



**REQUEST FOR PROPOSAL  
No. SF159518**

**Naval Architectural Support for the Regional Class Research  
Vessel**

**PROPOSAL DUE DATE AND TIME:**

May 31, 2012, 10:00 AM PDT

**SUBMITTAL LOCATION:**

Oregon State University  
Procurement and Contract Services  
644 SW 13<sup>th</sup> Avenue  
Corvallis, Oregon 97333

## 1.0 GENERAL

### 1.01 SCHEDULE OF EVENTS:

- Request for Proposal Issue Date..... May 15, 2012
- Deadline for Request for Clarification or Change..... May 24, 2012, 10:00 AM PDT
- Proposal Due Date and Time..... May 31, 2012, 10:00 AM PDT

This Schedule of Events is subject to change. Any changes will be made through the issuance of Written Addenda.

### 1.02 PRE-PROPOSAL CONFERENCE:

A Pre-Proposal Conference will not be held.

### 1.03 ISSUING OFFICE:

The Procurement and Contract Services (PaCS) department of Oregon State University (OSU) is the issuing office and is the sole point of contact for this Request for Proposal. Address all concerns or questions regarding this Request for Proposal to the Administrative Contact identified below:

### 1.04 ADMINISTRATIVE CONTACT:

Name: Shannon Fanourakis  
Title: Procurement Analyst  
Telephone: (541) 737-7349  
Fax: (541) 737-2170  
E-Mail: Shannon.Fanourakis@oregonstate.edu

### 1.05 DEFINITIONS:

As used in this Request for Proposal, the terms set forth below are defined as follows:

- a. "Addenda" means an addition to, deletion from, a material change in, or general interest explanation of the Request for Proposal.
- b. "Attachments" means those documents which are attached to and incorporated as part of the Request for Proposal.
- c. "Proposal" means an offer, binding on the Proposer and submitted in response to a Request for Proposal.
- d. "Proposer" means an entity that submits a Proposal in response to a Request for Proposal.
- e. "Proposal Due Date and Time" means the date and time specified in the Request for Proposal as the deadline for submitting Proposals.
- f. "Request for Proposal" (RFP) means a Solicitation Document to obtain Written, competitive Proposals to be used as a basis for making an acquisition or entering into a Contract when price will not necessarily be the predominant award criteria.
- g. "Responsible" means an entity that demonstrates their ability to perform satisfactorily under a Contract by meeting the applicable standards of responsibility outlined in OAR 580-061-0130.
- h. "Responsive" means a Proposal that has substantially complied in all material respects with the criteria outlined in the Request for Proposal.
- i. "Written or Writing" means letters, characters, and symbols inscribed on paper by hand, print, type, or other method of impression intended to represent or convey particular ideas or meanings.

## **2.0 INTRODUCTION AND BACKGROUND**

### 2.01 INTRODUCTION

Oregon State University (OSU) Procurement and Contract Services (PaCS) is seeking Responsive Responsible Proposals from Naval Architecture/Marine Engineering Firms to assist Oregon State University's College of Earth, Oceans, and Atmospheric Sciences (CEOAS) in the preparation of a proposal to the National Science Foundation to be the Lead Institution (LI) in the construction of up to three Regional Class Research Vessels (RCRV). The successful Proposer will, in addition to assisting in the development of the proposal, be named in the proposal as the Contractor that OSU will use in accomplishing the work proposed. The majority of the initial work will involve a draft refresh of the existing RCRV design, taking into account NSF directives as contained in the NSF solicitation package referenced below. If OSU is successful, the Contractor will, subject to approval by the NSF, continue to support OSU throughout the life of the construction and the transition to operation.

### 2.02 BACKGROUND:

OSU is a seagoing institution and has operated a variety of oceanographic research vessels since 1961. Since 2004, 34 OSU principal investigators have spent a yearly average of 573 days at sea. During the same period, OSU oceanographers have won 35 major honors and awards (including 5 early career awards) and have published 28 papers in the high-impact journal Science and Nature.

