Request for Proposal

Brand Strategy for the Miller Center of Public Affairs

September 3, 2010

A VASCUPP Member Institution
Issued by Procurement Services
Charlottesville, Virginia
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Brand Strategy for the Miller Center Public Affairs
Request for Proposal #JM090310
September 3, 2010

This Request for Proposal (RFP) has been posted on Procurement Services web site for your convenience. Addenda and attachments are posted if issued. The RFP can be downloaded at this web site: [http://www.procurement.virginia.edu/pagerfp](http://www.procurement.virginia.edu/pagerfp). It is the firm’s responsibility to ensure that the latest version of the entire RFP and related links are reviewed prior to submission of a proposal. We encourage you to check the web site frequently for any changes prior to the due date. Call (434) 924-1346 if you have trouble accessing the RFP from the web. For questions about the content of the RFP, contact the buyer listed in Section VI, Information about this RFP.

Additional information can be found on Procurement Services web site:
[http://www.procurement.virginia.edu/pagehome](http://www.procurement.virginia.edu/pagehome)

I. Overview of the RFP Process

The Rector and Visitors of the University of Virginia (the “University”), a Virginia public corporation, seeks one or more experienced and qualified firm(s) to develop and guide the implementation of a brand strategy for the University’s Miller Center of Public Affairs. This RFP is part of a competitive procurement process which helps to serve the University's best interests. It also provides firm(s) with a fair opportunity for their services to be considered. The process of competitive negotiation being used in this case should not be confused with the different process of competitive sealed bidding. The latter process is usually used where the goods or services being procured can be described precisely and price is generally the determinative factor. With competitive negotiation, however, price is not required to be the determinative factor, although it may be, and the University has the flexibility it needs to negotiate with firms to arrive at a mutually agreeable relationship.

For ease of reference, firm(s) receiving this RFP is referred to as "firm(s)" and the firm(s) selected to provide services for the University is referred to as the "Selected Firm(s)". This RFP states the instructions for submitting proposals, the procedure and criteria by which a firm may be selected, and the contractual terms by which the University proposes to govern the relationship between it and the Selected Firm(s).

It is the policy of the Commonwealth of Virginia and the University to contribute to the establishment, preservation, and strengthening of small businesses and businesses owned
by women and minorities, and to encourage their participation in State procurement activities. The Commonwealth and the University encourage firm(s) to provide for the participation of small businesses and businesses owned by women and minorities through partnerships, joint ventures, subcontracts, or other contractual opportunities.

II. Background Discussion and Goals of the University

When Thomas Jefferson founded the University in 1819, he intended it to be nothing less than a world-class institution of higher learning. Jefferson’s spirit lives on – not only in the Rotunda and Academical Village he designed, and which remain treasures of American architecture, but in the University’s standing as a leader in education, research, and community service.

The over 20,300 students attending the University work within a true meritocracy and live by an Honor Code unique among American universities. Each student is exposed to the widest spectrum of disciplines – from arts and athletics to humanities and technology. Our students also enjoy a unique connection to the world beyond college through the University’s outstanding professional training, exemplified by its nationally ranked schools of Law, Business, and Medicine. The University as a whole has had a consistently high ranking not only among public schools, where it often heads the list, but among all American universities, public and private.

Over 12,400 permanent University faculty and staff are committed to serving both the local and national community. The University makes a real difference in the world, through its invaluable research, a hospital ranked among the nation’s finest, and graduates who have consistently been among the forefront of our nation’s shapers. At the University, our bright future is the direct result of our great history.

In support of its mission and in an effort to maintain the highest quality services for its customers, the University’s Miller Center of Public Affairs (“University’s Miller Center”<millercenter.org>) was established in 1975 as a nonpartisan forum at which
recognized authorities could assemble, consider, and discuss matters of national importance. Under the directorship of Gerald L. Baliles, the sixty-fifth Governor of Virginia, the University’s Miller Center has become a leading public-policy institution that serves as a national meeting place where engaged citizens, scholars, students, media representatives, and government officials gather in a spirit of nonpartisan consensus to research, reflect, and report on issues of national importance to the governance of the United States, with special attention to the central role and history of the presidency. The University’s Miller Center’s main office is at Faulkner House, a Virginia Historic Landmark of more than 15,000 square feet on the University’s North Grounds in Charlottesville. It recently opened a second office in Washington, D.C., at 1900 K Street NW, less than one mile from the White House.

The University’s Miller Center fulfills its mission through four distinct working units: Presidential Studies, Democracy and Governance Studies, Policy Programs, and Public Programs. The programs contained within these units have earned a strong national reputation among policymakers, scholars, students, educators, practitioners, media representatives, and University alumni.

A. Presidential Studies

The University’s Miller Center’s Presidential Studies Programs are comprised of the Presidential Oral History Program, the Presidential Recordings Program, and *American President: An Online Reference Resource* <americanpresident.org>. The Presidential Oral History Program engages in the systematic and comprehensive debriefing of the principle figures from recent presidential administrations. The Program has completed projects on the Carter and Reagan administrations and is currently working on those of Clinton and both Bushes. The Program also conducts special projects on important topics in American political history, including the Falklands War, presidential speechwriting, and a six-year oral history on the life and career of Senator Edward Kennedy. The Presidential Recordings Program transcribes and annotates the thousands of hours of White House tape recordings of every president from Franklin Roosevelt to
Richard Nixon. The University’s Miller Center also owns and operates *American President: An Online Reference Resource*[^1], a website which includes detailed and citable information on every presidential administration. The site, which receives millions of hits each year, is widely recognized as a leading online resource on the U.S. presidency.

B. **Democracy and Governance Studies**

The University’s Miller Center’s Governing America in a Global Era Program examines the intersection and historical roots of contemporary American foreign policy and domestic politics through academic conferences, colloquia, and symposia. The University’s Miller Center’s Fellowship Program is a competitive program for individuals completing their dissertations on American politics, foreign policy, and world politics, or the impact of global affairs on the United States. Former Fellows have gone on to positions of prominence in distinguished academic institutions, government bodies, and private organizations.

