



**2024 FOOD SERVICES
REQUEST FOR PROPOSAL**

King's University College
266 Epworth Ave
London, ON
N6A 2M3

INSTRUCTIONS TO BIDDERS

1. Summary

This document requests bids for the management, direction and provision of food services at King's University College (hereby referred to as "King's") that is currently under contract with Aramark Canada Ltd until June 30th, 2025. On this date, King's will enter into a new contract with a food services provider for the management, direction and provision of food services as defined in and subsequently based on this Request for Proposal (RFP).

The Food Services Selection Committee (hereby referred to as "the Committee") will be made up of King's administrators and operational staff with responsibilities related to this area.

2. Bid Submissions

King's is committed to equity and diversity and encourages applications from all qualified Bidders including women, members of visible minorities, aboriginal persons and persons with disabilities.

To receive consideration, bids must be submitted in accordance with the following instructions. Failure to comply with these instructions will result in the bid being disqualified.

Attachment 1 - Request for Proposal Form and Attachment 2 - Bidder References must be included in the bid submission. There shall be no alteration of or changes made to the Form. Any alterations made to the Form, other than the supply of the required information, may result in the bid being declared non-compliant and rejected without further consideration.

All bids must be emailed by the date/time outlined in Schedule A to Tiffany Chisholm, Purchasing Services Coordinator at tiffany.chisholm@kings.uwo.ca with a subject line containing "2024 Food Services RFP" and the name of the Bidder.

King's is not responsible for the timeliness of documents emailed nor will King's accept any bid emailed to an email address other than the specified email address above. King's is neither liable nor responsible for any costs incurred by a Bidder in the preparation, submission, or presentation of their bid to this RFP.

Bidders are advised that it is not permissible to send a copy(s) of a response to any employee, consultant, agent, volunteer or business employed or working on behalf of King's or involved in this process, and King's will reject without further consideration any response so delivered.

All documents related to the bid become the property of King's. All information, data, recommendations and reports resulting from the project become the property of King's.

3. Inquiries

Bidders having any questions or requiring clarification of the intent or meaning of any part thereof shall notify Tiffany Chisholm by email (tiffany.chisholm@kings.uwo.ca) by the deadline for submission of questions as outlined in Schedule A. Any questions resulting from the site visit must be submitted in the same way.

4. Communication of all RFP documents

The original RFP document will be posted on Biddingo and the King's website.

If it becomes necessary to revise any part of this RFP, addenda and amendments will be posted solely on the King's website <https://www.kings.uwo.ca/about-kings/facts-and-information/administrative-departments/finance/rfp/>.

It is the sole responsibility of each potential bidder to check the King's website for any/all changes to the original RFP document, as these will become part of the RFP specifications.

For RFP's valued \$100,000 or more, the award notice will be posted solely on Biddingo.

5. Assessment of Response

All bids will be opened in private. The Committee will evaluate the bids based on the pre-determined evaluation criteria outlined in Schedule C.

As the Committee evaluates the bids, decisions will be based on the contents of the bid as submitted. Each Bidder shall include any and all information required as outlined in Schedule E in the format requested in Schedule D. It shall be explicitly understood that there shall be no opportunity to make any material change to the bid, including any alteration, addition or deletion of any element within the bid as submitted based on dates outlined in Schedule A. Information submitted independent of the response document or after closing will not be considered by the Committee.

King's may seek clarifications from a Bidder after the closing date. Clarification questions will be submitted to the Bidder in writing. Answers to the written clarification questions must be returned to King's in writing. The intent of the clarification is simply to obtain further explanation and understanding of what was intended by the Bidder. A clarification shall not provide an opportunity to make any material changes to the original bid, including any alteration, addition or deletion of any element of the original bid.

At the Committee's discretion, a shortlist of Bidders will be requested to conduct a mandatory presentation. The purpose of the presentation includes:

- a) Address the major elements of the Bidders innovative solutions;
- b) Enable key personnel of the Bidders team to interact directly with the Committee; and
- c) Answer any questions the Committee may have.

The Bidder will be notified of this mandatory presentation according to the timeline in Schedule A. All costs incurred by the Bidder in the process of conducting the presentation shall be at the expense of the Bidder. In no instance will any cost related to this process be billed or charged to King's.

6. Bid Acceptance/Rejection

No action by King's or the Committee implied or otherwise, shall be construed as acceptance to this RFP.

