



Department of Procurement Services

160 South Hollywood Street · Room 126 · Memphis, TN 38112 · (901) 416-5376

QUESTIONS AND ANSWERS

RFP 05012023AW IT Temporary Staffing Services

1. Kindly provide more details of terms “Beginner”, “Mid-Level” and “Expert” used in Appendix I – Pricing Schedule, in terms of experience level, education level and industry certifications of the consultant.
 - a. General guidelines are Beginner- 1-4 years' experience, mid-level – 5-9 years' experience Expert 10+ Years experience will vary per the position

The beginner, mid-level and expert will be defined in the job description that will be sent out to selected vendors as the need for staff augmentation comes through. It varies for each position based on current technology and requirements of MSCS

2. The Q&A is planned to be posted on 4/24. This proposal is required be mailed and cannot be electronically submitted by 5/1. We usually mail our proposal 2-3 days before the due date. This gives us very less time to go through the Q&A and update and prepare our proposal. We request you to extend the due date giving at least 15 days after the Q&A is published.
 - a. Yes, please see Addendum 2.

3. Please share the names of current vendors providing these services.
 - a. Please use the link to see the vendors who were awarded the contract through RFP 032620.

<https://www.scsk12.org/procurement/uploads/awards/2015/RFP%20Award%20SCS%20IT%20Temporary%20Staffing%20Services.pdf>

There are 8 positions active currently.

| Position | Current Headcount |
|---------------------------------------|-------------------|
| IT Desktop Analyst/Field Tech Analyst | 4 |
| System Administrator | 2 |
| IT Security Architect | 1 |
| Project Manager | 0 |
| Security Network Architect | 1 |

| Position | Prior Year Positons (not active currently) |
|----------------------|---|
| IT Data Architect | 1 |
| Sharepoint Developer | 1 |
| Project Manager | 1 |
| SQL DBA | 1 |

YTD spend are 2021 \$726,661.00, 2022 \$356,523.00 and 2023 \$743,947.00
 For details of the spend by vendor and position details please submit a request through
 open records request.

See this link [Open Records Request](#)

4. Is it possible to share the incumbent vendors' pricing information? If yes, please share.
 - a. Refer to response 3. All incumbent vendors are in agreement with the rate card.

5. What is the budget for this bid? OR the estimated annual spending in the past under this contract for similar services?
 - a. Refer to response 3. The budget is expected to be similar for 2023 and 2024 however there isn't a commitment as it is staff augmentation.

6. Throughout the tenure of the existing contract, please confirm the estimated headcount of temp staff worked under the incumbent contracts and how many are active at this time?
 - a. There are 8 contractors active currently through multiple different vendors.

7. Is there any challenge fulfilling the current staff needs with the existing contracts for related services any specific improvements you are looking for?
 - a. No

8. How many vendors would be awarded?
 - a. Vendors will be evaluated based on the expertise they demonstrate in the response to the RFP.

9. If an incumbent vendor is not awarded, will there be transitioning of current employees to the new vendors?

a. It is up to the awarded vendor.

10. Can vendors from outside Shelby County also bid on this solicitation? And if so, will they lose any points for not having any office for not having any office within Shelby County?

a. Yes, vendors outside of Shelby County can apply.

11. We have an office in Tennessee. Will we be counted for the local preference criteria?

a. If applicable, local preference purchasing will be applied. However, federal funds will be utilized for this project. Therefore, local preference purchasing does not apply.

12. Is this a re-compete RFP? If yes, could you please share the name of Current Suppliers (who are currently providing services to Agency)?

a. Refer to response 3

13. Could you please share current Supplier's pricing and Proposals?

a. Refer to response 3. All incumbent vendors supply resources in adherence to the rate specified in the rate card. No, you would have to submit an open records request.

14. When the existing contract was started, and what is the annual monetary spent value of the current contract since inception?

a. Refer to response 3 and response 5

15. How many resources are currently engaged in the current contract?

a. Refer to response 3

16. Can you please share the no. of positions served in previous years under this contract?

a. Refer to response 3

17. Can you please share the amount of business each vendor did under this contract in previous years?

a. Refer to response 3

18. As Shelby County mentioned in the preceding point, Cambay Consulting has not completed six months. Can we still bid?

a. Please refer to Appendix H – Local Preference Purchasing

19. The RFP states “Temporary assigned individuals may be changed to permanent placement without a conversion fee to MSCS if the individual elects to accept employment at MSCS after meeting 120 hours of temporary assignments for the selected respondent.”