C. **Policy Programs**

The University’s Miller Center has convened ten bipartisan National Commissions since its founding to examine and propose solutions to some of the nation’s most urgent policy issues. These commissions, co-chaired by prominent figures from the two major parties, have had a substantial impact on issues ranging from federal-election reform to presidential press conferences. Its most recent commission, chaired by former Secretaries of State James Baker and Warren Christopher, examined national war powers and how the president and Congress can better consult on such matters. The University’s Miller Center also frequently holds major policy conferences with the goal of making recommendations that make a difference. Currently, the University’s Miller Center is working with former Transportation Secretaries Norman Mineta and Samuel Skinner to examine the best ways to improve the nation’s transportation infrastructure.

[^1]: [americanpresident.org](http://americanpresident.org)
D. Public Programs

The University’s Miller Center’s Public Programs are comprised of the Forum Program and the National Debate Series. The Forum Program presents more than sixty speakers each year, drawn from high-ranking public officials and others involved in shaping public policy, from the academy and leading research institutions, and from journalists covering national and international events, to discuss a wide range of important national issues. The Forums are well attended by residents of Charlottesville and University students, and are also webcast live and delayed broadcast on PBS stations across the nation. The National Debate Series brings together leading practitioners, public intellectuals, business and religious leaders, and academics for two-on-two policy debates on the most pressing issues facing our nation. The Series, which completed its third season in May, is produced by MacNeil/Lehrer Productions and airs on over 70% of PBS markets nationwide.

As the University’s Miller Center looks to the future, it seeks to achieve greater national prominence. To do so, it must overcome several challenges, including:

1. Its name and work are not well known in the nation’s capital, an area it seeks to influence and an area with numerous policy institutions;
2. It focuses simultaneously on many diverse issues in numerous fields, ranging from presidential history to public policy to current events;
3. It lacks a clear position and a concise message in the marketplace;
4. With several Miller Centers in existence, it does not have a unique, memorable name that explains its mission;
5. Its name and affiliation (“The Miller Center of Public Affairs at the University of Virginia”) is long;
6. Its americanpresident.org website receives millions of hits a year, but millercenter.org does not receive nearly as much traffic, despite its vast resources;
7. The University’s Miller Center currently depends on printed publications circulated primarily to a local, older audience but would
like to reach a broader and younger audience by more creatively using social media; and

8. Its donor base, while generous, is primarily from within the Charlottesville area.

The University’s Miller Center plans to use the brand strategy resulting from this RFP to stake out a distinctive place in the policy, academic, and presidential history marketplaces and in our national culture. By articulating clear and compelling institutional messages to a broad range of audiences and by raising general awareness of the University’s Miller Center and what it stands for, a well-defined brand will encourage:

1. Policymakers to value its recommendations;
2. Media representatives to turn to its experts and other resources, including web resources, consistently;
3. Scholars, students, and educators to take part increasingly in the University’s Miller Center activities and to study and learn from its scholarly work and other materials, including web materials;
4. Prospective funding sources within corporate, foundation, and government entities to have a clear understanding of the University’s Miller Center’s mission and programmatic activities; and
5. Citizens, especially donors and University alumni, to cherish their association with the institution and play an active role in shaping its future.

Through the branding process, the University’s Miller Center intends to enhance its reputation, raise its visibility, and increase engagement among key constituencies, all in measurable ways. To achieve these goals, the University and its Miller Center will pursue the following results:

1. Clear articulation of the University’s Miller Center’s position and brand identity among key constituencies, all based on qualitative and quantitative research
2. Development of a well-defined brand that reflects the University’s Miller Center’s mission and distinctive character, raises the Center’s national profile, and differentiates the Center from its peers.

3. Identification of markets that the University’s Miller Center should target and the best way to reach them, including but not limited to:
   - Politically-engaged citizens
   - People interested in presidential history
   - Public television viewers

4. Guidance on improved communication tools that have the goals of reaching a larger and broader audience and identifying areas where limited resources should focus, including but not limited to:
   - Print and electronic publications
   - Millercenter.org
   - Social media
   - Podcasts and other technological delivery systems

III. Scope of Goods and Services

It is the University's intent to enter into an Agreement with one or more firm(s) to develop and guide the implementation of a brand strategy for the University’s Miller Center to include those goods and services necessary to help the University achieve its goals as outlined in this RFP. In order to achieve this goal the Selected Firm(s) may be requested to provide those goods and services outlined in this section.

A. Analysis of the University’ Miller Center’s current brand and position among key constituencies, all based on existing research and new research as needed;

B. Identification of the vision for the University’s Miller Center’s brand attributes and associations;
C. Development of a brand strategy recommendation for the University’s Miller Center, encompassing positioning, brand definition, brand name, brand logo, and brand colors, including publication and website redesign;

D. Creation of an internal brand launch and integration plan;

E. Creation of an appropriate positioning statement that communicates the brand clearly and concisely to all desired audiences;

F. Development of a comprehensive outreach plan for projecting the University’s Miller Center’s new brand, outlining the specific vehicles and structures needed to carry out the Center’s new communications goals;

G. Identification of markets that the University’s Miller Center should target and the best way to reach them; and

H. Consultation on plan execution through specified period in the implementation phase.

I. Environmentally friendly products, recycling, and reducing paper to include:
   1. Choice of recycled products and paper whenever deemed financially feasible.
   2. Plans to recycle discontinued forms.
   3. Plans to reduce paper consumption.

IV. Basis of Selection

The University will evaluate proposals and, if firms are to be selected, select the firm(s) on the basis of:

A. The firm's relevant experience, qualifications, and success, as well as the experience of the individuals who would perform those services;
B. The quality of the proposed approach in providing the goods and/or services to meet the University’s Miller Center’s goals as discussed in Section II, Background Discussion and Goals of the University, and Section III, Scope of Goods and Services;

C. The firm's references from policy or other institutions and clients which are comparable to the University’s Miller Center and for whom the firm(s) completed a comparable scope of work;

D. The firm's financial proposal including but not limited to discounts, service charges and other charges;

E. The quality of the proposal, specifically, responsiveness to requirements and adequacy of information provided;

F. The contractual terms which would govern the relationship between the University and the Selected Firm(s);

G. The firm’s plan for the utilization of Small, Women-owned and Minority-owned (SWAM) businesses. (In evaluating the firm’s proposal, the University will assign a minimum of 10 percent of the total selection weight to this individual selection criterion.); and

H. Any other factors relevant to the firm's capacity and willingness to satisfy the University.

V. Contents of the Proposal

Proposals should include information outlined in this section. Copies of proposals must be sent to the Issuing Office, Procurement Services, Carruthers Hall, and not to any other office or department whatsoever at the University.

