



**COMMONWEALTH OF VIRGINIA  
STANDARD CONTRACT**

Contract No. **UCPJMU6169**

This contract entered into this **1st** day of **November 2021**, by **DCI Consulting Group**, hereinafter called the "Contractor" and Commonwealth of Virginia, James Madison University called the "Purchasing Agency".

WITNESSETH that the Contractor and the Purchasing Agency, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

**SCOPE OF CONTRACT:** The Contractor shall provide the services to the Purchasing Agency as set forth in the Contract Documents.

**PERIOD OF PERFORMANCE:** From **November 14, 2021** through **November 13, 2022** with **four (4) one-year renewal options**.

The contract documents shall consist of:

- (1) This signed form;
- (2) The following portions of the Request for Proposal **KLN-1129** dated **September 8, 2021**:
  - (a) The Statement of Needs,
  - (b) The General Terms and Conditions,
  - (c) The Special Terms and Conditions together with any negotiated modifications of those Special Conditions;
- (3) The Contractor's Proposal dated **October 1, 2021** and the following negotiated modification to the Proposal, all of which documents are incorporated herein.
  - (a) Negotiations Summary, dated **October 28, 2021**.

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

CONTRACTOR:  
By:   
(Signature)

Brian Pirko  
(Printed Name)

Title: Executive Vice President

PURCHASING AGENCY:  
By:   
(Signature)

Krista Nealis  
(Printed Name)

Title: Buyer Senior

**RFP # KLN-1129 *Gender, Race & Ethnicity Salary Study*  
Negotiation Summary for DCI Consulting Group**

**October 28, 2021**

1. Parties agree that this Negotiation Summary modifies RFP# KLN-1129 and the Contractor's initial response to RFP# KLN-1129, and in the event of conflict this negotiation summary shall take precedence.

2. Contractor's Pricing:

**Gender, Race, & Ethnicity Salary Study Report Flat Fee - \$15,000.00**

**Additional Services Hourly Rates:**

Analyst: \$250

Associate Consultant: \$275

Consultant: \$300

Senior Consultant: \$350

Associate Principal Consultant: \$400

Principal Consultant: \$475

Director: \$500

3. Services Calls:

In response to generated report is included at no additional cost. However, if additional scope needs arise from these questions/conversations, DCI would look to negotiate additional fees for additional scopes of work. All additional fees shall be pre-approved by JMU in writing before commencing work. DCI will respond to inquiries within one business day.

4. Payment Terms:

DCI will invoice 50% of each project fee upon receipt of client data, or two weeks after the project kickoff meeting (whichever is earlier), and the final 50% due upon DCI's delivery of draft reports to JMU.

5. DCI will work with JMU at the start of all projects to determine a project plan/timeline that meets the needs of JMU in order to deliver results by the projected date. JMU will provide all data within two weeks of the project kickoff meeting, and will answer any clarifying data questions within five days of submission of those questions. JMU is aware that any delays in these timelines may result in DCI not being able to finish the study by the projected date.

**RFP # KLN-1129 *Gender, Race & Ethnicity Salary Study*  
Negotiation Summary for DCI Consulting Group**

**October 28, 2021**

6. Contractor agrees that all exceptions taken within their initial response to RFP# KLN-1129 that are not specifically addressed within this negotiation summary are null and void.
7. Contractor has disclosed all potential fees. Additional charges will not be accepted.
8. Contractor shall not charge the Purchasing Agency charge card processing fees.

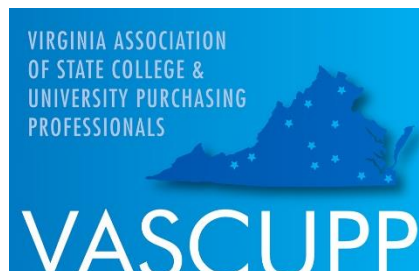


# Request for Proposal

## **RFP# KLN-1129**

**Gender, Race, and Ethnicity Salary Study**

**September 8, 2021**



# REQUEST FOR PROPOSAL

## RFP# KLN-1129

**Issue Date:** September 8, 2021  
**Title:** Gender, Race, and Ethnicity Salary Study  
**Issuing Agency:** Commonwealth of Virginia  
James Madison University  
Procurement Services MSC 5720  
752 Ott Street, Wine Price Building  
First Floor, Suite 1023  
Harrisonburg, VA 22807

**Period of Contract:** From Date of Award Through One Year (Renewable)

**Sealed Proposals Will Be Received Until 2:00 PM on October 7, 2021 for Furnishing the Services Described Herein.**

*SEALED PROPOSALS MAY BE MAILED, EXPRESS MAILED, OR HAND DELIVERED DIRECTLY TO THE ISSUING AGENCY SHOWN ABOVE.*

All Inquiries For Information And Clarification Should Be Directed To: Krista Nealis, Buyer Senior, Procurement Services, [nealiskl@jmu.edu](mailto:nealiskl@jmu.edu); 540-568-7523; (Fax) 540-568-7935 not later than five business days before the proposal closing date.

**NOTE: THE SIGNED PROPOSAL AND ALL ATTACHMENTS SHALL BE RETURNED.**

In compliance with this Request for Proposal and to all the conditions imposed herein, the undersigned offers and agrees to furnish the goods/services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation.

Name and Address of Firm:

DCI Consulting

1920 I Street NW

Washington, DC 20006

By:



(Signature in Ink)

Name: Brian Pirko

(Please Print)

Date:

Title: Vice President

Web Address: [www.dciconsult.com](http://www.dciconsult.com)

Phone: (202) 828-6900

Email: [contracts@dciconsult.com](mailto:contracts@dciconsult.com)

Fax #: N/A

ACKNOWLEDGE RECEIPT OF ADDENDUM: #1 \_\_\_\_\_ #2 \_\_\_\_\_ #3 \_\_\_\_\_ #4 \_\_\_\_\_ #5 \_\_\_\_\_ (please initial)

SMALL, WOMAN OR MINORITY OWNED BUSINESS:

☐ YES; ☒ NO; IF YES  $\Rightarrow \Rightarrow$  ☐ SMALL; ☐ WOMAN; ☐ MINORITY **IF MINORITY:** ☐ AA; ☐ HA; ☐ AsA; ☐ NW; ☐ Micro

**Note:** This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against an offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.

# ***REQUEST FOR PROPOSAL***

***RFP # KLN-1129***

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## IV. STATEMENT OF NEEDS

### A. SPECIFIC INFORMATION:

Provide a detailed response to each of the following:

1. Describe how your firm will perform an analysis of payroll data by gender, race, and ethnicity to identify pay differences and issues aligned with equal employment categories, job groupings or criteria for those in similar jobs.

DCI will conduct the pay equity study in accordance with standards set forth under Title VII of the Civil Rights Act (“Title VII standards”). After consulting with members of the compensation, legal and compliance teams at James Madison University, DCI will develop appropriate employee comparison groups by identifying employees who are “similarly situated” under Title VII standards. That is, they perform similar work that requires similar skills, qualifications, and levels of responsibility. DCI will submit the final groupings, which will be called similarly situated employee groups (SSEGs), to James Madison University, for approval.

For each SSEG, DCI will compare base pay rates by gender and again by race/ethnicity. For the analyses by race/ethnicity, DCI will conduct the studies based on racial subgroups (e.g., White, Black, Asian, Hispanic, etc.) unless the client specifically requests an analysis comparing all minorities collectively to Whites.

In making these comparisons, DCI will conduct a multiple regression analysis for each SSEG that has 30 or more employees and at least 5 women and 5 or at least 5 members of one racial group and 5 members of another racial group. The initial regression analysis will examine how tenure variables readily available in the HRIS system account for differences in base pay rates. Such variables may include time in company, time in job, time in grade, and age (as a proxy for experience). An advanced regression analysis that controls for additional factors (such as performance, geographic adjustments, or market data) will be prepared as needed. For SSEGs with fewer than 30 employees that still satisfy the 3-person threshold for each demographic group, DCI will utilize Fisher’s Exact Test to identify significant differences in median wage rates by gender and race/ethnicity.

DCI will report the findings from the pay equity study in an executive summary that will be presented to James Madison University under attorney-client privilege. In the event of salary adjustments, under attorney-client privilege, DCI will partner with James Madison University’s legal representatives on possible mitigation strategies at an hourly rate.

2. Describe how your firm will develop and recommend targeted pay equity strategies for James Madison University aligned with EEO considerations.

DCI consultants have evaluated many types of employment practices for evidence of disparities along race or gender lines. Such practices include hiring practices, assessment results, promotions, and terminations. DCI also assists clients with evaluating evidence of adverse impact in the performance evaluation process. This can be an important analysis since performance ratings often directly or indirectly impact other employment decisions

(Continuing Question A2)

such as merit increases, promotions, or terminations. DCI can evaluate disparities in outcomes for any type of employment decision along race, gender or age lines.

Statistical indicators of subgroup differences highlight areas where additional research and inquiry are recommended. The goal of this additional work is to better understand why statistical results are identified – and to evaluate the job-relatedness and business necessity of decisions and practices. DCI works with clients to review and refine (as needed) pay practices to improve legal defensibility.

3. James Madison shall provide preliminary data to familiarize the Contractor with the current employment demographic. Describe, in summary, the type of information that would be required in order to accomplish a review of salary data to identify where gender, race and ethnicity pay differences may exist.

**Staff Data:** ID, name, birth date, date of last hire, state service date, grade date, sex, race/ethnicity, salary grade, job code, state job title, business title, occupational family, career group, FLSA status, full-time equivalent salary, performance rating, division, department

**Instructional Faculty Data:** ID, name, highest degree, year of highest degree, birth date, date of last hire, state service date, rank date, sex, race/ethnicity, salary grade, job code, state job title, business title, academic rank, occupational family, career group, FLSA status, full-time equivalent salary, CUPA market data, CIP code, college, department, position months (e.g., 12-month, academic year), administrative appointment (e.g., department head, associate dean)

**AP Faculty Data:** ID, name, highest degree, year of highest degree, birth date, date of last hire, state service date, rank date, sex, race/ethnicity, salary grade, job code, state job title, state title, business title, academic rank, occupational family, career group, FLSA status, full-time equivalent salary, CUPA market data, CIP code, college, division, department, position months (e.g., 12-month, academic year)

4. James Madison University may desire onsite visits by the Contractor to discuss and deliver the salary study results. Describe your ability to accommodate onsite visits to the University and the projected timelines of these visits to meet the report deliverable date of January 31, 2023.

DCI may not be able to guarantee an onsite presentation due to the current public health emergency. DCI would strongly prefer an offsite video conference instead.

5. Identify other consulting services offered by your firm that could be requested by the University.

DCI Consulting Group is a human resources consulting firm strategically located in Washington, D.C. DCI provides in-depth consulting in a wide range of HR areas, including systemic compensation discrimination analyses, affirmative action plan development and implementation, employee selection and test validation, OFCCP audit and litigation support, and regulatory affairs and government relations. DCI's clients represent a cross-section of industries, including aerospace and defense, financial



(Continuing Question A5)

services, pharmaceuticals, high technology, communications, and manufacturing. DCI also works directly with national law firms to provide related litigation defense services.

All DCI consultants hold advanced degrees in Industrial/Organizational (I/O) Psychology, Labor Economics, or a related discipline. I/O psychologists are uniquely qualified to understand the intersection of work and human behavior, as they are trained to evaluate employment decision making, work performance, and organizational behavior using rigorous methods consistent with the scientific method. In addition, I/O Psychologists have expertise in statistics, psychometrics, and job performance measurement. For these reasons, I/O Psychologists are trained to evaluate employment decision-making using the rigor of the scientific method, and are often involved in the development, evaluation, and validation of employee selection systems used to make decisions related to hiring, promotion, termination, pay and other employment outcomes. Consultants utilize this education and experience working with numerous clients in proactive settings, audit settings, and litigation to identify the most appropriate methodologies for a project.