Please confirm that is 120 days not hours.

a. It is 120 days not 120 hours.

20. What is the estimated budget for this project?

a. Refer to response 3 and response 5

21. How many vendors does the agency intend to award?

a. Vendors will be evaluated based on the expertise they demonstrate in the response to the RFP.

22. Is this a new contract? If not, please share the names and contract amounts of the previous vendors.

a. Refer to response 3

23. What is the estimated number of positions to be utilized under this contract?

a. Refer to response 3 and response 5

24. How many temporary positions were utilized in the previous year by the agency?

a. Refer to response 3

25. Are there any pain points with the current vendor(s)?

a. No

26. How much %age of local preference will be counted towards evaluation?

a. Please see response 11

27. Is it mandatory to be a local vendor in order to be awarded this contract?

a. No

28. Is subcontracting allowed for this contract?

a. No

29. Can joint ventures submit a proposal for this RFP?

a. Yes

30. What would be the number of awards you intend to give (approximate number)?

a. Vendors will be evaluated based on the expertise they demonstrate in the response to the RFP

31. Please provide us with an estimated or NTE budget allocated for this contract.

a. Refer to response 3 and response 5

32. What is the tentative start date of this engagement?

a. The district will enter into Master Service Agreement with selected vendors. MSCS will publish job titles to all selected vendors as needs arise. The start of individual resource engagement is based on resources qualifying for the positions.

33. What is the work location of the proposed candidates?

a. As defined in individual job title requirement

34. Is this a new contract or are there any incumbents? If there is an incumbent, could you please let us know the incumbent name and pricing and are the incumbents eligible to submit the proposal again?

a. Refer to response 3. Incumbents are eligible to resubmit for proposal

35. Are there any pain points or issues with the current vendors?

a. No

36. Could you please share the current spending on this contract, if any?

a. Refer to response 3

37. Is there any mandatory subcontracting requirement for this contract? If yes, Is there any specific goal for the subcontracting?

a. No

38. How many requisitions were filled in the previous contract? How many requisitions will be required per year or throughout the contract?
- a. Refer to response 3. The budget is expected to be similar through 2024 however there isn't a commitment as it is staff augmentation.
39. If the proposed candidates are not available at the time of award, will the agency allow us to provide replacement personnel with similar or more skill sets?
- a. Depends on the number of resumes and skillsets submitted by the vendor. MSCS can reserve the right to go a new request sent to all selected vendors
40. Can we provide hourly rate ranges for the given positions?
- a. Please comply with rate card for the RFP response. For selected vendors at the time of selecting the candidate MSCS will reserve the right to choose the candidate with best skills at the lowest cost
41. Is it entirely onsite work or can it be done remotely to some extent / Does the services need to be delivered onsite or is there a possibility for remote operations and performance?
- a. On a case-by-case basis and depending on job requirements
42. Are resumes required at the time of proposal submission? If yes, Do we need to submit the actual resumes for proposed candidates or can we submit the sample resumes?
- a. Vendor needs to demonstrate expertise in providing resources for the position titles and different groups as spelled out in RFP
43. Could you please provide the list of holidays?
- a. See work calendar [Work Calendar](#)
44. Are there any mandated Paid Time Off, Vacation, etc.?
- a. No work will be performed on District holidays, weekends unless prior approval is obtained.
45. Please provide historical spending.
- a. Refer to response 3
46. Please provide Incumbent names and their pricing?
- a. Refer to response 3

47. Please provide a current budget for the same.

a. Refer to response 3 and response 5

48. Does this mean that only 1 copy needs to be in a binder and tabbed?

a. Yes, the original copy must be bind/tabbed. It is not required yet suggested that the others are labeled as well.

49. We provided a Certificate of Insurance in 2020 but the requirements did not include any "Other Insurance That May Be Required". The Cyber Risk Insurance policy is separate and not part of our general insurance. Are you asking for that to be required and part of our certificate even though it may or may not be needed? Can that be provided if and when we fill a job that would necessitate that insurance?

a. Yes, please provide current Certificate of Insurance.

50. What is the estimated budget for this contract?

a. Refer to response 3. The budget is expected to be similar, however there isn't a commitment as it is staff augmentation.

