



Firm's Name: Production Solutions

Smithsonian Institution Solicitation No.: 33330223RT0010046

Location: Washington, DC

Project: Direct Response Agency, Production Services
and Digital Marketing Assessment/Roadmap

Due Date: November 21, 2023, 5:00 PM Local Washington DC Time

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Agreement



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Treffaney Lowe
600 Maryland Ave. SW, Suite 3000E
Washington, DC 20024

Dear Treffaney,

Thank you for the opportunity to participate in the Smithsonian Institution Direct Response COOP Marketing Program Request for Proposal process - Solicitation No.: 33330223RT0010046. It would be an honor to continue to serve as your production management partner and aid in furthering your mission. We are pleased to present you with our proposal response. All information contained herein is confidential.

Strategic partnerships are vital to the execution of your direct mail programs. With the challenges facing our industry, it is increasingly important to select the right partner. Production Solutions intends to help the Smithsonian Institution by providing exceptional client service while executing your production needs on schedule at competitive and consistent costs, freeing up valuable time for you and your team to focus on fundraising.

If you have any questions regarding this proposal, you may reach me either by phone at 703-981-7752 or by email at pmcvean@psmail.com. Thank you again for the opportunity to participate in this process and we look forward to your feedback.

Sincerely,

Patrick McVean

Patrick McVean, *Business Development Director*
Production Solutions

WRITTEN RESPONSE

G. RFP Strategic Lead Agency & Production Partner Overview, Questions & Program Requirements

G.1. Agency and Production Partner Overview

Please provide a profile of your firm per the questions below. Please confirm the role your firm is responding to for this proposal. Please update Attachment 9 (Client Information and References Grid) and Attachment 10 (Agency at a Glance Grid) when responding to these questions.

G.1.1. Organizational Chart: Please provide an organization chart for your Agency (and note ownership/relationship for any partners included in this Proposal).

**Please see the appendix for Production Solutions' organizational chart.*

G.1.2. Resources: What is the total number of employees for your Agency? (update in Attachment 10)

We currently have 140 employees.

G.1.3. Senior Management: Please introduce your Senior Management team and provide their biographies. Describe what role, if any, they would have in the Smithsonian Relationship.

The PS Senior Management team is comprised of our President, COO, CFO, and Vice Presidents. Their roles benefit our clients as their leadership and support extend to each person who serves each account. Our President, COO, and VP of Production all have first-hand experience with the ins and outs of direct mail production and have grown into their leadership roles from the level of Account Manager to senior leadership of the company. Their individual experience and expertise in production is remarkably strong and is coupled with a spirit of continuous improvement. This executive leadership team constantly seeks opportunities for PS to maximize efficiencies, prioritize our people, and deliver impeccable service experiences. They are committed to the pursuit of futuristic, innovative, agile, and creative solutions to problems which provide our clients with not only best-in-class production management, but also a strategic partnership that elevates your donor's experience.



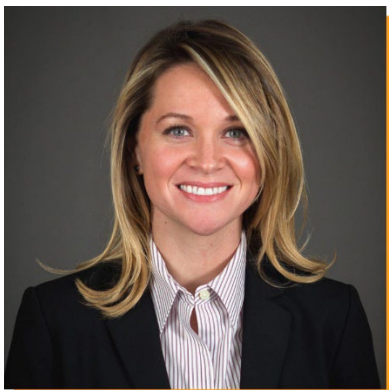
Ben Harris, President, has served with PS since 1998. Ben leads fearlessly and from the heart, which inspires the PS team to do their absolute best work every day. He leads by example, invests his time in the people and culture of PS, communicates authentically and fosters a learning environment for his staff. Ben inspires and engages his colleagues and refers to himself as the "Chief Employee Officer." This leadership empowers PS' work and keeps our team in aligned with our mission. Splitting his time between California and Virginia, Ben enjoys spending time at the beach with his wife, Brooke, and their three kids.



Drew Wilson, Chief Operations Officer, has been with Production Solutions since 2003. As COO, he oversees the Production, Resource, Accounting, and Information Technology divisions. He is also integral in determining the company's vision, purpose and leadership values. Drew has held several roles with the company, including Director of Continuous Improvement, where he launched "PS University", our training and professional development division. He is active in the DMAW and is a certified Project Management Professional (PMP)®. Drew lives in Michigan with his wife, Kelly, his daughter, and their dog.



Paul Cornetta, Vice President of Production, is a dedicated leader and has been with PS since January 2011. With 23 years of experience in magazine production in multiple different positions, Paul's expertise in the industry and in managing and motivating teams is unmatched. Paul served PS as an Account Manager before transitioning to Production Director. Paul is the father of four children. He and his wife Liz enjoy time with their youngest son Alex and Paul's grandson Luca who is nine months older than Alex. Paul has an interest in history, is a huge NY Mets and Giants fan, and loves Italian food.



Leigh Janis, Vice President of Sales & Client Experience, is a performance-driven leader. Leigh is passionate about supporting clients and works cross-functionally with a growth mindset to meet our client's goals. Leigh leads the Business Development and Marketing teams with vision and inspiration. She resides in Northern Virginia, and she enjoys spending time with her husband, Justin, their children, Johnny, Luke and Lillian, and their loyal dog, Max. Leigh is a Certified Level-2 Story Facilitator, and she loves cheering on her children at their baseball and football games, she coaches basketball and teaches yoga.

G.1.4. Departments/Staffing Background: Please provide an overview of how your Agency is organized. Describe any key areas of interest and alignment with Smithsonian COOP program needs.

Service and quality must be complemented by people with a genuine desire to deliver positive results. PS is dedicated to a healthy organizational culture that fosters and encourages those that serve you to bring about the best production management quality, value, and experience every day. Simply put, we define “quality” as: producing clients’ work consistently and on time, accurately, responding to our clients’ needs and requirements, and striving to deliver an impeccable service experience, every time.

The Smithsonian Institution is committed to increasing and diffusing knowledge. Similarly, PS is purpose-driven with a vision of inspiring more people to give support to your critical mission. Here are some meaningful examples of how we live those values:

Learning & Development: Multiple skill-building workshops focused on our Leadership Values, as well as functional job trainings (for example, trainings on exceptional customer service, difficult conversations, DEI, fundraising, data security and various other topics are provided to staff. In 2022 we had over 50 internal training offerings and over 35 external opportunities for learning.)

Employee Engagement: PS leverages surveys, such as Gallup and Limeade Listening to measure employee engagement. Our most recent survey, completed in Q1 2023 showed that we earned a score of 4.32 out of a possible 5, and we are proud to enjoy an employee retention rate of 91.11%.

Diversity, Equity & Inclusion: In 2021, PS developed our DEI Strategic Plan which outlines SMART goals, action steps, key participants and the connection to the company’s strategic objectives to orient ourselves as a company that keeps DEI at the core of our company. We are proud to be a leader in this area in our industry and we invite you to follow on our journey with us as we continue to make progress on our DEI goals here: www.productionsolutions.com/about/our-dei-commitment/.

Your full-service team, represented below, is dedicated to ensuring every production campaign runs smoothly. The management of all production consists of executing printing, mailing, proofing, and quality control procedures. Ongoing budget preparation, management and final cost reconciliation is also completed by program.

Our team measures quality and service in two keyways:

- Produce the project to match our client’s goals and specs (art, data, instructions).
- Produce the project accurately, and mail on-time and within budget.

We provide you with a single point of contact for ease of process with access and involvement from a team of professionals to support your goals and priorities and enhance your fundraising efforts.

Your account team has over 59 years of experience total in direct mail and production expertise.



With more than 20 years serving as a member of the PS team, **Patrick McVean** brings an unparalleled level of expertise in direct marketing, fundraising, and production management experience to the table. With an unwavering commitment to the long-term health of his clients' overall fundraising programs, he has a strong track record in strategic vision as well as the implementation of campaigns for many organizations. He resides in Northern Virginia with his wife and two children, is a super fan of Bruce Springsteen, loves world history and enjoys traveling.



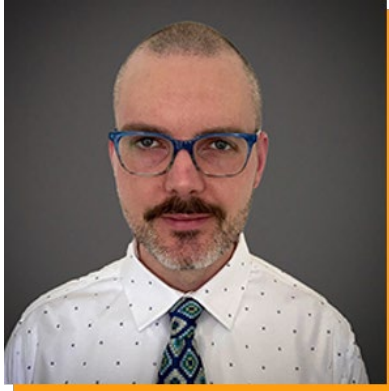
An enthusiastic leader, **Amy Caudill** is a Production Director and has been serving with PS since 2015. She brings over 15 years of experience in the direct mail industry, including non-profit membership management. Having worked at various non-profit organizations throughout her career, she has been responsible for managing renewal, acquisition and appeal mailings. Amy's growth mindset, authentic communication and optimism prove that she is invested in her clients' success. Amy telecommutes from Warrenton, Virginia, and loves to spend time with her husband, two girls and dog.



Amy Pruden has been a part of the PS team since 2015, working hand in hand with her team of Account Managers. Amy has over 40 years of experience in the Print and Direct Mail industry. As a trusted leader, her care and attention allow her team to thrive and accomplish amazing work on behalf of amazing clients. She has a strong growth mindset that empowers her colleagues to add tremendous value to your program. Amy lives in Tennessee, and she loves wine, spending time with loved ones, boating, hiking, and walks along the ocean beaches near Charleston, South Carolina.



Kenzie Burrill is a cheerful, dedicated worker, and has been serving PS as a Senior Account Manager since 2019. Kenzie has been in the industry for four years and has a background in business administration. Kenzie's strengths include her optimistic approach, dedication to impeccable service for her clients, positive intent and honesty. Kenzie telecommutes from Goode, Virginia and she enjoys spending time with her husband, daughter, and their two dogs, two cats and six ducks! Some of Kenzie's favorite pastimes include shopping, crafting, baking and home design.



Tom Estler is a Senior Account Manager serving with PS since 2022 and has been in the direct mail industry for over 9 years. He is an incredible asset to our team as his background includes print production and lettershop, specializing in color management, digital print, and data variability. Tom prides himself on a personalized approach in all he does, with customer service and details being his top priorities. Tom telecommutes from Central New Jersey where he lives with his husband, and in his free time, he enjoys painting, gardening, traveling, spending time with family and restoring his 1958 Mid-Century home.



Steffen Weeber, a positive thought leader, is an Account Manager and has been serving with Production Solutions since 2020. Working remotely from Portland, Oregon, Steffen loves a fast-paced work environment and is a great team player and communicator. Steffen has over 14 years of experience in the industry, and his positive and personal approach, paired with his drive to deliver impeccable customer service experiences makes him an invaluable asset to PS. In his free time, Steffen loves to do outdoor activities and be active! He is also fluent in German and French.



Maria Santiago, an accomplished Account Manager at PS, brings a wealth of experience to the team since joining in 2021. As an integral part of our workforce, she is a positive and personal team player. She has over 25 years of experience in the Print and Direct Mail industry. Maria's growth mindset, unwavering optimism, and exceptional ability to provide opportunities and empower her teammates greatly enhance the value she brings to your team. Maria lives in Lynn, Massachusetts and her interests include travel, culinary exploration, literature, and quality time spent with her loved ones.



Debra Von Alst, a compassionate team player, has been serving with PS as an Account Manager since 2021. She has 5 years of experience in direct mail, and over 40 years in the printing industry, ranging from running a press to management. A production expert, some of her most valuable traits are problem-solving and process improvement. Debra constantly embodies a positive and personal attitude as she believes maintaining a positive attitude when it is tough makes all the difference with your success and reputation. Debra resides in Douglassville, Pennsylvania, where she enjoys photography and playing piano.



A dedicated team player, **Gina Martinelli** has been serving with PS since 2019. Gina has over 30 years of experience in our industry, and she has a background in Production Management with scheduling, print, lettershop, logistics, postal and fulfillment. Gina is clearly invested in success and her positivity and authenticity shine through in her impactful work. Gina telecommutes from Bensalem, Pennsylvania, where she loves spending time with her husband and their yellow lab, Tucci. She also enjoys cooking, exploring nature and doing activities with her grandson!



Junior Account Manager **Shantelle Usual** has been serving with PS since 2017. Clients and teammates describe her as supportive and patient with a quick, friendly smile. The calm, centered approach she brings day-to-day allows her to be an amazing team player. Residing in Northern Virginia, she enjoys spending time with family, reading, watching football and attending social events with friends. Shantelle is a Dallas Cowboys fan, her favorite TV show is *The Big Bang Theory* and her favorite holiday is Memorial Day!



Carolyn Angelini, PS' Director of Resource and Postal Affairs, has been serving with us since 2016. With over 24 years of experience in our industry, Carolyn has a deep knowledge of sourcing and managing supplier relationships across multiple operational areas and a significant portion of her career has focused on direct mail, fulfillment and postal topics. Carolyn telecommutes full-time from Philadelphia, Pennsylvania. She enjoys spending time with her three kids, Crossfit, volunteering in her kids' Cub Scout Pack and swooning over Mid-Century modern architecture and furnishings.



With over 15 years of experience in the Direct Mail industry, **Alex Newell** has become a leader in many areas of the field and is currently Senior Manager of Postal and Supplier Security for PS. In that role, he is responsible for supplier relations, postal issues and RFP management. A graduate of the University of Maine, he has also received his MBA from Northeastern University with a dual concentration in Supply Chain Management and Sustainability. Alex lives in Portland, Maine with his wife, two kids, and several pets. He spends his free time on golf, hockey, camping, and travelling with family and friends.



Michelle Johnston, PS' Senior Manager of Strategic Development, has been serving with PS since 2013. She has over 10 years of experience in our industry and has worked with PS clients including the Wildlife Land Trust, National Jewish Health, Heifer International, The ALS Association and Special Olympics. Michelle works on developing PS' strategy and her dedication to innovation and problem solving are just some of the reasons that she is such an asset to her team. Michelle telecommutes full-time from Leesburg, Virginia. She enjoys spending time with her husband, singing and papercrafting!

G.1.5. Core Business: What percentage of your Agency's business is derived from Non-Profit Clients? (update in Attachment 10)

Production Solutions currently has a total of 75 active clients, with 74 of them being nonprofit clients, and one being commercial. Our percentage mix of our client base is 99% nonprofit and 1% commercial.

G.1.6. Services: What percentage of your non-profit clients do you provide fully integrated services, i.e., direct mail, telemarketing, digital for? What % are direct mail only? What percent are digital services only? Please use the Agency at a Glance (Attachment 10.) Provide background on your services and focus on each of these areas as needed.

Production Solutions, Inc. (PS) is the original and most comprehensive direct response production management company in the United States, proudly serving the nonprofit community for over 30 years. 100% of our services are focused on direct mail production implementation. Our long-standing relationships, especially the ones we have worked to earn with clients, staff, and suppliers alike, fuel our ability to evolve and set us apart from similar companies in our service offering vertical. Our service commitment is to benefit and enhance every organization we touch while showing our care and dedication to our clients and their critical missions.

PS has a roster of 80+ clients that gives us a deep cachet of industry knowledge, understanding of best practices, what's working and frankly, what's not working. We strive to provide additional valuable insights such as package format ideas, updates on the latest direct mail trends and techniques, including more targeted information, such as Renewal program assessments, ideas for Sustainer asks, tweak tests and complete format overhauls. We operate as an extension of your team strategically supporting your program goals.

Our primary services include: print and lettershop procurement management, campaign management designed for maximum ROI, identification of efficiencies and cost-saving opportunities, data processing, postal logistics management, postal promotions management, mail tracking, inventory management, production assessments, fulfillment, education, including client trainings and industry updates.

G.1.7. Partnerships: Describe any Partnerships you would establish to meet the Smithsonian COOP RFP requirements.

Our service model is designed to secure the right partnerships that specifically meet the Smithsonian COOP's needs and specifications. With a network of over 75 supplier partners at our disposal, we have the resources and capabilities necessary to tailor solutions that seamlessly align with the Smithsonian Institutions' mission and vision. These strategic partnerships ensure that we can effectively address the RFP requirements while fostering a collaborative environment that supports your program's success.

To meet the requirements outlined in the Smithsonian COOP RFP, our approach is rooted in establishing strategic partnerships that align with the unique needs of your program. At PS, we recognize the importance of collaboration not only with the client, but also with their partners. Being a good partner to you means being a good partner to your partners. Our commitment to being a reliable partner extends to ensuring the chain of custody for data, guaranteeing the timely and accurate delivery of mail, and providing in-depth analysis and data insights.

In addition to these foundational partnerships, we bring valuable relationships across the full spectrum of the direct mail life cycle from online and offline agency partners, data, caging, list rentals, telemarketing providers and more. We also offer and facilitate mail tracking, a vital tool for monitoring cash flow and proactively managing other response management partners. As the landscape of response management continues to evolve with increasing omnichannel complexity, having a production partner who intimately understands your program becomes critical. We excel in quality control and swiftly identifying and rectifying any inaccuracies.

**Please see the appendix for a case study on how we successfully partnered with a strategic agency of record on behalf of our mutual client, Feeding America.*

G.1.8. Active Client Listing: Please provide a listing of all active clients (ordered by Agency billings). Noting Organization name, years as client and category of services provided. (Attachment 9, Client Information and References Grid).

Please see Attachment 9, Client Information and References Grid for our responses.

G.1.9 References: Please provide contact information for five references for your agency (and Partners if appropriate). We are particularly interested in speaking with references within organizations that take a consolidated / CO-OP approach in their direct response programs. We would like the name, phone, email and organization of specific contacts. Please also provide a short paragraph describing the services your Agency provided to each reference. Note that inclusion of references indicates your firm's consent to having Smithsonian representatives contact them. Please use Attachment 9, Client Information and References Grid (tab 2) located in section Q of this document.

Please see Attachment 9, Client Information and References Grid for our responses.

G.1.10. Agency Policies: Please provide a sample of a client contract with any indications of changes you think may need to be put in place to support the Smithsonian Institution. Please describe your company policy on employee confidentiality, confidentiality agreements with Partners and/or outsourced vendors on behalf of your clients. This RFP provides background on the Smithsonian direct response fundraising, requirements for the selected agency, and instructions for how to bid. It also includes the language that would be part of a contract with the selected Agency. We expect the selected Agency to work with the Smithsonian to align with our contract and its terms and conditions.

We are proud to have served Smithsonian Institution for the better part of a decade and have provided a copy in the appendix of our most recent Master Service Agreement. Additionally, we are working diligently with your team and ours to create an updated MSA with Production Solutions' parent company, Moore, streamline the contracting process of partnering with additional Moore divisions.

PS' handbook states: "Confidentiality: Employees agree that they are subject to the Company's policies prohibiting the nonbusiness use or dissemination of the Company's confidential business information. Employees will take all appropriate steps to safeguard the Company's confidential business information, including segregating it from personal papers and documents, not allowing nonemployees to access such information, and keeping such information in locked drawers or file cabinets when not in use. Employees will maintain confidential information, including, but not limited to, information regarding the Company's products or services, processing, marketing and sales, client lists, client e-mail addresses and mailing addresses, client data, orders, memoranda, notes, records, technical data, sketches, designs, plans, drawings, trade secrets, research and development data, experimental work, proposals, new product and/or service developments, project reports, sources of supply and material, operating and cost data, and corporate financial information."

**Please see the appendix for a copy of our most recent Master Service Agreement and Certificate of Insurance.*

G.3. Production Partner Response to Smithsonian Requirements (Respond to G1, G3-G5)

In Section E we have outlined and shared many details on the COOP as it operates today and our goals for the future. Please provide some highlights of how you would meet the Production Partner requirements (described in earlier sections), and add value, efficiencies, and consistent services to the COOP program. Please outline any parts of the deliverables you would recommend additional partners for within your Production services scope production delivery to best meet the program needs.

G.3.1. Team Structure and Overview

Describe at a more detailed level how you would staff and organize your team to provide requested production services for Smithsonian. Please outline how you would expect your team (and any Partners) to align with the Agency, Smithsonian DR Services team and Unit Leads. Please highlight your Agency

approach to managing pricing, production, quality control, testing, inventory control, postage account control, coordination with Caging Partner, and general relationship management requirements.

Our clients are supported with a highly experienced account team, that includes a primary Account Manager and additional points of external escalation and internal issue resolution via your assigned Production Director, and your Business Development Director. Each primary Account Manager has additional Account Managers that can be leveraged for either backup or redundancy based on client needs.

In addition to our Production team, our Resource team specializes in USPS requirements, regulations, and promotions as well as vetting new sourcing options, redundancy planning, manufacturing innovations, supplier management, data privacy, logistics, mail tracking, production issue resolution, environmental sustainability and more. The Resource team is an essential component to our ability to proactively serve our clients via their Account Management team, freeing the day-to-day contact to focus on delivering quality, accurate, and efficient production implementation.

There is no shortage of talent and expertise available at a moment's notice, for any given situation, assuring your mailings are produced accurately and on time.

Our hub and spoke model thrives on clear communication and transparency. To enhance annual plans and budgets, we engage in quarterly bidding and review exercises. Our arsenal includes dozens of meticulously tailored quality control checklists and protocols, specifically designed to meet your unique needs. We provide customized reporting, postage reconciliations, and escrow accounts, delivering daily updates tailored to each individual COOP member. Postage escrow accounts are flexible to meet COOP requirements, with quarterly deposits and reports tailored to your preferences. Proactively, we share monthly testing ideas, and our deep relationships with caging partners ensure seamless coordination for our shared clients. We prioritize the correct setup and tracking of return mail with barcode approvals to expedite donation processing with your caging partner. At PS, relationships are paramount, founded on communication and trust, with annual business reviews as a standard practice.

G.3.2. Approach to Partnering with Strategic Lead Agency

Please share current experience partnering with a Strategic Agency on behalf of any current client(s). What are the critical components of success in this coordination? What do you suggest as requirements from all parties (including the client) for success in this relationship. Please confirm if your experience is working with an external or internal partner in any examples shared.

At Production Solutions, we take immense pride in our unparalleled ability to forge seamless partnerships on behalf of our clients, a cornerstone of our proven business model. We understand that being a good partner to you means being an exceptional partner to you and all your collaborators. By entrusting PS with production management, your team and all your partners can shift their focus entirely to their services and the vital fundraising goals of our mutual clients.

Our commitment to collaborative success is deeply rooted in recognizing that each of your partners brings unique perspectives, expertise, and resources to the table. It is in the harmonious collaboration of these

diverse strengths that we find the catalyst for innovation and the foundation for crafting tailored solutions to address your specific needs and challenges. Our unwavering goal is to consistently deliver the absolute best possible results for our clients.

