PSU points of contact in the development of each deliverable. Include details on expected travel expenses considering essential milestones for campus engagement.
4. **Qualifications and Experience of Firm:** Provide at least (5) case studies exemplifying the work and results for strategic marketing planning and brand development for institutions of higher education.
5. **References:** Provide at least 5 references that can attest to your customer service and expertise developing solutions similar to the RFP's scope of work. Contact information must include name, institution, phone number, and email address.
6. **Diversity:** The Diversity Matrix (described in Section 4: Evaluation Criteria).

SECTION 4: EVALUATION CRITERIA

Failure to provide the information requested in SECTION 3: Scope of Work may result in rejection of the respondent's Proposal as non-responsive. Responses should be of sufficient length and detail to demonstrate that the proposer has a thorough understanding of the PSU environment and why the Proposer feels it best meets PSU needs. Responsive Proposals submitted in response to this RFP will be evaluated in accordance with the following criteria:

Mandatory requirements: The Proposer must possess these attributes before a Proposal will be accepted.

- Proven expertise developing integrated strategic marketing plans, market research and brand development.
- Extensive understanding of the audiences and complex dynamics of institutions of higher education.
- Experience engaging and guiding executive leadership through brand development and goal prioritization.
- Exceptional customer service and efficient project management systems that enhance ease of collaboration.
- Proficient at engaging campus stakeholders at key milestones, sharing knowledge and training.

1. **Proposal Summary:** See RFP Section 3 Scope of Work, subsection 2, Proposal Summary. **(15 POINTS POSSIBLE)**
2. **Price Proposal:** See RFP Section 3 Scope of Work, subsection 3, Price Proposal. Also See RFP Section 2 Request for Proposal Procedures and other Requirements, subsection 6.b. Proposers must upload pricing information separately in the Price Proposal. The lowest responsive Price Proposal shall receive the full point value for this section; other Price Proposals will receive points in inverse proportion to the lowest bid. **(15 POINTS)**
3. **Qualifications and Experience of Firm:** See RFP Section 3 Scope of Work, subsection 4, Qualifications and Experience of Firm. **(55 POINTS POSSIBLE)**
4. **References:** See RFP Section 3 Scope of Work, subsection 5, References. **(15 POINTS POSSIBLE)**
5. **Exhibit A: Diversity Matrix (18 POINTS POSSIBLE)**
6. **Optional – Oral Presentation/Interview*** PSU, in its discretion, may request a presentation or conduct interviews with some or all proposers after initial scoring. These points will be available only to proposers who are invited to do so. **(10 POINTS POSSIBLE)**

Summary of Evaluation Criteria

Proposal Summary:	15	
Price Proposal	15	
Qualifications and Experience of Firm:	55	
References:	15	
Exhibit A: Diversity Matrix	18 Points	
	SUBTOTAL POINTS POSSIBLE	118
Optional – Oral Presentation/Interview (if held):	10	
	TOTAL POINTS POSSIBLE	128

***Oral Presentation/Interview.** PSU may request clarification of any Proposal by phone, in writing, or by a phone or in-person presentation or interview. During any presentation or interview, the Proposer will not be allowed to make changes to the Proposal. The presentation or interview is an opportunity for PSU to seek clarification of items indicated in the Proposal in order to assist in the evaluation of the Proposal. Information presented during the presentation/interview shall be evaluated on the above criteria. If PSU, in its sole discretion, determines that the Oral Presentation/Interview will not be held, no points will be awarded for the Oral Presentation/Interview criteria.

SECTION 5: PSU STANDARD CONTRACT TERMS & CONDITIONS

(The following terms and conditions will govern the agreement entered into by the successful Proposer and PSU resulting from this RFP.)

1. DEFINITIONS:

"Agreement" means the entire written agreement between the parties, including but not limited to any Work Order and any subsequent change notices. "Contractor" means a person or organization with whom PSU has contracted for the purchase of goods or services. The terms "Contractor" and "Seller" as used in the Uniform Commercial Code (ORS Chapter 72) are synonymous. "ORS" means Oregon Revised Statutes. "PSU" means Portland State University and is synonymous with "Buyer".