### 2.03 OREGON STATE UNIVERSITY:

Founded in 1868, Oregon State University is a comprehensive, research-extensive, public university located in Corvallis. OSU is a member of the Oregon University System and one of only two American universities to hold the Land Grant, Sea Grant, Space Grant and Sun Grant designations. OSU is also the only Oregon institution to hold the Carnegie Foundation's top ranking for research universities, a recognition of the depth and quality of OSU's graduate education and research programs.

Through its centers, institutes, Extension offices and Experiment Stations, OSU has a presence in almost every one of Oregon's 36 counties, including its main campus in Corvallis, the Hatfield Marine Sciences Center in Newport and OSU-Cascades Campus in Bend. OSU offers undergraduate, masters and doctoral degrees through 12 academic colleges enrolling more than 20,000 students from every county in Oregon, every state in the country and more than 90 nations.

## **3.0 STATEMENT OF WORK**

### 3.01 OVERVIEW

The "NSF Solicitation: Design and Construction of Regional Class Research Vessels, (RCRV)" can be found at [http://www.unols.org/committees/fic/regional/RCRV\\_Solicitation/RCRV\\_Solicitation\\_April2012.html](http://www.unols.org/committees/fic/regional/RCRV_Solicitation/RCRV_Solicitation_April2012.html). – referred to below as the "NSF solicitation package." The Contractor shall support OSU in the development of the proposal as described in "Phase 0" below. The Contractor shall be named in the proposal as the Naval Architectural firm that will work with OSU. With the anticipation that OSU will be selected by the NSF as the LI, the Contractor shall participate in the four additional project phases listed below and described in the announcement referenced above.

- Phase 0 – Preliminary update of the RCRV design based on the key documents in the NSF solicitation package. The update will consist of revised General Arrangement drawings that incorporate the NSF determinations to the maximum extent possible. Where NSF determinations cannot be reasonably

incorporated, assist OSU in describing a strategy for resolving these during Phase I, if awarded. Phase 0 will include at least two design reviews in Corvallis, as well as interim reviews at the contractor's facility. Phase 0 must be completed no later than August 15, 2012 in order to meet NSF proposal submission deadline

- Phase I – Project Refresh: Includes (1) providing engineering and design services during refresh of the RCRV design as described in the NSF solicitation package, and (2) providing documentation as needed for inclusion in the Project Execution Plan (PEP) and other deliverables to NSF, 3) refine the design and specifications for presentation at multiple, staged reviews as outlined in the NSF solicitation package and (4) a high-level analysis of a vessel conversion option meeting RCRV design requirements for comparison with new construction cost estimates. Provide support for drawing and system updates, underwater radiated noise modeling, ambient airborne noise modeling, air flow modeling, structural and mechanical analysis, model testing, powering/propulsion computations analysis, and other design elements as required. Some of this may be accomplished using subcontractors.
- Phase II – Shipyard Selection: Assistance as needed and appropriate during Shipyard Selection
- Phase III – Construction: Includes support for the Shipyard Office during Design Verification and Transfer (DVT) with the selected shipyard, review of shipyard's detailed design, review of documents and submittals as appropriate, participation in design reviews, and related tasks
- Phase IV – Transition to Operations: Engineering and technical support as needed during the post-delivery period.

Funding for phases III and IV is planned through NSF's Major Research Equipment and Facilities Construction (MREFC) account, subject to approval by the National Science Board (NSB) and appropriations from Congress. The budget, management and oversight requirements and supporting activities for NSF projects funded by this account are described in NSF's Large Facilities Manual, dated November 2009, at: <http://www.nsf.gov/pubs/2010/nsf10012/nsf10012.pdf>.

### 3.02 SAMPLE CONTRACT:

A sample Contract containing the statement of work and contractual terms and conditions is included at Attachment A.