In the nonprofit fundraising industry, success hinges on fostering robust relationships and harnessing the strengths of all involved parties. This is why we prioritize establishing fruitful and mutually beneficial partnerships with a wide range of agencies. Take, for example, our external partner collaboration with the National Parks Foundation, where in June of this year, they made a strategic agency partnership change. PS took pride in supporting the transition, ensuring that their mailings stayed on course and setting their new agency up for success. Our track record underscores our ability to consistently deliver exceptional outcomes through these partnerships.

Our process for integrating seamlessly and collaboratively with the COOP and their agency of record is a testament to our commitment to excellence. We have a well-defined approach that is iterative, scheduled, and meticulously measured, positively impacting the budget throughout the fiscal year. For instance, our close partnership with PS' external partner and Special Olympics' agency of record led to over \$1 million in savings for 2023. This success is a result of our alignment and ongoing collaborative efforts to enhance the budget at each strategic turn.

With PS by your side, you can have full confidence in our dedication to nurturing enduring relationships and achieving meaningful results together.

G.3.3. Experience with a Multiple Entity Client or COOP

Please share any current client examples where your Agency is managing multiple entities in production streams on behalf of a single client. Could be chapter, affiliates or multiple mission-based partners as the Smithsonian example. From your perspective what are the critical elements of success.

We take immense pride in our history of successful partnerships with a multitude of multiple-entity clients, each with varying configurations. Our approach is built on creating streamlined processes, fostering close collaboration, and harnessing the power of economies of scale. The linchpin to this success lies in having comprehensive documentation and standardized processes that amalgamate all partners' rules, specifications, and details. These documents are proactively managed, shared, and regularly updated, ensuring that all stakeholders are on the same page.

Our core focus is on finding efficiencies that not only save time but also significantly reduce costs, allowing our clients to allocate resources more effectively. Achieving this requires consistent communication to review job statuses, address challenges, and promote continuous learning and improvement.

On a tactical level, this approach works best when package formats are streamlined, data is meticulously maintained for cleanliness, processes are well-documented and accessible to all team members, and, most importantly, when all stakeholders adhere to prescribed timelines and compliance standards. By aligning these critical elements, we optimize efficiency and enhance the overall success of our partnerships.

A great example of this would be how we partnered with the American Cancer Society (ACS) to establish and grow their acknowledgements program. They came to us with a fragmented program which was unable to deliver a timely customized gift receipt as part of their donor experience. We partnered with ACS to create a fully automated and customized process using unique data processing to digitally manufacture acknowledgements in a single package format, that would allow for additional personalization and versions to be added. Once we established the process, we were able to bring to the table various versions depending on how and where the donor made their donation. ACS is now able to create a 1:1 gift receipt and thank you to their donors based on the channel or event of their donation. These receipts are sent daily, deepening the relationship with their donors from the very beginning. ACS currently has 67 receipt letter versions and 15 tribute card versions, all that are incorporated within the daily data processing designed for them.

Below is a snapshot of some of the multiple-entity clients which PS is proud to serve:

- CRU Ministries – 5 COOP partners within this overall relationship consisting of unique programs with each partner in the overall COOP.
- Special Olympics International - Chapter-based setup for this multiple entity organization, 52 chapters in currently.
- ALS Foundation - Chapter-based setup for this multiple entity organization, 27 chapters in currently.
- Habitat For Humanity International – Chapter-based setup for this multiple entity organization, highly customized versions of national packages to over 30 chapters with an expectation to grow to 50 chapters next year.
- American Heart Association – Relationship is with national level with distribution among the various chapters, affiliates and regions.
- National Parks Conservation Association – Membership program, PS manages their membership program, monthly ACQ, monthly renewals , ACKs and various cultivation pieces.
- American Cancer Society – Acknowledgement program for 67 separate letter versions and 15 tribute card version. PS manages this on a daily basis, and worked to create this scalable solution from the ground up for ACS.

G.3.4. Production Partner Philosophy on the Smithsonian COOP Approach

Please provide your perspective on the current state of the Smithsonian COOP. Also, share your views on what might be updated or revised to assure continued efficient, cost effective and high-quality production implementation on behalf of participating Units.

We believe the Smithsonian Institution recognizes the opportunities for leveraging the lessons, procedures, and economies of scale within a formal COOP program to maintain efficient, cost-effective, and high-quality production. As an aspiration, we recommend conducting an audit of each program's scope of work, including package formats, processes, mail plans, and deadlines for every COOP member. Our experience highlights that Acknowledgment programs are particularly suited for streamlining and conformity, which are crucial for success.

The current state offers distinct advantages that should inform decisions regarding the future state. Significant efficiencies are being achieved, and there's a level of customization and flexibility that is highly beneficial. To facilitate further progress, we recommend establishing a COOP committee comprising diverse stakeholders, all working collectively toward the COOP's success. We are eager to participate in leading these efforts.

While we've made notable progress, significant opportunities lie ahead. These opportunities can be realized by aligning with the collective COOP's financial, strategic, and tactical goals. Transparency regarding challenges and objectives, spanning systems, processes, timelines, and budgets, is essential.

Collaboration is key to developing solutions that are scalable across various COOPs. Managing a large team requires a focus on consistent communication among groups, regular status meetings, and inclusive stakeholder engagement to keep everyone informed about ground-level developments.

Ultimately, it's vital to keep both short-term and long-term strategies and challenges at the forefront of our collective strategic approach.

G.3.5. What Makes Your Agency Uniquely Qualified for this Opportunity

Please provide a high-level overview on why your Agency is a strong fit to serve as the Lead Production Partner for the Smithsonian Membership COOP in this next chapter of growth and channel expansion. Please use client case studies as appropriate.

What uniquely qualifies us for this opportunity is our extensive historical knowledge and pivotal role in shaping the COOP program from its inception. As a longstanding partner, we possess an unparalleled understanding of its intricacies, objectives, and challenges, enabling us to offer invaluable insights and strategic guidance.

Our unwavering commitment to excellence and dedication to partnership have driven our collaborative journey with the COOP, resulting in consistent exceptional results and contributions to the program's growth and success. We are open minded as a true partner that actively seeks constructive feedback and areas for improvement with all stakeholders to better service the goals of the Smithsonian Institution COOP.

Moreover, our forward-focused approach ensures adaptation to the evolving landscape, delivering innovative solutions aligned with the COOP's future goals. With our blend of historical knowledge, dedication, and forward-thinking, we stand as the ideal partner for this opportunity, capable of contributing to its continued growth and success.

Our significant market footprint, producing over 500 million pieces of mail, is further complemented by unmatched buying power, nonprofit expertise, specialized management processes, and quality control proficiency. Leveraging our diverse supplier base and customized sourcing strategies, we provide the best production management value.

Through our proprietary procurement tool, ProSIS, we facilitate automated transactions from a qualified supplier base of over 75 companies. These partners offer a range of direct mail-related products and services,

selected based on criteria such as competitive pricing, customer service, product quality, and commitment to diversity and data security.

Our unrivaled supplier relationships support two distinct procurement approaches: strategic partnerships for committed cost/service propositions and program pricing, and spot procurement based on current market pricing.

Furthermore, we operate as an extension of our clients' fundraising and marketing teams, serving as strategic partners that go beyond print and mail management. Our expertise in direct mail production and fundraising allows us to enhance targeted and integrated messaging and content, creating a synergistic impact on fundraising efforts.

**Please see the appendix for Case Studies highlighting our successful agency partnership on behalf of Feeding America and our successful growth and refinement of American Cancer Society's Acknowledgements program.*

G.3.6. Budgeting, Pricing Approach

Please provide a high-level overview on your Agency approach for competitive Budgeting and Pricing based on requirements outlined in section E.

We provide the most value when granted a seat at the strategy table with your Agency and all strategic partners. The campaign and annual budget management PS brings to the table allows us to understand all areas of each program and works to maximize your short-term and long-term goals, your annual mail plans, and your budget. We take a holistic approach to your programs, seeking to manage them in the most efficient and effective manner possible. Our philosophy is to leave no stone unturned. We seek to find trapped value in every way possible. This is particularly important during current market conditions and rising commodity and postage costs. We do not charge for quarterly work reviews, and/or training sessions, nor do we charge for USPS Promotion management, press inspections, mail tracking or any of our value-added services.

With our pricing exercise, we've expanded digital printing methods for Renewals, enabling us to align with suppliers who have invested in this technology. Additionally, current market conditions have become more favorable, granting us increased flexibility to reduce costs. These shifting market dynamics, particularly in the commodities market, are contributing to a more predictable and stable environment, as evident in our pricing grids.

Additionally, your Production Solutions team proactively shares cost-savings opportunities and trend reporting analysis with you on a regular basis. In the appendix, we have shared our most recent Trend Report as well as a punch list of ongoing suggestions which your account team has compiled which are representative of our diligence and commitment to leaving no stone unturned in terms of efficiencies available for your campaigns.

**Please see the appendix for Trend Report and Cost-Savings Recommendations.*

G.3.7. Scheduling, Production Management Approach

Please provide a high-level overview of your Agency standards for campaign scheduling and production management based on requirements outlined in section E.

At the heart of our commitment to delivering exceptional quality is our unwavering attention to detail. Our rigorous quality control process is meticulously designed to minimize the time our clients' teams need to dedicate to reviewing various checkpoints in the production process.

As specialists in the nonprofit fundraising industry, our quality control procedures and training are finely tuned to address the intricacies and nuances of acknowledgments, appeals, acquisitions, renewals, calendars, and every facet of the fundraising process. Our dedicated Account Managers follow comprehensive production management Standard Operating Procedures (SOPs).^{*} They provide approval documents and files, which are meticulously reviewed in the initial phase to ensure accuracy. Additionally, our team offers valuable insights, highlighting areas for improvement and potential enhancements in quality.

During the pandemic and related supply chain crisis we all experienced from 2020-2022, we were able to hone schedules and budgets to achieve tight turn times and cost savings in what felt like insurmountable conditions. The Smithsonian COOP programs were delivered, even when it seemed impossible. There were many key lessons we collectively learned from this experience, leaving us even more deeply grounded in our philosophy that production should be a part of early strategic planning.

^{}Please see the appendix for sample of our 30-Point Quality Control Checklist.*

G.3.8. Quality Control and Approvals

Please provide a high-level overview on your Agency standards for quality control and client approval processes based on requirements outlined in section E.

At the core of our commitment to quality is meticulous attention to detail. Our tailored quality control process minimizes the need for extensive client review by following precise Standard Operating Procedures. As nonprofit fundraising specialists, we understand the nuances of acknowledgments, appeals, acquisitions, and more. Our dedicated Account Managers provide accurate approval documents and offer valuable insights for continuous improvement.

^{}Please see the appendix for sample of our 30-Point Quality Control Checklist.*

G.3.9. Inventory Management

Please provide a high-level overview of your Agency standards for inventory management, tracking and communication based on requirements outlined in section E.

We take great pride in our track record of sourcing, tracking, and managing inventory with excellence and cost-effectiveness in support of your mail program. Our commitment to these areas has allowed us to consistently deliver outstanding results. We understand the importance of offering comprehensive tracking

reports and maintaining transparent communication channels to keep everyone updated and aware of logistical aspects. Our inventory management practices are designed for precision and efficiency, minimizing costs and optimizing resource utilization.

As we reflect, we are inspired to continue honing our methods, particularly in the direction of digital printing, to reduce the amount of inventory that needs tracking with a shared goal to streamline the handling, boxing, and storage of materials through cutting-edge technology. By optimizing our approach, we aim to create a leaner, more agile process that elevates our already exceptional standards.

G.3.10. Postage Reconciliation & Management

Please provide a high-level overview of your Agency standards for postage management and reconciliation based on requirements outlined in section E.

We understand the unique challenges that quasi-governmental entities like the Smithsonian Institution COOP face in postage management and reconciliation. At Production Solutions, we uphold ethical business practices by maintaining strict separation of postal accounts and funds from all other banking accounts. Our standards are designed to address complex invoicing and budgeting needs, including accurate estimates, rigorous compliance, and meticulous coding. We conduct an annual review to ensure alignment with evolving regulations while managing postage escrow with precision.

Our detailed billing and invoicing include itemized invoices and estimates for meticulous budget planning. Compliance with COOP restrictions is paramount, and we perform thorough postage reconciliation, providing transparent monthly statements.

In conclusion, our tailored approach simplifies complex processes, offering accuracy, transparency, and strict compliance. We integrate postage seamlessly into your financial planning, providing reliable support for your mission.

**Please see the appendix for a sample Postage Reconciliation Statement and Invoice.*

G.3.11. Fulfillment Services

Please provide a high-level overview of your Agency standards for Fulfillment services for Membership Benefits, Publications and additional project management needs based on requirements outlined in section E.

Yes, we have extensive experience with fulfillment services for any and all of your COOP program needs. Our approach to success involves implementing a streamlined, turnkey, and automated program that operates seamlessly. Consistency in our processes is a fundamental principle, and we recognize the critical importance of timing and cost-effectiveness, including managing shipping costs as a key consideration.

Below is a list of just some of the programs for which we manage fulfillment:

- United States Olympic Committee – Fulfillment of Personalized Notecard, USA Pennant and Lapel Pins, Magnets, Luggage Tags, Keychain, Autographed Athlete Card, and Personalized Notepads inserted into Bubble Bag and personalized with label
- Habitat for Humanity International – Fulfillment of **Animal** Plushes & Totes, up to 26 variations, 150K total inventory
- ACLU – **Fulfillment of Totebags**
- National Parks Foundation – Fulfillment of Mugs, Backpacks, Blankets
- Ocean Conservancy – Fulfillment of over 57 items (T-shirts, Calendars, Puzzles, Canvas and Totebags, Animal Plushes, Towels, Hats, etc.)
- Feeding America – Fulfillment of tote bags
- USHMM – Fulfillment of education materials for schools
- Heifer International – Fulfillment of Tote bags, Over 100 variations of **Animal Plushes**, Honor cards and more

G.3.12. Administration (invoicing)

Please provide a high-level overview of your ability to meet some of our varied invoicing requirements based on needs outlined in section E.

We recognize the diverse invoicing requirements that organizations like yours may have. Our capabilities are designed to address these varied needs effectively, including meticulous invoicing processes, accurate estimation, and rigorous compliance. We conduct annual reviews to ensure alignment with evolving requirements and are skilled at managing specialized invoicing needs with precision.

Our detailed invoicing practices offer transparency and flexibility, including itemized invoices and customized estimates to suit your specific invoicing preferences. Compliance with your unique requirements is a top priority, and we maintain thorough records to support invoicing accuracy. Our tailored approach simplifies complex invoicing demands, providing the flexibility, accuracy, and compliance necessary to meet your diverse invoicing needs effectively.

**Please see the appendix for a sample Authorization to Proceed (ATP), DPLM Statement, Mail Tracking Report, and Inventory Report.*

G.4. Strategic Lead Agency and Production Agency Response to Smithsonian Program Needs

We have outlined and shared many details on the COOP program as it operates today and our goals for the future. Please provide some highlights of how you would meet the program requirements (described in Section E) based on your role (Strategic Agency with Production Coordination or as Lead Production Partner), to add value to COOP model implementing Renewal, Appeals. Please outline any parts of the deliverables you would recommend additional partners for beyond production delivery to best meet the program needs.

G.4.1. Renewal Series

Summarize your approach for managing this critical part of the COOP program requirements. Please provide additional background on your experience with Membership Renewal and Reinstatement programs. Please provide an overview of how you will meet all stated aspects of these program requirements and provide efficiencies or added value for this aspect of the program deliverables. Note any external vendors you would involve on the team.

Our approach to managing the Renewal Series within the COOP program is built on the foundation of meticulous planning and efficiency. We understand that monthly standardized strategizing and setting up a program ahead of time are key to success. To ensure smooth operations, we focus on front-end setups, working out all potential kinks in advance. This proactive approach allows us to deliver consistent results, month after month.

When it comes to printing, we recognize the cost-saving opportunities associated with bulk printing and economies of scale. Using the same materials month over month reduces expenses and ensures consistency. However, for smaller quantities, we leverage digital printing to optimize costs. We also consider hybrid solutions, where we bulk print Outer Envelopes (OE) and Reply Envelopes (RE) and digitally print personalized letters for a cost-effective approach.

Postage considerations are critical, and our approach varies based on quantity and urgency. We determine whether to use First-Class or Non-Profit Organization mail, with the USPS Promos playing a pivotal role. Our repetitive and yearly schedule allows us to strategically take advantage of postal promotions. Additionally, based on our experience with the National Museum of African American History and Culture, we understand the importance of cost efficiency. We have recommended streamlined package formats to reduce costs and create more economies of scale, making every penny count.

Success hinges on standardized and repetitive schedules, ensuring that data flows seamlessly. For example, in the Friends of the Smithsonian program, we know that data arrives on the first Monday of the month, allowing us to execute with precision. This commitment to efficiency, cost-effectiveness, and strategic planning defines our approach to managing the Renewal Series, aligning perfectly with the Smithsonian Institution's needs.

G.4.2. Appeals

Summarize your approach for managing this part of the COOP program requirements. Please provide additional background on your experience with added-gift series for membership programs. In addition, please include any highlights of how you would manage the Donor segment within this series. Please provide an overview of how you will meet all stated aspects of these program requirements. Highlight opportunities for testing, audience selection and any changes you would recommend for this program.

Our approach to managing the Appeals component of the COOP program is a testament to our adaptability and commitment to delivering personalized donor experiences. Typically, we execute Appeals on a monthly basis, recognizing that digital printing often provides the best solution. This choice affords us the flexibility

needed for artwork and personalization, as well as scheduling adjustments to align seamlessly with the Smithsonian Institution's requirements.

We also embrace hybrid solutions, combining bulk printing for standardized materials with on-demand personalization. This approach optimizes efficiency while allowing us to tailor our appeals to donors' preferences. Simultaneous printing of follow-up materials is a practice recommended by our team to leverage cost savings and maintain consistency throughout the donor journey.

Our strategy involves more intricate data programming, including standardization for source code changes with each iteration. This level of detail demands meticulous attention from our production partner, ensuring that quality control and error resolution are addressed at the front end. We understand that an ounce of prevention is worth a pound of cure, and we prioritize proactive measures to maintain the integrity of the Appeals series.

In conclusion, our approach to Appeals is defined by flexibility, personalization, and attention to detail. We are well-equipped to meet all program requirements while continuously seeking opportunities for improvement.

G.4.3. Mid-Level Program

Summarize your approach for managing this part of the Mid-Level COOP program requirements. Please provide additional background on your experience with Mid-Level programs. Please provide an overview of how you will meet all stated aspects of these program requirements. Highlight a current client example where you have managed this aspect of a client program (from both a Creative/Strategic Agency perspective and from a Production Management viewpoint). How has it grown and what do you believe are the key elements of success as part of the donor journey.

We understand the importance of delivering a quality, highly personalized donor experience for the Mid-Level component of the COOP program is founded on extensive experience and a commitment to cost-effective, efficient and flawless execution. Take, for example, the Friends of the Smithsonian (FOTS) Upgrades program, which undergoes package format changes throughout the year, from January to December. Each package includes a letter, reply device, and a business card with a unique gold paper clip. These materials are sent via First-Class Mail.

Given the small quantities, usually 6,500 or fewer, we employ a hybrid production approach to maximize efficiency. In our production methods, we prioritize pragmatic solutions. The letter, reply, and certificate components are digitally printed, offering flexibility and accuracy. Meanwhile, business cards, brochures, and reply envelopes are printed annually during the fiscal year. Whenever possible, we consolidate these materials with Renewals and Appeals to streamline production and capitalize on cost-saving opportunities.

The complexity of data programming and the need for specialty inserts and handwork necessitate close collaboration with our supplier partners. These partnerships enable us to meet the unique specifications of each individual program and campaign, ensuring precision and accuracy throughout the process. Our commitment lies in executing mail programs at the best cost, on time, accurately, and with the right mix of

solutions and partners to optimize the complexities of the COOP, taking advantage of every economy of scale available.

In summary, our approach to managing Mid-Level programs is centered on delivering high quality messages to your donors using efficient and cost-effective production methods. We are dedicated to meeting all program requirements, accommodating package format changes, and continuously seeking opportunities for optimization and cost savings.

G.4.4. Acquisition & Lapsed/Reinstatement

Summarize your approach for managing this part of the COOP program requirements. Please provide additional background on your experience with Lapsed and Acquisition for membership programs. In addition, please include any highlights of how you would manage the Donor segment within this series. Please provide an overview of how you will meet all stated aspects of these program requirements. Highlight opportunities for testing, audience selection and any changes you would recommend to add value to this program. Outline how you would leverage your approach under the COOP plan to provide efficiencies and value for the on-boarding Units.

Our approach to managing this vital component of the COOP program is underscored by the importance of meticulous planning and our unwavering commitment to delivering results. This program, characterized by its size and complexity, demands careful consideration and ample lead time to ensure precision and excellence from the outset. Our strategy is firmly rooted in getting it right on the front end, providing the Smithsonian Institution with a strong foundation for success.

- Cost Savings Benefits: We recognize the value of efficient cost management and have a track record of success in this regard. For example, we optimize cost savings by implementing bulk printing and efficiently ganging two print runs for six mailings when possible. We also leverage USPS Promos to capitalize on opportunities such as adding QR codes and employing tactile promotions to enhance engagement.
- Data Management and Quality Control: Data accuracy is paramount to the success of this program. We understand the critical role of having a production partner who intimately knows your program. Our quality control processes are designed to spot inaccuracies swiftly and work diligently to remedy them. Additionally, we keep close track of inventory for pieces that remain consistent from job to job, allowing us to optimize materials and reduce waste, thereby minimizing additional printing costs.
- Collaborative Testing and Innovation: Collaboration with your Agency is a hallmark of our approach. We frequently partner on testing new formats and ideas for Acquisitions, aiming to continually increase the return on investment (ROI) for donor acquisition efforts. Our commitment to innovation aligns seamlessly with the Smithsonian's mission to engage and inspire, ensuring that we maximize the impact of donor acquisition initiatives.

In summary, our approach to managing this segment of the COOP program prioritizes meticulous planning, cost savings optimization, data accuracy, and collaborative innovation. We are dedicated to providing the

Smithsonian Institution with efficient and effective solutions that not only meet program requirements but also contribute to a meaningful donor journey.

G.4.5. Cultivation and Stewardship

Many of our Unit programs include Cultivation and stewardship touches for our membership. These touches will vary across Units. Some are Newsletters, invitations, updates and more. Please describe how you typically manage this type of Stewardship touches in your client programs. Speak to it from a strategic and creative standpoint if you are a responding Agency. Or from a Production management perspective if you are Production Partner responder.

