#### APPLICATION TO SUBMIT RESPONSES TO A

### REQUEST FOR QUALIFICATIONS

#### FOR THE FOLLOWING ON-CALL PROFESSIONAL SERVICES:

009.5 – Cost Estimating Services 009.6 - Scheduling Services 009.7 – Plan Checking Services 012.2 – MEP Engineering Services

The University of Connecticut (the "University") is requesting the submission of Statements of Professional Qualifications for consultants to provide the services in the on-call design categories set forth in this solicitation. The services requested will be for projects on the University's main campus at Storrs-Mansfield, the eight regional campuses and UConn Health (UCH) in Farmington. The University is authorized to retain consultants to provide professional services on an on-call basis as described herein.

#### **INTRODUCTION:**

The University is pleased to announce important changes in the way it conducts business with design professionals. The University has completed substantive improvements to the On-Call Professional solicitation and selection process, as well as the structure and function of the resultant contracts. The University's goal with these changes is to improve the business outcomes, decrease administrative burden for both the University and the consultant, improve service, align University and consultant business needs, decrease the time required to complete projects, and attract a wider range of market interest and participation.

Consultants awarded On-Call contracts will be assigned lead coordination roles on a wider range of projects, be expected to build appropriate teams of sub-consultant specialties and manage them successfully in accordance with the University's specific business needs. These changes address the cross-disciplinary nature of the design and construction marketplace.

The project assignments to be issued under the On-Call contracts will vary from studies, reviews, services for small renovation projects and minor design work, to services in connection with larger infrastructure, renovations or new building projects.

The University intends to award On-Call contracts for terms of up to three (3) years each, with maximum, not to exceed contract amounts determined by the University based upon projected need for contracted services. The selection process shall be a <u>one stage</u> quality based selection process based upon area of practice, qualifications, experience, technical criteria and market costs as more particularly described in the Instructions to Applicants found below. The University intends to award multiple contracts per design or professional service category. Project assignment values under an On-Call contract will vary dependent upon project type, scope, size and/or complexity.

The goal of the University is to provide all firms awarded an On-Call contract a fair opportunity to participate in providing services within its design category. The University shall have absolute discretion to issue and/or withhold assignments to best serve the interests of the University.

Once under contract, the University will consider various criteria when selecting the On-Call Firm for a project assignment, including and without limitation, the following:

- (i) the size and complexity of the related project;
- (ii) an On-Call Firm's past performance on previous On-Call assignments, including quality and cost of services, as well as timeliness of performance;
- (iii) an On-Call Firm's ability, and sufficiency of staff resources, to deliver the services to be assigned in a timely and effective manner:
- (iv) the Fee Proposal of the On-Call Firms that would be applicable to the assignment;
- (v) the impact the assignment may have on other work the On-Call Firm is currently performing;

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- (vi) the number and value of previous task orders issued to the On-Call Firm under its On-Call contract for services in the relevant design category; and
- (vii) other criteria utilized by the University to determine the selection that would serve the best interests of the University.

Once under contract, if an On-Call Firm receives a request for proposal for a particular project assignment and declines to submit a proposal, the University shall be free to offer the project assignment to another On-Call Firm.

If an On-Call Firm, or any business with which the On-Call Firm is associated (as described in Connecticut General Statutes §1-101nn), has provided professional services for a project for which additional On-Call services are to be assigned, such On-Call Firm will not be considered for assignment of such additional On-Call Services, if doing so would, in the determination of the University, be a violation of Connecticut General Statutes §1-86e and/or 1-101nn.

Utilizing the criteria set forth in (i)-(vii) above, the University shall evaluate the proposals for a particular assignment and issue a task order to the On-Call Firm that submits a proposal determined to be in the best interest of the University.