6. Specify whether you have ever provided services for a “like” study in that it being launched proactively by the University with no connection to a legal proceeding. Describe your specific experience similar to the nature of the study in which JMU intends to conduct.

DCI has conducted similar studies with JMU as well as with many other universities. Our university clients include small, medium, and large state universities as well as private universities, including those in the Ivy League. Although most of our university clients are government contractors, we do have university clients that are not required to conduct a pay equity study yet choose to do so proactively.

7. Specify what your firm believes are the three most important variables in determining salary equity.

It depends on the type of job and the extent to which information is available. For all positions it is essential to first group and compare positions and employees that are similarly situated. Once these groupings have been established, the three most useful variables to determine pay equity for staff are usually the three measures of experience: time-in-job, time with the university, and years of prior experience (usually estimated by using age). Although performance would seem to be a major factor, our experience is that it seldom helps predict differences in salary. For faculty, the three most important variables are market midpoint (e.g., CUPA), years in current rank, and years since highest degree. Although performance has a major impact on pay, we have yet to work with a university that has performance data for faculty that is readily available and can be compared across schools and departments.

8. Describe the standard you will use to determine equity within the study and how you might assist us in explaining and defending the standard to the campus community.

We begin by determining whether there are statistically significant sex or race/ethnicity differences in salary after controlling for the variables thought to be related to pay. The analyses are conducted separately by pay group (e.g., Assistant Professors – Arts and Letters, Grade 4 – Info Technology Specialist I). Such analyses indicate whether there

(Continuing Question A8)

are any systemic group differences in pay. If such group differences exist, and can't be explained by follow-up research, DCI makes recommendations regarding salary adjustments that will make the group difference either no longer statistically significant or to another level desired by JMU (e.g., a group difference of 1.0 standard errors).

To assist in explaining and defending the standard to the campus community, DCI would prepare a short presentation that lists the potential standards that can be used in a salary equity analysis and then provides an explanation for why the particular standard was chosen.

## **V. Consulting Staff**

A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.

DCI Consulting Group is a human resources consulting firm strategically located in Washington, D.C. DCI provides in-depth consulting in a wide range of HR areas, including systemic compensation discrimination analyses, affirmative action plan development and implementation, employee selection and test validation, OFCCP audit and litigation support, and regulatory affairs and government relations. DCI's clients represent a cross-section of industries, including aerospace and defense, financial services, pharmaceuticals, high technology, communications and manufacturing. DCI also works directly with national law firms to provide related litigation defense services

DCI staff are considered national thought leaders on a wide variety of EEO issues, including pay equity and EEO analytics. For example, Dr. Michael Aamodt, a Principal Consultant at DCI, has published on EEO issues in the context of employee selection across a wide range of sources, including his seminal textbook *Industrial/Organizational Psychology: An Applied Approach*. Dr. Dunleavy, a Principal Consultant at DCI and Fellow of the Society for Industrial and Organizational Psychology, recently co-edited an 18-chapter volume entitled *Adverse Impact Analyses: Data, Statistics, and Risk* (Routledge, 2016). The book brought together a multi-disciplinary set of chapter authors from Statistics, Industrial/Organizational Psychology, Labor Economics, and Law to discuss various EEO analytic topics. DCI staff maintain current knowledge regarding professional standards, contemporary issues, and regulatory requirements related to compensation and pay equity through review of literature, emerging case law, and collaboration with colleagues. In any given year, DCI staff demonstrate this knowledge through blogs and article publications, as well as through presentations on contemporary topics related to compensation, pay equity, advanced statistical methods, and associated topics at a variety of professional conferences (e.g., legal, contractor, HR, and I/O Psychology focused events).

Various DCI staff have performed as testifying experts in formal litigation and in post settlement remedial matters. Staff members have evaluated, defended, and provided recommendations related to personnel activity in proactive and litigious matters, including challenges under Title VII, Executive Order 11246, and the Age Discrimination in Employment Act. DCI has worked with a wide variety of federal, public, and private sector clients.

The DCI team has several key strengths that are specifically relevant to the University's compensation and associated practices and policies review, and these areas of expertise provide the foundation that our technical approach rests upon. As will be demonstrated in this proposal,

(Continuing Section V. Consulting Staff)

DCI offers a team that is unmatched in terms of its skills and experience in evaluating pay systems in the equal employment opportunity (EEO) context. DCI has conducted similar analysis-focused expert reviews for many clients. Our strengths include:

- **Pay Equity Experts.** DCI staff have conducted pay equity analyses across both the public and private sector, as well as in proactive and litigation settings. Additionally, DCI experts have regularly conducted reviews of higher education institutions to evaluate tenure and tenure-track faculty compensation.
- **Expertise in Employment Tool Evaluation.** The DCI team has unparalleled experience working with clients to evaluate the professional rigor and defensibility of existing tools and procedures used for high stakes decisions in both proactive and litigation support settings. DCI staff regularly review existing documentation regarding client or vendor developed tools and process components to determine comportment with professional and legal standards, including the Uniform Guidelines on Employee Selection Procedures. Where appropriate, DCI recommends revisions or replacements to improve the defensibility, efficacy, and efficiency of the employment practice.
- **Job Analysis Experts.** DCI staff have conducted job analysis efforts across both the public and private sector, from entry level laborer positions to c-suite level roles. DCI experts evaluate and identify the intersection of job analysis purpose(s), and the professional and legal standards necessary to use job analysis for that purpose(s). All steps of the job analysis are conducted in line with the vision for that data's use, ensuring that the resulting information is appropriate to answer the specific questions posed in the research effort.
- **Experience as consulting and testifying experts.** A number of Ph.D. level staff at DCI have experience as testifying and consulting experts related to formal litigation and EEO agency challenges, including defending against allegations of discrimination by conducting scientifically appropriate and legally rigorous research. Should this project eventually require litigation support, DCI staff are able and willing to offer that service . Multiple DCI staff have also testified to the Equal Employment Opportunity Commission (EEOC) in public hearings.
- **Past performance conducting similar efforts for clients.** DCI's proven track record of planning, managing, and implementing similar projects for other clients in the EEO context is unparalleled. We have clients that vary in size and industry. We have conducted similar work proactively as well as in response to litigation, government audits, and stakeholder or internal requests.

As our proposed staffing shows in the requested summaries below, DCI offers important technical expertise in the requested pay related research, as well as broader expertise evaluating employment practices in the context of EEOC/OFCCP enforcement, litigation support, and professional standards. As such, DCI does not anticipate the use of a subcontractor to outsource the work proposed.

**Michael G. Aamodt, Ph.D.**, an Industrial-Organizational Psychologist, is a Principal Consultant at DCI. He provides consulting services to employers and management law firms on a wide variety of human resource risk management issues, particularly in the areas of compensation analysis, employee selection, and test validation. For 26 years, Dr. Aamodt was a professor of Industrial and Organizational Psychology at Radford University in Virginia, where he taught

(Continuing Section V. Consulting Staff)

courses in employee selection, job analysis, employee training and development, organizational psychology, and forensic psychology.

Dr. Aamodt has published over 60 journal article and book chapters and presented over 150 papers at professional conferences. He is also the author of “Industrial/Organizational Psychology: An Applied Approach,” the author of “Research in Law Enforcement Selection”, the coauthor of “Human Relations in Business,” and the coauthor of “Understanding Statistics: A Guide for I/O Psychologists and Human Resource Professionals.” He has extensive editorial experience, having served on the editorial boards of Applied HRM Research, Assessment Council News, Criminal Justice and Behavior, Journal of Business and Psychology, Public Personnel Management, and Journal of Police and Criminal Psychology.

Dr. Aamodt is a past President of the New River Valley SHRM chapter and a member of many professional organizations including SIOP, SHRM, and IPAC. Dr. Aamodt has a Ph.D. and M.A. degree in Psychology from the University of Arkansas. He received his B.A. degree in Psychology at Pepperdine University.

**Don Lustenberger, Ph.D.,** is an Industrial–Organizational Psychologist and Senior Consultant at DCI Consulting Group in the Employment and Litigation Services Division. His areas of expertise include personnel selection, validation, psychometrics, and EEO/AA analyses.

Prior to joining DCI, Don worked as a Senior Consultant with DDI in their Product Development group, leading the design and validation of tests, assessments, and simulations. He also partnered with clients to provide customized HR solutions in employee selection, development, and learning.

Don earned his M.S. in Psychology and Ph.D. in Industrial–Organizational Psychology from Purdue University.

## **VI. Sales Information**

Identify the amount of sales your company had during the last twelve months with each VASCUPP Member Institution. A list of VASCUPP Members can be found at: [www.VASCUPP.org](http://www.VASCUPP.org).

DCI has an active contract with James Madison University, expiring on 11/13/2021. Under that active contract, DCI provided a salary equity analysis for a fixed fee of \$25,000. However, James Madison University chooses to conduct this analysis once every three years, so DCI did not provide sales in the past twelve months.

## **VII. Proposed Cost**

Please see Attachment C- Proposal for cost information regarding this RFP.

## ATTACHMENT A

### OFFEROR DATA SHEET

#### TO BE COMPLETED BY OFFEROR

1. **QUALIFICATIONS OF OFFEROR:** Offerors must have the capability and capacity in all respects to fully satisfy the contractual requirements.
2. **YEARS IN BUSINESS:** Indicate the length of time you have been in business providing these types of goods and services.

Years 20 Months 6

3. **REFERENCES:** Indicate below a listing of at least five (5) organizations, either commercial or governmental/educational, that your agency is servicing. Include the name and address of the person the purchasing agency has your permission to contact.

CLIENT	LENGTH OF SERVICE	ADDRESS	CONTACT PERSON/PHONE #
Harvard University	2017-Current	Massachusetts Hall Cambridge, MA 02138	Eileen Finan (617) 496-4174
University of Massachusetts	2010-Current	120 Tillson Farm Road Amherst, MA 01003	John Roy (774) 455-7567
Vanderbilt University	2018-Current	2100 West End Avenue Nashville, TN 37203	Anita Jenious (615) 343-9336
Orrick Herrington & Sutcliffe		405 Howard Street San Francisco, CA 94105	Kathryn (Katie) Mantoan (415) 773-5887
Fortney & Scott		1909 K St. NW, Suite 330 Washington, DC 20006	Elizabeth Bradley (202) 689-1200

4. List full names and addresses of Offeror and any branch offices which may be responsible for administering the contract.

Washington, DC Office: 1920 I Street NW, Washington, DC 20006

Christina Georgia, Jocelyn Gebhardt, Cecilia Liu, Jerilyn Whitmer, Brian Pirko

5. **RELATIONSHIP WITH THE COMMONWEALTH OF VIRGINIA:** Is any member of the firm an employee of the Commonwealth of Virginia who has a personal interest in this contract pursuant to the [CODE OF VIRGINIA](#), SECTION 2.2-3100 – 3131?

[ ] YES [ X ] NO

IF YES, EXPLAIN: NA

## ATTACHMENT B- Not Applicable

Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

**Offeror Name:** \_\_\_\_\_ **Preparer Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Is your firm a **Small Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, certification number: \_\_\_\_\_ Certification date: \_\_\_\_\_

Is your firm a **Woman-owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, certification number: \_\_\_\_\_ Certification date: \_\_\_\_\_

Is your firm a **Minority-Owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, certification number: \_\_\_\_\_ Certification date: \_\_\_\_\_

Is your firm a **Micro Business** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, certification number: \_\_\_\_\_ Certification date: \_\_\_\_\_

**Instructions:** *Populate the table below to show your firm's plans for utilization of small, women-owned and minority-owned business enterprises in the performance of the contract. Describe plans to utilize SWaMs businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.*

**Small Business:** "Small business " means a business, independently owned or operated by one or more persons who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years.

