

November 18, 2019

REQUEST FOR PROPOSAL

CAMPUS STORE AND BOOKSTORE CONSULTING SERVICES

RFP 342004

DUE: 3:00 P.M., MST, 01/10/20

Deadline for Inquiries

Time and Date Set for Closing

3:00 P.M., MST, 12/05/19 3:00 P.M., MST, 01/10/20

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SECTION I - REQUEST FOR PROPOSAL

RFP 342004

Arizona State University is requesting sealed proposals from qualified firms or individuals for <u>Campus</u> <u>Store and Bookstore Consulting Services</u>

Proposals are to be addressed and delivered to the receptionist area, first floor, University Services Building, Purchasing and Business Services, Arizona State University, 1551 S. Rural Road, (located on the east side of Rural Road between Apache Boulevard & Broadway Road) Tempe, Arizona 85281 **on or before** <u>3:00 P.M. MST January 10, 2020</u> at which time a representative of Purchasing and Business Services will announce publicly the names of those firms or individuals submitting proposals. All times noted are Mountain Standard Time (MST). Please note that Daylight Savings Time is NOT observed. No telephone, electronic or facsimile proposals will be considered. **Proposals received after the time and date for closing will be returned to the proposer unopened**. **No proposals will be accepted after this time.** No other public disclosure will be made until after award of the contract.

Arizona State University's Overnight Delivery (FedEx, Airborne, and UPS) address is:

Purchasing and Business Services University Services Building Arizona State University 1551 S. Rural Rd Tempe, AZ 85281

Arizona State University's U.S. Postal Service Mail address is:

Purchasing and Business Services Arizona State University P.O. Box 875212 Tempe, AZ 85287-5212

ARIZONA STATE UNIVERSITY

DocuSigned by: 9A7881725D4C414.

Lorenzo Espinoza IT Strategic Sourcing Manager

LE/SK

1. <u>INTENT</u>

Arizona State University is seeking proposals from qualified firms to assess the ASU Campus Store and Bookstore's current state of operations and provide recommendations on the future state of the ASU Campus Store and Bookstore business model. The intent of this RFP is to select a qualified Proposer that will perform a review of ASU's current Campus Store/Bookstore operations, interview senior leadership to gain insight into their expectations, perform a market analysis of the changing landscape of the Campus Store and Bookstore industry in a higher educational environment, and provide recommendations on the future state of the ASU Campus Store and Bookstore operations. The results of the analysis will enable ASU to prepare a Campus Store and Bookstore Management Services Request for Proposal (RFP) reflecting the outcomes of the firm's evaluations. The University anticipates that the successful Proposer will provide the following services as it relates to the scope of this RFP (but not limited to):

- Operations Review Evaluate and report findings of the University's current campus store/bookstore operations;
- Interview key University stakeholders;
- Perform a Market Analysis against other higher-education institutions of similar size and scope to the University;
- Provide a Summary Report that includes a review of the data collected in the Operations Review, Interviews, and Market Analysis, and provides recommendations based on information collected;
- Provide formal and/or informal presentations on the above criteria to various University stakeholders, including students, staff, and faculty as needed;
- Other activities as mutually agreed upon by the University

The University intends to only award to one (1) successful proposer, but reserves the right to issue multiple awards if it is deemed advantageous to do so.

2. BACKGROUND INFORMATION

The ASU Campus Stores and Bookstores are the only official bookstores of Arizona State University and are operated by Follett. The contract between ASU and Follett expires June 30, 2021. The ASU Campus Stores/Bookstores have new and used textbooks, school supplies, ASU apparel and gifts, general and reference books, art and technical supplies, calculators, electronics, computers, and more. The ASU Campus Stores and Bookstores offer convenient one-stop shopping on all four campuses allowing students to buy books, supplies and anything else they need for school.

The ASU Campus Store/Bookstore operations and contract with Follett is managed by ASU's Auxiliary Services Department. ASU currently contracts for campus store and bookstore services at four campus locations (Tempe campus, Downtown Phoenix Campus, West Campus, and Polytechnic Campus) and has determined a need for an experienced advisor who understands the current dynamics of university campus store and bookstore operations and can provide evidence of successful outcomes from similar projects for higher educational institutions, specifically of size and scope of ASU.

ASU is also evaluating options to drive student mail through the ASU Campus Stores/Bookstores to facilitate student traffic as well as providing a centralized location for mail and package pick-up.

Arizona State University is a new model for American higher education, an unprecedented combination of academic excellence, entrepreneurial energy and broad access. This New American University is a single, unified institution comprising four differentiated campuses positively impacting the economic, social, cultural and environmental health of the communities it serves. Its research is inspired by real world application blurring the boundaries that traditionally separate academic disciplines. ASU serves more than 98,000 students in metropolitan Phoenix, Arizona, the nation's fifth largest city. ASU champions intellectual and cultural diversity, and welcomes students from all fifty states and more than one hundred nations across the globe.

If you would like more information about ASU, please visit us at http://www.asu.edu.

3. TERM OF CONTRACT

The initial contract term will be for one (1) year with the possibility of one (1) successive one (1) year renewal, for a total term not to exceed two (2) years.

Consultant's work assigned during the effective period shall continue in accordance with the terms of the Purchase Order until work is completed or the assignment is otherwise terminated, regardless of whether the Purchase Order is renewed, extended, or expired.

SECTION III – PRE-PROPOSAL CONFERENCE

No pre-proposal conference will be held.

SECTION IV – INSTRUCTIONS TO PROPOSERS

1. You must address and deliver your proposal to the receptionist area, first floor, University Services Building, Purchasing and Business Services, Arizona State University, 1551 S. Rural Road, Tempe, Arizona 85281, on or before the time and date set for closing. No proposal will be accepted after this time. The University Services Building is located on the east side of Rural Road between Apache Boulevard and Broadway Road. PROPOSALS MUST BE IN A MARKED SEALED CONTAINER (i.e., envelope, box):

Name of Proposer Title of Proposal RFP Number Date and Time Proposal is Due Buyer's Name: Lorenzo Espinoza

All times noted are Mountain Standard Time (MST). Please note that Daylight Savings Time is NOT observed. No telephone, electronic or facsimile proposals will be considered. **Proposals received after the time and date for closing will be returned to the proposer unopened**.

