

OREGON STATE UNIVERSITY



REQUEST FOR PROPOSAL

#S13979108P

Temporary Personnel Services

PROCUREMENT ANALYST: Shannon Fanourakis

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ISSUE DATE: June 20, 2008

PROPOSAL DUE DATE AND TIME: July 18, 2008, 2:00 PM

NO LATE PROPOSALS WILL BE ACCEPTED

Web Viewers Note: There may be attachments to this RFP that are not available via the webpage. Contact the procurement analyst listed above to obtain any attachments.

RFP SUBMITTAL LOCATION

Oregon State University Procurement & Contract Services
Attn: Shannon Fanourakis
644 SW 13th Street
Corvallis, Oregon 97333-4238

SCHEDULE OF EVENTS

RFP Released: ,June 20, 2008

*Deadline for Requests for
Exception/Clarifications/
Modification or Protest July 7, 2008, 2:00 PM

Proposal Due Date: July 18, 2008, 2:00 PM

Note: The schedule of events and the dates contained therein are subject to modification as necessary at the sole discretion of Oregon State University (OSU). If modification is necessary, the dates will be modified through written addenda issued by OSU.

****The purpose of the period of time allotted for requests for exception/clarifications/modification or protest is to permit OSU to correct, prior to the opening of proposals, technical or contractual requirements that may be unlawful, improvident, or unjustifiably restrict competition. This will allow OSU to make needed corrections through the issuance of an addendum, prior to the opening of proposals. This will help eliminate the waste of time which is inherent in protests and in the possible rejection of all proposals. In order to have their complaints considered, proposers must submit them within the time established in the RFP.***

INDEX

1.0	INTRODUCTION AND GENERAL INFORMATION	4
1.01	Introduction	4
1.02	Overview of Oregon State University	4
2.0	SCOPE OF WORK & REQUIREMENTS.....	5
2.01	Overview	5
2.02	Scope of Work:	5
2.03	Required Experience	5
3.0	REQUIRED SUBMITTALS & EVALUATION	6
3.01	Required Submittals	6
3.02	Quantity of Proposal	6
3.03	Evaluation	7
4.0	INSTRUCTIONS TO PROPOSERS	9
4.01	Provisions and Requirements.....	9
4.02	Right to Reject	9
4.03	Request for Exception/Clarification/Modification or Protest	9
4.04	Request for Exception/Clarification/Modification or Protest Submittal	9
4.05	Change or Modification/Addenda	10
4.06	Proposal Preparation and Submission	10
4.07	Proposal Modification	10
4.08	Proposal Withdrawals	11
4.09	Agreement to RFP Requirements, Terms and Conditions	11
4.10	Information Submitted.....	11
4.11	Public Record	11
4.12	RFP Preparation Costs.....	11
4.13	Alternate Proposals	12
4.14	Proposal Opening Procedure	12
4.15	Investigation of References	12
4.16	Prior Acceptance of Defective Proposals	12
4.17	Post-Selection Review.....	12
4.18	Department of Justice Review	13

ATTACHMENTS:

Attachment A – Sample Contract for Services
Attachment B - Temporary Staff Position Titles and Definitions
Attachment C – Hourly Pay Rate, Hourly Bill Rate and Gross Percentage
Attachment D – Proposer Certifications
Attachment E – Proposer Information Sheet
Attachment F – Reference Sheet

1.0 INTRODUCTION AND GENERAL INFORMATION

1.01 Introduction

This Request for Proposal (RFP) is to solicit responsive responsible vendors to provide temporary personnel services for the OSU campus and other OSU off-campus locations throughout the State of Oregon. Pursuant to applicable law, OSU must first rely on Qualified Rehabilitation Facilities to provide temporary personnel services; however, when Qualified Rehabilitation Facilities cannot meet OSU needs, OSU will rely on the temporary personnel service provider or providers identified as a result of this RFP process to fill temporary personnel needs, unless an exception applies. Because OSU has a presence in every county in Oregon, through its Extension Office, multiple contracts may be awarded if no one Proposer is able to satisfy all of OSU's regional needs. Further, because OSU has a large variety of personnel needs, OSU requires temporary personnel service providers to provide temporary personnel options with a wide range of competencies.

A separate RFP to solicit for temporary farm labor service contractors will be available in late summer of 2008.

1.02 Overview of Oregon State University

Oregon State University is one of only two American universities to hold the Land, Sea, Sun and Space Grant designations and is the only Oregon institution recognized for its "very high research activity" (RU/VH) by the Carnegie Commission on Higher Education. OSU is comprised of 11 academic colleges with strengths in natural resources, earth dynamics and sustainability, life sciences, entrepreneurship and the arts and sciences. OSU has facilities and/or programs in every county in the state, including 12 regional experiment stations, 36 county extension offices, a branch campus in Bend, a major marine science center in Newport, and a range of programs and facilities in Portland. OSU is Oregon's largest public research university, conducting more than 60 percent of the research funded throughout the state's university system.

OSU is located in Corvallis, a community of 53,000 people situated in the Willamette Valley between Portland and Eugene. Ocean beaches, lakes, rivers, forests, high desert, the rugged Cascade and Coast Ranges and the urban amenities of the Portland metropolitan area are all within a 100 mile drive of Corvallis. Approximately 15,700 undergraduate and 3,400 graduate students are enrolled at OSU, including 2,600 U.S. students of color and 950 international students.

2.0 SCOPE OF WORK & REQUIREMENTS

2.01 Overview

Oregon State University is seeking responsive responsible vendor(s) to provide temporary personnel services for both the OSU campus and OSU off-campus locations.

2.02 Scope of Work:

A sample contract containing OSU's requirements for this Request for Proposal is included as Attachment A. Provisions numbered 2 – 22 deal specifically with those requirements. The other provisions in Attachment A are standard terms and conditions that will apply to the resulting contract and should be considered by Proposer to determine price proposals and whether Proposer can meet OSU's expectations.

2.03 Required Experience

Proposers must have sustained their current temporary staffing business for a minimum of two full years in order to bid on this contract.

2.04 Pre-Proposal Conference

There will not be a pre-proposal meeting for this RFP.

