



CENTRAL OREGON  
COMMUNITY COLLEGE  
Board of Directors' Meeting – AGENDA  
November 9, 2022 – 5:45 PM  
Science Center 220 / YouTube

TIME**	ITEM	ENC.*	ACTION	PRESENTER
5:45pm				
	I. Call to Order			Abernethy
	II. Native Lands Acknowledgement	2a.1*		Abernethy
	III. Roll Call			Kovitz
	A. Board Members & Guests			
	B. Introduction			Clawson
	IV. Agenda Changes			Abernethy
	V. Public Comment			Abernethy
	VI. Consent Agenda***			Abernethy
	1. Regular Meeting Minutes (10.12.22)	6a.1*	X	Chesley <sup>A</sup>
	VII. Information Items			
	1. Financial Statements	7a.1*		Knutson <sup>A</sup>
	2. New Hire Reports	7b.1*		Boehme <sup>A</sup>
	3. Institutional Success Indicators			Moore <sup>P</sup>
	4. Enrollment Update			Moore <sup>P</sup>
	5. eLearning Trends			Roshau <sup>P</sup>
	VIII. New Business			
	1. Proposal for Expedited RFP Process	8a.1*	X	Boone
	IX. Old Business			
	1. Revision to Board Zone Rebalancing	9.a.1*	X	Kovitz
	X. Board of Directors' Operations			Abernethy
	1. Board Member Activities			
	XI. President's Report			Chesley
	1. NCHEMS Study	11.a.1*		
	XII. Dates			
	1. Wednesday, December 14 – Board of Directors' Meeting @5:45			
	XIII. Adjourn to Executive Session			Abernethy
	ORS 192.660 section 2, subsection d, Labor Negotiations			
	XIV. Adjourn to Open Session			Abernethy
	XV. Open Session			Abernethy
	XVI. Adjourn			Abernethy

\* Material to be distributed via e-mail & USPS (as necessary)

\*\* Times listed on the agenda are approximate to assist the Chair of the Board.

\*\*\* Confirmation of Consent Agenda items submitted by the President. Any item may be moved from the Consent Agenda to Old/New Business by a Board Member asking the Chair to consider the item separately.

P - indicates a Presentation will be provided.

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**Purpose:** To acknowledge someone is to say, “I see you. You are significant.” The purpose of a land acknowledgement is to recognize and pay respect to the original inhabitants of a specific region. It is an opportunity to express gratitude and appreciation to those whose territory you exist in.

### **COCC Land Acknowledgement**

(Condensed Version)

COCC would like to acknowledge that the beautiful land our campuses reside on, are the original homelands of the **Wasq’ú** (Wasco), and the **Wana Lama** (Warm Springs) people. They ceded this land to the US government in the Treaty of 1855. The **Numu** (Paiute) people were forcibly moved to the Warm Springs Indian Reservation starting in 1879. It is also important to note that the Klamath Trail ran north through this region to the great Celilo Falls trading grounds and the Klamath Tribes claim it as their own. Descendants of these original people are thriving members of our communities today. We acknowledge and thank the original stewards of this land.



CENTRAL OREGON  
COMMUNITY COLLEGE  
Board of Directors' Meeting – MINUTES  
Wednesday, October 12, 2022 – 5:45 PM  
Redmond RTEC Bldg / YouTube

TIME**	ITEM	ENC.*	ACTION	PRESENTER
5:45pm	I. Call to Order			Abernethy
	II. Native Lands Acknowledgement Bruce Abernethy read the COCC Native Lands Acknowledgement.	2a.1*		Abernethy
	III. Roll Call <u>Board Members &amp; Guests</u> Bruce Abernethy (Chair), Erica Skatvold, Oliver Tatom, Jim Clinton, Laura Craska Cooper, Laurie Chesley (COCC President), Alicia Moore, Annemarie Hamlin, Laura Boehme, Zak Boone, Jenn Kovitz, Adrian Syrell, Emma Chaput, Wendi Babst, Amy Ward, Cindy Lenhart, Mark Reinecke, and some members of the Classified Association of Central Oregon Community College.  Wendi Babst was introduced as COCC's Interim Director of Campus Safety.			Kovitz
	IV. Agenda Changes None.			Abernethy
	V. Public Comment None.			Kovitz
	VI. Consent Agenda*** 1. Regular Meeting Minutes (9.14.22) 2. Madras Campus Architect RFP Motion to approve Consent Agenda <ul style="list-style-type: none"> <li>• 1<sup>st</sup> Laura Craska Cooper</li> <li>• 2<sup>nd</sup> Oliver Tatom</li> <li>• Motion Approved Unanimously</li> </ul>			Abernethy Chesley <sup>A</sup> Boone <sup>A</sup>

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**VII. Information Items**

- |  |       |                            |
|--|-------|----------------------------|
| 1. Financial Statement   | 9a.1* | <b>Knutson<sup>A</sup></b> |
| 2. New Hire Reports  | 9c.1* | <b>Boehme<sup>A</sup></b>  |
| 3. Redmond Campus Update   |       | <b>Ward<sup>P</sup></b>    |
| Amy Ward presented an update on credit and non-credit courses being offered at the Redmond Campus, as well as community use of the facilities.               |       |                            |
| 4. Residence Hall Financials   |       | <b>Moore<sup>P</sup></b>   |
| Alicia Moore presented an update on cost savings measures instituted for our residence hall that allow the building to be self-sustaining.                   |       |                            |
| 5. Sabbatical Report   |       | <b>Chaput<sup>P</sup></b>  |
| Dr. Emma Chaput gave a presentation on her sabbatical work, which combined elements of public health, science literacy, and education for adults-in-custody. |       |                            |

**VIII. Board of Directors' Operations****Abernethy**Board Member Activities

Jim Clinton	Attended Real Estate Cmte and Board Retreat.
Oliver Tatom	Attended Board Retreat.
Bruce Abernethy	Calls/mtgs with Joe Krenowicz and the President. Attended a COCC Strategic Plan community session in Bend. Attended the Dorsch room naming and the Board Retreat.
Laura Craska Cooper	Attended Real Estate Cmte, Dorsch room naming, Board Retreat, and a COCC Strategic Plan community session in Prineville.
Erica Skatvold	Attended Real Estate Cmte, Dorsch room naming, and Board Retreat. Met members of OSU-Cascades Advisory Board

**IX. President's Report****Chesley**

The President that the day's vaccine clinic at the Barber Library was so successful that it backed up traffic on Mt. Washington Drive. She also shared that the Strategic Plan community listening sessions were now completed.