2. DIRECTIONS TO USB VISITOR PARKING. Purchasing and Business Services is in the University Services Building ("USB") 1551 S. Rural Road, Tempe, AZ, 85281 (located on the east side of Rural between Broadway Road and Apache Boulevard). A parking meter is located near the main entry to USB.

All visitors to USB are required to check in at the USB Reception Desk to obtain a visitor's badge to wear while in the building. The receptionist will call to have you escorted to your meeting.

- **3.** Proposer should use recycled paper and double-sided copying for the production of all printed and photocopied proposal documents. Furthermore, the documents should be clearly marked to indicate that they are printed on recycled content (minimum 30% post-consumer waste paper).
- 4. You may withdraw your proposal at any time prior to the time and date set for closing.
- **5.** No department, school, or office at the University has the authority to solicit or receive official proposals other than Purchasing and Business Services. All solicitations are performed under the direct supervision of the Chief Procurement Officer and in complete accordance with University policies and procedures.
- 6. The University reserves the right to conduct discussions with proposers, and to accept revisions of proposals, and to negotiate price changes. During this discussion period, the University will not disclose any information derived from proposals submitted, or from discussions with other proposers. Once a contract is executed, the solicitation file, and the proposals contained therein, are in the public record and will be disclosed upon request.
- 7. Proposers submitting proposals which meet the selection criteria and which are deemed to be the most advantageous to the University may be requested to give an oral presentation to a selection committee. Purchasing and Business Services will do the scheduling of these oral presentations.

- 8. The award shall be made to the responsible proposer(s) whose proposal is determined to be the most advantageous to the University based on the evaluation factors set forth in this solicitation. Price, although a consideration, will not be the sole determining factor.
- **9.** The University reserves the right to award all or part of this RFP to one or more suppliers at its sole discretion.
- **10.** The University reserves the right at its sole discretion to share this RFP and its results with other public universities, and with public Procurement Cooperatives to which the University is a member, for the purposes of utilizing the <u>award</u> for their own contract.
 - **a.** Any resultant <u>contract</u> between awardee(s) and other public universities or public Procurement Cooperatives is solely between those two parties. Awardee(s) are under no obligation to honor pricing or terms resulting from a negotiated contract with ASU.
 - **b.** Awardee(s) will be required to pay the University a 2% annual administration fee based on total net revenue from any public university or public Procurement Cooperative utilizing the results of this RFP as their own award.
 - **c.** The administration fee may be charged by the supplier directly to other public universities or public Procurement Cooperatives
- **11.** Other public Arizona entities, including but not limited to, Northern Arizona University, University of Arizona, and Maricopa County Community College District may use the award and contract resulting from this RFP.
- **12. Central Receiving and Last Mile Distribution Fee for real goods shipped to the University:** ASU operates centralized receiving warehouses that will be used for the majority of campus deliveries. The University's Central Receiving Unit will charge a fee to the supplier for all centralized shipments in the form of a Last Mile Distribution Fee.
 - **a.** This fee can, in turn, be billed back to the University in the cost of goods or added as a separate delivery fee.
 - **b.** This fee, totaling 5% of the gross funds paid to the Supplier, shall be paid directly to the Centralized Receiving Unit. This fee will apply to any and all products sold by the Supplier that are delivered to Central Receiving.

The Fee will be calculated based on all sales transacted. The Supplier will submit the Fee, along with quarterly reports documenting all sales, to the University within 30 days following the end of each calendar quarter. Each quarterly report shall include, as a minimum, all purchased goods, price paid, and quantity for all sales within the calendar quarter just ended. Other options for last mile compensation can be discussed in the proposal, but responses should include acknowledgement of willingness to engage.

- **13.** If you are submitting any information you consider to be proprietary, you must place it in a separate envelope and mark it "Proprietary Information". If the Chief Procurement Officer concurs, this information will not be considered public information. The Chief Procurement Officer is the final authority as to the extent of material, which is considered proprietary or confidential. Pricing information cannot be considered proprietary. Any watermarks, footnotes, copyright or reference to Confidential and/or Proprietary throughout the submitted proposal will be disregarded as boilerplate markings.
- **14.** Your proposal should be submitted in the format shown in Section X. Proposals in any other format will be considered informal and may be rejected. Conditional proposals will not be

considered. An individual authorized to extend a formal proposal must sign all proposals. Proposals that are not signed may be rejected.

- 15. The University reserves the right to reject any or all proposals or any part thereof, or to accept any proposal, or any part thereof, or to withhold the award and to waive or decline to waive irregularities in any proposal when it determines that it is in its best interest to do so. The University also reserves the right to hold all proposals for a period of <u>one hundred twenty (120)</u> <u>days</u> after the opening date and the right to accept a proposal not withdrawn before the scheduled proposal opening date.
- 16. EXCEPTIONS: The Arizona State University contract terms and conditions are included in this Request for Proposal in Section XII. These terms and conditions will be incorporated into the contract between the University and the successful proposer. Proposals that are contingent upon any changes to these mandatory contract terms and conditions may be deemed nonresponsive and may be rejected. All exceptions must be submitted with justification and alternate language, and MUST be submitted with the proposal. In no event is a Proposer to submit its own standard contract terms and conditions as a response to this RFP.
- **17.** Unless specifically stated to the contrary, any manufacturer's names, trade names, brand names or catalog numbers used in the specifications of this Request for Proposal are for the purpose of describing and/or establishing the quality, design and performance required. Any such reference is not intended to limit or restrict an offer by any proposer and is included in order to advise the potential proposer of the requirements for the University. Any offer, which proposes like quality, design or performance, will be considered.
- **18.** Days: Calendar days
 - May: Indicates something that is not mandatory but permissible/ desirable.
 - Shall, Must, Will: Indicates mandatory requirement. Failure to meet these mandatory requirements will result in rejection of your proposal as non-responsive.
 - Should: Indicates something that is recommended but not mandatory. If the proposer fails to provide recommended information, the University may, at its sole option, ask the proposer to provide the information or evaluate the proposal without the information.
- **19.** Any person, firm, corporation or association submitting a proposal shall be deemed to have read and understood all the terms, conditions and requirements in the specifications/scope of work.
- 20. All proposals and accompanying documentation will become the property of the University at the time the proposals are opened. It will be the proposer's responsibility to request that samples be returned to the proposer and provide a method for doing so at the expense of the proposer. If a request is not received and a method of return is not provided, all samples shall become the property of the University 10 days from the date of the award.
- **21.** All required performance and payment bonds shall be held by the University in a secure location until the performance of the contract and the payment of all obligations rising there under have been 100% fulfilled. Upon completion of the project and all obligations being fulfilled, it shall be the proposer's responsibility to request the surety bonding company to submit to the University the necessary documents to approve the release of the bonds. Until such time the bonds shall remain in full force and effect.