3.0 REQUIRED SUBMITTALS & EVALUATION

3.01 Required Submittals

Proposal information should be ordered in the same order as listed below. Proposers should submit at a minimum the following information and in accordance with the instructions provided below:

- (a) A submittal letter detailing how Proposer meets the required experience as outlined in section 2.03 of this RFP and detailing how Proposer can meet the criteria identified in the requirements numbered 2 – 20 in the Sample Contract, at Attachment A. The submittal letter must be signed by a representative of the Proposer who is authorized to bind the proposer.
- (b) A detailed response to the paragraphs numbered 2 through 20 contained in the Sample Contract, Attachment A. The response should begin, “Proposer shall provide the following services, subject to the conditions identified below, if it is awarded a contract as a result of this RFP process:”. Proposers should then retype the contract reference numbers, and the requirements as they are currently drafted along with any additional language proposed that would exceed the requirements. Any proposed contract provision that does not, at a minimum, meet the requirements specified may be considered unresponsive and result in rejection of the proposal. The resulting response should be a list of contract provisions numbered 2 through 22 that may be easily incorporated into the contract or contracts that will be entered into between OSU and the party or parties identified as a result of this RFP process. OSU will not incorporate any other terms or conditions from proposals into the resulting contract unless mutually agreed to by the parties.
- (c) A list of the Temporary Staff Position Titles Proposers can fill from its current pool of temporary personnel, by relying on the Temporary Staff Position Titles and Definitions contained in Attachment B. Contractor shall include the number of current employees it has that can fulfill each of the positions listed.
- (d) Attachment C – Hourly Pay Rate, Hourly Bill Rate, and Gross Profit Percentage
- (e) Attachment D – Proposer Certifications
- (f) Attachment E – Proposer Information Sheet
- (g) Attachment F– Reference Sheet
Provide at least three current professional references from different firms and clients able to verify Proposer's ability to comply with requirements of this contract. Please use the Reference Sheet.

3.02 Quantity of Proposal

Proposers shall submit ONE (1) ORIGINAL of the Proposal, including all Required Submittals AND FOUR (4) PHOTO COPIES of the same pages to the location listed on page 1 of this RFP by the time listed on page 1 of this RFP.

Proposers shall mark originals, "ORIGINAL". Originals must contain original signatures on any pages where they are requested. Additionally, Proposer must submit four (4) copies of any illustrated literature or other technical matter included by way of explanation of your proposal. Proposers who fail to submit the requested number of copies may delay the evaluation process by being required to submit additional copies for the evaluation team.

3.03 Evaluation

Proposals will first be evaluated for completeness and compliance with the requirements of this RFP. Those proposals that are incomplete may be rejected. OSU reserves the right to waive minor informalities as allowed in applicable Oregon Administrative Rules.

Complete proposals will be sent to the evaluation committee who will perform first stage evaluations on the written proposals based on the criteria identified below. Points will be given in each criteria and a total score will be determined. The maximum points available for each category are identified below. If the proposal is unclear, proposers may be asked to provide written clarification. At the end of this evaluation stage, OSU may choose to award the Contract to the highest scoring Proposer(s) or move forward to a second stage of evaluation.

The following is a summary of criteria and associated amount of maximum possible points that may be awarded in the first stage evaluation:

Criteria/Points

Established Service Offices:

As indicated above in section 3.01, Proposers shall provide a full listing of each established (at the time of this notice) service office within the state of Oregon and Southern Washington using the form provided at Attachment E. Office street address, phone number, fax number, email, Internet URL (if applicable), and a contact name are required for each established office listed, (1 point per established office in the state of Oregon and Southern Washington)

Travel to Remote Sites:

OSU prefers that the Proposer have the ability to travel to remote sites within Oregon to provide temporary employment services including screening, hiring, criminal background checks, drug/alcohol testing, etc. For each established service office listed, the Proposer shall identify the mileage radius from each office they are willing to travel

to provide services in remote OSU work sites. (5 possible points)

Temporary Employees in each Temporary Staff Position:

OSU prefers that the Proposer have the ability to provide temporary employees for as many of the position titles identified and described in Attachment B – Temporary Staff Position Titles and Definitions. (1 point per employee for each position title)

Conversion Penalties:

A conversion occurs when an employee hired through a temporary agency to work at OSU is offered a permanent position with OSU. OSU prefers that the Proposer have no conversion penalties. Proposers with conversion penalties must provide details and all associated costs to OSU should conversions occur in the second Required Submittal detailed in section 3.01, which is the response to the paragraphs numbered 2 through 20 contained in the Sample Contract, at Attachment A.. This information should be provided in response to paragraph 19 of the Sample Contract. (5 possible points)

Gross Profit Percentage:

As indicated in section 3.01, Contractor shall submit a list the gross profit percentage for EACH position title listed on Attachment B by filling out the form provided at Attachment C. Points will be awarded based on the gross profit percentage with the full number of points awarded to the proposal with the lowest overall gross profit %, resulting in the lowest hourly bill rate. A prorated number of points will be awarded to other proposals. (10 possible points)

If the Contract is not awarded after the first stage, then OSU will proceed with its options under existing Oregon University Systems' Oregon Administrative Rules, in Chapter 580 ad Division 62. Such options include, but are not limited to, low tie bid or proposal procedures, rejection of some or all proposals, and negotiations as described in the existing Oregon Administrative Rules.

4.0 INSTRUCTIONS TO PROPOSERS

4.01 Provisions and Requirements

All proposals are subject to the provisions and requirements of the applicable Oregon Revised Statutes and the Oregon University Systems Oregon Administrative Rules, at Chapter 580.

4.02 Right to Reject

OSU reserves the right to reject any proposal or to reject all proposals at any time prior to OSU's execution of a Contract if it is determined to be in the best interest of OSU to do so.

4.03 Request for Exception, Clarification/Modification or Protest

All requests for exceptions, clarifications, modifications or protest regarding information contained in this RFP (including, but not limited to, specifications, requirements, submittals, procedures, terms and conditions or contractual requirements) must be submitted, in writing, no later than the date and time listed in the schedule of events to the name and address listed below in "Submittal". All requests must be received in writing. No information obtained in any conversation with any OSU personnel will serve to change the requirements and/or scope of the RFP. It is within OSU's sole discretion whether it will accept or deny any exceptions raised by Proposers. If OSU clarifies or modifies the RFP, it will do so through issuing an addendum or addenda to this RFP.

OSU reserves the right to reject proposals that raise any objections to the terms and conditions of this RFP after the deadline for requests for exception/clarifications/modification or protest.

