
Capital Area Transportation Authority

Request for Proposal

Advertising Services Agency

Project # 2011-100

Schedule of Activities

RFP Released.....	July 29, 2011
Written Questions Due to CATA.....	August 15, 2011
Pre-Proposal Meeting.....	Not Scheduled
CATA's Responses Released.....	August 29, 2011
Proposals Due.....	September 19, 2011, 2:00 PM
Orals/Interviews (<i>If held</i>).....	September 26, 2011
Tentative Award Date.....	November 17, 2011
Contract Signed.....	December 8, 2011
Contract Start Date.....	January 21, 2012
Kick-off Meeting @ CATA.....	January 23, 2012

Issued on July 29, 2011

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Capital Area Transportation Authority Advertising Services Agency Request for Proposal Project #2011-100

SECTION I: PROCUREMENT PROCESS

I-A Issuing Office

This Request for Proposal (RFP) is issued by the Capital Area Transportation Authority ("CATA"), 4615 Tranter Street, Lansing, MI 48910.

All communications regarding this project during the procurement process must be addressed to CATA's Assistant Executive Director:

Debra Alexander
Assistant Executive Director
Capital Area Transportation Authority
4615 Tranter Street
Lansing, MI 48910
Fax: (517) 394-3733
Email: dwalexander@cata.org

I-B Project Management

The person designated to perform as CATA's Project Manager **AFTER AWARD** of the Project is named below. This person is not to be contacted by respondents prior to award. **The only CATA contact during the RFP process is CATA's Assistant Executive Director, named above.**

Laurie Robison
Director of Marketing
Capital Area Transportation Authority
4615 Tranter Street
Lansing, MI 48910
(517) 394-1100
(517) 394-3733 (fax)
Email: lrobison@cata.org

I-C Project Oversight

The oversight of this CATA Project is the responsibility of the CATA Project Manager named in Project Management Section above. The Contractor will be required to work with CATA staff and service agencies as directed by CATA throughout the duration of the Contract and provide monthly project updates to the CATA Project Manager. More frequent updates will be required during peak project periods.

I-D Incurring Costs

CATA is not liable for any costs incurred by any party prior to signing of a contract with that party and then only upon written authorization from CATA to proceed with the project.

I-E Contract Term

This is a five (5) year contract period. The activities in the CATA contract must begin no later than **January 21, 2012** and be completed by **January 20, 2017**.

I-F Contract Extension

CATA reserves the right to extend the terms of any contract resulting from this RFP for two (2) additional one (1) year periods; each such one (1) year period to require mutual agreement of CATA and the contractor. Any extensions are to be negotiated at a reasonable time (at least 60 days) prior to contract expiration. Any extension is to be agreeable to both CATA and the prime contractor. Any extension or request for extension will be in writing. CATA also reserves the right to expand or decrease service/use of the contract as conditions require.

I-G Contract Termination

Any contract resulting from this RFP may be terminated for default or convenience in accordance with the Termination clause of CATA's Standard Terms and Conditions (included herein by reference) or if CATA, in its sole discretion, is dissatisfied with the contractor's performance.

I-H Type of Contract

This is a fixed hourly rate contract.

I-I Questions /Changes to the RFP

Questions regarding this RFP must be submitted in writing. Questions should arrive at CATA no later than the date and time indicated on the Schedule of Activities Page of this RFP (see cover). It is the desire of CATA to provide the same information to all interested parties to ensure fairness and impartiality in the procurement process. To that end, CATA will not respond to telephone inquiries or personal visits. Prospective respondents are to submit all questions in writing via mail, email, or fax no later than the date stated on the Schedule of Activities Page above. Any changes made to this RFP, in response to the questions or concerns raised by proposers through correspondence received by CATA, will be put in writing to all firms indicating an interest in this project by the date stated on the above Schedule of Activities Page. No additional changes will be made in the RFP after such changes/answers are distributed.

I-J Pre-Proposal Meeting

A pre-proposal meeting is NOT scheduled.