**X. Dates**

1. Wednesday, October 18 – Anthony's at the Old Mill @5:30
2. Wednesday, November 9 – Board of Directors' Meeting @5:45
3. Wednesday, December 14 – Board of Directors' Meeting @5:45

**XI. Adjourn to Executive Session****Abernethy**

ORS 192.660 section 2, subsection d, Labor Negotiations

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XII. Adjourn to Open Session

Abernethy

XIII. Open Session

Abernethy

XIV. Adjourn

Abernethy

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Central Oregon Community College  
Monthly Budget Status  
Highlights of September 2022 Financial Statements

**Cash and Investments**

The College's operating cash balances currently total \$31.9 million. The September average yield for the Local Government Investment Pool increased to 1.84 percent from last report of 1.58 percent.

**General Fund Revenues**

The College received \$626 thousand in fall tuition and fee revenues in September. The budgeted transfers-in have been posted for the year.

**General Fund Expenses**

The expenses through September 2022 include the required budgeted inter-fund transfers-out for the fiscal year.

**Budget Compliance**

All general fund appropriation categories are within budget.

Central Oregon Community College  
**Monthly Budget Status**  
 September 2022

09-Nov-22

<u>General Fund</u>	<u>Adopted Budget</u>	<u>Year to Date Activity</u>	<u>Variance Favorable (Unfavorable)</u>	<u>Percent of Budget Current Year</u>	<u>Percent of Budget Prior Year</u>
<b>Revenues</b>					
District Property Taxes:					
Current Taxes	\$ 20,718,000	\$ -	\$ (20,718,000)	0.0%	0.0%
Prior Taxes	464,000	231,011	(232,989)	49.8%	59.1%
Tuition and fees	15,570,000	5,512,618	(10,057,382)	35.4%	33.1%
State Aid	9,388,000	2,347,065	(7,040,935)	25.0%	27.4%
Program and Fee Income	41,200		(41,200)	0.0%	0.0%
Interest & Misc. Income	206,000	18,043	(187,957)	8.8%	8.8%
Transfers-In	4,860,000	2,360,000	(2,500,000)	48.6%	100.0%
<b>Total Revenues</b>	<b>\$ 51,247,200</b>	<b>\$ 10,468,737</b>	<b>\$ (40,778,463)</b>		
<b>Expenses by Function</b>					
Instruction	\$ 23,184,227	\$ 2,750,779	\$ 20,433,448	11.9%	12.2%
Academic Support	4,725,247	1,040,476	3,684,771	22.0%	21.6%
Student Services	6,091,460	1,075,626	5,015,834	17.7%	20.0%
College Support	5,754,800	1,246,378	4,508,422	21.7%	23.0%
Plant Operations and Maintenance	4,849,080	879,830	3,969,250	18.1%	18.6%
Information Technology	5,255,781	1,304,109	3,951,672	24.8%	22.9%
Financial Aid	112,897	11,924	100,973	10.6%	9.2%
Contingency	800,000		800,000	0.0%	0.0%
Transfers-Out	2,331,800	2,291,800	40,000	98.3%	100.0%
<b>Total Expenses</b>	<b>\$ 53,105,292</b>	<b>\$ 10,600,922</b>	<b>\$ 42,504,370</b>		
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (1,858,092)</b>	<b>\$ (132,185)</b>	<b>\$ 1,725,907</b>		

Central Oregon Community College  
**Monthly Budget Status**  
 September 2022

9-Nov-22

	Adopted Budget	Year to Date Activity	Variance Favorable (Unfavorable)	Percent of Budget Current Year	Percent of Budget Prior Year
<b><u>Non General Funds</u></b>					
<b>Debt Service Fund</b>					
Revenues	\$ 5,351,906	\$ 1,513,746	\$ (3,838,160)	28.3%	27.4%
Expenses	5,543,685	470,483	5,073,202	8.5%	7.3%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (191,779)</b>	<b>\$ 1,043,263</b>	<b>\$ 1,235,042</b>		
<b>Grants and Contracts Fund</b>					
Revenues	\$ 7,295,000	\$ 515,210	\$ (6,779,790)	7.1%	23.4%
Expenses	7,739,100	989,560	6,749,540	12.8%	25.7%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (444,100)</b>	<b>\$ (474,350)</b>	<b>\$ (30,250)</b>		
<b>Capital Projects Fund</b>					
Revenues	\$ 3,748,505	\$ 930,637	\$ (2,817,868)	24.8%	4.0%
Expenses	8,090,948	250,488	7,840,460	3.1%	7.4%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (4,342,443)</b>	<b>\$ 680,149</b>	<b>\$ 5,022,592</b>		
<b>Enterprise Fund</b>					
Revenues	\$ 4,810,756	\$ 1,638,298	\$ (3,172,458)	34.1%	32.9%
Expenses	5,340,671	2,217,002	3,123,669	41.5%	32.5%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (529,915)</b>	<b>\$ (578,704)</b>	<b>\$ (48,789)</b>		
<b>Auxiliary Fund</b>					
Revenues	\$ 7,406,628	\$ 3,974,094	\$ (3,432,534)	53.7%	45.8%
Expenses	11,460,318	3,301,229	8,159,089	28.8%	21.6%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (4,053,690)</b>	<b>\$ 672,865</b>	<b>\$ 4,726,555</b>		
<b>Reserve Fund</b>					
Revenues	\$ 11,674	\$ -	\$ (11,674)	0.0%	0.0%
Expenses	455,000	430,794	24,206	94.7%	93.5%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (443,326)</b>	<b>\$ (430,794)</b>	<b>\$ 12,532</b>		
<b>Financial Aid Fund</b>					
Revenues	\$ 15,059,071	\$ 1,990,582	\$ (13,068,489)	13.2%	12.0%
Expenses	15,323,065	3,783,135	11,539,930	24.7%	6.5%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (263,994)</b>	<b>\$ (1,792,553)</b>	<b>\$ (1,528,559)</b>		
<b>Internal Service Fund</b>					
Revenues	\$ 127,500	\$ 12,560	\$ (114,940)	9.9%	2.8%
Expenses	119,893	25,412	94,481	21.2%	15.2%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ 7,607</b>	<b>\$ (12,852)</b>	<b>\$ (20,459)</b>		
<b>Trust and Agency Fund</b>					
Revenues	\$ 9,332	\$ 1,464	\$ (7,868)	15.7%	5.8%
Expenses	18,500	1,200	17,300	6.5%	0.0%
<b>Revenues Over/(Under) Expenses</b>	<b>\$ (9,168)</b>	<b>\$ 264</b>	<b>\$ 9,432</b>		



09-Nov-22

## Central Oregon Community College

**Cash and Investments Report**

As of September 30, 2022

College Portfolio	Operating Funds	Trust/Other Funds
<b>Cash in State Investment Pool</b>		
4089 - General operating fund	\$ 29,029,819	
3624 - Robert Clark Trust		\$ 375,225
September Average Yield 1.84%		
<b>Cash in USNB</b>	\$ 2,873,520	
<b>Cash on Hand</b>	\$ 4,600	
Total Cash	\$ 31,907,939	\$ 375,225