The University has modified its procurement processes in an effort to improve business continuity for both professional firms and the University. The University has established the following processes for procurement of services under On-Call contracts for design services:

- Initiating Phase Services Study, Feasibility, Programming or other initiating effort: The University may select, in accordance with the criteria stated above, one or more On-Call Firms to provide a fee proposal for the development of programmatic pre-design services for feasibility studies, pre-schematic scoping and/or program planning (the "Initiating Phase Services"). The University may negotiate with one or more proposers to provide the Initiating Phase Services for (i) a lump sum fixed fee; or (ii) a fee based on time spent at pre-approved hourly rates up to an agreed maximum aggregate fee. The On-Call Firm that is issued a task order for the assignment will produce a report of all findings and work performed during the Initiating Phase (the "Initiating Phase Report").
- Implementation Phase Services Schematic Design through Construction Documents, Bidding/Negotiation, Construction Administration and Final Closeout: Following the Initiating Phase, the University may select, in its sole discretion, one of the following project implementation options:
  - 1. The University may negotiate with the On-Call Firm that performed the Initiating Phase Services to provide the Implementation Phase Services for compensation based on:
    - a. A lump sum fixed fee;
    - b. A fee based on time spent at pre-approved hourly rates up to an agreed maximum aggregate fee; or
    - c. A fixed fee determined at the completion of the schematic design phase, based on a percentage of the estimated construction cost.
  - 2. The University may utilize the Initiating Phase Report as the basis for negotiating a fee with another On-Call Firm in accordance with 1a through 1c above.
  - 3. The University may utilize the Initiating Phase Report as the basis for a competitive solicitation for the Implementation Phase Services, which solicitation will be directed to some or all of the On-Call Firms within the applicable design category.
  - 4. The University may utilize the Initiating Phase Report as the basis for a competitive solicitation for the Implementation Phase Services, which solicitation will be directed to the <u>open market</u> (not limited to the established On-Call design category pool).

In the case of options #2, #3 and #4, the On-Call Firm that provided the Initiating Phase Services will be excluded from consideration for an assignment of Implementation Phase Services if, in the determination of the University, assigning the Implementation Phase Services to such On-Call Firm would be a violation of Connecticut General Statutes Section 1-86e and/or 1-101nn.

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The University's selection of a particular implementation option for the Implementation Phase Services shall be determined by the AVP of PAES (Planning, Architectural and Engineering Services), the Director of Planning, or the AVP of FD&O (for UConn Health projects), in consultation with the Director of Procurement Services. Such option must be the most effective procurement method for the assignment and in the best interest of the University.

In order to be considered for the award of an On-Call contract in any design category, a firm must demonstrate that, for the last year it (i) has operated in the State of Connecticut as a design professional providing professional design services of the type included in the design category for which the firm is proposing; and (ii) has held throughout that time period, and continues to hold, any and all licenses, registrations, certifications, permits and/or approvals required by law, its professional association/organization or as is recommended pursuant to applicable industry standards in order to perform such professional services in the State of Connecticut.

Contract documents provided by the On-Call Firm to the University shall be suitable for obtaining required construction permits and competitive bids, if so desired, by the University. Bidding Phase and Construction Administration services may or may not be required from the On-Call Firm as determined by the University to be in its best interest.

In an effort to foster a more diverse pool of experienced firms, the University encourages Connecticut certified Small Business Enterprise and Minority Business Enterprise (SBE/MBE) participation. A certified SBE/MBE firm must meet the qualifications as determined by legislation, Connecticut General Statute 4a-60g (Supplier Diversity Statute) as amended by Public Act 11-229. Proposers who have questions about the small business/minority business program should contact the Department of Administrative Services, Supplier Diversity Program, 165 Capitol Avenue, Hartford, CT 06106, Fifth floor. Please direct any questions to, Supplier Diversity Unit at (860) 713-5236. The website for the program is <a href="http://das.ct.gov/cr1.aspx?page=34">http://das.ct.gov/cr1.aspx?page=34</a>.

The design disciplines and categories for this On-Call solicitation are set forth below:

#### **Contract Item: 009.5 Cost Estimating**

#### **Professional Services – On-Call Cost Estimating:**

Services in connection with the planning and design estimates of probable construction cost, preconstruction services, bid review and confirmation, estimating during construction and post construction close out. Examples of typical services that could be requested are:

- 1. The Consultant will serve as an advisory service to the University to provide accurate data and projections for future University projects.
- 2. The Consultant, at the formulation stage of a project, will provide conceptual cost evaluations and estimates from a written project description to give a realistic project cost in a Uniformat style. The estimated cost provided should include escalation.
- 3. The Consultant will be responsible for maintaining an oversight of the project activities that could impact a project budget.
- 4. The Consultant may be requested to provide cost estimating at the design phase of the project. This will be itemized by the Construction Specifications Institute (CSI) trade categories with unit quantities or allowances. This estimate will be independent from a design professional's estimate.
- 5. The Consultant may be required to estimate the value of change orders on a project or projects in construction when requested.

