

State of Oregon



Oregon Longitudinal Data Collaborative (OLDC) Student Pathways Project

Public Dashboard & Data Products

Intermediate Request for Proposal (RFP)

HECC Reference # 26-002A

OregonBuys # S-52500-00017261

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For questions, clarifications, or if you need this material in a different format, please contact the SPC listed above.

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1. INTRODUCTION

The State of Oregon, acting by and through the Higher Education Coordinating Commission (HECC), is issuing this intermediate Request for Proposals (RFP) to develop a student pathways dashboard using Microsoft Power BI and supplemental products.

HECC anticipates the award of one or more Contracts from this RFP. The initial term of the Contract is anticipated to expire eight months from the effective date. HECC reserves the right to extend the contract up to four years if it is in HECC's best interest. HECC reserves the right to amend the resulting Contract for related services and time as HECC determines necessary.

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

This program is funded 100% with state funds.

2. BACKGROUND

The Oregon Longitudinal Data Collaborative (OLDC) manages Oregon's Statewide Longitudinal Data System (SLDS) which links data across education, workforce and other state agencies to support longitudinal research, statewide reporting, and informed decision making. OLDC is governed by an Executive Governance Committee composed of the agency directors who share data through a data sharing agreement and the State Chief Data Officer. These members set the strategic direction, establish goals, and approve final public data products. The OLDC is housed at HECC, which provides administrative and operational support for the program, as well as a participating member of the governance committee.

This year the OLDC Executive Governance Committee identified exploring kindergarten through twelfth grade ("K-12") public school students' pathways into post-secondary education and the workforce as the priority project.

The goals of the student pathways project are to:

- Empower students and families to better understand, in their context and across Oregon, the different pathways students take after high school and how student identities, K-12 experiences, and contextual factors are related to student pathways and outcomes.
- Provide accessible data to state and local agency staff (e.g., school districts) to inform strategic planning, goal setting, and agency priorities related to K-12 students' educational attainment and workforce outcomes.
- Build awareness among policymakers about Oregon public school students' educational attainment and workforce outcomes to inform legislative priorities.
- Provide accessible data to community members and key partners to help address questions and issues that matter to them and advance equity for the populations that they serve.

For more information about OLDC, please refer to the following website:

<https://www.oregon.gov/highered/strategy-research/pages/oldc.aspx>

The proposed Statement of Work below is not rigid or all-inclusive. It is not intended to exclude new, creative, and innovative ideas that might be proposed by any vendor.

3. DEFINITIONS

- **AUTHORIZED PURCHASER** - MEANS HECC ON BEHALF OF OLDC.
- **CONTRACTOR** - MEANS THE PROPOSER SELECTED FOR CONTRACT AWARD.
- **PROPOSER** - MEANS THE ORGANIZATION SUBMITTING A QUOTE IN RESPONSE TO THE RFP.
- **PROJECT** - MEANS THE OLDC'S INITIATIVE TO PUBLISH A POWERBI DASHBOARD ABOUT STUDENT PATHWAYS.
- **SERVICES** - MEANS THE TOTALITY OF POWERBI DEVELOPMENT IDENTIFIED IN THE RFP.
- **APM** - MEANS AUTHORIZED PURCHASER'S PROJECT MANAGER(S).
- **OLDC** - MEANS THE OREGON LONGITUDINAL DATA COLLABORATIVE.
- **SLDS** - MEANS THE STATEWIDE LONGITUDINAL DATA SYSTEM.
- **EIS** - MEANS ENTERPRISE INFORMATION SERVICES, THE ORGANIZATION LED BY THE STATE CHIEF INFORMATION OFFICER.
- **RFP** - MEANS REQUEST FOR PROPOSALS.

4. PROJECT SCOPE OF WORK

Project Objective

The Student Pathways Project will produce several data products related to the various student pathways from public high school in Oregon into employment and post-secondary training and education. The selected Contractor will create an interactive public dashboard that illustrates trends in post-secondary enrollment, persistence, completion, and employment outcomes for multiple cohorts of Oregon K-12 students. The final structure, whether a single multi-page dashboard or multiple dashboards, will be determined collaboratively during the design phase, and proposals should reflect flexibility to accommodate either approach.