**Central Oregon Community College**  
**Board of Directors**  
 New Hires Report  
 Date of Hire: October 1-31, 2022

<b>Name</b>	<b>Hire Date</b>	<b>Job Description</b>	<b>Department</b>
<b>Classified Full-Time</b>			
Bartow , Janelle	10/31/2022	Administrative Assistant	Career Services and Job Placement
Foltz, Kathryn Lee	10/24/2022	Enrollment/Welcome Associate	Admissions
<b>Classified Part-Time</b>			
Pritchard, Brooke Renae	10/3/2022	Student Services Specialist	Regional Svcs. & Madras Campus Oper
Tafoya, Kyle A.	10/21/2022	Academic Lab Specialist	Biological Science
<b>Temporary Hourly</b>			
Axt, Jason	10/17/2022	CFI Training	Aviation Program
Axt, Jason	10/17/2022	Certified Flight Instructor I	Aviation Program
Benedetto, Marco	10/3/2022	Basketball Student Referee	Club Sports
Bue, Joe	10/10/2022	Ceramics Lab Assistant	Art
Davidson, Emma	10/17/2022	Art Model-Unclothed	Art
Hampton, Scott W	10/17/2022	CFI Training	Aviation Program
Henderson, Zachary Pierce	10/13/2022	Aviation Tutor II	Tutoring and Testing
Herman, Julianne Krystal	10/17/2022	EMT Lab Assistant	Emergency Medical Services
Holm, Claire	10/17/2022	Test Proctor II	Tutoring and Testing
Kerr, Teagan Althea	10/3/2022	Office Assistant I	Regional Svcs. & Madras Campus Oper
Krueger, Christopher Reinhardt	10/10/2022	Basketball Experienced	Club Sports
Kuhn, Noah	10/10/2022	CFI Training	Aviation Program
Kuhn, Noah	10/10/2022	Certified Flight Instructor I	Aviation Program
Llinares, Mark	10/3/2022	Fitness Attendant	Health & Human Performance Office
Luster, Charles Alexander	10/19/2022	EMT Lab Assistant	Emergency Medical Services
Malton, Leigh	10/24/2022	Grounds Labor	Maintenance of Grounds
Mccormick, Joshua Pow ers	10/24/2022	Campus Student Commons	Regional Svcs. & R.C. Operations
Miller, Lori Schw arzkopf	10/5/2022	Culinary Classroom Asst. 3	Regional Svcs. & R.C. Operations
Reiff, Scott	10/24/2022	Campus Student Commons	Regional Svcs. & R.C. Operations
Sanchez, Maria Dalila	10/17/2022	Dental Clinic Teaching	Dental Assisting

**Central Oregon Community College**  
New Hires Report, October

<b>Name</b>	<b>Hire Date</b>	<b>Job Description</b>	<b>Department</b>
Stallcop, Catherine	10/3/2022	Basketball Scoreboard	Club Sports
Wilson, Campbell Brian	10/14/2022	EMT Lab Assistant	Emergency Medical Services



## Central Oregon Community College Board of Directors: Information Item

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<b>Subject</b>	Hiring of <b>Carlene Perry</b> as <b>Credit for Prior Learning (CPL) Coordinator</b>
<b>Student Success</b>	SS-1: Enhance development of course and program offerings and delivery methods to help students efficiently complete their academic goal. SS-2: Enhance and promote the resources and tools available to help students efficiently complete their academic goal.
<b>Prepared By</b>	<b>Laura Boehme, Chief Information/Human Resources Officer</b>

### A. Background

The **Credit for Prior Learning (CPL) Coordinator** position is a new, grant-funded position.

### B. Timing

The **Credit for Prior Learning (CPL) Coordinator** position is a 1.0 FTE, 12-month employment contract each fiscal year. For the 2022-23 fiscal year, the initial employment contract period will be from October 19, 2022 to June 30, 2023. As with all other full-time Administrator employees, and if grant funds extend past June 30, 2023, a new contract will be prepared for the next academic year that begins on July 1.

### C. Budget Impact

This position is in the 2022-23 budget and conforms to the current approved Administrator salary schedule.

Carlene Perry earned a bachelor's degree in Behavioral Sciences and Leadership from the United States Air Force Academy, and a master's degree in Industrial and Systems Engineering from Pennsylvania State University. Carlene held many positions while in the United States Air Force including Assistant Professor, Academic Advisor, and Research Assistant. While there, they managed student portfolio development, accreditation standards, and experiential learning.

Exhibit: 8a.1  
Date:  
Approval \_\_\_\_ Yes \_\_\_\_ No  
Motion:

Central Oregon Community College  
Board of Directors

**RESOLUTION**

Prepared by: Zak Boone, Sharla Andresen, Jeremy Green

A. Action Under Consideration

Adopt the approval for an exemption from competitive bidding for the Madras Campus Expansion Project at the COCC Madras Campus in Madras Oregon.

B. Background Information

The findings herein (Exhibit A) support a resolution authorizing the Central Oregon Community College (College) Board of Directors (Board), acting as the Local Contract Review Board, to exempt the Madras Campus Expansion Project from the competitive bid process and instead use an alternative contracting method consisting of a Request for Proposals (“RFP”) for the selection of a Construction Manager/General Contractor (CM/GC). The notice was publicly advertised in the Bend Bulletin on November 3, 2022 as well as on the College’s procurement webpage (Exhibit B).

The selection process will include an evaluation of potential CM/GCs through the issuance of an RFP. The proposals received in response to the RFP will be evaluated based upon the criteria stated in the RFP. The criteria to be evaluated may include, but not be limited to: proposer’s pricing proposal and cost data; labor rates; equipment rates and charges; overhead; profit, fee and mark-up; proposer’s experience with construction of health career and early childhood education facilities; proposer’s experience in sustainable construction; previous experience of the firm, as well as key personnel (e.g., superintendent and project engineer), for projects of similar complexity; references; construction experience on a constrained site; success with value engineering; the performance history of the contractor and key personnel demonstrating an ability to deliver projects on time and within budget; demonstrated ability of the contractor and key personnel to work in a harmonious and non-adversarial manner with the architect of record and engineers, College and stakeholders, including neighboring properties, utilities, local governments and regulators; ability to maintain a drug-free workplace; compliance with environmental regulations; and ability to maintain a safe, healthful and accident-free workplace.

C. Options/Analysis

Authorize President Chesley or her designee to move forward with the resolution to exempt the Madras Campus Expansion Project from the competitive bid process and instead use an alternative contracting method consisting of a Request for Proposals for the selection of a Construction Manager/General Contractor.

Do not authorize President Chesley to move forward with the resolution to exempt the Madras Campus Expansion Project from the competitive bid process and instead use the traditional COCC procurement bid process.

D. Timing

Approval at this time will enable opening the RFP process in order to adhere to our goal of a fall 2024 opening.