## **4.0 PROPOSER QUALIFICATIONS**

### 4.01 MINIMUM QUALIFICATIONS:

In order to qualify as a Responsive Proposer, the Proposer needs to meet the minimum qualifications below. After verification that the minimum qualifications have been met, OSU will award points based on the level of the Proposer's qualifications.

- a. Be an established naval architect and marine engineering company serving the marine industry. This includes having trained, experienced and professionally licensed naval architects and marine engineers on staff.
- b. Have an extensive knowledge of and experience with U.S. and International regulations as they apply to both inspected and uninspected vessels.
- c. Demonstrated experience in the preparation of accurate estimates for vessel construction including cost, weight, stability, sea keeping and acoustic noise.

#### 4.02 PREFERRED QUALIFICATIONS:

OSU will award additional points for Proposers able to meet the preferred qualifications below.

- a. Have specific knowledge of and experience with oceanographic research vessels including those in the UNOLS fleet.
- b. Have an understanding of the RCRV Science Mission Requirements ([www.unols.org/committees/fic/regional/regional\\_class.html](http://www.unols.org/committees/fic/regional/regional_class.html)) and the current draft design for the RCRV at the NSF website listed above. Prospective firms may contact Demian Bailey, Marine Superintendent ([dbailey@coas.oregonstate.edu](mailto:dbailey@coas.oregonstate.edu) or 541 867-0225) for current information. Experience in performing similar services (as described in Phases 0 through IV) for Federal, State and academic institutions.
- c. Be familiar with the UNOLS Research Vessel Safety Standards ([www.unols.org/publications/manuals/saf\\_stand/contents.htm](http://www.unols.org/publications/manuals/saf_stand/contents.htm)) and specifically with "Appendix A" and "Appendix B" to these standards.
- d. Be familiar with current state-of-the-art over-the-side handling systems including motion compensation and automated launch and recovery systems.
- e. Be familiar with the latest Academic Fleet standards relating to the Americans with Disabilities Act.
- f. Have experience with and knowledge of commercially available and economically viable "Green Ship" technologies.
- g. Experience in time and cost estimating for professional naval architectural and engineering services.

### **5.0 REQUIRED SUBMITTALS**

#### 5.01 QUANTITY OF PROPOSAL:

Submit one (1) original Proposal and four (4) duplicate copies. Mark original Proposal as "ORIGINAL". Original should contain original signatures on any pages where a signature is required. Proposals should contain the submittals listed in this section below:

#### 5.02 REQUIRED SUBMITTALS:

It is the Proposer's sole responsibility to submit information in fulfillment of the requirements of this Request for Proposal. If pertinent information or required submittals are not included within the Proposal, it may cause the Proposal to be rejected or have an adverse impact on evaluation.

Proposers should submit the following information:

- Detailed information about how Proposer specifically meets the required and preferred specifications described in Section 3. The response shall, as a minimum, include the following:
  - A consultation history for your company on projects of similar nature. This should include at least three references for similar work in the past five years that we may contact.
  - A short biography and professional qualifications for the key employees or subcontractors (naval architects, marine engineers, cost estimator), including the project manager who will be assigned to the project. These biographies should specifically address the individuals' experiences related to oceanographic research vessels and equipment including new builds and conversions.
  - A statement that expresses your company's understanding of OSU's objectives.
  - Identification of the roles your company will fill in the preparation of OSU's proposal.
  - Identification of tasks, such as cost estimating, underwater radiated noise abatement or other areas where your company will use sub-contractors.

- Description, to what extent, if any, you will support the proposal effort without charge to OSU with the understanding that your company will be named in OSU's proposal and will be used to support the work in Phases I through IV. This description shall include all costs for the proposal effort outlined in Phase 0 above.
  - Statement regarding confidentiality of your effort in assisting OSU in preparing OSU's proposal.
  - Identification of any current contracts with the NSF or any other potential conflicts of interest.
- Detailed information about how the Proposer meets the minimum and preferred qualifications detailed in section 4.
  - Complete and itemized pricing of the services requested in Phase 0 above.
  - Attachment B, Certifications, fully completed.
  - Attachment C, References, fully completed.

