REQUEST FOR PROPOSAL
NUMBER P20AM001

FOR

CONSULTING SERVICES
FOR A CLIMATE ACTION PLAN

DUE DATE AND TIME

February 27, 2020 AT 2:00 P.M., ARIZONA, LOCAL TIME
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## Proposal Acknowledgement Receipt

**CONTRACTS, PURCHASING, AND RISK MANAGEMENT SERVICES**

**Request for Proposal number:** P20AM001  
**Request for Proposal description:** Consulting Services for a Climate Action Plan

Complete, sign, and submit this Proposal Acknowledgement Receipt to Contracts, Purchasing, and Risk Management. This completed and signed Proposal Acknowledgement Receipt may be emailed to Andrea.McLean@nau.edu or delivered through any other method.

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SECTION A  REQUEST FOR PROPOSAL

Northern Arizona University (the University) is requesting sealed Offers from qualified firms and/or individuals for Consulting Services to develop a Climate Action Plan.

Offers shall be received in the Office of the Associate Vice President of Procurement, Northern Arizona University, Building 98B, Box 4124, 545 E. Pine Knoll Drive., Flagstaff, AZ 86011-4124 until 2:00 P.M., Arizona Local Time, on February 27, 2020 at which time a representative of Contracts, Purchasing, and Risk Management shall publicly announce the names of those firms submitting Offers. No other public disclosure shall be made until after award of the Contract resulting from this Request for Proposal (RFP).

Any and all questions regarding this RFP shall be directed to Contracts, Purchasing and Risk Management and to no other office or individual at the University. The University may answer informal questions orally. The University makes no warranty of any kind as to the correctness of any oral answers and uses this process solely to quickly provide minor clarifications. Oral statements or instructions shall not constitute an addendum to this RFP. Offeror shall not be entitled to rely on any verbal response from the University. Formal questions regarding any part of this RFP that may result in a material issue or a formal addendum must be submitted in writing. All correspondence regarding this RFP shall be directed to Contracts, Purchasing, and Risk Management, contact information is below:

Contact: Andrea McLean
Telephone: 928-523-7921
E-Mail: NAU-purchasing@nau.edu; Andrea.McLean@nau.edu
1. UNIVERSITY BACKGROUND

The University is governed by the Arizona Board of Regents (ABOR) and is a fully accredited institution of higher learning supported by the State of Arizona. Additional information on the University may be accessed from the following link: https://nau.edu/Institutional-Research/Quick-Facts/

The University’s primary mountain campus is located in Flagstaff, Arizona, the largest city in northern Arizona and the regional center and seat for Coconino County. Flagstaff is located at the base of the San Francisco Peaks, named Dook'o'oosliid by the local native Dine (Navajo) culture, and is surrounded by one of the largest ponderosa pine forests on Earth. At nearly 7,000 feet in elevation, Flagstaff is one of the highest elevation cities in the United States. Flagstaff has an average of 288 days of sunshine, 23 inches of precipitation, and 109 inches of snowfall annually. The Climate Profile for the City of Flagstaff is semi-arid or dry semi-continental.

Originally called Kinlani by the Dine, the area around Flagstaff has been inhabited for thousands of years. Evidence of the earliest native cultures in the Flagstaff area can be found in the cliff dwellings of Walnut Canyon National Monument and the rock-walled pueblos of Wupatki National Monument, where the ancient Sinagua culture and Anasazi cultures lived more than 800 years ago. Flagstaff was founded in 1882. The University was founded as a Teachers College shortly after in 1899.

In the 1950s, the University entered a period of exceptional growth. Students could earn an Education Specialist degree as well as masters’ degrees in the Arts and Sciences. Much of the expansion can be attributed to Dr. J. Lawrence Walkup, who has the distinction of serving the longest term as University President from 1957 to 1979.

The road to becoming a University began with the creation of the forestry program in 1958 and increased research activities. Pleased with the array of quality academic programs and an ever-growing student body, the Arizona Board of Regents recommended that the then Arizona State College become Northern Arizona University (NAU), effective May 1, 1966. Since 1973, when NAU added an Environmental Studies degree to the curriculum, the University has become renowned for Environmental Science degree programs and research.

There is a grassroots culture of sustainability at the University and a strong community desire for urgent Climate Action. The Climate Action Plan will serve as both an energy plan and a community plan that outlines methods in which community members, University curriculum and University research can intertwine to accomplish and implement action items stated in the Climate Action Plan to create a living laboratory environment.
2. CLIMATE ACTION PLAN HISTORY

2.1. In 2010, the University created its first Carbon Neutrality; Climate Action Plan 2010. Key points to include, but are not limited to the following:

2.1.1. Goal was to achieve Carbon Neutrality by the year 2020.
2.1.2. Focused on short-term campus changes and created campus action teams (i.e. waste minimization and etcetera).
2.1.3. Maintained energy and water consumption levels alongside an increase in campus growth.
2.1.4. Created foundation for Office of Sustainability (environmental caucus, green fund and etcetera).

2.2. The University revised the 2010 Plan by adding the 2015 University Sustainability Action Plan. Key points to include, but are not limited to the following:

2.2.1. Revised the 2010 Carbon Neutrality; Climate Action Plan.
2.2.2. Plan was completed internally by NAU committees and service groups.

2.3. 2018 Climate Action Plan was not adopted as it relied heavily on biomass which has not been deemed financially feasible at this time. Key points to include, but are not limited to the following:

2.3.1. Revisited Carbon Neutrality and adjusted Carbon Neutrality date.
2.3.2. Outlined carbon neutrality by the year 2040.

3. PROPOSAL BACKGROUND

3.1. RFP Overview

The University is seeking a qualified Offeror to provide Consulting Services to develop a Climate Action Plan for the University.

This RFP is part of a competitive negotiation process intended to allow the University to obtain goods and/or services as outlined herein in a manner which is most advantageous to the University. This RFP provides the University the flexibility to negotiate with Offerors, if desired, to arrive at a mutually agreeable relationship. Price may weigh heavily in the evaluation process but will not be the only factor under consideration and may not be the determining factor. All Offers will be considered public record and available for review, as allowed by law, during regular office hours after award by contacting the University’s Associate Vice President of Procurement.

3.2. Term

The initial term of a resulting Contract shall be one (1) year, from date of award, with an option to renew four (4) additional one (1) year periods with a total term not to
exceed five (5) years.

3.3. Intent

3.3.1. It is the University's intent to select the Offer(s), which are most favorable in all respects, including scope, availability of services, quality of services, reputation and price. If not otherwise stated herein, multiple awards may be made or an award(s) may be made partial, by part, by line item, or by any combination of parts if identified as being in the best interest of the University.

3.3.2. The successful Offeror(s) will be expected to work closely with the University’s designated representative(s) to administer an effective and efficient program.
SECTION C  INSTRUCTIONS TO OFFERORS

1. No department, school, or office at the University has the authority to solicit official RFPs other than Contracts, Purchasing, and Risk Management. All solicitations shall be performed under the direct supervision of the Associate Vice President of Procurement and in accordance with University policies and procedures.

2. Offer shall be submitted in the format shown in Section D. Offers in any other format may be rejected. Conditional Offers shall not be considered. Submit Offer signed by an authorized individual. Offer that is not signed may be rejected.

3. Offers to be submitted as:

3.1. Three (3) complete Offers, printed and bound, one (1) clearly marked as original; and

3.2. One (1) copy of the complete Offer on electronic USB storage device. Limit individual files on each device to no more than three (3).

4. Submit Offer, sealed and marked as follows:

Offeror’s Name
RFP Number

5. No telephonic, electronic, or facsimile Offer shall be considered. Offer received after the date and time set for opening will be rejected. The University reserves the right to extend the time and date set for opening.

6. If responding by United States Postal Services mail, allow additional time for on-campus delivery.

7. Any person, firm, corporation, and/or association submitting an Offer shall be deemed to have read and understood all the terms, conditions, and requirements specified herein.

8. Definitions:


8.2. “CAP” - shall refer to Climate Action Plan

8.3. “Carbon Neutrality” - shall refer to achieving net-zero carbon emissions by balancing a measured amount of carbon released with an equivalent amount sequestered or offset, or buying enough carbon credits to make up the difference.

8.4. “Contract” - shall mean the agreement entered into between the ABOR for and on behalf of Northern Arizona University and the successful Offeror as a result of this RFP.

8.5. “Energy Cost Management” - shall refer to better control of the price of wholesale commodities, such as electricity, natural gas or liquid fuels.
8.6. “Living Laboratory” - shall refer to a research concept, defined as a user-centered, open-innovation ecosystem, often operating in a territorial context, integrating concurrent research and innovation processes within a public-private-people partnership.

8.7. “May” - indicates something that is not mandatory but permissible/desirable.

8.8. “Net Present Value” - shall refer to the change in net worth/equity that would result from acceptance of the project over its life.

8.9. “Offer” - shall mean the proposal from an individual or firm for the provision outlined in this RFP.

8.10. “Offeror” - shall mean a person or firm submitting an Offer in response to this RFP.

8.11. “RFP” - shall refer to Request for Proposal.