I-K Proposals

To be considered, each respondent must submit a complete response to this RFP using the format provided in this RFP. No other distribution of proposals is to be made. An official authorized to bind the respondent to the proposal's provisions must sign this proposal in ink. All provisions of the proposal, including costs, must remain valid for a period not to exceed one hundred eighty (180) days from the date responses to this RFP are due. **Seven (7) hard copies of the proposal and one set of samples must be submitted to CATA, Attention: Debra Alexander, Assistant Executive Director, CATA, 4615 Tranter Street, Lansing, MI by 2:00 P.M. on September 19, 2011.** Proposals must arrive by this date and time. Late proposals will not be considered for award. The respondent is solely responsible for the timely receipt of their proposal by CATA. All proposals submitted in response to this RFP will become the property of CATA and will not be returned to the respondent. All proposals are limited to 20 pages (including the cover letter). This does not include resumes and samples.

Proposals should include the following:

Experience of Assigned Staff, Skills and Computer Requirements

The successful vendor must fulfill the following personnel, skill and computer requirements:

Knowledge and experience of proposed staff on an account similar in scope to CATA's must be demonstrated in the proposal. Some examples of work categories are creative development, market research, design, production, photo editing, copywriting and proofing, advertising research, advertising campaign development, media buying and account management.

There are peak project times each year when multiple designers and copywriters are needed simultaneously to handle work volume. Vendors must provide resumes of proposed staff. List all services performed by all members of your staff who would work on the CATA account. Provide a detailed list of each person's area of expertise and any specialties.

The Advertising Services Agency is often asked to produce time-sensitive projects, such as resizing or creating artwork on a quick turnaround. Skilled agency personnel must be available to meet these needs.

- Include a brief explanation of each sample advertising project's purpose, campaign strategies and effectiveness. Itemize each project's billable hours, broken out by production, creative design, campaign planning, media placement, research, photography/illustration, etc., (see Hourly Rates section for details). Total project price to the client should be included for each sample. Client contact information should be included for CATA to check references. These samples should be from different clients and different campaigns. Submit the following:
- Samples of two service awareness campaigns produced by the agency to demonstrate expertise in advertising within the public service arena.
- Samples of two direct mail projects completed by the agency to demonstrate targeted advertising effectiveness.
- Samples of two social media projects completed by the agency to demonstrate targeted advertising effectiveness.
- Samples of two Web-based advertising projects completed by the agency to demonstrate effective use of that medium.
- Samples of two advertisements with the goal of achieving product/service adoption among a specific age demographic to demonstrate generational communication strategies.
- Samples of two special events featuring the agency's advertising and event coordination work, demonstrating imaginative and effective event-planning skills.
- Two samples of complete campaigns including all elements of the campaign.

CATA expects the vendor to have all computer hardware, software and personnel skills necessary to produce the work listed in the scope. CATA will not pay any fees associated with translating its current data files into alternate hardware and/or software formats. In addition, should the successful vendor wish to translate CATA data files into new formats, CATA personnel will not dedicate time to review or proofread translated files. The agency will be responsible for ensuring the accuracy of data file translations and will be required to reimburse CATA for any costs resulting from any data file errors (i.e., staff time in proofing or reprinting materials).

Experience with Like Clients

The name(s) of the account representative(s) and their qualifications must be provided as well as a description of the services that this individual will provide in their role as account representative. The Advertising Services Agency will provide dedicated account representative services at no charge to CATA. Provide a list of five (5) client references for agency projects, conducted over the past 3 years, for projects similar to those specified in the RFP Major Projects section of the *Scope of Services*. Include a detailed description of the scope of work produced for each client. The reference list of clients must include company name, address, telephone number, email address, and contact person. The vendor should

also submit a list of company names for all current clients. Prior experience with public transportation systems is highly desirable.

List of Qualifications and Resumes

Describe qualifications for all agency personnel who would be assigned to the CATA account. Knowledge and experience of proposed staff must be demonstrated in the proposal. Vendors must provide resumes of proposed staff. List all services performed by all members of your staff who would work on the CATA account. Multiple creative designers must be available simultaneously to handle work volume during peaks in advertising campaign. These times vary from year to year.

Hourly Rates and Fees

CATA will pay one flat hourly rate for all work performed including, but not limited to:

- Production – copywriting, proofreading, copy revision, production art (art and copy manipulation), data and material acquisition, etc.
- Creative design – original art and computer design
- Research-based strategic advertising campaign planning – plan for increasing ridership, targeting specific demographic groups, service awareness, image issues, etc.
- Art/talent direction – concept development, oversight of art production, broadcast talent direction, etc.
- Account management – timeline development and tracking, meetings, budgeting, etc.
- Delivery and pick-up costs – express mail, standard mail, etc.