The position will report directly to the University Master Planner and Chief Architect or his/her designee. Assignments will be at the Storrs campus, Regional campuses, or the University of CT Health Center in Farmington, CT.

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#### **Contract Item: 009.6 Scheduling Services**

#### **Professional Services - On-Call Scheduling:**

Consultant to develop and or analyze a critical path method master schedule for a single project, multiple related projects or entire program, including all planning, design and construction phases including key decision points. Identify project schedule criteria, which may include, but are not limited to:

- Review and approval periods for design submissions
- Key deliverable dates
- Total float
- Milestones
- Bid/Award activities
- Resource load
- Long lead item procurement
- Demolition/hazardous materials removal activities
- Interface requirements with utilities
- Hours worked/project needs/ means and methods
- Claims mitigation
- Commissioning of equipment
- Issuance of certificate of occupancy
- Closeout
- Assist the University in determining the number of days of project construction for inclusion with the final project bid package.

Consultant to develop and or analyze a schedule based on the University's global project schedule.

The position will report directly to the University Master Planner and Chief Architect or his/her designee. Assignments will be at the Storrs campus, Regional campuses, or the University of CT Health Center in Farmington, CT.

#### **Contract Item: 009.7 Plan Checking Services**

#### Professional Services - On-Call Plan Checking:

Services in connection with the checking of plans and design coordination at the construction document phase. Quality control to identify inconsistencies, errors and omissions within design disciplines which can help in reducing unnecessary construction costs and delays. Examples of typical services that could be requested are:

- 1. Conduct document review and provide a list of comments to the University and the design professional on constructability of the design by assessing drawing coordination, completeness and coordination with specifications.
- 2. Review project drawings and specifications for clarity, completeness, inconsistencies, omissions and coordination between and within design disciplines.
- 3. Identify unique conditions and material transitions discovered during the review to insure clear and detailed delineation.
- 4. Check that materials and equipment specified are appropriately scheduled.
- 5. Based upon documents provided, advise of any potential space or spatial conflicts.
- 6. Based upon documents provided, advise of spatial clearances and coordination conflicts.
- 7. Reviews to be conducted in an systemized and organized manner that would insure a consistency of work. All comments are to be thoroughly documented and provided to the University in both electronic and hard copy formats.

The position will report directly to the University Master Planner and Chief Architect or his/her designee. Assignments will be at the Storrs campus, Regional campuses, or the University of CT Health Center in Farmington, CT.

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#### **Contract Item: 012.2 MEP Engineering Services**

#### Professional Services - On-Call Mechanical, Electrical, Plumbing, Fire Protection/Fire Alarm Services

- Provide Mechanical, Electrical and Plumbing services, including, but not limited to, evaluation, design and equipment
  specification, system design, repair/replacement life cycle analysis, diagnostic services, facilities existing conditions analysis
  and recommendations, commissioning, construction administration; peer review of projects designed by others; reviewing
  documents for code compliance; performing detailed technical reviews of construction documents for interdisciplinary
  coordination and constructability; diagnostic troubleshooting; LEED certification review. Architectural services may also be
  provided as a consultant service as project requirements determine.
- Self-perform engineering for fire protection and fire alarm system services, including, but not limited to, design and equipment specification, system design estimates for constructability, budgeting and other services as needed.

In addition to the preceding descriptions, firms with experience in construction administration; plan review of projects designed by others; reviewing plans for code compliance; or performing a detailed technical review of construction documents for interdisciplinary coordination and constructability will be considered.

### **INSTRUCTIONS TO APPLICANTS**

Statements of Qualification ("SOQ") shall be submitted in the manner specified below.

#### 1. General

1.1 "Applicant", as used in this Request for Qualifications ("RFQ") means the actual legal entity or entities submitting qualifications under this RFQ. The Applicant must be authorized to conduct business in the State of Connecticut, as evidenced by the records of the Connecticut Secretary of State and licensed to perform the professional services, or have professional employees that are licensed to perform the professional services, in the particular design category as required under the laws of the State of Connecticut.