8.12. “Shall”, “Must”, “Will” - indicate mandatory requirements. Failure to meet these mandatory requirements will result in rejection of Offer as non-responsive.

8.13. “Should” - indicates something that is recommended but not mandatory. If the Offeror fails to provide recommended information, the University may, at its sole option, ask Offeror to provide the information or evaluate the Offer without the information.

8.14. “Stakeholders” - shall be defined as University faculty, staff and students; Arizona Board of Regents, Coordinating Committee for Sustainability (CoCoSus); Environmental Caucus Action Teams; City of Flagstaff; utility providers, selected members of the Flagstaff community and assigned working groups.

8.15. “STARS” - shall refer to Sustainability Tracking Assessment and Rating System.

8.16. “Thresholds of Resilience” - shall be defined as an ecological threshold where the point at which a relatively small change or disturbance in external conditions causes a rapid change in an ecosystem.

9. Any information considered to be proprietary by the Offeror shall be placed in a separate envelope and marked "Proprietary Information". To the extent the Associate Vice President of Procurement concurs, this information shall be considered confidential and not public information. The Associate Vice President of Procurement shall be the final authority as to the extent of material, which will be considered confidential. Pricing information shall not be considered confidential.

10. Offer may be withdrawn at any time prior to the time and date set for opening.

11. Offer and accompanying documentation will become the property of the University at the time the Offer is opened.

12. The University reserves the right to cancel this solicitation, reject any or all Offers or any part thereof, or to accept any Offer or any part thereof and to waive or decline to waive irregularities in any Offer when it determines that it is in its best interest to do so. The University has the right to hold Offer for a period of ninety (90) days after the opening date, the right to accept an Offer not withdrawn before the date set for opening, to negotiate with any Offeror considered qualified, or make any award without written discussion.
13. The University reserves the right to conduct discussions and negotiations with Offeror, to accept revisions of Offer, and to negotiate price changes. The University shall not disclose any information derived from Offers or from discussions with Offerors prior to issuance of a Notice of Intent to Award.

14. The University may request a presentation, demonstration or samples be given to a selection committee in the event the Offer is deemed to be among the most advantageous to the University. Contracts, Purchasing and Risk Management will schedule all presentations and in the event a presentation is scheduled, evaluation criteria and scoring may be included in the presentation invitation.

15. Offeror may submit requests for changes or additions to the University terms and conditions set forth in Section F. Any such changes must be submitted with the Offer as required in Section D, or the Offeror will have waived the right to object or add to the University’s terms and conditions. Additions may not be submitted as the Offeror’s standard terms and conditions, license agreement or any other agreement, but rather as additional terms that do not conflict with the University’s terms and that are necessary for the success of the Contract. An Offer contingent upon changes or additions to University terms and conditions may, if the University at its sole discretion determines not to accept the alternate terms and conditions, be rejected as non-responsive.

16. By submitting an Offer, the Offeror agrees that any information provided within the Offer and accepted by the University shall become a binding part of a resulting Contract.

17. The successful Offeror(s) will be expected to enter into a Contract with the University which shall be a summation of the RFP, addenda, the Offer, and negotiations. The order of precedence shall be the RFP, addenda, the Offer, and negotiations. The University’s terms and conditions shall be incorporated into the resulting Contract between the University and the successful Offeror.

18. The University is committed to the development of Small Business and Small Disadvantaged Business (SB & SDB) suppliers. If subcontracting is necessary, the Offeror shall make every effort to use SB & SDB in the performance of the Contract.

19. **Bid Bond:** Submit a certified or cashier’s check or a surety bond, payable to Northern Arizona University, for $5,000.00 with Offer as a guarantee that Offeror shall enter into a Contract to perform the requested services in accordance with the specifications or as liquidated damages for failure or refusal to enter into a Contract. Any check or bond shall be returned to all unsuccessful Offeror(s) at the time of award and returned to the successful Offeror(s) upon execution of a satisfactory Contract.

20. **Performance and Payment Bond:** The successful Offeror shall be required to provide and pay for a performance and payment bond in an amount to be negotiated with the awarded Offeror. Bond shall cover the faithful performance of the resulting Contract in the payment of all obligations rising there under, in such form as the University may prescribe and with approved sureties. The successful Offeror shall deliver the required bond to the University no later than the date of executing the resulting Contract. Offeror
shall require the attorney-in-fact who executes the required bond on behalf of the surety to affix thereto a certified and current copy of his power of attorney indicating the monetary limit of such power. Surety shall be a company acceptable to the University that is licensed to do business in the State of Arizona.

21. Requests for clarification of information shall be received no later than five (5) days prior to the time and date set for opening. If applicable, addenda shall be issued to each Offeror of record. Failure to request clarification within this timeframe will constitute a waiver of the right to object and shall not be grounds for a protest.

22. Any objections to alleged errors, irregularities, improprieties, specifications or content shall be made prior to the time and date set for opening. Failure to object prior to the time and date set for opening will constitute a waiver of the right to object and shall not be grounds for a protest.

23. Failure to receive an addendum shall give Offeror the option of:

   23.1. Accepting the resulting Contract, if offered, including all addenda, at the proposed price.

   23.2. Withdrawing its Offer without penalty.

24. Failure to receive addenda shall not constitute a basis for claim, protest, or reissuance of the RFP.

25. Unless specifically stated to the contrary, manufacturer’s names, trade names, brand names, or catalog numbers used in the specifications of this RFP shall be for the purpose of describing and/or establishing the quality, design, and performance required. Such reference shall not be intended to limit or restrict an Offer. Any Offer, which proposes like quality, design, and/or performance, shall be considered.

26. The University will not guarantee any minimum purchase volumes of any kind from the resulting Contract.

27. The University shall not reimburse the Offeror the costs associated with responding to the RFP.

28. Offeror shall acquire and maintain, at their sole expense, all necessary parking permits required by the University. Parking permits along with regulations governing traffic and parking are available from University Transit Services (928-523-6623) located at 113 W Dupont Ave., Flagstaff, AZ 86011. Permit applications and vehicle registration may also be accessed on-line at University Transit Services. Regulations shall be applicable to all employees of Offeror and will be strictly enforced. All fines incurred shall be the sole responsibility of the Offeror.

29. Offeror shall acquire and maintain all necessary permits and licenses and shall adhere strictly to all Federal, State, County, or City laws, codes, regulations, and ordinances as
30. Pursuant to A.R.S. §34-451, the University is required to purchase ENERGY STAR® products or those certified by the Federal Energy Management Program as energy efficient in all categories available. If this RFP is for a product in a category for which ENERGY STAR® or certified products are available, submit evidence of the ENERGY STAR® status or certification for products offered.

31. Unless reasonable objection is made in writing as part of the Offer, the resulting award shall be for the use of all State of Arizona departments, agencies, commissions and boards. In addition, eligible municipalities, counties, universities, political subdivisions and nonprofit educational or public health institutions may participate at their discretion. In order to participate in any resultant Contract, applicable entities must have entered into a cooperative purchasing agreement with either the Arizona Board of Regents for and on behalf of Northern Arizona University or the State of Arizona pursuant to ARS 41-2632.

32. The University treats Offerors in a fair, honest, and consistent manner by conducting the RFP process in good faith and by granting all Offerors a comparable opportunity to win an award. In the event Offeror feels the process did not follow established policies and the Offeror qualifies as an interested party, Offeror may file a protest pursuant to the Arizona Board of Regents (ABOR) procurement policy, Section 3-809. The University takes protests seriously and expects Offerors to do so as well. Frivolous protests shall not result in gain for the Offeror and shall not be considered.

Protests shall be received in the Office of the Associate Vice President of Procurement, Becky McGaugh, Northern Arizona University, Building 98B, Box 4124, 545 E. Pine Knoll Drive., Flagstaff, AZ 86011-4124.
SECTION D  OFFER FORMAT

In order to facilitate direct comparison, submit Offer using this format, listed in order, and index tabbed to match. Page count to be limited to fifteen (15) double-sided pages, or a combination of double-sided and single-sided pages, not to exceed a total of thirty (30) pages for Section E, Requirements. Failure to follow instructions regarding format may result in rejection of Offer. Include the following with Offer:

1. Completed and signed RFP Certification (refer to Section K).
2. Completed and signed Legal Worker Certification (refer to Section L).
3. Completed and signed Anti-Lobbying Certification (refer to Section M).
4. Completed and signed Federal Debarred List Certification (refer to Section N).
5. Completed and signed Participation in Boycott of Israel (refer to Section O).
6. Completed and signed Northern Arizona University Form FS13 (refer to Section P).
7. Offeror’s Qualifications and Experience (refer to Section E.1.).
8. Project Resources (refer to Section E.2.).
9. Client References (refer to Section E.3.).
10. A detailed technical Offer (refer to Section E.4.- E.20.).
11. Exceptions to the Terms and Conditions of the RFP (refer to Section F).
12. Pricing Proposal (refer to Section H).
13. Vendor Information (refer to Section J).
SECTION E REQUIREMENTS

The data, specifications, and requirements outlined herein are intended to serve as a general guideline for the University’s requirements. Submit a fully detailed Offer that adequately describes the advantages and benefits to the University.