Annual Advertising Services Agency billings vary widely, based on annual marketing department planning goals and available financial resources for advertising.

Delivery and Other Costs

All delivery and pick-up costs are to be included in the flat hourly rate. Pre-addressed express mail labels with the agency's billing ID number will be provided to CATA for use in mailing non-electronic materials to the agency. If CATA would incur a long-distance telephone charge when calling the agency, a toll-free telephone number must be available for CATA to use in calling and faxing the agency.

Speculative work is not to be performed in conjunction with this proposal, and CATA will not pay for any speculative work undertaken.

I-L Oral Presentation

Respondents may be required to make oral presentations of their proposals. These presentations provide an opportunity for the respondent to clarify the proposal through mutual discussion. This is not a time to simply review the contents of the proposal but to present to CATA the uniqueness of the respondent's team in meeting the requirements of this RFP. Key personnel proposed to handle the CATA account and, at a minimum, the proposed Account Manager, should be part of the presentation. CATA further reserves the right to interview the key personnel assigned by the successful respondent to this project and to recommend reassignment of personnel deemed unsatisfactory by CATA. If held, the presentations will take place on September 26, 2011, with a maximum of 30 minutes allowed for each presentation followed by 30 minutes for questions and answers.

I-M Selection Criteria

CATA intends to issue a contract to the agency whose proposal best conforms to the solicitation. CATA may schedule oral presentations by top candidates before the proposal is awarded. If an oral presentation is required, the vendor shall be responsible for all related costs including travel, meals, lodging, etc.

Each proposal will be evaluated against the following criteria, listed in order of importance:

1. Capabilities, skills and qualifications of the agency and key personnel.
2. Work experience of the agency and key personnel (in-house and sub-contracted) to perform the work specified under the Major Projects section in the RFP *Scope of Services*.
3. Quality and relevance of previous work samples (specified in Proposal section of the RFP).
4. Evaluation of the information from client references.
5. Analysis of hourly rates. Project development time for the work samples will be evaluated in order to assess typical project costs and efficiency in developing projects.
6. Evaluation of the oral presentation (if conducted).
7. Attainment by the vendor of CATA's Disadvantaged Business Enterprise (DBE) goal for this project, as stated in the Bid Conditions and Instructions.

Selection will be based on information provided by the vendor. CATA is not responsible for locating or securing any information that is not identified in the proposal but may do so at its discretion.

I-N Acceptance of Proposal Content

The contents of this RFP, its attachments, and the proposal will become contractual obligations if a contract ensues. Failure of the successful respondent to accept these obligations may result in elimination of the respondent from the selection process. CATA further reserves the right to interview the key personnel assigned by the successful respondent to this project and to recommend reassignment of personnel deemed unsatisfactory by CATA.

I-O Economy of Presentation

Each proposal should be prepared simply and economically, providing a straightforward, concise description of the respondent's ability to meet the requirements and objectives of this RFP. Emphasis should be on completeness and clarity of content.

I-P Primary Contractor Responsibilities

The selected contractor (Primary Contractor) will be required to assume responsibility for all services offered in its proposal whether or not the contractor performs them. Further, CATA will consider the selected respondent to be the sole point of contact with regard to contractual matters, including payment of any and all charges resulting from the contract. If any part of the work is to be subcontracted, the prime contractor must provide a complete description of work subcontracted. All subcontracted work to which costs will be passed through CATA or outside services such as printing, mailing services, or media production contracted on CATA's behalf must comply with CATA's procurement procedures. All bidding summary sheets must be attached to subcontractor receipts/invoices and sent to CATA. Any sole-source awards must be documented, and this documentation must be attached to the invoice coming to CATA.

The primary contractor is responsible for adherence by the subcontractors to all provisions of the contract. CATA must review and approve in writing all subcontractors. All subcontractors must be included in the initial proposal with descriptions of the firm's qualifications and the qualifications of the key individuals assigned to this project. The primary contractor is responsible

for any subcontractor's project quality and performance in meeting deadlines. The primary contractor should make every effort to include Disadvantaged Business Enterprises in this project.