King's reserves the right to accept any bid (in whole, or a portion thereof) which may be deemed to be most advantageous to King's, or to reject any or all bids. Although King's would like to award this contract to one Bidder, it realizes that it may not be in King's best interest to do so. Bidders shall highlight in the bid any cost or operational advantages of awarding all service requests to one Bidder.

King's may declare, at its sole and unfettered discretion, any bid to be non-compliant, and reject without further consideration if it:

- is informal, incomplete, unqualified, or otherwise irregular in any way;
- is not legible, is not dated, is not executed in the legal registered name of the entity, is not signed by authorized officials, and/or does not acknowledge all addenda that may have been issued;

- is submitted without the required materials (e.g. Request for Proposal Form);
- is submitted without first having registered for and attended the mandatory site visit as outline in Schedule B;
- does not provide the information called for in the RFP documents as outlined in Schedule E and the Forms/Attachments required as outline in Attachment 1;
- does not contain sufficient information for the Committee to evaluate the Bid based on the evaluation criteria contained in Schedule C.

King's, at its sole and unfettered discretion, may reject without further consideration any response where the Bidder, a member of the Bidder's team, an employee, shareholder, director, officer, partner or person otherwise associated with the Bidder:

- has now or has in the past, unsatisfactorily performed work for King's or had an unsatisfactory relationship with King's, by contract or otherwise, in the sole opinion of King's;
- has a contract with King's which in the sole opinion of King's, is not in good standing or has had a contract terminated by King's for non-performance;
- is engaged in a substantially unresolved dispute or is in litigation with King's or has a claim or judgment arising from litigation;
- has been charged or convicted of an offence with regard to a business enterprise which has or may have an impact upon King's;
- is considered to have a conflict of interest, in the sole opinion of King's.

7. Invoicing and Payment

King's standard payment policy is net 30 days following receipt of invoice and sign-off by the responsible department or faculty. Final payment terms will be negotiated between the successful Bidder (if any), and King's prior to contract signing.

8. Debriefing (applies to RFP valued \$100,000 or more)

The successful Bidder(s) will be notified of their success according to the Notification to Successful Bidder timeline in Schedule A.

Once an agreement is executed by King's and the successful Bidder, the other Bidders will be notified by a public award notice found on Bidding. It is the Bidders responsibility to check this public posting.

After the Notification to Successful Bidder date on Schedule A, and within sixty (60) days, Bidders may request a written debrief by emailing Tiffany Chisholm at tiffany.chisholm@kings.uwo.ca. The intent of the written debrief is to aid the Bidder in presenting a better proposal in subsequent procurement opportunities. Any debriefing provided is not for the purpose of providing an opportunity to challenge the procurement process.

9. Confidentiality

All information provided by or obtained from King's in any form in connection with this RFP either before or after the issuance of this RFP

- a) Is the sole property of King's and must be treated as confidential;
- b) Is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract; and
- c) Must not be disclosed without prior written authorization from King's.

Bidders should identify any information in its Bid or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by King's. The confidentiality of such information will be

maintained by King's, except as otherwise required by law or by order of a court or tribunal. Bidders are advised that their bids will, as necessary, be disclosed, on a confidential basis, to advisers retained by King's to advise or assist with the RFP process, including the evaluation of bids. If a Bidder has any questions about the collection and use of personal information pursuant to this RFP, questions are to be emailed to Tiffany Chisholm at tiffany.chisholm@kings.uwo.ca.

10. Accessibility

King's is committed to recognizing the dignity and independence of all and seeks to ensure that persons with disabilities have genuine, open and unhindered access to King's RFP opportunities. If you require an accommodation during the RFP process, please contact Tiffany Chisholm at tiffany.chisholm@kings.uwo.ca or 519-433-3491 for assistance.

As outlined in the Ontario Regulation 429-07, Accessibility for Ontarians with Disability Act, 2005, King's will incorporate accessibility criteria and features when procuring, goods, services and facilities, except where it is not practical to do so.

The Bidder will respect the dignity and independence of persons with disabilities in accordance with the Accessibility Standards for Integrated Accessibility Standards O. Reg. 191/11, s. 5 (1); O. Reg. 413/12, s. 4 (1) developed under the Accessibility for Ontarians with Disabilities Act, 2005.