22. <u>All communications</u>, including formal inquiries, requests for significant or material clarification or interpretation, and/or notification to the University of errors or omissions relating to this Request for Proposal must be directed, in writing, to:

Lorenzo Espinoza Purchasing and Business Services University Services Building Arizona State University PO Box 875212 Tempe, AZ 85287-5212

Tel:480-965-3849E-mail:Lorenzo.Espinoza@asu.edu

Requests must be submitted on a copy of the Proposer Inquiry Form included in Section XI of this Request for Proposal. All formal inquiries must be submitted at least ten (10) calendar days before the time and date set for closing this Request for Proposal. Failure to submit inquiries by this deadline may result in the inquiry not being answered.

Note that the University will not answer informal questions orally. The University makes no warranty of any kind as to the correctness of any oral answers and uses this process solely to provide minor clarifications rapidly. Oral statements or instructions shall not constitute an amendment to this Request for Proposal. Proposers shall not rely on any verbal responses from the University.

Proposers are prohibited from communicating directly to any member of the RFP committee other than the named Buyer during the RFP process except those activities conducted under the committee's purview. Participants with other business with the University that does not fall under the purview of this RFP may conduct that business as would normally be required to maintain that business.

- **23.** The University shall not reimburse any proposer the cost of responding to a Request for Proposal.
- 24. In accordance with an executive order titled "Air Pollution Emergency Proclamation" modified by the Governor of Arizona on July 16, 1996, the University formally requests that all products used in the performance of any contract that results from this Request for Proposal be of low- or no-content of reactive organic compounds, to the maximum extent possible.
- **25.** Arizona requires that the University purchase ENERGY STAR® products or those certified by the Federal Energy Management Program as energy efficient in all categories available. If this Request for Proposal is for a product in a category for which ENERGY STAR® or certified products are available, please submit evidence of the ENERGY STAR® status or certification for the products you are bidding. Please note that if you fail to submit this information but a competitor does, the University will select your competitor's product as meeting specifications and deem your product as not meeting specifications. See A.R.S. §34-451.
- **26.** The University requires that all desktop computers, notebooks, and monitors purchased must meet Electronic Product Environmental Assessment Tool (EPEAT) Gold status as contained in the IEEE 1680 Standard for the Environmental Assessment of Personal Computer Products.

The registration criteria and a list of all registered equipment are at <u>http://www.epeat.net</u> on the Web.

- **27.** To the extent applicable to any contract resulting from this Request for Proposal, the proposer shall comply with the Standards for Privacy of Individually Identifiable Information under the Health Insurance Portability and Accountability Act of 1996 contained in 45 CFR Parts 160 and 164 (the "HIPAA Privacy Standards") as of the effective date of the HIPAA Privacy Standards on April 14, 2003 or as later determined. Proposer will use all security and privacy safeguards necessary to protect Protected Health Information (PHI), as defined by HIPAA, and shall immediately report to University all improper use or disclosure of PHI of which it becomes aware. Proposer agrees to ensure that its agents and subcontractors agree to and abide by these requirements.
- **28.** The University believes that it can best maintain its reputation for treating suppliers in a fair, honest, and consistent manner by conducting solicitations in good faith and by granting competitors an equal opportunity to win an award. If you feel that we have fallen short of these goals, you may submit a protest pursuant to the Arizona Board of Regents procurement procedures, section 3-809,

Protests should be directed to:

Jamon Hill Deputy Chief Procurement Officer Purchasing and Business Services PO Box 875212 Tempe AZ 85287-5212 Email: Jamon.Hill@asu.edu

1. Project Scope

The successful Proposer will provide the following consultation services in support of instituting best-in-class processes, operations, and design for the next ASU Campus Store and Bookstore.

2. Operations Review

Consultant shall conduct a review of the current state of Arizona State University's Campus Store and Bookstore operations as it relates to benchmarking against other organizations of similar size and scope. Areas of focus will include, but are not limited to:

- Reviewing the general operations of each store
- Reviewing the store floor layout and design
- Reviewing customer satisfaction rates
- Determining price competitiveness of products sold
- Reviewing profitability of each store relative to the overall makeup of the student population
- Reviewing the bookstores' sustainability practices
- Reviewing of contract oversight, such as commission reconciliations, accounting practices, and contract management relative to current terms in the agreement

3. Stakeholder Interviews

Consultant shall conduct interviews with key University stakeholders to gain insight into their perspectives on what a successful campus store/ bookstore looks like. University stakeholders that should be interviewed, include, but are not limited to:

- President's Office
- Provost's Office
- University Technology Office
- Educational Outreach and Student Services
- Business & Finance
- Auxiliary Services
- University Business Services Applications & Planning
- Student Government

4. Market Analysis

Consultant shall conduct a market analysis and/or utilize previously recent (within past 12 months) collected market data to provide insight into what other successful campus store and bookstore programs at higher educational institutions of similar size and scope are doing to remain competitive in this changing industry. In conducting the market analysis, Consultant shall perform the following functions:

• Provide a peer comparison of campus store and bookstore models that have recently been implemented at higher educational institutions of similar size and scope. The peer comparison shall provide an examination of operational scope, financial structures (as they apply to both the institution and purchasers of the products), design/floor layouts, contract structure, general product category assortments, technology utilized in the store to facilitate customer engagement, and sustainability practices