E. Recommendation

Be it resolved that the COCC Board of Directors, acting as the Contract Review Board, adopts approving an exemption from competitive bidding for the Madras Campus Expansion Project at the COCC Madras Campus in Madras Oregon.

F. Budget Impact

Funding will come from a mix of existing institutional resources, grant funds and private donations.

## EXHIBIT A

### FINDINGS OF FACT FOR EXEMPTION FROM COMPETITIVE BIDDING AND THE USE OF THE CONSTRUCTION MANAGER/GENERAL CONTRACTOR (CM/GC) METHOD OF CONTRACTING FOR THE CENTRAL OREGON COMMUNITY COLLEGE, MADRAS CAMPUS EXPANSION PROJECT

#### 1. General

ORS 279C.335 (2) permits a local contract review board to exempt contracts from traditional competitive bidding upon approval of findings of fact showing that an alternative contracting process is unlikely to encourage favoritism or diminish competition and that the process will result in substantial cost savings to the public College. Central Oregon Community College ("College"), through its Board of Directors (Board), acts as the Local Contract Review Board ("LCRB") for the College.

ORS 279C.400 - ORS 279C.410 describe the Request for Proposals method of solicitation as an alternative to traditional competitive bidding. Pursuant to ORS 279C.410 (8), a public College using the Request for Proposals method may award a contract to the responsible proposer "whose proposal is determined in writing to be the most advantageous to the contracting College based on the evaluation factors set forth in the request for proposals and, when applicable, the outcome of any negotiations authorized by the request for proposals."

ORS 279C.330 defines "Findings" and identifies specific information to be provided as a part of the College's justification. Under ORS 279C.335(5) a public hearing must be held before the findings are adopted, allowing an opportunity for interested parties to comment on the draft findings.

**PURPOSE OF THESE FINDINGS: Central Oregon Community College will hold a public hearing as required by ORS 279C. 335 and makes the following findings with respect to the issue of whether the Madras Campus Expansion Project ("Project"), as defined herein, should be exempt from competitive bidding. The College seeks to utilize the CM/GC method of alternative methods of contracting. The Findings of Facts apply to the CM/GC method of public improvement projects described below, in accordance with ORS 279C.335 (2).**

#### 2. Background

The findings herein support a resolution authorizing the Central Oregon Community College Board of Directors, acting as the LCRB, to exempt the new construction of a Central Oregon Community College Madras Expansion Facility from the competitive bid process and instead use an alternative contracting method consisting of a Request for Proposals ("RFP") for the selection of a Construction Manager/General Contractor (CM/GC).

The selection process will include an evaluation of potential CM/GCs through the issuance of an RFP. The proposals received in response to the RFP will be evaluated based upon the criteria stated in the RFP. The criteria to be evaluated may include, but not be limited to: proposer's pricing proposal and

cost data; labor rates; equipment rates and charges; overhead; profit, fee and mark-up; proposer's experience with construction of childcare, health care and early childhood education facilities; proposer's experience in sustainable construction; previous experience of the firm, as well as key personnel (e.g., superintendent and project engineer), for projects of similar complexity; references; construction experience on a constrained site; success with value engineering; the performance history of the contractor and key personnel demonstrating an ability to deliver projects on time and within budget; demonstrated ability of the contractor and key personnel to work in a harmonious and non-adversarial manner with the architect of record and engineers, College and stakeholders, including neighboring properties, utilities, local governments and regulators; ability to maintain a drug-free workplace; compliance with environmental regulations; and ability to maintain a safe, healthful and accident-free workplace.

## FINDINGS OF FACT

### SUMMARY FINDINGS

Use of the CM/GC process for the Central Oregon Community College Madras Campus Expansion Project complies with the criteria outlined in ORS 279C.335 (2):

1. It is unlikely the exemption will encourage favoritism or substantially diminish competition. The selection process will be fair and open to all interested proposers as established within the findings below.
2. The exemption will result in substantial cost savings to the College. Also, value will be added to the Project that could not otherwise be obtained.

**SPECIFIC FINDINGS** which substantiate the summary findings are as follows:

1. **The CM/GC will be selected through a competitive process in accordance with the qualifications-based selection process authorized by the College. Therefore, it is unlikely that the awarding of the construction contract for the Project will encourage favoritism or substantially diminish competition. This finding is supported by the following:**
  - A. **SOLICITATION PROCESS:** Pursuant to ORS 279C.360, the CM/GC solicitation will be advertised at least once in the Bend Bulletin, and the College's procurement page.
  - B. **FULL DISCLOSURE:** To ensure full disclosure of all information, the Request for Proposals solicitation package will include:
    - a. Detailed Description of the Project
    - b. Contractual Terms and Conditions
    - c. Selection Process
    - d. Evaluation Criteria



- e. Role of Evaluation Committee
- f. Provisions for Comments
- g. Complaint Process and Remedies Available

**C. COMPETITION:** As outlined below, the College will follow processes which maintain competition in the procurement of a CM/GC.

- a. The College anticipates that competition for this contract will be similar to that experienced in other projects of this type. The competition will remain open to all qualifying proposers.
- b. The evaluation and solicitation process employed will be open and impartial. Selection will be made on the basis of final proposal scores derived from price and other components, which expand the ground of competition beyond price alone to include experience, quality, innovation factors, etc.
- c. The competitive process used to award subcontracts for all competitively bid construction work will be specified in the CM/GC contract and will be monitored by the College. The College will also designate in the contract that self-performed work by the CM/GC must be competitively bid under the same process.

**D. SELECTION PROCESS:** Other highlights of the selection process will include:

- a. A pre-proposal vendor conference will be announced and held. This conference will be open to all interested parties. During this pre-proposal conference, as well as any time prior to at least ten (10) days before the close of the solicitation, interested parties will be able to ask questions, request clarifications and suggest changes in the solicitation documents if such parties believe that the terms and conditions of the solicitation are unclear, inconsistent with industry standards, or unfair and unnecessarily restrictive of competition.
- b. The evaluation process will determine whether a proposal meets the screening requirements of the RFP, and to what extent. The following process will be used:
  - Proposals will be evaluated for completeness and compliance with the screening requirements of the RFP. Those proposals that are materially incomplete or non-responsive will be rejected.
  - Proposals considered complete and responsive will be evaluated to determine if they meet and comply with the qualifying criteria of the RFP. If a proposal is unclear, the proposer may be asked to provide written clarification. Those proposals that do not meet all requirements will be rejected.
  - Proposals will independently be scored by the voting members of the Evaluation Committee. Scores will then be combined and assigned to the proposals.
  - The Evaluation Committee will convene to select from the highest-scoring proposers, a finalist(s) for formal interviews.