Provide a detailed response to each requirement in Sections 1.-20. of Section E, individually numbered to match each requirement. At minimum, in such case where a detailed response is not applicable, indicate ability to comply with and/or agreement to the numbered requirement. Offeror is encouraged to provide any additional information that is not specifically identified in this RFP.

1. QUALIFICATIONS/EXPERIENCE

1.1. Provide a corporate history/management summary and evidence that the Offeror and/or its officers have been engaged for a minimum of three (3) years in providing similar products and services as described herein. Describe Offeror’s growth for the past three (3) years.

1.2. Describe any restructuring, mergers, and/or downsizing that has occurred over the past three (3) years or is anticipated in the next two (2) years, and if selected for negotiations, Offeror may be required to provide the last two (2) years of audited financial statements.

1.3. Describe the material issues of any current patent or copyright lawsuits or legal actions against Offeror including, but not limited to, parties of dispute, description of technology involved, equipment affected, jurisdiction and date of legal complaint.

1.4. Describe in detail experience with similar/like projects to include Universities or other entities of similar size and climates as that of the University. Preference may be given to Offerors who demonstrate experience developing Climate Action Plans of similar size, climates and elevation in higher education. Provide a minimum of three (3) or a maximum of five (5) projects. Include the following:

1.4.1. Type of Climate Action Plan and summary of scope of work.
1.4.2. Size of the organization.
1.4.3. Areas encompassed.
1.4.4. Budget and schedule.
1.4.5. If available, link to completed plans.

2. PROJECT RESOURCES

2.1. Provide sufficient personnel, knowledge, and experience required to maintain an appropriate level of professionalism and coverage for performance of requirements outlined herein. The University reserves the right to review Offeror’s staff assigned for relevant qualifications and experience.
2.1.1. Provide a list of proposed personnel with resumes specifying qualifications and relevant experience. Describe assignment of key account representatives and personnel. Include an organizational chart.

2.1.1.1. Include in proposed personnel:

2.1.1.1.1. Team structure.
2.1.1.1.2. Period of time and capacity the team has performed together.

2.2. Offeror will be required to conduct relevant and appropriate background checks and fingerprinting according to the University’s policies on all assigned employees and new hires to ensure that it does not assign any employee or agent to the University who may reasonably be considered to pose a threat to the safety or welfare of the University community or its property. Offeror will share background check information and other supporting documentation including disciplinary action for any employee upon written request by the University.

2.3. Offeror may subcontract with prior University authorization. List and describe any subcontractor’s qualifications and relevant experience. Describe how Offeror guarantees subcontractor performance. Offeror shall remain solely responsible for the performance of a resulting Contract from this RFP. All University payments for services shall be made directly to the Offeror.

Offeror shall require Offeror subcontractors to meet the same insurance requirements required of the Offeror as outlined in this RFP under the Terms and Conditions Section. Subcontractor certificates of insurance shall be submitted to the University for review and approval prior to subcontractor providing services to the University.

3. CLIENT REFERENCES

3.1. Provide, at minimum, three (3) references, not including Northern Arizona University, identifying firms with requirements similar to those of the University. Provide the name of the firm, contact person, email and the telephone number. The University reserves the right to contact additional references not provided by Offeror. Preference may be given for those references which are most similar to the University.

4. PREFERRED PAYMENT METHOD

The University prefers to pay for services via the Corporate VISA liability card or Single Use Account (SUA). Describe in detail Offeror’s ability to accept this preferred method of payment and any additional fees. Describe how the University can utilize its Corporate Visa card or SUA to pay for services.
5. GENERAL

5.1. The University is seeking a qualified Offeror to provide Consulting Services to develop a Climate Action Plan. The Climate Action Plan will set greenhouse gas (GHG) reduction goals, identify and prioritize actions to achieve goals and recommend adaptation strategies while providing tools to track emissions and report annual progress to achieve Carbon Neutrality. This effort will incorporate overall planning and development initiatives including the University’s upcoming new master plan, the City of Flagstaff, Climate Action & Adaptation Plan and the University’s climate commitments as a leading member of the Second Nature Presidents Climate Leadership Commitment.

5.2. The University may implement the Climate Action Plan in phases. Offer to provide recommendations on phases.

5.3. The University has identified essential elements of a Climate Action Plan, found in Exhibit A.

5.4. Awarded Offeror to develop a Climate Action Plan, to include but not limited to the following:

5.4.1. Carbon Neutrality.
5.4.2. Thresholds of Resilience.
5.4.3. Reduction milestones that will lead to Carbon Neutrality.
5.4.4. Increased community resilience to climate change.

5.5. Work performed is to be in accordance with the most current University Design Guidelines and Technical Standards.

5.5.1. The University reserves the right to determine if specific certifications required in the standards are required for award of a Contract.
5.5.2. Division standards may be implemented at any point in the project and at no additional cost to the University.

6. UNIVERSITY REFERENCES

6.1.1. The University’s total gross square footage is approximately six-million-eight-hundred-eighty-four-thousand-seven-hundred-seventy (6,884,770).
6.1.4. University Mountain Campus Map.
6.1.5. University Quick Facts.

7. CLIMATE ACTION PLAN GOALS

7.1. CAP to include a carbon footprint baseline for the University campus and satellite campuses that will comply with reporting requirements established by STARS.
7.2. Create a roadmap for the University to reach Carbon Neutrality structured to provide integrated, actionable solutions, policies, processes and tools that support long-term implementation.

7.3. Further climate action research, academics and operations by using the University as a Living Laboratory in order to expand climate action engagement in Northern Arizona, on campus and in the classroom.

7.4. Merge and collaborate the University’s Climate Action Plan initiatives with the City of Flagstaff’s recently adopted Climate Action and Adaptation Plan (CAAP).

7.5. Accomplish the carbon reduction and resilience goals needed to sign the Second Nature Presidents’ Climate Leadership Commitment.

7.6. CAP to include three (3) different pathways of strategies to achieve Carbon Neutrality between the years 2030 and 2050.

8. PROJECT MANAGEMENT

8.1. This project will be under the direction of a steering committee led by the University’s Office of Sustainability. The Offeror will convene working groups of various Stakeholders to build out implementation roadmaps for the highest-priority Climate Actions as well as feasible strategies to achieve lesser priority actions. The implementation working groups may include representatives from:

8.1.1. University students, faculty and staff.
8.1.2. Local utility providers.
8.1.3. City and state agencies.
8.1.4. Student-run groups and organizations.
8.1.5. Neighborhood associations and residents.

9. STAKEHOLDER ENGAGEMENT, VISION ALIGNMENT AND GOAL SETTING

9.1. Awarded Offeror will collaborate with Stakeholders to develop a vision to incorporate Stakeholder’s sustainability goals and interim milestones to support the development of the Climate Action Plan.

9.2. Describe in detail how the following services/deliverables will be managed and provided:

9.2.1. Stakeholder engagement process.
9.2.2. Coordinate and lead workshops. Topics may include:

9.2.2.1. Producing waste and pollution.
9.2.2.2. Transporting people and goods.
9.2.2.3. Consuming materials, water and energy.
9.2.2.4. Engagement to gather community values.
9.2.2.5. Indigenous connectivity and knowledge.

9.2.3. Manage Stakeholder feedback.
9.2.4. Process to recommend assessment strategies.
9.2.5. Review, collect and collate results collected from past workshops, surveys and online input.
9.2.7. Documentation of workshops and online Stakeholder engagements.
9.2.8. Digital written reports with objectives, methods, analysis and findings.
9.2.9. Consensus of plan adoption among Stakeholders.
9.2.10. Translate collected data and Stakeholder feedback into measurable goals with implementation strategies.

9.3. Provide any ideas or suggestions of potential problems and/or challenges the University may encounter.

10. BUILDING ENERGY AND WATER AUDITS

10.1. The University’s Climate Action Plan will encompass building energy and water audits, provided by the Offeror, that incorporate past University audits and outline specific value added renovations and modification opportunities to the existing infrastructure including the mechanical, electrical, plumbing and skin systems of each building and centralized utility plant.

10.2. Building energy and water audits, including but not limited to the University’s mountain campus, land lease facilities and satellite campuses, to be provided by Offeror pursuant to ASHRAE Level Standards 1, 2 and 3.


10.3. Describe the following in detail:

10.3.1. Recommendations on approach to the scope of a full University building energy and water audit, utilizing existing University audit reports.
10.3.2. Recommendations on identifying where additional audits may be needed.
10.3.3. If applicable, additional recommendations.

11. GHG EMISSION ANALYSIS

11.1. The University has had GHG emission inventories developed by varying consultants through the development of past sustainable initiatives and the 2010 Climate Action Plan. GHG emission inventories were developed in the past prior to significant growth of buildings and enrollment, as well as with different consultants. This has led to gaps in information and varying GHG emission inventories. Describe in detail how the following services/deliverables will be managed and provided:
11.1.1. Audit Scope 1, 2 and 3 GHG emissions for the University campus.
11.1.2. Analysis and summary of each building’s energy consumption, water consumption and current GHG emissions.
11.1.3. GHG emissions inventory analysis based on a review of the University’s existing Climate Action Plans, most recent GHG inventories, utility invoices, operating data and local weather conditions.
11.1.4. Identify, analyze, estimate and report greenhouse gas emissions not currently reported; new buildings, land acquisitions, leased properties, satellite campuses and third party lessees of the University.
11.1.5. Reconcile the campus-wide GHG emission inventory data previously developed.
11.1.7. Identify missing emissions.
11.1.8. Capture the total emissions impact of the University.
11.1.9. Develop a plan to track Scope 3 emissions such as air travel, waste generated from operations, commuting, leased properties, off-site housing and all purchased food, goods and services.
11.1.10. Revised inventory analysis to capture the total impact of the University.