I-Q Independent Price Determination

By submission of a proposal, the respondent certifies, or, in the case of a joint proposal, each party thereto certifies as to its own organization, that in connection with this proposal:

- The prices in the proposal have been determined independently and without consultation, communication, or agreement for the purpose of restricting competition as to any matter relating to such prices with any other respondent or with any competitor.
- Unless otherwise required by law, the prices that have been quoted in the proposal have not been knowingly disclosed by the respondent prior to award, directly or indirectly, to any other respondent or to any competitor.
- No attempt has been made or will be made by the respondent to induce any other persons or firm to submit or not submit a proposal for the purpose of restricting competition.
- Each person signing the proposal certifies that she/he:
 - Is the person in the respondent's organization responsible within that organization for the decision as to the prices being offered in the proposal and has not participated (and will not participate) in any action contrary to the bullets above.
 - Is not the person within the respondent's organization responsible for the decisions as to the pricing being offered in the proposal, but has been authorized, in writing, to act as an agent for the persons responsible for such a decision and certifying that such persons have not participated (and will not participate) in any action contrary to the bullets above.

I-R Contract Payment Schedule

The Project Manager or their designee will provide individual project budgets before any work is authorized to begin. The Advertising Agency must keep project costs within that amount unless the Project Manager agrees to a change before costs are incurred. The vendor must list specific CATA budgeted advertising projects and activities for each item/service charged to CATA on invoices. This project and activity list will be provided to the vendor.

Agency invoices and subcontractor receipts/invoices should clearly show that no mark-up costs, commissions or sales tax were incurred. CATA will not pay mark-up or tax on any outside services such as printing, mailing services or media production and placement, which are obtained by the Advertising Services Agency on CATA's behalf. CATA will pay subcontractors directly to avoid any mark-up or sales tax.

Payments will be made on a 30-day payment cycle. The selected vendor will invoice CATA monthly for the work completed in the previous thirty (30) days. CATA will pay for both hours and expenses that occurred in that 30-day period. Allow thirty (30) days for payment from the date the invoice was received by CATA. If the vendor would like CATA to consider another payment plan, that request should be specified in the proposal.

SECTION II: STATEMENT OF WORK

II-A Background

CATA is the regional public transportation provider for the Greater Lansing area. CATA currently provides transit service to the cities of Lansing and East Lansing, the Townships of Lansing, Delhi, and Meridian and Ingham County. CATA operates over 30 fixed bus routes in the urban area and demand-response services in the rural Ingham area as well as in Delhi and Meridian townships and the Cities of Mason and Williamston. CATA also provides a demand-response service designed to meet the needs of persons with disabilities in the urban area, called Spec-Tran. CATA provided 11.35 million passenger trips in FY10. Approximately 3 million of those rides occurred on MSU campus that year. CATA became the sole operator of transportation services on the campus of Michigan State University (MSU) in August of 1999.

The Capital Area Transportation Authority (CATA) is seeking proposals for an Advertising Services Agency to plan, produce and place CATA advertising campaigns and to assist with planning and projects for special events. The Advertising Services Agency produces the annual Community Report, direct mail campaigns, public relations, and other miscellaneous projects such as art for promotional items, meeting presentations and displays, etc. Projects are assigned to the vendor on an as-needed basis.

CATA's major advertising goals are:

- To increase CATA overall ridership and ridership among targeted audiences.
- To increase awareness and support of CATA services and trip planning resources.
- To enhance CATA's image among individuals, organizations, businesses and community leadership.

Note:

Marketing – The CATA Marketing Services Agency is the primary vendor for CATA bus service information projects such as print, Web maps and schedules, information signs and marketing plan development. This is not covered under this contract.

Web site – The only Web site work included in this RFP is the formatting necessary to post advertising or social media ads/notices on the Web and planning strategies to use Web-based advertising. The CATA Web site Redesign/Hosting Agency handles all major Web site design, e-commerce, programming and hosting services for CATA. The Marketing Services Agency handles all Web content maintenance work. This is not covered under this contract.

II-B Objectives

See below.

II-C Scope of Work

Advertising audiences and objectives are largely determined in the spring before each budget year. The Advertising Services Agency develops advertising and media placement plans to fulfill these objectives; staying within budget parameters. Projects include print display ads, Web-based advertising, interior bus cards, direct mail, outdoor media, promo items, presentation videos and other advertising as designated by CATA's Project Manager.