#### 1.2 Clarifications and Important Due Dates:

All Requests for Information ("RFI") must be received in writing no later than <u>Friday, May 20, 2016, 2:00pm</u> and sent electronically to Amy Allen at <u>amy.allen@uconn.edu</u> or via fax at (860) 486-1953. Include in the subject line: RFI – Project #042716AA On Call Professional Services Contracts 2016, the discipline name and category number. All responses will be posted on our website where you obtained the RFQ. It is the Applicant's responsibility to retrieve the clarifications posted. No RFI's will be answered after the date and time specified. No phone calls, please.

#### Applications are due Thursday, June 9, 2016 at 2:00pm

Clearly package and label each of the Application Submissions as follows:

Amy Allen, Procurement Services
University of Connecticut
3 Discovery Drive, Unit 6076
Storrs, CT 06269-6076

"On-Call Professional Services Contracts / Solicitation # 042716AA, Professional Services
Contract Item # \_\_\_\_\_\_\_"

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#### **1.3** Contents of the Application:

**Applicants must submit separate** GSA Forms SF330 (available at <a href="http://www.gsa.gov">http://www.gsa.gov</a>) for multiple professional/design service categories. Each category may be evaluated by different committee members. If a firm is interested in multiple categories, the firm must submit individual proposals per category.

#### Organize your SOQ Application in the following sequence:

- > University Cover Sheet Form provided to Applicants at the end of this Instructions to Applicants package. Applicant must mark the original signature document as the "original" and then subsequently check off the provided number of copies.
- ➤ Tab One Letter of Introduction (not greater than three (3) pages)
- > Tab Two Complete a fillable PDF of the GSA Form SF330, specific to the category on which Applicant is submitting qualifications.
- > Tab Three Provide examples of Applicant's Cost Controls and Budget Development processes that are performed by Applicant's staff.
- > Tab Four Provide examples of Applicant's adopted Quality Assurance/Quality Control processes.
- > Tab Five Provide a minimum of three active references for each of the relevant project experiences represented in GSA Form SF330.
- > Tab Six Professional Hourly Rates
- **➤** Tab Seven Provide the following documents:
  - A/E/C Seal Data form with copy of the Registration/Licenses of those persons employed by Applicant who are able to conduct business in the State of Connecticut.
  - Original Certificate of Legal Existence issued by the Connecticut Secretary of the State.
  - Formal Acknowledgement that Applicant has reviewed the contract and its terms and accepts it without exception.
  - Affidavits (use the following website to obtain and execute the listed forms)
     <a href="http://www.ct.gov/opm/cwp/view.asp?a=2982&q=386038&opmNav">http://www.ct.gov/opm/cwp/view.asp?a=2982&q=386038&opmNav</a> GID=1806
  - OPM Ethics Form 1 Gift and Campaign Contribution Affidavit
  - OPM Ethics Form 5 Consulting Agreement Affidavit
  - o OPM Ethics Form 6 Affirmation of Receipt of State Ethics Laws Summary
  - o OPM Iran Certification Form 7
  - Nondiscrimination Certification Form C (http://www.ct.gov/opm/cwp/view.asp?a=2982&q=390928)

#### 1.4 Submission Guideline/Considerations:

The University of Connecticut advises Applicants to reflect upon the following prior to submitting its proposal:

- a) The University is a signatory to the President's Climate Commitment and as such recommends that Applicants demonstrate a similar commitment by eliminating redundancy, non-recyclable dividers, and irrelevant materials in their submission;
- b) Read and review the RFQ carefully. Respond clearly and fully to technical criteria listed. Scoring is based on the criteria. Applicant must be clear about the relevance of work presented in its SOQ;
- c) Organize your relevant experience to the SOQ in a manner that assists the reader in the evaluation process;
- d) Provide information that is complete and transparent, indicating whether a proposed team member worked on a relevant project while at another firm; and
- e) Once contracted and at the point of assignment, sub-consultants are subject to the approval of the University.

Section G of the GSA Form SF330, Key Personnel Participation in Example Projects, provides evaluators with a clear, visual presentation of the experience of the firms and the individuals proposed by the Applicant.