- The Evaluation Committee will conduct the interviews.
  - The Evaluation Committee will use the interview to confirm the scoring of the proposal and to clarify any questions. Based upon the revised scoring, the Evaluation Committee will rank the proposers, and provide an award recommendation.
  - The College's Project Manager and Chief Advancement Officer will negotiate a contract with the top-ranked firm. If an agreement cannot be reached, the College will have the option to enter into an agreement with the second-ranked firm, and so forth.
- c. Competing proposers will be notified in writing of the selection of the apparent successful proposal and will be given seven (7) calendar days after receipt of the notice to review the RFP file and evaluation report at the contract's office on the COCC Bend Campus, Newberry Hall 106. Any questions, concerns, or protests about the selection process will be subject to the requirements of the OAR 125-249-0450, must be in writing, and must be delivered to the College Contracts and Procurement Director within seven (7) calendar days after receipt of the selection notice. No protest of the award selection shall be considered after this time period.
- d. The contract achieved through this process will require the CM/GC to use an open competitive selection process to bid all components of the job. The CM/GC's general conditions and fee will be evaluated as one of the scoring criteria. General Conditions, which includes supervision, bonding, insurance, and mobilization, must be within the industry standard range. The CM/GC's fee must also be within the industry standard range.

**2. FINDING: The awarding of the construction contract for the Project using the CM/GC method will likely result in substantial cost savings to the College. This finding is supported by the following information required by ORS 279C.335 (2) (b) and ORS 279C.330.**

**A. OPERATIONAL, BUDGET, FINANCIAL DATA**

- a. **BUDGET:** The College has a fixed budget available for the Project that cannot be exceeded. Early reliable pricing provided by the CM/GC or other alternatively contracted contractor during the design phase will reduce the potential for time delays due to later discovery of higher-than-anticipated costs and consequent changes of direction.
- b. **LONG TERM COSTS:** The Project will require expertise regarding the constructability and long-term cost/benefit analysis of innovative design. That knowledge is best obtained directly from the construction industry. Many decisions will be required during the design process that will encompass immediate feedback on constructability and pricing. Under the traditional design- bid-build process, there is a high risk of increased change orders and schedule impacts for a project of this size and

complexity. Since there are significant costs associated with delay, time is of the essence. The CM/GC process will assist in providing a scope of work and constructible design that best meet the requirements of the Project with significantly lower risk to the project costs. Involving the CM/GC during design will allow project risks to be addressed early and teamwork between the College, the design consultant, and the CM/GC to minimize those risks.

- c. FEWER CHANGE ORDERS: When the CM/GC participates in the design process, fewer change orders occur during project construction. This is due to the CM/GC's better understanding of the owner's needs and the architect's design intent. As a result, the project is more likely to be completed on time and within budget. In addition, fewer change orders reduce the administrative costs of project management for both the College and the contractor.
- d. Guaranteed Maximum Price (GMP) CHANGE ORDERS COST LESS: The fewer CM/GC change orders discussed above will be processed at a lower cost under the GMP. The design- bid-build method typically results in the contractor charging a range of markup percentages on construction change orders. The GMP method applies lower predetermined markup percentages.
- e. SAVINGS: Under the GMP method the College will enjoy the full savings, if actual costs are below the GMP. When the CM/GC completes the project, any savings between the GMP and the actual cost accrue to the College.
- f. CONTRACTOR'S FEE IS LESS: Contracts with CM/GC's are designed to create a better working relationship with the contractor. As a consequence, the overhead and profit fee is generally in the 3-5% range, and the contractors indicate this is slightly lower than the fee anticipated on similar design-bid-build contracts.
- g. FUNDING SOURCE: The Project will be funded by a Community College, federal, state, and other public resources, grant funds and private donations.

## **B. PUBLIC BENEFITS**

- a. TIME SAVINGS: Use of CM/GC or other alternative contracting methods will allow construction work to commence relatively rapidly on some portions of the work while design continues on the remaining portions. This will shorten the overall duration of the construction and provide for completion of the project by the due date. It becomes critical to maintain both the schedule and budget of this project.
- b. COST SAVINGS: The Project will benefit from the active involvement of a CM/GC contractor or other alternative contracting method during the design process in the following ways:
  - The contractor's input regarding the constructability and cost-effectiveness of various alternatives will guide the design toward the most economic choices.
  - Consideration of the specific equipment available to the contractor will allow

the designer to implement solutions that utilize the capacity of that equipment.

- The contractor will be able to provide current and reliable information regarding the cost of materials that are experiencing price volatility and the availability of scarce materials.
  - The contractor will also be able to order materials while design is being completed in order to avoid inflationary price increases and provide the lead-time that may be required for scarce materials.
- c. **GMP ESTABLISHES A MAXIMUM PRICE PRIOR TO COMPLETION OF DOCUMENTS:** The CM/GC will be able to obtain a complete understanding of the College's needs, the architect's design intent, the structural peculiarities of the existing building, the scope of the project, and the operational needs of the College, staff, and administration of the Health Careers and Early Childhood Education programs by participating in each of the construction document design phases. With the CM/GC participating in each phases they will be able to offer suggestions for improvement and make suggestions that will reduce costs. With the benefit of this knowledge, the CM/GC will also be able to guarantee a maximum price to be paid by the College for constructing the Project.

### C. VALUE ENGINEERING

- a. **WITH THE DESIGN-BID-BUILD PROCESS:** If the College were to utilize the design-bid-build method, the contractor would not participate in this evaluation. In conducting value engineering under the design-bid-build approach, a value engineering consultant is hired to participate in the design and cost evaluation process. This process adds extra costs and administrative complications, without providing the same benefits of early contractor participation.
- b. **WITH CM/GC:** The CM/GC process offers a unique opportunity for value engineering that is not possible through the design-bid-build process. An essential part of each construction project is the value engineering evaluation. Value engineering is the means used to determine the best project design that meets the needs and priorities of the owner, within the owner's budget. Value engineering is done most effectively by a team consisting of the owner, architect, consultants, and the contractor. When the contractor participates, the team can render the most comprehensive evaluation of all factors that affect the cost, quality, and schedule of the project.

The CM/GC method has the benefit of:

- the ability to set the schedule;
- the ability to sequence work; and
- commitment from the contractor to implement the design within the schedule and budget.

Through integrated participation, a project scope and design evolve that has greater value for the owner, and is not likely to be the same project created by the design-bid-build method.

- D. SPECIALIZED EXPERTISE:** Early selection of the CM/GC creates more informed, better quality decision making by the project construction and design team. A more efficient construction and design team saves the College money.

The construction project is complex because it houses multiple college programs, technical in design in a relatively small expansion space coupled with an onsite childcare facility. Use of a CM/GC in conjunction with the team approach will result in a better coordinated project, speedy completion, and minimize disruption to operations. The CM/GC clarifies several critical variables valuable to the project design. The CM/GC: guarantees the (GMP) to complete the project; determines the construction schedule; establishes the sequence of work; is contractually bound to implement the final project design within the GMP; and participates as an essential member of the project design and construction team.