- Institutions that ASU believes may have recently implemented a new model or may be comparable in size and scope may include, but are not limited to, University of California, Los Angeles, University of Washington, University of Oregon, The University of Texas at Austin, University of Arizona, University of Missouri, University of Minnesota, University of Colorado, San Diego State University, The University of Utah, University of Wisconsin-Madison, Stanford Unviersity, University of Florida, Notre Dame, University of Georgia, Florida State University, Baylor University, Texas Christian University, New York University, University of Houston, Penn State University, University of Pennsylvania, University of Oklahoma, and Purdue University. Please note, however, that the intent of this list is not intended to limit the proposer's options as it relates to the universities the Consultant utilizes in its Market Analysis and is intended for informational purposes only
- Analyze the peer comparison completed in the above and perform a gap analysis against ASU's current state
- Provide a forward looking analysis on new and emerging technologies that have recently or may impact the future of the box-store concept of campus stores and bookstores

5. Summary Report

Upon completing the above services, Consultant will provide a consolidated Summary Report on the information collected, and recommendations for future state. The recommendations should address general layout of the campus stores and bookstores, operational scope, contract structure, financial models, and high level implementation plan. The recommendations in the Summary Report must address feedback obtained from the Stakeholder Interviews and both the financial and social impact of the decisions if implemented/not implemented.

When creating the Summary Report, the Consultant should consider how to quantify and improve metrics as it relates to (but not limited):

- Achieving world class customer satisfaction
- Providing capacity for growth of student population and program expansion
- Offering market-competitive pricing
- Driving an increase in sales annually
- Providing a competitive financial return to the University
- Providing innovate solutions to problems
- Providing community outreach and contribute to University spirit
- Continuing to support University sustainability efforts
- Supporting other ASU departments (i.e. Athletics)
- Supporting and extending University branding strategies
- Supporting the University faculty and staff
- Supporting graduation (gowns, announcements, rings, etc.)
- Achieving world class supplier diversity spend
- Developing and operating facilities with features that make them an attractive customer destination rather than simply a place to buy course materials
- Working with existing University contractors and service providers to build complementary programs for mutual benefit
- Maintaining a high level of service and provide requested low margin or no margin services

- Development of a comprehensive five year business plan and pro forma for the business operation of the bookstore contract
- Development of performance indicators that can be used annually to monitor contract performance from a university perspective
- Recommendations for contract, financial, operational, and management policies, procedures, and systems, including support in the event of a potential re-bidding of the System campus store and bookstore contract.

6. ASU's Responsibilities

- ASU will provide guidance and leadership in the requirements definition, evaluation, and selection areas of engagement
- ASU will own the overall solution design for each of the identified functional areas in the consultant's services
- ASU will review input and provide feedback to Consultant
- ASU will provide a primary liaison to assist the Consultant with general project management tasks such as data gathering, interview resource scheduling, and logistics management
- ASU will designate an employee or employees within senior management who will make or obtain all management decisions with respect to this engagement.

7. Deliverables

Supplier deliverables include (but not limited to):

- Attending key meetings for planning and discovery, weekly progress reports, presentations as needed, Operations Review, summary of Stakeholder Interviews, Market Analysis, and the Summary Report.
- 8. Timeline
 - Consultant must fully execute services from date of purchase order within 4-5 months' time.
 - Although the contract term of the agreement per Section II of the RFP is one year, this should not conflict with the contractor's proposed timeline submitted in their proposal. For the avoidance of doubt, ASU's expectation is that services performed under the eventual Statement of Work will be rendered within 4-5 months. If an alternative timeline needs to be considered, please indicate so in your proposal.

9. Modifications to this Scope of Work

• ASU and the Consultant, from time to time, may amend this scope of work and provide mutual changes based on each parties recommendation. The proposer, in response to this RFP and Section V Scope of Work, may offer its own alternative and more comprehensive scope of work in order to fit the needs of ASU's intent for this solicitation.

SECTION VI – GREEN PURCHASING REQUIREMENTS/SPECIFICATIONS

In order to reduce the adverse environmental impact of our purchasing decisions the University is committed to buying goods and services from manufacturers and suppliers who share the University's environmental concern and commitment. Green purchasing is the method wherein environmental and social considerations are taken with equal weight to the price, availability and performance criteria that we use to make purchasing decisions.

Proposer shall use environmentally preferable products, materials and companies where economically feasible. Environmentally preferable products have a less or reduced effect on human health and the environment when compared to other products and companies that serve the same purpose. If two (2) products are equal in performance characteristics and the pricing is within 5%, the University will favor the more environmentally preferable product and company.

If you are citing environmentally preferred product claims, you must provide proper certification or detailed information on environmental benefits, durability and recyclable properties.

The University and the supplier may negotiate during the contract term to permit the substitution or addition of Environmentally Preferable Products (EPPs) when such products are readily available at a competitive cost and satisfy the university's performance needs.

Unless otherwise specified, proposers and contractors should use recycled paper and double-sided copying for the production of all printed and photocopied documents. Furthermore, the documents shall be clearly marked to indicate that they are printed on recycled content (minimum 30% post-consumer waste) paper.

Proposer shall minimize packaging and any packaging/packing materials that are provided must meet at least one of, and preferably all, of the following criteria:

Made from 100% post-consumer recycled materials Be recyclable Reusable Non-toxic Biodegradable

Further, proposer is expected to pick up packaging and either reuse it or recycle it. This is a requirement of the contract or purchase order.

SECTION VII – PROPOSER QUALIFICATIONS

The University is soliciting proposals from firms, which are in the business of providing services as listed in this Request for Proposal. Your proposal shall include, at a minimum, the following information. Failure to include these items may be grounds for rejection of your proposal. For ease of evaluation, please respond directly under each criteria below.