Unnecessarily elaborate brochures and other presentations beyond that sufficient to present a complete and effective proposal are not desired and may be construed as an indication of a firm’s lack of cost consciousness. Elaborate artwork, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor desired.
A. Operations
1. Describe how the firm(s) will learn about the University, its Miller Center, and the Center’s peer institutions in order to provide distinctive creative and media solutions.
2. Describe how the firm(s) plans to develop and guide the implementation of a brand strategy for the University’s Miller Center which is the primary goal of this RFP.
3. Describe a plan of operation to achieve the objectives set forth in Section III, Scope of Goods and Services, and how the firm(s) will provide the scope of services noted in Section IV. The plan must provide:
   a. The firm’s method of brand auditing;
   b. The firm’s approach to brand-strategy development;
   c. The firm’s approach to developing a unifying theme for the range of programs offered by the University’s Miller Center, including brand elements;
   d. The firm’s approach to developing an internal launch and integration plan;
   e. The firm’s approach to developing a brand-communications plan;
   f. The firm’s approach to brand identity and brand architecture;
   g. The firm’s approach to consultation once the plan has been implemented; and
   h. A detailed timeline of activity throughout the term of the contract.
3. Describe how the firm plans to provide a brand umbrella for revitalizing or re-staging a portfolio of established brands and sub-brands. The proposal must describe at least two examples in which your firm:
   a. Adapted an umbrella positioning/image to various brands/sub-brands;
   b. Adapted the brand message to the various target segments;
   c. Successfully reached various target segments with new brand messaging;
d. Refined the brand identity and architecture to achieve the goals for the brand;

e. Achieved internal integration of new brand elements into existing organizational infrastructure;

f. Achieved integration in brand communications; and
g. Demonstrated measurable performance in achieving stated goals.

4. Describe the firm's plan for customer service including how it plans to work with the University’s Miller Center.

B. Firm Information, Personnel, References

1. Provide a brief history of the firm and its experience in brand strategy.

2. Provide information on those individuals to be assigned to work with the University’s Miller Center including a description of their experience in brand strategy.

3. Provide a list of all of the firm's clients comparable to the University’s Miller Center indicating the length of service of each account, especially over the last five years. The University may contact and/or visit any of these accounts.

4. Provide a list of all clients lost within the last three years which includes:
   a. A contact name and telephone number,
   b. Length of service at the account, and
   c. Reason for the loss.

   The University may contact and/or visit any of these accounts.

5. A copy of the firm's most recent audited financial statements.

6. Examples of the creative brand strategies that emanated from the firm. Include results and how they were measured.

C. Financial Proposal

1. Describe the overall cost of the brand strategy including breakdown of costs for component tasks and services.
2. Describe how the University will be charged. Include any additional discounts available for early payment of invoices.

3. State the firm's capability for accepting electronic payments through Electronic Data Interchange (EDI) or Automated Clearing House (ACH) and any additional discounts that may result from paying electronically. Information about the Commonwealth of Virginia’s Financial Electronic Data Interchange (FEDI) program is available on this web site: [http://www.doa.state.va.us/procedures/GeneralAccounting/EDI/edinew.htm](http://www.doa.state.va.us/procedures/GeneralAccounting/EDI/edinew.htm).

4. State the firm’s agreement to receive payments electronically via Bank of America’s (“BoA”) ePayables® method of electronic payment or BoA’s PayMode® method of electronic payment. Prior to contract award, the Selected Firm(s) will be required to contact University Procurement Services’ Payment Processor Specialist group to set up its preferred method of receiving electronic payments [Phone: (434) 924-4212 and E-mail: uva-prs-boa@virginia.edu].

D. Contractual Arrangements

1. Provide the University with any form or contract the University may be requested to sign.

2. State the firm's acceptance of Attachment 1, Mandatory Contractual Provisions.

3. State the firm's acceptance, with any proposed modifications, of Attachment 2, Preferred Contractual Provisions.

4. Provide a written statement with the firm’s proposal that its principals or legal counsel has reviewed Attachment 1, Mandatory Contractual Provisions, and Attachment 2, Preferred Contractual Provisions, and agrees that these provisions will become a part of any final agreement.

5. Provide a list of clients with which the firm has signed a term contract that allows for cooperative procurement and/or if the firm has a General Service Accounting (GSA) schedule contract.
E. Site Visits

It may be necessary or desirable for the University's evaluation team of less than ten people to travel to a site chosen jointly by the firm and the University to view its operation. Each firm will indicate whether it will reimburse the University for the reasonable and actual expenses (travel, lodging, meals, etc.) incurred by the University for its travel.

F. Small, Women-owned and Minority-owned (SWAM) Business

The University is committed to the goal of non-discrimination and to giving fair consideration for all vendors in its procurement programs. The University has set a voluntary goal of doing 5% more business with SWAM firms each year. The University’s 2008 SWAM plan spend goal for firms certified by the Commonwealth of Virginia’s Department of Minority Business Enterprise (DMBE) is 40%. Targets for each business segment are as follows:

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<th>Business Segment</th>
<th>Goal</th>
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<tbody>
<tr>
<td>Minority Business Enterprises</td>
<td>4.0 %</td>
</tr>
<tr>
<td>Women Business Enterprises</td>
<td>5.0 %</td>
</tr>
<tr>
<td>Small Business Enterprises</td>
<td>31.0 %</td>
</tr>
</tbody>
</table>

This goal does not allow for "set aside" purchases. SWAM firms must compete equally with majority firms and be able to provide the University with quality goods and services at competitive prices. To view the University’s current quarterly achievements, click here [Current SWAM Report](#). As this report shows, the University is in need of assistance in the Minority-owned and Women-owned categories. Please tailor your firm’s SWAM plan to assist the University in meeting its goal and targets.

Specify whether the firm is a SWAM. Firms can only be considered a Small, Women-owned or a Minority-owned Business Enterprise if certified by DMBE. All certified SWAM firms will be assigned a specific identification number. No SWAM firm is required to certify under this program and no SWAM firm will be
excluded from doing business with the Commonwealth because of their failure to certify as a SWAM firm.

If the firm is not a SWAM firm, describe the firm’s partnering relationships with SWAM firms and how it plans to support the University’s goal to increase business annually by 5% with these firms in accordance with Attachment 4, Executive VP and COO’s Request for Commitment letter.