**Woman-Owned Business Enterprise:** A business concern which is at least 51 percent owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more women, and whose management and daily business operations are controlled by one or more of such individuals. **For purposes of the SWaM Program, all certified women-owned businesses are also a small business enterprise.**

**Minority-Owned Business Enterprise:** A business concern which is at least 51 percent owned by one or more minorities or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more minorities and whose management and daily business operations are controlled by one or more of such individuals. **For purposes of the SWaM Program, all certified minority-owned businesses are also a small business enterprise.**

**Micro Business** is a certified Small Business under the SWaM Program and has no more than twenty-five (25) employees **AND** no more than \$3 million in average annual revenue over the three-year period prior to their certification.

**All small, women, and minority owned businesses must be certified by the Commonwealth of Virginia Department of Small Business and Supplier Diversity (SBSD) to be counted in the SWaM program. Certification applications are available through SBSD at 800-223-0671 in Virginia, 804-786-6585 outside Virginia, or online at <http://www.sbsd.virginia.gov/> (Customer Service).**

***RETURN OF THIS PAGE IS REQUIRED***

**ATTACHMENT B (CNT'D)**  
Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Procurement Name and Number: \_\_\_\_\_

Date Form Completed: \_\_\_\_\_

Listing of Sub-Contractors, to include, Small, Woman Owned and Minority Owned Businesses  
for this Proposal and Subsequent Contract

Offeror / Proposer:

\_\_\_\_\_  
Firm

\_\_\_\_\_  
Address

\_\_\_\_\_  
Contact Person/No.

Sub-Contractor's Name and Address	Contact Person & Phone Number	SBSD Certification Number	Services or Materials Provided	Total Subcontractor Contract Amount (to include change orders)	Total Dollars Paid Subcontractor to date (to be submitted with request for payment from JMU)



# PAY EQUITY SERVICES OVERVIEW

*October 7, 2021*

*Prepared By:*



DCI CONSULTING GROUP, INC.  
1920 I ST NW  
WASHINGTON, DC 20006

*Prepared For:*

**JAMES MADISON**  
UNIVERSITY®

JAMES MADISON UNIVERSITY  
752 OTT STREET  
FIRST FLOOR, SUITE 1023  
HARRISONBURG, VA 22807





## **DCI Consulting Group is your one-stop shop for HR compliance, data analytics, pay equity, and litigation support.**

With over two decades of experience in pay equity work, we are industry leaders. We bring expertise in pay equity laws, statistics, and compensation to ensure our clients' analyses are done in a meaningful way. Our consultants leverage their understanding of industrial and organizational psychology and labor economics to understand our clients' unique organizational challenges and identify strategic solutions.

With over 500 clients and 20 years in the business, DCI has experience with industries including but not limited to aerospace and defense, healthcare, financial services, education, and more.



### **THE DCI DIFFERENCE**

#### ***Accuracy***

When it comes to compensation data, accuracy is key. DCI consultants take extra steps to ensure you have an accurate analysis you can trust. If remedies are needed, make them in confidence knowing our pay equity analyses hold up in court. Committing to accuracy saves you and your organization time and money in the long run.

#### ***Experience***

We understand that pay equity and labor regulations are constantly evolving, and we are always up to date on current practices. Our years of experience working in many different industries enables us to adapt to your specific needs. We always offer an explanation of results, next steps, and additional context around your analysis.

#### ***Convenience***

DCI's wide range of service offerings ensure that you aren't spending valuable time searching for multiple companies to handle your various compliance needs. Whether you're looking for affirmative action plans, audit support, pay equity analyses, or more, DCI has you covered.

## SERVICE OFFERINGS



### Compliance

- Affirmative Action Plans
- OFCCP Audit Support
- VETS-4212 & EEO-1 Filing



### Pay Equity

- Full Service Pay Equity Consulting
- Software
- Wage Gap



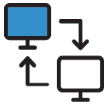
### Diversity, Equity & Inclusion

- Availability Source Research
- Diversity Program Evaluation
- Policy Review



### Personnel Selection

- Job Analysis Research
- Selection Procedure Development
- Formal Validation Research



### Litigation Services

- Expert Witness Services
- Proactive Statistical Analyses
- Post-litigation Analyses & Consulting



### General Workforce Analytics

- Barrier Analysis
- Adverse Impact Analytics
- ...and more!

## STRATEGIC PARTNERSHIPS



## DCI BENEFITS

★ DCI client access only

★ AAP TRAINING  
MODULES

★ ANNUAL CLIENT  
SUMMIT

★ CLIENT RESOURCE  
PORTAL

★ DCI CLIENT  
NETWORK (DCN)

OFCCP  
CERTIFICATION

DCI BLOG &  
WEBINARS

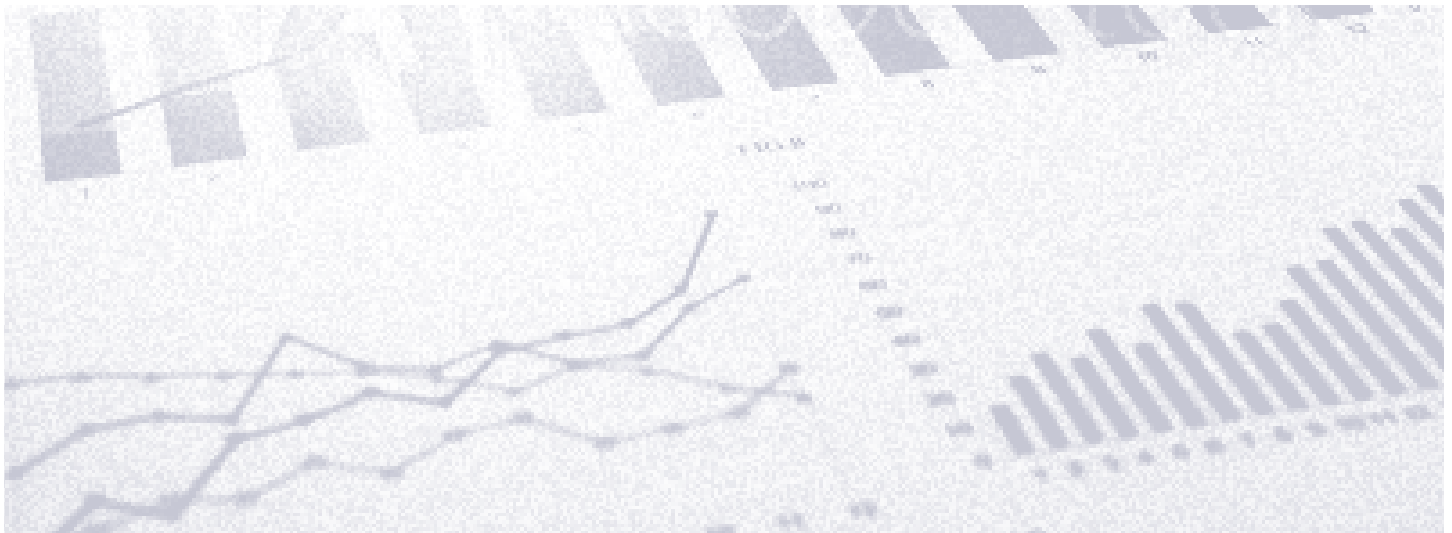
# Pay Equity Project Overview



# Scope of Work

## Pay Equity Services & Analyses

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### Title VII Pay Equity Analysis Fixed Rate Fee - \$15,000

#### Analysis Summary:

- Company-wide analysis
- Approximately 3,100 employees
- Analysis prepared under attorney-client privilege

DCI will conduct the pay equity study in accordance with standards set forth under Title VII of the Civil Rights Act ("Title VII standards"). After consulting with members of the compensation, legal and compliance teams at James Madison University, DCI will develop appropriate employee comparison groups by identifying employees who are "similarly situated" under Title VII standards. That is, they perform similar work that requires similar skills, qualifications, and levels of responsibility. DCI will submit the final groupings, which will be called similarly situated employee groups (SSEGs), to James Madison University for approval.

For each SSEG, DCI will compare base pay rates by gender and again by race/ethnicity. For the analyses by race/ethnicity, DCI will conduct the studies based on racial subgroups (e.g., White, Black, Asian, Hispanic, etc.) unless the client specifically requests an analysis comparing all minorities collectively to Whites.

In making these comparisons, DCI will conduct a multiple regression analysis for each SSEG that has 30 or more employees and at least 5 women and 5 or at least 5 members of one racial group and 5 members of another

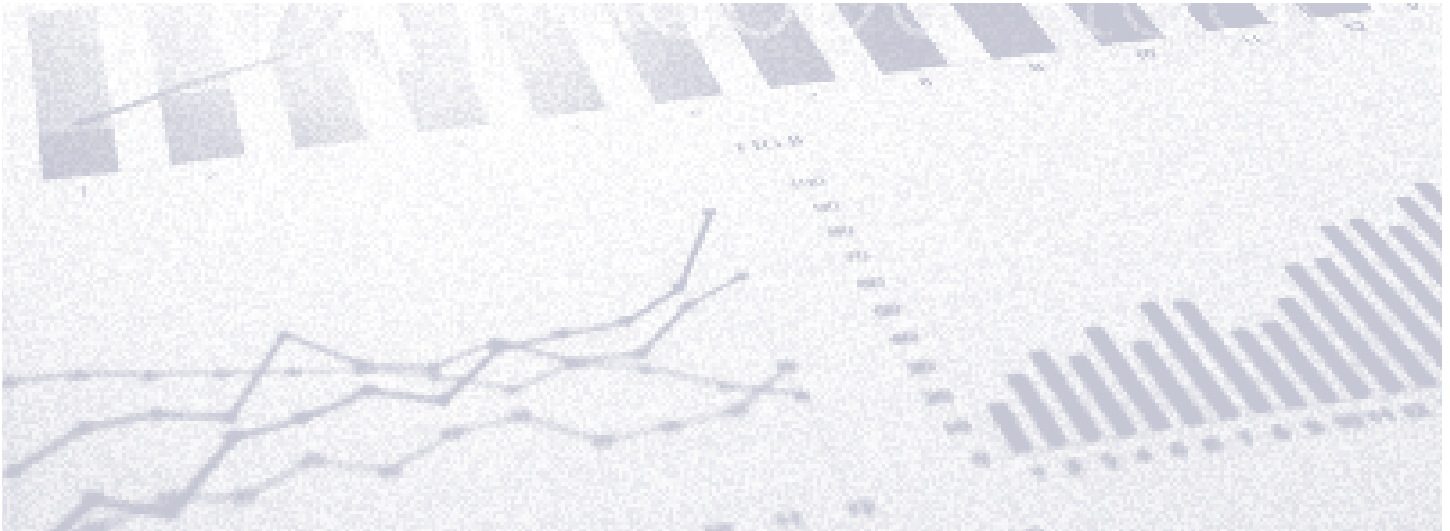
racial group. The initial regression analysis will examine how tenure variables readily available in the HRIS system account for differences in base pay rates. Such variables may include time in company, time in job, time in grade, and age (as a proxy for experience). An advanced regression analysis that controls for additional factors (such as performance, geographic adjustments, or market data) will be prepared as needed. For SSEGs with fewer than 30 employees that still satisfy the 3-person threshold for each demographic group, DCI will utilize Fisher's Exact Test to identify significant differences in median wage rates by gender and race/ethnicity.

DCI will report the findings from the pay equity study in an executive summary that will be presented to James Madison University under attorney-client privilege. In the event of salary adjustments, under attorney-client privilege, DCI will partner with James Madison University's legal representatives on possible mitigation strategies at an hourly rate. DCI hourly rates are listed below.

- Analyst: \$250
- Associate Consultant: \$275
- Consultant: \$300
- Senior Consultant: \$350
- Associate Principal Consultant: \$400
- Principal Consultant: \$475
- Director: \$500

# Consulting Staff

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DCI has assembled an experienced team of nationally known EEO experts and talented support staff to evaluate the University's pay system. The team has vast experience in the areas of employment practice evaluations (such as pay and performance) and pay equity research. DCI staff members have conducted similar reviews for a wide variety of clients.