- 1. The proposer shall present evidence that the firm or its officers have been engaged for at least the past five (5) years in providing services as listed in this Request for Proposal.
- 2. Description of the nature of the firm's business; include a description of experience, competencies, and overall organizational capabilities.
- 3. Corporate organization chart indicating key management team members.
- 4. Provide evidence of experience with higher education/public entities of similar size and scope of ASU.
- 5. Experience level of specific key personnel of the firm to be assigned. Please provide resumes for key personnel.
- 6. Proposer shall submit at least three (3) project descriptions (each limited to two (2) type-written pages) of completed projects at comparable (in complexity and volume) institutions that the Proposer considers similar in scope and nature to this request for Proposal. Each description must describe the program being valued, the value estimate submitted, and the value ultimately obtained by the client. The name, position, telephone number, fax number, and the e-mail address of the contact person for each client must be included in the descriptions as references. The client contact must be able to address the Proposer's performance under the engagement.
- 7. Proposer must provide a listing of other universities it plans on benchmarking ASU against for the Market Analysis and provide a brief explanation on why the universities selected for the comparison are appropriate.
- 8. The proposer must provide a statement of their review and acceptance of ASU's Terms and Conditions included in this RFP under Section XII. Note: All exceptions with justification and alternative language MUST be submitted with the proposal. In no event is a Proposer to submit its own standard contract terms and conditions or a previously negotiated ASU contract as its sole response to this section.
- 9. The proposer shall provide a Gantt chart (a preliminary project schedule) to identify the estimated timelines of the project, the roles and responsibilities between the awarded proposer and ASU, and any additional resources needed for the project. This project plan must include an installation timeline and proposed project milestones and matches as close as possible to all components outlined within Section V Specifications/Scope of Work.

SECTION VIII - EVALUATION CRITERIA

Proposals will be evaluated on the following criteria, listed in order of their relative priority with most important listed first:

- 1. Acknowledgment and acceptance of ASU Terms and Conditions (30%)
- 2. Response to Proposer Qualifications (30%)
- 3. Response to Specifications/Scope of Work (20%)
- 4. Response to Pricing Schedule (10%)
- 5. Sustainability Efforts and Sustainability Questionnaire (10%)

Confidential and/or Proprietary Information must be submitted per the instructions in Section IV, item 9. Any watermarks, footnotes or reference to Confidential and/or Proprietary throughout the submitted proposal will be disregarded as boilerplate markings.

SECTION IX - PRICING SCHEDULE

Proposer shall submit a detailed cost proposal to include all aspects of providing the scope of work associated with this Request for Proposal.

Firms shall describe the approach, provide high level activities and estimated hours and personnel to be assigned to those activities under the scope of the agreement. No additional personnel may be listed. ASU student workers will not be considered for any scope of service.

The total cost of the engagement, to include a breakout of the consulting fees and expected reimbursable items, must be listed.

The Pricing Schedule must contain the complete financial offer made to the University.

Consultant's work assigned during the effective period of the agreement shall continue in accordance with the terms of the agreement until it is completed or the assignment is otherwise terminated, regardless of whether the agreement is reviewed, extended, or expired.

Please fill in the following:

High Level Activities	Personnel Assigned	Estimated Hours	Hourly Rate
			\$
			\$
			\$
			\$
			\$

Expected Reimbursable Items	Rate
	\$
	\$

Other Costs R
\$
\$
φ
)

Total Expected Costs (shall not exceed)	\$

Due to the nature of consultant services over the estimated months-long engagement, please indicate whether invoicing for services will be based on a monthly invoice schedule or on milestone payments. Monthly invoices are preferred over milestone payments. If based on milestone payments, ASU is limited to only 25% initial payment upon execution of the agreement and/or Statement of Work. Please confirm your understanding of this requirement. Payment terms are net 30 days.

ASU agrees to reimburse awarded firm(s) for any travel expenses. All requests for reimbursable travel expenses must be authorized, in writing, by an ASU representative in advance of the planned travel, and must be consistent with the ASU Financial Services Policy FIN 421-01, <u>www.asu.edu/aad/manuals/fin/fin421-01.html</u> ASU agrees to reimburse awarded firm(s) for appropriate expenses. Firm(s) will submit all receipts and any required backup documentation to ASU within sixty (60) days after the applicable expenses were incurred. ASU will not be required to reimburse Firm(s) for any expenses, invoices, or receipts for expenses received after that time.

Note All costs must be identified in your response as the University will not pay for any hidden costs.

SECTION X – FORM OF PROPOSAL/SPECIAL INSTRUCTIONS

Format of Submittal

To facilitate direct comparisons, your proposal must be submitted in the following format:

- 1. **One (1)** clearly marked hardcopy "original" in 8.5" x 11" double-sided, non-binding form. No metal or plastic binding may use binder, folder, or clip for easy removal of proposal; and
- 2. **One (1) "single"** continuous electronic copy (**flash drive only**), PC readable, labeled and no passwords.
- 3. Any confidential and/or proprietary documents must be on a separate flash drive and labeled appropriately.
- 4. Proposer must check all flash drives before submitting. Company marketing materials should not be included unless the Request for Proposal specifically requests them. All photos must be compressed to small size formats.

Content of Submittal

If proposer fails to provide any of the following information, with the exception of the mandatory proposal certifications, the University may, at its sole option, ask the proposer to provide the missing information or evaluate the proposal without the missing information.

- 1. Appendix 1: RFP Checklist/Cover Page
- 2. Mandatory certifications per Section XIII.
- 3. Detailed Response to Specifications/Scope of Work- Section V
- 4. Detailed Response to Proposer Qualifications Section VII
- 5. Response to Pricing Schedule Section IX
- 6. Acceptance of ASU's RFP Terms and Conditions Section XII

SECTION XI – PROPOSER INQUIRY FORM

Pre-Proposal Questions, General Clarifications, etc.
PROJECT NAME:
PROPOSAL NUMBER:
INQUIRY DEADLINE: 3:00 P.M., MST, December 5, 2019
QUESTIONS ON: ORIGINAL PROPOSAL or ADDENDUM NO
DATE:
WRITER:
COMPANY:
E-MAIL ADDRESS:
PHONE: FAX:
QUESTIONS:

SECTION XII – AGREEMENT - TERMS & CONDITIONS

ASU will issue a Purchase Order(s) for goods and/or services awarded under this RFP.

The parties to the Purchase Order will be bound by the ASU Terms and Conditions effective on the date the purchase order is received. The ASU Terms and Conditions are available at <u>ASU Standard</u> <u>Terms and Conditions</u>.

Insurance requirements are outlined within this RFP and will be included in any resulting Purchase Order.