#### 2. Technical Criteria – Qualifications and Experience

- **2.1** The Technical Qualification/Experience criteria shall address the following:
  - a) **Professional Services Provided** Applicants should identify their specialty or general area of practice within each category in totality or in-part. Applicants should state this information in their Letter of Introduction.
  - b) **Qualifications of Professional Firm** Within the GSA Form SF330, describe the overall qualifications of the Applicant, including background in the category, services provided by the Applicant, specific experience in the last *5 years* in providing study, analysis and/or design of similar services for the category;
  - c) Qualifications and Responsibilities of Key Personnel Within the GSA Form SF330, describe the qualifications and responsibilities of key personnel who will be proposed for an On-Call contract, including their experience on similar assignments and specific responsibilities on similar on-call contracts. Consideration will be given to personnel with a demonstrated record of effective management and execution of similar services in university and research setting;
  - d) **Cost Control and Budgeting -** Explain cost control procedures the firm employs on projects to assist in the decision making process. Provide a minimum of three examples of change order ratios on projects similar to the scope of services under the selected design category; and
  - e) **Quality Assurance ("QA") and Quality Control ("QC")** Provide the Applicant's procedures and processes in managing and assuring quality of its documents and those of its sub-consultants. Provide examples of projects with the demonstrated record of Applicant's successful use of QA/QC procedures.

#### 3. References

For the Applicant's projects cited as relevant experience, provide a minimum of three current, verifiable references for which the Applicant has performed similar services within the past 5 years. Include the name, title, e-mail address and telephone number of each reference and description of duties.

#### 4. Proposed Professional Hourly Rates By Discipline

- 4.1 Applicants are requested to provide all inclusive hourly rates by discipline to be held for the term of any resulting On-Call contract. The University reserves the right to negotiate the rates submitted as a condition of final award of an On-Call contract.
- 4.2 Professional, all inclusive hourly rates for the Applicants shall be based on all inclusive prices per hour, which prices shall be in effect for the duration of the contract. The University will not pay or reimburse the Applicant for any costs or expenses that are not included in the proposed professional hourly rates.
- 4.3 Professional, all inclusive hourly rates include, but are not limited to, base salary, fringe and other benefits, insurance, taxes, miscellaneous personnel expenses, meals, travel, travel time, training, holidays, sickness, medical, lost time, general and corporate supervision and management expenses, overhead charges or expenses, legal costs, consumables, accounting costs and profit, all costs of living, per diem expenses, transportation, communication, including cellular communication and laptop computer for document management and written communication, and all mailings.
- 4.4 The University will not provide office space, desks, copiers, office supplies or telecommunications equipment. The Applicant shall be responsible for providing computer equipment and support compatible with the University computing environment.

#### 5. The University expressly reserves the following rights:

- 5.1 To reject any and all Applications and to waive any informalities, irregularities or technical defects in the Application if it is deemed to be in the best interest of the University.
- To solicit, receive and/or utilize information from any persons or entities referenced or used as references, or from persons or entities having knowledge of the Applicant's experience, abilities, past performance, integrity, financial status or any other definitive characteristics.
- 5.3 The submission of an Application shall constitute an express authorization by the Applicant to the University to obtain all information it deems pertinent.

#### 6. Selection

- Applicants will be evaluated in conjunction with the anticipated needs of the University and the information provided by the Applicants as well as any information obtained in follow up from references, persons, or other sources identified by the Applicant or otherwise known to the University. A committee will review the materials provided and at its sole discretion determine the selected Consultants for each On-Call category.
- In an effort to foster a more diverse pool of experienced firms, the University encourages Connecticut certified Small Business Enterprise and Minority Business Enterprise (SBE/MBE) participation.
- 6.3 Applicants are hereby reminded that Joint Ventures or other associations should be clearly identified and relevant experience provided on GSA Form SF330.
- 6.4 If applicable to the category, the Applicants experience with State of Connecticut Building Codes Applicants will be evaluated based on experience and knowledge of the Connecticut State Building Codes and demonstration that a proposed team member has a Connecticut Building Official's license.
- 6.5 Site Proximity 100 Miles The driving distance from the Applicant's primary office, serving under an On-Call contract, should be provided via internet mapping from that office to 3 Discovery Drive, Storrs, Connecticut 06269.

#### 7. Notification

All Applicants will be notified of the status of their Application. Successful firms will be issued a Letter of Intent to Award by the University.

#### 8. Contract

Applicants will have an opportunity to review the contract template in its entirety prior to the Application deadline. In submitting applications in response to this RFQ, Applicants will be deemed to have accepted the terms of the contract without exception, as well as any modifications to the contract that the University deems necessary prior to execution.