Several benefits of participation by the CM/GC on this project will be realized: developing the design documents to reflect the best work plan that accommodates the College, the design team, and contractor; the best grouping of the bid packages that will help insure better trade coverage; the most efficient construction staging area on the Madras campus; the most cost effective route through the campus and buildings for the various utilities; and to help in adjusting the work plan when the needs change along the way. This component cannot be addressed by the usual design/bid/build method of construction because the usual method is skewed towards the lowest bidder.

- E. PUBLIC SAFETY:** All work must be coordinated to avoid safety risks to the public and to ensure efficiency in construction. The coordination between the College, designer and the CM/GC will assure coordination of work and consideration for the safety of vehicular and pedestrian paths crossed by the Project while also considering existing building use of onsite patrons. In addition, CM/GC contracting of the Project will ensure that public safety is being effectively managed in a "fast track" mode to minimize delays.
- F. MARKET CONDITIONS:** As well as the multitude of construction market factors that exist today in Oregon (e.g., competition of other projects, environmental issues that limit construction materials, variable bid market, etc.), the difficulty in establishing the best work sequence complicates our ability therefore, to accurately estimate the cost of this project. Alternative contracting methods will be more likely to result in a more experienced and better suited contractor for the particular project than the usual competitive procurement. The complexities which need to be addressed to accomplish the tasks are not well served by the usual competitive procurement. The lowest bidder may not be the best suited for the particular project.
- G. TECHNICAL COMPLEXITY:** Technical expertise will be required for environmental management, quality management, scheduling, estimating, meeting sustainable facilities standards and guidelines, and ensuring energy efficiency. The Project will draw upon existing skills and capabilities available in the construction community, as the Project presents overall

challenges similar to those faced on many public works projects. Specialized skills will be required of the CM/GC to negotiate and price multiple options and schedule complex tasks. A high level of coordination among the College and all the design and construction entities is required and facilitated by the CM/GC approach.

**H. FUNDING SOURCES:** The College intends to fund the Project through existing college resources, federal, state, and other public resources, grant funds and private donations. The College is obligated to provide the best value not only to the District but to the State. Consequently, fund expenditures to achieve the lowest total life cycle cost for the best value is believed to be best achieved by using the CM/GC delivery method for the reasons that have been described in prior sections.

## **CONCLUSION**

The benefits and characteristics required for the use of a Construction Manager/General Contractor (CM/GC) contract have been reasonably demonstrated in the discussion above. The CM/GC with Guaranteed Maximum Price (GMP) is the option that best allows for consideration of the critical factors during design and construction. With a general contractor as part of the owner and designer team, the likelihood of successful construction implementation is enhanced. Having the contractor involved early will allow for a quick start of construction once permits are issued. Fast tracking the design and construction allows for early occupancy, thereby meeting the public's expectations.

## **Exhibit B**

### **NOTICE OF PUBLIC HEARING EXEMPTION FROM COMPETITIVE BIDDING FOR A PUBLIC IMPROVEMENT PROJECT**

Pursuant to Oregon Revised Statute 279C.335(5), this Public Notice is for the purpose of taking comments on Central Oregon Community College's draft findings for the approval of an exemption from competitive bidding for a public improvement project (i.e., alternative contracting method), utilizing a Request for Proposal (RFP), for the selection of a Construction Manager/General Contractor (CM/GC). The College's findings supporting the use of an exemption from competitive bidding for a public improvement project are on file and available for review, weekdays between 8 a.m. – 5 p.m. until November 9, 2022, at 5 p.m., in the College's Contract and Procurement Office, located on the College's Bend Campus, Newberry Hall, Room 106, 2600 N.W. College Way, Bend, Oregon, 97703.

A recommendation for approval of the College's findings for an exemption from competitive bidding for a public improvement project, utilizing a Request for Proposal process for the selection of a CM/GC, shall be submitted to Central Oregon Community College's Board of Directors, acting as the College's Local Contract Review Board, at its next regularly scheduled meeting on Wednesday, November 9, 2022 @ 5:45 PM, Pacific Time located at the COCC's Science Center, Room SCI 220 in Bend. If approved by the College's Local Contract Review Board, the exemption from competitive bidding for a public improvement project will permit the College to utilize an alternative contracting method for the procurement of a Construction Manager/General Contractor for the College's expansion project, to be located on the COCC Madras Campus in Madras Oregon.

Parties interested in attending or speaking at the Board meeting scheduled for November 9, 2022 are welcome to do so as a guest during the Local Contract Review Board's review.

Sharla Andresen  
Contracts and Risk Management Director  
Central Oregon Community College

Published: November 5, 2022

Publications: Bend Bulletin

<https://www.cocc.edu/departments/cfo/procurement/public-notice-of-cooperative-contracts.aspx>  
(College's Procurement Website)



**Central Oregon Community College  
 Board of Directors: Resolution**

<b>Subject</b>	<b>Board District Rebalancing</b>
<b>Prepared By</b>	Laurie Chesley, Ethan Sharygin

**A. Background**

ORS 341.175 provides that Oregon community colleges “shall adjust the boundaries of zones established within a district as necessary to make them as nearly equal in population as is feasible according to the latest federal census.” COCC requested from PRC a proposal for new boundaries that meet these requirements.

**B. Options/Analysis**

Approve the proposed resolution below.  
 Decline approval of the proposed resolution below and consider a different proposal.

**C. Timing**

NA

**D. Budget Impact**

None.

**E. Proposed Resolution**

Move to accept the revised board member zones as reflected in the attached maps (VO4b).