Proposals that are contingent upon any changes to these mandatory contract terms and conditions may be deemed non responsive and may be rejected. All exceptions must be submitted with justification and alternate language, and MUST be submitted with the proposal.

ASU Terms and Conditions Amendment: Unless and until the District Court's injunction in Jordahl v. Brnovich et al., Case No. 3:17-cv-08263 (D. Ariz.) is stayed or lifted, the Anti-Israel Boycott Provision (A.R.S.35-393.01 (A)) is unenforceable and the State will take no action to enforce it. Offers will not be evaluated based on whether this certification has been made.

Insurance Requirements

Without limiting any liabilities or any other obligation of Supplier, Supplier will purchase and maintain (and cause its subcontractors to purchase and maintain), until all of their obligations have been discharged or satisfied, including any warranty periods under the Agreement, insurance against claims that may arise from or in connection with the performance of the work hereunder by Supplier, its agents, representatives, employees or subcontractors, as described below.

These insurance requirements are minimum requirements for the Agreement and in no way limit any indemnity covenants in the Agreement. ASU does not warrant that these minimum limits are sufficient to protect Supplier from liabilities that might arise out of the performance of the work under the Agreement by Supplier, its agents, representatives, employees, or subcontractors. These insurance requirements may change if Supplier is a foreign entity, or with foreign insurance coverage.

A. Minimum Scope and Limits of Insurance: Supplier's insurance coverage will be primary insurance with respect to all other available sources. Supplier will provide coverage with limits of liability not less than those stated below:

1. <u>Commercial General Liability – Occurrence Form</u>. Policy will include bodily injury, property damage, personal injury, and broad form contractual liability coverage.

•	General Aggregate	\$2,000,000
•	Products – Completed Operations Aggregate	\$1,000,000
•	Personal and Advertising Injury	\$1,000,000
•	Contractual Liability	\$1,000,000
•	Fire Legal Liability (only if Agreement is for leasing space)	\$ 50,000
•	Each Occurrence	\$1,000,000

a. Policy will include the following additional insured language: "The State of Arizona, its departments, agencies, boards, commissions, universities, and its officers, officials, agents, and employees, will be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of Supplier."

b. Policy will contain a waiver of subrogation against the State of Arizona, its departments, agencies, boards, commissions, universities, and its officers, officials, agents, and employees, for losses arising from work performed by or on behalf of Supplier.

2. <u>Automobile Liability</u>. If Supplier will be driving on ASU campus or on ASU business the following section will apply: Policy will include Bodily Injury and Property Damage for any owned, hired, and/or non-owned vehicles used in the performance of the Agreement in the following amounts. If Supplier is not an individual then coverage will be a combined single limit of \$1,000,000. If Supplier is an individual then coverage will be \$100,000 per person, \$300,000 per accident, and \$50,000 property damage.

a. Policy will include the following additional insured language: "The State of Arizona, its departments, agencies, boards, commissions, universities, and its officers, officials, agents, and employees, will be named as additional insureds with respect to liability arising out of the activities performed by or on behalf of Supplier, involving vehicles owned, leased, hired, or borrowed by Supplier."

b. Policy will contain a waiver of subrogation against the State of Arizona, its departments, agencies, boards, commissions, universities, and its officers, officials, agents, and employees, for losses arising from work performed by or on behalf of Supplier.

- c. Policy will contain a severability of interest provision.
- 3. <u>Worker's Compensation and Employers' Liability.</u> Applicable statutory limits, as amended from time to time.
 - a. Employer's Liability in the amount of \$1,000,000 injury and disease.
 - b. Policy will contain a waiver of subrogation against the State of Arizona, its departments, agencies, boards, commissions, universities, and its officers, officials, agents, and employees, for losses arising from work performed by or on behalf of Supplier.

- c. This requirement will not apply to any contractor or subcontractor exempt under ARS § 23-901, when such contractor or subcontractor signs the <u>Sole Proprietor Waiver Form.</u>
- 4. <u>Technology/Network Errors and Omissions Insurance</u>. The terms of this section apply if: 1) ASU is purchasing or leasing software, or processing a software renewal; 2) Supplier is creating any code for ASU; 3) Supplier receives, stores, or analyzes ASU Data (including if the data is not online); 4) Supplier is hosting, or managing by infrastructure outside of ASU, including in the cloud, ASU Data; OR 5) ASU is purchasing or leasing equipment that will connect to ASU's data network.
 - Each Claim \$2,000,000
 - Annual Aggregate \$4,000,000

a. This insurance will cover Supplier's liability for acts, errors and omissions arising out of Supplier's operations or services, including loss arising from unauthorized access, or use that results in identity theft or fraud.

b. If the liability insurance required by the Agreement is written on a claims-made basis, Supplier warrants that any retroactive date under the policy will precede the effective date of the Agreement, and that either continuous coverage will be maintained or an extended discovery period will be exercised for a period of 2 years beginning at the time work under the Agreement is completed.

c. Policy will cover professional misconduct for those positions defined in the scope of work of the Agreement.

5. <u>Professional Liability (Errors and Omissions Liability)</u>. If the Supplier will provide ASU Services under the Agreement, the Policy will include professional liability coverage as follows:

٠	Each Claim	\$1,000,000
٠	Annual Aggregate	\$2,000,000

a. If the professional liability insurance required by the Agreement is written on a claims-made basis, Supplier warrants that any retroactive date under the policy will precede the effective date of the Agreement; and that either continuous coverage will be maintained or an extended discovery period will be exercised for 2 years beginning at the time work under the Agreement is completed.

b. Policy will cover professional misconduct for those positions defined in the scope of work of the Agreement.

B. Cancellation; Material Changes: Cancellation notices will be delivered to ASU in accordance with all policy provisions. Notices required in this Section must be sent directly to ASU Purchasing and Business Services, email Insurance.certificates@asu.edu or mail to PO Box 875212, Tempe, AZ, 85287-5212.

C. Acceptability of Insurers: Insurance is to be placed with duly licensed or approved non-admitted insurers in the State of Arizona with an "A.M. Best" rating of not less than A- VII. ASU in no way warrants that the above required minimum insurer rating is sufficient to protect Supplier from potential insurer insolvency. Self-Insurance may be accepted in lieu of or in combination with insurance coverage requested.