Our approach to managing cultivation and stewardship touches within client programs involves a multifaceted strategy that addresses both strategic planning and production management. These touches are critical for fostering strong donor relationships and require careful consideration to ensure their effectiveness. Of note, a critical element to the success we've achieved is close collaboration with your agency partner help them plan, execute and review the success and challenges of this program.

We start with a comprehensive strategic assessment that takes into account each member's unique goals and desired outcomes. Our collaborative approach with your team ensures that every touchpoint aligns strategically with the overarching goals of cultivating donor engagement. We understand that each member may have different needs, and our strategy accommodates these variations by tailoring the approach to suit the specific requirements of each program.

On the production management side, we excel in seamlessly executing these touches. We oversee all aspects, from material selection to printing, quality control, and distribution, maintaining a strong commitment to precision and efficiency. Our goal is to deliver high-quality materials that adhere to the Smithsonian Institution's standards while enhancing the donor experience.

In summary, our approach to managing cultivation and stewardship touches combines strategic thinking, production management excellence, and a commitment to creativity and innovation. We are dedicated to delivering personalized and impactful interactions that align with program objectives and donor expectations, while also leveraging our extensive partner network and staying informed about industry trends to enhance the effectiveness of these touches.

G.4.6. Sustainer Program Support and Growth Plan

Please provide an overview of your experience and any case studies in managing a Monthly Donor or Sustainer Program. Please provide your overview of how you would approach growth in this offering for COOP Participants. Highlight any analysis, modeling or strategic approaches you would recommend.

Our experience in managing Monthly Donor or Sustainer Programs is underscored by a commitment to flawless execution, early data quality control, and a track record of achieving significant growth. We understand the importance of nurturing sustained donor support and have demonstrated this commitment through successful partnerships. The recipe for growth is investment plus controlled costs achieve growth. In

many cases investment might be in other channels, such as online, canvassing or DRTV, and we are pleased to be able to support and drive positive momentum on the execution side as a part of a greater omnichannel approach. It's worth noting that we've observed a trend where organizations are choosing to reduce the frequency of monthly paper statements to prioritize exclusivity within their sustainer member profiles. This exclusivity involves focusing solely on ACH and credit card payments for donations, and as a result, they are no longer actively recruiting monthly check-writers. While many clients still send statements for monthly donations received, programs are evolving in this direction.

We are proud to serve client such as Heifer International is a testament to our ability to drive substantial growth in Sustainer programs. We partnered with Heifer when their Sustainer program was at 3,000 members, and through meticulous execution and attention to detail, we helped them achieve exponential growth, reaching over 100,000 sustainer members. This remarkable transformation is a result of our expertise in data quality control and a relentless focus on delivering exceptional donor experiences.

To approach growth in Monthly Donor or Sustainer Programs for COOP Participants, we rely on a proven methodology:

- Data Quality Control: Early data quality control is paramount. We prioritize accurate and clean data to ensure that every communication is personalized and delivered to the right audience.
- Segmentation and Personalization: We segment COOP Participants strategically based on their likelihood to become sustainers. Personalized messaging highlights the value of monthly giving and resonates with donors' interests and motivations.
- Stewardship and Engagement: Our approach extends beyond acquisition. We focus on stewardship and engagement, providing Monthly Donors with a seamless and rewarding journey. This includes timely thank-you communications, impact reports, and opportunities for deeper involvement.
- Testing and Optimization: We continuously test and optimize our strategies. A/B testing helps us refine our approaches, ensuring that our methods are continually improving and maximizing results.
- Long-Term Vision: Our strategy is rooted in a long-term vision for donor relationships. We aim not only to acquire sustainers but to nurture their support over time, encouraging increased giving levels and ongoing engagement.

Our experience and successful track record, exemplified by the growth achieved with Heifer, demonstrate our expertise in Sustainer program management. Our approach is characterized by early data quality control, segmentation, personalization, stewardship, testing, and a focus on long-term donor relationships.

G.4.7. Ancillary High Touch Support

The Smithsonian is seeking innovative ways for the selected agency to simplify and streamline the entire ancillary mailing process. We will be looking to agencies to provide input on approaches to servicing and supporting production requests in this cultivation area. We welcome insights into any custom, print on demand production options or vendors you would recommend as resources. We may also make ad hoc requests at times for production support. We will not ask for specific pricing on these packages for this

RFP. Instead, please describe an approach to how you might support these needs. A menu of services and/or any vendor/partner recommendations would be of value in this decision process.

Our approach to simplifying and streamlining the ancillary mailing process for cultivation and production support is anchored in innovation, efficiency, and strategic partnerships. We understand the importance of providing flexible and tailored solutions to meet the Smithsonian's evolving needs in this area, including initiatives like the engagement look book, calendar, and coffee table book mailings as well as print-on-demand requirements.

- Innovative Production and Postal Logistics Options: For cultivation and production support, we recommend exploring print-on-demand options, especially for time-sensitive initiatives like the coffee table book mailings. This approach allows for quick turn requests and hybrid production processes. We prioritize pre-printing where possible and personalize materials with digital printing. In fact, our capabilities extend to imaging entire letters, ensuring that each communication is customized for maximum impact.
- Vendor/Partner Recommendations: Drawing from our extensive network of industry-leading vendor partners, we can recommend resources that are well-suited to support cultivation and production requests, including digital printing and quick turn providers. These partners have been carefully vetted to ensure quality, reliability, and adherence to the Smithsonian's high standards. Their capabilities align with the unique needs of initiatives like the coffee table book and the mail engagement look book and calendar.
- Ad Hoc Production Support: Recognizing the occasional need for ad hoc production support, our responsive team is ready to assist on short notice. Whether it's a last-minute mailing or an urgent production request, our efficient processes and dedicated partners ensure timely execution without compromising quality, particularly for initiatives such as the look book and calendar.

In conclusion, our approach to servicing and supporting cultivation and production requests is marked by innovation, flexibility, and strategic partnerships. We are dedicated to simplifying and streamlining the ancillary mailing process, offering a menu of services, and collaborating with trusted vendor resources to enhance the Smithsonian's efficiency in this area.

G.4.8. Acknowledgement Services

Acknowledgments are currently delivered by our Production Partner for several Units and managed independently by others. Please review the acknowledgement process requirements and provide highlights of how you would manage this service and find ways to provide a solution across all Units from the Production Partner perspective. This also includes identifying recommendations about how to better automate and enhance the personalization for \$1,000+ acknowledgements. For the Strategic Agency response please focus on any creative or strategic recommendations for audience segments and speak to how you support Production Partners on this portion of the member journey.

Our approach to managing acknowledgments across all Units is anchored in efficiency, personalization, and automation, particularly for programs with small quantities and quick turns. We understand the importance of delivering timely and meaningful acknowledgments to donors.

- Streamlined Process: To provide a solution across all members, we establish a standardized and streamlined acknowledgment process that prioritizes efficiency. This ensures that setting up the program efficiently on the front end makes it run smoothly throughout the year. Our process encompasses data management, acknowledgment letter generation, printing, quality control, and distribution.
- Hybrid Solutions: Recognizing the need for flexibility, we offer hybrid solutions such as affixing and bulk shipping directly to SI for signing and shipping. These options optimize efficiency and allow for quick turns while maintaining quality and adherence to the Smithsonian's standards.
- Personalization and Growth: For programs like Friends of the Smithsonian, where acknowledgments are mailed weekly, we focus on data-driven personalization to enhance the donor experience. By shepherding growth in the program, we have increased the number of acknowledgments from 6-8 packages monthly to 16 monthly. This growth demonstrates our commitment to continuously improving acknowledgment processes.
- Vendor and Partner Recommendations: We can recommend trusted vendor partners who specialize in automation tools, data management solutions, and personalization technologies. These partners have a proven track record in enhancing acknowledgment processes and donor engagement, particularly for programs with small quantities and quick turn requirements.
- Responsive Support: Our team is dedicated to providing responsive support to address unique program needs. We collaborate closely with Units to ensure that acknowledgment strategies align with their specific goals and donor segments, facilitating smooth operations and growth.

In conclusion, our approach to managing acknowledgments from the Production Partner perspective prioritizes efficiency, personalization, and growth. We streamline processes, offer hybrid solutions, and recommend trusted vendor partners to support this critical part of the member journey, especially for programs like Friends of the Smithsonian with small quantities and quick turns.

G.4.9. Testing Methodology

Please describe your Agency approach to testing and methodology for implementation for a program of this size and scope. We realize given the size of the program and the variety of Units for the COOP there may need to be different approaches. Please share your experience and philosophy on testing opportunities, best practices and benefits.

Our Agency approach to testing and methodology for implementation is built upon a foundation of collaboration, thorough testing, and cost-effective solutions. We understand that the successful execution of a program of this size and scope requires close coordination, proactive recommendations, and a commitment to quality compliance.

Here's how we approach testing and why it benefits our clients:

- Collaborative Testing: We believe in the power of collaboration, both internally and externally. When working with supplier partners, we work diligently to ensure they can fulfill the program's requirements. In cases where additional equipment is needed to meet quality compliance, we proactively partner with the supplier to invest in the necessary resources. This collaborative approach ensures that testing efforts are supported by the right capabilities.
- Sample Library: Our sample library is a valuable resource that enables us to explore testing ideas thoroughly. We maintain a repository of successful past tests, industry best practices, and innovative concepts. This library serves as a source of inspiration and a reference point for developing new testing strategies.
- Monthly Testing Ideas: To keep testing initiatives fresh and relevant, we generate monthly testing ideas based on the latest trends, donor insights, and program objectives. These ideas are proactive recommendations that align with the specific goals of each Unit within the COOP. We are committed to staying ahead of the curve and continuously exploring new opportunities for improvement.
- Cost-Effective Solutions: We understand the importance of cost-effectiveness, especially when managing a program of this scale. When testing ideas are presented, our team collaborates with the production side to determine the most cost-effective approach. This may involve combining test preprint versions, leveraging digital printing, or implementing other strategies that optimize resources without compromising quality.
- Iterative Approach: Our testing methodology is iterative and results-driven. We actively monitor the outcomes of tests, analyzing key performance indicators, and learning from each test cycle. This data-driven approach allows us to refine strategies, allocate resources wisely, and maximize the return on investment for our clients.

In conclusion, our Agency's approach to testing and methodology for implementation is characterized by collaboration, thoroughness, and cost-effective solutions. We are dedicated to working closely with both internal and external partners to ensure the success of testing initiatives. Our commitment to proactive recommendation and an iterative approach ensures that our clients benefit from innovative and data-driven testing strategies.

**Please see the appendix for a sample of monthly testing ideas.*

G.5. Strategic Agency and/or Production Partner Leadership Transition

Please provide a list of key steps and a rough timeline for how you would recommend approaching transitioning and implementation for this relationship, whether it was all new business or if you have managed part of the business and were expanding your role.

- 1. Smithsonian key transition requirements**
- 2. Proposed transition timeline**
- 3. Outline Smithsonian and Unit lead requests and responsibilities**
- 4. Outline selected Agency responsibilities.**

5. Outline current agency requests and responsibilities.

6. Outline Production Partner requests

Our goal is an onboarding experience that is detail-oriented for us and easy for you. Our proven, systematic processes are smooth, provide thorough documentation and a fast turnaround to get your campaigns in the mail. We regularly transition 5-10 new programs and clients annually and are proud to expand our scope of service with existing clients year over year with great success.

We've established specialized teams led by key point persons dedicated to onboarding new clients and expanding the scope of work for existing clients. Rest assured, you'll have unwavering support throughout the entire transition process, backed by well-defined people and processes designed to ensure a seamless and meticulously planned transition.

**Please see the appendix for a sample checklist of transition requests and workflow process framework for onboarding new clients and expanding our role with current client programs.*

H. Strategic Agency and Production Partner Exercises

These exercises are requested to be delivered as part of your Agency's response to this RFP. The presentation, if invited, will draw and build from this work. Strategic Agency Partners are requested to respond to ALL Exercises except H.1.2. Production Partner Responses should be included for H.1.2, and H.1.6-H.1.8

H.1.2. S.W.O.T. (For Production Partner)

Provide a S.W.O.T. analysis (Strengths, Weaknesses, Opportunities and Threats) for the Smithsonian COOP program through a Materials, Production Implementation and Delivery lens. This background should also provide context for your approach, solution and recommendations. Feel free to include observations from your experience on S.W.O.T. impacts from an Agency perspective as well.

As we assess the current state of the program, we recognize both the strengths we deliver and the promising opportunities ahead. Our unwavering commitment aligns seamlessly with your selection criteria, emphasizing persistence, resources, skills, and an innovative approach. Our goal is to strengthen and expand the established framework, with a primary focus on optimizing the COOP membership experience by harnessing improved technology and adopting a nimble and consolidated approach.

At Production Solutions, we transcend the role of a service provider; we act as a catalyst for synergy, connecting internal and external partners to facilitate the exchange of knowledge, people, and resources. Our commitment extends to promoting knowledge and expertise growth, in line with the Shared Services model's goals. As a digitally powered institution, we boast an AI committee, robust data security and privacy measures, and full HIPAA compliance. Our extensive experience spans successful onboarding of new museums, from Capital Campaigns to fully mature DM fundraising programs. We place strong emphasis on

the pivotal role of partnership synergies, firmly believing that success hinges on the harmonious collaboration of all stakeholders, including agency partners, caging, list brokerage, and others. As the bridge uniting these crucial contributors, PS is dedicated to enhancing efficiency and effectiveness within the Shared Services realm.

This SWOT exercise underscores our commitment to seizing opportunities, aligning with selection criteria, and emphasizing the critical role of partnership synergies while showcasing your agency's capabilities and experience.

SWOT Analysis for Current State

Strengths <ul style="list-style-type: none"> • High quality COOP program executed and delivered on time and accurately • Solid partnerships, depth of knowledge/history of program (growth) • Supply chain stability • Digital printing infrastructure which is scalable to add more members to the COOP 	Weaknesses <ul style="list-style-type: none"> • Balancing speed with efficiency • Individualization and customization limits scalability of the COOP • Limited exposure to vision and goals of the COOP objectives from an execution standpoint • Small program cost-efficiency and scalability
Opportunities <ul style="list-style-type: none"> • Maximize economies of scale • Streamlined, shared formats across programs for rapid execution digital printing not limited by volume • Continue to leverage USPS Promotions • Continue to lean into DEI and sustainable mailing practices. 	Threats <ul style="list-style-type: none"> • Postal increases twice per year • Supply chain instability and ongoing labor impacts to the commodity market • Governmental impacts, such as State tax enforcement • Data security and privacy integrity, as well as potential legislation/regulations.

The analysis for this RFP illuminates a COOP program that has already delivered strengths in high-quality execution and stable partnerships. It also highlights opportunities to improve technology and equipment, adopt a nimble and consolidated approach, and enhance the membership experience. Challenges include balancing customization with scalability and addressing concerns about smaller program efficiency. We aim to optimize the membership experience, leverage partnership synergies, and serve as a bridge between all stakeholders. With a focus on improved technology, shared services, and our digitally powered capabilities, we are poised to support knowledge diffusion and expertise enhancement for the Shared Services model.

For nearly a decade, our journey has been marked by a steadfast commitment to delivering top-tier production execution, fueling the growth of the COOP from its inception. We've championed the concept of centralizing diverse museum programs into a cohesive COOP, fostering innovation and efficiency. However, we recognize that our shared success will depend on collective input and unwavering buy-in from all COOP members. Achieving as close to 100% compliance as possible is the cornerstone to maximizing the program's potential.

Below are our recommendations:

- **Leverage Strengths:** Build upon the program's strengths in high-quality execution and solid partnerships to further enhance performance and expand the COOP's reach.
- **Optimize Technology:** Embrace improved technology and equipment to streamline processes and maximize efficiency. Explore a nimble and consolidated approach, particularly for renewals.
- **Enhance Membership Experience:** Prioritize the optimization of the membership experience within the COOP, ensuring that it aligns with the high standards set by the program.
- **Bridge Stakeholders:** Continue to serve as a bridge between internal and external partners, connecting knowledge, people, and resources to ensure smooth collaboration and enhance program efficiency.
- **Support Knowledge Diffusion:** Actively support the increase and diffusion of knowledge and expertise for the Shared Services model, fostering synergy among all stakeholders.
- **Digital Power:** Leverage our digitally powered capabilities, including our AI committee, data security and privacy measures, and HIPAA compliance, to stay at the forefront of technology and data management.
- **Onboard Museums:** Utilize our experience in onboarding new museums, ranging from Capital Campaigns to fully mature DM fundraising programs, to facilitate smooth transitions and program expansion.

By putting these recommendations into action, considering the program's strengths, opportunities, and alignment with the selection criteria, the COOP can boost operational efficiency, extend its influence, optimize the membership experience, and effectively address weaknesses and threats.

H.1.6. New Museums: Outline of Proposed COOP Strategy, On-Boarding Schedule and Key Steps

Based on your experience, provide an outline of the steps you would see as critical to assessing the opportunities around launching two new programs (from a cultural, market, creative, strategic and production standpoint), presenting and reviewing recommendations, implementation scheduling, meeting/communications approach, and measures of success. the Smithsonian American Women's History Museum (SAWHM) and Smithsonian Museum of the American Latino (NMAL). We expect these museums to figure prominently in the Smithsonian Campaign for our Shared Future. We recognize that these new museums are a ground-level opportunity and that the staffing and operations models are a completely new approach and would extend our selected Partners scope of work on behalf of the COOP.

We take pride in our enduring support for esteemed institutions such as the Smithsonian Institution, where our journey has spanned from the inception of new museum growth, encompassing Capital Campaigns and groundbreaking initiatives, to the establishment and ongoing support of membership programs. Similarly, our commitment extends to other prominent museum clients, including the United States Holocaust Memorial Museum, where we have been there from the outset in 2005, guiding them through their first fundraising opportunities, Capital Campaign setup, program building, and continuous support and growth. During our partnership we have shepherded through tremendous and sustained growth in partnership with their founding agency and through six agency transitions, all while keeping their program on track and delivering to their donors. In 2021 we expanded our partnership to manage production for The Levine Institute for Holocaust Education's weekly educational resource material fulfillment. Over the course of our partnership with the Museum, Production Solutions has onboarded a variety of additional programs managed by different

organizational teams and has actively driven that process to set up systems and processes that work for all involved.

Our proven success extends to organizations like CRU Ministries, whose model mirrors that of the COOP, with five ministries operating under one production umbrella. Our business model is purpose-built for growth and scalability. Key to our onboarding success lies in a meticulous and methodical process, fortified by institutional knowledge and standardized quality control procedures, marking a pivotal phase where a partnership like ours shines brightest.

During onboarding, we meticulously scrutinize every detail, accounting for complexities, and foster close collaboration, relationship building, methodical approaches, and iterative processes to provide an exceptional partner experience for new Smithsonian COOP members. Some crucial steps include establishing initial onboarding client calls for introductions, devising comprehensive sample schedules for all campaigns in the fiscal year, and helping with data instructions and art file setup as needed. We partner closely with your strategic agency to craft a comprehensive front-end plan, ensuring flawless execution of the first touchpoints from the new museum. This process demands pre-work, upfront sample creation, benchmark setting for initial mailings, relationship building, teamwork, open-mindedness, and intentionality in defining success metrics.

For instance, when onboarding the initial National Museum for African American Culture Acquisition package, where quality was paramount, we left no stone unturned. Color proofs and press checks were imperative, especially for the first-time printing of packages. We even took the extra step of printing in 6-color with separate PMS colors for the logo to ensure precise matching. Quality is of utmost importance for the Smithsonian, and we have consistently gone above and beyond to ensure your brand is represented impeccably.

**Please see the appendix for samples of our Transition and Onboarding Checklists which detail some of the requests we will drive as a part of our thorough onboarding process.*

H.1.7. COOP Service Model Expansion Perspective

In the next 5 years the Smithsonian DR Services team expects that several smaller Units will desire to join the COOP. Given their size, they will not be able to offer a Unit Lead to work with the COOP Services team, the Strategic Agency and the Production Partner. It is expected a modified model for Units with these needs will be designed. Please describe any experience you have in managing a membership program that may be driven more from a menu of options to help “centralize” the services on behalf of participating smaller Units. Also share any recommendations on how to set expectations, prepare for this potential next phase and how you would recommend the Strategic Agency lead and the Production Partner be involved. How might this work also influence or inspire additional efficiencies for the existing COOP program? What would your proposed approach be to a service model and potential pricing approaches?

We recognize this as a significant opportunity, and welcome the opportunity to build a nimble, flexible solution that would serve a variety of different units and facilitate them joining the COOP to fulfill their mailing needs and give them structure and support no matter the scope and size of their program.

Our approach would center around creating a catalog or menu of predefined package options, while still allowing for customization of the art file through digital printing. This approach ensures that smaller volume programs have a readily available selection to choose from and can quickly produce individual campaigns with ease, while maintaining clear expectations for quality, execution timelines, and cost reduction.

To achieve this, we prioritize thorough front-end work to establish clean processes and clear expectations. We drive requirements and conformity in formats, clean source codes, and data files. Strict adherence to timelines and deadlines for art and data is paramount, and we advocate for print runs on a uniform and regular basis, such as monthly or bi-weekly. Notably, we offer flexibility in mail dates to accommodate varying needs.

For instance, we have a successful track record with our annual calendar gang for several years. This approach has delivered substantial cost savings to our clients by creating economies of scale. The key to this success lies in our firm expectation setting and unwavering adherence to deadlines.

H.1.8. Smithsonian Vision Response

In Section C we outlined some exciting Vision Goals for the Smithsonian and the COOP program in the next five years. Please provide a response leveraging your experience and understanding of the materials provided to tell us what you like about our vision, what concerns you about our vision and how your Agency could add value to these opportunities. Please reference experience you may have with other organizations who have been working on these types of initiatives and how you aligned with these opportunities. We understand that this current RFP does not cover the scope of the work that may be needed for partnering agencies in the future. However, it is critical at this juncture that we understand how our prospective partners align with these long-term growth and transformation opportunities. We would address that independently with selected partners.

We find your vision both inspiring and forward-thinking, spot on with what we are seeing as a requirement in the marketplace today and in line with what a cutting-edge organization needs to do, focusing on cost efficiency, uncompromising quality, speed to market, and the integration of data, technology, and innovation to make it happen. What we particularly appreciate is your commitment to long-term growth and transformation opportunities, which align with our agency's core values. Your vision reflects a strategic mindset that is forward-looking, and we share your enthusiasm.

With any ambitious vision, it's crucial to ensure that the resources, skills, and persistence required to bring it to life are readily available and well-aligned. Transformational projects often face challenges, and addressing these concerns proactively will be essential. As a partner committed to transparency, the challenges are going to be streamlining processes operationally to achieve economies of scale as we add to the COOP. It's going to require tightly adhered to deadlines and a critical mass of contributors who all are in alignment.