12. GHG EMISSION REDUCTION TARGETS AND ROADMAP

12.1. The University’s Climate Action Plan will contain short- and long-term GHG emission reduction targets based on energy conservation, efficiency, renewable energy substitutions and any additional recommended measures in order to identify realistic target dates for achieving Carbon Neutrality.

12.2. Describe in detail how the following services/deliverables will be managed and provided:

12.2.1. Identify current GHG Emission reduction targets.
12.2.2. Place a social cost on carbon.
12.2.3. Develop potential reduction strategies with clear, tangible, data-driven goals and actions using the University’s energy audits and analysis.
12.2.4. Identify opportunities to minimize greenhouse gasses without compromising other utility needs.
12.2.5. Develop short- and long- term action-specific roadmaps to guide implementation of the University’s Climate Action plans toward emission reduction targets and inform discretionary decision-making regarding the strategic direction of the University.
12.2.6. Collaborate with the steering committee on strategies and timelines.
12.2.7. Determine positive and negative impacts of mitigation and adaptation strategies.

12.3. CAP to include an assessment of the risks that the University is likely to face as the impacts of climate change become more severe. Risks shall include, but not be limited to, rising temperatures, utility reliability and cost fluctuation, severe weather,
food insecurity, housing affordability, mental health and any other equity issues, and provide a framework for next steps to guide decision making around measures the University can implement to prepare and adapt for the impacts of the identified risks.

13. REPORTING AND IMPLEMENTATION

13.1. Provide dynamic reporting options to include the following abilities:

13.1.1. User-friendly dashboard with visual aids that guide decision making.
13.1.2. Edit and enter new data easily.
13.1.3. Estimate projections for potential GHG growth from the University’s emissions baseline.
13.1.4. Be manipulated to illustrate multiple scenarios.
13.1.5. Present identified utility source carbon.
13.1.7. Separate satellite campus analysis.
13.1.8. Showcase an Energy Cost Management (ECM) analysis to show payback for all buildings with the improvement and efficiency type listed.
13.1.9. Illustrate implementation plans to include the following:

13.1.9.1. Graphical and tabular representations of Scope 1, 2 and 3 emissions and water consumption that will assist with decision making and annual implementation of GHG reporting.
13.1.9.2. Scope 1, 2 and 3 emissions broken down by emission source illustrating total University Scope 1 and 2 GHG emissions.

13.2. Include features not considered herein and recommendations.

14. COMMUNICATION, GRAPHIC DESIGN AND FINAL REPORT

14.1. Describe in detail how the following services/deliverables will be managed and provided:

14.1.1. Language to clearly explain and showcase the University’s new Climate Action Plan in a method that is accessible, user-friendly and web and mobile formatted.
14.1.2. Engagement materials to design and communicate final deliverables.
14.1.3. Digital materials.
14.1.4. Presentation for final engagement activities.
14.1.5. Web and mobile format of drafted and final Climate Action Plan.
14.1.6. Implementation roadmaps with timelines, actionable items and staffing requirements.

14.2. CAP to include a communication and outreach plan to engage the campus community to include, but is not limited to, the following:
14.2.1. Outlining analyses and assumptions that went into drafting the Climate Action Plan for review by the steering committee and local community.
14.2.2. Calculations and assumptions indicating the Net Present Value in implementing all short- and long-term strategies.
14.2.3. Develop an economic case for strategies presented or proposed.

14.3. Adhere to University Brand Guidelines.

14.4. Data and materials provided shall become and remain property of the University.

15. PROJECT TIMELINE

15.1. Indicate ability to meet the following anticipated Project Timeline:

15.1.1. Climate Action Planning: Energy Audit & Stakeholder Engagement:
         Begin March/April 2020.
15.1.3. Review draft Climate Action Plan for comments: July/August 2020.

16. ADDITIONAL RESOURCES

16.1. Additional support resources to aid the CAP project include, but are not limited to the following:

16.1.2. 2015 University Sustainability Action Plan, incorporated into 2010 CAP.
16.1.3. 2019 Fall Climate Action Campus Feedback.
16.1.4. University Climate Action Survey Results, October 2019.
16.1.5. University GHG Inventories.
16.1.6. 2015 NAU Landscape Master Plan.
16.1.7. 2018, Northern Arizona University Multimodal Assessment
16.1.10. Association for the Advancement of Sustainability in Higher Education’s (AASHE) Sustainability Tracking Assessment and Rating System (STARS) Institution Rating System.
16.1.13. 2018, Climate Profile for the City of Flagstaff.
17. ADDITIONAL AGREEMENTS

Refer to Section C.15. Indicate if additional Contract agreements are required. If applicable, provide sample additional agreements with Offer.

18. QUALITY ASSURANCE PLAN

Provide a quality assurance plan that details the methods by which the Offeror guarantees performance.

19. SUSTAINABLITY

Include information regarding Offeror's overall sustainable efforts.

20. ADDITIONAL SERVICES

Offeror may provide additional services that are not addressed herein. The University shall determine which additional service options are most beneficial from both a cost and service standpoint, and may further negotiate these options to include or omit dependent on University needs.
Offeror may submit requests for changes or additions to the University terms and conditions set forth in this Section F. Any such changes must be submitted with the Offer or the Offeror will have waived the right to object or add to the University’s terms and conditions. Additions may not be submitted as the Offeror’s standard terms and conditions, license agreement or any other agreement, but rather as additional terms that do not conflict with the University’s terms and that are necessary for the success of the Contract. An Offer contingent upon changes or additions to University terms and conditions may, if the University at its sole discretion determines not to accept the alternate terms and conditions, be rejected as non-responsive.

1. **Remedies and Applicable Law.** This Contract shall be governed by and construed in accordance with the laws of the State of Arizona. The University and Offeror shall have all remedies afforded by said law.

2. **Public Records.** The parties acknowledge that Northern Arizona University is a public entity subject to the provisions of the Arizona Public Records Laws, A.R.S. §§ 39-121 et. seq. In the event that a public records request is received by Northern Arizona University requesting records described as confidential, which Northern Arizona University determines must be disclosed, Northern Arizona University shall notify the other party prior to disclosure.

3. **Interpretation-Parol Evidence.** This writing shall be intended by the parties as a final expression of their Contract and shall be intended also as a complete and exclusive statement of the terms of their Contract. No course of prior dealings between the parties and no usage of the trade shall be relevant to supplement or explain any term used in this Contract. Acceptance or acquiescence in a course of performance rendered under this Contract shall not be relevant to determine the meaning of this Contract even though the accepting or acquiescing party has knowledge of the nature of the performance and opportunity for objection. Whenever a term defined by the Uniform Commercial Code is used in this Contract, the definition contained in the Code is to control.

4. **Dispute Resolution.** Except as otherwise provided herein, all Contract claims and controversies arising under this Contract shall be resolved pursuant to Arizona Board of Regents procurement policy, Section 3-809, in particular Section 3-809C.

5. **Equal Opportunity Clause.** Offeror and any subcontractor(s) shall abide by the requirements of 41 CFR §§ 60-1.4(a), 60-300.5(a) and 60-741.5(a). These regulations prohibit discrimination against qualified individuals based on their status as protected veterans or individuals with disabilities, and prohibit discrimination against all individuals based on their race, color, religion, sex, or national origin. Moreover, these regulations require that Offeror and any subcontractor(s) take affirmative action to employ and advance in employment individuals without regard to race, color, religion, sex, national origin, protected veteran status or disability.
6. **Non-Discrimination.** During the performance of this Contract, the Offeror agrees not to discriminate against any employee or applicant for employment because of race, color, sex, religion, or national origin, or because he or she has a disability, or because he or she is a qualified protected veteran. The aforesaid provision shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training including apprenticeship. The parties agree to comply with Arizona Executive Order 99-4, prohibiting discrimination in employment by government Contractors, to the extent applicable to this Contract.

7. **Family Education Rights and Privacy Act.** To the extent Offeror will have access to student educational records, this paragraph will apply. Student educational records are protected by the federal Family Educational Rights and Privacy Act, 20 U.S.C. § 1232g. Offeror will comply with the Family Education Rights and Privacy Act and will not access or make any disclosures of the University’s student educational records to third parties without prior notice to and consent from the University, or as otherwise provided by law.