End of Instructions to Bidders

SCHEDULE A – TARGET DATES

King’s has identified the following project target dates:

Activity	Target Dates
RFP Issued	October 1 st , 2024
Mandatory Site Visit Request Deadline	October 15 th , 2024
Mandatory Site Visit	Week of October 21 st , 2024
Deadline for Questions/Clarifications on RFP	November 1 st , 2024
Deadline for Answers/Clarifications on RFP	November 8 th , 2024
Closing Date: RFP Submissions Due	November 29 th , 2024
RFP Review Period	December 2024 – January 2025
Notification of Short-Listed Bidders	End of January
Presentations/Interviews of Short-Listed Bidders	February 2025
Committee Deliberations	March 2025
Notification to Successful Bidder	April 15th, 2025
Contract Development	May 2025
Transition Deadline & Start of Operations	July 1st, 2025

End of Schedule A – Target Dates

SCHEDULE B – SITE VISIT DETAILS

The site visit will provide Bidders with a tour of the current food service spaces on King’s campus.

Registration:

Registration is mandatory. According to the timeline provided in Schedule A, each Bidder must register for the site visit by emailing Tiffany Chisholm (tiffany.chisholm@kings.uwo.ca).

Attendance:

Attendance is mandatory. A maximum of 2 representatives from each Bidder can attend the site visit.

Disqualification:

Any bids received from Bidders who have not registered by the deadline and been in attendance for the site visit will be disqualified.

It is the intention that there will be only 1 scheduled site visit and no additional visits will be provided. Bidder questions will not be answered during site visit and must be submitted as per Section 3 of Instructions to Bidders above.

End of Schedule B – Site Visit Details

SCHEDULE C – EVALUATION CRITERIA

Evaluation of submissions will be undertaken by two groups: The Committee and a composite group of Senior Leadership.

Each Committee member will rate each Bid on each of the following criteria using a scale of 1-10 (1=poor, 10=excellent). These ratings will be weighted as indicated below. After the Bids and short-listed presentations have been rated, the Total Bid scores will be given a weight of 90% and the short-listed presentation scores will be given a weight of 10%. These scores will be used as a tool contributing to the overall assessment of RFP submissions. The rating will not be the sole determining factor in the final decision. The Committee's decision will be shared with Senior Leadership, who will make the final determination in the best interest of King's.

Bidders are responsible for reviewing the evaluation criteria listed below and providing appropriate and sufficient information to enable the Committee and Senior Leadership to accurately assess the Bid.

Bids will be evaluated on the following criteria using weights provided:

Criteria	Weight
Innovation and creativity;	5
Practicality and applicability of plan with facilities;	5
Experience and Qualifications (including references provided in Attachment 2);	5
Management and Staffing (as outlined in Schedule D);	15
Operations plan (as outlined in Schedule D);	15
Marketing plans (as outlined in Schedule D);	10
Student Engagement plan (as outlined in Schedule D);	10
Partnership plan (as outlined in Schedule D);	10
Capital Development and Investment plans (as outlined in Schedule D);	10
Sustainability plan (as outlined in Schedule D);	5
Transition plan (as outlined in Schedule D);	10
Total Points for Bid (given a 90% total evaluation weight)	100
Short-listed Presentation	10
Total Points for Presentation (given a 10% total evaluation weight)	10

End of Schedule C – Evaluation Criteria

SCHEDULE D – BID SUBMISSION FORMAT REQUIREMENTS

Bidders shall prepare their submissions addressing all the requirements of this RFP.

Language: Bids must be in English.

Electronic Format: The Bid submitted must be contained in 1 pdf file.

Bid Submission Layout: Bidders are requested to use the following layout and abide by the page maximums.

- Cover Page (*max 1 page*)
- Cover Letter (*max 1 page*)
- Table of Contents (*max 1 page*)
- Executive Summary (*max 3 pages*)
- Corporate Background/ Description (*max 5 pages*)
- Experience and Qualifications (*max 5 pages*)
- Management and Staffing (*max 15 pages*) including but not limited to the following topics:
 - Management philosophy;
 - Corporate support;
 - On-site team;
 - Training and development;
 - Employee recruitment and selection;
 - Detailed resumes for key members.
- Strategies and Methodologies to achieve Goals and Principles including by not limited to the following topics (*max 30 pages*):
 - Operations plan including (if applicable) concept drawings, fee structures, sample menu concepts, health and safety, etc.
 - Marketing plans including (if applicable) traditional, digital, social, student engagement, customer service, customer feedback, etc.
 - Student engagement plans including (if applicable) surveys, feedback opportunities, student support, daily engagement, etc.
 - Partnership plan including (if applicable) contributions to King’s and King’s Foundation, commission return, operating expenses, financial considerations and assumptions, etc.
 - Capital development and investment plans including (if applicable) initial investment, annual renewal plans, timelines, etc
 - Sustainability plan including (if applicable) waste reduction, recycling, composting, cleaning programs, food sourcing and purchasing, etc.
 - Transition plan including (if applicable) key activities and milestones to meet the transition deadline as indicated in Schedule A.
- Attachment 1 – The Request for Proposal Form (*max 2 pages*)
- Attachment 2 – Bidder References (*max 6 pages*)
- Insurance Certificates (*max 1 page*)
- Corporate Brochures and Marketing Literature (*max 20 pages*)