OLDC will also produce a series of research briefs that explore specific trends and findings emerging from the dashboard. These briefs are being developed by OLDC researchers and are not within the scope of this RFP. The dashboard developed by the Contractor will serve as a foundational resource for the research series and will help ensure consistency in how student pathways data are presented to the public.

Dashboard Concept

The dashboard(s) will be created in Power BI and embedded on an OLDC webpage that can be viewed on a desktop or mobile device. The final product will include visualizations organized around the following topic areas:

- Pathways right after high school
- Postsecondary education and training enrollment, retention, and completion
- Median wages by highest credential earned

Each visualization will display the state findings for that outcome, be interactive, and support filtering by student cohort year, key student characteristics, and/or other factors. The student cohorts include those entering high school in 2006-07 to 2020-21 (i.e., class of 2010 through class of 2024). OLDC will provide exact specifications on the available cohorts and filters per visualization during the design phase.

In addition to the embedded dashboard(s), the project webpages may contain an interactive map of Oregon displaying student outcomes at the school district, county, Education Service District (“ESD”), and local workforce region level and up to 5 downloadable aggregated datasets organized by state, school district, county, ESD, and local workforce region. Downloadable datasets must be available in both CSV and Excel format and must comply with OLDC suppression rules and all applicable student privacy protections.

Finally, the project webpages should include information about data sources, frequently asked questions, and methods that will be developed in collaboration with OLDC.

Contractor Role

The Student Pathway Project will use the following data from the following partner agencies:

1. **K-12 data** from the Oregon Department of Education (“ODE”), which includes data on where students went to college from the National Student Clearinghouse (“NSC”)
2. **Oregon post-secondary education and training data** from the HECC, which includes community college data, public university data, private career school data, and data from General Educational Development (“GED”)
3. **Employment data** from the Oregon Employment Department (“OED”), which includes wage data

OLDC researchers will link, clean, and prepare these data sources into a single integrated base dataset containing student K-12 characteristics and experiences; postsecondary enrollment, persistence and completion outcomes; and employment and wage outcomes. To comply with FERPA and protect student privacy, **OLDC will derive a set of geographically segmented datasets** from the base dataset — one for each geographic level (state, school district, county, ESD, and workforce region) — applying suppression by identifying and nulling any values where counts fall below 10. **These secondary, geographically segmented datasets will be made available to the Contractor** in OLDC’s secure Azure Databricks workspace. OLDC director and researchers will serve as the primary point of contact for questions about the base dataset and will be responsible for resolving data quality issues or providing revised data as needed.

The **Contractor will be responsible for loading the geographically segmented datasets into Power BI** and building the data model structure needed to support the interactive dashboard design, including any additional measures or calculations required. The current license is Power BI Pro. OLDC is open to discussing upgrading licensing if an Offeror identifies a compelling reason to do so.

In addition, the **Contractor will prepare up to 5 downloadable public datasets** (organized by state, school district, ESD, county, and local workforce region) using the geographically segmented datasets. All downloadable datasets must comply with OLDC suppression rules and be available in CSV and Excel format. Finally, the **Contractor will produce technical documentation for dashboard users.**

To support an iterative and inclusive development process, **OLDC will schedule and facilitate approximately 5 rounds of feedback sessions with external groups.** The **Contractor will participate in these sessions**, which may include presenting draft dashboard components and receiving feedback.