2. ACCESS TO RECORDS:

Contractor shall maintain all records pertinent to this Agreement in such a manner as to clearly document Contractor's performance. Contractor acknowledges and agrees that PSU, the state and federal government, and their duly authorized representatives shall have access to such fiscal records and other books, documents, paper, plans and writings of Contractor that are pertinent to this Agreement to perform examination and audits and make excerpts and transcripts. Contractor shall retain and keep accessible all such records for a minimum of six (6) years, or such longer period as may be required by applicable law, following final payment and termination of this Agreement, or until the conclusion of any audit, controversy or litigation arising out of or relating to this Agreement, whichever date is later.

3. AMENDMENTS:

The terms of this Agreement shall not be waived, altered, modified, supplemented or amended in any manner whatsoever without the prior written approval of PSU.

4. APPROVALS:

No work shall commence under this Agreement until the Agreement has been approved and signed by all parties.

5. ASSIGNMENT/SUBCONTRACT:

Contractor shall not assign, sell, transfer, subcontract or sublet rights, or delegate responsibilities under this Agreement, in whole or in part, without the prior written approval of PSU. No such written approval shall relieve Contractor of any obligations of this Agreement, and any transferee or subcontractor shall be considered the agent of Contractor. Contractor shall remain liable as between the original parties to the Agreement as if no such assignment had occurred.

6. BREACH OF AGREEMENT:

If Contractor breaches any of the provisions of this Agreement, PSU reserves the right to cancel this Agreement effective immediately upon written notice to Contractor. Contractor shall be liable for any and all damages, including incidental and consequential damages, suffered by PSU as the result of Contractor's breach of contract. PSU shall also have any and all remedies provided under the Uniform Commercial Code (ORS chapter 72) in the event of breach of contract by Contractor.

7. CAPTIONS:

The captions or headings in this Agreement are for convenience only and in no way define, limit, or describe the scope or intent of any provisions of this Agreement.

8. CASH DISCOUNT:

If PSU is entitled to a cash discount, the period of computation shall commence on the date the entire order is delivered or the date the invoice is received, whichever is later.

9. COMPLIANCE WITH APPLICABLE LAW:

Contractor shall comply with all federal, state, and local laws, codes, regulations and ordinances applicable to the goods to be purchased and the work to be done under this Agreement. Contractor shall comply with the Americans with Disabilities Act of 1990 (Public Law No. 101-336), Title VI of the Civil Rights Act of 1964, Section V of the Rehabilitation Act of 1973, ORS 659.425, and all regulations and administrative rules established pursuant to the laws. Failure to comply with such requirements shall constitute a breach of contract and shall be grounds for agreement cancellation. Damages or costs resulting from noncompliance shall be the sole responsibility of Contractor.

10. CONFIDENTIAL INFORMATION:

Contractor acknowledges that it and its employees or agents may, in the course of performing their responsibilities under this Agreement, be exposed to or acquire information that is confidential to PSU. Any and all information of any form obtained by Contractor or its employees or agents in the performance of this Agreement shall be deemed confidential information of PSU and of State ("Confidential Information"). Contractor agrees to hold Confidential Information in strict confidence, using at least the same degree of care that Contractor uses in maintaining the confidentiality of its own confidential information, and not to copy, reproduce, sell, assign, license, market, transfer or otherwise dispose of, give, or disclose Confidential Information to third parties or use Confidential Information for any purposes whatsoever other than in the performance of the Agreement, and to advise each of its employees and agents of their obligations to keep Confidential Information confidential. Contractor agrees that Contractor will not at any time during or after the term of this Agreement disclose, directly or indirectly, any Confidential Information to any person, and that upon termination of this Agreement, or at PSU's request, Contractor will turn over to PSU all documents, papers and other material in Contractor's possession which contain Confidential Information.

11. CONFLICT OF INTEREST:

Contractor covenants that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of its services hereunder. Contractor further covenants that in the performance of this Agreement no person having any such interest shall be employed by Contractor.

12. CONSIDERATION:

The consideration paid in this Agreement represents the total amount of remuneration for goods and services.