G. Other Information

Provide any other information which the University should consider in evaluating the firm's proposal.

VI. Information about this RFP

A. Procurement Schedule

Here is a brief schedule for this procurement, specifying the important dates and milestones:

Issue Date of RFP: 09/03/10
Preproposal Questions: 09/10/10
Deadline for Receipt of Proposals: 09/17/10
Oral Presentations/Negotiations: 09/24/10
Contract Award: 10/15/10

B. Issuance of RFP and Questions

The Issuing Office for this RFP is:
Procurement Services
University of Virginia
1001 North Emmet Street
P.O. Box 400202*
Charlottesville, Virginia 22904-4202

*NOTE: If RFP proposal is sent U. S. Postal Service use the P. O. Box. The University does not take responsibility for lost or misdirected mail.

Attention: John McHugh, Assistant Director
Telephone: (434) 924-4214
Fax: (434) 982-2690
Any questions concerning this RFP will be directed to John McHugh as listed above and not to any other person at the University, with the exception of issues directly related to SWAM business and SWAM subcontracting opportunities. Such SWAM issues may be alternately directed to Bill Cooper, the University’s Director of Supplier Diversity, at (434) 924-7174 or wsc6ja@virginia.edu. The University will determine whether any addenda should be issued as a result of any question or other matters raised.

C. Preproposal Questions
All questions concerning this RFP must be sent to the buyer listed below no later than 3:00 p.m. (DST) on Friday, September 10, 2010 in order to guarantee a timely response prior to the proposal due date.

D. Proposal Deadline
All proposals must be received at the Issuing Office by 3:00 p.m., (EDT), Friday, September 17, 2010. Six copies of each proposal must be provided in individual, bound volumes. Firms must also include an electronic copy of the proposal on a CD-ROM, excluding any pre-printed materials such as financial statements. The electronic copy should be formatted as a Microsoft Word document.

E. Oral Presentations and Negotiations
An oral presentation by two or more firms may be required after written proposals are received by the University. If the University requires such a presentation, the Issuing Office will schedule a time and place. Each firm should be prepared to discuss and substantiate any of the areas of the proposal it submitted, its own qualifications for the services required and any other area of interest relative to its proposal. Negotiations with two or more firms will be conducted by the University on the firms’ financial proposals and proposed terms and conditions. Oral presentations and negotiations are scheduled for Friday, September 25, 2010.
F. Communications Between the University and the firms Regarding This RFP

Informal Communications

From the date of receipt of this Request for Proposal by each firm until a binding contractual agreement exists with the Selected Firm(s) and all other firms have been notified, or when the University rejects all proposals, informal communications regarding this procurement will cease. Informal communications will include but not be limited to:

1. Requests from the firms to any department at the University, with the exception of Procurement Services for information, comments, speculation, etc.; and
2. Requests from any department at the University, or any employee of the University, with the exception of Procurement Services for information, comments, speculation, etc.

Formal Communications

From the date of receipt of this Request for Proposal by each firm until a binding contractual agreement exists with the Selected Firm(s) and all other firms have been notified, or when the University rejects all proposals, all communications between the University and the firms will be formal, or as provided for in this Request for Proposal, or as requested by Procurement Services. Formal communications will include but not be limited to:

1. Preproposal Conference
2. Oral presentations
3. Site visits, Interviews, etc.

Any failure to adhere to the provisions set forth in Informal Communications and the Formal Communications sections above may result in the rejection of any firm's proposal or cancellation of this RFP.
G. Formation of the Agreement with the Selected Firm(s)

All proposals received will first be carefully evaluated by the University, and then the University intends to conduct negotiations with two or more firms. After negotiations have been conducted, if the University chooses to make award, the University will select the firm which, in its opinion, best meets the needs of the University. Alternately, if the University determines in writing and in its sole discretion that only one firm is fully qualified, or that one firm is clearly more highly qualified than the others under consideration, it may decide to negotiate and award an agreement to that single firm. In either event, the University intends to execute a mutually satisfactory written agreement which will reflect and largely incorporate this RFP as reconciled with any pertinent documents, such as the proposal submitted and relevant negotiation correspondence.

Because the University may choose to negotiate and award to a single firm as discussed above, each firm must include in its written proposal all requirements, terms or conditions it may have, and should not assume that an opportunity will exist to add such matters after the proposal is submitted.

Any firm invited to negotiations should note that the University reserves the right to begin negotiations by combining the best aspects of submitted proposals from all responding firms as the basis for subsequent formation of any Agreement resulting from this RFP.

Firms should also note that, as described in Section H, Provisions Deemed Included in the Proposal, certain matters will automatically be deemed part of the proposal.

H. Provisions Deemed Included in the Proposal

The University will consider each proposal to include not only the matters expressly stated in the proposal as requested in Section V, Contents of the Proposal, but also other provisions which consist of two different types: those
which are "mandatory" and cannot be changed by a firm in its proposal; and those
which are "preferred" by the University, but which a firm may wish to alter by
expressly and specifically so stating in its proposal.

The University includes mandatory provisions so that all proposals will be
governed by the same basic contractual terms. The University encourages any
firm which feels that a mandatory provision is unreasonable to contact the
University before proposals are due so the University can consider amending the
provision. The University includes preferred provisions so that any difference
between the firm and the University's preferred contractual provisions can be
considered during the University's evaluation of proposals.

1. Mandatory Provisions

Each proposal received by the University in response to this RFP will
automatically be deemed to include the firm's agreement to the provisions
of (a) and (b) below. Although such provisions will govern the firm's
proposals as submitted, the University and one or more firms may later
mutually agree to amend such provisions, such as when additional time is
needed to consider proposals, or when contractual negotiations or
performance indicate that such amendments are appropriate.

a. The proposal constitutes an offer by the firm which will remain
open and irrevocable for a period of 120 days from the deadline for
submitting proposals as stated in Section C, Proposal Deadline.

b. If selected by the University, the provisions governing the firm's
performance will include all the provisions of Attachment 1,
Mandatory Contractual Provisions.


Unless a firm expressly and specifically provides otherwise in its written
proposal, the proposal received by the University in response to this RFP
will automatically be deemed to include the firm's agreement to these
provisions:
a. The firm consents to the University contacting and obtaining any information relevant to this RFP from the references and others identified by the firm in its proposal, as well as from any other persons, firms, or organizations which the University wishes to contact; and

b. If selected by the University, the provisions governing the firm's performance will include all the provisions of Attachment 2, Preferred Contractual Provisions.

