

## **Request for Information (RFI) “Mass Timber Roadmap”**

The State of Oregon is seeking information from the consulting community that will help us prepare a Request for Proposals (RFP, to be issued and administered by Business Oregon, the state’s economic development agency) for a mass timber supply chain study that includes market analysis and policy recommendations in the form of a Mass Timber Road Map.

For purposes of this study Mass Timber includes Cross Laminated Timber (CLT) and other existing (e.g., LVL) and emerging (Mass Plywood Panels) wood products that have applications outside of the one- to three-story commercial and residential construction markets in which traditional wood products already have a dominant market share.

The Road Map will provide both public and private sector decision makers with sufficient information to understand where and when market opportunities for profitable investments are likely to arise in Oregon and for which products/services. Ideally, the Road Map will guide public policy formation, attract interest from private sector actors to investment opportunities, and/or identify needs for public/private collaboration.

We are seeking your response to seven key questions that will help us define the scope of the project. We plan to use the information provided by this Request for Information to build a Request for Proposals; respondents to this RFI are not precluded in any way from participating in the resulting RFP.

The State’s desired objectives for this project are:

- An ***understanding of the likely trajectory of growth of both the demand and supply*** sides of the market/industry at a macro-scale. A reasonable range of estimates could likely be developed primarily through anecdotal data on recent growth in and the current state of the market, supplemented by comparisons to adoption curves of analogous products in U.S. markets and/or patterns of adoption of mass timber construction in more established markets (e.g., western, central and northern Europe).
- A ***description of the scale of investment, the phases and nature*** of this investment that are likely in the near- to medium-term. What market segments are likely to exist within investment time horizons and what different scales or approaches to mass timber panel manufacture are likely to find profitable niches?
- Identification of ***existing and emerging obstacles and insufficiencies*** in Oregon’s supply chain. It is likely that these may point to opportunities for private investment and/or areas requiring public investment or policy action. For example, barriers may take the form of anticipated shortfalls in industry inputs from fiber to human capital; manufacturing capacity and specialized product or support services, etc., that threaten continued rapid growth of the industry.
- An understanding of which areas of private investment opportunity are most compatible with ***Oregon’s specific comparative-advantages***. The analysis would identify where amongst the supply-chain ecosystem Oregon may best compete; including consideration of physical

geography, cost environment for key inputs, regulatory environment, human capital supply, capital availability, etc. The outcome would document critical metrics for potential investors.

- A description of **key barriers to be addressed by the public sector** (across national/ state/ local levels) to enable the realization of those identified market opportunities and public policy objectives. For example, is there a need to enable/encourage additional flows of capital into the Oregon industry consistent with private sector norms, constraints and goals?

We are pursuing this RFI method prior to issuing an RFP, in part, because we are open to the possibility of a wide range of approaches. We also are aware that to meet the goal of attracting private sector investment interest, our questions and/or sub-objectives should be re-framed.

We would greatly appreciate your response to the following:

1. Would your firm be likely to respond to a future RFP to perform this study?
2. As an estimate for the effort and cost for such a study, what would you say is the minimum total cost that would cover all the desired objectives listed above to what you would deem a minimum acceptable level?
3. For this minimum acceptable approach, how quickly do you believe these services could be delivered?
4. If an expanded approach and higher level of total cost would achieve significantly greater value (or ROI) for the State, what would you say that amount is? Please outline the differences between a minimal approach and an expanded approach?
5. What timeframe do you believe is achievable for any such expanded approach?
6. Could you list and explain the key factors for success and avoiding drawbacks for this project?
7. Are there options, limitations, or assumptions potentially applicable to this project that you could outline?

Dialogue:

We understand that your ability to respond to these questions most effectively is potentially limited by your understanding of our goals. If you would like to engage with members of our project management team, or if you have questions regarding the RFI, we will have a small panel available to meet with you by conference call on Friday, 3/15 (after 11 AM Pacific) or Tuesday, 3/26. To schedule a 30-minute appointment, please contact:

Donna Greene Salter, Industry Initiatives Manager  
[donna.l.greene@oregon.gov](mailto:donna.l.greene@oregon.gov) / 503 986-0116

If you have questions about our process or the intended outcomes, please feel free to contact me.

Alex Campbell, Office of Governor Kate Brown  
[alex.campbell@oregon.gov](mailto:alex.campbell@oregon.gov) / 541 601-0408

Response Instructions:

All responses to this RFI should be submitted by email, no later than 5 PM, Friday, March 29th to: [donna.l.greene@oregon.gov](mailto:donna.l.greene@oregon.gov).