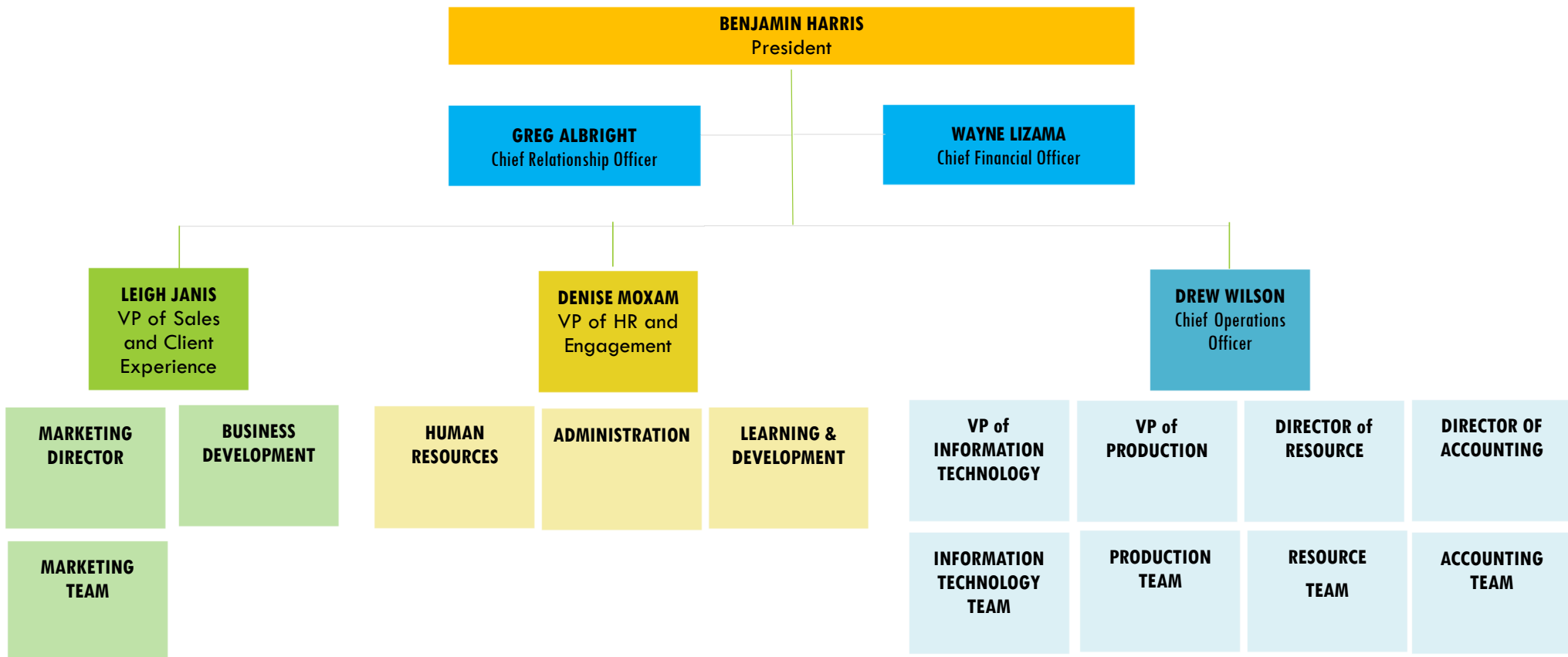
In our experience, we have successfully helped to establish and partner with all members of the Smithsonian COOP on what was then a transformative initiative. Our track record demonstrates our ability to bring the right resources and skills to the table, coupled with the determination and persistence to overcome obstacles. What sets us apart is our innovative lens, which allows us to approach complex challenges with creative

solutions. Our recommendation would be to create a formal transformation committee, which we would be proud to be a part of which can help to guide that vision in terms of production execution.

While this current RFP may not cover the full scope of future work, we are fully committed to understanding and aligning with your long-term growth and transformation opportunities. Our goal is to be the partner that not only adds value to your current vision but also evolves with you to meet the dynamic needs of the future. We look forward to discussing in greater detail how our resources, skills, persistence, and innovative approach can contribute to the realization of your vision.

At Production Solutions, we take great pride in being in complete alignment with your visionary goals and values. We have been at the forefront of charting a transformative course for our entire industry, with a focus on areas such as Diversity, Equity, and Inclusion (DE&I), environmental sustainability in direct mail, and data security and privacy. Additionally, we are actively exploring the potential of AI and its impacts on reshaping our business model to meet the evolving needs of our clients. Our approach is driven by a commitment to outpace our own achievements rather than merely competing with others, ensuring that we continue to lead the way in transforming the industry.

APPENDIX



CASE STUDY



The Situation

Feeding America, the largest hunger-relief organization in the United States, relies on their massive, complex, ever-evolving direct mail program to reach approximately fifty million donors and prospects that help fund their critical mission.

Looking for a production partner who would offer more transparency and foresight rather than a transactional relationship, Feeding America and their agency partner, THD, reached out to Production Solutions (PS). The THD team's incredible strategic and creative vision for Feeding America's program potential was stifled and significant opportunity gaps persisted. In order to innovate and thrive, they needed a forward-thinking partnership that would lead to better cross-team collaboration, streamlined communication, a higher level of engagement, and ultimately tangible results for Feeding America's program.

The Solution

PS, in the midst of an unprecedented global crisis, flawlessly assumed full ownership of the production of Feeding America's direct mail program at the start of their fiscal year in 2021. The PS team seamlessly integrated into the existing team structure and quickly plugged into their preferred communication and project management platform. Everyone was kept on track, informed, aligned, and on schedule. Immediately, everyone experienced a higher level of communication, organization, and transparency. Knowing that cadence is critical to the overall success of the program, THD and PS are committed to on-time delivery of assets and information which keep Feeding America's program on track. This improved process and collaboration mitigated significant potential risks such as paper and labor shortages as well as logistic challenges navigated. **Feeding America was able to keep communicating with their donors under chaotic market pressures.**

More than just direct mail production, PS is a true strategic partner providing production market condition forecasting, format recommendations, trends, and more. In the short term, PS was able to procure cost savings, which were, in turn, reinvested back into the Acquisition and Cultivation programs. **Feeding America now reaches more donors with the same budget in the midst of industry-wide turmoil.**

The Results In Action

Just a few examples:

- **Switched from Real Pen to Digital Printing** - With this simple suggestion, PS was able to immediately find \$100K in cost savings for Feeding America with virtually no change to the donor experience.
- **Digital Printing Techniques Increased Agility** - PS shepherded a pivot of 90% of their program to digital printing which achieves shortened production timelines and allows THD to flex their creative muscles with innovations and personalization techniques.
- **Leveraged Gang Printing** - Incredible savings procured across multiple program verticals for a total of almost \$100K in annual savings.
- **Postal Savings** - Achieved over \$30K in postage savings through postal logistic strategies.



CASE STUDY



The Situation

With a fragmented legacy program in place, the American Cancer Society (ACS) was unable to deliver a customized donor experience. Each donor was treated the same as the current process inhibited ACS from segmenting treatments to align with their desired strategy. Additionally, based on feedback from their donors, ACS needed a way to turn around their acknowledgments and tribute card communications in a timelier manner. In some cases, a donor may not have received a "thank you" correspondence for up to four weeks after their donation. It was clear that process improvements were needed. ACS was investigating mailing on a daily basis but needed a solution that was cost-effective, quick turn, and still allowed for in-house QA review.

The Solution

A task force was assembled that included representation from multiple groups at ACS (Acquisition, Housefile, Events, and IT). The Production Solutions team worked collaboratively with ACS to develop a workflow incorporating the entire acknowledgments process. This workflow involved the internal data handling needed, quality control steps required, estimated production schedule, and the average USPS delivery time. The outcome was a fully automated process initiated by the ACS team in sweeping data daily for both their acknowledgments and tribute card mailings.

PS demonstrated its data processing capabilities by creating a comprehensive custom program that utilizes ACS source codes to digitally manufacture the acknowledgments in a single package format. This program enabled ACS to speak to their donors on multiple levels with both personalized copy and images. The ACS team can now make an ask or turn a reply slip into a program information insert – meaning if a major gift was just made or someone had just recently donated to an acknowledgment, the donor would only be thanked and not solicited for another gift.

The Results

A custom file preview was brought to the table for proofing the tribute cards, allowing ACS to ensure clean data. By processing files 3x per week and bringing a commingle solution to the table, ACS cut two weeks off in-home dates to their donors! Moreover, ACS realized a decrease in cost per piece coupled with an increase of over 4% in year-over-year revenue.

Most importantly, by adopting this new workflow and program through the help of Production Solutions, ACS is now able to fully control the donor experience. With the ability to include custom messaging and control by campaign, time of year, giving level, and source, each donor truly gets a personalized experience.

Full control of the donor experience

4% Revenue Increase
(Year-Over-Year)

TREND REPORT

THE BEST WAY TO PREDICT THE FUTURE IS TO CREATE THE ONE YOU WANT

Q3 2023

Forecast: Production Costs Remain Stable Through 2023

Breathe a sigh of relief because, through Q3, much-awaited stability in production costs has been achieved. We are also happy to share that we are expecting little-to-no cost increases throughout the balance of the year. Weak demand in Q2 2023 is the main driver for our hopeful forecast. We are seeing a dramatic drop in our pricing index for most paper grades, specifically uncoated freesheet, which impacts a significantly high proportion of NPO direct mail package components. However, it is important to note that paper mills remain firm on pricing for coated freesheet, so be aware of that for specialty stocks. Additionally, label material is readily available and prices are also projected to remain flat.

Strategies to Offset Postage Rate Increases

USPS postage increases took effect on July 9, 2023. If you have not done so already, be sure to download our [2023 Postage Rate Chart](#). As you consider your postal budget, continue to expect postage to increase twice per year, in January and July. However, the good news is CPI is stabilizing, so projections for upcoming increases have been downgraded. Additionally, the USPS is working to create incentives for mailers who increase volume year over year – stay tuned for more information on this exciting development! PS is here to find unique ways to offset your increases by conducting a thorough postal audit, utilizing the USPS promotions, optimizing your mailpiece designs and enhancing your address quality.

Trucking & Shipping Industry Turbulence

We have been keeping a close eye on developments in the trucking and shipping industry that started with the UPS/Teamsters strike threat in early Summer. Thankfully negotiations were successful and the strike was averted; however, UPS lost a tremendous amount of revenue and brand equity when consumers pivoted to ship through other mailers. Additionally, Yellow Trucking, the largest freight company in the US, has filed for bankruptcy. The implications are myriad. How will this impact the labor market? How will their lucrative market share disperse? What is the impact on market pricing as the dust settles? So far, the good news is they were not “too big to fail,” and our clients’ portfolios and postal logistics have not been negatively affected.

KEY TAKEAWAY:

PRODUCTION COSTS SHOULD CONTINUE TO SAIL SMOOTHLY THROUGH 2023. YOUR PS TEAM KEEPS A CLOSE EYE ON THE LEADING INDICATORS WHICH AFFECT YOUR PRICING TO PROVIDE YOU WITH ACCURATE PROJECTIONS AS WE MOVE TOWARDS 2024.

KEY TAKEAWAY:

TO BE PREPARED FOR CONTINUED POSTAGE INCREASES, IT'S CRITICAL TO HAVE A PARTNER BY YOUR SIDE TO CREATE A POSTAL LOGISTICS AND OPTIMIZATION STRATEGY THAT LOOKS AT EVERY FACET OF YOUR PROGRAM TO UNCOVER HIDDEN SAVINGS OPPORTUNITIES.

KEY TAKEAWAY:

THE LASTING MACRO-ECONOMIC IMPACTS ARE TO BE DETERMINED, BUT REST ASSURED, YOUR PS TEAM IS LOOKING AT THIS LONG-TERM AND POSITIONING YOUR POSTAL LOGISTICS STRATEGIES TO BE RESILIENT AND AGILE TO RESPOND TO JUST THIS KIND OF VOLATILITY.



**PRODUCTION
SOLUTIONS**

P: 703.734.5700 | E: info@psmail.com
productionsolutions.com

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Ongoing Cost Savings Recommendations

- **NMAAHC Appeal Newsletter Past Cost Savings Suggestions**
 - Reduce page count from 8 pages to 4 pages
- **NMAAHC Renewal Cost Savings Suggestions**
 - Switch from NP Stamp to Indicia
 - Add QR code so that Mobile shopping promo could be taken advantage of
- **NMAAHC Acquisition**
 - Change brochure from 8.5 x 11 trifold to 8.5 x 7 bifold
 - Change Reply form stock from 9pt to 7pt
- **FOTS Acquisition**
 - Change the NP Stamp to NP Indicia on the Outer Envelope. This would save \$2.50/m.
- **FOTS Renewals**
 - Change stock for 'JSS Brochure' from 100# Silk cover to 70# Silk Text. Approx. savings: \$1,500 per print run (two print runs per year)
 - Include QR code on all packages (e.g. on back of OE). To take advantage of USPS Emerging Tech promo
- **NZM Appeals and Renewals**
 - Gang Print Return Envelopes with NZM Acquisition in order to get a better overall CPM rate
- **NMAI Appeals**
 - Switch from NP Stamp to Indicia
 - Add QR code so that Mobile shopping promo could be taken advantage of
- **NMAI Renewals**
 - Utilize the Emerging Tech USPS promo – for FY24 - OEs are printed for the year, but could possibly jet QR code on OE or add to the letter portion of the letter/reply – for FY25 could add a QR coded to the outer envelopes
 - Consolidate pkgs – currently run as 10pkgs total – if we changed to a common OE and printed the letter/reply forms digital we could reduce total pkgs – either keeping the same letter sizes together and moving from 11pkgs down to 5pkgs (8 ½ x 14 letter pkg, 8 ½ x 11 pkg, 8 ½ x 7 pkg, & 2 DCOF CF pkgs) OR making all of the Renewal letters the same size and moving to 1 Renewal pkg + the 2 DCOF pkgs – savings of either \$400 (option 1) or \$640 (option 2)
- **NASM Weekly Acks, Renewals, WOH and NMAI Postcard**
 - Suggest adding a QR code to all OEs for these programs in order to take advantage of any discounts that USPS may offer.
- **NASM Appeals**

- Include QR code on all packages (e.g. on Letter). To take advantage of USPS Emerging Tech promo
- Include Informed Delivery to take advantage of USPS promo
- (ID is already being used for Acq campaigns. So we know that it can be approved quickly and that it is functioning)



30-Point Production Checklist

PRE-PRODUCTION

1. Partnership kickoff – Live meeting or conference call to be held between the Client and Production Solutions (PS) to discuss the following:
 - Client source documents (i.e., campaign strategy/notes/mail schedule/print grid)
 - Yearly Strategy
 - Estimated bidding quantities (for non-contract pricing)
 - Specialty Items Needed
2. Client's team's source document reviewed by PS – It is PS' responsibility to:
 - Highlight any potential production concerns – compare art to specifications
 - Use production notes to create mockup of package(s) - if necessary
 - Reference past jobs for consistency
3. Budget and schedule to Client's team – PS to use production notes and estimated quantities to confirm budget (includes potential cost savings and detailed production schedule). If working off annual plan, budget revisions made for new art, specs, quantities, etc. If needed. PS also references contract pricing.
4. Budget review and approval by Client's team – Client's team feedback used to edit as needed until budget is approved. PS does not send a budget as contract pricing is used. An ATP is sent to Client's for approval within 48 hours of art receipt.
5. Client's team to send draft art to PS, if available.
6. PS draft art review – PS is responsible for confirming the following:
 - Scanline positioning, if needed
 - Art matches production notes received for budgeting
 - Art meets all Client's brand guidelines and art SOP requirements

7. Client's team to provide mail plan and lettershop instructions – Includes segmentations, postal treatment, insertion order, dollar build, and data instructions. PS is responsible for confirming the following:

- Counts match print quantities
- Insertion orders match package naming conventions
- Address, salutation build, and dollar build instructions are present and understood

8. PS to send Authorization to Proceed (ATP) to Client's team for review and approval

LIVE PRODUCTION (Non-Renewal)

9. Client's ATP approval. Due: ATP is sent with counts and Final Budget, approval needed in 48 hours
10. Client's team to post final art to PS FTP site. Due: X weeks* (depending on package type) prior to mail date. *Typically 4 - 5 weeks prior to mail date for traditional package types.
11. Final art review by PS – PS responsible for confirming the following:
 - Art matches specifications (based on draft art and production notes)
 - Art meets all Client's requirements
12. PS to send proofs to Client's team for review.
13. Proof review and approval by Client's team
 - Due: Within 1-2 days of receipt of proof
 - Proofs will come from your PS Account Manager with a proof slip to confirm specifications
 - Email approval to be provided
14. Client's team to send data files to PS (file layout and NCOA/CASS reports)
15. PS to send counts and dumps to the Client's team for review

16. PS to send Postage Request. Based on estimated counts or actual, depending on timing, Mailshop package count, postage class (First Class, Standard or Nonprofit) and will include cost for Stamped Reply Envelopes (SREs), if needed. Postage Request will also indicate the date funds are due.
17. Counts, dollar builds, and dumps review and approval by Client's team
18. PS to send print samples to Client's team (as they become available) upon request.
19. Print sample review by Client's team. PS is responsible for pointing out any issues. It is a PS SOP to ensure that print samples are reviewed by the PS team BEFORE imaging personalized components or inserting
20. Personalization setups sent to Client's team for review. PS to ensure that setups meet Client's expectations as outlined by PDF art and client source documents
21. Personalization setup review and approval by Client's team. Client's team to send edits/approval to PS
22. Insertion orders sent to Client's team for review. Scans typically sent, but physicals can be provided upon request. Physicals can be provided with additional time in the schedule.
23. Insertion order review and approval by Client's team
24. PS to send live pull to Client's team for review and approval. PS to ensure lives match the approved physical insertions. If there are issues or concerns, PS to notify Client's team immediately.

PRODUCTION PLUS – RENEWAL MAILINGS ONLY

25. After release of art and data, all production and QC mentioned above is handled by the PS team.

POST-PRODUCTION

26. Samples shipped to Client's team. Due: Within 7-8 days, post-mail date (No samples sent for Renewals)
27. PS to provide on-demand mail tracking updates. Automatically generated preferred reports and/or Clients can have system access
28. PS to provide package costs to Client's team (No package cost for Renewals)
29. PS to provide inventory disposition. PS will send inventory report post-mailing detailing remaining quantities for each component Inventory reporting is sent upon request and dispersed at that time
30. PS to send production invoice to Client's team. To include postage reconciliation, postage refund and postal mailing certifications

SAMPLE



Postage Reconciliation

CLIENT: Sample Client

123 Main Street

Anytown, USA 54321

PRODUCTION SOLUTIONS JOB #: 65427-C-2.22 Prospect

AMOUNT OF POSTAGE ADVANCED: \$000,000.00 - HELD ON ACCOUNT

DESCRIPTION	DATE	QUANTITY	RATE	TOTAL	PACKAGES
COMMINGLE	2/13/2022	2,191	\$0.000000	\$000.00	Lot 1 - Statement OE - NO NOTEPAD
COMMINGLE	2/13/2022	352,392	\$0.000000	\$00,000.00	Lot 2 - Statement OE 2 - NO NOTEPAD
COMMINGLE	2/13/2022	51,262	\$0.000000	\$0,000.00	Lot 3 - Statement with Barcode OE - NO NOTEPAD
COMMINGLE	2/13/2022	43,762	\$0.000000	\$0,000.00	Lot 4 - Green Statement with OE, Sunny - NO NOTEPAD
COMMINGLE	2/13/2022	2,138	\$0.000000	\$000.00	Lot 5 - Green Statement w/ OE 2 and Notepad
COMMINGLE	2/13/2022	345,663	\$0.000000	\$00,000.00	Lot 6 - Statement w/ OE and Notepad
COMMINGLE	2/13/2022	48,756	\$0.000000	\$0,000.00	Lot 7 - Statement with Barcode OE and Notepad
COMMINGLE	2/13/2022	41,256	\$0.000000	\$0,000.00	Lot 8 - Statement with OE with notepad
TOTAL QUANTITY:		000,000		\$000,000.00	

TOTAL POSTAGE USED: \$000,000.00

Return to Escrow \$00.00



1953 Gallows Rd, Suite 500, Vienna, VA 22182
T: 703.734.5700 F: 703.734.0136

INVOICE

ATTN: Rachel Kacey
Sample Client
123 Main Street Anytown,
USA 98765

Invoice Number: 3046770-IN

Invoice Date: 4/5/2021

Invoice Due: 5/5/2021

Page: 1

Job Number: 66044-A

Customer Number: 00-0204923

QUANTITY	DESCRIPTION	UNIT PRICE	UNIT	AMOUNT
	4.21 Appeal PRINTING EXPENSE			\$00,000.00

Thank you for your partnership!

PAYMENT OPTIONS:

ACH Electronic Transfer:

Routing # [REDACTED] (ACH) or

Routing # [REDACTED] (Wire)

Account # [REDACTED]

First Class Mail to:

Production Solutions, Inc.

PO Box 26168

Oklahoma City, OK 73126-0618

Email remittance to [REDACTED]

(1.5% finance charge per month on late payments. PS has the right to cease work if payments on invoices are late or outstanding. If collection efforts are required, PS shall have the right to recover from Client: outstanding payments (plus any other accrued finance charges) and costs and fees, including reasonable attorneys' and collection agencies' fees and other charges, incurred in connection with such collection effort.

Subtotal: \$00,000.00

Sales Tax: \$0.00

BALANCE DUE: \$00,000.00

(Invoice Breakdown on Back)

4.21 APPEAL

INVOICE BREAKDOWN: #3046770-IN

QUANTITY	DESCRIPTION	UNIT PRICE	UNIT	AMOUNT
----------	-------------	------------	------	--------

4.21 Appeal

PRINTING EXPENSE

Phase A-Print

59,500	B1 - #9 BRE	\$00.00 M	\$0,000.00
61,000	C1, C2 - #10 CF, SLW OE	\$00.00 M	\$0,000.00
61,500	L1 - Letter 2s4p	\$00.00 M	\$0,000.00
1	AA Charge	\$000.00 Ea	\$000.00
10,400	LN1, LN2 - Liftnote 5x7	\$00.00 M	\$000.00
62,000	R1 - Reply 8.5x3.5	\$00.00 M	\$0,000.00
		Total for Phase A-Print:	\$00,000.00

TOTAL PRINTING EXPENSE: \$00,000.00

Subtotal: \$00,000.00

SAMPLE



Authorization to Proceed With Production

Job Number: XXXX

Date: 9/20/2022
11:40:57 AM

Page 1 of 3

Client Approval

Initial Here

To:

CLIENT HERE

Buyer: NAME HERE

Address:

Job: JOB NAME HERE

Authorization: This Authorization to Proceed With Production ("ATP") serves as a confirmation of the estimated costs and authorization to proceed with implementation of the specific mailing. By signing, you are contracting with Production Solutions, Inc. ("PS") on behalf of your organization to allow PS to proceed with providing the products and services described below, and you are agreeing to pay the amounts specified. You acknowledge and agree that the costs hereunder are subject to change depending on the final market costs (which may be updated based on market conditions at the time commodities are procured or services rendered), and you agree to pay the updated amounts shared in writing by PS.