I. Rejection of Proposals
The University reserves the right to reject any or all proposals received. Nonacceptance of a firm's proposal will mean that one or more proposals were deemed more advantageous to the University or that all proposals were rejected. Firms whose proposals are not accepted will be notified after a binding contractual agreement between the University and the Selected Firm(s) exists, or when the University rejects all proposals.

J. Virginia Freedom of Information Act
Except as provided below, once an award is announced, all proposals submitted in response to this RFP will be open to the inspection of any citizen, or any interested person, firm or corporation, in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by a firm as part of its proposal will not be subject to public disclosure under the Virginia Freedom of Information Act; however, the firm must invoke the protections of this section prior to or upon submission of its proposal, and must identify the specific data or other materials to be protected and state the reasons why protection is necessary. A firm may not request that its entire proposal be treated as a trade secret or proprietary information. Nor may a firm request that its pricing be treated as a trade secret or proprietary information, or otherwise be deemed confidential.
Attachment 1

Mandatory Contractual Provisions

A. Nondiscrimination
During the performance of this Agreement, the Selected Firm(s) will comply with the contract provisions contained in Section 2.2-4311 (1) & (2) of the Code of Virginia or any successor provisions which may be applicable to this Agreement. Also, in accordance with Section 2.2-4343.1, the University does not discriminate against faith-based organizations.

B. Conflict of Interests
The Selected Firm(s) represents to the University that its entering into this Agreement with the University and its performance through its agents, officers and employees does not and will not involve, contribute to nor create a conflict of interest prohibited by the Virginia State and Local Government Conflict of Interests Act (Va. Code 2.2-3100 et seq), the Virginia Ethics In Public Contracting Act (Va. Code 2.2-4367 et seq), the Virginia Governmental Frauds Act (Va. Code 18.2-498.1 et seq) or any other applicable law or regulation.

C. Assignment
Neither party to this Agreement will have the right to assign this Agreement in whole or in part without the prior written consent of the other.

D. Amendments
No amendment of this Agreement will be effective unless it is reduced to writing and executed by the University's Director of Procurement Services and by the individual signing the Selected Firm(s)'s proposal or by other individuals named by either party as specified in Section E, Notices below. If the Selected Firm(s) deviates from the terms of this Agreement without a written amendment, it does so at its own risk.
E. Notices

Any notice required or permitted to be given under this Agreement will be in writing and will be deemed duly given: (1) if delivered personally, when received; (2) if sent by recognized overnight courier service, on the date of the receipt provided by such courier service; (3) if sent by registered mail, postage prepaid, return receipt requested, on the date shown on the signed receipt; or (4) if sent by facsimile, when received (as verified by sender’s machine) if delivered no later than 4:00 p.m. (receiver’s time) on a business day or on the next business day if delivered (as verified by sender’s machine) after 4:00 p.m. (receiver’s time) on a business day or on a non-business day. All such notices will be addressed to a party at such party’s address or facsimile number as shown below.

If to the University:
Eric N. Denby
Director of Procurement Services
Carruthers Hall
University of Virginia
1001 North Emmet Street
P.O. Box 400202
Charlottesville, Virginia 22904-4202
Fax: (434) 982-2690

If to the Selected Firm(s):
The person signing the Selected Firm(s)'s proposal in response to the University's RFP, at the Selected Firm(s)'s address indicated in such proposal; or to such other person or address as either may designate for itself in writing and provide to the other.

F. Independent Contractor

The Selected Firm(s) is not an employee of the University, but is engaged as an independent contractor. The Selected Firm(s) will indemnify and hold harmless the Commonwealth of Virginia, the University, and its employees and agents, with respect to all withholding, Social Security, unemployment compensation and all other taxes or amounts of any kind relating to the Selected Firm(s)'s performance of this Agreement. Nothing in this Agreement will be construed as authority for the Selected Firm(s) to make commitments which will bind the University, or to otherwise act on behalf of the University, except as the University may expressly authorize in writing.
G. Workers' Compensation and Employers' Liability
The Selected Firm(s) will (i) maintain Employers Liability coverage of at least $100,000 and (ii) comply with all federal or state laws and regulations pertaining to Workers' Compensation Requirements for insured or self-insured programs.

H. Drug-Free Workplace
The Selected Firm(s), its agents and employees are prohibited, under the terms of this Agreement, Code of Virginia Section 2.2-4312, and the Commonwealth of Virginia, Department of Human Relations Management Policy Number 1.05, from manufacturing, distributing, dispensing, possessing, or using any unlawful or unauthorized drugs or alcohol while on University property.

During the performance of this Agreement, the Selected Firm(s) agrees to 1) provide a drug-free workplace for the Selected Firm(s)'s employees; 2) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the Selected Firm(s)'s workplace and specifying the actions that will be taken against employees for violations of such prohibition; 3) state in all solicitations or advertisements for employees placed by or on behalf of the Selected Firm(s) that it maintains a drug-free workplace; and 4) include the provisions of the foregoing clauses in every subcontract or purchase order of over $10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this section, "drug-free workplace" means a site for the performance of work done in connection with a specific agreement awarded to a Selected Firm(s), the employees of whom are prohibited from engaging in the unlawful manufacturing, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the agreement.
I. Information Technology Access Act

In accordance with § 2.2-3504 of the Code of Virginia, the following will apply to all information technology Agreements:

NON-VISUAL ACCESS TO TECHNOLOGY: All information technology (the "Technology") which is purchased or upgraded by the University will comply with the following non-visual access standards from the date of purchase or upgrade until the expiration of the Agreement:

- Effective, interactive control and use of the Technology will be readily achievable by non-visual means;
- Technology equipped for non-visual access will be compatible with information technology used by other individuals with whom any blind or visually impaired user of the Technology interacts;
- Non-visual access technology will be integrated into any networks used to share communications among employees, program participants or the public; and
- Technology for non-visual access will have the capability of providing equivalent access by non-visual means to telecommunications or other interconnected network services used by persons who are not blind or visually impaired.

Compliance with the foregoing non-visual access standards will not be required if the Director of Procurement Services, University of Virginia determines that 1) the Technology is not available with non-visual access because the essential elements of the Technology are visual and 2) non-visual equivalence is not available.