End of Schedule D – Bid Submission Format Requirements

SCHEDULE E – SCOPE OF OPPORTUNITY

1. Background Information

King's is an undergraduate, liberal arts educational institution academically affiliated with the University of Western Ontario ("Western"). Founded in 1954, King's provides general and honours degree programs in liberal arts, social sciences, and social work, as well as a Master's degree in social work. King's has approximately 3,100 FT students, 275 full-time faculty, staff, professional and senior administrative officers and 150 part-time faculty. It is renowned as a centre of teaching excellence positioned in the top rank of institutions of higher learning in Canada for the quality of its teaching faculty. Not only does its faculty teach remarkably well, but their scholarship continues to enhance King's reputation as one of Canada's first-class undergraduate universities. The students are supported in their academic endeavours by a full range of student development and personal counseling services. Students enjoy the wide variety of extra-curricular activities available to them on campus, and embrace the many experiential learning opportunities beyond the classroom. King's is committed to fostering a community of engaged scholars by enhancing academic programs, support for research, classroom, office and communal space; by balancing accessibility with a commitment to improving the academic quality of the student body; and by maintaining the core values of King's as a Catholic university college.

2. Description of King's Food Services Requested

For the purpose of this RFP, food service at King's entails management, supervision and operation, all of which are hereinafter referred to as King's Food Services, specifically:

- ***Kitchen Services*** - at least one primary, full-production, commissary kitchen on campus.
- ***Residence Meal Plan Services***
 - King's residence houses up to 400 students. Approximately 300 residents are subject to a mandatory meal plan and 100 are offered voluntary meal plans. Currently, there are 3 meal plan options to choose from for those who are required to have a meal plan (A-\$5030, B-\$5230, C-\$5430) with the option of adding additional funds throughout the year.
 - King's has approximately 3100 students and 500 employees who attend campus and form a vital portion of the consumer base.
 - Provision of off-campus partnerships for late night and off-campus food is a necessary part of the meal plan for student satisfaction.
- ***Vending Services*** – Canteen, vending and franchised services in certain academic/administration facilities at King's.
- ***Catering Services*** – For a wide range of functions, conferences and meetings served on premises owned or controlled by King's.
 - Liquor services, in accordance with the Liquor License Act of Ontario, available for above catering options.

3. Goals and Principles

Overall and fundamental goals and principles that shall drive the provision of King's Food Services are:

- Bring excitement and imagination into the delivery of food service and change the way people stereotypically think of institutional food service;
- Bring creativity, healthy eating and international cuisine together;
- Provide a broad range of food options for customers with varied dining needs, including diets that address cultural, vegetarian, vegan and allergy-based menu choices.
- Become a significant component of King's marketing and recruitment program;
- Aim for and exceed a high level of customer satisfaction;

- Provide a high quality, fresh and diverse product line;
- Establish fair, competitive and value-driven product pricing;
- Build high morale among food-service employees with consistent and fair labour/management relations pursuant to applicable Collective Agreements;
- Build strong relationships and partnerships with key stakeholders- students, faculty, staff and general community;
- Establish and maintain the highest standard of food handling practices and safe food preparation;
- Develop and implement meaningful sustainability practices and initiatives;
- Adopt principles of continuous process improvement;
- Develop and provide an active program of staff and management training and development;
- Develop and implement a meaningful and responsive customer feedback process and participate in ongoing evaluation and relationship building with all stakeholders;
- Establish and maintain a mechanism for evaluating performance against these service, product and best practice goals.