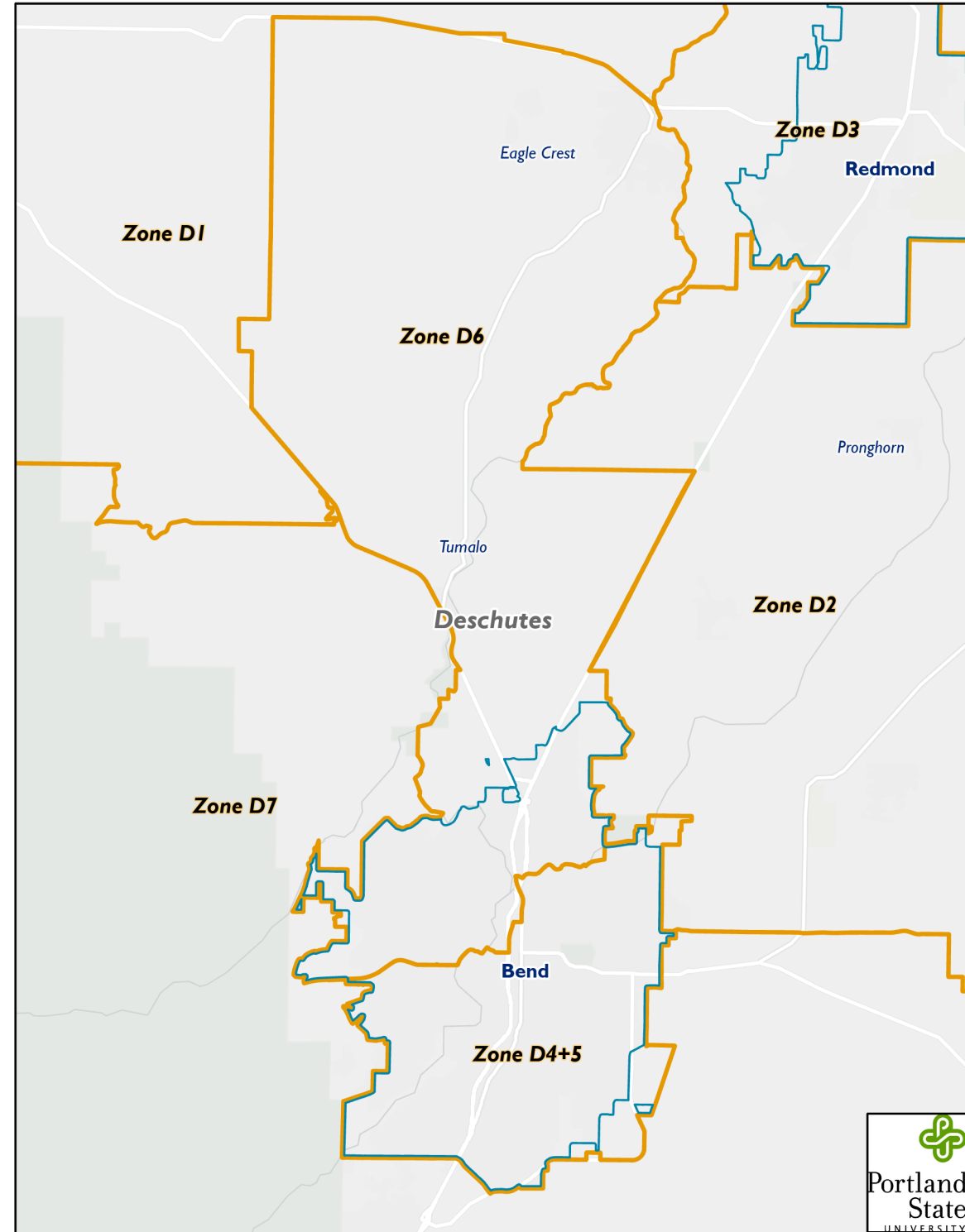
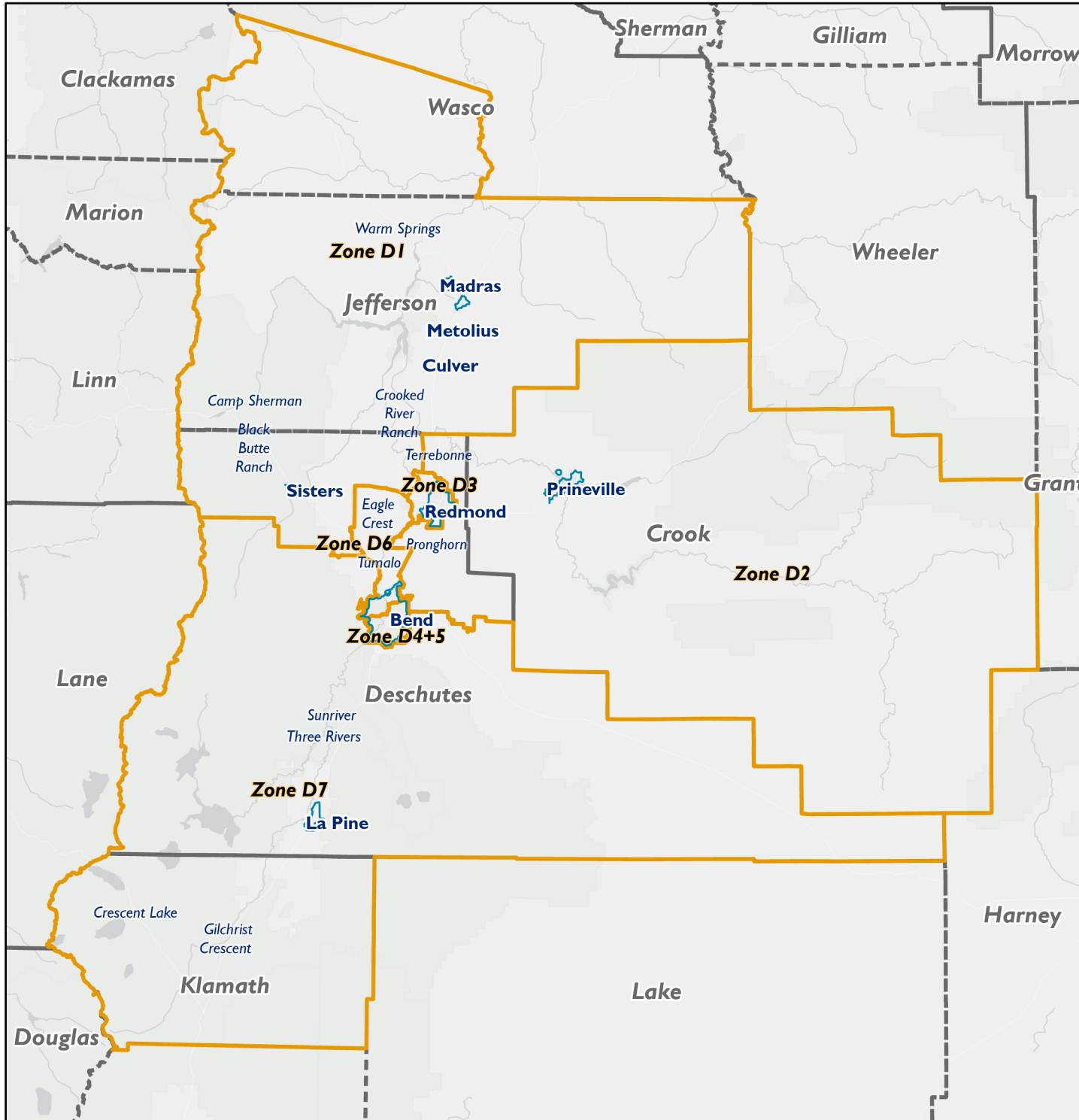
Note: Below are the new zone population statistics:

Zone #	Description	Population Deviation (%)		
1	Wasco and Jefferson	36,342	443	1.2%
2	Crook and Central/East Deschutes	36,047	148	0.4%
3	Redmond	35,613	-286	-0.8%
4,5	Bend	71,914	116	0.2%
6	Sisters and Northwest Deschutes	35,485	-414	-1.1%
7	South Deschutes, Klamath, Lake	35,892	-7	0.0%
	Total Population	251,293		
	Target Population Per Zone	35,899		
	Target Population for Zone 4+5	71,798		



Central Oregon Community College Board Member Zones: Revised Proposal ("V04b").