D. Verification of Coverage: Each insurance policy required by the Agreement must be in effect at or prior to commencement of work under the Agreement and remain in effect for the term of the Agreement. Failure to maintain the insurance policies as required by the Agreement, or to provide evidence of renewal, is a material breach of contract.

If requested by ASU, Supplier will furnish ASU with valid certificates of insurance. ASU's project or purchase order number and project description will be noted on each certificate of insurance. The State of Arizona and ASU may require complete, certified copies of policies at the time of notice of any loss or claim.

- E. Subcontractors. Supplier's certificate(s) may include all subcontractors as insureds under its policies as required by the Agreement, or Supplier will furnish to ASU upon request, copies of valid certificates and endorsements for each subcontractor. Coverages for subcontractors will be subject to the minimum requirements identified above.
- F. Approval. These insurance requirements are the standard insurance requirements of ASU. Any modification or variation from the insurance requirements in the Agreement will require the approval of ASU's Department of

Risk and Emergency Management

SECTION XIII – MANDATORY CERTIFICATIONS

Fillable PDF versions of mandatory certifications are at: <u>https://cfo.asu.edu/business/do-business-asu</u> under the Formal Solicitations tab. ORIGINAL signatures are **REQUIRED** for either version.

CONFLICT OF INTEREST CERTIFICATION

(Date)

The undersigned certifies that to the best of his/her knowledge: (check only one)

- () There is no officer or employee of Arizona State University who has, or whose relative has, a substantial interest in any contract resulting from this request.
- () The names of any and all public officers or employees of Arizona State University who have, or whose relative has, a substantial interest in any contract resulting from this request, and the nature of the substantial interest, are included below or as an attachment to this certification.

(Emoil	oddrooo)	
(Email	address)	
`	,	

(Address)

(Signature required)

(Phone)

(Print name)

(Fax)

(Print title)

FEDERAL DEBARRED LIST CERTIFICATION

Certification Regarding Other Responsibility Matters (April 2010)

(Date)

In accordance with the Federal Acquisition Regulation, 52.209-5:

- (a) (1) The Offeror certifies, to the best of its knowledge and belief, that—
 - (i) The Offeror and/or any of its Principals-

(A) (check one) **Are ()** or **are not ()** presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency; (

(B) (check one) **Have ()** or **have not ()**, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, state, or local) contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and

(C) (check one) **Are ()** or **are not ()** presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph (a)(1)(i)(B) of this provision.

(D) (check one) **Have ()** or **have not ()** within a three-year period preceding this offer, been notified of any delinquent Federal <u>taxes</u> in an amount that exceeds \$3,500 for which the liability remains unsatisfied.

(ii) The Offeror (check one) **has ()** or **has not ()**, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

(2) (a) "Principal," for the purposes of this certification, means an officer; director; owner; partner; or, person having primary management or supervisory responsibilities within a business entity (*e.g.,* general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

(b) The Offeror shall provide immediate written notice to the University if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

(c) A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by University may render the Offeror nonresponsible.

(d) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision.

The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

(e) The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the University may terminate the contract resulting from this solicitation for default.

(Email address)

(Address)

(Signature required)

(Phone)

(Print name)

(Fax)

(Print title)

ANTI-LOBBYING CERTIFICATION

Certification and Disclosure Regarding Payments to Influence Certain Federal Transactions (Sept 2007)

(Date)

In accordance with the Federal Acquisition Regulation, 52.203-11:

(a) The definitions and prohibitions contained in the clause, at FAR 52.203-12, Limitation on Payments to Influence Certain Federal Transactions, included in this solicitation, are hereby incorporated by reference in paragraph (b) of this certification.

(b) The offeror, by signing its offer, hereby certifies to the best of his or her knowledge and belief that on or after December 23, 1989—

(1) No Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress on his or her behalf in connection with the awarding of this contract;

(2) If any funds other than Federal appropriated funds (including profit or fee received under a covered Federal transaction) have been paid, or will be paid, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress on his or her behalf in connection with this solicitation, the offeror shall complete and submit, with its offer, OMB standard form LLL, Disclosure of Lobbying Activities, to the University; and

(3) Offeror will include the language of this certification in all subcontract awards at any tier and require that all recipients of subcontract awards in excess of \$100,000 shall certify and disclose accordingly.

(c) Submission of this certification and disclosure is a prerequisite for making or entering into this contract imposed by Section 1352, Title 31, United States Code. Any person who makes an expenditure prohibited under this provision or who fails to file or amend the disclosure form to be filed or amended by this provision, shall be subject to a civil penalty of not less than \$10,000, and not more than \$100,000, for each such failure.

(Email address)

(Address)

(Signature required)

(Phone)

(Print name)

(Fax)

(Print title)

SUPPLIER SUSTAINABILITY QUESTIONNAIRE - SMALL COMPANY

Firm Name:

Date:

The Supplier Sustainability Questionnaire must be completed and returned with your Proposal. This questionnaire is applicable to firms that provide services as well as those that provide goods. Arizona State University's vision is to be environmentally sustainable while expanding our education, research, and community support programs. The University seeks suppliers who share our sustainability vision. Accordingly, please answer the following questions.

To each question please provide at least one of the following types of responses:

- An explanation or description
- A URL of your policy or program

An electronic copy of your illustrative policies or programs must be provided if requested. If the question does not apply, answer with N/A and provide an explanation as to why. **Energy**

- 1. What is your firm doing to be energy efficient?
- 2. What plan is in place to reduce greenhouse gas emissions in the future?

Solid Waste

- 1. What is your firm doing to reduce waste to landfill?
- 2. What plan is in place to reduce waste to landfill generated in the future?

Water Waste

- 1. What is your firm doing to reduce water waste?
- 2. What plan is in place to reduce water waste in the future?

Packaging

- 1. What is your firm's plan to minimize packaging and/or describe your firm's packaging "Take Back" program?
- 2. What kind of reusable, recyclable, and/or compostable packaging materials does your firm use?
- 3. What does your firm do to encourage/require your suppliers to minimize packaging and/or use reusable, recyclable, or compostable packaging materials?