**Michael G. Aamodt, Ph.D.**, an Industrial-Organizational Psychologist, is a Principal Consultant at DCI. He provides consulting services to employers and management law firms on a wide variety of human resource risk management issues,

particularly in the areas of compensation analysis, employee selection, and test validation. For 26 years, Dr. Aamodt was a professor of Industrial and Organizational Psychology at Radford University in Virginia, where he taught courses in employee selection, job analysis, employee training and development, organizational psychology, and forensic psychology.

Dr. Aamodt has published over 60 journal article and book chapters and presented over 150 papers at professional conferences. He is also the author of "Industrial/Organizational Psychology: An Applied Approach," the author of "Research in Law Enforcement Selection", the coauthor of "Human Relations in Business," and the coauthor of "Understanding Statistics: A Guide for I/O Psychologists and Human Resource Professionals." He

has extensive editorial experience, having served on the editorial boards of Applied HRM Research, Assessment Council News, Criminal Justice and Behavior, Journal of Business and Psychology, Public Personnel Management, and Journal of Police and Criminal Psychology.

Dr. Aamodt is a past President of the New River Valley SHRM chapter and a member of many professional organizations including SIOP, SHRM, and IPAC. Dr. Aamodt has a Ph.D. and M.A. degree in Psychology from the University of Arkansas. He received his B.A. degree in Psychology at Pepperdine University.



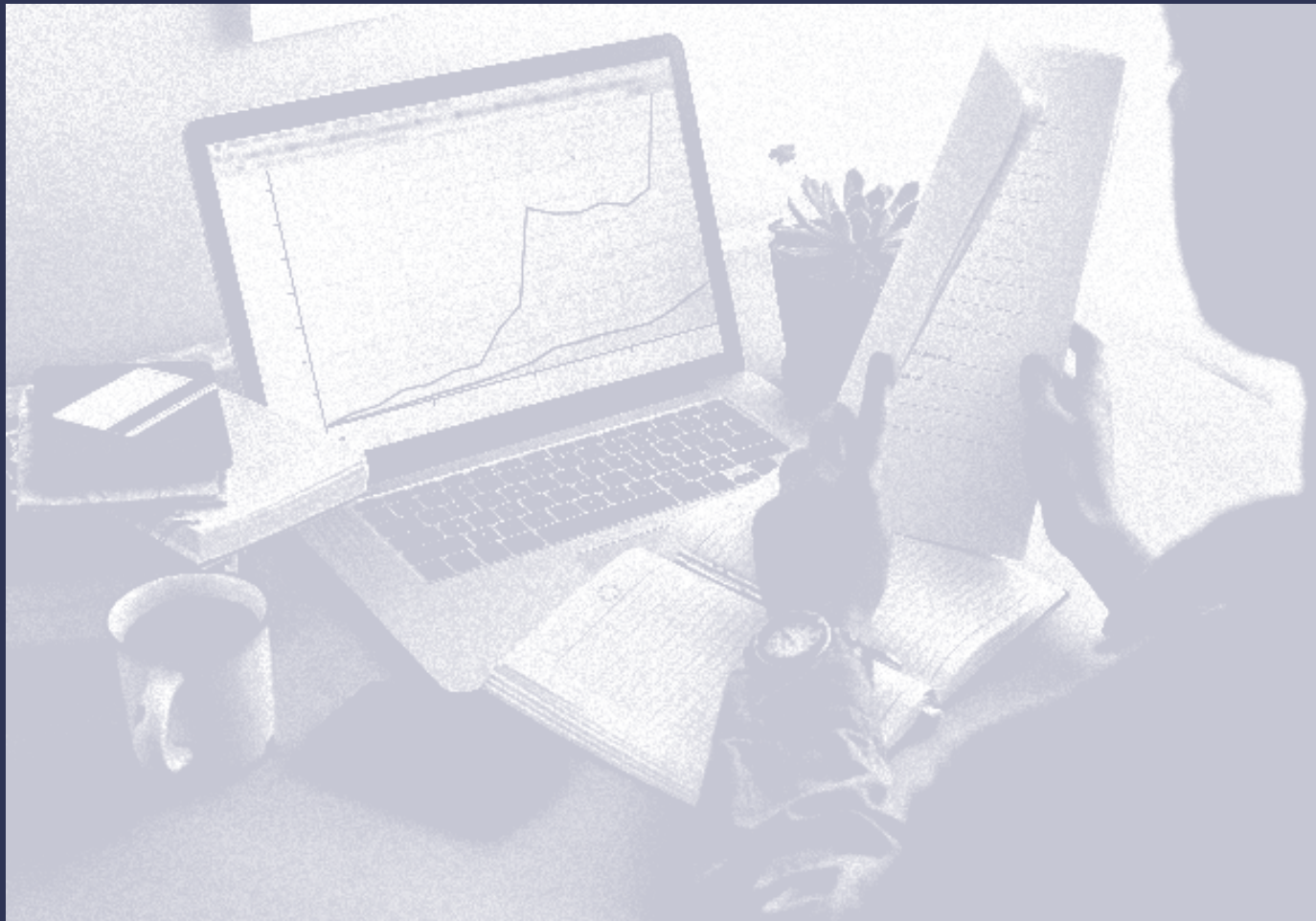
**Don Lustenberger, Ph.D.**, is an Industrial-Organizational Psychologist and Senior Consultant at DCI Consulting Group in the Employment and Litigation Services Division. His areas of expertise include personnel selection, validation,

psychometrics, and EEO/AA analyses.

Prior to joining DCI, Don worked as a Senior Consultant with DDI in their Product Development group, leading the design and validation of tests, assessments, and simulations. He also partnered with clients to provide customized HR solutions in employee selection, development, and learning.

Don earned his M.S. in Psychology and Ph.D. in Industrial-Organizational Psychology from Purdue University.





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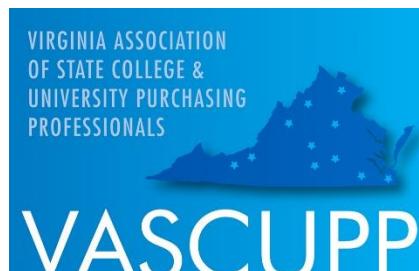


# Request for Proposal

## **RFP# KLN-1129**

**Gender, Race, and Ethnicity Salary Study**

**September 8, 2021**



# ***REQUEST FOR PROPOSAL***

## ***RFP# KLN-1129***

**Issue Date:** September 8, 2021  
**Title:** Gender, Race, and Ethnicity Salary Study  
**Issuing Agency:** Commonwealth of Virginia  
James Madison University  
Procurement Services MSC 5720  
752 Ott Street, Wine Price Building  
First Floor, Suite 1023  
Harrisonburg, VA 22807

**Period of Contract:** From Date of Award Through One Year (Renewable)

**Sealed Proposals Will Be Received Until 2:00 PM on October 7, 2021 for Furnishing the Services Described Herein.**

*SEALED PROPOSALS MAY BE MAILED, EXPRESS MAILED, OR HAND DELIVERED DIRECTLY TO THE ISSUING AGENCY SHOWN ABOVE.*

All Inquiries For Information And Clarification Should Be Directed To: Krista Nealis, Buyer Senior, Procurement Services, [nealiskl@jmu.edu](mailto:nealiskl@jmu.edu); 540-568-7523; (Fax) 540-568-7935 not later than five business days before the proposal closing date.

**NOTE: THE SIGNED PROPOSAL AND ALL ATTACHMENTS SHALL BE RETURNED.**

In compliance with this Request for Proposal and to all the conditions imposed herein, the undersigned offers and agrees to furnish the goods/services in accordance with the attached signed proposal or as mutually agreed upon by subsequent negotiation.

Name and Address of Firm:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

By: \_\_\_\_\_  
(Signature in Ink)

Name: \_\_\_\_\_  
(Please Print)

Date: \_\_\_\_\_

Title: \_\_\_\_\_

Web Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Fax #: \_\_\_\_\_

ACKNOWLEDGE RECEIPT OF ADDENDUM: #1\_\_\_\_\_ #2\_\_\_\_\_ #3\_\_\_\_\_ #4\_\_\_\_\_ #5\_\_\_\_\_ (please initial)

SMALL, WOMAN OR MINORITY OWNED BUSINESS:

☐ YES; ☐ NO; *IF YES* ⇒ ☐ SMALL; ☐ WOMAN; ☐ MINORITY ***IF MINORITY:*** ☐ AA; ☐ HA; ☐ AsA; ☐ NW; ☐ Micro

**Note:** This public body does not discriminate against faith-based organizations in accordance with the *Code of Virginia*, § 2.2-4343.1 or against an offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.



# ***REQUEST FOR PROPOSAL***

***RFP # KLN-1129***

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## **I. PURPOSE**

The purpose of this Request for Proposal (RFP) is to solicit sealed proposals from qualified sources to enter into a contract to provide consulting services for a gender, race, and ethnicity salary study for James Madison University (JMU), an agency of the Commonwealth of Virginia. Initial contract shall be for one (1) year with an option to renew for four (4) additional one-year periods.

## **II. BACKGROUND**

James Madison University (JMU) is a comprehensive public institution in Harrisonburg, Virginia with an enrollment of approximately 22,000 students and 3,100 full-time faculty and staff. Further information about the University may be found at the following website: <http://www.jmu.edu>.

JMU currently employs approximately 1,100 full-time instructional faculty members, 600 full-time administrative and professional faculty members, and 1,400 full-time classified staff in five divisions: the Division of Academic Affairs, the Division of Access and Enrollment, the Division of Administration and Finance, the Division of Student Affairs and University Planning and the Division of University Advancement.

The university is a public, co-educational institution with bachelor's, master's educational specialist, and doctoral degrees. There are nine (9) colleges in Academic Affairs: College of Arts and Letters, College of Business, College of Education, College of Health and Behavioral Studies, College of Integrated Science and Engineering, College of Science and Mathematics, College of Visual and Performing Arts, Honors College, and the Graduate School.

## **III. SMALL, WOMAN-OWNED AND MINORITY PARTICIPATION**

It is the policy of the Commonwealth of Virginia 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 encourages contractors to provide for the participation of small businesses and businesses owned by women and minorities through partnerships, joint ventures, subcontracts, and other contractual opportunities. Attachment B contains information on reporting spend data with subcontractors.

## **IV. STATEMENT OF NEEDS**

The initial project will be for a study with a report deliverable date of not later than January 31, 2023. The successful contractor shall have the capacity to perform the tasks within this section.

### **A. GENERAL INFORMATION:**

1. The scope of the study shall include all of the approximately 3,100 full-time faculty and staff.
2. All employees within the scope of the study have the following data available:
  - a. Assigned job title
  - b. Current job descriptions or class specifications.
  - c. Hire dates
  - d. Promotion dates
  - e. Gender, race, and ethnicity data - except for those that declined to provide it (which is minimal).
  - f. Data is available that identifies an incumbent's time in the position.

3. None of the roles are unionized.
4. JMU can assist with providing other HR data that may not necessarily be in the payroll system (e.g., job evaluation points, market benchmarks, level of education, etc.)

**B. SPECIFIC INFORMATION:**

Provide a detailed response to each of the following:

1. Describe how your firm will perform an analysis of payroll data by gender, race, and ethnicity to identify pay differences and issues aligned with equal employment categories, job groupings or criteria for those in similar jobs.
2. Describe how your firm will develop and recommend targeted pay equity strategies for James Madison University aligned with EEO considerations.
3. James Madison shall provide preliminary data to familiarize the Contractor with the current employment demographic. Describe, in summary, the type of information that would be required in order to accomplish a review of salary data to identify where gender, race and ethnicity pay differences may exist.
4. James Madison University may desire onsite visits by the Contractor to discuss and deliver the salary study results. Describe your ability to accommodate onsite visits to the University and the projected timelines of these visits to meet the report deliverable date of January 31, 2023.
5. Identify other consulting services offered by your firm that could be requested by the University.
6. Specify whether you have ever provided services for a “like” study in that it being launched proactively by the University with no connection to a legal proceeding. Describe your specific experience similar to the nature of the study in which JMU intends to conduct.
7. Specify what your firm believes are the three most important variables in determining salary equity.
8. Describe the standard you will use to determine equity within the study and how you might assist us in explaining and defending the standard to the campus community.