4.04 Request for Exception, Clarification, Modification, or Protest Submittals

Requests for exception, clarification, modification, or protests must be marked with the following information:

Request for Exception, Clarification, Modification, or Protest:

RFP # _____

RFP Title: _____

Closing Date: _____

Submit requests for exception, clarification, modification, or protests to:

Oregon State University, Procurement and Contract Services

Attn: Shannon Fanourakis

644 SW 13th Street

Corvallis, Oregon 97333-4238

Voice: (541) 737-6995 Fax: (541) 737-2170

Requests or protests submitted to other than the person listed above may not be considered. OSU will not be held responsible for any requests or protests that are not submitted by the due date and time. Requests or protests may be submitted via

facsimile, at the number listed above.

4.05 Change or Modification/Addenda

Any change or modification to the RFP specifications or the procurement process will be issued in an addendum to the RFP and made available to Proposers. Only addenda issued by the OSU Procurement and Contract Services (PaCS) Department may change the RFP in any way. No information obtained from any OSU personnel, written, or verbal, will serve to change the RFP.

Note: if you have received a RFP you should consult the PaCS to assure that you have not missed any addenda announcements. Proposers are not required to return addendums with their proposals. However, Proposers are responsible for making themselves aware of, obtaining and incorporating any changes made in any addenda issued by OSU into their final proposals. Failure to do so may, in effect, make the Proposer's proposal non-responsive, which may cause the Proposer's proposal to be rejected.

4.06 Proposal Preparation and Submission

In a joint effort to save costs, reduce waste and produce energy savings, Proposers are encouraged to use double-sided printing on standard 8-1/2" x 11" paper. Proposers are highly encouraged to refrain from submitting proposals in 3-ring binders, spiral bindings, and other non-recyclable presentation folders. Pages should be numbered consecutively and a set of tabs inserted to identify each section of the proposal, such as: "Submittal Letter", "Detailed Response", etc. All binders, reference materials, and other documents should be clearly labeled or otherwise identified and referenced in a clear and consistent manner throughout the proposal.

Proposals and pricing shall be typed and signed by an authorized representative of the Proposer where signatures are required in the attached forms. At least one proposal submitted by Proposer should bear original signatures. No oral, telegraphic, telephone or facsimile proposals will be accepted.

Proposals must be submitted in sealed package(s) or envelope(s). To ensure proper identification and handling, all package(s) or envelope(s) must be clearly marked with the RFP Number and date and time of closing.

Proposals must be received and time-stamped by the OSU Procurement and Contract Services Department at the location listed on Page 1 of this RFP prior to scheduled RFP closing date(s) listed in the Schedule of Events. It is the Proposer's responsibility to submit proposals in a timely manner, allowing plenty of time for delivery. OSU will not be held responsible for late RFP delivery due to a courier's inability to deliver the proposal in a timely manner. Under no circumstances shall late proposals or modifications be considered.

4.07 Proposal Modification

Modifications or erasures made to proposals before proposal submission should be initialed in ink by the person signing the proposal. Proposals, once submitted, may be modified in writing before the time and date set for proposal closing. Any modifications should be prepared on company letterhead, signed by an authorized representative, and state that the new document supersedes or modifies the prior proposals.

Proposers may not modify proposals after proposal due date and closing time.

4.08 Proposal Withdrawals

Proposals may be withdrawn in writing on company letterhead signed by an authorized representative and received by PaCS prior to proposal due date and time. Proposals may also be withdrawn in person before the proposal due date and time upon presentation of appropriate identification.

4.09 Agreement to RFP Requirements, Terms and Conditions

By proposal submission, Proposers agree to all requirements, terms and conditions contained in the RFP. Proposer further agrees that if Proposer is awarded a Contract pursuant to this RFP process, no terms and conditions will apply to the Contract other than those in writing and signed by an individual authorized to bind OSU.

4.10 Information Submitted

The Proposer is cautioned that it is the Proposer's sole responsibility to submit information related to the evaluation categories, and that OSU is under no obligation to solicit such information if it is not included within the Proposer's proposal. Failure by the Proposer to submit such information may cause an adverse impact on the evaluation of the Proposer's proposal.

4.11 Public Record

In addition, Proposers must be aware that all information submitted by them in response to this RFP is subject to review by the public under the Oregon Public Records Law.

If a proposal contains any information that it considers to be a "trade secret" under ORS 192.501(2), the Proposer must mark each sheet of such information with the following legend:

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

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

The above restriction may not include cost or price information, which must be open to public inspection. Designating an entire proposal a "trade secret" or otherwise confidential is unacceptable. Proposals in which the entire document is marked or otherwise identified in its entirety as a "trade secret" or otherwise confidential will be rejected.

4.12 RFP Preparation Costs

OSU shall not be liable for any costs incurred in the preparation and presentation of proposals.

4.13 Alternate Proposals

Proposers may submit more than one proposal. All proposals must comply with the requirements of the RFP except that additional proposals may incorporate, by reference, repetitive information which is provided in a complete proposal.

4.14 Proposal Opening Procedure

All proposals received in response to this RFP shall be opened at the scheduled Proposal Due Date and Time indicated on the cover of this RFP. Proposers who attend the opening will be informed only of the names of Proposers submitting proposals. No other information will be available.

4.15 Investigation of References

OSU reserves the right to investigate and to consider the references and the past performance of any Proposer with respect to such things as its successful performance of similar services, compliance with specifications and contractual obligations, and its lawful payment of suppliers, sub-contractors, and workers. OSU may postpone the award or execution of the Contract after the announcement of the apparent successful Proposer in order to complete its investigation.

OSU reserves the right to consider past performance, historical information and fact, whether gained from the Proposer's proposal, question and answer conference, references, OSU or any other source in the evaluation process.

4.16 Prior Acceptance of Defective Proposals

Due to limited resources, OSU generally will not completely review or analyze proposals which on their faces fail to comply with the requirements of the RFP or which clearly are not the best proposals, nor will OSU generally investigate the references or qualifications of those who submit such proposals. Therefore, neither the release of a Proposer's bid bond, the return of a proposal, nor acknowledgment that the selection is complete shall operate as a representation by OSU that an unsuccessful proposal was complete, sufficient, or lawful in any respect.

4.17 Post-Selection Review

After evaluation, OSU will name an apparent successful Proposer or Proposers. Identification of the "apparent successful Proposer or Proposers" is procedural only and creates no right in the named Proposer or Proposers to award of the Contract. Competing Proposers shall be notified in writing of the identity of the apparent successful Proposer or Proposers and shall be given seven (7) calendar days to review the RFP file and evaluation report at PaCS. Any questions or concerns about, or protests of, the evaluation process must be in writing and must be delivered to PaCS within seven (7) calendar days after the date of the letter identifying the apparent successful Proposer.