## 6.0 EVALUATION AND AWARD

### 6.01 EVALUATION:

The stages of review and evaluation are as follows:

a. Determination of Responsiveness:

OSU will first review all Proposals to determine Responsiveness. Proposals that do not comply with the instructions or are incomplete may be deemed non-Responsive. Written notice will be sent to Proposers whose Proposal is deemed non-Responsive identifying the reason. A proposer has the right to appeal the decision pursuant to OAR 580-061-130(5)(a).

b. First Stage Evaluation:

Those Proposals determined to be Responsive will be evaluated using the required submittals. Proposals will be scored based on the evaluation criteria listed below in section 6.03. Scores will be used to determine Proposer's within a competitive range. The competitive range will be made of Proposers whose individual scores, when viewed together, form a group of the highest ranked Proposers above a natural break in the scores.

OSU may award after the first stage evaluation to the highest ranked Proposer without moving on to the second stage evaluation. If this option is selected, written notice of intent to award the Contract to the highest ranked Proposer will be provided to all Responsive Proposers.

c. Second Stage Evaluation:

If award is not made after the first stage evaluation, OSU may choose any of the following methods in which to proceed:

- i. Issue a Written invitation to Proposers within the competitive range requesting an interview, presentation, site visit or any other evaluative method that is relevant to the goods or services solicited in the Request for Proposal. Written invitations will contain the evaluation criteria and scoring that will be used by the evaluation committee.
- ii. Engage in oral or written discussions with, and receive best and final Proposals from, all Proposers in the Competitive Range or all Proposers submitting Responsive Proposals. Discussions may be conducted for the following purposes:
  - Informing Proposers of deficiencies in their initial Proposals;

- Notifying Proposers of parts of their Proposals for which OSU would like additional information; or
- Otherwise allowing Proposers to develop revised Proposals that will allow OSU to obtain the best Proposal based on the requirements set forth in this Request for Proposal.

The conditions, terms, or price of the Proposal may be altered or otherwise changed during the course of the discussions provided the changes are within the scope of the Request for Proposal. Best and final Proposals will be scored based on the evaluation criteria listed below in section 6.03.

Points awarded in the first stage evaluation will not be carried to the second stage evaluation. Contract will be awarded to the Proposer who in OSU's opinion, best meets the requirements and qualifications of the RFP and OSU's needs.

d. **Additional Stages of Evaluation:**

If after completion of the second stage of evaluation, an award is not made, OSU may add another stage of evaluation using any of the methods outlined in the second stage evaluation above.

**6.02 NEGOTIATIONS:**

OSU may commence serial negotiations with the highest-ranked Proposer or commence simultaneous negotiations with all eligible Proposers. OSU may negotiate:

- a. The Statement of Work;
- b. The Contract price as it is affected by negotiating the statement of work; and
- c. Any other terms and conditions determined by OSU in its sole discretion to be reasonably related to those expressly authorized for negotiation. Accordingly, Proposers will not submit and OSU will not accept for negotiation, any alternative terms and conditions that are not reasonably related to those expressly authorized for negotiation.

Terms and conditions within the sample contract that are unrelated to the statement of work or Contract price may be negotiated after award, but before legal sufficiency review or execution of the Contract.

**6.03 EVALUATION CRITERIA:**

Points will be given in each criteria and a total score will be determined. The maximum points available for each criterion are identified below.