The term of an On-Call contract shall be for up to three years. The maximum aggregate fees per On-Call contract will be determined based upon University needs, relative to the category. This not to exceed aggregate maximum amount represents an amount the University reasonably anticipates will not be exceeded over the life of the On-Call contracts. However, in no event shall such amount be construed as a guarantee of project assignment(s) or an obligation of the University to pay such amount to any On-Call Firm.

#### END OF INSTRUCTIONS TO APPLICANTS

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#### **COVER SHEET**

ORIGINAL _	Copy 1	Copy 2	_Copy 3	_Copy 4 _	_Copy 5	_Copy 6	Copy 7

## RESPONSE TO THE REQUEST FOR QUALIFICATIONS FOR THE FOLLOWING ON-CALL PROFESSIONAL SERVICES:

	DUE DATE: Thursday, June 9, 2016 at 2:00 pm
	(Do not submit same relevant experience in the GSA Form SF330 for multiple categories, check only one category per submission package)
	() Contract Item: 009.5 Cost Estimating Services
	() Contract Item: 009.6 Scheduling Services
	() Contract Item: 009.7 Plan Checking Services
	() Contract Item: 012.2 MEP Engineering Services
Name of the Firm Submi	tting:
Street Address:	
City, State, Zip:	
Phone #:	Fax #:
Print Name of Authorize	d Agent Submitting as Point of Contact:
Signature of Authorized	Agent:
Point of Contact E-Mail	

Request for Qualifications
On-Call Professional Services Contracts
042716AA

#### The University of Connecticut

Project Name:		
Project Number: _042716AA		
Date:		
<u>RE</u>	QUEST FOR INFORMATION FORM	
PLEASE	E TYPE -OR- PRINT	
TO: The University of Connecticut	FROM:(Name of Applicant)	
Fax (860) 486-1953	(Name of Applicant)	
ATTN: Amy Allen	Applicant Contact:	
TITIN. TIMIS TIMEN	Applicant Contact:	
RFI Deadline: May 20, 2016 at 2:00PM	Phone #:Fax #:	
RFQ Section No.:		
14 & 2004ion 11on		
QUESTION (Please be specific):		
RESPONSE:		
	<u> </u>	
	BY:	
	Date:	

NOTE #1: All questions must be submitted in writing before the prescribed RFI Deadline. No oral questions will be answered.

NOTE #2: All questions must be submitted in writing on this RFI Form. All answers to RFI's will be issued in an Addendum.

#### **A/E/C SEAL DATA FORM**

Please supply all the information requested below. It is IMPORTANT that this information be EXACTLY CORRECT, or else significant delays in processing the Contract, of which this Form shall be a part, will result.

Name of Firm:	
Name of Firm:(This name	ne must be your <b>exact</b> legal entity!)
Mailing Address of Firm:	
Project Number: <u>042716AA</u>	
Project Title: On-Call Professional Serv	vices
Firm is: Corporation Partnershi	nipLLCPLLC Sole Proprietor
Name if D/B/A:	
Paste or tape a copy of your A/E/C License/Registration here:	Sample of Corporate Seal or, if not a corporation, sample of A/E/C Seal, affix raised Seal here:
Exact wording on Corporate Seal:	
	on number (or if not a corporation, State of Connecticut A/E/signing contract:
License Expiration Date:	-
Registration Number:	Registration Expiration Date:
I hereby certify that the above information	n is true and complete:
Signature T	Title Date signed

#### University of Connecticut Request for Qualifications On-Call Professional Services Contracts 042716AA

#### **ALL INCLUSIVE HOURLY RATES**

All inclusive hourly rates for the Applicants shall be based on all inclusive prices per hour, which prices shall be in effect for the duration of the contract. The University will not pay or reimburse the Applicant for any costs or expenses that are not included in the proposed professional hourly rates.

Professional, all inclusive hourly rates include, but are not limited to, base salary, fringe and other benefits, insurance, taxes, miscellaneous personnel expenses, meals, travel, travel time, training, holidays, sickness, medical, lost time, general and corporate supervision and management expenses, overhead charges or expenses, legal costs, consumables, accounting costs and profit, all costs of living, per diem expenses, transportation, communication, including cellular communication and laptop computer for document management and written communication, and all mailings.

The University will not provide office space, desks, copiers, office supplies or telecommunications equipment. The Applicant shall be responsible for providing computer equipment and support compatible with the University computing environment.

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