Installation of hardware, software, or peripheral devices used for non-visual access is not required when the Technology is being used exclusively by individuals who are not blind or visually impaired, but applications programs and underlying operating systems (including the format of the data) used for the manipulation and presentation of information will permit the installation and effective use of non-visual access software and peripheral devices.
If requested, the Agreement must provide a detailed explanation of how compliance with the foregoing non-visual access standards is achieved and a validation of concept demonstration.

J. eVA Business To Government Registration
The eVA Internet electronic procurement solution, web site portal [www.eva.virginia.gov](http://www.eva.virginia.gov), is the Commonwealth of Virginia's comprehensive electronic procurement system. The portal is the gateway for firms to conduct business with state agencies and public bodies. All agencies and public bodies are expected to utilize eVA. All firms desiring to provide goods and/or services in the Commonwealth are encouraged to participate in the eVA Internet e-procurement solution. The Selected Firm(s) is required to register in the eVA Internet e-procurement solution prior to an award being made.

K. eVA Transaction Fee
The Selected Firm(s) agrees, by accepting an award as a result of this RFP, that it is a registered eVA vendor and will be subject to an eVA transaction fee, for which the Selected Firm(s) will be invoiced by Commonwealth of Virginia, Department of General Services. Additional information is available at [www.eva.virginia.gov](http://www.eva.virginia.gov).

L. Contractor License Requirements
State statutes and regulatory agencies require that some firms be properly registered and licensed, or hold a permit, prior to performing specific types of services. If firms provide removal, repair, improvement, renovation or construction-type services they, or a qualified individual employed by the firm, must possess and maintain an appropriate State of Virginia Class A, B, or C Contractor License (as required by applicable regulations and value of services to be performed) for the duration of the Agreement. It is the firm’s responsibility to comply with the rules and regulations issued by the appropriate State regulatory agencies.

License #______________  Type___________________
Subject to Section V., Contents of the Proposal, item B. Firm Information, Personnel, References and Operations, #8 of this RFP, a copy of the license must be furnished upon request to the University or VASCUPP member institution.

M. Unauthorized Alien Use.

The Selected Firm(s) warrants that it does not knowingly employ an “unauthorized alien,” as such term is defined in the federal Immigration Reform and Control Act of 1986. The Selected Firm(s) furthermore agrees that, during the term of the Agreement, it will not knowingly employ an unauthorized alien.
A. Goods and Services
During the term of this Agreement, the Selected Firm(s) will provide for the University the goods and services offered to the University by the firm in its proposal and/or any addenda to its proposal which has been approved in writing by the University and as may be further specified by the University in writing when it selected the firm.

B. Term of Agreement
The term of this Agreement will be for one year, with the ability to renew on the same terms and conditions, for four additional one-year periods if mutually agreeable to the University and the Selected Firm(s). The Selected Firm(s) and the University will mutually agree at least 180 days prior to each renewal period whether to renew the terms of the Agreement.

C. Contract Administrator
The University will identify a Contract Administrator for any Agreement which results from this RFP. The individual will be the point of contact at the University for day-to-day operations but cannot approve amendments to the Agreement or price changes.

D. Waiver
No waiver of any right will be deemed a continuing waiver, and no failure on the part of either party to exercise wholly or in part any right will prevent a later exercise of such or any other right.

E. Indemnification
The Selected Firm(s) will indemnify and hold harmless The Commonwealth of Virginia, The Rector and Visitors of the University of Virginia, and their agents, employees and officials from any and all costs, damage or loss, claims, liability, damages, expenses (including, without limitation, attorneys' fees and expenses) caused by or arising out of
the performance or non performance of the Agreement by the Selected Firm(s) or its agents or subcontractors, including the provision of any services or products. The Selected Firm(s) warrants that the products, goods and services provided the University may be used by the University without being in violation of any copyright, patent or similar property right or claim by others and will defend, indemnify and save the University (its employees and agents) from and against any such claim.

F. Governing Law
This Agreement will be governed in all respects by the laws of the Commonwealth of Virginia.

G. Termination
If the Selected Firm(s) fails to provide quality goods or services in a professional manner, solely as determined by the University, and, upon receipt of notice from the University, does not correct the deficiency, to the University's satisfaction within a reasonable period of time, not to exceed five calendar days unless otherwise agreed to by both parties in writing, the University reserves the right to terminate this Agreement upon written notice to the Selected Firm(s).

H. Non-Appropriation
Funding for any Agreement between the University and a Selected Firm(s) is dependent at all times upon the appropriation of funds by the Virginia General Assembly and/or any other organization of the Commonwealth authorized to appropriate such funds. In the event that funding to support this Agreement is not appropriated, whether in whole or in part, then the Agreement may be terminated by the University effective the last day for which appropriated funding is available.

I. Right of Audit
The University reserves the right to audit or cause to be audited the Selected Firm(s)'s books and accounts regarding the University's account at any time during the term of this Agreement and for five years thereafter. The Selected Firm(s) will make available to the
University all books and records relating to performance of this Agreement as may be requested during said period. This specifically includes, but is not limited to, the right of the University to require that the Selected Firm(s) perform self-audits within reasonable parameters established by the University.

J. Contractual Claims
This Agreement is subject to the University's policy on Contractual Claims which is provided as Attachment 3, Procedure for Resolution of Contractual Claims.

K. Insurance
Listed below is the insurance the Selected Firm must maintain under any Agreement resulting from this RFP. In no event should the Selected Firm construe these minimum required limits to be their limit of liability to the University. The Selected Firm will maintain insurance which meets or exceeds the requirements of the University with insurance companies that hold at least an A- financial rating with A.M. Best Company. No Agreement will be executed by the University until the Selected Firm satisfies the insurance requirements of the University. The Selected Firm may be required to provide the University with a valid Certificate of Insurance before providing any goods or services to the University. The University reserves the right to approve any insurance proposed by the Selected Firm.