<u>Evaluation Criteria:</u>	<u>Points:</u>
Proposal relative to the required Specifications/Statement of Work	30
Proposal relative to the preferred Specifications/Statement of Work	30
Proposer qualifications relative to the minimum and preferred qualifications	30
Cost of Phase 0 tasking	10
<b>Total</b>	<b>100</b>

**6.04 INVESTIGATION OF REFERENCES:**

OSU reserves the right to investigate and to consider the references and the past performance of any Proposer with respect to such things as its performance or provision of similar goods or services, compliance with specifications and contractual obligations, and its lawful payment of suppliers, subcontractors, and workers. OSU further reserves the right to consider past performance, historical information and facts, whether gained from the Proposal, Proposer interviews, references, OSU or any other source in the evaluation process.

OSU may postpone the award or execution of the Contract after the announcement of the notice of intent to award in order to complete its investigation.

## **7.0 INSTRUCTIONS TO PROPOSERS**

### 7.01 APPLICABLE STATUTES AND RULES:

This RFP is subject to the applicable provisions and requirements of the Oregon Revised Statutes, Oregon Administrative Rules, and OSU Policies and Procedures.

### 7.02 REQUEST FOR CLARIFICATION OR CHANGE:

Requests for clarification or change of the Request for Proposal must be in Writing and received by the Administrative Contact no later than the Deadline for Request for Clarification or Change as specified in the Schedule of Events. Such requests for clarification or change must include the reason for the Proposer's request. OSU will consider all timely requests and, if acceptable to OSU, amend the Request for Proposal by issuing an Addendum. Envelopes, e-mails or faxes containing requests should be clearly marked as a Request for Clarification or Change and include the RFP Number and Title.

### 7.03 ADDENDA:

Only documents issued as Written Addenda by PaCS serve to change the Request for Proposal in any way. No other direction received by the Proposer, written or verbal, serves to change the Request for Proposal. PaCS will notify potential Proposers through publication of the Addenda on the OUS procurement website. If you have received a Request for Proposal you should consult the OUS procurement website, prior to Proposal submittal, to assure that you have not missed any Addenda. Proposers are not required to return Addenda with their Proposal. However, Proposers are responsible for obtaining and incorporating any changes made by the Addendum into their Proposal. Failure to do so may, in effect, make the Proposal non-Responsive, which may cause the Proposal to be rejected.

### 7.04 PREPARATION AND SIGNATURE:

All Required Submittals must be Written or prepared in ink and signed in ink by an authorized representative with authority to bind the Proposer. Signature certifies that the Proposer has read, fully understands, and agrees to be bound by the Request for Proposal and all Attachments and Addenda to the Request for Proposal.

### 7.05 PUBLIC RECORD:

Upon completion of the Request for Proposal process, information in your Proposal will become subject records under the Oregon Public Records Law. Only those items considered a "trade secret" under ORS 192.501(2), may be exempt from disclosure. If a Proposal contains what the Proposer considers a "trade secret" the proposer must mark each sheet of information as such. Only bona fide trade secrets may be exempt and only if public interest does not require disclosure.

### 7.06 SUBMISSION:

Proposals must be submitted in a sealed envelope and be delivered to the submittal location listed on the Request for Proposal cover sheet no later than the Proposal Due Date and Time. Proposer must specify on the outside of the envelope the Request for Proposal number, the Request for Proposal title and the Proposal Due Date and Time. **E-MAIL OR FACSIMILE PROPOSALS WILL NOT BE ACCEPTED.**

### 7.07 MODIFICATION:

Prior to submittal, Proposers should initial modifications or erasures in ink by the person signing the Proposal. After submittal but prior to the Proposal Due Date and Time, Proposals may be modified by submitting a



Written notice indicating the modifications and a statement that the modification amends and supersedes the prior Proposal. After the Proposal Due Date and Time, Proposers may not modify their Proposal.

#### 7.08 WITHDRAWALS:

A Proposer may withdraw their Proposal by submitting a Written notice to the Administrative Contact identified in this Request for Proposal prior to the Proposal Due Date and Time. The Written notice must be on the Proposer's letterhead and signed by an authorized representative of the Proposer. The Proposer, or authorized representative of the Proposer, may also withdraw their Proposal in person prior to the Proposal Due Date and Time, upon presentation of appropriate identification and evidence of authority to withdraw the Proposal satisfactory to OSU.