Within a reasonable time following the end of this seven (7) day protest period, OSU will consider all protests received, if any, and:

- (a) pursuant to OAR 580-061-0145(8) reject all protests and proceed with

final evaluation of the apparent successful Proposer and, pending the satisfactory outcome of this final evaluation, enter into a Contract with the named Proposer; OR

- (b) pursuant to OAR 580-061-0145 (8), sustain a meritorious protest(s) and reject the apparent successful Proposer as non-responsive, if such Proposer is unable to demonstrate that its proposal complied with all material requirements of the solicitation and Oregon public procurement law; thereafter, OSU may name a new apparent successful Proposer; OR
- (c) pursuant to OAR 580-061-0145 (8) reject all proposals and cancel the procurement.

4.18 Legal Sufficiency Review

The Sample Contract at Attachment A contains terms and conditions that Proposer should consider when preparing its proposal. The Sample Contract is an approximation of the final Contract. Proposers awarded a Contract pursuant to this RFP are expected to enter with OSU. The final Contract will reflect additions acceptable to OSU from the proposal or proposals from Proposers awarded the Contract and any additional terms and conditions added as a result of the negotiations allowed under this RFP and applicable Oregon Administrative Rules. Prior to execution, the Contract must be reviewed for legal sufficiency pursuant to the Oregon Revised Statutes and applicable Oregon Administrative Rules. OSU may not enter into any Contract not approved for legal sufficiency by an attorney qualified to approve the Contract for legal sufficiency. The Contract may only be amended after execution upon the mutual agreement of both parties in a writing signed by both parties.

ATTACHMENT A
Sample Contract for Service

This is a Contract between the State of Oregon acting by and through the State Board of Higher Education on behalf of **OREGON STATE UNIVERSITY (OSU)** and **[INSERT NAME OF CONTRACTOR] (CONTRACTOR)**.

WHEREAS, **OSU** needs the services outlined in this Contract and has competitively solicited for those services under Request for Proposal number S13979108P entitled Temporary Personnel Services; and

WHEREAS, **CONTRACTOR** has submitted a proposal in response to the above referenced Request for Proposal and was selected as the contractor best able to provide this service; and

WHEREAS, **OSU** and **CONTRACTOR** are both in agreement with the terms of this Contract and desire to enter into this mutually beneficial Contract;

NOW, THEREFORE, **OSU** and **CONTRACTOR** agree as follows:

1. **Contract Term:** The initial term of this contract shall be for two years from date of contract execution. At the option of OSU, the contract may be extended for additional two year periods up to a total contract term of ten years, or as allowed by law.
2. **Provision of temporary personnel:** Upon request by OSU, Contractor shall assign or refer qualified persons to perform temporary personnel services for OSU at the time specified by OSU. Because of OSU's many and diverse personnel needs, Contractor will make available a pool of temporary personnel with a wide-range of competencies. Contractor must be able to fill satisfactorily the personnel needs identified by OSU within 24 hours of OSU's request. Failure to do so may result in OSU's seeking services from another temporary personnel services agency. Contractor should seek to fill OSU's temporary personnel needs from its own staff; but, if necessary, Contractor may use subcontractors in accordance with provision 3 below.
3. **Interview Requests:** Upon 24-hour notice, Contractor shall ensure that two or more temporary personnel are available for OSU to interview prior to placement and agrees such interviews shall be conducted at no additional cost to OSU. Conducting interviews of temporary personnel gives OSU the sole right to choose the applicant OSU hires for temporary personnel services.
4. **Subcontracting:** If Contractor is unable to fulfill OSU's personnel needs from its own staff or if the temporary personnel Contractor offers from its staff are unsatisfactory to OSU, Contractor may subcontract with other agencies to provide temporary personnel services to OSU. Contractor shall ensure that

subcontractors comply with the terms and conditions, including insurance requirements, contained in this Contract. Contractor shall keep OSU informed of subcontractors it enlists to provide services under this Contract. Contractor's charges for providing temporary personnel services must not vary when Contractor relies on subcontractors to fulfill OSU's temporary personnel needs.

5. **Temporary Personnel Training:** Contractor shall provide all labor, training and supervision necessary to provide OSU with qualified, trained personnel in satisfaction of OSU's temporary personnel needs. Under no circumstances should Contractor seek to fulfill OSU's temporary personnel needs by providing personnel who do not have the training required to fill the positions for which OSU seeks temporary personnel. Contractor shall provide adequate testing and training of its current and prospective employees in order to ensure skill levels are met for any specific job qualification (s) before referral or placement at any OSU work location.
6. **Security/Background Checks:** Contractor shall provide criminal background checks (Oregon at a minimum, and National for prospective employees that formerly lived outside of the state of Oregon) on each current and prospective employee with satisfactory results before referral or placement at any OSU work location. Disqualifying crimes will include 1) felony convictions of any kind within the last 8 years, 2) all crimes involving weapons of any kind ever committed, and 3) all person to person crimes ever committed. The Contractor shall also provide drug/alcohol testing of each employee with satisfactory results before referral or placement at any OSU work location. The costs for criminal background checks and drug/alcohol testing shall be the responsibility of the Contractor.
7. **Contractor's Responsibilities as Employer of Temporary Personnel:** Contractor shall remain employer of temporary personnel during their placement with OSU. Contractor shall maintain all legal responsibilities as the employer of the temporary personnel, including but not limited to payment of their wages, taxes, worker's compensation fees, and other compensation due them. Contractor shall comply with all Federal and State payroll tax requirements as employer of the temporary personnel. OSU shall, under no circumstances, be responsible for compensating temporary personnel directly. Contractor shall notify OSU Office of Human Resources immediately if for any reason Contractor's licenses and/or Certificate of Liability insurance are cancelled or not renewed by the issuing agencies. Failure to disclose such information will be cause for immediate Contract termination.
8. **Telephone, Fax, Computer, and Email Usage:** Neither Contractor nor temporary personnel placed at OSU by Contractor shall use any OSU telephone (other than pay phones), fax, computer, or email for any reason other than when required to perform services under this Contract unless authorized in

advance by OSU. OSU shall bill Contractor for any unauthorized use plus any costs for investigation or billing.