CATA's Advertising Services Agency must offer consultation/expertise in the following areas:

- Management of account by the Account Manager with regards to: project quality, timelines and budget – with provision of a monthly (minimum) project update report to the Project Manager.
- Research-based strategic planning approach to campaign development, integrating Web, broadcast, print, outdoor, and social media.

- Copywriting, photography, illustration and creative production.
- Development and production coordination of Web-based and broadcast spots and video, including script, talent, studio and other production aspects.
- Media buying and placement and media kit development for news conferences and events.
- Art and print production for projects such as decals, interior bus cards, etc. as needed.
- Special event planning and production.
- Production of the annual CATA Community Report, including photography, customer interviews, copywriting, chart production, printing and mailing service oversight, etc.
- Production and coordination of direct mail campaigns including creative design, copywriting, route map production, printing, list acquisition and mailing service oversight, etc.
- Reformatting print advertising for various applications as requested by CATA.
- Agency representatives may be asked to join CATA staff in developing specifications for advertising research by outside vendors, participation on the project team, interpreting the findings and, if appropriate, modifying advertising strategies based on report recommendations.
- Public relations associated with campaign or other key communications in media.

CATA's Advertising Services Agency will be asked to perform these and other services, which will complement CATA campaigns, projects, etc.

The Advertising Services Agency work will be coordinated by the Project Manager. The Agency will produce high volumes of work during advertising campaign periods. The Advertising Services Agency must be prepared to dedicate appropriate personnel to produce effective campaigns and materials in a timely fashion.

Major CATA Advertising Services Agency Projects

- Student campaign strategy development for Web, broadcast media and print/outdoor media placement. Incoming university students represent a new audience each year. Budget limitations and/or campaign plans may mean placing existing advertisements some years instead of creating original work.
- All creative work: copywriting, photography, illustration, etc. for Web-based and print advertising.
- Development and production coordination of Web-based and broadcast spots and video, including script, talent, studio and other production aspects for student and other campaigns as well as CATA presentations.
- Media buying and placement for print, Web-based and broadcast media based on current year's campaigns.
- Special event and service planning and production. Advertised CATA special promotions/events, product/service launches and other events.
- Production of the annual CATA Community Report, including photography, customer interviews, copywriting, chart production, printing and mailing service oversight, etc.
- Production and coordination of direct mail campaigns including creative design, copywriting, route map production, printing, list acquisition and mailing service oversight, etc.

- Reformatting print advertising for various applications as requested by CATA. CATA places identity ads in area newspapers, newsletters, event programs, resource directories, etc.
- Management of account project quality/timelines – providing bi-weekly updates to CATA Marketing.

II-D CATA Responsibility

CATA will provide the following files and materials from past campaigns to the contractor:

- Electronic files of projects assigned to the Advertising Services Agency.
- Hard copy samples of materials included in the scope of this RFP.

II-E Deliverables

Advertising Services Agency deliverables are outlined in the Major Projects Section under Scope of Work

II-F Proposal Requirements

See Section I-K, Proposals.

II-G Cost of Project

Respondents to include with their proposal detailed and complete project cost (See Section I-K, Proposals, above). Vendors are to provide one cost per hour for all services provided under this contract.

SECTION III: COMPLIANCE REQUIREMENTS

III-A FTA and MDOT Required Clauses

The Contractor will comply with all relevant provisions required by the Federal Transit Administration (“FTA”) and the Michigan Department of Transportation (“MDOT”) including, but not limited to the following:

1. Energy Conservation Requirements
2. Clean Water
3. Lobbying
4. Access to Records and Reports
5. Federal Changes
6. Clean Air
7. No Government Obligation to Third Parties
8. Program Fraud and False or Fraudulent Statements and Related Acts
9. Termination (See Section 12.0)
10. Government Wide Debarment and Suspension (Non-procurement)
11. Civil Rights
12. Disadvantaged Business Enterprises
13. State and Local Requirements

The Web site address of the Federal Transit Administration is www.fta.dot.gov/index.html

The Web site address of the Michigan Department of Transportation is www.mdot.state.mi.us

- The Contractor shall furnish to CATA upon request, certificates of compliance with all such laws, rules and regulations.
- The Contractor shall, at its own expense, be responsible for obtaining all necessary permits and licenses required for performance of the Contract.
- All contractual provisions required by FTA as set forth in FTA Circular 4220.1D, are hereby incorporated by reference. The Contractor shall not perform any act, fail to perform any act or refuse to comply with any CATA requests which would cause CATA to be in violation of the FTA terms and conditions.