51. What was the client's spend in relation to the Current IT Staff Augmentation Contract for the past three years?

a. Refer to response 3.

52. Is there any incumbent for this contract, or is this for a new contract? If yes, please let us know the incumbent's name, hourly rate and historical spending.

a. Refer to response 3.

53. How many requirements are anticipated to be released annually?

a. As need arises for the district

54. Please confirm if there is any local preference.

a. No

55. How many awards are to be made under this contract?

a. Vendor needs to demonstrate expertise in providing resources for the position titles and different groups as spelled out in RFP

56. Can we carve out and bid on the roles we are strongest in recruiting, or do we need to bid on all of them?

a. Yes. However, to qualify demonstrate expertise in 2 or more groups as specified in the Appendix I - Pricing Schedule

57. On average, how many temporary IT staff are deployed at any given time?

a. Refer to response 3.

58. What is the minimum duration of each contract position or task order?

a. Varies and depends on the requirement. The duration of each contract will be indicated in the job position.

59. How many task orders can we expect for each vendor?

a. There is no minimum or commitment per vendor. The number of task orders varies based on how the selected vendors are able to satisfy and fulfill the job requirements with adequate skillsets

60. Can the MSCS provide us with the job description for the position listed under Appendix I - Pricing Schedule?

a. The job descriptions are IT industry standards. As the need arises, all selected vendors will receive the job description and the specific MSCS duties will be included. All selected vendors will be given the opportunity to submit resources

61. What is the place of performance for this work? Can the work be performed remotely?

a. Some positions can be remote. It varies depending on the job.

62. Is the MSCS expecting the offerors to submit the resumes of Account Manager and Recruiters?

a. Yes

63. Is the MSCS expecting the Offeror to submit resumes of the actual candidates who are listed under Appendix I - Pricing Schedule of the RFP Document? Please clarify.

a. For the purpose of solicitation, Vendors will be evaluated based on the expertise they demonstrate in the response to the RFP

64. Can MSCS accept the Profit and Loss Statements instead of the Audited Financial Statements?

a. Please refer to Tab D. Fiscal Integrity/Financial Statements, page 10 in RFP.

65. Can the MSCS extend the deadline by a week? This will allow us to prepare a response addressing all the requirements specified in the solicitation.

a. Yes, please see Addendum 2

66. Do we have to submit the first page of the main bid document as the cover page of our response?

a. No

67. Is the bid bond present in this bid? If yes, then is it mandatory?

a. No

68. Do we have to provide the pricing in our own format, or enter our prices in Appendix I?

a. Appendix I will determine pricing

69. What is the anticipated annual and total spend for this contract?

a. Refer to response 3 and response 5

70. What are the current rates and mark ups for the positions listed in this solicitation?

a. See Appendix I

71. Is Subcontracting required for this contract?

a. No

72. Can we do subcontracting for this contract?

a. No

73. Can we get the incumbent vendor proposals and pricing, please confirm.

a. Refer to Response 3

74. Is this new initiative? If not, please let me know the current vendor details.

a. Refer to Response 3

75. Is this new initiative? If not, please let me know the current vendor details.

a. Refer to Response 3

76. What is the estimated contract value?

a. Refer to response 3 and response 5

77. Would you be accepting references from public as well as commercial entities?

a. Yes

78. We are certified WBE/MBE firm. Please confirm if we are eligible to bid?

a. Yes, anyone can submit a proposal.

79. Our Headquarter is in Tx, so are we eligible to bid?

a. Yes

80. Do we need to submit the Certificate of Insurance and Business License with the proposal?

a. Yes

81. Is there any preference to the local vendor while evaluating the proposal?

a. Please see response 11.

82. Is it mandatory to provide business License/ certification of the State of TN?

a. Yes

83. TAB D. FISCAL INTEGRITY/FINANCIAL STATEMENTS : Will the last 3 years financial statements suffice this requirement?

a. Yes

84. Do we need BRC from State of TN?

a. Yes

85. Can Invoices be Submitted via email? – This is currently the way we submit them.

a. Yes

86. Can invoices be submitted bi-weekly? – current process.

a. Yes

87. Are respondents required to offer training and/or retraining for temporary staff or is this a preference? If so, what are the terms?

a. Temporary staff will be expected to be subject matter experts in the area contracted.