#### 7.09 LATE SUBMITTALS:

Proposals and Written notices of modification or withdrawal must be received no later than the Proposal Due Date and Time. OSU may not accept or consider late Proposals, modifications, or withdrawals except as permitted in OAR 580-061-0120.

#### 7.10 PROPOSAL OPENING:

Proposals will be opened immediately following the Proposal Due Date and Time at the Submittal Location. Proposer may attend the Proposal opening. Only the names of the Proposers submitting Proposals will be announced. No other information regarding the content of the Proposals will be available.

#### 7.11 PROPOSALS ARE OFFERS:

The Proposal is the Proposer's offer to enter into a Contract pursuant to the terms and conditions specified in the Request for Proposal, its Attachments, and Addenda. The offer is binding on the Proposer for one hundred twenty (120) days. OSU's award of the Contract constitutes acceptance of the offer and binds the Proposer. The Proposal must be a complete offer and fully Responsive to the Request for Proposal.

#### 7.12 CONTINGENT PROPOSALS:

Proposer shall not make its Proposal contingent upon OSU's acceptance of specifications or contract terms that conflict with or are in addition to those in the Request for Proposal, its Attachments, or Addenda.

#### 7.13 RIGHT TO REJECT:

OSU may reject, in whole or in part, any Proposal not in compliance with the Request for Proposal, Attachments, or Addenda, if upon OSU's Written finding that it is in the public interest to do so. OSU may reject all Proposals for good cause, if upon OSU's Written finding that it is in the public interest to do so. Notification of rejection of all Proposals, along with the good cause justification and finding of public interest, will be sent to all who submitted a Proposal.

#### 7.14 AWARDS:

OSU reserves the right to make award(s) by individual item, group of items, all or none, or any combination thereof. OSU reserves the right to delete any item from the award when deemed to be in the best interest of OSU.

#### 7.15 LEGAL SUFFICIENCY REVIEW:

Prior to execution of any Contract resulting from this Request for Proposal, the Contract may be reviewed for legal sufficiency by a qualified attorney for OSU pursuant to the applicable Oregon Revised Statutes and Oregon Administrative Rules. Legal sufficiency review may result in changes to the terms and conditions specified in the Request for Proposal, Attachments, and Addenda.

7.16 PROPOSAL RESULTS:

A notice of intent to award containing the Proposal results will be issued to all Proposers. The Proposal file will be available for Proposer's review during the protest period at the PaCS Department. Proposers must make an appointment with the Administrative Contact to view the Proposal file. After the protest period, the file will be available by making a Public Records Request to OSU.

7.17 PROPOSAL PREPARATION COST:

OSU is not liable for costs incurred by the Proposer during the Request for Proposal process.

7.18 PROPOSAL CANCELLATION:

If a Request for Proposal is cancelled prior to the Proposal Due Date and Time, all Proposals that may have already been received will be returned to the Proposers. If a Request for Proposal is cancelled after the Proposal Due Date and Time or all Proposals are rejected, the Proposals received will be retained and become part of OSU's permanent Proposal file.

7.19 PROTEST OF CONTRACTOR SELECTION, CONTRACT AWARD:

Any Proposer who feels adversely affected or aggrieved may submit a protest within seven (7) calendar days after OSU issues a notice of intent to award a Contract. The protest must be clearly identified as a protest, identify the type and nature of the protest, and include the Request for Proposal number and title. The rules governing protests are at OAR 580-061-0145.