**V. PROPOSAL PREPARATION AND SUBMISSION**

**A. GENERAL INSTRUCTIONS**

**To ensure timely and adequate consideration of your proposal, offerors are to limit all contact, whether verbal or written, pertaining to this RFP to the James Madison University Procurement Office for the duration of this Proposal process. Failure to do so may jeopardize further consideration of Offeror’s proposal.**

1. RFP Response: In order to be considered for selection, the **Offeror shall submit a complete response to this RFP**; and shall submit to the issuing Purchasing Agency:

- a. **One (1) original and two (2) copies** of the entire proposal, INCLUDING ALL ATTACHMENTS. Any proprietary information should be clearly marked in accordance with 3.f. below.
- b. **One (1) electronic copy in WORD format or searchable PDF** (*CD or flash drive*) of the entire proposal, INCLUDING ALL ATTACHMENTS. Any proprietary information should be clearly marked in accordance with 3.f. below.
- c. Should the proposal contain **proprietary information**, provide **one (1) redacted hard copy** of the proposal and all attachments with **proprietary portions removed or blacked out**. This copy should be clearly marked “*Redacted Copy*” on the front cover. The classification of an entire proposal document, line item prices, and/or total proposal prices as proprietary or trade secrets is not acceptable. JMU shall not be responsible for the Contractor’s failure to exclude proprietary information from this redacted copy.

No other distribution of the proposal shall be made by the Offeror.

2. The version of the solicitation issued by JMU Procurement Services, as amended by an addenda, is the mandatory controlling version of the document. Any modification of, or additions to, the solicitation by the Offeror shall not modify the official version of the solicitation issued by JMU Procurement services unless accepted in writing by the University. Such modifications or additions to the solicitation by the Offeror may be cause for rejection of the proposal; however, JMU reserves the right to decide, on a case-by-case basis in its sole discretion, whether to reject such a proposal. If the modification or additions are not identified until after the award of the contract, the controlling version of the solicitation document shall still be the official state form issued by Procurement Services.

### 3. Proposal Preparation

- a. Proposals shall be signed by an authorized representative of the Offeror. All information requested should be submitted. Failure to submit all information requested may result in the purchasing agency requiring prompt submissions of missing information and/or giving a lowered evaluation of the proposal. Proposals which are substantially incomplete or lack key information may be rejected by the purchasing agency. Mandatory requirements are those required by law or regulation or are such that they cannot be waived and are not subject to negotiation.
- b. Proposals shall be prepared simply and economically, providing a straightforward, concise description of capabilities to satisfy the requirements of the RFP. Emphasis should be placed on completeness and clarity of content.
- c. Proposals should be organized in the order in which the requirements are presented in the RFP. All pages of the proposal should be numbered. Each paragraph in the proposal should reference the paragraph number of the corresponding section of the RFP. It is also helpful to cite the paragraph number, sub letter, and repeat the text of the requirement as it appears in the RFP. If a response covers more than one page, the paragraph number and sub letter should be repeated at the top of the next page. The proposal should contain a table of contents which cross references the RFP requirements. Information which the offeror desires to present that does not fall within any of the requirements of the RFP should be inserted at the appropriate place or be attached at the end of the proposal and designated as additional material. Proposals

that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.

- d. As used in this RFP, the terms “must”, “shall”, “should” and “may” identify the criticality of requirements. “Must” and “shall” identify requirements whose absence will have a major negative impact on the suitability of the proposed solution. Items labeled as “should” or “may” are highly desirable, although their absence will not have a large impact and would be useful, but are not necessary. Depending on the overall response to the RFP, some individual “must” and “shall” items may not be fully satisfied, but it is the intent to satisfy most, if not all, “must” and “shall” requirements. The inability of an offeror to satisfy a “must” or “shall” requirement does not automatically remove that offeror from consideration; however, it may seriously affect the overall rating of the offeror’s proposal.
  - e. Each copy of the proposal should be bound or contained in a single volume where practical. All documentation submitted with the proposal should be contained in that single volume.
  - f. Ownership of all data, materials and documentation originated and prepared for the State pursuant to the RFP shall belong exclusively to the State and be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by the offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the offeror must invoke the protection of Section 2.2-4342F of the Code of Virginia, in writing, either before or at the time the data is submitted. The written notice must specifically identify the data or materials to be protected and state the reasons why protection is necessary. The proprietary or trade secret materials submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information. The classification of an entire proposal document, line item prices and/or total proposal prices as proprietary or trade secrets is not acceptable and will result in rejection and return of the proposal.
4. Oral Presentation: Offerors who submit a proposal in response to this RFP may be required to give an oral presentation of their proposal to James Madison University. This provides an opportunity for the Offeror to clarify or elaborate on the proposal. This is a fact-finding and explanation session only and does not include negotiation. James Madison University will schedule the time and location of these presentations. Oral presentations are an option of the University and may or may not be conducted. Therefore, proposals should be complete.

## **B. SPECIFIC PROPOSAL INSTRUCTIONS**

Proposals should be as thorough and detailed as possible so that James Madison University may properly evaluate your capabilities to provide the required services. Offerors are required to submit the following items as a complete proposal:

- 1. Return RFP cover sheet and all addenda acknowledgements, if any, signed and filled out as required.
- 2. Plan and methodology for providing the goods/services as described in Section IV. Statement of Needs of this Request for Proposal.

3. A written narrative statement to include, but not be limited to, the expertise, qualifications, and experience of the firm and resumes of specific personnel to be assigned to perform the work.
4. Offeror Data Sheet, included as *Attachment A* to this RFP.
5. Small Business Subcontracting Plan, included as *Attachment B* to this RFP. Offeror shall provide a Small Business Subcontracting plan which summarizes the planned utilization of Department of Small Business and Supplier Diversity (SBSD)-certified small businesses which include businesses owned by women and minorities, when they have received Department of Small Business and Supplier Diversity (SBSD) small business certification, under the contract to be awarded as a result of this solicitation. This is a requirement for all prime contracts in excess of \$100,000 unless no subcontracting opportunities exist.
6. Identify the amount of sales your company had during the last twelve months with each VASCUPP Member Institution. A list of VASCUPP Members can be found at: [www.VASCUPP.org](http://www.VASCUPP.org).
7. Proposed Cost. See Section X. Pricing Schedule of this Request for Proposal.

## VI. EVALUATION AND AWARD CRITERIA

### A. EVALUATION CRITERIA

Proposals shall be evaluated by James Madison University using the following criteria:

	<u>Points</u>
1. Quality of products/services offered and suitability for intended purposes	25
2. Qualifications and experience of Offeror in providing the goods/services	20
3. Specific plans or methodology to be used to perform the services	25
4. Participation of Small, Women-Owned, & Minority (SWaM) Businesses	10
5. Cost	20
	<u>100</u>

- B. AWARD: Selection shall be made of two or more offerors deemed to be fully qualified and best suited among those submitting proposals on the basis of the evaluation factors included in the Request for Proposals, including price, if so stated in the Request for Proposals. Negotiations shall be conducted with the offerors so selected. Price shall be considered, but need not be the sole determining factor. After negotiations have been conducted with each offeror so selected, the agency shall select the offeror which, in its opinion, has made the best proposal, and shall award the contract to that offeror. The Commonwealth may cancel this Request for Proposals or reject proposals at any time prior to an award, and is not required to furnish a statement of the reasons why a particular proposal was not deemed to be the most advantageous. Should the Commonwealth determine in writing and in its sole discretion that only one offeror is fully qualified, or that one offeror is clearly more highly qualified than the

others under consideration, a contract may be negotiated and awarded to that offeror. The award document will be a contract incorporating by reference all the requirements, terms and conditions of the solicitation and the contractor's proposal as negotiated.

## **VII. GENERAL TERMS AND CONDITIONS**

- A. **PURCHASING MANUAL:** This solicitation is subject to the provisions of the Commonwealth of Virginia's Purchasing Manual for Institutions of Higher Education and Their Vendors and any revisions thereto, which are hereby incorporated into this contract in their entirety. A copy of the manual is available for review at the purchasing office. In addition, the manual may be accessed electronically at <http://www.jmu.edu/procurement> or a copy can be obtained by calling Procurement Services at (540) 568-3145.
- B. **APPLICABLE LAWS AND COURTS:** This solicitation and any resulting contract shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation with respect thereto shall be brought in the courts of the Commonwealth. The Contractor shall comply with applicable federal, state and local laws and regulations.
- C. **ANTI-DISCRIMINATION:** By submitting their proposals, offerors certify to the Commonwealth that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians With Disabilities Act, the Americans With Disabilities Act and §10 of the Rules Governing Procurement, Chapter 2, Exhibit J, Attachment 1 (available for review at <http://www.jmu.edu/procurement>). If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender, sexual orientation, gender identity, or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. (*§6 of the Rules Governing Procurement*).

In every contract over \$10,000 the provisions in 1. and 2. below apply:

- 1. During the performance of this contract, the contractor agrees as follows:
  - a. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the contractor. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
  - b. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.
  - c. Notices, advertisements, and solicitations placed in accordance with federal law, rule, or regulation shall be deemed sufficient for the purpose of meeting these requirements.

2. The contractor will include the provisions of 1. above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.
- D. ETHICS IN PUBLIC CONTRACTING: By submitting their proposals, offerors certify that their proposals are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other offeror, supplier, manufacturer or subcontractor in connection with their proposal, and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.
  - E. IMMIGRATION REFORM AND CONTROL ACT OF 1986: By entering into a written contract with the Commonwealth of Virginia, the Contractor certifies that the Contractor does not, and shall not during the performance of the contract for goods and services in the Commonwealth, knowingly employ an unauthorized alien as defined in the federal Immigration Reform and Control Act of 1986.
  - F. DEBARMENT STATUS: By submitting their proposals, offerors certify that they are not currently debarred by the Commonwealth of Virginia from submitting proposals on contracts for the type of goods and/or services covered by this solicitation, nor are they an agent of any person or entity that is currently so debarred.
  - G. ANTITRUST: By entering into a contract, the contractor conveys, sells, assigns, and transfers to the Commonwealth of Virginia all rights, title and interest in and to all causes of action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the Commonwealth of Virginia under said contract.
  - H. MANDATORY USE OF STATE FORM AND TERMS AND CONDITIONS RFPs: Failure to submit a proposal on the official state form provided for that purpose may be a cause for rejection of the proposal. Modification of or additions to the General Terms and Conditions of the solicitation may be cause for rejection of the proposal; however, the Commonwealth reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject such a proposal.
  - I. CLARIFICATION OF TERMS: If any prospective offeror has questions about the specifications or other solicitation documents, the prospective offeror should contact the buyer whose name appears on the face of the solicitation no later than five working days before the due date. Any revisions to the solicitation will be made only by addendum issued by the buyer.
  - J. PAYMENT:
    1. To Prime Contractor:
      - a. Invoices for items ordered, delivered and accepted shall be submitted by the contractor directly to the payment address shown on the purchase order/contract. All invoices shall show the state contract number and/or purchase order number; social security number (for individual contractors) or the federal employer identification number (for proprietorships, partnerships, and corporations).