8. **Health Insurance Portability and Accountability Act.** Offeror shall abide by all laws and regulations that protect the privacy of healthcare information to which Offeror obtains access under this Contract. Offeror and the University acknowledge that certain portions of the Administrative Simplification section of the Health Insurance Portability and Accountability Act of 1996, as codified at 42 U.S.C. § 1320d through d-8, and the federal privacy regulations as contained in 45 CFR Part 164 may apply to Offeror and the University, and their relationships and operation under this Contract. If necessary, Offeror and the University will enter into a standard Business Associate Agreement, and any other required Health Insurance Portability Accountability Act agreements. To the extent the terms thereof relate to Offeror’s performance under this Contract, the provisions of such Business Associate Agreement shall control.

9. **Americans with Disabilities Act and Rehabilitation Act.** Offeror will comply with all applicable provisions of the Americans with Disabilities Act, the Rehabilitation Act, and all applicable federal regulations.

All electronic and information technology and products and services to be used by University faculty/staff, students, program participants, or other University constituencies must be compliant with the Americans with Disabilities Act as amended and the Rehabilitation Act. Compliance means that a disabled person can acquire the same information, engage in the same interactions, and enjoy the same services as a nondisabled person, in an equally effective and integrated manner, with substantially equivalent ease of use.

9.1. **Electronic and Information Technology.** Any acquisition considered electronic and information technology "EIT" as defined by the Access Board at 36 CFR 1194.4 and in the FAR at 2.101 must comply with Section 508 (36 CFR Part 1194) and requires the submission of a completed Voluntary Product Accessibility Template “VPAT” so that the University may ascertain conformance. Offers without a completed VPAT
may be disqualified from competition.

9.1.1. EIT is information technology “IT” and any equipment or interconnected system or subsystem of equipment that is used in the creation, conversion, or duplication of data or information. EIT includes, but is not limited to:

9.1.1.1. telecommunication products, such as telephones;
9.1.1.2. information kiosks and transaction machines;
9.1.1.3. World Wide Web sites;
9.1.1.4. software;
9.1.1.5. multimedia (including videotapes); and
9.1.1.6. office equipment, such as copiers and fax machines.

9.1.2. The University reserves the right to perform real-world testing of a product or service to validate Offeror’s claims regarding Section 508 conformance. To facilitate testing Offeror will, upon request, provide the University with access to the product being considered for purchase for a period of at least thirty (30) calendar days.

9.2. Services and Products. An accessible service or product is one that can be used by as many people as possible, taking into account their physical, cognitive, emotional, and sensory differences.

9.2.1. Services provided include, but are not limited to:

9.2.1.1. education and training;
9.2.1.2. cultural and athletic events;
9.2.1.3. vehicle rentals
9.2.1.4. event space and lodging; and
9.2.1.5. parking and transportation.

9.2.2. Products include, but are not limited to:

9.2.2.1. instructional materials;
9.2.2.2. office equipment;
9.2.2.3. office and classroom furniture; and
9.2.2.4. kiosks.

10. Indemnification. Offeror shall indemnify, defend, save and hold harmless the State of Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees (hereinafter referred to as “Indemnitee”) from and against any and all claims, actions, liabilities, damages, losses, or expenses (including court costs, attorneys’ fees, and costs of claim processing, investigation and litigation) (hereinafter referred to as “Claims”) for bodily injury or personal injury (including death), or loss or damage to tangible or intangible property caused, or alleged to be caused, in whole or in part, by the negligent or willful acts or omissions of Offeror or any of its owners, officers, directors, agents, employees or subcontractors. This indemnity includes any claim or
amount arising out of or recovered under the Workers’ Compensation Law or arising out of the failure of such Offeror to conform to any federal, state or local law, statute, ordinance, rule, regulation or court decree. It is the specific intention of the parties that the Indemnitee shall, in all instances, except for Claims arising solely from the negligent or willful acts or omissions of the Indemnitee, be indemnified by Offeror from and against any and all claims. It is agreed that Offeror shall be responsible for primary loss investigation, defense and judgment costs where this indemnification is applicable. In consideration of the award of this Contract, the Offeror agrees to waive all rights of subrogation against the State of Arizona, its officers, officials, agents and employees for losses arising from services performed by the Offeror for the State of Arizona.

11. **Labor Disputes.** Offeror shall give prompt notice to the University of any actual or potential labor dispute which delays or may delay performance of this Contract.

12. **Force Majeure.** Neither party shall be held responsible for any losses resulting if the fulfillment of any terms or provisions of this Contract are delayed or prevented by any cause not within the control of the party whose performance is interfered with, and which by the exercise of reasonable diligence, said party is unable to prevent.

13. **No Waiver.** No waiver by the University of any breach of the provisions of this Contract by the Offeror shall in any way be construed to be a waiver of any future breach or bar the University's right to insist on strict performance of the provisions of the Contract.

14. **Modifications.** This Contract shall be modified or rescinded only by a writing signed by both parties or their duly authorized agents.

15. **Assignment-Delegation.** No right or interest in this Contract shall be assigned or delegation of any obligation made by Offeror without the written permission of the University. Any attempted assignment or delegation by Offeror shall be wholly void and totally ineffective for all purposes unless made in conformity with this paragraph.

16. **Assignment of Anti-Trust Overcharge Claims.** The parties recognize that in actual economic practice overcharges resulting from anti-trust violations are in fact borne by the ultimate purchaser; therefore, Offeror hereby assigns to the Arizona Board of Regents any and all claims for such overcharges.

17. **Cancellation for Lack of Funding.** This Contract may be canceled without any further obligation on the part of the Arizona Board of Regents and Northern Arizona University in the event that sufficient appropriated funding is unavailable to assure full performance of the terms. The Offeror shall be notified in writing of such non-appropriation at the earliest opportunity.

18. **Cancellation of State Contract.** In accordance with A.R.S. §38-511, this Contract may be canceled without penalty or further obligation if any person significantly involved in initiating, negotiating, securing, drafting, or creating the Contract on behalf of the University shall, at anytime while the Contract or any extension of the Contract shall be in effect, be an employee of any other party to the Contract in any capacity or a consultant to
any other party of the Contract with respect to the subject matter of the Contract.

19. **Termination.** The University may by written notice, stating the extent and effective date, terminate this Contract for convenience in whole or in part, at any time. The University shall pay the Offeror as full compensation for performance until such termination: (1) the unit or pro rata Contract price for the delivered and accepted portion; and (2) a reasonable amount, not otherwise recoverable from other sources by the Offeror as approved by the University, with respect to the undelivered or unacceptable portion of this Contract, provided compensation hereunder shall in no event exceed the total Contract price.

20. **Termination for Default.** In the event that the Offeror shall fail to maintain or keep in force any of the terms and conditions of this Contract, the University may notify the Offeror in writing of such failure and demand that the same be remedied within ten (10) days. Should the Offeror fail to remedy the same within said period, the University shall then have the right to terminate this Contract.

21. **Insolvency.** The University shall have the right to terminate this Contract at any time in the event the Offeror files a petition in bankruptcy, or is adjudicated bankrupt; or if a petition in bankruptcy is filed against the Offeror and not discharged within thirty (30) days; or if the Offeror becomes insolvent or makes an assignment for the benefit of its creditors or an arrangement pursuant to any bankruptcy law; or if a receiver is appointed for the Offeror or its business.

22. **Anti-Kickback.** In compliance with FAR 52.203-7, the University has in place and follows procedures designed to prevent and detect violations of the Anti-Kickback Act of 1986 in its operation and direct business relationships.

23. **Gratuities.** The University may, by written notice to the Offeror, cancel this Contract if it is found by the University that gratuities, in the form of entertainment, gifts or otherwise, were offered or given by the Offeror, or any agent or representative of the Offeror, to any officer or employee of the State of Arizona with a view toward securing a Contract or securing favorable treatment with respect to the awarding or amending, or the making of any determinations with respect to the performing of such Contract. In the event this Contract is canceled by the University pursuant to this provision, the University shall be entitled, in addition to any other rights and remedies, to recover or withhold the amount of the cost incurred by Offeror in providing such gratuities.

24. **Byrd Anti-Lobbying Amendment (31 U.S.C. 1352).** Offerors who apply or bid for an award of $100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. 1352. Each tier shall also disclose any lobbying with non-Federal funds that takes place in connection with obtaining a Federal award. Such disclosures are forwarded from tier to tier up to the recipient.
25. **Inspection and Audit.** All books, accounts, reports, files, and other records relating to this Contract shall be subject at all reasonable times to inspection and audit by the Arizona Board of Regents, Northern Arizona University, or the Auditor General of the State of Arizona, or their agents for five (5) years after completion of this Contract. Such records shall be produced at Northern Arizona University, or such other location as designated by Northern Arizona University, upon reasonable notice to the contracting party.

26. **Insurance Requirements.** Offeror may be requested to provide the University with a Certificate of Insurance prior to the commencement of services/contract. Offeror and subcontractors, without limiting any liabilities or any other obligations, shall procure and maintain until all of their obligations have been discharged, including any warranty periods under this Contract, are satisfied, insurance against claims for injury to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Offeror, its agents, representatives, employees or subcontractors.

The insurance requirements herein are minimum requirements for this Contract and in no way limit the indemnity covenants contained in this Contract. The State of Arizona in no way warrants that the minimum limits contained herein are sufficient to protect the Offeror from liabilities that might arise out of the performance of the work under this Contract by the Offeror, its agents, representatives, employees or subcontractors, and Offeror is free to purchase additional insurance.