Terms and Conditions: If a master or other agreement exists between the parties hereto that governs each ATP form such as this, then this ATP is governed by the terms thereof and the following terms and conditions below (Terms, Quality of Services and Products; and Other Terms) will not apply to the parties and be of no legal effect. If no master or other agreement exists between the parties hereto that governs this ATP, then the terms of this ATP, including the following additional terms and conditions, are binding on the parties hereto and form a contract between PS and the undersigned customer, with this ATP being the entire and exclusive agreement between the parties with respect to the subject matter hereof.

Terms: Payment is due within 30 days of invoice date (1.5% finance charge per month on late payments). PS has the right to cease work if payments on invoices are late or outstanding. If collection efforts are required, PS shall have the right to recover from Client all outstanding payments (plus any accrued finance charges) and all costs and fees, including reasonable attorneys (and collection agencies) fees and other charges, incurred in connection with such collection efforts.

Quality of Services and Products: We warrant that the services and products will materially comply with the written instructions received by you. We make no other warranties, express or implied, regarding the products and services. In the event of an error in our performance, we will, as our sole liability and your sole remedy, either re-perform the affected services or reimburse you for the amounts you have paid us for the affected services. We will not be liable for any indirect, punitive or consequential damages, including lost profits, even if advised of the possibility of such damages. Our maximum aggregate liability will not exceed the amounts paid to us hereunder.

Other Terms: You are responsible for obtaining all necessary rights in content that you provide us and ensuring that you have the right to permit us to process any list information in accordance with this contract. You agree to indemnify, defend, and hold us and our suppliers harmless from any claims arising from the use of the content and processing of such information as described herein. This contract will be governed by the laws of the Commonwealth of Virginia and in the unlikely event of a dispute hereunder, all claims shall be made in the courts of the Commonwealth of Virginia.

Please review and initial each page, sign below, and return this Authorization to Production Solutions, Inc.

NOTE: Prices do not include miscellaneous delivery, expedited mail or courier charges, or applicable taxes. These additional charges will be invoiced on completion of the job.

Accepted By: _____

Date: _____

Job Summary by Phase (subject to change upon mutual agreement of the parties as bids come in and actual quantities become known)

A	DETAILS HERE		\$xx,xxx.xx
B	DETAILS HERE		\$x,xxx.xx
Grand Total: \$XX,XXX.XX			

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Phase A JOB NAME

Thank you. The professional staff of Production Solutions, Inc. is pleased and eager to serve you.

Proprietary & Confidential

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Authorization to Proceed With Production

Job Number: XXXX

Date: 9/20/2022
11:40:57 AM

Page 2 of 3

Client Approval

Initial Here

Your PO/Contract Number:

QTY JOB DETAIL

Envelope specifications: Size: 6 x 9.5; Print method: Flexography; Seams: Side; Window type: closed face; Window 1 left: ; Window 1 bottom: ; Window 1 size: ; Window 2 left: ; Window 2 bottom: ; Window 2 size: ;

Print specifications: Ink coverage: None; Post consumer waste: ; Stock weight: 24#; Stock color: White; Stock finish: Linen; Stock coating: Uncoated; Stock brand: Bright White Linen; Front colors: PMS 574 PMS 138 + K; Back colors: ; Bleeds: null; Diecuts: ;

Version Name:MDL 6 x 9 .5 OE ; Description:FA-0922-MLDP-OE; Quantity: 25052 (including spoilage 27000);Packages:PKG 1 MDL Proposal Sustainers Full 1st, SRE - Z1
MDL Proposal Control Full 1st, SRE - Z2

QTY JOB DETAIL

Envelope specifications: Size: 5 1/2 x 8 1/8; Print method: Jet offset; Seams: Side; Window type: closed face; Window 1 left: ; Window 1 bottom: ; Window 1 size: ; Window 2 left: ; Window 2 bottom: ; Window 2 size: ;

Print specifications: Ink coverage: Medium; Post consumer waste: ; Stock weight: 20# wove; Stock color: White; Stock finish: Wove/Offset; Stock coating: Uncoated; Stock brand: ; Front colors: K; Back colors: ; Bleeds: null; Diecuts: ;

Version Name:MDL SRE; Description:FA-0922-MLDP-SRE; Quantity:25052 (including spoilage 27000);Packages:PKG 1 MDL Proposal Sustainers Full 1st, SRE - Z1
MDL Proposal Control Full 1st, SRE - Z2

SAMPLE

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Thank you. The professional staff of Production Solutions, Inc. is pleased and eager to serve you.

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Production Solutions, Inc. 1953 Gallows Road, Suite 500, Vienna, VA 22182 Tel: 703.734.5700 Fax: 703.734.0136

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Authorization to Proceed With Production

Job Number: XXXX

Date: 9/20/2022
11:40:57 AM

Page 3 of 3

Client Approval

Initial Here

Phase B JOB NAME

Your PO/Contract Number:

JOB DETAIL

Preliminary Programming

Merge/Purge: No
Suppressions: No
Dedupe: No
Segmentation: No
Other: Yes

Data Formatting

Leave Data As Is: Yes
Upper/Lower Case: No
Punctuation: No

Data Builds

Address Block: Yes
Salutation: Yes
Source Code: No
Dollar String: Yes
Scanline: Yes
Append: No

SAMPLE

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MMF YEAR END

QUANTITY	DESCRIPTION	UNIT PRICE	UNIT	AMOUNT
----------	-------------	------------	------	--------

MMF Year End

DP/PERSONALIZATION/MAILSHOP

Phase D-DPLM

297,301	DP	\$3.00	M	\$891.90
5	Laser Setups	\$200.00	Ea	\$1,000.00
1	Inkjet setup	\$125.00	Ea	\$125.00
239,497	Duplex laser 1up letter	\$27.00	M	\$6,466.42
239,497	Simplex Laser 6up reply	\$5.00	M	\$1,197.49
58,804	Duplex Laser letter/reply	\$16.00	M	\$940.86
58,804	Inkjet Heavy OE	\$12.00	M	\$705.65
239,497	Mailshop insert 4 into OE and mail	\$38.00	M	\$9,100.89
58,804	Mailshop Heavy, insert 3 into OE, stamp and mail	\$41.63	M	\$2,448.01
297,301	Setup Fee	\$1.25	M	\$371.63

Total for Phase D-DPLM: \$23,247.84

TOTAL DP/PERSONALIZATION/MAILSHOP: \$23,247.84

MESSENGER & DELIVERY

SHIPPING

Phase D-DPLM

1	shipping	\$150.00	Lot	\$150.00
				Total for Phase D-DPLM: \$150.00

TOTAL SHIPPING: \$150.00

UPS CHARGES

Phase D-DPLM

1	MMF Fall AF	\$9.19	ea	\$9.19
				Total for Phase D-DPLM: \$9.19

TOTAL UPS CHARGES: \$9.19

POSTAGE CREDIT

TOTAL POSTAGE CREDIT: (\$809.53)

Subtotal: \$22,363.51

Campaign: Sample Client 4.21 Appeal, 64810-424552

Version: 1

Mail Date(s): 4/7/2021 • Mail Class: 1st Class • Lettershop: PS15

Of 14,117 Tracked Pieces, 14,042 (99.5%) were scanned

In Home Start Date: 04/09/2021

In Home End Date: 04/11/2021

Last Scan Date	Day	Quantity	Running Total	Scan %	
04/08/2021	Thursday	13	13	0%	
04/09/2021	Friday	3,997	4,010	28%	In Home Start
04/10/2021	Saturday	8,626	12,636	90%	
04/12/2021	Monday	1,106	13,742	97%	
04/13/2021	Tuesday	34	13,776	98%	
04/14/2021	Wednesday	20	13,796	98%	
04/15/2021	Thursday	122	13,918	99%	
04/16/2021	Friday	24	13,942	99%	
04/17/2021	Saturday	16	13,958	99%	
04/19/2021	Monday	17	13,975	99%	
04/20/2021	Tuesday	8	13,983	99%	
04/21/2021	Wednesday	10	13,993	99%	
04/22/2021	Thursday	5	13,998	99%	
04/23/2021	Friday	4	14,002	99%	
04/24/2021	Saturday	3	14,005	99%	
04/26/2021	Monday	11	14,016	99%	
04/28/2021	Wednesday	3	14,019	99%	
04/29/2021	Thursday	4	14,023	99%	
04/30/2021	Friday	3	14,026	99%	
05/01/2021	Saturday	4	14,030	99%	
05/03/2021	Monday	12	14,042	99%	
Total # of Seeds Scanned to Date:			14,042	99%	

Campaign: Sample Client 4.21 Appeal, 64810-424552

Version: 2

Mail Date(s): 4/7/2021 • Mail Class: Standard • Lettershop: PS15

Of 29,827 Tracked Pieces, 29,746 (99.7%) were scanned

In Home Start Date: 04/15/2021

In Home End Date: 04/18/2021

Last Scan Date	Day	Quantity	Running Total	Scan %	
04/14/2021	Wednesday	205	205	1%	
04/15/2021	Thursday	1,457	1,662	6%	In Home Start
04/16/2021	Friday	2,241	3,903	13%	
04/17/2021	Saturday	3,993	7,896	26%	
04/19/2021	Monday	5,548	13,444	45%	
04/20/2021	Tuesday	7,106	20,550	69%	
04/21/2021	Wednesday	5,512	26,062	87%	
04/22/2021	Thursday	2,610	28,672	96%	
04/23/2021	Friday	500	29,172	98%	
04/24/2021	Saturday	125	29,297	98%	
04/26/2021	Monday	178	29,475	99%	
04/27/2021	Tuesday	130	29,605	99%	
04/28/2021	Wednesday	93	29,698	100%	
04/29/2021	Thursday	18	29,716	100%	
04/30/2021	Friday	16	29,732	100%	
05/01/2021	Saturday	3	29,735	100%	
05/02/2021	Sunday	7	29,742	100%	
05/03/2021	Monday	2	29,744	100%	
05/05/2021	Wednesday	2	29,746	100%	
Total # of Seeds Scanned to Date:			29,746	100%	

FY2023 Printing

R1 #10 SLW CM715330001	R2 #10 SLW CM715330002	R3 #10 SLW CM715330003	R4 #10 SLW CM715330004	#9 BRE CM715330005			
Green Panda "It's Time to Renew Your National Zoo Membership" - PMS 376	Black Panda - COPY It's Time to Renew Your National Zoo Membership" - PMS 200	Blue Bird - "Your Membership Expires This Month" - PMS 300	Orange Lion - "Your Membership Has Expired" - PMS 716	Panda - Code: V22RD (Started using code January 2023)			
Inventory Order - November	22,000	Inventory Order - November	15,000	Inventory Order - November	11,000	Inventory Order - November	62,000
Spillage							
Jan-Feb-March Renewal:	-2,380	Jan-Feb-March Renewal:	-939	Jan-Feb-March Renewal:	-2,263	Jan-Feb-March Renewal:	-5581
Spillage:	-36	Spillage:	-21	Spillage:	-36	Spillage:	-96
April Renewal	-850	April Renewal	-1,049	April Renewal	-823	April Renewal	-3911
Spillage	-18	Spillage:	-22	Spillage:	-20	Spillage:	-85
May Renewal	-993	May Renewal	-816	May Renewal	-960	May Renewal	-3814
Spillage:	-20	Spillage:	-19	Spillage:	-21	Spillage:	-84
June Renewal:	-1,066	June Renewal:	-990	June Renewal:	-975	June Renewal:	-3786
Spillage:	-21	Spillage:	-30	Spillage:	-18	Spillage:	-83
July Renewal:	-1,122	July Renewal:	-1,061	July Renewal:	-887	July Renewal:	-3751
Spillage:	-22	Spillage:	-21	Spillage:	-19	Spillage:	-83
August Renewal:	-1,080	August Renewal:	-1,040	August Renewal:	-899	August Renewal:	-3730
Spillage:	-21	Spillage:	-20	Spillage:	-19	Spillage:	-83
September Renewal:	-1,176	September Renewal:	-879	September Renewal:	-703	September Renewal:	-3782
Spillage:	-69	Spillage:	-378	Spillage:	-24	Spillage:	-104
October Renewal:		October Renewal:	-683	October Renewal:	-758	October Renewal:	
		Spillage:	-24	Spillage:	-24		
		November Renewal:	-960	November Renewal:	-75		
		Spillage:	-8	Spillage:	-8		
RECYCLE:	-13,126	RECYCLE:	-12,590	December Renewals:	-777	RECYCLE:	-33027
Current Balance:	0	Current Balance:	5,355	Current Balance:	1,404	Current Balance:	

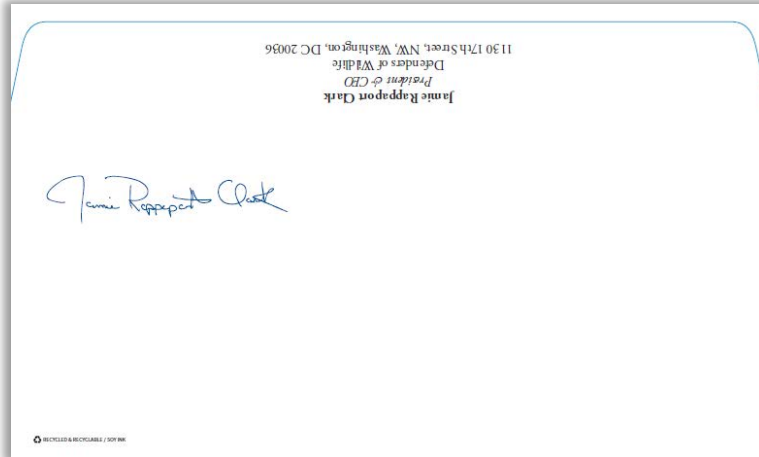
FY2024 Printing - October - September


[illegible]

Monthly Testing Options

November 2023

Defenders of Wildlife





National Headquarters
1130 17th Street, N.W. | Washington, D.C. 20036-4600 | tel 202.682.6826 | fax 202.682.1331
defenders.org

April 12, 2023

PREFIX FNAME MNAME LNAME, SUFFIX
ALT_PREFIX ALT_FNAME ALT_MNAME ALT_LNAME, ALT_SUFFIX
COMPANY
ADDRESS1
ADDRESS2
ADDRESS3
CITY, STATE ZIP

Dear standard name build,

I am so grateful for your commitment to Defenders of Wildlife and our mission to defend imperiled species and their habitats. You have helped us achieve big wins in the past year alone, such as the release of red wolves from captivity into the wild, international trade protections for hundreds of overexploited species and increased safeguards for brown bears in Kenai National Wildlife Refuge. These accomplishments were possible thanks to Defenders like you banding together for our nation's wildlife.

With the mounting threat of climate change and rapid loss of biodiversity, Defenders' work to prevent the extinction of our nation's treasured wildlife is more important than ever before.

I believe you feel the same, and that's why I encourage you to consider making a bequest to Defenders to help ensure wildlife continues to thrive even beyond your lifetime. All it takes is adding a sentence, like the one below, to your will or living trust:


"I hereby give _____ (percentage, residuary share or specific amount or asset) to Defenders of Wildlife, 1130 17th Street, NW, Washington, DC 20036. Tax ID number: 53-0183181"

By making a bequest or designating Defenders as a beneficiary on one of your accounts, you create a legacy gift that costs you nothing now yet will have an extraordinary future impact.

If you have already made a legacy gift to Defenders, or would like information about this type of giving, please let us know on the form on the reverse side of this letter.


I encourage you to join your fellow Defenders who have made a lasting commitment to North America's vulnerable species. Through your will, you can pass on your cherished values and share the wonder of wildlife with generations to come.

Sincerely,



Jamie Rappaport Clark
President & Chief Executive Officer

SCAN ME





CONFIDENTIAL REPLY FORM



☐ **YES, I want to help protect wildlife for future generations.**

☐ I have already included Defenders of Wildlife in my will or other estate plans.

☐ I wish to remain anonymous.

☐ **Please send me information on:**

☐ How to include a bequest to Defenders in my will, living trust or other estate plans.

☐ How to create income for life with a charitable gift annuity.

☐ I have questions. Please contact me by:

Phone: _____

or Email: _____

Please return your completed form in the prepaid postage envelope enclosed or send to:

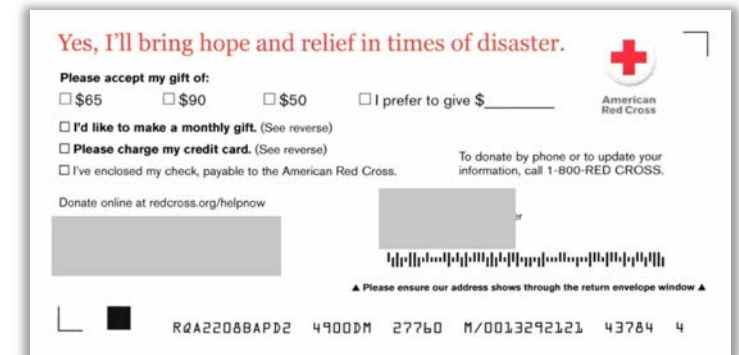
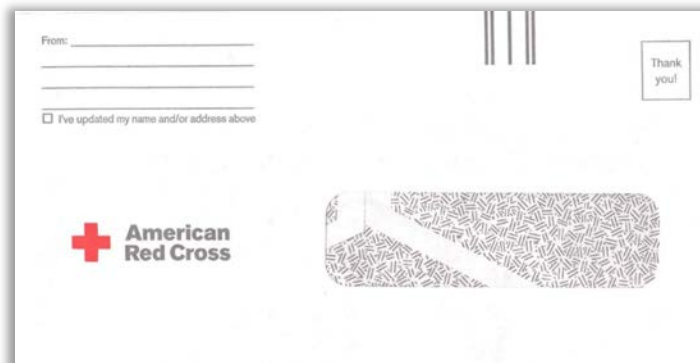
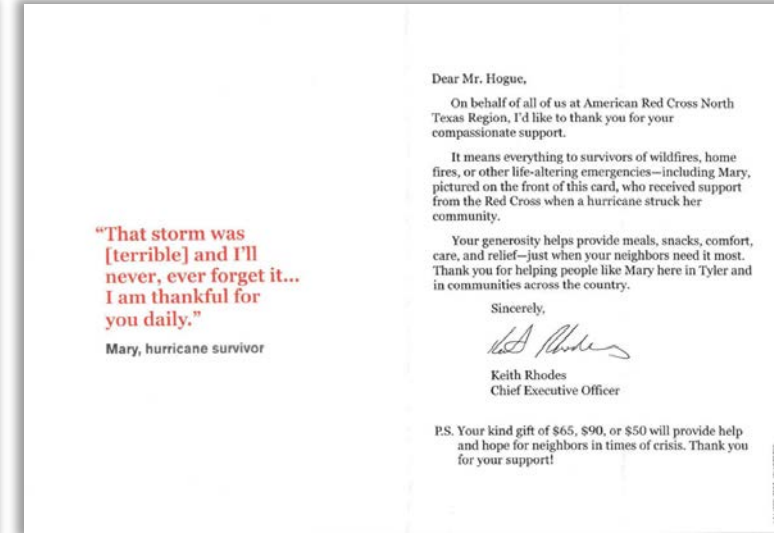
Office of Planned Giving
Defenders of Wildlife
1130 17th Street NW
Washington, DC 20036

Questions?
Email: legacy@defenders.org
Phone: 1-800-915-6789

Defenders of Wildlife

- **Format:** #10 OE, #9 RE, 8.5 x 11 letter, 8.5 x 11 reply
- **What works:**
 - The plain white closed faced envelope has only the signer's signature in the reply address space. The return address is on the back flap of the envelope. The signer's name is included in the address block as well (with their title).
 - The bottom of the letter features a QR code that has the Defenders of Wildlife logo in the center. The QR takes the donor to the Planned Giving page of their website. The large "Scan Me" banner above the QR Code, instantly draws attention when quickly reviewing the letter.
 - While this QR code WILL NOT qualify for the USPS Emerging and Advanced Technology promotion (as it does not lead directly to a donation page), the placement and style of the QR code could be used on another mailing. In this case, the QR code is placed near the signature of the letter – where there is ample white space to add it.

American Red Cross



American Red Cross

- **Format:** Notecard format – could be 5 x 7 or 4 x 6
- **What works:**
 - This package – sent to current donors – highlights the need for donations now to be used “when needed” for emergency relief.
 - The card inside carries a short message and thank you from someone who received help from the American Red Cross and a short impact message from the organization’s signer.
 - The OE includes a personalized thank you message on the front and gives the organization the ability to use this same card across multiple chapters/regions.
 - The QR code on the back of the OE takes the donor to a YouTube video PSA showing the devastation from a hurricane like the one described in the package. The video has a donation link – however, this would not qualify for the USPS Promotion (as the QR code doesn’t go directly to a donation page). But it can be a great way to lead donors to video content online through the mail.

ONBOARDING MADE SIMPLE



Proven, Smooth Processes



Thorough Documentation



Fast Turnaround for Your Team

DETAIL-ORIENTED FOR US, EASY FOR YOU

Pre-Launch

- Set budget
- Strategic sourcing
- Shadow current processes

Assimilation

- Secure branding, procedures & mail schedules
- Identify preferences & details

Launch

- Set timelines
- Review current & upcoming programs
- Establish reporting

Art to 1st Mail

- Review progress
- Go live with full accountability
- Press checks & site inspections

**CONTACT US
TO GET STARTED**

T: 703.734.5700
productionsolutions.com

**PRODUCTION
SOLUTIONS™**



Sample Production Transition Checklist

Start Date for First Mailing

1. Date
2. Monthly mailings start with newsletter (May-Summer)
3. March first job is self mailer

Brand Guidelines

1. PMS colors
2. Logo Requirements

Print

1. How is art provided?
2. Posted to FTP site?
3. Requirements for Hard color proofs
4. What is the approval process and timeline
5. Vendors (folders for FTP site)
6. Any paper requirements (recycle content, etc.)