- b. Any payment terms requiring payment in less than 30 days will be regarded as requiring payment 30 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 30 days, however.
- c. All goods or services provided under this contract or purchase order, that are to be paid for with public funds, shall be billed by the contractor at the contract price, regardless of which public agency is being billed.
- d. The following shall be deemed to be the date of payment: the date of postmark in all cases where payment is made by mail, or the date of offset when offset proceedings have been instituted as authorized under the Virginia Debt Collection Act.
- e. Unreasonable Charges. Under certain emergency procurements and for most time and material purchases, final job costs cannot be accurately determined at the time orders are placed. In such cases, contractors should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges which appear to be unreasonable will be researched and challenged, and that portion of the invoice held in abeyance until a settlement can be reached. Upon determining that invoiced charges are not reasonable, the Commonwealth shall promptly notify the contractor, in writing, as to those charges which it considers unreasonable and the basis for the determination. A contractor may not institute legal action unless a settlement cannot be reached within thirty (30) days of notification. The provisions of this section do not relieve an agency of its prompt payment obligations with respect to those charges which are not in dispute (*Rules Governing Procurement, Chapter 2, Exhibit J, Attachment 1 § 53; available for review at <http://www.jmu.edu/procurement>*).

2. To Subcontractors:

- a. A contractor awarded a contract under this solicitation is hereby obligated:
    - (1) To pay the subcontractor(s) within seven (7) days of the contractor's receipt of payment from the Commonwealth for the proportionate share of the payment received for work performed by the subcontractor(s) under the contract; or
    - (2) To notify the agency and the subcontractors, in writing, of the contractor's intention to withhold payment and the reason.
  - b. The contractor is obligated to pay the subcontractor(s) interest at the rate of one percent per month (unless otherwise provided under the terms of the contract) on all amounts owed by the contractor that remain unpaid seven (7) days following receipt of payment from the Commonwealth, except for amounts withheld as stated in (2) above. The date of mailing of any payment by U. S. Mail is deemed to be payment to the addressee. These provisions apply to each sub-tier contractor performing under the primary contract. A contractor's obligation to pay an interest charge to a subcontractor may not be construed to be an obligation of the Commonwealth.
3. Each prime contractor who wins an award in which provision of a SWAM procurement plan is a condition to the award, shall deliver to the contracting agency or institution, on or before request for final payment, evidence and certification of compliance (subject only to

insubstantial shortfalls and to shortfalls arising from subcontractor default) with the SWAM procurement plan. Final payment under the contract in question may be withheld until such certification is delivered and, if necessary, confirmed by the agency or institution, or other appropriate penalties may be assessed in lieu of withholding such payment.

4. The Commonwealth of Virginia encourages contractors and subcontractors to accept electronic and credit card payments.
- K. PRECEDENCE OF TERMS: Paragraphs A through J of these General Terms and Conditions and the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors, shall apply in all instances. In the event there is a conflict between any of the other General Terms and Conditions and any Special Terms and Conditions in this solicitation, the Special Terms and Conditions shall apply.
- L. QUALIFICATIONS OF OFFERORS: The Commonwealth may make such reasonable investigations as deemed proper and necessary to determine the ability of the offeror to perform the services/furnish the goods and the offeror shall furnish to the Commonwealth all such information and data for this purpose as may be requested. The Commonwealth reserves the right to inspect offeror's physical facilities prior to award to satisfy questions regarding the offeror's capabilities. The Commonwealth further reserves the right to reject any proposal if the evidence submitted by, or investigations of, such offeror fails to satisfy the Commonwealth that such offeror is properly qualified to carry out the obligations of the contract and to provide the services and/or furnish the goods contemplated therein.
- M. TESTING AND INSPECTION: The Commonwealth reserves the right to conduct any test/inspection it may deem advisable to assure goods and services conform to the specifications.
- N. ASSIGNMENT OF CONTRACT: A contract shall not be assignable by the contractor in whole or in part without the written consent of the Commonwealth.
- O. CHANGES TO THE CONTRACT: Changes can be made to the contract in any of the following ways:
1. The parties may agree in writing to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
  2. The Purchasing Agency may order changes within the general scope of the contract at any time by written notice to the contractor. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. The contractor shall comply with the notice upon receipt. The contractor shall be compensated for any additional costs incurred as the result of such order and shall give the Purchasing Agency a credit for any savings. Said compensation shall be determined by one of the following methods:
    - a. By mutual agreement between the parties in writing; or
    - b. By agreeing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the contractor accounts for the number of units of work performed, subject to the Purchasing Agency's right to audit the contractor's records and/or to determine the correct number of units independently; or

- c. By ordering the contractor to proceed with the work and keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the contract. The same markup shall be used for determining a decrease in price as the result of savings realized. The contractor shall present the Purchasing Agency with all vouchers and records of expenses incurred and savings realized. The Purchasing Agency shall have the right to audit the records of the contractor as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to the Purchasing Agency within thirty (30) days from the date of receipt of the written order from the Purchasing Agency. If the parties fail to agree on an amount of adjustment, the question of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for resolving disputes provided by the Disputes Clause of this contract or, if there is none, in accordance with the disputes provisions of the Commonwealth of Virginia Purchasing Manual for Institutions of Higher Education and their Vendors. Neither the existence of a claim nor a dispute resolution process, litigation or any other provision of this contract shall excuse the contractor from promptly complying with the changes ordered by the Purchasing Agency or with the performance of the contract generally.
- P. DEFAULT: In case of failure to deliver goods or services in accordance with the contract terms and conditions, the Commonwealth, after due oral or written notice, may procure them from other sources and hold the contractor responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies which the Commonwealth may have.
- Q. INSURANCE: By signing and submitting a proposal under this solicitation, the offeror certifies that if awarded the contract, it will have the following insurance coverage at the time the contract is awarded. For construction contracts, if any subcontractors are involved, the subcontractor will have workers' compensation insurance in accordance with § 25 of the Rules Governing Procurement – Chapter 2, Exhibit J, Attachment 1, and 65.2-800 et. Seq. of the Code of Virginia (available for review at <http://www.jmu.edu/procurement>) The offeror further certifies that the contractor and any subcontractors will maintain these insurance coverage during the entire term of the contract and that all insurance coverage will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission.

**MINIMUM INSURANCE COVERAGES AND LIMITS REQUIRED FOR MOST CONTRACTS:**

1. Workers' Compensation: Statutory requirements and benefits. Coverage is compulsory for employers of three or more employees, to include the employer. Contractors who fail to notify the Commonwealth of increases in the number of employees that change their workers' compensation requirement under the Code of Virginia during the course of the contract shall be in noncompliance with the contract.
2. Employer's Liability: \$100,000
3. Commercial General Liability: \$1,000,000 per occurrence and \$2,000,000 in the aggregate. Commercial General Liability is to include bodily injury and property damage, personal injury and advertising injury, products and completed operations coverage. The Commonwealth of Virginia must be named as an additional insured and so endorsed on the policy.

4. Automobile Liability: \$1,000,000 combined single limit. *(Required only if a motor vehicle not owned by the Commonwealth is to be used in the contract. Contractor must assure that the required coverage is maintained by the Contractor (or third party owner of such motor vehicle.)*
- R. ANNOUNCEMENT OF AWARD: Upon the award or the announcement of the decision to award a contract over \$100,000, as a result of this solicitation, the purchasing agency will publicly post such notice on the DGS/DPS eVA web site ([www.eva.virginia.gov](http://www.eva.virginia.gov)) for a minimum of 10 days.
- S. DRUG-FREE WORKPLACE: During the performance of this contract, the contractor agrees to (i) provide a drug-free workplace for the contractor's employees; (ii) 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 contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the contractor maintains a drug-free workplace; and (iv) 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 contract awarded to a contractor, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.
- T. NONDISCRIMINATION OF CONTRACTORS: An offeror, or contractor shall not be discriminated against in the solicitation or award of this contract because of race, religion, color, sex, sexual orientation, gender identity, national origin, age, disability, faith-based organizational status, any other basis prohibited by state law relating to discrimination in employment or because the offeror employs ex-offenders unless the state agency, department or institution has made a written determination that employing ex-offenders on the specific contract is not in its best interest. If the award of this contract is made to a faith-based organization and an individual, who applies for or receives goods, services, or disbursements provided pursuant to this contract objects to the religious character of the faith-based organization from which the individual receives or would receive the goods, services, or disbursements, the public body shall offer the individual, within a reasonable period of time after the date of his objection, access to equivalent goods, services, or disbursements from an alternative provider.
- U. eVA BUSINESS TO GOVERNMENT VENDOR REGISTRATION, CONTRACTS, AND ORDERS: The eVA Internet electronic procurement solution, website portal [www.eVA.virginia.gov](http://www.eVA.virginia.gov), streamlines and automates government purchasing activities in the Commonwealth. The eVA portal is the gateway for vendors to conduct business with state agencies and public bodies. All vendors desiring to provide goods and/or services to the Commonwealth shall participate in the eVA Internet eprocurement solution by completing the free eVA Vendor Registration. All offerors must register in eVA and pay the Vendor Transaction Fees specified below; failure to register will result in the proposal being rejected. Vendor transaction fees are determined by the date the original purchase order is issued and the current fees are as follows:

Vendor transaction fees are determined by the date the original purchase order is issued and the current fees are as follows:

1. For orders issued July 1, 2014 and after, the Vendor Transaction Fee is:
    - a. Department of Small Business and Supplier Diversity (SBSD) certified Small Businesses: 1% capped at \$500 per order.
    - b. Businesses that are not Department of Small Business and Supplier Diversity (SBSD) certified Small Businesses: 1% capped at \$1,500 per order.
  2. For orders issued prior to July 1, 2014 the vendor transaction fees can be found at [www.eVA.virginia.gov](http://www.eVA.virginia.gov).
  3. The specified vendor transaction fee will be invoiced by the Commonwealth of Virginia Department of General Services approximately 60 days after the corresponding purchase order is issued and payable 30 days after the invoice date. Any adjustments (increases/decreases) will be handled through purchase order changes.
- V. AVAILABILITY OF FUNDS: It is understood and agreed between the parties herein that the Commonwealth of Virginia shall be bound hereunder only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.
- W. PRICING CURRENCY: Unless stated otherwise in the solicitation, offerors shall state offered prices in U.S. dollars.
- X. E-VERIFY REQUIREMENT OF ANY CONTRACTOR: Any employer with more than an average of 50 employees for the previous 12 months entering into a contract in excess of \$50,000 with James Madison University to perform work or provide services pursuant to such contract shall register and participate in the E-Verify program to verify information and work authorization of its newly hired employees performing work pursuant to any awarded contract.
- Y. CIVILITY IN STATE WORKPLACES: The contractor shall take all reasonable steps to ensure that no individual, while performing work on behalf of the contractor or any subcontractor in connection with this agreement (each, a "Contract Worker"), shall engage in 1) harassment (including sexual harassment), bullying, cyber-bullying, or threatening or violent conduct, or 2) discriminatory behavior on the basis of race, sex, color, national origin, religious belief, sexual orientation, gender identity or expression, age, political affiliation, veteran status, or disability.

The contractor shall provide each Contract Worker with a copy of this Section and will require Contract Workers to participate in training on civility in the State workplace. Upon request, the contractor shall provide documentation that each Contract Worker has received such training.

For purposes of this Section, "State workplace" includes any location, permanent or temporary, where a Commonwealth employee performs any work-related duty or is representing his or her agency, as well as surrounding perimeters, parking lots, outside meeting locations, and means of travel to and from these locations. Communications are deemed to occur in a State workplace if the Contract Worker reasonably should know that the phone number, email, or other method of communication is associated with a State workplace or is associated with a person who is a State employee.

The Commonwealth of Virginia may require, at its sole discretion, the removal and replacement of any Contract Worker who the Commonwealth reasonably believes to have violated this Section.

This Section creates obligations solely on the part of the contractor. Employees or other third parties may benefit incidentally from this Section and from training materials or other communications distributed on this topic, but the Parties to this agreement intend this Section to be enforceable solely by the Commonwealth and not by employees or other third parties.