The University reserves the right to request and receive certified copies of any or all of the following listed policies and/or endorsements within ten (10) calendar days of Contract signature. Neither Offeror’s failure to provide, nor University’s failure to obtain proof of compliance shall act as a waiver of any term of this Contract.

The Certificate of Insurance shall be from an insurance carrier lawfully authorized to do business in the State of Arizona, or hold approved non-admitted status on the Arizona Department of Insurance List of Qualified Unauthorized Insurers and rated at least an A-, VII (7) in the current A.M. BEST RATINGS. The State of Arizona in no way warrants that the above required minimum insurer rating is sufficient to protect the Offeror from potential insurer insolvency. Coverage provided by the Offeror shall not be limited to the liability assumed under the indemnification provisions of this Contract. The Certificate shall include the following minimum insurance coverages:

**Commercial General Liability** of $1,000,000 minimum combined single limit (CSL) each occurrence and $2,000,000 general aggregate, to include the following: Policy shall include bodily injury, property damage, personal injury, advertising injury and broad form contractual liability coverage.

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<th>Coverage</th>
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<tr>
<td>Each Occurrence</td>
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<td>Damage to Rented Premises</td>
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<tr>
<td>Personal and Advertising Injury</td>
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<tr>
<td>General Aggregate</td>
<td>$2,000,000</td>
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<tr>
<td>Products – Completed Operations Aggregate</td>
<td>$1,000,000</td>
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</table>
Commercial Automobile Liability of $1,000,000 minimum combined single limit (CSL) each occurrence, to include either “ANY AUTO” or “SCHEDULED, HIRED, OWNED, NON-OWNED AUTOS”.

Professional Liability

Each Claim or each wrongful act $1,000,000
Annual Aggregate $2,000,000

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

The policy shall cover professional misconduct or lack of ordinary skill for those positions defined in the Scope of Work of this Contract.

Workers' Compensation coverage for all employees which meets Arizona statutory benefits; including Employers Liability with minimum limits of $1,000,000 each accident, $1,000,000 each employee/disease, $1,000,000 policy limit/disease. Additional insured is not required.

If designated as a Sole Proprietor/Independent Contractor with no employees, the State of Arizona (ARS §23-901, ARS §23-961M) requires submittal of a written Sole Proprietor Waiver or Independent Contractor Agreement. The documents can be found at: Sole Proprietor Waiver/Independent Contractor Agreement

Certificate Holder: The State of Arizona, the Arizona Board of Regents and Northern Arizona University shall be named as the certificate holder.

Additional Insured: The certificate shall name The State of Arizona, The Arizona Board of Regents, Northern Arizona University, its departments, agencies, boards, commissions, officers, officials, agents and employees as additional insured on General and Automobile Liability, with respect to liability arising out of the activities performed by or on behalf of the Offeror. Such additional insured shall be covered to the full limits of liability purchased by the Offeror, even if those limits of liability are in excess of those required by this Contract.

Primary Coverage: The following statement shall be included - "the coverage afforded under this certificate shall be primary insurance with respect to all other available sources, except Workers Compensation insurance. Any self-insurance or other insurance carried by the State of Arizona, the Arizona Board of Regents, and Northern Arizona University, their officers, or employees, if any, shall be excess and not contributory to the insurance provided by the named insured.

Waiver of Subrogation: Policy shall contain a waiver of subrogation against the State of
Arizona, its departments, agencies, boards, commissions, universities and its officers, officials, agents, and employees for losses arising from work performed by or on behalf of the Offeror. The waiver of subrogation applies to Commercial General Liability, Commercial Auto Liability, and Workers’ Compensation.

The following statement shall be included: Coverage afforded under these policies will not be canceled, terminated, or materially altered until 30 days prior written notice has been given to Northern Arizona University, with the exception of a ten (10) day notice of cancellation for non-payment of premium, any changes material to compliance with this Contract.

Description of activity/property/contract at Northern Arizona University.

Material Breach: Failure on the part of Offeror to meet these requirements shall constitute a material breach upon which the State of Arizona, the Arizona Board of Regents and the University may immediately terminate this Contract, or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, and all monies so paid by the State of Arizona and the University shall be repaid by Offeror to the University upon demand, or the State of Arizona and the University may offset the cost of the premiums against any monies due to Offeror.

Costs for coverage broader than those required or for limits in excess of those required shall not be charged to the State of Arizona and the University.

27. Sales and Use Tax. The Offeror shall comply with and require all of his subcontractors to comply with all the provisions of the applicable state and sales excise tax law and compensation use tax law and all amendments to same. The Offeror further agrees to indemnify and save harmless the University, of and from any and all claims and demands made against it by virtue of the failure of the Offeror or any subcontractor to comply with the provisions of any or all said laws in amendments. The University is not exempt from state sales excise tax and compensation use tax.

28. Changes. Within the limits allowed by law, Offeror agrees that the University may order additional services, or make changes by altering, adding to, or deducting from the proposed services, the Contract sum being adjusted accordingly, and Offeror shall enter into a modification of the Contract to reflect said changes.

29. Installment Payment Contract. The University is precluded from entering into an installment Contract unless such Contract can be canceled for non-allocation of funds at the end of any fiscal year, at no penalty to the University. If funds shall not be allocated for this Contract for periodic payment in any future annual fiscal period, following the University’s formal request for funds, the University shall not be obligated to pay the net remainder of agreed to consecutive periodic payments remaining unpaid beyond the end of the then current fiscal year. The University agrees to notify the Offeror of such non-allocation at the earliest possible time. No penalty shall accrue to the University in the event this provision shall be exercised. This provision shall not be construed so as to permit the University to
terminate this Contract in order to acquire similar goods and/or services from another party.

30. **Price Adjustment.** Price changes shall only be considered at the end of one Contract period and the beginning of another. Price change requests shall be supported by evidence of increased costs to the Offeror. The University shall not approve price increases that shall merely increase the gross profitability of the Offeror at the expense of the University. Price change requests shall be a factor in the Contract extension review process. The University shall determine whether the requested price increase or an alternate option shall be in the best interest of the University.

31. **Fixed Escalation Clause.** Offeror shall certify a fixed maximum percentage of escalation of costs of goods and/or services for a period of five (5) years following expiration of warranty. Cost shall not exceed five (5) % per year or Consumer Price Index (CPI), whichever is less.

32. **Invoices.** Invoices covering each delivery shall be mailed to Accounts Payable once a month. Invoices shall be for all items delivered within the month. The intent shall be to receive one (1) monthly billing. All invoices shall reference the purchase order number and the Contract.

33. **Payment.** Payment shall be subject to the provisions of Title 35 of Arizona Revised Statutes relating to time and manner of submission of claims. The University's obligation shall be payable only and solely from funds appropriated for the purpose of the Contract.

34. **Debarment and Suspension.** Recipients shall fully comply with the requirements stipulated in Subpart C of 45 CFR 620, entitled Responsibilities of Participants Regarding Transactions”. The recipient is responsible for ensuring that any lower tier covered transaction, as described in Subpart B of 45 CFR 620, entitled “Covered Transactions”, includes a term or condition requiring compliance with Subpart C. The recipient also is responsible for further requiring the inclusion of a similar term or condition in any subsequent lower tier covered transaction. The recipient acknowledges that failing to disclose the information required under 45 CFR 620.335 may result in the termination of the award, or pursuance of other available remedies, including suspension and debarment. Recipients may access the Excluded Parties List System at [https://www.sam.gov/index.html/#1](https://www.sam.gov/index.html/#1).

35. **Personnel.** Employees of the Offeror assigned to the project and identified by name in the Contract shall remain dedicated to this project. Personnel changes shall be permitted only with prior notification and approval of the University.

36. **Independent Contractor.** It shall be understood that Offeror shall operate as an Independent Contractor, not as an employee or agent of the University.

37. **Service Marks and Trademarks.** For purposes of this provision, the phrase "NAU Mark" means any trade name, trademark, service mark, logo, domain name, and any other distinctive brand feature owned or used by the University. Offeror agrees to comply with the University’s trademark licensing program concerning any use or proposed use by
Offeror of any of NAU Mark on goods, in relation to services, and in connection with advertisements or promotion of Offeror or its business. Except as expressly authorized in this Agreement, Offeror is not permitted to use any NAU Mark without prior written approval of the University. Prior to any use of an NAU Mark by Offeror or its affiliates or successors or assigns, Offeror will comply with NAU’s Licensing Policy [http://nau.edu/licensing](http://nau.edu/licensing).

38. **Advertising/Publishing.** Offeror shall not advertise or publish, without the University’s prior consent, the fact that the University had entered into this Contract, except to the extent necessary to comply with proper request for information provided by appropriate statues.

39. **Legal Workers.** Pursuant to ARS §41-4401 the University is prohibited after September 30, 2008 from awarding a Contract to any Offeror who fails, or whose subcontractors fail, to comply with ARS § 23-214-A. Offeror warrants that it complies fully with all federal immigration laws and regulations that relate to its employees, that it shall verify, through the U.S. Department of Homeland Security’s E-Verify program, the employment eligibility of each employee hired after December 31, 2007, and that it shall require its subcontractors and sub-subcontractors to provide the same warranties to the Offeror.