Data

1. Can data be pulled into PS FTP site? Or will there be an FTP site? If so, need site information (site/host/file path) User name and password
2. Will data files have counts and file layouts?
3. Do we need to provide final mail files back to client? If so, what format?
4. List provider for files?
5. House Files?
6. Zip file review – to determine postal logistics.
7. Tracking

Data Processing:

1. Static DP instructions - Use Checklist for processing items to review.
2. Client preferences

3. Seeds? We like to add PS seeds, will client seeds be added or will we need to include.
4. What is the process for data counts validation?
5. What are the ask build process - process and steps for validation, approval?
6. Renewal complexity - segmentation and separate packaging.

Scanlines/Caging

1. Process and timeline
2. Physical samples needed.
3. Formatting
4. Confirm supplier.

Inventory

1. Inventory codes - do all items have codes printed.
2. Inventory report
3. What programs inventory items
4. Assess -- inventory controls, shipping material.
5. Frequency of printing
6. Any special recycling requirements
7. Any long-term storage needs/expectations

Meeting Schedules

1. Cadence/who/when
2. PS Daily updates - who wants/needs to receive.

Postage

1. Escrow?
2. Mailer ID
3. CRID
4. Nonprofit Authorization #
5. Permits (OE and BRE)
6. Postage requests - what are you doing now, challenges.
7. Foreign records
8. What currently USPS Promotions running?
9. Postal Treatments
10. Current Commingle Partner

Production Plus

1. Set up a plan / discussion on implementation

Billing Accounting

1. FY - August-July
2. Billing requirements

SAMPLE



NEW CLIENT ONBOARDING CHECKLIST

Invoicing		Closing	
Client Payment Terms	<input type="checkbox"/>	Current Mailing Review - Specifications, Mail Schedule, etc. <input type="checkbox"/>	
Invoices Sent in "Phases" - Print and DPLM	<input type="checkbox"/>	Review Future Mailplan	<input type="checkbox"/>
Invoice Payment Sent Via:	<div></div>	Existing Inventory to Retrieve	<input type="checkbox"/>
Taxes Applied to Jobs Mailed Unless Tax Exempt	<input type="checkbox"/>	Mailshop Name / Address / Contact	
Federal and Virginia Tax Exempt Paperwork on File	<input type="checkbox"/>	Quantity - Names / Skid Count	
Special Requirements for Invoices (Codes, etc.)		Basic Specs	
Invoices (Sent Electronically)	<input type="checkbox"/>	Contract Discussion	<input type="checkbox"/>
Contact Name(s) and Email(s)			
Aging Reports Sent Upon Request	<input type="checkbox"/>		
Contact Name(s) and Email(s)			



NEW CLIENT ONBOARDING CHECKLIST

Personalization / Mailshop		Postage Processing	
Personalization Standards	<input type="checkbox"/>	Postal Information	<input type="checkbox"/>
PDF / FPO Copy Released per Personalized Component		Typical Postage Rate (1st, NP) and Types (Stamp, Meter, Indicia)	
Sequence Numbers (Match Mailings)		Postage Money - Date Received Depends Volume, Postage T	<input type="checkbox"/>
Setup Standards - Signoffs	<input type="checkbox"/>	Payment Sent to PS via:	
Quantity per Package		Frequency of Postage Payments	
Variety of Names - Max Line, Max Length, etc.		Escrow (\$25,000 Min, Refunds to Account, Monthly Statements)	
Insertion Standards	<input type="checkbox"/>	Non-Escrow (Refunds Against Invoice, No Transferring Jobs)	
Format for Review		USPS Requirements	<input type="checkbox"/>
Live Standards	<input type="checkbox"/>	Nonprofit Authorization Number	
Review Prior to Mailing		Mailer ID (MID)	
If So, Format for Review		Custmer ID (CRID)	
Mail Tracking	<input type="checkbox"/>	Company Indicia Permits - Outgoing	
Reports Submitted:		Business Reply Mail (BRM) Permits - Incoming	
Return Tracking:			



NEW CLIENT ONBOARDING CHECKLIST

Data Processing

Data Release	<input type="checkbox"/>	Scanline Standards (If Required)	
File Layout / Instructions / Mailplan		Build Instructions	
USPS NCOA Requirements		Font Requirements (Type, Size) and Placement	
Data Processing Standards	<input type="checkbox"/>	Cager Sign-Off Required (Name / Address)	
Merge/Purge Required		Approval Timeline Required	
Suppressions / De-Dupe Required		Seed Names	<input type="checkbox"/>
Appends (Congressional, etc.) Required		Received Format	
Segmentation Required		Package Samples	<input type="checkbox"/>
Source Code Build Required		Number Required per Package	
Address Standardization (CASS)		Address Block Format	
Upper/Lowercase & Punctuation			
Address Block Build with Default			
Salutation(s) Build with Default			
\$String Build with Rounding / Minimum and Maximum			



NEW CLIENT ONBOARDING CHECKLIST

Pre-Production		Printing	
Budget / Proposal Format		Final Artwork Release Review	<input type="checkbox"/>
Sample Authorization to Proceed (ATP) Shared	<input type="checkbox"/>	Access to PS FTP Site (Purged Every 90 Days)	
Campaign Kick-Off / Strategy Meetings with PS Attendance		If So, FTP Username and Password Shared	<input type="checkbox"/>
Preliminary Artwork Shared Prior to Release		Artwork Program Format with Corresponding PDFs	
Inventory Codes (Mail / Inventory Management)		Previous Print Samples Shared for Quality Expectation	<input type="checkbox"/>
		Marketing Logo and Branding Guidelines	<input type="checkbox"/>
		Proofing Requirements	
		Press Inspection Expectations	
		Print Sample Requirements	



NEW CLIENT ONBOARDING CHECKLIST

Introduction

New Client Information Form Completed / Received	<input type="checkbox"/>	Schedule Updates	<input type="checkbox"/>
Production Team Bio / Pictures Shared	<input type="checkbox"/>	Frequency	<div></div>
Annual Mailplan Received	<input type="checkbox"/>	Client Included Names	
Team Structure & Daily Contact	<input type="checkbox"/>	Conference Calls	<input type="checkbox"/>
Name		Frequency	<div></div>
Title		Client Included Names	
Address		In-Person Meetings	<input type="checkbox"/>
Phone		Frequency	<div></div>
Email		Client Included Names	See above.
Birthdays		Campaign Schedules	<input type="checkbox"/>
Email Distribution Lists	<input checked="" type="checkbox"/>	Acks/Newly Acquired	<div></div>
Client Included Names	N/A	Renewal	<div></div>
PS Included Names	PS to create	ACQ	<div></div>
Reasons for Moving to PS / Current Pain Points		Other	<div></div>
Supplier History, Concerns & Opportunities		Approval Turnaround Requirements	<div></div>
Performance Evaluation Preference			
Goals			



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

10/26/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER TEDFORD & ASSOCIATES, LLC 121 East Main P. O. Box 1050 Jenks OK 74037	CONTACT NAME: Angela Holmstrom, CIC PHONE (A/C, No, Ext): (918) 299-2345 E-MAIL ADDRESS: angelah@tedfordinsurance.com FAX (A/C, No): (918) 299-5441														
INSURED Production Solutions, Inc. PO Box 840 Tulsa OK 74101	<table><tr><th>INSURER(S) AFFORDING COVERAGE</th><th>NAIC #</th></tr><tr><td>INSURER A: Federal Insurance Company</td><td>20281</td></tr><tr><td>INSURER B: Hartford Accident & Indemnity</td><td>22357</td></tr><tr><td>INSURER C:</td><td></td></tr><tr><td>INSURER D:</td><td></td></tr><tr><td>INSURER E:</td><td></td></tr><tr><td>INSURER F:</td><td></td></tr></table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A: Federal Insurance Company	20281	INSURER B: Hartford Accident & Indemnity	22357	INSURER C:		INSURER D:		INSURER E:		INSURER F:	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A: Federal Insurance Company	20281														
INSURER B: Hartford Accident & Indemnity	22357														
INSURER C:															
INSURER D:															
INSURER E:															
INSURER F:															

COVERAGES**CERTIFICATE NUMBER: 23-24 ALOB****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			36062867	6/1/2023	6/1/2024	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			73615389	6/1/2023	6/1/2024	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			78191679	6/1/2023	6/1/2024	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/>	N/A	42WCAM5G29	6/1/2023	6/1/2024	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Professional & Cyber Liability			D96119732	6/1/2023	6/1/2024	Limit \$5,000,000
A	Crime			82499537	6/1/2023	6/1/2024	Limit \$4,800,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER**CANCELLATION**

***** PROOF OF INSURANCE *****

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

M Tedford, CRM, CIC/A

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ACORD 25 (2014/01)

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INS025 (201401)

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MASTER SERVICE AGREEMENT

SOLICITATION/CONTRACT BIDDER/OFFEROR TO COMPLETE BLOCKS 11, 13, 15, 21, 22, & 27		1. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)		RATING		PAGE OF 1 3	
2. CONTRACT NO. T15CC10380		3. AWARD/ EFFECTIVE DATE 07/10/2015		4. SOLICITATION NUMBER		5. SOLICITATION TYPE <input type="checkbox"/> SEALED BIDS <input type="checkbox"/> NEGOTIATED (IFB) (RFP)	
7. ISSUED BY SMITHSONIAN INSTITUTION P.O. BOX 37012 MRC 1200 Washington DC 20013-7012		8. THIS ACQUISITION IS <input type="checkbox"/> SMALL BUSINESS <input type="checkbox"/> HUBZONE SMALL BUSINESS <input type="checkbox"/> SERVICE-DISABLED VETERAN- OWNED SMALL BUSINESS <input type="checkbox"/> 8(A)		<input checked="" type="checkbox"/> UNRESTRICTED OR <input type="checkbox"/> WOMEN-OWNED SMALL BUSINESS (WOSB) ELIGIBLE UNDER THE WOSB PROGRAM <input type="checkbox"/> EDWOSB NAICS: SIZE STANDARD:		6. SOLICITATION ISSUE DATE	
9. (AGENCY USE)		NO COLLECT CALLS					

10. ITEMS TO BE PURCHASED (BRIEF DESCRIPTION) <input type="checkbox"/> SUPPLIES <input type="checkbox"/> SERVICES		11. IF OFFER IS ACCEPTED BY THE GOVERNMENT WITHIN _____ CALENDAR DAYS (60 CALENDAR DAYS UNLESS OFFEROR INSERTS A DIFFERENT PERIOD) FROM THE DATE SET FORTH IN BLOCK 9 ABOVE, THE CONTRACTOR AGREES TO HOLD ITS OFFERED PRICES FIRM FOR THE ITEMS SOLICITED HEREIN AND TO ACCEPT ANY RESULTING CONTRACT SUBJECT TO THE TERMS AND CONDITIONS STATED HEREIN.		12. ADMINISTERED BY OCON P.O. BOX 37012 MRC 1200 Washington DC 20013-7012	
13. CONTRACTOR OFFEROR Production Solutions, Inc. 1951 Kidwell Dr., 5th Floor Vienna VA 22182-3930		14. PAYMENT WILL BE MADE BY SMITHSONIAN INSTITUTION Office of Finance and Accounting PO Box 37012 MRC 1203 Washington DC 20013-7012		15. PROMPT PAYMENT DISCOUNT	
TELEPHONE NO. DUNS NO. 189856040 <input type="checkbox"/> CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER		SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK:			
16. AUTHORITY FOR USING OTHER THAN FULL AND OPEN COMPETITION		<input type="checkbox"/> 10 U.S.C. 2304 <input type="checkbox"/> 41 U.S.C. 253 () ()			

17. ITEM NO.	18. SCHEDULE OF SUPPLIES SERVICES	19. QUANTITY	20. UNIT	21. UNIT PRICE	22. AMOUNT
	DUNS Number: 189856040 This is agreement numbered T15CC10380 for print production and related services for the Smithsonian's direct response service cooperative ("Agreement"). The Agreement consists of this Standard Form 1447, the terms attached hereto, pp. 4-26, and the following documents, which are incorporated as legal terms of the Agreement by Continued ...				

23. ACCOUNTING AND APPROPRIATION DATA See Schedule		24. TOTAL AWARD AMOUNT (FOR GOVERNMENT USE ONLY) \$557,700.00	
25. CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN _____ COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET <input type="checkbox"/> FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY CONTINUATION SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN.		26. AWARD OF CONTRACT: YOUR OFFER ON SOLICITATION NUMBER SHOWN IN BLOCK 4 INCLUDING ANY ADDITIONS <input type="checkbox"/> OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS:	
27. SIGNATURE OF OFFEROR/CONTRACTOR <i>Patrick McVean</i> NAME AND TITLE OF SIGNER (TYPE OR PRINT) Patrick Mcvean Senior Acct Strategist		28. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER) <i>Dorothy A. Leffler</i> NAME OF CONTRACTING OFFICER Dorothy A. Leffler	
DATE SIGNED 7/24/15		DATE SIGNED 7/30/15	

AUTHORIZED FOR LOCAL REPRODUCTION
PREVIOUS EDITION NOT USABLE

STANDARD FORM 1447 (REV. 2/2012)
Prescribed by GSA - FAR (48 CFR) 53.214(d)

NO RESPONSE FOR REASONS CHECKED

<input type="checkbox"/>	CANNOT COMPLY WITH SPECIFICATIONS	<input type="checkbox"/>	CANNOT MEET DELIVERY REQUIREMENT
<input type="checkbox"/>	UNABLE TO IDENTIFY THE ITEM(S)	<input type="checkbox"/>	DO NOT REGULARLY MANUFACTURE OR SELL THE TYPE OF ITEMS INVOLVED
<input type="checkbox"/>	OTHER (Specify)		
<input type="checkbox"/>	WE DO	<input type="checkbox"/>	WE DO NOT, DESIRE TO BE RETAINED ON THE MAILING LIST FOR FUTURE PROCUREMENT OF THE TYPE OF ITEMS INVOLVED
NAME AND ADDRESS OF FIRM (Include ZIP Code)		SIGNATURE	
		TYPE OR PRINT NAME AND TITLE OF SIGNER	

COPY

FROM:

AFFIX
STAMP
HERE

TO:
OCON
SMITHSONIAN INSTITUTION
P.O. BOX 37012
MRC 1200
Washington DC 20013-7012

SOLICITATION NO. _____

DATE AND LOCAL TIME _____

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
T15CC10380

PAGE 3 OF 3

NAME OF OFFEROR OR CONTRACTOR

Production Solutions, Inc.

(A) ITEM NO.	(B) SUPPLIES/SERVICES	(C) QUANTITY	(D) UNIT	(E) UNIT PRICE	(F) AMOUNT
	reference, and are available from the Contracting Officer upon request. 1) RFP F15SOL10003 (¿RFP¿) 2) Production Solutions proposal revised February 27, 2014 (¿Amended Proposal¿) 3) Production Solutions proposal dated November 25, 2015 (¿Original Proposal¿) Delivery: 10 Days After Award Delivery Location Code: SHIPTO See Schedule FOB: Destination Period of Performance: 07/15/2015 to 09/30/2015				
00001	Production for FY15-Q4 Campaigns Obligated Amount: \$327,800.00 Product/Service Code: R701 Requisition No: 0000065794 Accounting Info: 420-0000-042001-182000-6510-2410-9500-1820DIRMAIL- DEFAULT- Funded: \$327,800.00				327,800.00
00002	Postage for FY15-Q4 Campaigns Obligated Amount: \$229,900.00 Product/Service Code: R701 Requisition No: 0000065794 Accounting Info: 420-0000-042001-182000-6510-2334-9500-1820DIRMAIL- DEFAULT Funded: \$229,900.00 The total amount of award: \$557,700.00. The obligation for this award is shown in box 24.				229,900.00

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Solicitation/Contract Form

The Smithsonian Institution (“Smithsonian”) hereby agrees to retain the services of Production Solutions (“Contractor”) to provide labor, materials, equipment, and services required for print production services for its direct response cooperative encompassing various of Smithsonian’s membership programs during the term beginning July 15, 2015 and ending September 30, 2015 (“Base Term”). The Smithsonian and the Contractor acknowledge and agree the cooperative is managed by the Smithsonian Institution with strategic services from Avalon. The Contractor’s scope of work is described in the Smithsonian’s request for proposals issued October 17, 2014 and the Contractor’s proposal submitted November 25, 2014 and as revised February 27, 2015, all of which are incorporated by reference and listed below in order of legal precedence (all referred to herein as the “Contract Documents”).

- 1) RFP F15SOL10003 (“RFP”)
- 2) Production Solutions proposal revised February 27, 2014 (“Amended Proposal”)
- 3) Production Solutions proposal dated November 25, 2015 (“Original Proposal”)

Pricing

Base Term. For the services rendered in the Base Term of this Agreement, including but not limited to start up, strategy, and implementation of services described in the Original Proposal, the Smithsonian shall pay to the Contractor a sum not to exceed Five Hundred Fifty Seven Thousand Seven Hundred Dollars (\$557,700.00), calculated on the basis of monthly rates set out in the Amended Proposal and as authorized by the Smithsonian directly through its COTR either or through representatives of Avalon as authorized by the Smithsonian. These fees are billable monthly, net 30, as set forth herein.

The period of performance for this Contract shall begin July 15, 2015 for a base year period ending September 30, 2015. Thereafter, the agreement shall automatically renew for six (6) successive one (1) year periods on the terms outlined herein, unless the Smithsonian provides a minimum of thirty (30) calendar days’ notice prior to the end of the current year’s expiration date of its desire not to renew the Contract. The term of this agreement shall not extend beyond September 30, 2021. The terms and conditions of the Contract shall remain unchanged for the successive renewal period(s), unless a party provides to the other party, a written request to change the terms and conditions of the Contract a minimum of thirty (30) calendar days prior to the then current expiration date. Said changes shall be mutually agreed upon by the parties and set forth in a separate written modification to the Contract.

Option Terms. For the services rendered in the option years following the Base Term of this Agreement, to include cooperative management of print production for the Smithsonian’s membership programs either through the Smithsonian or as may be requested by the Smithsonian and implemented by Avalon, in addition to monthly fees for such Smithsonian programs as the parties mutually agree to add to the scope of work. The parties acknowledge that various Smithsonian membership programs may be added to the cooperative over the term of the Agreement. The term is as follows:

Opt. 1/Oct. 1, 2015 to September 30, 2016: Fees as may be agreed upon by the parties based on the rates and assumptions set forth in the Amended Proposal.

Opt. 2/Oct. 1, 2016 to September 30, 2017: \$ Fees as may be agreed upon by the parties based on the rates and assumptions set forth in the Amended Proposal.

Opt. 3/Oct. 1, 2017 to September 30, 2018: Fees as may be agreed upon by the parties based on the rates and assumptions set forth in the Amended Proposal.

Opt. 4/Oct. 1, 2018 to September 30, 2019: Fees as may be agreed upon by the parties based on the rates and assumptions set forth in the Amended Proposal.

Opt. 5/Oct. 1, 2019 to September 30, 2020: Fees as may be agreed upon by the parties based on the rates

and assumptions set forth in the Amended Proposal.

Opt. 6/Oct. 1, 2020 to September 30, 2021: Fees as may be agreed upon by the parties based on the rates and assumptions set forth in the Amended Proposal.

Estimated costs for the Services shall be determined prior to each fiscal year and approved as a not to exceed allowance. Allowances shall be based on unit prices and assumptions in the Amended Proposal.

According to the budget and the schedules established by the parties in the Base Term and thereafter for or during each of the Option Years, Contractor shall provide the services described in the RFP and in its Original Proposal (the “Services”). The relevant sections of the RFP are cited below for ease of reference.

- a. **Print Production Assistance.** In addition to those services described in the RFP at Section A.22, the Contractor shall cooperate with Avalon for the purpose of providing the Services. The Smithsonian has contracted with Avalon under the terms of a separate contract for direct response services; the Contractor hereunder shall affirmatively cooperate with Avalon to provide Services as directed by the Smithsonian’s COTR or representatives of Avalon authorized by the Smithsonian’s COTR. The Services are summarized and supplemented as follows:

1. Project print jobs for mailings for upgrade, cultivation or solicitation, newsletters, event invitations, benefit fulfillment, and collateral materials;
2. Postage purchasing requirements or stamp specification;
3. Graphic design as requested by Avalon and to be billed to the Smithsonian;
4. Bid and award of fulfillment materials in cooperation with Avalon, in addition to accompanying mailing package elements;
5. Storage services; and
6. Related tasks as may be requested by the Smithsonian and as described in the Contract Documents.

- b. **Duty of Cooperation.**

1. Contractor shall use good faith and its best efforts in keeping expenses down while maintaining SI quality standards
2. Contractor shall cooperate with Smithsonian and with Avalon in the annual and campaign-based budgeting processes and to adhere to SI deadlines
3. Contractor shall generate invoices by unit and by campaign.
4. Contractor shall work under Avalon’s direction, unless specifically directed by the Smithsonian’s COTR to work directly with a designated staff member of a Smithsonian membership program.
5. The Contractor shall maintain postage escrow accounts by unit by fiscal year.

At Section A.23 the RFP includes deliverables under (a) General, (b) Direct Mail, (c) Online, and (d) Telemarketing (Section A.23 is herein referred to as the Contract Deliverables). The Contractor’s Contract Deliverables are listed under A23(b), Direct Mail.

Packaging and Marking

N/APP

Inspection and Acceptance

52.246-16 Responsibility for Supplies. (APR 1984)

Deliveries or Performance

N/APP

Contract Administration Data

52.202-S0059 Contract Management

Notwithstanding the Contractor's responsibility for total management during the performance of this contract, the administration of the contract will require maximum coordination between the Smithsonian and the Contractor. The following individuals will be the Smithsonian points of contact during the performance of the contract.

52.202-S0060 Contracting Officer

All contract administration will be effected by the Contracting Officer. Communications pertaining to contractual administrative matters will be addressed to the Contracting Officer. No changes in or deviation from the scope of work shall be effected without a written modification to the contract executed by the Contracting Officer authorizing such changes.

52.202-S0061 Contracting Officer's Technical Representative (COTR) (Apr 1988)

(a) The Contracting Officer's Technical Representative (COTR) *[insert COTR name]*, (*[insert telephone number]*), *[insert department or museum name]*, or her authorized representative shall act for and on behalf of the Contracting Officer in the administration of any resultant contract with respect to:

1. Resolution of issues that may arise between the Contractor and the Smithsonian Institution in connection with such matters as acceptability of workmanship and other technical requirements;
2. Evaluation on an overall basis of the acceptability of workmanship and Contractor's compliance with technical requirements; and
3. The approval and acceptance of work performed under this contract.