88. Does MSCS currently use its own in-house timesheet for staff? (This would be in addition to the timesheet each employee submits to Stragistics via our own internal timekeeping system.) If so, will contracted staff also report time in your in-house system?

a. No

89. The timesheets we currently provide to MSCS with our invoices (and which have been accepted to date by MSCS) are biweekly, not weekly, to match our biweekly pay schedule. However, each employee is required to enter their time each week. The timesheets include the employee's name, job title, hours worked each day, pay period start and end dates, and an electronic approval stamp with the supervisor's name and date approved.

- a. Our timesheet does not include other items that are now specified in Item (g) will that be acceptable as long as the information is contained on the invoice?
- b. We use an electronic timekeeping system– therefore there are no physical signatures, just electronic submissions and approvals. Is this acceptable?
- c. Our timekeeping system does not utilize a clock-in/clock-out feature with start and end times, it lists total hours worked per day. Our timesheets also do not include School or Site Name, or the reason the employee is being utilized.

Will our current timesheet format remain acceptable to MSCS? If so, will the language of Item (g) be changed to reflect some flexibility of requirements (such as timesheets being in a format “acceptable to MSCS” or similar language?)

- a. Current timesheets are adequate, but the additional information requested would help streamline the process.
- b. Printed timesheets must be included with the invoices.

90. Please advise if SCS has recently revised its screening process (finger printing screening) for temporarily assigned staff? If so, what is that process at this time?

a. MSCS has not revised the screening process.

91. Considering SCS recent finger printing screening process, how then will the Respondent be able to replace an unsatisfactory temporarily assigned individual within one (1) business day?

- a. District reserves the right to assess the pool of candidates if the primary candidate does not work out. Also refer to Question 39

92. Equipment – Since this is a Temporary Staffing Services RFP would the “equipment” section be for project based requirements from MSCS?

- a. Yes

93. Does this section only apply to purchased equipment? Specifically, will the vendor be responsible for providing equipment for contracted employees?

- a. MSCS can provide equipment as needed.

94. Is this a re-compete RFP? If yes,

- a. Could you please share the name of Current Suppliers (who are currently providing services to Agency)?
- b. Could you please share current Supplier’s pricing and Proposals?
- c. How many awards were made in the Past?
- d. When was the existing contract started, and what is the annual monetary spent value of the current contract since inception?
- e. How many resources are currently engaged in the current contract?
- f. Can you please share the no. of positions served in previous years under this contract?
- g. Can you please share the amount of business each vendor did under this contract in previous years?
- h. Is there any issue that the agency is currently facing with the incumbents? No
- i. Are incumbents allowed to bid on this RFP? Please confirm.- Yes
- j. Please share the historical spending for the year 2021 and 2022?
- k. How many positions were used in year 2021 and 2022?

- a. Refer to Response 3

95. What will be the estimated annual budget for this project?

- a. a. Refer to Response 3 and 5

96. We understand that it is a multi-award contract, so can you please confirm the total number of vendors to be awarded this contract?

- a. Vendors that meet the requirements in the RFP will be awarded

97. How will job requests be shared among multiple awarded vendors?

- a. Job requests will be sent to all vendors. If a position needs more than one person more than one vendor can be awarded.

98. Will all job requests be shared among all awarded vendors simultaneously?

a. Job requests will be sent to all selected vendors at the same time with the same start time and closing time.

99. Is there any ranking system for sharing job requests among awarded vendors such as primary bidder, secondary bidder, and then other awarded bidders?

a. No

100. Can you share details from where we can get old RFP details?

a. Please submit an Open Records Request

101. Can you please tell us where we can see the records for the old contract?

a. See above response

102. Can you please share the email id/details where we can raise the public record request for old RFP?

a. See this link [Open Records Request](#)

103. Would you be accepting references from large commercial entities?

a. Yes

104. How many positions are required under this contract?

a. Quantity of positions is determined as needs arise

105. How many positions are currently open?

a. At time of solicitation, one position utilizing current agreements

106. How many positions are currently used in a single day? Please give a rough estimate.

a. Varies based on job and time of school year. At the start of school, it could be up to 10.