9. **Security:** All OSU property, materials, and documents are to be left at the OSU worksite by Contractor and temporary personnel placed at OSU by Contractor, except in the normal course of OSU supervised activities. Contractor and temporary personnel placed at OSU by Contractor shall consider all information accessible to them at OSU to be confidential unless otherwise specified by OSU. Any disclosure of confidential information or removal of OSU property by Contractor or Contractor's employees shall be cause for immediate Contract termination. Contractor shall indemnify and hold OSU harmless for any liability, claim, or other cause of action resulting from the release of confidential information by Contractor or temporary personnel placed at OSU by Contractor.
10. **Travel:** OSU is not responsible for compensating Contractor or temporary personnel placed at OSU by Contractor for travel expenses to and from the temporary personnel's assigned workplaces. If, in the course of their assigned duties, OSU requires temporary personnel placed at OSU by Contractor to travel, OSU shall provide that transportation or reimburse Contractor, in accordance with the applicable rates and standards published by OSU, for providing the temporary personnel's cost of travel.
11. **Ownership Of Work Product:** The State Board of Higher Education requires all temporary personnel placed at OSU to assign to the Board rights to any invention or improvement in technology, including software, developed using University facilities, personnel, information or other University resources. Therefore, all completed, or partially completed, work products which result from this Contract are the exclusive property of OSU.
12. **Unsatisfactory Personnel:** Contractor shall remove temporary personnel unsatisfactory to OSU immediately upon notification by OSU. Contractor shall not bill OSU for unsatisfactory temporary personnel services if OSU notifies Contractor by phone or in writing within four hours after the temporary personnel reports to his or her assignment. Contractor shall immediately replace the temporary personnel with qualified temporary personnel satisfactory to OSU, or OSU will seek to fill the position with temporary personnel from other agencies and bill Contractor for the difference in costs to OSU.
13. **Reports:** Upon request by OSU, Contractor shall provide reports to meet specific needs concerning OSU's usage. Contractor and OSU shall come to mutually agreeable reporting formats. OSU shall allow Contractor reasonable time to accommodate reporting requests.
14. **Employee Time Cards and Checks:** Upon request, the Contractor shall make time cards and checks available to OSU for distribution to the temporary personnel placed at OSU by Contractor.

15. **Affirmative Action and Equal Employment Opportunity:** The Contractor shall adhere to OSU's Affirmative Action and Equal Employment Opportunity policies, as published on OSU's website.
16. **Licenses/Certifications:** Contractor shall ensure that its current and prospective temporary personnel employees hold current licenses or certifications necessary to meet any specific job qualification(s) before referral or placement in any OSU position. Applicable licenses or certifications may include, but are not limited to, Food Handler Permits for food service positions, Journeyman licenses for skilled craft positions, and Spray-Applicator licenses for ground maintenance positions. Contractor is responsible for requesting information from OSU regarding licenses or certifications required to fill the positions for which OSU requests temporary personnel services from Contractor.
17. **Established Service Offices:** Contractor shall provide OSU with all relevant information regarding its established service offices, including the location and contact information for each site.
18. **Temporary Employee Job Groups:** Contractor shall provide OSU at the Quarterly Business Review described in paragraph 21 below, an updated list of the Temporary Staff Position Titles it can fill from its then current pool of temporary personnel, by relying on the Temporary Staff Position Titles and Definitions contained in Attachment B. Contractor shall include the number of current employees it has that can fulfill each of the positions listed.
19. **Conversion Penalties:** A conversion occurs when OSU offers one of Contractor's temporary personnel employees a position with OSU. OSU desires that Contractor not charge conversion penalties; however, should Contractor apply such penalties, the following details and associated costs to OSU apply: **[Bidder should provide the details of any conversion penalty it would apply if awarded this Contract]**
20. **Hourly Pay Rate, Hourly Bill Rate, and Gross Profit Percentage:** The rates and gross profit percentage listed by Contractor in Attachment C shall apply to the temporary personnel services provided by Contractor under this Contract.
21. **Business Review:** Quarterly Business Reviews will be conducted between representatives of the Contractor and OSU. These reviews will be scheduled by the Contract Administrator in OSU Procurement and Contract Services and must include attendance by the Contractor's Regional Director. The reviews will include discussion of what aspects of the Contract are going well, as well as any necessary improvements.
22. **Notice/Contacts:** Any notice pursuant to this Contract shall be validly given if in writing and sent to the respective addressees of Contractor and OSU. The

OSU contacts for submittals and any other correspondence and notices related to performance under Contract shall be:

OSU Contract Administrator

and: OSU Human Resources

Shannon Fanourakis, CPPB
Senior Procurement Analyst
Oregon State University
644 SW 13th Street
Corvallis, OR 97333-4238
Phone: (541) 737-6995

Stephanie Taylor
Employment Services Manager
Oregon State University
KAd 122
Corvallis, OR 97331
Phone: (541) 737-3203

The Contractor contacts for submittals and any other correspondence and notices related to performance under Contract shall be:

CONTRACTOR Contract Administrator

[CONTACT NAME]
[CONTACT TITLE]
[COMPANY NAME]
[ADDRESS]
[CITY, STATE, ZIP]
[PHONE NUMBER]

23. **Amendments:** The terms of this Contract shall not be waived, altered, modified, supplemented or amended in any manner whatsoever without prior written approval of OSU.

24. **Independent Contractor Status:** The service or services to be rendered under this Contract are those of an independent contractor. OSU reserves the right (a) to determine and modify the delivery schedule for the services and (b) to evaluate the quality of the services; however, OSU may not and will not control the means or manner of Contractor's performance. Contractor is responsible for determining the appropriate means and manner of performing the services. Contractor is not an officer, employee or agent of OSU as those terms are used in ORS 30.265.

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

26. **Government employment status:**

A. If this payment is to be charged against federal funds, Contractor certifies that it is not currently employed by the federal government.

B. Contractor certifies it is not an employee of OSU.

27. **Waiver:** Failure of OSU to enforce any provision of this Contract shall not constitute a waiver or relinquishment by OSU of the right to such performance in the future nor of the right to enforce any other provision of this Contract.

28. **Assignment/Subcontract/Successors:** Contractor shall not assign, sell, transfer, or subcontract rights, or delegate responsibilities under this Contract, in whole or in part, without the prior written approval of the OSU Procurement and Contract Services Department and any attempt to do so will be null and void. No such written approval shall relieve Contractor of any obligations of this Contract, and any transferee or subcontractor shall be considered the agent of Contractor. Contractor shall remain liable to OSU under the Contract as if no such assignment, transfer, or subcontract had occurred.

29. **Successors in Interest:** The provisions of this Contract shall be binding upon and shall inure to the benefit of the parties to the Contract and their respective permitted successors and assigns.