(b) This delegation does not authorize the modification of any of the contract's provisions, terms or conditions. All authorities not herein delegated are reserved to the Contracting Officer.

(c) The Contractor shall make available such records, reports and facilities as may be required to carry out this assignment.

52.202-S0062 Authorities

The Contractor is advised that only the Contracting Officer can change or modify the terms of this contract or take any other action which obligates the Smithsonian and then such action must be set forth in a formal modification to the Contract. The authority of the COTR is strictly limited to the specific duties set forth in her letter of appointment, a copy of which will be furnished the Contractor. Contractors who rely on direction from persons other than the Contracting Officer (or a COTR acting within the strict limits of his/her responsibilities as set forth in his/her letter of appointment) do so at their own risk and expense, as such actions do not bind the Smithsonian contractually. All questions concerning the authority of a Smithsonian employee to direct the Contractor contractually should be referred to the Contracting Officer.

52.215-S0002 Authorized Negotiators (Apr 1984)

The offeror or quoter represents that the following persons are authorized to negotiate on its behalf with the Government in connection with this request for proposals or quotations: *[list names, titles, and telephone numbers of the authorized negotiators]*.

52.215-S0063 Key Personnel

(a) The Contractor shall include the key personnel to be assigned under this contract those persons listed below:

NAME	LABOR CATEGORY
------	----------------

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Offerors shall also provide this information in their technical proposal.

(b) The persons named above are considered key personnel. The Contractor shall give at least 14 calendar days advance notice if any of these persons are to be removed or diverted from this contract, and shall supply written justification as part of this notice, and shall name the proposed substitute or replacement; but the Contractor will not remove or divert such persons unless authorized by written consent of the Contracting Officer.

(c) General Approval. All Contractor personnel assigned to this contract are subject to Smithsonian review in accordance with the defined labor categories herein. Contractor personnel found unacceptable by the Smithsonian at any time shall be removed from performing under this contract within 14 calendar days after notification. Such notification shall be delivered in writing by the Contracting Officer to the Contractor.

Special Contract Requirements

Restricted Use of the Smithsonian Name

Contractor may use the Names in the direct mail and e-marketing services and deliverables as outlined in this Agreement. Contractor may also make use of the Names in a client “resume” format, so long as Contractor lists the Smithsonian among a significant portion of its other clients, without placing the Names in a prominent position or typeface, or otherwise drawing special attention to the Names among other client names. Contractor shall not have the Names printed on its letterhead stationery or brochures advertising non-Smithsonian sponsored activities. Contractor is specifically barred from claiming any endorsement from the Smithsonian or from claiming that Contractor is a preferred provider or otherwise special among other similar clients.

52.202-S0010 Use of Smithsonian Name (Jun 2000)

Except as authorized above, it is recognized and acknowledged that Contractor shall have no right to use the name "Smithsonian" or "Smithsonian Institution", or the name of any Smithsonian Museum or part thereof, including the Facilities, in connection with any of its own advertising, marketing or promotion. However, any marketing or promotional programs concerning the Smithsonian or the Project shall be submitted to the Smithsonian for review and approval prior to any implementation thereof. The Smithsonian may withhold any approval required hereunder as it wishes.

The Prime Contractor shall be responsible for compliance by any subcontractor or supplier or lower tier subcontractor or lower tier supplier with this clause. After award of the contract and upon request of the Contracting Officer, the Prime Contractor shall deliver a written statement acknowledging that this clause has been included in contracts with all subcontractors and suppliers.

52.203-S0004 Advertising of Award Smithsonian Institution

The Contractor shall not refer to the Smithsonian or to any of its museums, organizations, or facilities in any manner or through any medium, whether written, oral or visual, for any purpose whatsoever, including advertising, marketing, and promotion.

52.215-S0009 Information, Services and Rights of the Smithsonian (Apr 1988)

- (a) The S.I., through the C.O. and COTR, will provide administration of the contract as hereinafter described.
- (b) The S.I. or its authorized representatives shall at all times have access to the Work whenever it is in preparation or progress. The Contractor shall provide safe facilities for such access.
- (c) The S.I. or its authorized representatives shall not be responsible for or have control or charge of the Work, and will not be responsible for the Contractor's failure to carry out the Work in accordance with the Contract Documents.
- (d) The COTR shall have authority to reject Work when in his opinion, the Work does not conform to the Contract Documents.
- (e) Whenever in the COTR's reasonable opinion it is considered necessary or advisable for the implementation of the intent of the Contract Documents, the COTR will have authority to require special inspection or testing of the Work in accordance with the provisions of the Contract Documents whether or not such Work be then fabricated, installed or completed.
- (f) The COTR shall have the authority and discretion to call, schedule, and conduct job meetings to be attended by the Contractor, representatives of his Subcontractors, and the Architect to discuss such matters as procedures, progress, problems, payments and scheduling.
- (g) The COTR will establish procedures to be followed for processing all Shop Drawings, catalogs, and other project reports and other documentation, test reports, and maintenance manuals.
- (h) The COTR will review all requests for changes and shall implement the processing of Change Orders, including applications for extension of the Contract Time.
- (1) The COTR will review and process all Progress Payments including the Final Payment.
- (2) The Smithsonian Institution or its authorized representatives shall not be responsible or liable to the Contractor for the acts, errors or omissions of the Contractor, any separate Subcontractor, any separate contractor or any contractor's or subcontractor's agents or employees, or any other persons performing any

of the Work.

(k) Unless otherwise provided in the Contract Documents, the Contractor will be furnished, free of charge, ten copies of full size Drawings and Specifications reasonably necessary for the execution of the Work.

(l) The foregoing rights are in addition to other rights of the S.I. enumerated herein and those provided by law.

52.223-S0070 Dissemination of Information

There shall be no dissemination or publication of information, except between the Contractor and any subcontractors, of information developed under this contract or any task orders awarded under the terms of this contract or contained in reports to be furnished pursuant to this contract without the prior written approval of the Contracting Officer.

Contract Clauses

52.203-3 Gratuities. (APR 1984)

52.203-5 Covenant Against Contingent Fees. (MAY 2014)

52.203-6 Restrictions on Subcontractor Sales to the Government. (SEP 2006)

52.203-7 Anti-Kickback Procedures. (MAY 2014)

52.203-8 Cancellation, Rescission, and Recovery of Funds for Illegal or Improper Activity. (MAY 2014)

52.203-10 Price or Fee Adjustment for Illegal or Improper Activity. (MAY 2014)

52.203-12 Limitation on Payments to Influence Certain Federal Transactions. (OCT 2010)

52.203-13 Contractor Code of Business Ethics and Conduct. (APR 2010)

52.204-4 Printed or Copied Double-Sided on Postconsumer Fiber Content Paper. (MAY 2011)

52.209-6 Protecting the Government's Interest When Subcontracting With Contractors Debarred, Suspended, or Proposed for Debarment. (AUG 2013)

52.215-8 Order of Precedence - Uniform Contract Format. (OCT 1997)

52.219-28 Post-Award Small Business Program Rerepresentation. (JUL 2013)

(a) *Definitions.* As used in this clause-

Long-term contract means a contract of more than five years in duration, including options. However, the term does not include contracts that exceed five years in duration because the period of performance has been extended for a cumulative period not to exceed six months under the clause at 52.217-8, Option to Extend Services, or other appropriate authority.

Small business concern means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria in 13 CFR part 121 and the size standard in paragraph (c) of this clause. Such a concern is "not dominant in its field of operation" when it does not exercise a controlling or major influence on a national basis in a kind of business activity in

which a number of business concerns are primarily engaged. In determining whether dominance exists, consideration shall be given to all appropriate factors, including volume of business, number of employees, financial resources, competitive status or position, ownership or control of materials, processes, patents, license agreements, facilities, sales territory, and nature of business activity.

(b) If the Contractor represented that it was a small business concern prior to award of this contract, the Contractor shall rerepresent its size status according to paragraph (e) of this clause or, if applicable, paragraph (g) of this clause, upon the occurrence of any of the following:

(1) Within 30 days after execution of a novation agreement or within 30 days after modification of the contract to include this clause, if the novation agreement was executed prior to inclusion of this clause in the contract.

(2) Within 30 days after a merger or acquisition that does not require a novation or within 30 days after modification of the contract to include this clause, if the merger or acquisition occurred prior to inclusion of this clause in the contract.

(3) For long-term contracts-

(i) Within 60 to 120 days prior to the end of the fifth year of the contract; and

(ii) Within 60 to 120 days prior to the date specified in the contract for exercising any option thereafter.

(c) The Contractor shall rerepresent its size status in accordance with the size standard in effect at the time of this rerepresentation that corresponds to the North American Industry Classification System (NAICS) code assigned to this contract. The small business size standard corresponding to this NAICS code can be found at <http://www.sba.gov/content/table-small-business-size-standards>.

(d) The small business size standard for a Contractor providing a product which it does not manufacture itself, for a contract other than a construction or service contract, is 500 employees.

(e) Except as provided in paragraph (g) of this clause, the Contractor shall make the representation required by paragraph (b) of this clause by validating or updating all its representations in the Representations and Certifications section of the System for Award Management (SAM) and its other data in SAM, as necessary, to ensure that they reflect the Contractor's current status. The Contractor shall notify the contracting office in writing within the timeframes specified in paragraph (b) of this clause that the data have been validated or updated, and provide the date of the validation or update.

(f) If the Contractor represented that it was other than a small business concern prior to award of this contract, the Contractor may, but is not required to, take the actions required by paragraphs (e) or (g) of this clause.

(g) If the Contractor does not have representations and certifications in SAM, or does not have a representation in SAM for the NAICS code applicable to this contract, the Contractor is required to complete the following rerepresentation and submit it to the contracting office, along with the contract number and the date on which the rerepresentation was completed:

The Contractor represents that it ___ is, ___ is not a small business concern under NAICS Code [insert NAICS Code] assigned to contract number [insert contract number]. (Contractor to sign and date and insert authorized signer's name and title).

(End of clause)

52.222-1 Notice to the Government of Labor Disputes. (FEB 1997)

52.222-3 Convict Labor. (JUN 2003)

52.222-4 Contract Work Hours and Safety Standards - Overtime Compensation. (MAY 2014)

52.222-41 Service Contract Labor Standards. (MAY 2014)

52.222-42 Statement of Equivalent Rates for Federal Hires. (MAY 2014)

In compliance with the Service Contract Labor Standards statute and the regulations of the Secretary of Labor (29 CFR part 4), this clause identifies the classes of service employees expected to be employed under the contract and states the wages and fringe benefits payable to each if they were employed by the contracting agency subject to the provisions of 5 U.S.C. 5341 or 5332.

This Statement is for Information Only: It is not a Wage Determination

Employee Class[]

Monetary Wage - Fringe Benefits[]

(End of clause)

52.222-50 Combating Trafficking in Persons. (MAR 2015)

52.223-3 Hazardous Material Identification and Material Safety Data. (JAN 1997) - Alternate I (JUL 1995)

52.223-12 Refrigeration Equipment and Air Conditioners. (MAY 1995)

52.225-13 Restrictions on Certain Foreign Purchases. (JUN 2008)

52.228-2 Additional Bond Security. (OCT 1997)

52.228-5 Insurance - Work on a Government Installation. (JAN 1997)

52.228-11 Pledges of Assets. (JAN 2012)

52.229-3 Federal, State, and Local Taxes. (FEB 2013)

52.229-4 Federal, State, and Local Taxes (State and Local Adjustments). (FEB 2013)

52.232-11 Extras. (APR 1984)

52.232-23 Assignment of Claims. (MAY 2014)

52.232-33 Payment by Electronic Funds Transfer - System for Award Management. (JUL 2013)

52.233-4 Applicable Law for Breach of Contract Claim. (OCT 2004)

52.242-13 Bankruptcy. (JUL 1995)

52.244-6 Subcontracts for Commercial Items. (APR 2015)

(a) *Definitions.* As used in this clause-

Commercial item has the meaning contained in Federal Acquisition Regulation 2.101, Definitions.

Subcontract includes a transfer of commercial items between divisions, subsidiaries, or affiliates of the Contractor or subcontractor at any tier.

(b) To the maximum extent practicable, the Contractor shall incorporate, and require its subcontractors at all tiers to incorporate, commercial items or nondevelopmental items as components of items to be supplied under this contract.

(c)(1) The Contractor shall insert the following clauses in subcontracts for commercial items:

(i) 52.203-13, Contractor Code of Business Ethics and Conduct (APR 2010) (41 U.S.C. 3509), if the subcontract exceeds \$5,000,000 and has a performance period of more than 120 days. In altering this clause to identify the appropriate parties, all disclosures of violation of the civil False Claims Act or of Federal criminal law shall be directed to the agency Office of the Inspector General, with a copy to the Contracting Officer.

(ii) 52.203-15, Whistleblower Protections Under the American Recovery and Reinvestment Act of 2009 (JUN 2010) (Section 1553 of Pub. L. 111-5), if the subcontract is funded under the Recovery Act.

(iii) 52.219-8, Utilization of Small Business Concerns (OCT 2014) (15 U.S.C. 637(d)(2) and (3)), if the subcontract offers further subcontracting opportunities. If the subcontract (except subcontracts to small business concerns) exceeds \$650,000 (\$1.5 million for construction of any public facility), the subcontractor must include 52.219-8 in lower tier subcontracts that offer subcontracting opportunities.

(iv) 52.222-21, Prohibition of Segregated Facilities (APR 2015).

(v) 52.222-26, Equal Opportunity (APR 2015) (E.O. 11246).

(vi) 52.222-35, Equal Opportunity for Veterans (JUL 2014) (38 U.S.C. 4212(a));

(vii) 52.222-36, Equal Opportunity for Workers with Disabilities (JUL 2014) (29 U.S.C. 793).

(viii) 52.222-37, Employment Reports on Veterans (JUL 2014) (38 U.S.C. 4212).

(ix) 52.222-40, Notification of Employee Rights Under the National Labor Relations Act (DEC 2010) (E.O. 13496), if flow down is required in accordance with paragraph (f) of FAR clause 52.222-40.

(x)(A) 52.222-50, Combating Trafficking in Persons (MAR 2015) (22 U.S.C. chapter 78 and E.O. 13627).

(B) Alternate I (MAR 2015) of 52.222-50 (22 U.S.C. chapter 78 and E.O. 13627).

(xi) 52.222-55, Establishing a Minimum Wage for Contractors (E.O. 13658) (DEC 2014).

(xii) 52.225-26, Contractors Performing Private Security Functions Outside the

United States JUL 2013) (Section 862, as amended, of the National Defense Authorization Act for Fiscal Year 2008; 10 U.S.C. 2302 Note).

(xiii) 52.232-40, Providing Accelerated Payments to Small Business Subcontractors (DEC 2013), if flow down is required in accordance with paragraph (c) of FAR clause 52.232-40.

(xiv) 52.247-64, Preference for Privately Owned U.S.-Flag Commercial Vessels (FEB 2006) (46 U.S.C. App. 1241 and 10 U.S.C. 2631), if flow down is required in accordance with paragraph (d) of FAR clause 52.247-64.

(2) While not required, the Contractor may flow down to subcontracts for commercial items a minimal number of additional clauses necessary to satisfy its contractual obligations.

(d) The Contractor shall include the terms of this clause, including this paragraph (d), in subcontracts awarded under this contract.

(End of clause)

52.246-20 Warranty of Services. (MAY 2001)

(a) *Definition.*

"Acceptance," as used in this clause, means the act of an authorized representative of the Government by which the Government assumes for itself, or as an agent of another, ownership of existing and identified supplies, or approves specific services, as partial or complete performance of the contract.

(b) Notwithstanding inspection and acceptance by the Government or any provision concerning the conclusiveness thereof, the Contractor warrants that all services performed under this contract will, at the time of acceptance, be free from defects in workmanship and conform to the requirements of this contract. The Contracting Officer shall give written notice of any defect or nonconformance to the Contractor within 30 days of receipt of deliverable by the Government. This notice shall state either-

(1) That the Contractor shall correct or reperform any defective or nonconforming services; or

(2) That the Government does not require correction or reperformance.

(c) If the Contractor is required to correct or reperform, it shall be at no cost to the Government, and any services corrected or reperformed by the Contractor shall be subject to this clause to the same extent as work initially performed. If the Contractor fails or refuses to correct or reperform, the Contracting Officer may, by contract or otherwise, correct or replace with similar services and charge to the Contractor the cost occasioned to the Government thereby, or make an equitable adjustment in the contract price.

(d) If the Government does not require correction or reperformance, the Contracting Officer shall make an equitable adjustment in the contract price.

(End of clause)

52.249-4 Termination for Convenience of the Government (Services) (Short Form). (APR 1984)

52.249-8 Default (Fixed-Price Supply and Service). (APR 1984)

52.252-2 Clauses Incorporated by Reference. (FEB 1998)

This contract incorporates one or more clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at this/these address(es): *[Insert one or more Internet addresses]*

(End of clause)

52.253-1 Computer Generated Forms. (JAN 1991)

52.202-S0003 Definitions (Apr 1988)

When a solicitation provision or contract clause uses a word or term that is defined in the Federal Acquisition Regulation (FAR), the word or term has the same meaning as the definition in FAR 2.101 in effect at the time the solicitation or contract was issued, unless modified herein--

- (a) "Head of the agency," means the Secretary of the Smithsonian Institution.
- (b) "Contracting Officer" (C.O.) means a person with the authority to enter into, administer, and/or terminate contracts and make related determinations and findings and to settle all claims.
- (c) "Government" means the Smithsonian Institution (S.I.). The Contracting Officer (C.O.) shall be deemed to be the authorized representative of the S.I. The Smithsonian Institution shall hereinafter be referred to by its initials, "S.I.", or as "the Government".
- (d) "Contractor" means the person or persons, firm or company whose proposal has been accepted by S.I. and includes the Contractor's personal representatives, successors and assigns permitted by S.I.
- (e) "Contracting Officer's Technical Representative" (COTR) means the Project Manager appointed by the Contracting Officer to act as COTR for the purpose of the Contract. Written notification of the appointment or recession of such appointment shall be promptly furnished to the Contractor.

52.215-S0001 Order of Precedence

In the event of an inconsistency between provisions of the Solicitation or the Contract, the inconsistency shall be resolved by giving precedence in the following order:

1. The Schedule.
2. Solicitation, Instructions, and Conditions.
3. Amendments to the Solicitation.
4. Contract Clauses.
5. Specifications.
6. The Offeror's Proposal.

52.232-S0005 Interest on Payments

The Prompt Payment Act (31 U.S.C. Section 3901), is not applicable to the Smithsonian Institution. The Smithsonian Institution shall take all reasonable measures to ensure that payment for invoice(s) properly documented and submitted shall be paid within 30 days from receipt of an approved proper invoice(s) by

the COTR.

52.232-S0053 Examination of Records by Smithsonian Institution (Oct 1987)

The Contractor agrees that the Contracting Officer of the Smithsonian Institution or any of his duly authorized representatives shall, until the expiration of 3 years after final payment under this contract, or of the time periods for the particular records specified in Part 4.7 of the Federal Acquisition Regulation (48 CFR 4.7), whichever expires earlier, have access to and the right to examine any books, documents, papers, and records of the Contractor involving transactions related to this contract or compliance with any clauses thereunder. The Contractor further agrees to include in all his subcontracts hereunder a provision to the effect that the subcontractor agrees that the Contracting Office, Smithsonian Institution or any of this duly authorized representatives shall, until the expiration of 3 years after final payment under the subcontract, or of the time periods for the particular records specified in Part 4.7 of the Federal Acquisition Regulation (48 CFR 4.7), whichever expires earlier, have access to and the right to examine any books, documents, papers, and records of such subcontractor, involving transactions related to the subcontract for compliance with any clauses thereunder. The term "subcontract" as used in this clause excludes (a) purchase orders for public utility services at rates established for uniform applicability to the general public.

52.233-S0006 Disputes

(a) Smithsonian Institution is Not Subject to the Contract Disputes Act. The Contract Disputes Act of 1978 (41 U.S.C. 601-613) is not applicable to the Smithsonian Institution. All disputes arising under or relating to this contract shall be resolved under this clause.

(b) Claims: "Claims", as used in this clause, means a written demand or written assertion by one of the contracting parties seeking, as a matter of right, the payment of money in a sum certain, the adjustment or interpretation of contract terms, or other relief arising under or relating to this contract. A claim arising under a contract, unlike a claim relating to that contract, is a claim that can be resolved under a contract clause that provides for the relief sought by the claimant. However, a written demand or written assertion by the Contractor seeking the payment of money exceeding \$50,000 is not a claim until certified as required by subparagraph (c)(ii) below. A voucher, invoice, or other routine request for payment that is not in dispute when submitted is not a claim. If the submission is disputed, either as to liability or amount, or if it is not acted upon in a reasonable time, it may be converted to a claim by complying with the submission and certification requirements of this clause.

(c) Claims Procedure

(1) Submitting Claims: A claim by the Contractor shall be made in writing and submitted to the Contracting Officer for a written decision. A claim by the Smithsonian Institution against the Contractor shall be subject to a written decision by the Contracting Officer.

(2) Certification of Claims: For Contractor claims exceeding \$50,000, the Contractor shall submit with the claim a certification that:

(i) The claim is made in good faith;

(ii) Supporting data are accurate and complete to the best of the Contractor's knowledge and belief; and

(iii) The amount requested accurately reflects the contract adjustment for which the Contractor believes the Smithsonian Institution is liable.

(3) Who Shall Certify: If the Contractor is an individual, the certification shall be executed by that individual. If the Contractor is not an individual, the certification shall be executed by:

(i) A senior company official in charge at the Contractor's plant or location involved; or

(ii) An officer or general partner of the Contractor having overall responsibility for the conduct of the Contractor's affairs.

(d) Time Limits for Claims Decisions: For Contractor claims of \$50,000 or less, the Contracting Officer must, if requested in writing by the Contractor, render a decision within 60 days, decide the claim or notify the Contractor of the date by which the decision will be made.

(e) Final Decision. The decision of the Contracting Officer constitutes the final and conclusive decision of the Smithsonian Institution. It is effective on the date the Contractor receives the decision. The Contractor retains all rights to subsequent judicial review to which it is entitled under federal law. The Contractor shall comply with any decision of the Contracting Officer and otherwise proceed diligently with performance of this contract pending final resolution of any request for relief, claim, or action arising under the contract.