Comprehensive Commercial General Liability:
The Selected Firm and any Subcontractor will provide a minimum combined single Limit of Liability for bodily injury and property damage of $1,000,000 per occurrence with coverage for the following:

- Premises/Operations
- Products/Completed Operations
- Contractual
- Independent Contractors
- Personal Injury
- Additional Insured

Automobile Insurance:
The Selected Firm and any Subcontractor will provide a minimum combined single Limit of Liability for bodily injury and property damage of $500,000 per accident with the following coverage for vehicles operated by their employees:

- Any Automobile
- Owned and Non-Owned Automobiles
Errors and Omissions Insurance:
The Selected Firm and any Subcontractor will maintain errors and omissions liability insurance with a minimum limit of $1,000,000 per claim. If such coverage is claims made, the insurance will remain in force throughout the duration of this contract and for at least one year after services are no longer provided, or, if the policy ends at the end of this contract, provide for an extended reporting coverage endorsement.

*Additional Insured:
The University will be named as an Additional Insured, and the proper name is: "The Commonwealth of Virginia, and the Rector and Visitors of the University of Virginia, its officers, employees, and agents."

L. Use of Agreement by Third Parties
It is the intent of this RFP and any resulting Agreement to allow for cooperative procurement. Accordingly, any public body, public or private health or educational institution, or any University related foundation may access the Agreement if authorized by the Selected Firm(s).

Participation in this cooperative procurement is strictly voluntary. If authorized by the Selected Firm(s), the Agreement may be extended to the entities indicated above to purchase at fees in accordance with the Agreement. The Selected Firm(s) will notify the University in writing of any such entities accessing the Agreement. No modification of this Agreement or execution of a separate agreement is required to participate. The Selected Firm(s) will provide semi-annual usage reports for all entities accessing the Agreement. Participating entities will place their own orders directly with the Selected Firm(s) and will fully and independently administer their use of the Agreement to include contractual disputes, invoicing and payments without direct administration from the University. The University will not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Selected Firm(s) to extend the Agreement. It is understood and agreed that the University is not responsible
for the acts or omissions of any entity, and will not be considered in default of the Agreement no matter the circumstances.

Use of this Agreement does not preclude any participating entity from using other agreements or competitive processes as the need may be.

M. Favored Nations
The Selected Firm(s) represents that the prices, terms, warranties, and benefits specified in its proposal are comparable to or better than the equivalent terms being offered by the firm to any present customer.

N. The University's Authorized Representatives
The only persons who are or will be authorized to speak or act for the University in any way with respect to this Agreement are those whose positions or names have been specifically designated in writing to the Selected Firm(s) by the University's Director of Procurement Services.

O. Purchasing Manual
This Agreement is subject to the provisions of the Commonwealth of Virginia "Purchasing Manual for Institutions of Higher Education and Their Vendors" and any subsequent revisions, which is available at this web site:


P. Small, Women-owned and Minority-owned (SWAM) Business Reporting
The Selected Firm(s) will identify and fairly consider SWAM firms for subcontracting opportunities when qualified SWAM firms are available to perform a given task in performing for the University under the resulting Agreement. The Selected Firm(s) will submit a quarterly SWAM business report to the University by the 8th of the month following each calendar quarter, specifically the months of April, July, October, and January. The Selected Firm(s) will submit the quarterly SWAM business reports to:
Nancy Noblette  
Administrative Assistant to the Director of Procurement Services  
E-mail: nrn9g@virginia.edu

The quarterly SWAM business reports will contain this information:

- SWAM firm’s name, address and phone number with which the Selected Firm(s) has contracted over the specified quarterly period.
- Contact person at the SWAM firm who has knowledge of the specified information.
- Type of goods and/or services provided over the specified period of time.
- Total amount paid to the SWAM firm as it relates to the University’s account.

The Selected Firm(s)’s failure to provide SWAM reports on a quarterly basis which contain the information required by this section and/or the Selected Firm(s)’s failure to comply with the plan for utilizing SWAM businesses submitted by the Selected Firm(s) as part of its proposal and/or negotiation response may be grounds for debarment pursuant to Section 4.M. of the “Purchasing Manual for Institutions of Higher Education and their Vendors.”

Q. Intellectual Property Rights/Disclosure

Unless expressly agreed to the contrary in writing, all goods, products, materials, documents, reports, writings, video images, photographs or papers of any nature including software or computer images prepared or provided by the Selected Firm(s) (or its subcontractors) for the University will not be disclosed to any other person or entity without the written permission of the University. The Selected Firm(s) warrants to the University that the University will own all rights, title and interest in any and all intellectual property rights created in the performance or otherwise arising from any Agreement resulting from this RFP and will have full ownership and beneficial use free and clear of claims of any nature by any third party including without limitation copyright infringement claims. The Selected Firm(s) will execute any assignments or other documents needed for the University to perfect such rights. Notwithstanding the foregoing, for research collaboration pursuant to subcontracts under sponsored research agreements administered by the University's Office of Sponsored Programs, intellectual
property rights will be governed by the terms of the grant or contract to the University to the extent such grant or contract requires intellectual property terms to apply to subcontractors.

R. Electronic Procurement

The Selected Firm(s) agrees to provide and maintain an electronic catalog in the University’s Electronic Marketplace (the “Marketplace”). Catalogs can be hosted in the Marketplace or a punchout from the Marketplace to the Selected Firm(s)’s website. The University requires the following from its catalog vendors.

Hosted Catalog Firms will:

- Periodically update items, descriptions and pricing. Not to exceed four times per year.
- Use SciQuest functionality to identify product classifications such as hazardous materials, radioactive, controlled substances, etc.
- Address pricing discrepancies within one business day.
- Invoice all items at catalog prices until a new price file is submitted and approved by the University.
- Not increase prices more than once per year and will allow 30 days to review any price changes prior to changing invoiced prices.

Punchout Catalog Firms will:

- Notify the University’s Contract Administrator of pricing and product changes prior to making a change.
- Clearly notate shipping terms, return policy and cancellation policy in the punchout catalog.
- Provide training or help details in the punchout catalog.
- Allow customization of the punchout catalog with the University’s marks, logos and/or necessary language.
- Agree that to the extent the terms and conditions of this Agreement are in conflict with those in the punchout catalog, this Agreement will take precedence.
• Provide an error message as connectivity interruptions arise.
• Have a privacy policy that complies or is similar to the Platform for Privacy Preferences Project (P3P) standards.