**ATTACHMENT A  
SAMPLE CONTRACT**

*[Remainder of this page left intentionally blank]*

**ATTACHMENT B  
CERTIFICATIONS**

By signature on this certification the undersigned certifies that they are authorized to act on behalf of the Proposer and that under penalty of perjury the undersigned will comply with the following:

**SECTION I. OREGON TAX LAWS**

The undersigned hereby certifies under penalty of perjury that the undersigned is authorized to act on behalf of Proposer and that Proposer is, to the best of the undersigned's knowledge, not in violation of any Oregon Tax Laws. For purposes of this certification, "Oregon Tax Laws" means a state tax imposed by ORS 320.005 to 320.150 and 403.200 to 403.250 and ORS chapters 118, 314, 316, 317, 318, 321 and 323 and the elderly rental assistance program under ORS 310.630 to 310.706 and local taxes administered by the Department of Revenue under ORS 305.620.

**SECTION II. AFFIRMATIVE ACTION**

The undersigned hereby certifies that they have not discriminated against Minority, Women or Emerging Small Business Enterprises in obtaining any required subcontracts, pursuant to OAR 580-061-0030 (3).

**SECTION III. COMPLIANCE WITH SOLICITATION**

The undersigned agrees and certifies that they:

1. Have read, fully understands and agrees to be bound by the Request for Proposal and all Attachments and Addenda to the Request for Proposal; and
2. Are an authorized representative of the Proposer, that the information provided is true and accurate, and that providing incorrect or incomplete information may be cause for rejection of the Proposal or Contract termination; and
3. Will furnish the designated item(s) and/or service(s) in accordance with the Request for Proposal and the Contract; and
4. Has provided a correct Federal Employer Identification Number or Social Security Number with the Proposal.

**SECTION IV. PERMISSIVE COOPERATIVE PROCUREMENTS**

If Proposer is awarded a contract from this Request for Proposal, Proposer hereby (check one)

- agrees
- disagrees

to offer the resulting contractual terms and prices to other public institutions.

Authorized Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name (Type or Print): \_\_\_\_\_ Telephone:(\_\_\_\_\_)\_\_\_\_\_

Title: \_\_\_\_\_ Fax:(\_\_\_\_\_)\_\_\_\_\_

FEIN ID# or SSN# (required): \_\_\_\_\_ Email: \_\_\_\_\_

Construction Contractors Board (CCB) License Number (if applicable): \_\_\_\_\_

Business Designation (check one):

- Corporation     Partnership     LLC     Sole Proprietorship     Non-Profit

Minority, Women & Emerging Small Business (MWESB) Certified Firm:  Yes  No

If yes, Minority, Women & Emerging Small Business (MWESB) Certification Number: \_\_\_\_\_

**ATTACHMENT C  
REFERENCES**

**REFERENCE 1**

COMPANY: \_\_\_\_\_ CONTACT NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_ PHONE NUMBER: \_\_\_\_\_  
CITY, STATE ZIP: \_\_\_\_\_ FAX NUMBER: \_\_\_\_\_  
WEBSITE: \_\_\_\_\_ E-MAIL: \_\_\_\_\_  
GOODS OR SERVICES PROVIDED: \_\_\_\_\_

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**REFERENCE 2**

COMPANY: \_\_\_\_\_ CONTACT NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_ PHONE NUMBER: \_\_\_\_\_  
CITY, STATE ZIP: \_\_\_\_\_ FAX NUMBER: \_\_\_\_\_  
WEBSITE: \_\_\_\_\_ E-MAIL: \_\_\_\_\_  
GOODS OR SERVICES PROVIDED: \_\_\_\_\_

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**REFERENCE 3**

COMPANY: \_\_\_\_\_ CONTACT NAME: \_\_\_\_\_  
ADDRESS: \_\_\_\_\_ PHONE NUMBER: \_\_\_\_\_  
CITY, STATE ZIP: \_\_\_\_\_ FAX NUMBER: \_\_\_\_\_  
WEBSITE: \_\_\_\_\_ E-MAIL: \_\_\_\_\_  
GOODS OR SERVICES PROVIDED: \_\_\_\_\_

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