4. Sustainability Expectations

Bidders should identify the extent to which they would:

- demonstrate ongoing commitment to measurable progress of waste reduction efforts (e.g. reusable dishes, elimination of bottled water, promotions and incentives for re-usable mugs, 'tray-less' dining and other initiatives that may be developed through consultation with students and management). Note that china, glassware and cutlery must be available for all food service operations with the exception of take-away in which case all containers are required to be 100% recyclable and manufactured from no less than 30% post-consumer waste;
- comply with campus and community recycling and composting programs (where applicable) and including incurring related costs for items such as the supply, maintenance and repair of recycling and garbage bins. The food service provider is also responsible for ensuring that its vendors/suppliers also comply with recycling and sustainability programs where applicable;
- demonstrate the ability to provide environmentally sustainable cleaning program for all areas responsible by the food services vendor including a portion of a LEEDS certified building;
- place priority on purchasing local and organic foods (see specific detail in next section);
- donate unsold but good quality and appropriate food to help address student/local food insecurities (e.g. local food bank, TooGoodToGo, KUCSA Food Cupboard, etc);
- ensure all appliances and equipment meet or exceed the Energy Star specifications or an equivalent rating or standard;
- undergo waste audits that may be conducted from time to time.

Also, regarding food sourcing and purchasing, Bidders should identify how they would:

- use its best efforts to purchase and identify on site, seasonal produce grown locally within a radius of approximately 500km, with exception to citrus, such that the supplier will purchase 75% or more of its produce within the summer season, 50% or more in the autumn and 25% or more during the winter and spring.
- shall place priority on purchasing and identifying on site, produce and grains from the following categories: grown within a 500km radius of London; grown without the use of pesticides; grown without the use of synthetic fertilizers.
- use its best efforts not to provide meat or other animals raised using growth hormones, steroids and antibiotics, to use its best effort to purchase dairy and egg products from Canada and will place a priority on purchasing meat and poultry that is certified organic and from animals raised

with free access to the outdoors. With regard to seafood, the Bidder will develop or adhere to an ongoing sustainable seafood program where all fish and seafood shall be purchased from local and/or sustainable fishery. Sourcing information is to be made available to customers at point of consumption.

5. Operating Expenses

A key, minimum condition for award of the contract for the provision of King’s Food Services is that the successful Bidder must pay for and absorb all Operating Expenses associated with the provision of King’s Food Services. The following operating expenses must be applied against gross revenues from the operation of King’s Food Services:

- All labour costs, salaries and benefits, and grievance or arbitration costs and settlements associated with applicable Collective Agreements for employees engaged in the provision of King’s Food Services, including on-site management and staff;
- Cost of goods sold and consumables that are reasonable and typical to the King’s Food Services operation;
- Labour and material costs for maintenance and repairs to proprietary equipment dedicated or associated with the provision of King’s Food Services;
- Labour and material costs for cleaning and janitorial services of space and facilities and waste collection associated in the provision of King’s Food Services. The food service vendor will be responsible for all janitorial services in the food vending areas and kitchen/food preparation areas found in Wemple, Labatt Hall and SLC. The food services vendor will be responsible for cleaning the dining tables found in the main cafeteria in the Wemple building;
- Delivery costs associated with the provision of catering services;
- Full depreciation over the course of the contract for any Capital Re-Development and Investment made;
- License and franchise fees associated with the provision of franchised food services;
- IT systems and POS systems used in the provision of King’s Food Services.
- Marketing and communication costs associated with provision of King’s Food Service

6. Minimum Hours of Operation

The hours of operation must be demand, service and location sensitive and reflect the development of campus over the duration of the contract. Creative self-serve options to augment popular late-night hours are welcomed. As a starting point, and unless otherwise agreed to between King’s and the successful Bidder, the minimum hours of operation shall be:

Residence Dining:	Weekdays	Weekends/Holidays
Breakfast:	7:30am-10:00am	9:00am-11:00am
Lunch:	11:00am-2:30pm	12:00pm-2:30pm
Dinner:	4:00pm-9:00pm	4:00pm-8:00pm
Canteen/Franchise Operations:	variable (late closing at 10:00pm)	
Vending:	24/7	
Catering Services:	As required	

7. Required Capital Development and Investment

Capital development and investment means the renovation and modification of facilities and space dedicated to the provision of King’s Food Services and may mean the creation of new food service facilities on campus. Capital development and investment would be required to be undertaken as a critical part of the plan and strategy to achieve the Goals and Principles set out in Section 3 (above). All

capital development and investment shall be undertaken with the prior written agreement of King’s and in full consultation with King’s and in accordance with approved specifications and standards.