5. PROJECT STRUCTURE AND TIMELINE

- **Project Leadership:** The OLDC Director will oversee the Contractor's work and serve as the primary point of contact and hold approval authority over deliverables throughout the project. Final approval of the dashboard prior to publication is with the OLDC Executive Governance Committee.
- **OLDC Responsibilities:**
 - Provide curated 'geographically segmented' datasets defining cohorts and variables.
 - Provide initial conceptual guidance for dashboard specifications, desired charts, and design elements.
 - Lead weekly check-ins.
 - Schedule and facilitate external engagement review sessions.
 - Review and provide feedback on all deliverables.
 - Coordinate final approval with OLDC Executive Governance Committee.
- **Contractor Responsibilities:**
 - Develop dashboard design, aggregate dashboard-ready datasets, desktop and mobile accessible dashboard pages, and documentation.
 - Develop and maintain Databricks notebook(s) using SQL/R/Python and follow Git version control practices through OLDC's existing Azure DevOps environment to create the publicly available datasets.
 - Attend meetings with OLDC team and external review sessions and present draft dashboard as requested.
 - Revise deliverables based on OLDC and external group feedback.
 - Provide transition support and training following dashboard publication.

- **Project Timeline:**

Time period	Activities
July/August	Onboard Contractor, data access setup, and dashboard design
August/September	Dashboard design approved, dashboard development
September/October	External dashboard feedback sessions, dashboard revision
October/November	Finalize dashboard, datasets, and technical documentation; accessibility review; and publication of all products
November-January	Post-publication transitional support

6. PROPOSED STATEMENT OF WORK

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

A. Task 1 –Project Onboarding & Access Setup

- Participate in onboarding kick-off meeting with the OLDC team to understand the project scope, timeline, goals, and OLDC's initial concept for the project products and dashboard.
- Prior to accessing any data, key personnel must complete the following requirements:
 - a. Sign a confidentiality agreement
 - b. Complete a FERPA training on federal student privacy law
 - c. Provide consent for a background check

The selected Contractor's key personnel will be provided with a HECC-managed laptop, VPN, and YubiKey to perform work, with no exceptions. Curated data will be made available in the programs secure and state-managed Azure Databricks workspace. Power BI dashboards can be developed locally on the HECC-managed laptop, then published to the Power BI OLDC Workspace for review.

Deliverable: Kick-Off meeting and complete all documentation to access data (July)

B. Task 2 – Dashboard Design

- Review OLDC's initial dashboard design specifications, ideas for visualizations, and datasets.
- Develop initial dashboard design proposal such as wireframes, layout concepts, or equivalent design artifacts, based on OLDC's conceptual direction.
- Dashboard design should prioritize clarity, accessibility, and audience engagement over visual complexity. Chart and visualization selection should be

driven by the communication objective for each data finding, not convention. The Contractor should be prepared to justify design decisions with reference to established data visualization principals.

- Revise design dashboard artifacts based on OLDC feedback.

Deliverable: Approved dashboard design (mid-August)

C. Task 3 – Dashboard Development:

- Create a multi-page Power BI dashboard (or multiple dashboards) based on approved design with OLDC-provided geographically segmented datasets. Dashboard should include clear and engaging data visualizations, supporting text, and options for filters as determined with OLDC and that meets or exceeds all federal and state security, privacy, and data protection requirements as determined by OLDC. Dashboard should be built for sustainability and annual updates.
- Revise dashboard based on OLDC feedback.

Deliverable: Draft Power BI dashboard(s) (mid-September)

D. Task 4 – Final Dashboard, Datasets, and Documentation

- **Feedback sessions:** Participate in external engagement review of dashboard (~5 1-hr meetings in Sept-Oct). OLDC will plan and facilitate meetings with governance committees and external groups to gather feedback on the dashboard.
- **Final dashboard:** Revise dashboard based on feedback. Ensure dashboard is fully functional on OLDC website and aligns with federal accessibility standards, including Web Content Accessibility Guidelines (WCAG) 2.1 (Level AA) or any subsequent version adopted by the State of Oregon during the term of the Work Order Contract.
- **Final downloadable datasets:** Produce aggregate datasets aligned with dashboard. Underlying Excel or CSV dashboard datasets must meet student privacy protection laws.
- **Final dashboard documentation:** Develop technical documentation that explains methodology and other helpful information for public, non-technical users of the dashboard.