107. Out of mentioned staffing positions, what are the most filled positions? Please share.

a. IT Desktop Analyst/Field Tech Analyst

108. In order to be responsive, is it mandatory to bid on all the positions? Please confirm.
- a. No but vendor must demonstrate expertise in providing resources for the position titles and as many different groups as spelled out in RFP
109. How many vendors agency is planning to select?
- a. Vendors will be selected that meet the qualifications specified in the RFP
110. Can you please provide Job descriptions and qualifications for all the positions?
- a. The job descriptions are IT industry standards. As the need arises, all selected vendors will receive the job description and the specific MSCS duties will be included. All selected vendors will be given the opportunity to submit resources
111. What would be the estimated hours for given positions?
- a. Estimated hours are determined based on job and need
112. Please confirm minimum guaranteed hours per week for these positions.
- a. It varies depending on each job description
113. What is weekend and holiday shift work rate policy of County such as 1.5-time standard hourly rate? Please confirm.
- a. Weekend and holiday work will not be performed unless prior approval.
114. Can you please share shift timings and location of services?
- a. Times and locations vary depending on job
115. What is average response time to provide resume of qualified resources?
- a. 2 weeks
116. Will the agency be giving any preference to local vendors? Please confirm.
- a. No

117. In order to be responsive, is it mandatory to have physical office in Shelby County? Please confirm.
a. No
118. In order to be responsive, is it mandatory to provide Business Registration Certificate (BRC) with the proposal response? Please confirm.
a. Procurement needs to respond
119. Can we provide BRC certificate after the award? Please confirm.
a. No
120. Do we have to provide pricing, or do we have to accept the pricing that is mentioned in the Appendix I – Pricing schedule? Please confirm.
a. Vendors are expected to accept pricing mentioned in Appendix I
121. In order to be responsive, is it mandatory to provide audited financial statements? Please confirm.
a. Please see response 64.
122. Can we provide CA certified financial statements or DUNS and BRAD Street Report? Please confirm.
a. Please see response 64.
123. Will bidder be responsible for providing qualified staff and managing payroll of professionals or the Department will manage the projects? Please confirm.
a. The vendor will be responsible for providing qualified staff and managing payroll. MSCS will manage the project.
124. Are electronic signatures allowed?
a. Yes
125. Could SCBE clarify if they would accept commercial references?
a. Yes
126. Could SCBE clarify if this is a new opportunity?
a. Yes, this is a new RFP

127. Could SCBE clarify if there is an existing incumbent? If yes, how many companies are there?
- a. Yes, one company
128. Under Section V. subsection 1.2, it is mentioned that "Size of Staff. The number of Proposer's employees used for staffing resources. Information must include the total number of employees in Shelby County and its neighboring counties; the number of technical and support staff presently supporting similar services, based on the professional resource list in Appendix I." could SCBE clarify if they are looking for the number of our employed Temporary personnel or for the number of resources we have in our database?
- a. SCBE is looking for the number of the Vendor's employed Temporary personnel.
129. Could SCBE clarify if they will be performing the Background check or does the vendor have to perform the Background checks?
1. Vendor will pay for background check conducted by MSCS Security
130. Could SCBE clarify if they would like vendors to provide resumes? If yes, could they be Sample resumes?
- Vendors need to demonstrate their expertise, ability and experience for which they can include resumes in the response
131. Could SCBE clarify if they would have preferences with local vendors for this solicitation?
- a. Please see response 11.
132. Could SCBE clarify if the vendors have to provide a cover page per tab in the proposal format or just to identify each tab on one document?
- a. Please refer to Part III: Proposal Format, section 2.0 Proposal Format, page 9 in the RFP.
133. Could SCBE clarify if there is a budget assigned to this solicitation? if yes, could the Board disclose it?
- a. Refer to responds 3 and response 5
134. Under Section of the Term of Agreement states that "A. SCBE expects all vendors to provide year over year cost reductions recommendations." could SCBE clarify what they expect from vendors to provide cost reductions?