## VIII. SPECIAL TERMS AND CONDITIONS

- A. AUDIT: The Contractor hereby agrees to retain all books, records, systems, and other documents relative to this contract for five (5) years after final payment, or until audited by the Commonwealth of Virginia, whichever is sooner. The Commonwealth of Virginia, its authorized agents, and/or State auditors shall have full access to and the right to examine any of said materials during said period.
- B. CANCELLATION OF CONTRACT: James Madison University reserves the right to cancel and terminate any resulting contract, in part or in whole, without penalty, upon 60 days written notice to the contractor. In the event the initial contract period is for more than 12 months, the resulting contract may be terminated by either party, without penalty, after the initial 12 months of the contract period upon 60 days written notice to the other party. Any contract cancellation notice shall not relieve the contractor of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.
- C. IDENTIFICATION OF PROPOSAL ENVELOPE: The signed proposal should be returned in a separate envelope or package, sealed and identified as follows:

From:	<hr/>		
	Name of Offeror	Due Date	Time
	<hr/>		
	Street or Box No.	RFP #	
	<hr/>		
	City, State, Zip Code	RFP Title	
	<hr/>		
	Name of Purchasing Officer: <hr/>		

The envelope should be addressed as directed on the title page of the solicitation.

The Offeror takes the risk that if the envelope is not marked as described above, it may be inadvertently opened and the information compromised, which may cause the proposal to be disqualified. Proposals may be hand-delivered to the designated location in the office issuing the solicitation. No other correspondence or other proposals should be placed in the envelope.

- D. LATE PROPOSALS: To be considered for selection, proposals must be received by the issuing office by the designated date and hour. The official time used in the receipt of proposals is that time on the automatic time stamp machine in the issuing office. Proposals received in the issuing office after the date and hour designated are automatically non responsive and will not be considered. The University is not responsible for delays in the delivery of mail by the U.S. Postal Service, private couriers, or the intra university mail system. It is the sole responsibility of the Offeror to ensure that its proposal reaches the issuing office by the designated date and hour.

- E. UNDERSTANDING OF REQUIREMENTS: It is the responsibility of each offeror to inquire about and clarify any requirements of this solicitation that is not understood. The University will not be bound by oral explanations as to the meaning of specifications or language contained in this solicitation. Therefore, all inquiries deemed to be substantive in nature must be in writing and submitted to the responsible buyer in the Procurement Services Office. Offerors must ensure that written inquiries reach the buyer at least five (5) days prior to the time set for receipt of offerors proposals. A copy of all queries and the respective response will be provided in the form of an addendum to all offerors who have indicated an interest in responding to this solicitation. Your signature on your Offer certifies that you fully understand all facets of this solicitation. These questions may be sent by Fax to 540/568-7935.
- F. RENEWAL OF CONTRACT: This contract may be renewed by the Commonwealth for a period of four (4) successive one year periods under the terms and conditions of the original contract except as stated in 1. and 2. below. Price increases may be negotiated only at the time of renewal. Written notice of the Commonwealth's intention to renew shall be given approximately 90 days prior to the expiration date of each contract period.
1. If the Commonwealth elects to exercise the option to renew the contract for an additional one-year period, the contract price(s) for the additional one year shall not exceed the contract price(s) of the original contract increased/decreased by no more than the percentage increase/decrease of the other services category of the CPI-W section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.
  2. If during any subsequent renewal periods, the Commonwealth elects to exercise the option to renew the contract, the contract price(s) for the subsequent renewal period shall not exceed the contract price(s) of the previous renewal period increased/decreased by more than the percentage increase/decrease of the other services category of the CPI-W section of the Consumer Price Index of the United States Bureau of Labor Statistics for the latest twelve months for which statistics are available.
- G. SUBMISSION OF INVOICES: All invoices shall be submitted within sixty days of contract term expiration for the initial contract period as well as for each subsequent contract renewal period. Any invoices submitted after the sixty day period will not be processed for payment.
- H. OPERATING VEHICLES ON JAMES MADISON UNIVERSITY CAMPUS: Operating vehicles on sidewalks, plazas, and areas heavily used by pedestrians is prohibited. In the unlikely event a driver should find it necessary to drive on James Madison University sidewalks, plazas, and areas heavily used by pedestrians, the driver must yield to pedestrians. For a complete list of parking regulations, please go to [www.jmu.edu/parking](http://www.jmu.edu/parking); or to acquire a service representative parking permit, contact Parking Services at 540.568.3300. The safety of our students, faculty and staff is of paramount importance to us. Accordingly, violators may be charged.
- I. COOPERATIVE PURCHASING / USE OF AGREEMENT BY THIRD PARTIES: It is the intent of this solicitation and resulting contract(s) to allow for cooperative procurement. Accordingly, any public body, (to include government/state agencies, political subdivisions, etc.), cooperative purchasing organizations, public or private health or educational institutions or any University related foundation and affiliated corporations may access any resulting contract if authorized by the Contractor.

Participation in this cooperative procurement is strictly voluntary. If authorized by the Contractor(s), the resultant contract(s) will be extended to the entities indicated above to purchase goods and services in accordance with contract terms. As a separate contractual relationship, the participating entity will place its own orders directly with the Contractor(s) and shall fully and independently administer its use of the contract(s) to include contractual disputes, invoicing and payments without direct administration from the University. No modification of this contract or execution of a separate agreement is required to participate; however, the participating entity and the Contractor may modify the terms and conditions of this contract to accommodate specific governing laws, regulations, policies, and business goals required by the participating entity. Any such modification will apply solely between the participating entity and the Contractor.

The Contractor will notify the University in writing of any such entities accessing this contract. The Contractor will provide semi-annual usage reports for all entities accessing the contract. The University shall not be held liable for any costs or damages incurred by any other participating entity as a result of any authorization by the Contractor to extend the contract. 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 contract no matter the circumstances.

Use of this contract(s) does not preclude any participating entity from using other contracts or competitive processes as needed.

J. SMALL BUSINESS SUBCONTRACTING AND EVIDENCE OF COMPLIANCE:

1. It is the goal of the Commonwealth that 42% of its purchases are made from small businesses. This includes discretionary spending in prime contracts and subcontracts. All potential offerors are required to submit a Small Business Subcontracting Plan. Unless the offeror is registered as a Department of Small Business and Supplier Diversity (SBSD)-certified small business and where it is practicable for any portion of the awarded contract to be subcontracted to other suppliers, the contractor is encouraged to offer such subcontracting opportunities to SBSD-certified small businesses. This shall not exclude SBSD-certified women-owned and minority-owned businesses when they have received SBSD small business certification. No offeror or subcontractor shall be considered a Small Business, a Women-Owned Business or a Minority-Owned Business unless certified as such by the Department of Small Business and Supplier Diversity (SBSD) by the due date for receipt of proposals. If small business subcontractors are used, the prime contractor agrees to report the use of small business subcontractors by providing the purchasing office at a minimum the following information: name of small business with the SBSD certification number or FEIN, phone number, total dollar amount subcontracted, category type (small, women-owned, or minority-owned), and type of product/service provided. **This information shall be submitted to: JMU Office of Procurement Services, Attn: SWAM Subcontracting Compliance, MSC 5720, Harrisonburg, VA 22807.**
2. Each prime contractor who wins an award in which provision of a small business subcontracting plan is a condition of the award, shall deliver to the contracting agency or institution with every request for payment, evidence of compliance (subject only to insubstantial shortfalls and to shortfalls arising from subcontractor default) with the small business subcontracting plan. **This information shall be submitted to: JMU Office of Procurement Services, SWAM Subcontracting Compliance, MSC 5720, Harrisonburg, VA 22807.** When such business has been subcontracted to these firms and upon completion of the contract, the contractor agrees to furnish the purchasing office at a minimum the following information: name of firm with the Department of Small Business and Supplier Diversity (SBSD) certification number or FEIN number, phone number, total



dollar amount subcontracted, category type (small, women-owned, or minority-owned), and type of product or service provided. Payment(s) may be withheld until compliance with the plan is received and confirmed by the agency or institution. The agency or institution reserves the right to pursue other appropriate remedies to include, but not be limited to, termination for default.

3. Each prime contractor who wins an award valued over \$200,000 shall deliver to the contracting agency or institution with every request for payment, information on use of subcontractors that are not Department of Small Business and Supplier Diversity (SBSD)-certified small businesses. When such business has been subcontracted to these firms and upon completion of the contract, the contractor agrees to furnish the purchasing office at a minimum the following information: name of firm, phone number, FEIN number, total dollar amount subcontracted, and type of product or service provided. **This information shall be submitted to: JMU Office of Procurement Services, Attn: SWAM Subcontracting Compliance, MSC 5720, Harrisonburg, VA 22807.**
- K. AUTHORIZATION TO CONDUCT BUSINESS IN THE COMMONWEALTH: A contractor organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the Code of Virginia or as otherwise required by law. Any business entity described above that enters into a contract with a public body shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required under Title 13.1 or Title 50, to be revoked or cancelled at any time during the term of the contract. A public body may void any contract with a business entity if the business entity fails to remain in compliance with the provisions of this section.
- L. PUBLIC POSTING OF COOPERATIVE CONTRACTS: James Madison University maintains a web-based contracts database with a public gateway access. Any resulting cooperative contract/s to this solicitation will be posted to the publicly accessible website. Contents identified as proprietary information will not be made public.
- M. CRIMINAL BACKGROUND CHECKS OF PERSONNEL ASSIGNED BY CONTRACTOR TO PERFORM WORK ON JMU PROPERTY: The Contractor shall obtain criminal background checks on all of their contracted employees who will be assigned to perform services on James Madison University property. The results of the background checks will be directed solely to the Contractor. The Contractor bears responsibility for confirming to the University contract administrator that the background checks have been completed prior to work being performed by their employees or subcontractors. The Contractor shall only assign to work on the University campus those individuals whom it deems qualified and permissible based on the results of completed background checks. Notwithstanding any other provision herein, and to ensure the safety of students, faculty, staff and facilities, James Madison University reserves the right to approve or disapprove any contract employee that will work on JMU property. Disapproval by the University will solely apply to JMU property and should have no bearing on the Contractor's employment of an individual outside of James Madison University.
- N. INDEMNIFICATION: Contractor agrees to indemnify, defend and hold harmless the Commonwealth of Virginia, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by the use of any materials, goods, or equipment of any kind or nature furnished by the contractor/any services of any kind or nature furnished by the contractor, provided that such liability is not attributable to the sole negligence of the using agency or to failure of the using agency to use

the materials, goods, or equipment in the manner already and permanently described by the contractor on the materials, goods or equipment delivered.