Proposed capital development and investment is set out as follows:

- Redesign and development of an area within the footprint of the existing main building for provision of food service to residence students in order to provide an improved and enhanced dining experience and to potentially attract a broader customer base of faculty, staff, commuter students and the general community. The design and layout should reflect and consider current trends in residence dining and offer cultural and health conscious options. Development proposals should be consistent with the Bidder's vision and strategy for achieving the Goals and Principles set out in Section 3 (above).
- Redesign and development of existing areas for convenience dining, express selection and extended hours of operation within the existing campus infrastructure.
- It is expected that over the course of an agreement, certain food service facilities may need to be updated or replaced. Bidders must specify an amount that will be allocated annually for this purpose.
- Bidders should specify a capital development plan with applicable timelines.

8. Historical Revenue

	Oct 2021 – Sept 2022	Oct 2022 – Sept 2023	Oct 2023 – Sept 2024
Retail Revenue	\$1,086, 719.00	\$1,999,218.00	\$1,995,121.00
Catering Revenue	\$171,389.00	\$283,856.00	\$331,100.00
Vending Revenue	\$8,312.42	\$10,453.24	\$6,680.55
Total Revenue	\$1,266,420.42	\$2,293,527.24	\$2,332,901.55

9. Duration of the Contract

The duration and conditions of the contract for the management, direction and provision of King’s Food Services Operations will be for a period of 5 years, with an option in favour of King’s to extend the agreement on the same terms and conditions for an additional term of up to 5 years.

10. No Guarantee of Volume of Work or Exclusivity of Contract

King’s makes no guarantee of the value or volume of work to be assigned to the successful Bidder. The agreement to be negotiated with the selected Bidder will not be an exclusive contract for the provision of the described food services. King’s may contract with others for goods and services the same as or similar to the described food services or may obtain such goods and services internally.

11. Agreements

The successful bidder will be expected to comply with all Labour Standards (e.g. Bill 7) and Collective Agreements either in place or to be negotiated. Bidders shall comply with all applicable provisions of federal, provincial and local laws, ordinances and regulations and shall procure, at its expense, all licenses or permits necessary to lawfully operate food service outlets on King’s campus.

12. Insurance

Bidders shall include with their documents Certificates of Insurance issued by the Bidders insurers confirming the nature and extent of the Bidders insurance coverage with respect to the provision of the services. Such insurance shall include, but not be limited to, professional liability, general liability and automobile insurance.

ATTACHMENT 1 - REQUEST FOR PROPOSAL FORM

Bidder Identity	
Full Legal Registered Name	
Any Other Relevant Name	
Year Established	
Head Office Address	
Phone Number	
Type of Entity	<input type="checkbox"/> Corporation <input type="checkbox"/> Unregistered Partnership <input type="checkbox"/> Registered Partnership <input type="checkbox"/> Proprietorship <input type="checkbox"/> Other. Explain:
Number of Employees	

We the undersigned, having examined the 2024 Food Services RFP documents (including any and all addenda and amendments), and are satisfied that we understand the services as identified. We further acknowledge that we have not relied on the completeness of such information and declare ourselves competent to undertake and complete the services and do hereby irrevocably propose and agree to carry out the services outlined in Schedule E. We acknowledge that the submitted bid must include the Attachment 1 - Request for Proposal Form and Attachment 2 - Bidder References.

For the purposes of this section, the term “Conflict of Interest” means in relation to the RFP process, the Bidder has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to:

- (i) having or having access to confidential information of King’s in the preparation of its proposal that is not available to other Bidders;
- (ii) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process); or
- (iii) engaging in conduct that compromises or could be seen to compromise the integrity of the RFP process.

We hereby certify that we have no conflict of interest in submitting this bid. If we feel an actual or potential conflict of interest exists, we will provide a separate statement outlining the details.

The undersigned hereby represents and warrants as to having authority to execute the document on behalf of the Bidder.

Name of Authorized Officer(s): _____

Signature(s): _____

Executed this ____ day of _____, 2024.

End of Attachment 1 - Request For Proposal Form

ATTACHMENT 2 – BIDDER REFERENCES

Bidders must provide three (3) references from clients who have obtained similar services in the last three (3) years. References should be external to King’s. King’s reserves the right to conduct reference checks. Bidders can use a separate sheet for this information if preferred. This is not grounds for disqualification.

Bidder Reference #1	
Company Name	
Company Address	
Contact Name	
Contact Email Address	
Date and Duration of Service	
Description and Relevancy	

Bidder Reference #2	
Company Name	
Company Address	
Contact Name	
Contact Email Address	
Date and Duration of Service	
Description and Relevancy	

Bidder Reference #3	
Company Name	
Company Address	
Contact Name	
Contact Email Address	
Date and Duration of Service	
Description and Relevancy	

End of Attachment 2 – Bidder References