13. DEFAULT:

PSU by written notice of default (including breach of contract) to Contractor may terminate the whole or any part of this Agreement: (a) If Contractor institutes or has instituted against it insolvency, receivership or bankruptcy proceedings, makes an assignment for the benefit of creditors, or ceases doing business on a regular basis; or (b) If Contractor no longer holds a license or certificate that is required for Contractor to perform services under the contract, and Contractor has not obtained such license or certificate within ten (10) business days after delivery of PSU's notice; or (c) If Contractor fails to provide services or materials called for by this Agreement within the time specified herein or any extension thereof; or (d) If Contractor fails to perform any of the other provisions of this Agreement or fails to pursue the work so as to endanger performance of this Agreement in accordance with its term and, after receipt of written notice from PSU, fails to correct such failures within 10 days or such longer period as PSU may authorize. The rights and remedies of PSU provided in the above clause related to defaults (including breach of contract) by Contractor shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Agreement. Contractor shall be liable for any and all damages, including incidental and consequential damages, suffered by PSU as the result of Contractor's breach of contract. In the event of repeated breach of public and/or private contracts, Contractor shall be subject to possible disqualification as a bidder on future PSU solicitations.

14. DELIVERY:

All deliveries shall be F.O.B. destinations with all transportation and handling charges being paid by Contractor. Responsibility and liability for loss or damage shall remain with Contractor until final inspection and acceptance, when responsibility shall pass to PSU except as to latent defects, fraud and Contractor's warranty obligations.

15. ECONOMIC OPPORTUNITIES:

Contractor shall, when applicable, have made good faith efforts to subcontract or establish joint ventures with or obtain materials to be used in performing this Agreement from minority, women, or emerging small business enterprises.

16. FORCE MAJEURE:

Neither party to this Agreement shall be held responsible for delay or default caused by fire, riot, acts of God and/or war which is beyond that party's reasonable control. PSU may terminate this Agreement upon written notice after determining such delay or default will reasonably prevent successful performance of the Agreement. Contractor shall, however, make all reasonable efforts to remove or eliminate such a cause of delay or default and shall, upon cessation of the cause, diligently pursue performance of its obligation under this Agreement.

17. FOREIGN CONTRACTOR:

If Contractor is not domiciled in or registered to do business in the State of Oregon, Contractor shall promptly provide to the Oregon Department of Revenue and the Oregon Secretary of State Corporation Division all

information required relative to this Agreement. Contractor shall demonstrate its legal capacity to perform under this Agreement in the State of Oregon prior to entering into this Agreement.

18. GOVERNING LAW:

This Agreement shall be governed and construed in accordance with the laws of the State of Oregon without regard to principles of conflicts of law. Any claim, action, suit or proceeding (collectively "claim") between PSU and Contractor that arises from or relates to this Agreement shall be brought and conducted solely and exclusively within the Circuit Court of Multnomah County for the State of Oregon; provided, however, if a claim must be brought in a federal forum, then it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon. CONTRACTOR, BY EXECUTION OF THIS AGREEMENT, HEREBY CONSENTS TO THE IN PERSONAM JURISDICTION OF SAID COURTS.

19. INDEMNIFICATION:

Contractor shall be responsible for all damage to property, injury to persons, and loss, expense, inconvenience, and delay which may be caused by, or result from, the conduct of work under this Agreement, or from any act, omission, or neglect of Contractor, its subcontractors, or employees. Contractor shall save, defend (at PSU's request and with legal counsel acceptable to PSU), indemnify, and hold harmless PSU and the PSU Board of Trustees, along with any of their past, present, or future officers, employees and agents from all claims, suits, actions, losses, damages, liabilities, costs and expenses of any nature resulting from or arising out of, or relating to the activities or omissions of Contractor or its officers, employees, subcontractors, or agents acting under this Agreement.

20. HOURS OF WORK:

The Contractor shall comply with the Oregon Bureau of Labor and Industries rules pertaining to hours of work.

21. INDEPENDENT CONTRACTOR:

The services to be rendered under this Agreement are those of an independent contractor. Contractor is not to be considered an agent or employee of PSU for any purpose and neither Contractor nor any of Contractor's agents or employees is entitled to any of the benefits that PSU provides for its employees. Contractor will be solely and entirely responsible for its acts and for the acts of its agents or employees during the performance of this Agreement. This Agreement is not intended and nothing contained herein shall be construed to create the relationship of agent, servant, employee, partnership, joint venture, or association between PSU and Contractor, but is rather an agreement between independent parties, these being PSU and the Contractor.