- O. ADDITIONAL GOODS AND SERVICES: The University may acquire other goods or services that the supplier provides than those specifically solicited. The University reserves the right, subject to mutual agreement, for the Contractor to provide additional goods and/or services under the same pricing, terms, and conditions and to make modifications or enhancements to the existing goods and services. Such additional goods and services may include other products, components, accessories, subsystems, or related services that are newly introduced during the term of this Agreement. Such additional goods and services will be provided to the University at favored nations pricing, terms, and conditions.
- P. ADVERTISING: In the event a contract is awarded for supplies, equipment, or services resulting from this proposal, no indication of such sales or services to James Madison University will be used in product literature or advertising without the express written consent of the University. The contractor shall not state in any of its advertising or product literature that James Madison University has purchased or uses any of its products or services, and the contractor shall not include James Madison University in any client list in advertising and promotional materials without the express written consent of the University.
- Q. PRIME CONTRACTOR RESPONSIBILITIES: The contractor shall be responsible for completely supervising and directing the work under this contract and all subcontractors that he may utilize, using his best skill and attention. Subcontractors who perform work under this contract shall be responsible to the prime contractor. The contractor agrees that he is as fully responsible for the acts and omissions of his subcontractors and of persons employed by them as he is for the acts and omissions of his own employees.
- R. SUBCONTRACTS: No portion of the work shall be subcontracted without prior written consent of the purchasing agency. In the event that the contractor desires to subcontract some part of the work specified herein, the contractor shall furnish the purchasing agency the names, qualifications and experience of their proposed subcontractors. The contractor shall, however, remain fully liable and responsible for the work to be done by its subcontractor(s) and shall assure compliance with all requirements of the contract.
- S. CONFIDENTIALITY OF PERSONALLY IDENTIFIABLE INFORMATION: The contractor assures that information and data obtained as to personal facts and circumstances related to faculty, staff, students, and affiliates will be collected and held confidential, during and following the term of this agreement, and will not be divulged without the individual's and the agency's written consent and only in accordance with federal law or the Code of Virginia. This shall include FTI, which is a term of art and consists of federal tax returns and return information (and information derived from it) that is in contractor/agency possession or control which is covered by the confidentiality protections of the Internal Revenue Code (IRC) and subject to the IRC 6103(p)(4) safeguarding requirements including IRS oversight. FTI is categorized as sensitive but unclassified information and may contain personally identifiable information (PII). Contractors who utilize, access, or store personally identifiable information as part of the performance of a contract are required to safeguard this information and immediately notify the agency of any breach or suspected breach in the security of such information. Contractors shall allow the agency to both participate in the investigation of incidents and exercise control over decisions regarding external reporting. Contractors and their employees working on this project may be required to sign a confidentiality statement.
- T. DATA PRIVACY AND SUBCONTRACTORS: Contractor will use University Data only for the purpose of fulfilling its duties under the Agreement and will not share such data with or

disclose it to any third party without the prior written consent of the University, except as required by law. University Data will not be stored outside the United States without prior written consent from the University. Contractor will provide access to University Data only to its employees and subcontractors who need to access the data to fulfill obligations under the Agreement. The Contractor shall be responsible and liable for the acts and omissions of its subcontractors, including but not limited to third-party cloud hosting providers, and shall assure compliance with the requirements of the Agreement.

- U. DATA SECURITY: Contractor will store and process University Data in accordance with commercial best practices, including appropriate administrative, physical, and technical safeguards, to secure such data from unauthorized access, disclosure, alteration, and use. Such measures will be no less protective than those used to secure Contractor's own data of a similar type, and in no event less than reasonable in view of the type and nature of the data involved.
- V. DATA TRANSFER UPON TERMINATION OR EXPIRATION: Upon termination or expiration of the Agreement, Contractor will ensure that all University Data are securely transferred, returned or destroyed as directed by the University in its sole discretion within 60 days of termination of the Agreement. Contractor shall ensure that such transfer uses facilities, methods, and data formats that are accessible and compatible with the relevant systems of the University. In the event that the University requests destruction of its data, Contractor agrees to securely destroy all data in its possession and in the possession of any subcontractors or agents to which Contractor might have transferred University data. Contractor agrees to provide documentation of data destruction to the University.
- W. RIGHTS AND LICENSE IN AND TO UNIVERSITY DATA: The parties agree that as between them, all rights including all intellectual property rights in and to University Data shall remain the exclusive property of the University, and Contractor has a limited, nonexclusive license to use the data as provided in the Agreement solely for the purpose of performing its obligations hereunder. The Agreement does not give a party any rights, implied or otherwise, to the other's data, content, or intellectual property.
- X. SECURITY BREACH RESPONSE: Immediately (within one day) upon becoming aware of a Security Breach, or of circumstances that could have resulted in unauthorized access to or disclosure or use of University Data, Contractor will notify the University, fully investigate the incident, and cooperate fully with the University's investigation of and response to the incident. Except as otherwise required by law, Contractor will not provide notice of the incident directly to individuals whose Personally Identifiable Information was involved, regulatory agencies, or other entities, without prior written permission from the University.

## **IX. METHOD OF PAYMENT**

The contractor will be paid based on invoices submitted in accordance with the solicitation and any negotiations. James Madison University recognizes the importance of expediting the payment process for our vendors and suppliers; we request that our vendors and suppliers enroll in our bank's Comprehensive Payable options: either the Virtual Payables Virtual Card or the PayMode-X electronic deposit (ACH) to your bank account so that future payments are made electronically. Contractors signed up for the Virtual Payables process will receive the benefit of being paid Net 15. Additional information is available online at:

<http://www.jmu.edu/financeoffice/accounting-operations-disbursements/cash-investments/vendor-payment-methods.shtml>

## **X. PRICING SCHEDULE**

The offeror shall provide pricing for all products and services included in proposal indicating one-time and on-going costs. The resulting contract will be cooperative and pricing shall be inclusive for the attached Zone Map, of which JMU falls within Zone 2.

Specify any associated charge card processing fees, if applicable, to be billed to the university. Vendors shall provide their VISA registration number when indicating charge card processing fees. Any vendor requiring information on VISA registration may refer to <https://usa.visa.com/support/small-business/regulations-fees.html> and for questions <https://usa.visa.com/dam/VCOM/global/support-legal/documents/merchant-surcharging-qa-for-web.pdf> .

## **XI. ATTACHMENTS**

Attachment A: Offeror Data Sheet

Attachment B: Small, Women, and Minority-owned Business (SWaM) Utilization Plan

Attachment C: Standard Contract Sample

Attachment D: Zone Map

## ATTACHMENT A

### OFFEROR DATA SHEET

#### TO BE COMPLETED BY OFFEROR

1. **QUALIFICATIONS OF OFFEROR:** Offerors must have the capability and capacity in all respects to fully satisfy the contractual requirements.
2. **YEARS IN BUSINESS:** Indicate the length of time you have been in business providing these types of goods and services.

Years \_\_\_\_\_ Months \_\_\_\_\_

3. **REFERENCES:** Indicate below a listing of at least five (5) organizations, either commercial or governmental/educational, that your agency is servicing. Include the name and address of the person the purchasing agency has your permission to contact.

CLIENT	LENGTH OF SERVICE	ADDRESS	CONTACT PERSON/PHONE #
--------	-------------------	---------	---------------------------


4. List full names and addresses of Offeror and any branch offices which may be responsible for administering the contract.


5. **RELATIONSHIP WITH THE COMMONWEALTH OF VIRGINIA:** Is any member of the firm an employee of the Commonwealth of Virginia who has a personal interest in this contract pursuant to the [CODE OF VIRGINIA](#), SECTION 2.2-3100 – 3131?

[ ] YES [ ] NO

IF YES, EXPLAIN: \_\_\_\_\_


## ATTACHMENT B

### Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

**Offeror Name:** \_\_\_\_\_ **Preparer Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

Is your firm a **Small Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, certification number: \_\_\_\_\_ Certification date: \_\_\_\_\_

Is your firm a **Woman-owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, certification number: \_\_\_\_\_ Certification date: \_\_\_\_\_

Is your firm a **Minority-Owned Business Enterprise** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, certification number: \_\_\_\_\_ Certification date: \_\_\_\_\_

Is your firm a **Micro Business** certified by the Department of Small Business and Supplier Diversity (SBSD)? Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, certification number: \_\_\_\_\_ Certification date: \_\_\_\_\_

**Instructions:** *Populate the table below to show your firm's plans for utilization of small, women-owned and minority-owned business enterprises in the performance of the contract. Describe plans to utilize SWAMs businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc.*

**Small Business:** "Small business " means a business, independently owned or operated by one or more persons who are citizens of the United States or non-citizens who are in full compliance with United States immigration law, which, together with affiliates, has 250 or fewer employees, or average annual gross receipts of \$10 million or less averaged over the previous three years.

**Woman-Owned Business Enterprise:** A business concern which is at least 51 percent owned by one or more women who are U.S. citizens or legal resident aliens, or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more women, and whose management and daily business operations are controlled by one or more of such individuals. **For purposes of the SWAM Program, all certified women-owned businesses are also a small business enterprise.**

**Minority-Owned Business Enterprise:** A business concern which is at least 51 percent owned by one or more minorities or in the case of a corporation, partnership or limited liability company or other entity, at least 51 percent of the equity ownership interest in which is owned by one or more minorities and whose management and daily business operations are controlled by one or more of such individuals. **For purposes of the SWAM Program, all certified minority-owned businesses are also a small business enterprise.**

**Micro Business** is a certified Small Business under the SWaM Program and has no more than twenty-five (25) employees **AND** no more than \$3 million in average annual revenue over the three-year period prior to their certification.

**All small, women, and minority owned businesses must be certified by the Commonwealth of Virginia Department of Small Business and Supplier Diversity (SBSD) to be counted in the SWAM program. Certification applications are available through SBSD at 800-223-0671 in Virginia, 804-786-6585 outside Virginia, or online at <http://www.sbsd.virginia.gov/> (Customer Service).**

***RETURN OF THIS PAGE IS REQUIRED***

**ATTACHMENT B (CNT'D)**  
Small, Women and Minority-owned Businesses (SWaM) Utilization Plan

Procurement Name and Number: \_\_\_\_\_

Date Form Completed: \_\_\_\_\_

Listing of Sub-Contractors, to include, Small, Woman Owned and Minority Owned Businesses  
for this Proposal and Subsequent Contract

Offeror / Proposer:

\_\_\_\_\_  
Firm

\_\_\_\_\_  
Address

\_\_\_\_\_  
Contact Person/No.

Sub-Contractor's Name and Address	Contact Person & Phone Number	SBSD Certification Number	Services or Materials Provided	Total Subcontractor Contract Amount (to include change orders)	Total Dollars Paid Subcontractor to date (to be submitted with request for payment from JMU)

*(Form shall be submitted with proposal and if awarded, again with submission of each request for payment)*

***RETURN OF THIS PAGE IS REQUIRED***

ATTACHMENT C



**COMMONWEALTH OF VIRGINIA  
STANDARD CONTRACT**

Contract No. \_\_\_\_\_

This contract entered into this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, by \_\_\_\_\_ hereinafter called the "Contractor" and Commonwealth of Virginia, James Madison University called the "Purchasing Agency".

WITNESSETH that the Contractor and the Purchasing Agency, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

**SCOPE OF CONTRACT:** The Contractor shall provide the services to the Purchasing Agency as set forth in the Contract Documents.

**PERIOD OF PERFORMANCE:** From \_\_\_\_\_ through \_\_\_\_\_

The contract documents shall consist of:

- (1) This signed form;
- (2) The following portions of the Request for Proposals dated \_\_\_\_\_:
  - (a) The Statement of Needs,
  - (b) The General Terms and Conditions,
  - (c) The Special Terms and Conditions together with any negotiated modifications of those Special Conditions;
  - (d) List each addendum that may be issued
- (3) The Contractor's Proposal dated \_\_\_\_\_ and the following negotiated modification to the Proposal, all of which documents are incorporated herein.
  - (a) Negotiations summary dated \_\_\_\_\_.

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

**CONTRACTOR:**

**PURCHASING AGENCY:**

By: \_\_\_\_\_  
(Signature)

By: \_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Printed Name)

\_\_\_\_\_  
(Printed Name)

Title: \_\_\_\_\_

Title: \_\_\_\_\_



## ATTACHMENT D

### Zone Map



## Virginia Association of State College & University Purchasing Professionals (VASCUPP)

### List of member institutions by zones

#### Zone 1

George Mason University (Fairfax)

#### Zone 4

University of Mary Washington (Fredericksburg)

#### Zone 7

Longwood University (Farmville)

#### Zone 2

James Madison University (Harrisonburg)

#### Zone 5

College of William and Mary (Williamsburg)

Old Dominion University (Norfolk)

#### Zone 8

Virginia Military Institute (Lexington)

Virginia Tech (Blacksburg)

Radford University (Radford)

#### Zone 3

University of Virginia (Charlottesville)

#### Zone 6

Virginia Commonwealth University (Richmond)

#### Zone 9

University of Virginia - Wise (Wise)