30. **Compliance with Applicable Law:** Contractor shall comply with all federal, state, county, and local laws, ordinances, and regulations applicable to the work to be done under this Contract. Contractor specifically agrees to comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules, and regulations. Contractor also shall comply with the Americans with Disabilities Act, 42 USC §12100 et seq., ORS 659.425 and all regulations and administrative rules established pursuant to those laws. Failure or neglect on the part of Contractor to comply with any or all such laws, ordinances, rules, and regulations shall not relieve Contractor of these obligations nor of the requirements of this Contract.

31. **Payment of Contractor's Obligations:** Contractor agrees to make payments promptly when due to all persons supplying labor or materials to Contractor to facilitate its performance of this Contract; to pay all contributions or amounts due the industrial accident insurance provider that Contractor incurs in the performance of this Contract; not to permit any lien or claim to be filed or prosecuted against the state on account of any labor or material furnished by Contractor; to pay to the Department of Revenue all sums withheld from employees pursuant to ORS 316.167. If Contractor fails or refuses to make any such payments required in this paragraph, the appropriate OSU official may pay the claims and charge the amount of the payment against funds due or to become due to the Contractor under this Contract. If no additional

payments are due Contractor under this Contract, Contractor shall reimburse OSU for claims it pays on Contractor's behalf. Any payment of a claim in the manner authorized in this section does not relieve the Contractor or Contractor's surety, if any, of obligations with respect to any unpaid claims.

32. **Severability:** If any provisions of this Contract are declared by a court to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected; and the rights and obligations of the parties shall be construed and enforced as if the Contract did not contain the particular provision held to be invalid, unless that provision is deemed material by OSU.
33. **Indemnity, Responsibility for Damages:** (a) Contractor shall be responsible for all damage to property, injury to persons, and loss, expense, inconvenience, and delay which may be caused by, or result from, the conduct of work under this Contract, or from any act, omission, or neglect of Contractor, its subcontractors, or employees. Contractor shall save, defend, indemnify, and hold harmless the State of Oregon, the State Board of Higher Education, OSU, and their officers, agents, employees, and members from all claims, suits, and actions of any nature resulting from or arising out of the activities or omissions of Contractor or its subcontractors, officers, agents, or employees acting under this Contract. (b) Without limiting the generality of subsection (a), Contractor expressly agrees to defend, indemnify, and hold OSU, the State of Oregon and their agencies, subdivisions, officers, directors, agents, and employees harmless from any and all claims, suits, actions, losses, liabilities, costs, expenses, including attorneys fees, and damages arising out of or related to any claims that the services or any other tangible or intangible items delivered to OSU by Contractor that may be the subject of protection under any state or federal intellectual property law or doctrine, or OSU's use thereof, infringes any patent, copyright, trade secret, trademark, trade dress, mask work, utility design, or other proprietary right of any third party; provided, that OSU shall provide Contractor with prompt written notice of any infringement claim. (c) Contractor shall have control of the defense and settlement of any claim that is subject to subsections (a) or (b); however, neither Contractor nor any attorney engaged by Contractor shall defend the claim in the name of the State of Oregon or any agency of the State of Oregon, nor purport to act as legal representative of the State of Oregon or any of its agencies, without first receiving from the Oregon Attorney General, in a form and manner determined appropriate by the Attorney General, authority to act as legal counsel for the State of Oregon, nor shall Contractor settle any claim on behalf of the State of Oregon without the approval of the Attorney General. The State of Oregon may, at its election and expense, assume its own defense and settlement in the event that the State of Oregon determines that Contractor is prohibited from defending the State of Oregon, or is not adequately defending the State of Oregon's interests, or that an important governmental principle is at issue and the State of Oregon desires to assume its own defense.

34. **Safety and Health Requirements:** Services supplied under this Contract shall comply with all federal Occupational Safety and Health Admin. (OSHA) requirements and with all Oregon safety and health requirements, including those of the State of Oregon Workers' Compensation Division.

35. **Access to Records:** Contractor shall maintain books, records, documents, and other evidence and accounting procedures and practices sufficient to reflect properly all costs of whatever nature claimed to have been incurred and anticipated to be incurred in the performance of the Contract and of the Annual Net Revenue. The Oregon State Board of Higher Education, Oregon Secretary of State, federal government, and their duly authorized representatives shall have access to the books, documents, papers, and records of Contractor which are directly pertinent to this Contract for the purpose of making audit, examination, excerpts, and transcripts. Such books and records shall be maintained by Contractor for three years from the date of Contract expiration unless a shorter period is authorized in writing. Contractor is responsible for any audit discrepancies involving deviation from the terms of the Contract and for any commitments or expenditures in excess of amounts authorized by OSU.

36. Insurance Terms and Conditions:

A. **GENERAL LIABILITY INSURANCE:** Contractor shall obtain, at Contractor's expense, and keep in effect during the term of this Contract, General Liability Insurance. Such insurance policy is to be issued by an insurance company authorized to do business in the State of Oregon. Contractual, product, and completed operations liability combined single limit per occurrence shall not be less than \$1,000,000, when applicable. OSU and the Oregon University System, their officers, employees and agents shall be included as additional insured in said insurance policy.

B. **WORKERS' COMPENSATION:** The Contractor, its subcontractors, if any, and all employers providing work, labor or materials under this Contract are subject employers under the Oregon Workers' Compensation law and shall comply with ORS 656.017, which requires them to provide workers' compensation coverage that satisfies Oregon law for all their subject workers, unless such employees are exempt under ORS 656.126.

C. **PRIMARY COVERAGE:** Insurance carried by Contractor under this Contract shall be the primary coverage and OSU's insurance is excess and solely for damages or losses for which OSU is responsible.

D. **CERTIFICATES OF INSURANCE:** As evidence of the insurance coverages required by this Contract, the Contractor shall furnish Certificate(s) of Insurance to OSU Procurement and Contract Services Department, upon request. The Certificate(s) will specify all of the parties who are Additional Insureds (or Loss Payees). Insurance coverages required under this Contract shall be obtained

from acceptable insurance companies or entities. The Contractor shall be financially responsible for all deductibles, self-insured retentions and/or self-insurance included hereunder.

E. **NOTICE OF CANCELLATION OR CHANGE:** There shall be no cancellation, material change, potential exhaustion of aggregate limits or intent not to renew insurance coverage(s) without 30 days' written notice from the Contractor or its insurer(s) to OSU Procurement and Contract Services Department. Any failure to comply with the reporting provisions of this insurance, except for the potential exhaustion of aggregate limits, shall not affect the coverage(s) provided to OSU.