Offeror acknowledges that a breach of this warranty by Offeror or by any subcontractor or sub-subcontractor under this Contract shall be deemed a material breach of this Contract, and is grounds for penalties, including termination of this Contract, by the University. The University retains the right to inspect the records of any Offeror, subcontractor and sub-subcontractor employee who performs work under this Contract, and to conduct random verification of the employment records of the Offeror and any subcontractor and sub-subcontractor who works on this Contract, to ensure that the Offeror and each subcontractor and sub-subcontractor is complying with the warranties set forth above. The portion of this provision dealing with the Offeror’s warranty is not applicable where the Offeror is a governmental entity nor is the Offeror required to pass this provision through to subcontractors and sub-subcontractors who are governmental entities.

40. **Data Ownership.** Northern Arizona University will own, or retain all of its rights in, all data and information that Northern Arizona University provides to Offeror, as well as all data managed by Offeror on behalf of Northern Arizona University, including all output, reports, analyses, and other materials relating to or generated by the services, even if generated by Offeror, as well as all data collected, extracted, or received through Northern Arizona University's or Offeror's use of the services or deliverables (collectively, the "Northern Arizona University Data"). The Northern Arizona University Data shall be considered Northern Arizona University's confidential information. Offeror shall not use, access, disclose, or license or provide to third parties, any Northern Arizona University Data, or any materials derived therefrom, except, in each case, as authorized in writing by Northern Arizona University. Without limiting the generality of the foregoing, Offeror may not use any Northern Arizona University Data, whether or not aggregated or de-identified, for product development, marketing, profiling, benchmarking, or product demonstrations, without, in each case, Northern Arizona University's prior written
41. **Non Disclosure and Trade Secrets.** Offeror may receive (or has received) from the University and otherwise be exposed to confidential and proprietary information relating to the University’s business practices, strategies and technologies, NAU Data as well as confidential information to the University necessary to perform the services and/or provide the deliverables (collectively, NAU Confidential Information). The University’s confidential information may include, but not limited to, confidential and proprietary information supplied to the Offeror with the legend “NAU Confidential and Proprietary” or other designations of confidentiality. As between the Offeror and the University, the NAU Confidential Information is the sole, exclusive, and valuable property of the University. Accordingly, Offeror will not reproduce or otherwise use any of the NAU Confidential Information except in the performance of the Services or the provision of the Deliverables and will not disclose any of the NAU Confidential Information in any form to any third party, either during or after the Term, except with the University’s prior written consent. Upon termination of the Contract, Offeror will cease using and will return to the University, all originals and all copies of the NAU Confidential Information, in all forms and media, in Offeror’s possession or under Offeror’s control. In addition, Offeror will not disclose or otherwise make available to the University any confidential information of the Offeror or received by contractor from any third party.

Offeror will have no obligation to maintain as confidential any NAU Confidential Information (other than NAU Data) that Offeror can show: (i) was already lawfully in the possession of or known by Offeror before receipt from the University; (ii) is or becomes generally known in the industry through no violation of the contract or any other agreement between the parties; (iii) is lawfully received by the Offeror from a third party without restriction on disclosure or use; (iv) is required to be disclosed by court order following notice to the University sufficient to allow the University to contest such order; or (v) is approved in writing by the University for release or other use by Offeror.

42. **Weapons.** The University prohibits the use, possession, display, or storage of any weapon, explosive device, or fireworks on all land and buildings owned, leased, or under the control of the University or its affiliated or related entities, in all University residential facilities (whether managed by the University or another entity), in all University vehicles and at all University or University-affiliate sponsored events and activities, except as provided in §12-781 of the Arizona Revised Statutes or unless written permission is given by the NAU Police Department. Notification by Offerors to all persons or entities who are employees, officers, subcontractors, consultants, agents, guests, invitees, or licensees of Offeror “Offeror Parties” of this policy is a condition and requirement of the Contract. Offeror further agrees to enforce this contractual requirement against all Offeror Parties.

43. **Tobacco Free.** The University recognizes that tobacco use is a public health hazard and is dedicated to providing a healthy, comfortable and productive living, learning and working environment. Beginning July 1, 2016 the use of all tobacco products, including those not approved by the FDA for cessation is prohibited on university property, facilities, grounds, parking structures, university-owned vehicles and structures owned or leased by the University. This includes, but is not limited to, the use of cigarettes, e-
cigarettes, hookah, e-hookah, chew, dip, snuff, cigars, pipes, vaporizers, etc. For additional information, go to http://nau.edu/Tobacco-Free/Policy/.

44. **Participation in Boycott of Israel.** Pursuant to A.R.S. §§ 35-393 and 35-393.01, Offeror certifies that it is not currently engaged in and agrees, for the duration of the Contract, to not engage in a Boycott of Israel. Unless and until the District Court's injunction in Jordahl v.Brnovich et al., Case No. 3:17-cv-08263 (D. Ariz.) is stayed or lifted, the Anti-Israel Boycott Provision (A.R.S.35-393.01 (A)) is unenforceable and the State will take no action to enforce it.

45. **Essence of Time.** Time shall be of the essence as to matters contemplated by a resulting Contract under this RFP.
SECTION G  EVALUATION CRITERIA

It is the University’s intent to make an award to Offeror(s) that, in the opinion of the University, present Offers that appear to be favorable to the University, based upon the scope, availability of services, quality of services, reputation, and price offered. The criteria for evaluation of responses will be based on the following point structure:

1. Offeror’s Qualifications, Project Resources, Client References (refer to Section E.1. – E.3.).
   40 Points

2. A detailed technical Offer including, but not limited to, clarity and reasonableness of proposed method of accomplishing the requirements and the ability to satisfy all components specified (refer to Section E.4.–E.20.).
   35 Points

3. Exceptions to the Terms and Conditions of the RFP (refer to Section F). Points will not be assigned to this category, however Offers that are contingent upon changes to the University’s terms and conditions may, if the University at its sole discretion determines not to accept the alternate terms and conditions, be considered non-responsive.

4. Price Proposal (refer to Section H).
   20 Points

5. Overall responsiveness to RFP.
   5 Points
SECTION H  PRICING PROPOSAL

1. Provide pricing for each component below:

1.1. Stakeholder Engagement:
   - University Engagement (5 meetings) $________ total cost.
   - Public Engagement (5 meetings) $________ total cost.
   - Data Compiling, Analysis and Reporting $________ total cost.

1.2. Develop GHG Emission Reduction Target and Roadmap $________ total cost.

1.3. Reporting and Implementation $________ total cost.


2. Provide all personnel and sub-consultants (if applicable) who would be assigned to this project, their responsibilities and their hourly rate.

3. Provide an hourly cost for services provided outside of the proposed scope of services outlined in this RFP. $________ hourly rate.

4. Include any additional pricing and/or options not considered. $________

5. Alternative pricing formats may be offered in addition to above.

6. Rates for travel expenses shall not exceed rates allowed to State of Arizona employees.
SECTION I  NON MANDATORY PRE-PROPOSAL CONFERENCE

An optional Pre-Proposal Conference shall be held at:

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<tr>
<th>DATE</th>
<th>February 18, 2020</th>
<th>TIME</th>
<th>9:00 – 10:00 A.M., Arizona Local Time</th>
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<tr>
<td>LOCATION</td>
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Advanced registration is required. Register using the link below:

https://nau.zoom.us/meeting/register/uJcsduCprTsptRq3BtFYEcIIG0IPoG8S_A

After registering, you will receive a confirmation email, from Debra Cisneros through Zoom, containing information about joining the conference including your individual meeting link.

Any questions on the Pre-Proposal Conference should be sent directly to Andrea.McLean@nau.edu.

Offeror is encouraged to attend the scheduled Pre-Proposal conference. Attendance shall be taken.

The purpose of the Pre-Proposal conference is to clarify the contents of this RFP to prevent any misunderstanding of the University's intent and/or position and to provide information that may serve useful to Offeror in submitting its response to the University in a manner that minimizes the likelihood of irregularities. Oral statements or instructions shall not constitute an addendum to this RFP. Failure to attend this Pre-Proposal Conference waives any rights to receive information provided.
Foreign individuals/business entities doing business within the U.S. should complete the Foreign Substitute W-9 available at [http://nau.edu/Contracting-Purchasing-Services/Forms/](http://nau.edu/Contracting-Purchasing-Services/Forms/).