III-B Disadvantaged Business Enterprises

Disadvantaged Business Enterprises (DBE) are encouraged to bid on this project. Any applicable DBE firm’s certifications must be included in the proposal. Cost Proposals must list the amount and activity of service provided by the DBE firm, as applicable. Information on becoming certified as a Disadvantaged Business Enterprise is available from the Michigan Department of Transportation (MDOT) at the following Web site address:

<http://mdot270.state.mi.us:8080/UCP/HomePageServlet>.

III-C Compliance with Laws

The Contractor shall comply with all federal, state, and municipal laws, ordinances, rules, regulations, and orders, including but not limited to:

1. Motor Carrier Safety Act, 1963 P.A. 181, as amended.
2. Motor Bus Transportation Act, 1982, P.A. 432, as amended.
3. Rules and Regulations of the Department of Transportation may promulgate to accomplish the purpose of P.A. 339 of 1990.
4. Motor Safety Carrier Regulations, being 49 CFR, Parts 387, 390-393, 395-397, and 399 including appendices C, D, E, and G.

5. Drug-Free Workplace Act of 1988.
6. Procedures for Transportation Workplace Drug Testing Progress, 49 CFR 40.
7. Physical Qualification Requirements of 49 CFR 391.41 to 391.49
8. Lobbying Disclosure Act of 1985; must be signed by respondent and included in proposal submittal.
9. Surface Transportation Assistance act of 1982 ("Buy America Act"); must be signed by respondent and included in proposal submittal.
10. Debarment Certification per 49 CFR 29, Appendix C; must be signed by respondent and included in proposal submittal.
11. Non-Discrimination Clause per 49 CFR, Part 26.
12. Prohibition of Discrimination per Michigan Public Act 453, Public Acts of 1976.

Upon request, Contractor shall furnish to CATA certificates of compliance with all such laws, rules and regulations. The Contractor shall, at its own expense, be responsible for obtaining all necessary permits and licenses required for performance outlined in this RFP. Information regarding the regulations listed above may be obtained from the Federal Motor Carrier Safety Administration at www.fmcsa.dot.gov/rulesregs/fmcsr/fmcsrguide.htm

III-D Ownership

All original documents, calculations, and work product produced by the contractor, whether produced on paper or on electronic media or otherwise in performance of the contract, shall be the property of CATA. The contractor shall have the right to retain a copy of such documents, calculations, and work product. The contractor shall make available to CATA copies of all contractor correspondence, notes, and other papers relating to the work, upon request of CATA. All works of original authorship created in the scope of this contract are "works made for hire", as that term is used in connection with the U.S. Copyright Act. To the extent that by operation of law the contractor retains any intellectual property rights to any work product, the contractor hereby assigns to CATA all right, title, and interest in such work product, including copyrights and patents. The work product produced by the contractor in performance of services under this contract is intended for use by CATA solely for the purpose intended. Any use or reuse of such work product by CATA for any purpose other than its intended purpose shall be at the sole risk of CATA and without any liability or responsibility of the contractor. To the extent that the work product produced by the contractor contains standard design or construction details or other standardized material previously developed by the contractor in its professional architectural, engineering, and planning practices, then the contractor shall have the right to reuse any such material on other products for other clients or persons without the prior knowledge or permission of CATA and without the payment of any compensation to CATA, provided that the reuse or continued use of such material contains no CATA identifying information or confidential information.

III-E News Releases

News releases pertaining to this RFP or the services, study, data, or project to which it relates will not be made without prior written CATA approval and then only in accordance with the instructions from CATA's Executive Director.

III-F Audit and Inspection of Records

In the case of all negotiated contracts, and contracts for construction, reconstruction, or improvement of facilities and equipment which were entered into under other than competitive bidding procedures, the Contractor agrees that the grantee, the Comptroller General of the United States, or any of their duly authorized representative shall, for the purpose of audit and examination, be permitted to inspect all work, materials, payrolls, and other data and records, and accounts with regard to the project. Further, the Contractor agrees to maintain all required records for at least three (3) years after grantees make final payments and all other pending matters are closed.

III-G Contractual Terms and Conditions

See attached CATA Standard Terms and Conditions for detailed terms and conditions.

APPENDICES

Appendix A: CATA Standard Terms and Conditions