Deliverable: Fully operational dashboard(s), downloadable datasets and documentation. (Mid-November)

E. Task 5 –Post-Publication Support.

- Provide documentation and skill building training to OLDC team members who will be responsible for future dashboard updates. Provide support during initial transition period following dashboard publication to resolve bugs, errors, or performance issues.

Deliverable: Provide training to OLDC team (December-January)

7. PROPOSER /CONTRACTOR REQUIREMENTS

Required Proposer/Contractor Qualifications:

1. Five or more years of experience designing and developing interactive dashboards in Microsoft Power BI, including advanced DAX measures and data modeling.
2. Experience developing aggregated datasets from record-level data while applying suppression rules or similar privacy protection techniques.
3. Experience creating technical documentation for data transformations or analytics workflows.
4. Experience designing dashboards or data products for public transparency, including public documentation and accessibility compliance.
5. Expertise in data communication and human-centered design.

Desired Proposer/Contractor Qualifications:

1. Experience with K-12 education, higher education, and/or employment/wage data.
2. Experience working in Microsoft Azure environments, including Databricks, Azure Data Lake, Azure SQL, or related components.
3. Microsoft Azure or Power BI certifications, such as Microsoft Power BI Data Analyst (PL-300).
4. Experience using git-based version control workflows.
5. Experience with regulated and personally identifiable data, such as those governed by FERPA or other state-level privacy requirements.
6. Experience working within government (federal, state, or municipality) agencies or public education systems.
7. Experience presenting draft data products in external engagement settings, such as community groups, education partners, or interagency groups.
8. Experience designing dashboards that support annual refresh cycles and long-term sustainability.

8. PROPOSAL SUBMISSION

Proposals must be submitted through the state's procurement system, OregonBuys—HECC cannot accept proposals by any other means. Proposals are due no later than 3:00 PM on July 8, 2026. OregonBuys registration is free by clicking the blue "Register" button on the top right corner of the following webpage: <https://oregonbuys.gov/bsol/>. All attachments to

proposals uploaded and submitted through OregonBuys must be Microsoft Word compatible or searchable Adobe format.

9. QUESTIONS AND REQUESTS FOR CLARIFICATION:

All questions and requests for clarification regarding this RFP must be submitted in writing by e-mail, to HECC and must be received no later than June 23, 2026 at 5:00 PM PT.

10. PROPOSAL CONTENT REQUIREMENTS

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

A. Proposal Certification Sheet

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

B. Introduction to Proposer and Proposer's Relevant Experience

Describe Proposer. Describe the firm. How long has it been in business? From which locations will the services be performed? How does Proposer support diversity, equity, and inclusion (HECC's Equity Lens is found here: <https://www.oregon.gov/highered/strategy-research/pages/equity-lens.aspx>)?

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

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

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

C. Proposer's Implementation Plan

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

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

- How Proposer plans to help achieve HECC's charge of furthering diversity, equity, and inclusion through this Project.

D. Key Person Experience and Resumes

The Proposer should include the resumes of all Key Staff to perform the Services.

E. Cost Proposal

For each activity described in the Statement of Work, the cost proposal must include identifiable costs, time estimates for completing each activity, and a summary of all proposed costs pertaining to each deliverable listed in accordance with the itemized activity.

F. Work Samples

Three (3) samples of Proposer's work product must be provided to HECC for evaluation. Samples will be evaluated according to the criteria listed in the Evaluation Criteria section below. Work samples must include a website or hard copy examples although website links to dashboards are preferred.

G. References

Proposer should include 3 references from recent similar projects with the writer's contact information to measure support for Proposer's ability to comply with the requirements of this RFP. HECC may use references to obtain additional information, break tie scores, or verify any information needed. HECC may contact any reference (submitted or not) to verify Proposer's qualifications.

H. Sample Contract

Attachment B is a Sample Contract that HECC intends to enter into with the successful proposer. With its proposal, Proposer must identify any terms and conditions within the Attachment B—Sample Contract that are unacceptable to proposer, otherwise, HECC will deem the terms and conditions as accepted by proposer.