(f) Interest on Claims: The Smithsonian Institution shall pay interest on the amount found due and unpaid from:

(1) the date the Contracting Officer receives the claim (properly certified if required), or

(2) the date payment otherwise would be due, if that date is later, until the date of payment. Simple interest on claims shall be paid at the rate, fixed by the Secretary of the Treasury, which is applicable to the period during which the Contracting Officer receives the claim and then at the rate applicable for each 6-month period as fixed by the Secretary of the Treasury during the pendency of the claim.

52.243-S0044 Equitable Adjustments (Jun 2000)

(a) The provisions of the Changes clause prescribed by FAR 52.243-4 are supplemented as follows:

(1) The COTR may request an itemized proposal for the work. The Contractor shall submit an itemized proposal within ten (10) days of its receipt of the COTR's request. The Contractor's proposal shall be accompanied by signed itemized proposals of any Subcontractors who will perform any portion of the Change and of any persons who will furnish materials or equipment for incorporation therein. The proposal shall also include the Contractor's estimate of the time required to perform the change. The Contractor's and each involved subcontractor's proposals shall be itemized with unit quantity and unit costs segregated by labor and materials for the various components by the Change and shall include information required by the Supplementary Contract Clause entitled "Scheduling of the Work".

(2) The portion of the proposal relating to labor, whether by the Contractor's forces or the forces of any of its Subcontractors, may include reasonably anticipated wages of Job Site labor, including foreman, who will be directly involved in the Change, plus payroll costs (including premium costs of overtime labor, if overtime is anticipated, Social Security, Federal or State Unemployment insurance taxes, workers compensation insurance, general liability insurance, and fringe benefits required by collective bargaining agreements entered in connection with such labor) and up to twenty-one percent (21%) of said anticipated wages and payroll costs, as overhead and profit on anticipated wages and payroll costs, for the Contractor or any Subcontractor. Said overhead and profit to include all mobilization and supervision costs except foreman as applicable. Job Site labor for changes customarily is on site labor to include foreman. Project management or supervision cost, unless specified otherwise by Smithsonian project management, is considered to be included in the contractor's and each involved Subcontractor's overhead costs.

(3) The portion of the proposal, with unit quantities and unit costs, relating to materials may include the reasonably anticipated costs, whether procured by the Contractor or its Subcontractors, of materials to be purchased for the Change plus transportation and applicable sales or use taxes and up to twenty-one percent (21%) of the said direct material costs, but not applicable sales or use taxes, as overhead and profit for the Contractor or any such Subcontractor, such overhead and profit to include all small tools and miscellaneous material expenses. The proposal may further include the Contractor's and Subcontractor's reasonably anticipated rental costs in connection with the Change in the Work, plus up to six percent (6%) thereof as

overhead and profit for the Contractor or any such Subcontractor as applicable.

(4) The itemized proposal may include up to ten percent (10%) of the amount which the Contractor will pay to any of its Subcontractors for the Changes as a commission to the Contractor. The following sample formats for proposals is provided as general guidance to be used with all appropriate back-up data.

(5) The allowable overhead shall be determined in accordance with the contract cost principles and procedures in Part 31 of the Federal Acquisition Regulation (48 CFR Part 31) in effect on the date of this contract. The percentages for overhead, profit, and commission shall in no case exceed the following:

	Composite Overhead & Profit	Commission
To contractor on work performed by another than his own forces	---	10%
To contractor and/or the subcontractors for that portion of the work performed with their respective forces	21%	---

(6) In the event that the Contractor fails to submit his proposal within the designated period, the Smithsonian may order the Contractor to proceed with the Change and the Contractor shall so proceed. The C.O. will unilaterally determine the reasonable cost and time to perform the Change in question, which determination shall be final and binding upon the Contractor.

(7) If the Contractor timely submits a proposal and the parties are unable to agree as to the reasonable cost and time to perform the Change, the C.O. may make a unilateral determination of the reasonable cost and time to perform the Change in the Work, based upon his own estimates, the Contractor's submission or a combination thereof. A Change Order shall be issued for the amounts of cost and time determined by the C.O. and shall become binding upon the Contractor. The C.O. has the right to direct in writing the Contractor to perform the Change. Failure of the parties to reach agreement regarding the cost and time of performing the Change shall not relieve the Contractor from performing the Change promptly and expeditiously.

(8) If the C.O. elects to have the Change performed on a time and material basis, the Change shall be performed, whether by the Contractor's forces or the forces of any of its Subcontractors at actual cost to the entity performing the Change in the Work (without any charge for administration, clerical expense, supervision or superintendence of any nature whatsoever, including foremen, or the cost, use or rental of tools or plant), plus up to twenty-one percent (21%) of these actual costs as the total overhead and profit. The Contractor shall submit to the COTR daily time and material tickets, to include the identification number assigned to the Change, the location and description of the Change, the classification of labor employed (names and social security numbers), the materials used, the equipment rented (not tools) and such other evidence of cost as the S.I. may require. The S.I. may require authentication of all time and material tickets and invoices by persons designated by the S.I. for such purposes; provided, however, that the authentication of any such ticket or invoice by the S.I. will not constitute an acknowledgement by the S.I. that the items thereon were reasonably required by the Change in the Work. The failure of the Contractor to secure any required authentication shall, if the S.I. elects to treat it as such, constitute a waiver by the Contractor in the Work covered by a non-authenticated ticket or invoice.

(9) No overhead and profit will be paid by the S.I. on account of a Change in the Work except as

specifically provided in this Contract Clause. Overhead and Profit, as allowed under this Contract shall be deemed to include all costs and expenses which the Contractor or any of its Subcontractors may incur in the performance of a Change in the Work and which are not otherwise specifically recoverable by them pursuant to this Contract Clause. Overhead, profit and Contractor's or Subcontractor's commission percentages shall be considered to include, unless specified by S.I. project management; insurance except workers compensation and general liability, field and office supervisors, engineers and their assistants, watchman, use of small tools, incidental job burdens and general home office expenses, and no separate allowance will be made therefore. The term "Assistants" includes all clerical, stenographic and general office help. Incidental job burdens include, but are not necessarily limited to, office equipment and supplies, temporary toilets, telephone and conformance to OSHA requirement. Items such as, but not necessarily limited to, review and coordination, estimating and expediting relative to contract changes are associated with field and office supervision and, are therefore, considered to be included in the Contractor's or Subcontractor Overhead, Profit and/or Commission percentage.

(10) Where the Contractor's or Subcontractor's portions of a Change involve credit items, such items must be deducted prior to adding overhead and profit for the party performing the work.

(11) The Contractor shall not be entitled to any amount for indirect costs, damages or expenses of any nature, including, but not limited to, so-called impact costs, labor inefficiency, wage material or other escalations beyond the prices upon which the proposal is based and which are identified pursuant to this Clause, and which the Contractor, its Subcontractors or Suppliers may incur as a result of delays, interference, suspensions, changes in sequence or the like, from whatever cause, whether reasonable or unreasonable, foreseeable or unforeseeable, or avoidable or unavoidable, arising from the performance of any and all changes in the Work performed pursuant to this Clause. It is understood and agreed that the Contractor's sole and exclusive remedy in such event shall be recovery of his costs and specified markups for overhead, profit and/or commission as set forth in this Clause and an extension of the Contract Time, but only in accordance with the provisions of the Contract Documents.

(12) If the Change in the Work will result in a decrease in the Contract Price, the COTR may request a quotation by the Contractor of the amount of such decrease for use in preparing a Change Order. The Contractor's quotation shall be forwarded to the COTR within (10) days of the COTR's request and, if acceptable to the C.O., shall be incorporated in the Change Order. If not acceptable, the parties shall make every reasonable effort to agree as to the amount of such decrease, which may be based on a properly itemized proposal as specified by this Contract Clause, or on such other basis as the parties may mutually determine. If the parties are unable to agree, the amount of such decrease shall be the total of the estimated reduction in actual cost of the Work, as determined by the C.O.'s judgment, plus up to twenty-one percent (21%) thereof for Overhead and Profit.

(13) No claim relating to or flowing from a particular change shall be allowed after the Contractor's execution of the change order relating to the change.

(14) If any dispute should arise between the parties with respect to an increase or decrease in the Contract Price or an extension or reduction in the Contract Time or as a result of a Change in the Work, the Contractor shall not suspend performance of a Change in the Work or the Work itself unless otherwise so ordered by the C.O. in writing. The S.I. will, however, pay the Contractor up to the S.I.'s estimated value of the Change in the Work, regardless of the dispute, if said Change in the Work results in an increase in the Contract Price; and the S.I. will have the right to decrease the Contract Price up to the S.I.'s estimated value of the Change in the Work, regardless of the dispute, if said Change in the Work results in a decrease in the Contract Price.

52.243-S0045 Pricing of Adjustments (Jun 2000)

When costs are a factor in any determination of a contract price adjustment pursuant to the "Changes" clause or any other clause of this contract, such costs shall be in accordance with the contract cost principles and procedures in Part 31 of the Federal Acquisition Regulation (48 CFR 1-31).

52.249-S0050 Termination for Convenience of the Smithsonian Institution (Jun 2000)

The provisions of the Termination for Convenience Clause prescribed by FAR 52.249-2 are supplemented as follows:

(a) The S.I. may, at any time upon ten days' written notice to the Contractor terminate (without prejudice to any right or remedy of the S.I.) the whole or any portion of the Work for the convenience of the S.I. This Notice of Termination shall specify that portion of the Work to be terminated and the effective date of termination. The Contractor's sole remedy, in the event of such termination, will be the allowable termination costs permitted by the Contract Clauses entitled "Termination for Convenience of the Government" and "Termination for Convenience of the S.I.".

(b) Contractor shall include termination clauses identical to the Contract Clauses entitled "Termination for Convenience of the Government" and "Termination for Convenience of the S.I.", in all contracts and purchase orders related to the Work in each of his Subcontracts. Failure to include these termination clauses in any subcontracts or purchase orders shall preclude recovery of any termination costs related to that subcontract or purchase order.

(c) If the S.I. terminates the whole or any portion of the Work for convenience pursuant to this Contract Clause, then the S.I. shall only be liable to the Contractor for those costs reimbursable to the Contractor in accordance with this Contract Clause, plus a markup of ten percent for profit and overhead on the actual fully accounted costs recovered under this Contract Clause; provided, however, that if there is evidence that the Contractor would have sustained a loss on the entire Contract had it been completed, no profit shall be included or allowed hereunder and an appropriate adjustment shall be made reducing the amount of the settlement to reflect the indicated rate of loss.

52.252-S0011 Notice of Deviation in Clauses (Jun 2000)

TAKE NOTICE, that these Contract Clauses (Fixed Price) may contain language and clauses and/or paragraph headings or names which appear similar to, or the same as the "Federal Acquisition Regulation - Construction Contract Clauses", "General Services Administration Regulation Construction Contract Clauses (Fixed Price)".

TAKE NOTICE, however, that these Contract Clauses (Fixed Price) are substantially and materially different in many respects from the FAR and GSAR and that certain additions, deletions or other modifications have been made to provisions similar to those contained in the FAR and GSAR. This document, further, contains provisions which do not appear in the FAR and GSAR

List of Documents, Exhibits and Other Attachments

Representations, Certifications, and Other Statements of Bidders

52.203-11 Certification and Disclosure Regarding Payments to Influence Certain Federal Transactions. (SEP 2007)

52.204-5 Women-Owned Business (Other Than Small Business). (OCT 2014)

(a) *Definition. Women-owned business concern*, as used in this provision, means a concern that is at least 51 percent owned by one or more women; or in the case of any publicly owned business, at least 51 percent of its stock is owned by one or more women; and whose management and daily business operations are controlled by one or more women.

(b) *Representation. (Complete only if the offeror is a women-owned business concern and has not*

represented itself as a small business concern in paragraph (c)(1) of FAR 52.219-1, Small Business Program Representations, of this solicitation.) The offeror represents that it ☐ is a women-owned business concern.

(End of provision)

52.209-5 Certification Regarding Responsibility Matters. (APR 2010)

(a)(1) The Offeror certifies, to the best of its knowledge and belief, that-

(i) The Offeror and/or any of its Principals-

(A) Are ☐ are not ☐ presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency;

(B) Have ☐ have not ☐, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) contract or subcontract; violation of Federal or State antitrust statutes relating to the submission of offers; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, violating Federal criminal tax laws, or receiving stolen property (If offeror checks "have", the offeror shall also see 52.209-7, if included in this solicitation);

(C) Are ☐ are not ☐ presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph (a)(1)(i)(B) of this provision; and

(D) Have ☐, have not ☐, within a three-year period preceding this offer, been notified of any delinquent Federal taxes in an amount that exceeds \$3,000 for which the liability remains unsatisfied.

(1) Federal taxes are considered delinquent if both of the following criteria apply:

(i) The tax liability is finally determined. The liability is finally determined if it has been assessed. A liability is not finally determined if there is a pending administrative or judicial challenge. In the case of a judicial challenge to the liability, the liability is not finally determined until all judicial appeal rights have been exhausted.

(ii) The taxpayer is delinquent in making payment. A taxpayer is delinquent if the taxpayer has failed to pay the tax liability when full payment was due and required. A taxpayer is not delinquent in cases where enforced collection action is precluded.

(2) Examples. (i) The taxpayer has received a statutory notice of deficiency, under I.R.C. Sec. 6212, which entitles the taxpayer to seek Tax Court review of a proposed tax deficiency. This is not a delinquent tax because it is not a final

tax liability. Should the taxpayer seek Tax Court review, this will not be a final tax liability until the taxpayer has exercised all judicial appeal rights.

(ii) The IRS has filed a notice of Federal tax lien with respect to an assessed tax liability, and the taxpayer has been issued a notice under I.R.C. Sec. 6320 entitling the taxpayer to request a hearing with the IRS Office of Appeals contesting the lien filing, and to further appeal to the Tax Court if the IRS determines to sustain the lien filing. In the course of the hearing, the taxpayer is entitled to contest the underlying tax liability because the taxpayer has had no prior opportunity to contest the liability. This is not a delinquent tax because it is not a final tax liability. Should the taxpayer seek tax court review, this will not be a final tax liability until the taxpayer has exercised all judicial appeal rights.

(iii) The taxpayer has entered into an installment agreement pursuant to I.R.C. Sec. 6159. The taxpayer is making timely payments and is in full compliance with the agreement terms. The taxpayer is not delinquent because the taxpayer is not currently required to make full payment.

(iv) The taxpayer has filed for bankruptcy protection. The taxpayer is not delinquent because enforced collection action is stayed under 11 U.S.C. 362 (the Bankruptcy Code).

(ii) The Offeror has ☐ has not ☐, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

(2) "Principal," for the purposes of this certification, means an officer, director, owner, partner, or a person having primary management or supervisory responsibilities within a business entity (e.g., general manager; plant manager; head of a division or business segment; and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

(b) The Offeror shall provide immediate written notice to the Contracting Officer if, at any time prior to contract award, the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

(c) A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's responsibility. Failure of the Offeror to furnish a certification or provide such additional information as requested by the Contracting Officer may render the Offeror nonresponsible.

(d) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror is not required to exceed that which is

normally possessed by a prudent person in the ordinary course of business dealings.

(e) The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror knowingly rendered an erroneous certification, in addition to other remedies available to the Government, the Contracting Officer may terminate the contract resulting from this solicitation for default.

(End of provision)

52.219-1 Small Business Program Representations. (OCT 2014)

(a) *Definitions.* As used in this provision-

Economically disadvantaged women-owned small business (EDWOSB) concern means a small business concern that is at least 51 percent directly and unconditionally owned by, and the management and daily business operations of which are controlled by, one or more women who are citizens of the United States and who are economically disadvantaged in accordance with 13 CFR part 127. It automatically qualifies as a women-owned small business concern eligible under the WOSB Program.

Service-disabled veteran-owned small business concern-

(1) Means a small business concern-

(i) Not less than 51 percent of which is owned by one or more service-disabled veterans or, in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more service-disabled veterans; and

(ii) The management and daily business operations of which are controlled by one or more service-disabled veterans or, in the case of a service-disabled veteran with permanent and severe disability, the spouse or permanent caregiver of such veteran.

(2) *Service-disabled veteran* means a veteran, as defined in 38 U.S.C. 101(2), with a disability that is service-connected, as defined in 38 U.S.C. 101(16).

Small business concern means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria in 13 CFR Part 121 and the size standard in paragraph (b) of this provision.

Small disadvantaged business concern, consistent with 13 CFR 124.1002, means a small business concern under the size standard applicable to the acquisition, that-

(1) Is at least 51 percent unconditionally and directly owned (as defined at 13 CFR 124.105) by-

(i) One or more socially disadvantaged (as defined at 13 CFR 124.103) and economically disadvantaged (as defined at 13 CFR 124.104) individuals who are citizens of the United States, and

(ii) Each individual claiming economic disadvantage has a net worth not exceeding \$750,000 after taking into account the applicable exclusions set forth at 13 CFR 124.104(c)(2); and

(2) The management and daily business operations of which are controlled (as defined at

13 CFR 124.106) by individuals who meet the criteria in paragraphs (1)(i) and (ii) of this definition.

Veteran-owned small business concern means a small business concern-

- (1) Not less than 51 percent of which is owned by one or more veterans (as defined at 38 U.S.C. 101(2)) or, in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more veterans; and
- (2) The management and daily business operations of which are controlled by one or more veterans.

Women-owned small business concern means a small business concern-

- (1) That is at least 51 percent owned by one or more women; or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more women; and
- (2) Whose management and daily business operations are controlled by one or more women.

Women-owned small business (WOSB) concern eligible under the WOSB Program (in accordance with 13 CFR part 127), means a small business concern that is at least 51 percent directly and unconditionally owned by, and the management and daily business operations of which are controlled by, one or more women who are citizens of the United States.

(b)(1) The North American Industry Classification System (NAICS) code for this acquisition is - [insert NAICS code].

(2) The small business size standard is [insert size standard].

(3) The small business size standard for a concern which submits an offer in its own name, other than on a construction or service contract, but which proposes to furnish a product which it did not itself manufacture, is 500 employees.

(c) *Representations.* (1) The offeror represents as part of its offer that it ☐ is, ☐ is not a small business concern.

(2) *(Complete only if the offeror represented itself as a small business concern in paragraph (c)(1) of this provision.)* The offeror represents that it ☐ is, ☐ is not, a small disadvantaged business concern as defined in 13 CFR 124.1002.

(3) *(Complete only if the offeror represented itself as a small business concern in paragraph (c)(1) of this provision.)* The offeror represents as part of its offer that it ☐ is, ☐ is not a women-owned small business concern.

(4) Women-owned small business (WOSB) concern eligible under the WOSB Program. *(Complete only if the offeror represented itself as a women-owned small business concern in paragraph (c)(3) of this provision.)* The offeror represents as part of its offer that-

- (i) It ☐ is, ☐ is not a WOSB concern eligible under the WOSB Program, has provided all the required documents to the WOSB Repository, and no change in circumstances or adverse decisions have been issued that affects its eligibility; and

(ii) It ☐ is, ☐ is not a joint venture that complies with the requirements of 13 CFR part 127, and the representation in paragraph (c)(4)(i) of this provision is accurate for each WOSB concern eligible under the WOSB Program participating in the joint venture. (The offeror shall enter the name or names of the WOSB concern eligible under the WOSB Program and other small businesses that are participating in the joint venture: _____.)

Each WOSB concern eligible under the WOSB Program participating in the joint venture shall submit a separate signed copy of the WOSB representation.

(5) Economically disadvantaged women-owned small business (EDWOSB) concern. *(Complete only if the offeror represented itself as a women-owned small business concern eligible under the WOSB Program in (c)(4) of this provision.)* The offeror represents as part of its offer that-

(i) It ☐ is, ☐ is not an EDWOSB concern eligible under the WOSB Program, has provided all the required documents to the WOSB Repository, and no change in circumstances or adverse decisions have been issued that affects its eligibility; and

(ii) It ☐ is, ☐ is not a joint venture that complies with the requirements of 13 CFR part 127, and the representation in paragraph (c)(5)(i) of this provision is accurate for each EDWOSB concern participating in the joint venture. (The offeror shall enter the name or names of the EDWOSB concern and other small businesses that are participating in the joint venture: _____.)

Each EDWOSB concern participating in the joint venture shall submit a separate signed copy of the EDWOSB representation.

(6) *(Complete only if the offeror represented itself as a small business concern in paragraph (c)(1) of this provision.)* The offeror represents as part of its offer that it ☐ is, ☐ is not a veteran-owned small business concern.

(7) *(Complete only if the offeror represented itself as a veteran-owned small business concern in paragraph (c)(6) of this provision.)* The offeror represents as part of its offer that it ☐ is, ☐ is not a service-disabled veteran-owned small business concern.

(8) *(Complete only if the offeror represented itself as a small business concern in paragraph (c)(1) of this provision.)* The offeror represents, as part of its offer, that-

(i) It ☐ is, ☐ is not a HUBZone small business concern listed, on the date of this representation, on the List of Qualified HUBZone Small Business Concerns maintained by the Small Business Administration, and no material changes in ownership and control, principal office, or HUBZone employee percentage have occurred since it was certified in accordance with 13 CFR Part 126; and

(ii) It ☐ is, ☐ is not a HUBZone joint venture that complies with the requirements of 13 CFR Part 126, and the representation in paragraph (c)(8)(i) of this provision is accurate for each HUBZone small business concern participating in the HUBZone joint venture. (The offeror shall enter the names of each of the HUBZone small business concerns participating in the HUBZone joint venture: _____.) Each HUBZone small business concern participating in the HUBZone joint venture shall submit a separate signed copy of the HUBZone representation.

(d) *Notice.* (1) If this solicitation is for supplies and has been set aside, in whole or in part, for small business concerns, then the clause in this solicitation providing notice of the set-aside contains restrictions on the source of the end items to be furnished.

(2) Under 15 U.S.C. 645(d), any person who misrepresents a firm's status as a business concern that is small, HUBZone small, small disadvantaged, service-disabled veteran-owned small, economically disadvantaged women-owned small, or women-owned small eligible under the WOSB Program in order to obtain a contract to be awarded under the preference programs established pursuant to section 8, 9, 15, 31, and 36 of the Small Business Act or any other provision of Federal law that specifically references section 8(d) for a definition of program eligibility, shall-

(i) Be punished by imposition of fine, imprisonment, or both;

(ii) Be subject to administrative remedies, including suspension and debarment; and

(iii) Be ineligible for participation in programs conducted under the authority of the Act.

(End of provision)

Instructions, Conditions, and Notices to Bidders

52.204-6 Data Universal Numbering System Number. (JUL 2013)

52.222-24 Preaward On-Site Equal Opportunity Compliance Evaluation. (FEB 1999)

Evaluation Factors for Award

N/app