22. INSURANCE:

Contractor shall secure at its own expense and keep in effect during the term of this Agreement comprehensive general liability (CGL) insurance insuring Contractor with a combined single limit of not less than \$1,000,000 per occurrence and \$2,000,000 aggregate with adequate umbrella coverage as well as auto liability insurance with a minimum limit of \$1,000,000 per occurrence. Insurance policies, which cannot be excess to a self-insurance program, are to be issued by an insurance company authorized to do business in the State of Oregon. Portland State University, and its Board of Trustees, and its officers, agents, and employees shall be included as additional insured's in said insurance policy(ies). If any of the liability insurance is arranged on a "claims made" basis, tail coverage will be required at the completion of this Agreement for duration of twenty-four (24) months.

23. INSURANCE CERTIFICATION:

Before Contractor commences work under this Agreement, Contractor must furnish to the designated PSU Contracts Officer certificate(s) of insurance as evidence of the insurance coverage required by this Agreement, including workers' compensation insurance. The certificate(s) shall provide that the insurance company will give a 30-day written notice to PSU's Contracts Officer before the insurance is canceled or materially changed.

24. OWNERSHIP OF WORK PRODUCT:

All work product of Contractor that results from this Agreement ("Work Product") is the exclusive property of PSU. PSU and Contractor intend that such Work Product be deemed "work made for hire" of which institution shall be deemed the author. If for any reason the work product is not deemed "work made for hire", Contractor hereby irrevocably assigns to PSU all its right, title, and interest in and to any and all of the Work Product, whether arising from copyright, patent, trademark, trade secret, or any other state or federal intellectual property law or doctrine. Contractor shall execute such further documents and instruments as PSU may reasonably request in order to fully vest such rights in PSU. Contractor forever waives any and all rights relating to the work product, including without limitation, any and all rights arising under 17 USC 106A or any other rights of identification of authorship or rights of approval, restriction or limitation on use or subsequent modifications.

25. NO THIRD PARTY BENEFICIARIES:

PSU and Contractor are the only parties to this Agreement and are the only parties entitled to enforce its terms. Nothing in this Agreement gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly, or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Agreement.

26. NONDISCRIMINATION:

Contractor shall comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations.

27. NOTICES AND REPRESENTATIVES:

All notices, certificates, or other communications rendered shall be sufficiently given when delivered or mailed postage prepaid to the representatives of the parties at their designated places of business as follows: a) to PSU at its Contracting and Procurement Services office, as set forth on Page 1 of the solicitation document, and b) to Contractor as set forth on the Bid, Quote, or Proposal Statement. Any communication or notice so addressed and mailed shall be deemed to be given five (5) days after mailing. Any communication or notice by personal delivery shall be deemed to be given when actually delivered. Any communication or notice by email shall be deemed to be given one (1) day after sending.

28. PAYMENT:

Payment for completion of PSU agreement is normally made within 30 days following the date the entire order is delivered or the date the accurate and complete invoice is received, whichever is later. After 45 days, Contractor may assess overdue account charges up to two-thirds of one percent per month (8% per annum) on the outstanding balance per (ORS 293.462).

29. PAYMENTS REQUIRED:

For all goods and services provided under this Agreement, Contractor shall: (a) pay promptly, as due, all persons supplying labor or material; (b) pay all contributions or amounts due the industrial accident insurance provider from the Contractor or any sub-contracted Contractor; (c) not permit any lien or claim to be filed or prosecuted against PSU therefore; and (d) pay to the Oregon Department of Revenue all sums withheld from employees pursuant to ORS 316.167.

30. PSU PAYMENT OF CONTRACTOR CLAIMS:

If Contractor fails, neglects, or refuses to pay promptly, as due, any claim for labor or services furnished to the Contractor or any subcontractor by any person in connection with the goods, or services if applicable, provided under this Agreement, PSU may pay such claim and charge the amount of the payment against funds due or to become due the Contractor under this Agreement. The payment of a claim by PSU pursuant to this section shall not relieve the Contractor or its surety, if any, from obligation with respect to any unpaid claims. Contractor shall promptly pay any person or entity that furnishes medical care to Contractor's employees those sums which Contractor agreed to pay for such services and all money Contractor collected or deducted from employee's wages to provide such services.

31. RECYCLED PRODUCTS:

Contractor shall use recyclable products to the maximum extent economically feasible in the performance of this Agreement work set forth in this document.