- a. A typical year cost reduction recommendation could be a volume price discount.
135. Under Section of the Term of Agreement states that "Price adjustments from the vendor/producer/processor/manufacture for any/all items may be considered at renewal" Could SCBE clarify if the adjustment can be considered an increase in the pricing provided? if yes, do we have to present the pricing with the increased prices within the response?
- a. Pricing is determined based on Appendix I
136. Could SCBE clarify how they would like to see the price adjustments?
- a. There are no price adjustments. Pricing is determined based on Appendix I
137. Could SCBE clarify how they will release work orders for the project base services?
- a. Job descriptions will be sent to all selected vendors as services are needed
138. Could SCBE clarify if the project base services will be a price contract based? if not, could the Board disclose how it will be?
- a. The duration for each position will be based on MSCS needs at that time
139. Could SCBE clarify how they would like vendors to include the demonstration of expertise in at least 2 or more groups as specified in Appendix I – Pricing Schedule?
- a. Vendors should demonstrate experience, capabilities, and reference in atleast 2 or more groups.
140. Could SCBE clarify under which section they would like to see the information requested from Part V 1.1 Requirements?
- a. The Vendor has to agree to the prices in Appendix I.
141. Do we have to provide rates within the minimum and maximum provided by Shelby County in Appendix I or by just agreeing to the prices in Appendix I sufficient for the price portion of this solicitation?
- a. Agreeing to the prices in Appendix I is required
142. Could SCBE clarify which sections under part V they would like to see under Tab E Technical Response?
- a. All of them

143. Could SCBE clarify, if we can provide commercial references?
- a. Yes
144. Can we provide references of ongoing contracts?
- a. Yes
145. Could SCBE confirm, if we can demonstrate competency in any specific area, by showing our temporary employee placements for that specific category?
- a. Yes
146. Do we need to sign the APPENDIX J – Davis-Bacon Act?
- a. No
147. Do we need to include the APPENDIX J – Davis-Bacon Act in the proposal response?
- a. No
148. Do we need to include the Special Terms & Conditions for RFP'S in the proposal response?
- a. Yes
149. Do we need to include the Local Preference Purchasing (Appendix H) in the proposal response?
- a. Yes
150. Could SCBE please confirm that we can fill out proposal forms electronically?
- a. All proposals are submitted in a sealed envelope and proposals can be uploaded electronically on the enclosed USB flash drive that is also included in the sealed envelope.
151. Is there any SBE/MBE/WBE goal for this solicitation? If yes, What is the established goal?
- a. No
152. Could you please grant an extension on the due date?

a. Yes, see Addendum 2

153. Could SCBE please confirm that we have to agree to the rate range provided for each position and that no other price has to be given at the time of submission?

a. That is correct.

154. What is the duration of the contract? Please provide the base duration and extensions available.

a. The contract is for 1 year with possibility of extending for 2 years.

155. Will cost reduction recommendations be given weightage in the evaluation criteria?

a. Vendor needs to accept the rate card as indicated in Appendix I - Pricing Schedule. The actual rate will be determined upon the position and level as determined at the time of recruiting for the position.

156. Please specify the process for submitting price adjustments.

a. There are no price adjustments.

157. Please clarify the non-discriminatory reasons that MSCS can use to exclude a worker assigned by the Respondent from working with MSCS.

a. Please refer to Part II: General Terms and Conditions, section: 15.0 Criminal Background Check/ Photo Identification Badge; pages 6-7 in RFP.

158. Please specify the level of drug test required. Is it a 5-panel or 7 panel or any other drug test? Has MSCS determined a specific agency for conducting drug and background checks, or are proposers permitted to utilize their existing BGC and Drug test partners?

a. Please see above response

160. Please specify if there is a penalty for placing a temporarily assigned individual out of the applicable job classification.

a. District reserves the right to terminate services if deemed candidate not the right fit

161. Please specify the frequency of such periodic quality assurance checks. What would be the key parameters and measurable SLA's considered for such quality checks.

- a. Weekly performance check in and deliverables by the candidate will be done by the hiring manager

162. Please clarify if 120 hours for contract-to-hire conversion is a typographical error. We were expecting 1200 hours minimum for the free contract-to-hire conversion.

- a. 120 days not 120 hours

163. Is there any budget assigned to this contract? If yes, kindly provide the same.

- a. Refer to response 3 and 5

164. Is this a new contract? If not, please enlist the incumbents.

- a. Refer to response 3 and 5

165. How many agencies does the County intend to award?

- a. Multiple

166. In reference to Section 1.2.b "Proposal should include" stating "A brief narrative indicating the Proposer's credentials to deliver professional resources sought under this RFP", please clarify the means of Proposer's "credentials" in the same.

- a. Please list the qualifications that the employee has to perform the services.

167. Are email responses acceptable in place of hard-copy submissions?

- a. No

Thank you,

Procurement Services