COCC Board Zones City Limits



# Oregon Higher Education Landscape Study

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National Center for Higher Education Management Systems

September 23, 2022

Prepared for the Oregon Council of Presidents and the Oregon Community College Association

## Executive Summary

Oregon is faced with many problems that require public investment if those problems are to be successfully addressed and how thriving the state will be in the future. Among the most pressing issues are transportation, the provision of social services, stewardship of the environment and the reduction of contributions to global warming, provision of a health care safety net for a rapidly aging population, public safety, and enhanced economic opportunity for its communities among them. There will inevitably be increased demands on the public purse—this in a state where the per capita income is below the national average, where income taxes are the primary source of state revenues, and where there is little appetite for increasing tax rates to pay for needed services. The way out of this dilemma is to increase the income tax base of the state—to increase the numbers of workers in the state who have high-paying jobs. The state’s past focus on workforce development is commendable and its current emphasis on closing equity gaps is both moral and essential in a rapidly diversifying population. As important as these efforts are, they mostly focus on restocking and diversifying the workforce for the current shape of Oregon’s economy—the workforce needed to fill the existing mix jobs that have so far left Oregon below the national average in per capita income. Oregon badly needs to invest, not just in workforce development, but also in *workplace* development; it needs to invest in activities that will create the jobs of the future. The state’s colleges and universities are the engines that will fuel such developments. Other states that have drawn this conclusion have mounted a sustained effort to leverage the public colleges and universities; many of these are threatening to leave Oregon increasingly behind.

This report presents data that demonstrate that:

- Oregon’s public institutions are caught in a financial bind. They must either grow enrollments or increase tuition revenue, or both, to meet rising educational costs that, because of rapidly rising personnel costs (especially benefits), are not entirely within their control. In comparison to other states, Oregon underinvests in higher education; this is particularly the case in its funding of four-year institutions. Worse, demographic decline among traditional college-age students will cause this bind to become more constricting, and the combination of these factors will intensify the competition among the institutions in a manner that hinders the state’s ability to achieve its goals for postsecondary education related to attainment, equity, and affordability.
- With respect to demographic changes, the state will experience a rapidly aging population; the number of young people graduating from high school is projected to remain essentially stable over the next 15 years. Conditions in states from which Oregon universities recruit out-of-state students are even more discouraging. The numbers of high school graduates in these states are projected to decrease substantially. The only avenue through which Oregon colleges and universities can (slightly) grow enrollments is to improve the proportion of high school students who graduate from high school and to increase the college participation rates of both high school graduates and adults, both areas where Oregon lags the country and where there is room for improvement. But the bottom line is that tuition revenues alone will not pay for the investments needed to create a better Oregon.

- The high reliance on tuition to fund the state’s higher education enterprise makes maintaining affordability for students a key state priority—it is in the state’s best interest to ensure that students of all types can afford to go to college and stay in college long enough to complete a program of study. The evidence presented in this report indicates that the existing state student aid programs are generally well designed to meet the needs of recent high school graduates. However, they do not meet the needs of adults returning to college, often on a part-time basis. This is a population that must be better served in order to achieve a better Oregon.
- A better Oregon must also be a more equitable Oregon. Social justice demands that the playing field be leveled and that students from marginalized populations be given the assistance they need to reap the benefits accorded to their more advantaged peers. Beyond the moral imperative, the economic future of the state depends on this population of students becoming better educated. With the large cohort of older Oregonians aging out of the workforce, employers will need an infusion of new, skilled workers. Those workers will have to come from a population that is increasingly diverse. The success of underrepresented students will be key to the success of Oregon employers.
- Oregon also depends on individuals who come to Oregon from other states. Major contributors to this inflow of talent are Oregon’s public institutions, which educate students from other states who, after graduation, stay in the state to work. There is scant recognition of the importance of these individuals to the workforce development needs of the state, nor of the roles that colleges and universities play in “recruiting” these workers to the state. A comprehensive workforce development strategy should redress this failure.
- Oregon is lingering in a natural resource and industrial age-based economic model. With few exceptions, it has not evolved to being a technology-based economy. While the political rhetoric reflects a desire to move in that direction, the concrete actions needed to put the state on a trajectory that would yield these results are, for the most part, not being taken. There is no statewide economic development plan that would point the way to the necessary capacity-building. The strategic plan created by the state’s Higher Education Coordinating Commission (HECC) establishes some priorities from the perspective of a higher education agency, but it is not a substitute for a plan that provides guidance regarding the future of the state.
- Colleges and universities are the state’s greatest assets upon which to build the new and better Oregon. But it will take more investment—and more targeted investment than the state has heretofore been willing to make. Community colleges are a key provider of the workforce for established employers and are well known for their ability to rapidly respond to evolving workforce needs. In particular, it will require making college affordable for the many older, part-time students who make up a large portion of community college enrollments. Meanwhile, the state’s universities, particularly the research universities, must be central players in creating the state’s new economy, and they require adequate support and appropriate, well-coordinated priming and inducements to do so. The evidence provided in this report indicates that the research infrastructure in fields key to economic development is insufficient.

- Colleges and universities will have to put skin in the game, principally by engaging in collaborative activities—both administrative and academic—that will produce better service at lower cost. The conversations held during the course of this project revealed a reservoir of willingness among institutions to engage in such activities (and numerous examples of on-going collaborative activities), but also a lack of the infrastructure necessary to make collaborating both easier and more worthwhile for participants than it currently is. Obtaining the full benefits from collaborative efforts will require an active state role in convening potential participants (a role that could be played by HECC) and state support to cover some of the start-up costs.

With these observations in mind, this report points to actions that the state and its public institutions can take that will put the state’s higher education assets in a strong position to contribute to achieving these broader statewide and societal goals. These actions include:

- Taking steps to ensure that the state’s policy leaders and its institutions of higher education are pursuing a common and widely agreed upon set of priorities for improving the economy and quality of life for the benefit of the residents of Oregon
- Continuing the emphasis on achieving equity in access to postsecondary education and in the success of students.
- Investing in creating the institutional infrastructure (new educational programs, research capacity, etc.) needed to achieve these goals.
- Rebalancing the funding responsibilities for higher education in the state so that the students pay a smaller share and the state a larger share.
- Better linking allocation of resources to state goals.
- Ensuring that affordability for students is enhanced—not just for recent high school graduates, but for part-time adult students as well.
- Improving the efficiency with which programs are delivered and institutions are operated. Particular emphasis should be placed on sharing of services to accomplish this objective.