Note: Contractor shall ensure any/all subcontractors, comply with insurance requirements. OSU reserves the right to obtain insurance certificates from these entities at any time during the Contract period.

37. **Termination:** This Contract may be terminated at any time by mutual consent of both parties, or by OSU at its discretion. If sufficient funds are not provided in future legislatively approved budgets of OSU (or from applicable federal, state or other sources) to permit OSU, in the exercise of its reasonable administration discretion, to continue this Contract, or if OSU or the program from which this Contract was executed is abolished, OSU may terminate this Contract without further liability upon delivery of notice to Contractor. This Contract may also be terminated by OSU for default (including breach of contract) if (a) Contractor fails to provide services called for by this Contract within the time specified, (b) Contractor fails to perform any of the other provisions of this Contract, or so fails to pursue the work as to endanger performance of the Contract in accordance with these terms, and after receipt of written notice from OSU, fails to correct such failures within ten days, (c) Contractor institutes or has instituted against it, insolvency, receivership or bankruptcy proceedings, makes an assignment for the benefit of creditors, or ceases doing business on a regular basis, or (d) Contractor no longer holds a license or certificate that is required for Contractor to perform its obligations under the Contract or Contractor has not obtained such license or certificate within fourteen (14) calendar days after OSU's notice or such longer period as OSU may specify in such notice. The rights and remedies of OSU provided in the above clause related to defaults (Including breach of contract) by Contractor shall not be exclusive and are in addition to any other rights and remedies provided by or under this Contract.

38. **OSU's Remedies for Contractor's Default:** In the event Contractor is in default under the Section titled "Termination", OSU may, at its option, pursue any or all of the remedies available to it under this Contract and at law or in equity, including, but not limited to: (a) rejection of the services, (b) requiring Contractor to correct any defects without charge, (c) negotiation with Contractor to sell the services to OSU at a reduce price, (d) termination of the Contract under the Section titled "Termination", (e) withholding all moneys due for the

services Contractor has failed to deliver within any scheduled completion dates or has performed inadequately or defectively, (f) initiation of an action or proceedings for damages, specific performance, or declaratory or injunctive relief, or (g) exercise of its right of set off. These remedies are cumulative to the extent the remedies are not inconsistent, and OSU may pursue any remedy or remedies singly, collectively, successively, or in any order whatsoever.

39. **Force Majeure:** Neither OSU nor Contractor shall be held responsible for delay or default caused by fire, riot, act of nature, terrorist acts, or other acts of political sabotage, or war where such cause was beyond, respectively, OSU's or Contractor's reasonable control. Contractor shall, however, make all reasonable efforts to remove or eliminate such a cause of delay or default and shall, upon cessation of the cause, diligently pursue performance of its obligations under this Contract.
40. **Governing Law:** This Contract shall be governed and construed in accordance with the laws of the State of Oregon, without resort to any jurisdiction's conflict of laws rules or doctrines. Any claim, action, or suit between OSU and Contractor that arises out of or relates to performance of this Contract shall be brought and conducted solely and exclusively within the Circuit Court for Marion, for the State of Oregon. Provided, however that if any such claim, action, or suit may be brought only in federal forum, it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon. Contractor hereby consents to the in personam jurisdiction of said courts.
41. **Notice:** Any notice pursuant to this Contract shall be validly given if in writing and sent by registered or certified mail, postage prepaid, to the respective addressees of Contractor and OSU.
42. **Workers' Compensation:** All employers, including Contractor, that employ subject workers, who work under this Contract in the State of Oregon shall comply with ORS 656.017 and provide the required workers' compensation coverage, unless such employers are exempt under ORS 656.126. Contractor shall ensure that each of its subcontractors complies with these requirements.
43. **Sexual Harassment Policy:** Contractor shall comply with the Board of Higher Education policies applicable to contractors that prohibit sexual harassment by Contractor and its employees in their interactions with members of the OUS community.
44. **Merger:** THIS CONTRACT CONSTITUTES THE ENTIRE CONTRACT BETWEEN THE PARTIES. THERE ARE NO UNDERSTANDINGS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS CONTRACT. NO AMENDMENT, CONSENT, OR WAIVER OF TERMS OF THIS CONTRACT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY ALL

PARTIES. ANY SUCH AMENDMENT, CONSENT, OR WAIVER SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. CONTRACTOR, BY THE SUBMISSION OF A BID OR PROPOSAL BY ITS AUTHORIZED REPRESENTATIVE, ACKNOWLEDGES HAVING READ AND UNDERSTOOD THE CONTRACT AND CONTRACTOR AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

IN WITNESS WHEREOF, the parties hereto have caused this Contract to be executed by their respective duly authorized representatives as of the date last below written.

CONTRACTOR

OREGON STATE UNIVERSITY

Name	Date
Title	

Tamara Bronson	Date
Procurement and Contracts Supervisor	

Approved as to legal sufficiency:

Name	Date
Title	

ATTACHMENT B

TEMPORARY STAFF POSITION TITLES AND DEFINITIONS

Please Note: Proposers must include in their proposal which position titles they are able to provide

Temporary Clerical/Secretarial:

Temporary clerical and secretarial positions perform a wide range of office support, technical, and/or administrative support tasks and require varying levels of knowledge of the program or operational area for which they are providing support. Examples include accounting technicians, administrative program assistants and specialists, campus dispatchers, cashiers, library technicians, medical records specialists, office assistants and specialists, and payroll technicians.

Temporary Custodial:

Temporary custodial positions require limited degrees of previously acquired skills and knowledge and in which staff perform duties which result in or contribute to the comfort, convenience, and hygiene of University students, employees or visitors, or which contribute to the upkeep and care of buildings, facilities or grounds. Examples include custodians and custodial services coordinators.

Temporary Food Service:

Temporary food service positions require limited degrees of previously acquired skills and knowledge and in which staff perform duties which result in or contribute to the comfort, convenience, and hygiene of University students, employees or visitors. Examples include cooks, food service workers and food service coordinators.

Temporary Maintenance:

Temporary maintenance positions require limited degrees of previously acquired skills and knowledge and in which staff perform duties which result in or contribute to the comfort, convenience, and hygiene of University students, employees or visitors, or which contribute to the upkeep and care of buildings, facilities or grounds. Examples include able mariners, athletic equipment coordinators, bio science research workers, campus security/public safety officers, grounds maintenance workers, issuing agents, laborers, maintenance laborer coordinators, property specialists, transporters, and warehouse workers.