Sustainability Practices

- 1. What programs does your firm have to encourage your employees to use alternative transportation while commuting to work and travelling locally?
- 2. What sustainability guidelines or environmental statement does your firm have to guide the firm as a whole?
- 3. What are your firm's sustainable purchasing guidelines?
- 4. What kind of position(s) or team(s) does your firm have dedicated to overseeing sustainability initiatives?
- 5. List the sustainability related professional associations of which your firm is a member.
- 6. What kind of effort does your firm make to reduce the use of environmentally harmful materials?
- 7. Does your firm use Green Seal/EcoLogo certified or biodegradable/eco-friendly cleaning products?

- 8. Has your firm been cited for non-compliance of an environmental or safety issue in the past ten years?
- 9. Name any third party certifications your firm has in regards to sustainable business practices?
- 10. Describe any other initiatives your firm has taken to integrate sustainability practices principles into your operations.

Community

- 1. What charity, community development, educational programs, or environmental programs is your firm involved in within your local community?
- 2. What educational programs does your firm have to develop employees?

SUPPLIER SUSTAINABILITY QUESTIONNAIRE – LARGE COMPANY

Firm Name:

Date:

The Supplier Sustainability Questionnaire must be completed and returned with your Proposal. This questionnaire is applicable to firms that provide services as well as those that provide goods. Arizona State University's vision is to be environmentally sustainable while expanding our education, research, and community support programs. The University seeks suppliers who share our sustainability vision. Accordingly, please answer the following questions.

To each question please provide at least one of the following types of responses:

- An explanation or description
- A URL of your policy or program

An electronic copy of your illustrative policies or programs must be provided if requested. If the question does not apply, answer with N/A and provide an explanation as to why. **Energy**

- 1. What is your firm doing to be energy efficient?
- 2. What are your firm's annual greenhouse gas emissions in metric tons of carbon dioxide equivalent? (Enter total metric tons of CO2 equivalency [includes the following GHGs: CO2, CH4, N2), SF6, HFCs and PFCs])
- 3. What plan is in place to reduce greenhouse gas emissions in the future?

Solid Waste

- 1. What is your firm doing to reduce waste to landfill?
- 2. What is your firm's annual waste to landfill generated in metric tons? (Enter total metric tons)
- 3. What plan is in place to reduce waste to landfill generated in the future?

Water Waste

- 1. What is your firm doing to reduce water waste?
- 2. What is your firm's annual water waste in gallons? (Enter total gallons)
- 3. What plan is in place to reduce water waste in the future?

Packaging

1. What is your firm's plan to minimize packaging and/or describe your firm's packaging "Take Back" program?

- 2. What kind of reusable, recyclable, and/or compostable packaging materials does your firm use?
- 3. What does your firm do to encourage/require your suppliers to minimize packaging and/or use reusable, recyclable, or compostable packaging materials?

Sustainability Practices

- 1. What programs does your firm have to encourage your employees to use alternative transportation while commuting to work and travelling locally?
- 2. What sustainability guidelines or environmental statement does your firm have to guide the firm as a whole?
- 3. What are your firm's sustainable purchasing guidelines?
- 4. What kind of position(s) or team(s) does your firm have dedicated to overseeing sustainability initiatives?
- 5. List the sustainability related professional associations of which your firm is a member.
- 6. What kind of effort does your firm make to reduce the use of environmentally harmful materials?
- 7. Has an environmental life-cycle analysis of your firm's products been conducted by a certified testing organization?
- 8. Does your firm use Green Seal/EcoLogo certified or biodegradable/eco-friendly cleaning products?
- 9. Has your firm been cited for non-compliance of an environmental or safety issue in the past ten years?
- 10. Name any third party certifications your firm has in regards to sustainable business practices?
- 11. Describe any other initiatives your firm has taken to integrate sustainability practices principles into your operations.

Community

- 1. What charity, community development, educational programs, or environmental programs is your firm involved in within your local community?
- 2. What educational programs does your firm have to develop employees?

If your firm is just beginning the sustainability journey, or is looking for tools and resources, here are some suggestions:

Energy

Greenhouse Gas Protocol provides tools to calculate emissions that are industry specific:

o http://www.ghgprotocol.org/calculation-tools

Solid Waste

The EPA's pre-built excel file to help measure and track your waste and recycling:

o <u>http://www.epa.gov/smm/wastewise/measure-progress.htm</u>

Water Waste

EPA information about conserving water:

<u>http://water.epa.gov/polwaste/nps/chap3.cfm</u>

Packaging

<u>http://sustainablepackaging.org/uploads/Documents/Definition%20of%20Sustainable%2</u>
<u>0Packaging.pdf</u>

Sustainability Practices

Ideas for alternative transportation programs:

The EPA environmentally preferable purchasing guidelines for suppliers:

o <u>http://www.epa.gov/epp/</u>

EPA life cycle assessment information:

o http://www.epa.gov/nrmrl/std/lca/lca.html

Ecologo cleaning and janitorial products:

o <u>http://www.ecologo.org/en/certifiedgreenproducts/category.asp?category_id=21</u>



APPENDIX 1 – RFP CHECKLIST/COVER PAGE

The following documents are required for this proposal (please mark off each document to acknowledge that you have submitted the document in the proper order and format):

Section 1	RFP Checklist/Cover Page, Mandatory Certifications, & Supplier Sustainability Questionnaire.
Section 2	Proposer Qualifications, Section VII (Maximum 20 pages not including resumes, CVs, and/or Organizational charts).
Section 3	Response to the Specifications/Scope of Work, Section V.
Section 4	Response to Price Schedule, Section IX.
Section 5	Exceptions to Terms and Conditions, Section XII
Section 6	Confidential/Proprietary Justification Letter with Sealed documents, if applicable. Section IV, page 9, item 9.

In addition, the proposer must provide their review and acknowledgement of the following documents provided in this RFP (please mark off each document to acknowledge that you have reviewed the below documents in the RFP)

RFP 342004 (PDF Document)
All RFP Addendums (PDF Document)

After carefully reviewing all the terms and conditions, the authorized undersigned agrees to furnish such goods/services in accordance with the specifications/scope of work.

Phone #