11. EVALUATION

Proposals shall be evaluated on the following criteria:

Experience (30 possible points)

- How well has the Proposer demonstrated experience related to this project?
- How well has the Proposer demonstrated experience and/or capability to complete the project?
- How well has the Proposer demonstrated the required and desired qualifications necessary to do this work?"

Project Approach (30 possible points)

- How well does the Proposer clearly and concisely describe their intended approach to performing the work described in this solicitation?
- Does the Proposer offer any new or enhanced ideas to add value to the work described in this solicitation?
- Does Proposer's Project Approach further diversity, equity, and inclusion?

Work Samples (5 possible points)

- How well do the work samples show experience in producing the high-quality deliverables like those described in this proposal?

Cost Proposal (20 possible points)

- How clearly and concisely does the Proposer convey the cost per deliverable and any ongoing costs associated with the project?
- How clearly and concisely does the Proposer convey the basis on which prices are quoted?
- How well do the proposed costs align with the Proposer's project approach?
- What is the overall cost?

Resources (5 possible points)

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

Public Information/Past Performance (10 possible points)

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

12. SUCCESSFUL PROPOSER REQUIREMENTS

A. Insurance

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

B. Taxpayer Identification Number

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

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

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

C. Business Registry

If selected for award, Proposer shall be duly authorized by the State of Oregon to transact business in the State of Oregon before executing the Contract. The selected Proposer shall submit a current Oregon Secretary of State Business Registry number, or an explanation if not applicable.

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

13. ADDITIONAL INFORMATION

A. Governing Laws

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

B. Ownership

All Proposals submitted in response to this RFP become the Property of HECC. By submitting a Proposal in response to this RFP, Proposer grants the State a non-exclusive, perpetual, irrevocable, royalty-free, fully paid-up, worldwide license for the rights to copy, distribute, display, prepare derivative works of and transmit the Proposal solely for the purpose of evaluating the Proposal, negotiating an Agreement, if awarded to Proposer, or as otherwise needed to administer the RFP process, and to fulfill obligations under Oregon Public Records Law (ORS 192.311 through 192.478). Proposals, including supporting materials, will not be returned to Proposer unless the Proposal is submitted late.

C. Cost of Submitting Material

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

D. Statewide E-waste

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

E. Recyclable Products

Proposer shall use recyclable products to the maximum extent economically feasible in the performance of the Services or Work set forth in this document and the subsequent Contract. (ORS 279B.025)

F. Printing, Binding Work

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

ATTACHMENT A — PROPOSAL CERTIFICATION SHEET

Legal Name of Proposer: _____ OregonBuys Vendor ID#: _____

Address: _____ City, State, Zip: _____

State of Incorporation: _____ Entity Type: _____

Contact Name: _____ Telephone: _____ Email: _____

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

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

6. Proposer certifies that all contents of the Proposal (including any other forms or documentation, if required under this RFP) and this Proposal Certification Sheet are truthful and accurate and have been prepared independently from all other Proposers, and without collusion, fraud, or other dishonesty.
7. Proposer understands that any statement or representation it makes, in response to this RFP, if determined to be false or fraudulent, a misrepresentation, or inaccurate because of the omission of material information could result in a "claim" (as defined by the Oregon False Claims Act, ORS 180.750(1)), made under Contract being a "false claim" (ORS 180.750(2)) subject to the Oregon False Claims Act, ORS 180.750 to 180.785, and to any liabilities or penalties associated with the making of a false claim under that Act.
8. Proposer certifies it will comply with the Pay Equity law, ORS 652.220, if applicable.
9. Proposer is registered in the State's electronic procurement system, OregonBuys, found here: <https://oregonbuys.gov/bso/>. (Registration is free by clicking the blue "Register" button on the top right corner of the webpage.)
10. Pursuant to ORS 60.701, Proposer is authorized by the Oregon Secretary of State to transact business in this State, as evidenced by being registered and active in the Oregon Secretary of State Business Registry.

Authorized Signature

Date

(Printed Name and Title)

ATTACHMENT B — SAMPLE CONTRACT

(see attachment)