Temporary Non-Teaching Professional:

Temporary non-teaching professional positions perform academic support, student service, or institutional support activities as their primary assignments. College graduation or experience of such kind and amount as to provide a comparable background is required. Examples include accountants, buyers, chemists, editors, engineers, nurse practitioners, program representatives, purchasing analysts, and systems analysts.

Temporary Skilled Craft:

Temporary skilled craft positions require special manual skills and a thorough and comprehensive knowledge of the processes involved in the work, acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Examples include carpenters, electricians, painters, print services technicians, refrigeration mechanics, ship's mates or engineers, and trades/maintenance workers.

Temp Tech/Para-Professional:

Temporary technical or para-professional positions require specialized knowledge or skills which may be acquired through experience or academic work, such as offered in many two-year technical institutes, community colleges, or through equivalent on-the-job training. Examples include bio science research technicians, construction inspectors, equipment systems specialists, graphic artists, grants/contracts technicians, information technology consultants, laboratory technicians, nutrition education assistants, programmers, science storekeepers, seed analysts, telecommunications analysts, and veterinary technicians.

ATTACHMENT C

HOURLY PAY RATE, HOURLY BILL RATE AND GROSS PROFIT PERCENTAGE

Please Note: Proposers must complete the Hourly Bill Rate and Gross Profit (%) below for each position title for which the Proposer is able to provide temporary employees. If temporary employees cannot be provided for a specific position title, leave hourly bill rate and gross profit % columns blank.

THIS PAGE MUST BE SUBMITTED WITH PROPOSAL.

Position Class	Position Title	Hourly Pay Rate	Hourly Bill Rate	Gross Profit (%)
TS401	Clerical/Secretarial	8.31 – 17.44		
TS701	Custodial	8.31 – 11.02		
TS701	Food Service	7.95 – 13.20		
TS701	Maintenance	7.95 - 15.16		
TS301	Non-Teaching Professional	11.53 – 23.16		
TS601	Skilled Craft	9.39 – 19.17		
TS501	Technical/Para-Professional	8.90 – 24.31		

Hourly Pay Rate = Rate paid to the employee

Hourly Bill Rate = Contractor's direct costs (wages, taxes, workers compensation, and other personnel expenses) + gross profit

Gross Profit % = Percentage applied to Contractor's direct costs

ATTACHMENT D

PROPOSER CERTIFICATIONS

Each Entity must read and comply with the following sections. Failure to do so may result in rejection of offer. By signature on this certification the undersigned certifies that they are authorized to act on behalf of the Entity and that under penalty of perjury the undersigned will comply with the following:

SECTION I. OREGON TAX LAWS

As required in ORS 305.385(6) the undersigned hereby certifies that to the best of the undersigned's knowledge, the Entity is not in violation of any Oregon Tax Laws. For purposes of this certification, "Oregon Tax Laws" means a state tax imposed by ORS 401.792 to 401.816 (Tax For Emergency Communications), 118 (Inheritance Tax), 314 (Income Tax), 316 (Personal Income Tax), 317 (Corporation Excise Tax), 318 (Corporation Income Tax), 320 (Amusement Device and Transient Lodging Taxes), 321 (Timber And Forestland Tax), 323 (Cigarettes And Tobacco Products Tax), and the elderly rental assistance program under ORS 310.630 to 310.706; and any local taxes administered by the Department of Revenue under ORS 305.620. If a Contract is executed, this information will be reported to the Internal Revenue Service under the name and taxpayer I.D. number submitted below. Information not matching IRS records could subject Contractor to 31 percent backup withholding.

SECTION II. AFFIRMATIVE ACTION

The undersigned hereby certifies that they have not discriminated against Minority, Women or Emerging Small Business Enterprises in obtaining any required subcontracts, pursuant to OAR 580-061-0030 (3).

SECTION III. COMPLIANCE WITH SOLICITATION

The undersigned agrees and certifies that they:

1. Have read, understands and agree to be bound by and comply with all requirements, instructions, specifications, terms and conditions contained herein (including any attachments); and
2. Are an authorized representative of the Entity, that the information provided is true and accurate, and that providing incorrect or incomplete information may be cause for rejection of the offer or contract termination; and
3. Will furnish the designated item(s) and/or service(s) in accordance with the solicitation and the contract; and
4. Will provide/furnish federal employee identification number or social security number with offer.

Authorized Signature: _____ Date: _____

Name (Type or Print): _____ Title: _____

Telephone Number:(_____) _____ Fax Number:(_____) _____

FEIN ID# or SSN# (required): _____

Construction Contractors Board (CCB) License Number (if applicable): _____

Business Designation (check one):

☐ Corporation ☐ Partnership ☐ Sole Proprietorship ☐ Non-Profit ☐ Limited Liability Company

Minority, Women & Emerging Small Business (MWESB) Certified Firm: ☐ Yes ☐ No

If yes, Minority, Women & Emerging Small Business (MWESB) Certification Number: _____

ATTACHMENT E
PROPOSER INFORMATION SHEET

PROPOSER: _____

CONTRACT CONTACT INFORMATION

POINT OF CONTACT: _____

TELEPHONE NUMBER: _____

FAX NUMBER: _____

ADDRESS: _____

CITY, STATE ZIP: _____

ACCOUNTING CONTACT INFORMATION

POINT OF CONTACT: _____

TELEPHONE NUMBER: _____

FAX NUMBER: _____

REMITTANCE ADDRESS: _____

CITY, STATE ZIP: _____

ATTACHMENT F

REFERENCE SHEET

Each Proposer must submit the following information as required in the Request for Proposal.

REFERENCE FIRM #1

NAME: _____

ADDRESS: _____

POINT OF CONTACT AT REFERENCE FIRM: _____

PHONE NUMBER OF CONTACT: _____

SCOPE OF SERVICES PROVIDED: _____

REFERENCE FIRM #2

NAME: _____

ADDRESS: _____

POINT OF CONTACT AT REFERENCE FIRM: _____

PHONE NUMBER OF CONTACT: _____

SCOPE OF SERVICES PROVIDED: _____

REFERENCE FIRM #3

NAME: _____

ADDRESS: _____

POINT OF CONTACT AT REFERENCE FIRM: _____

PHONE NUMBER OF CONTACT: _____

SCOPE OF SERVICES PROVIDED: _____