1. **Taxpayer Identification Number (TIN):**
   - [ ] Employer ID Number (EIN)
   - [ ] Social Security Number (SSN)

2. **LEGAL NAME:**
   (must match TIN above)

3. **DUNS #** (If applicable)

4. **LEGAL MAILING ADDRESS:**
   (Where check, tax information, and general correspondence is to be sent)
   - DBA (Doing Business As):
   - Address:
   - Address Line 2:
   - City: [ ] State: [ ] ZIP Code:

5. **Remit to Address:**
   - [ ] Same as Legal Mailing Address
   - Address:
   - Address Line 2:
   - City: [ ] State: [ ] ZIP Code:

6. **Contact Name:**
   - Phone Number:
   - Email Address:

7. **ENTITY TYPE**
   - [ ] Individual (not a business)
   - [ ] Sole proprietor (Individually owned business) or sole proprietor organized as LLC or PLLC
   - [ ] Corporation (NOT providing health care, medical or legal services)
   - [ ] Corporation (providing health care, medical or legal services)
   - [ ] The US or any of its political subdivisions or instrumentalities
   - [ ] A state, a possession of the US, or any of their political subdivisions or instrumentalities
   - [ ] Tax-exempt organizations under IRC §501
   - [ ] Partnership, LLP or partnership organized as LLC or PLLC

8. **Business Purpose:**
   - [ ] Medical
   - [ ] Merchandise
   - [ ] Legal
   - [ ] Other, Specify:

9. **Product or Service Provided/Purpose of Payment:**
10. FEDERAL INFORMATION – REQUIRED
What is the Federal classification type of your business? – see definitions on link below. (S.B.A. Small Business definition FAR 19.001 and size standards FAR 19.102)
http://www.sba.gov/size

LARGE Business? YES ☐ NO ☐

SMALL Business? YES ☐ NO ☐

Please check all that apply to your business for Federal Supplier Type:

Service Disabled Veteran Owned (VD) ☐
Small Disadvantaged (SD) ☐
Women Owned (WO) ☐

Veteran Owned (VO) ☐
Minority Institution (MI) ☐
HUB Zone (HZ) ☐

Note: Supplier type will be verified through the System for Award Management https://www.sam.gov

11. Residency (Select one):
☐ U.S. Person, Includes Resident Alien
☐ Nonresident Alien performing services outside the U.S.

12. CERTIFICATION
Under penalties of perjury, I certify that:
1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me),
2. I am not subject to backup withholding,
3. I am a U.S. person (including a resident alien). Cross ‘3’ if non-resident doing business outside the U.S.
4. I certify that the organization and its principals are not debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency from doing business with the federal government. See Federal Acquisition Regulation section 52.209-6 for more information regarding debarment.

The Internal Revenue Service does not require your consent to any provision of this document other than the certification required to avoid backup withholding.

Payment Term: Net 30 in accordance with A.R.S. 35-342

PRINT NAME: [Signature:
Title:]

Date:

NAU Contact Name and Phone/Email:

AN AUTHORIZED AGENT OF THE OFFEROR SHALL SIGN THE VENDOR INFORMATION

Northern Arizona University is an Equal Opportunity/Affirmative Action Institution.
SECTION K  REQUEST FOR PROPOSAL CERTIFICATION

Date: __________

Contracts, Purchasing, and Risk Management
Northern Arizona University

The undersigned certifies, pursuant to Arizona Revised Statute 38-503, that to the best of his/her knowledge (check one):

☐ There is no officer or employee of Northern Arizona University who has, or whose relative has, a substantial interest in any Contract award subsequent to this RFP.

☐ The names of any and all public officers or employees of Northern Arizona University who have, or whose relative has, a substantial interest in any Contract award subsequent to this RFP are identified by name as part of the submittal.

The undersigned further certifies, in accordance with Federal Acquisition Regulation 52.209-5, that Offeror (check one) ☐ IS or ☐ IS NOT currently debarred, suspended, or proposed for debarment by any federal entity. The undersigned agrees to notify the University of any change in this status, shall one occur, until such time as an award has been made under this procurement action. The debarred list (List of Parties Excluded from Federal Procurement and Non-Procurement Programs) can be found at: https://www.sam.gov/portal/SAM/#1.

In compliance with RFP Number: P20AM001 and after carefully reviewing all the terms and conditions imposed therein, the undersigned agrees to furnish such goods and/or services in accordance with the specifications/scope of work according to the Offer submitted or as mutually agreed upon by subsequent negotiation.

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Offeror acknowledges that a breach of this warranty by Offeror or by any subcontractor or sub-subcontractor under this Contract shall be deemed a material breach of this Contract, and is grounds for penalties, including termination of this Contract, by the University. The University retains the right to inspect the records of any Offeror, subcontractor and sub-subcontractor employee who performs work under this Contract, and to conduct random verification of the employment records of the Offeror and any subcontractor and sub-subcontractor who works on this Contract, to ensure that the Offeror and each subcontractor and sub-subcontractor is complying with the warranties set forth above. The portion of this provision dealing with the Offeror’s warranty is not applicable where the Offeror is a governmental entity nor is the Offeror required to pass this provision through to subcontractors and sub-subcontractors who are governmental entities.

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AN AUTHORIZED AGENT OF THE OFFEROR SHALL SIGN THE LEGAL WORKER CERTIFICATION
SECTION M  ANTI-LOBBYING CERTIFICATION

Certification and Disclosure Regarding Payments to Influence Certain Federal Transactions (Sept 2007). In accordance with the Federal Acquisition Regulation, 52.203-11:

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

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

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

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

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

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

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AN AUTHORIZED AGENT OF THE OFFEROR SHALL SIGN THE ANTI-Lobbying CERTIFICATION
Certification Regarding Debarment, Suspension, Proposed Debarment, and Other Responsibility Matters (Dec 2001)

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

(a) (1) The Offeror certifies, to the best of its knowledge and belief, that—

(i) The Offeror and/or any of its Principals—

(A) (check one) Are (    ) or are not (    ) presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency; (The debarred list (List of Parties Excluded from Federal Procurement and Nonprocurement Programs) is at http://epls.arnet.gov on the Web.)

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

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

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

(2) “Principals,” for the purposes of this certification, means officers; directors; owners; partners; and, persons having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a subsidiary, division, or business segment, and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

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

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

(d) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

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

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AN AUTHORIZED AGENT OF THE OFFEROR SHALL SIGN THE FEDERAL DEBARRED LIST CERTIFICATION
SECTION O  PARTICIPATION IN BOYCOTT OF ISRAEL

Legislation has been enacted to prohibit the University from contracting with firms currently engaged in a Boycott of Israel. To ensure compliance with A.R.S. §35-393 and §35-393.01 this form to be completed and returned with Offer.

By signing this form, Offeror certifies that it is not currently engaged in and agrees, for the duration of the Contract, to not engage in a Boycott of Israel.

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AN AUTHORIZED AGENT OF THE OFFEROR SHALL SIGN THE PARTICIPATION IN BOYCOTT OF ISRAEL
EXHIBIT A ESSENTIAL CLIMATE ACTION PLAN ELEMENTS

The University has identified essential elements of a Climate Action Plan but may include additional elements not outlined herein.

1. Project Initiation
   1.1. Kick-off meetings.
   1.2. Project timelines.

2. Stakeholder Engagement, Vision Alignment and Goal Setting
   2.1. Engagement plan; lead at minimum, five (5) Stakeholder meetings.
   2.2. Data gathering and analysis.
   2.3. Summaries of Stakeholder input.
   2.4. Executive summaries describing the methods, analysis and reporting of results.
   2.5. Reports to include: Stakeholder perspectives on campus sustainability goals and current resources for achieving sustainability.
   2.6. Develop a consensus and overarching goals for campus sustainability.
   2.7. Develop an implementation plan to reach goals.

   3.1. Conduct building energy and water audits including but not limited to the University’s mountain campus, land lease facilities and satellite campuses.
      3.1.1. Number of buildings: Approximately one-hundred-thirty (130).
      3.1.2. Total gross square footage of University campus: Approximately six-million-eight-hundred-eighty-four-thousand-seven-hundred-seventy (6,884,770).
      3.1.3. Approximately twenty-eight (28) satellite campuses.

   4.1. Validation of previous years’ inventory, as needed.
   4.2. Report missing emissions.
   4.3. Estimates for Scope 3 emissions.
   4.4. Business as usual forecasts.
   4.5. Scenario development.
   4.6. GHG emissions baseline for each University campus.
   4.7. GHG emission reduction targets.

5. Plan Alignment
   5.1. Work with regional partners to align efforts.
   5.2. Merge with the City of Flagstaff’s Climate Action and Adaptation Plan.
   5.3. Align plan with past, current, and known future NAU reports.
6. Development of Measures: Mitigation and Resilience

6.1. Proposed list of Plan measures.
6.2. Analysis of Plan measures. (emissions reductions, impact, cost, co-benefits, etc.)
6.3. Final list of Plan measures.
6.4. Prioritized implementation plan.
6.5. Shovel-ready projects.

7. Climate Action and Resilience Plan

7.2. Current and projected emissions.
7.3. Implementation roadmap.
7.4. Key metrics for tracking progress and success.
7.5. Implementation roadmap template.
7.6. Draft and final individual implementation roadmaps for highest-priority actions.
7.7. Feasible strategies for all other actions including key metrics for tracking progress and success.
7.8. Staff reports.
7.10. Final Climate Action and Resilience Plan.

8. Monitoring, Evaluation and Reporting Plan

9. Communication, Graphic Design and Final Report

9.1. Plan Design, Website and Branding with NAU marketing.
9.2. Outreach strategy.
9.3. Community engagement toolkit. (for use by NAU Office of Sustainability)

10. Project Progress Meetings

10.1. CAP Committee.
10.2. University Administration.
10.3. University Departments and Trades.
10.4. Community Workshops, Events, and Meetings.