32. RETIREMENT SYSTEM STATUS:

Contractor is not a contributing member of the Oregon Public Employees' Retirement System and will be responsible for any federal or state taxes applicable to payment under this Agreement. Contractor will not be eligible for any benefits from these contract payments of federal Social Security, employment insurance, workers' compensation or the Public Employees' Retirement System, except as a self-employed individual.

33. SAFETY AND HEALTH REQUIREMENTS:

Equipment and services supplied shall comply with all federal Occupational Safety and Health Administration (OSHA) requirements and with all Oregon safety and health requirements, including those of the State Workers' Compensation Department.

34. SEVERABILITY:

If any provision of this Agreement is declared by a court of competent jurisdiction to be illegal or in conflict with any applicable law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Agreement did not contain the particular term or provision held to be invalid.

- 35. SUCCESSORS IN INTEREST:**
The provisions of this Agreement shall be binding upon and shall inure to the benefit of the parties hereto and their respective successors and assigns.
- 36. TAX COMPLIANCE CERTIFICATION:**
Contractor hereby affirms, under penalty of perjury, as provided in ORS 305.385(6), that to the best of the Contractor's knowledge the Contractor is not in violation of any of the tax laws described in ORS 305.380(4).
- 37. TAXES – FEDERAL, STATE & LOCAL:**
PSU will not be responsible for any taxes coming due as a result of this Agreement, whether federal, state, or local. It is agreed that the Contractor has anticipated these taxes and included them in its pricing.
- 38. TERMINATION:**
a. This Agreement may be terminated for convenience at any time by mutual consent of both parties, or by PSU upon thirty (30) days notice in writing and delivered by certified mail or in person to the other party.

b. PSU may also terminate this Agreement effective upon delivery of written notice to Contractor or at such later date as may be established by PSU under any of the following conditions:

i) if federal or state regulations or guidelines are modified or changed in such a way that the materials or services are no longer allowable or appropriate for purchase under this Agreement; or,

ii) if PSU fails to receive funding, appropriations, limitations, allotments, or other expenditure authority as contemplated by the PSU budget or spending plan and PSU determines, in its assessment and ranking of the policy objectives explicit or implicit in the PSU budget or spending plan, that it is necessary to terminate this Agreement.

c. The rights and remedies of PSU provided in the above clause are not exclusive and are in addition to any other rights and remedies provided by law or under this Agreement.
- 39. TIME IS OF THE ESSENCE:**
Contractor agrees that time is of the essence under this Agreement.
- 40. WORKERS' COMPENSATION:**
Contractor, its subcontractors, if any, and all employers providing work, labor or materials under this Agreement are subject employers under the Oregon Workers' Compensation Law, and shall comply with ORS 656.017 which requires Contractor to provide workers' compensation coverage that satisfies Oregon law for all their subject workers, or shall comply with the exemption set out in ORS 656.126.
- 41. MERGER:**
This Agreement and attached exhibits, appendices, attachments, solicitation, and Contractor's Quote or Proposal constitute the entire agreement between the parties on the subject matter hereof. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Agreement.
- 42. WAIVER:**
No waiver, consent, modification or change or terms of this Agreement shall bind either party unless in writing and signed by both parties and all necessary PSU approvals have been obtained. Such waiver, consent, modification or change, if made, shall be effective only in the specific instance and for the specific purpose given. The failure of PSU to enforce any provision of this Agreement shall not constitute a waiver by PSU of that or any other provision.
- 43. WARRANTIES:**
Unless otherwise stated, all goods shall be new and current model and shall carry full manufacturer warranties. Contractor warrants all goods delivered to be free from defects in labor, material and manufacture and to be in compliance with solicitation specifications. All implied or expressed warranty provisions of the Uniform Commercial Code (ORS chapter 72) are incorporated in this Agreement. All warranties shall run to PSU.
- 44. TRAVEL EXPENSES:**
Travel expenditures, including but not limited to, airfare, lodging, meals and ground transportation, must fall within the current policy per diem guidelines of PSU. Exceptions to the travel policy may be granted in writing by PSU at PSU's sole discretion. Complete guidelines can be found in the PSU Travel Summary. The current PSU Travel

Summary, Effective January 1, 2018 is located here: <http://www.pdx.edu/financial-services/financial-services-procedures/summary-effective-1116>

EXHIBIT A: DIVERSITY MATRIX

Check all the boxes in the table below that apply to you or your company:

DIVERSITY EVALUATION MATRIX	
<input type="checkbox"/>	<u>6 Points - COBID Small Business Certification</u> Your company maintains a current valid Oregon small business certification issued through the Office for Business Inclusion and Diversity for one of the following: Disadvantaged Business Enterprise (DBE), Minority*/Women Business Enterprise (MWBE), Emerging Small Business (ESB), or Service Disabled Veteran (SDV). Respondents must include a copy of a valid and current certification with their response in order to receive the 6 points available for this category.
<input type="checkbox"/>	<u>Maximum 6 points possible - Company's diversity recruitment hiring program</u> In order to receive the highest number of points possible for this category, Respondents must provide detailed information regarding your company's commitments to providing equal employment opportunities including your efforts to develop an internal diverse workforce; internal on-the-job training, mentoring, technical training and/or professional development opportunities addressing diversity; and the process(es) used to recruit women and minorities.
<input type="checkbox"/>	<u>Maximum 6 points possible - Company's community diversity program</u> In order to receive the highest number of points possible for this category, Respondents must provide detailed information regarding your company's commitment to supporting workforce diversity within your community.

*Recognized minority groups: Black American, Hispanic American, Native American, Asian Pacific American, and Subcontinent Asian American

The Office for Business Inclusion and Diversity ("COBID") administers the Disadvantaged Business Enterprise (DBE), Minority/Women Business Enterprise (MWBE), Emerging Small Business (ESB), and Service Disabled Veteran (SDV) certification programs. Additional information is available at the following COBID certification website:

<http://www.oregon4biz.com/How-We-Can-Help/COBID/>

Authorized Signature

Date

Authorized Name (type or print): _____

EXHIBIT B: PROPOSER CERTIFICATION

EACH PROPOSER MUST READ AND COMPLY WITH THE FOLLOWING SECTIONS. FAILURE TO DO SO MAY RESULT IN PROPOSAL REJECTION.

SUBSECTION I: CERTIFICATION OF COMPLIANCE WITH TAX LAWS

As required by ORS 305.385(6), I, the undersigned duly authorized representative of the proposer, hereby certify under penalty of perjury that the proposer is not, to the best of my knowledge, in violation of any of the tax laws described in ORS 305.380(4).

SUBSECTION II: FINANCIAL RESPONSIBILITY

PSU reserves the right to investigate and evaluate, at any time prior to award and execution of the contract, the apparent successful proposer's financial responsibility to perform the contract. Submission of a signed Proposal shall constitute approval for PSU to obtain any credit report information PSU deems necessary to conduct the evaluation. PSU shall notify the apparent successful proposer(s), in writing, of any other documentation required, which may include, but need not be limited to, recent profit-and-loss history; current balance statements; assets-to-liabilities ratio, including number and amount of secured versus unsecured creditor claims; availability of short and long-term financing; bonding capacity and credit information, etc. Failure to promptly provide this information may result in Proposal rejection.

PSU may postpone the award or execution of the contract after announcement of the apparent successful proposer(s) in order to complete its investigation and evaluation. Failure of an apparent successful proposer to demonstrate financial responsibility, as required under OAR 580-061-0130(3)(g)(A) as adopted in PSU Standards, shall render the proposer non-responsible and shall constitute grounds for Proposal rejection, as required under OAR 580-061-0130.

The undersigned agrees and certifies that he/she:

1. Has read and understands all Request for Proposal instructions, specifications, and terms and conditions contained herein (including any attachments listed in this document);
2. Is an authorized representative of the proposer, that the information provided in this Proposal is true and accurate, and that providing incorrect or incomplete information may be cause for Proposal rejection or contract termination;
3. Is bound by and will comply with all requirements, specifications, and terms and conditions contained herein;
4. Will furnish the designated item (s) and/or service(s) in accordance with the RFP, Proposal and the agreement; and
5. Proposer will provide/furnish federal tax ID, federal employee identification number or social security number with Proposal submission.

SUBSECTION III: SIGNATURE BLOCK

Signature of Proposer's duly authorized representative for (Contractor)

Printed Name and Title: _____

Date: _____

Tax ID / Federal Employer Identification Number (FEIN): _____

An authorized representative of the proposer must sign this Proposal as well as initial any alterations or erasures in ink.