The Selected Firm(s) will:
• Ensure that the Catalog data is maintained, updated and accurate.
• Invoice at catalog prices or lower and accept payment of catalog price if there is a discrepancy.
• Negotiate freight terms for Marketplace purchases.
• Agree that all catalog content and the format in which catalog content is presented will be of a mutually acceptable nature.
• Agree to develop and maintain a delivery performance standard and provide annual reports on such performance.
• Disclose to the University all non-University revenue that is generated with the catalog such as, but not limited to: advertising fees, search functionality prioritization fees, rebates of any kind, etc.
• Register in eVA and maintain its registered status for the term of this Agreement. Additionally, maintain the necessary number of eVA sites for orders to be placed from the Marketplace.
• If necessary will maintain and update accurate Ship to addresses in its system.
• Provide reports as required by the University update and maintain its catalog in the system. Such reports may include, sales by item, price and quantity sold per time, percentage increase in sales, average lead time, percentage of on-time deliveries and delivery errors.
• Support a manual process for change orders.
• Encourage University user to utilize the UVa Marketplace for placing orders.

The University reserves the right to remove the Selected Firm(s)’s catalog from its Marketplace, renegotiate discounts and/or fees and payment of site license fees at anytime during the term of this Agreement.
S. Payment Terms

The Selected Firm(s) may indicate payment terms of less than 30 days so long as those terms also contain a cash discount for early payment. For example: “5% 15/Net 30” would correspond to a 5% discount if paid in 15 days, otherwise net 30. The University will compute discounts from the date of delivery of goods at destination, after final inspection, and acceptance, from the date of completion of services, or from the date the correct invoice is received in Accounts Payable, whichever is later. The University will take the cash discount if payment is made within the specified time frame.

Unless alternate payment terms, with cash discounts, are proposed by the Selected Firm(s), invoices submitted to the University by the Selected Firm(s) for the Goods and Services described in this RFP will be paid on a Net 30 days after receipt of the Goods and Services and University receipt and approval of the corresponding invoice.

The Selected Firm(s) agrees to receive payments electronically and provide any additional discounts that may result from paying electronically. The firm will contact the University’s Payment Processor Specialist group in Procurement Services to set up its preferred method of receiving electronic payments [Phone: (434) 924-4212 or email: uva-prs-boa@virginia.edu]. Accordingly, the Selected Firm(s) agrees to accept Bank of America’s (“BoA”) ePayables® method of electronic payment or BoA’s PayMode® method of electronic payment.

T. Marketing

The University encourages the Selected Firm(s) to appropriately and specifically market itself to applicable end-using University departments that may be interested in the Selected Firm(s)’s Goods and Services. However, the Selected Firm(s) will not use non-specific mass marketing formats; such as, but not limited to, spam, emails and junk mail. In the event that the Selected Firm(s) engages in non-specific mass marketing formats, the University, in its sole discretion, may choose to terminate this Agreement.
Attachment 3

Procedure for Resolution of Contractual Claims

The Virginia Acts of Assembly of 2007, Chapter 943, Chapter 3, Exhibit P and its attachments requires contractors with the University to submit any claims, whether for money or other relief, in writing no later than 60 days after final payment; however, written notice of the contractors intention to file such a claim must be given at the time of the occurrence or beginning of the work upon which the claim is based.

The University's procedure for deciding such contractual claims is:

A. The Selected Firm(s) must provide the written claim to:

   Assistant Director of Procurement Services
   University of Virginia
   1001 North Emmet Street
   P. O. Box 400202
   Charlottesville, Virginia  22904-4202

B. Although the Selected Firm(s) may, if it chooses, attempt to resolve its claim by dealing with a University department other than the one stated in Section A above, the Selected Firm(s) must submit any unresolved claim in writing no later than 60 days after final payment to the Assistant Director of Procurement Services if it wishes to pursue its claim.

C. Upon receiving the written claim, the Assistant Director of Procurement Services will review the written materials relating to the claim and decide whether to discuss the merits of the claim with the Selected Firm(s). If such discussion is to be held, the Assistant Director of Procurement Services will contact the Selected Firm(s) and arrange such discussion. The manner of conducting such discussion will be as the Assistant Director and the Selected Firm(s) mutually agree.
D. The Assistant Director of Procurement Services will mail his or her decision to the
Selected Firm(s) within 60 days after receipt of the claim. The decision will state the
reason for granting or denying the claim.

E. The Selected Firm(s) may appeal the decision to:
   Director of Procurement Services
   University of Virginia
   Carruthers Hall
   1001 North Emmet Street
   P.O. Box 400202
   Charlottesville, Virginia 22904-4202

   by providing a written statement explaining the basis of the appeal, within 15 days after
the Selected Firm(s)'s receipt of the decision.

F. Upon receiving the written appeal, the Director of Procurement Services will review the
written materials relating to the claim and decide whether to discuss the merits of the
claim with the Selected Firm(s). If such discussion is to be held, the Director of
Procurement Services will contact the Selected Firm(s) and arrange such discussion. The
manner of conducting such discussion will be as the Director of Procurement Services
and the Selected Firm(s) mutually agree.

G. The Director of Procurement Services will mail his or her decision to the Selected
Firm(s) within 60 days after the Director of Procurement Services receipt of the appeal.
The decision will state the reasons for granting or denying the appeal.

H. Nothing in this Attachment 3 will preclude either party from filing a claim in any court of
the Commonwealth of Virginia to seek legal or equitable remedy if a dispute should
arise, in addition to such other remedies as are expressly provided in this Agreement;
provided, the Selected Firm(s) may not file such claim unless and until it has complied
fully with the procedure set forth in this Attachment 3.
Greetings:

The quality of service the University of Virginia is able to deliver to its customers is directly related to the excellent support we receive from you and many other outstanding suppliers of goods and services. Without you, we would not be able to fulfill our educational, health care and research missions. An important part of our procurement program involves our commitment to doing business with small, women-and minority-owned (SWAM) businesses. As one of our most important vendors, we look to you to help us achieve this objective.

We conduct substantial business with small firms. We have been less effective in securing long-term business relationships with minority-and women-owned businesses. We are determined to improve our record.

I seek your assistance in two areas. First, to the extent practical, I ask that you involve small, women-and minority-owned businesses in the delivery of services you provide to UVa. Second, I seek your help in reporting your results through our quarterly subcontracting reports. The terms and conditions previously provided to your organization outlined this process.

This effort is important to us. We depend on you in so many ways – this is another way that we can partner with your company to make things better.

Sincerely,

Leonard W. Sandridge
Executive Vice President and Chief Operating Officer
LWS:dr

Madison Hall · Post Office Box 400228 · Charlottesville, Virginia 22904-4228