



MINNESOTA STATE

MINNESOTA STATE COLLEGES AND UNIVERSITIES



REQUEST FOR PROPOSAL (RFP) FOR

**Snow Removal Services
July 2026**

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Notice

This Request for Proposal (RFP) does not obligate the Minnesota State Colleges and Universities system, its Board of Trustees or Alexandria Technical and Community College to award a contract or complete the proposed project and each reserves the right to cancel this RFP if it is considered to be in its best interest. Proposals must be clear and concise. Proposals that are difficult to follow or that do not conform to the RFP format or binding specifications may be rejected. Responders must include the required information called for in this RFP. Minnesota State reserves the right to reject a proposal if required information is not provided or is not organized as directed.

Alexandria Technical and Community College also reserves the right to waive minor informalities and reserves the right to:

1. Reject any and all proposals received in response to this RFP;
2. Reject proposals if it is determined that a Responder's ability to work with the existing infrastructure will be too limited or difficult to manage;
3. Select a proposal for contract negotiation other than the one with the lowest cost;
4. Negotiate any aspect of the proposal with any Responder;
5. Terminate negotiations and select the next most responsive Responder for contract negotiations;
6. Terminate negotiations and prepare and release a new RFP;
7. Terminate negotiations and take such action as deemed appropriate.

Any decision to cancel or reject any and all proposals is the sole discretion of Minnesota State. Minnesota State also reserves the right to change the evaluation criteria or any other provision in this RFP by posting notice of the change(s) on the [Vendors and Suppliers at Minnesota State page](#). Responders should check the site daily for updates (e.g. amendments, responses to questions) and are expected to review information on the site carefully before submitting a final proposal. Such changes or updates above constitutes written notice to each Responder.

Definitions

Wherever and whenever the following words or their pronouns occur in this proposal, they shall have the meaning given here:

Minnesota State: State of Minnesota, acting through its Board of Trustees of the Minnesota State Colleges and Universities on behalf of Alexandria Technical and Community College.

School: Alexandria Technical and Community College

System Office: The central system office of Minnesota State Colleges and Universities located at Wells Fargo Place, 30 7th Street East, Suite 350, St. Paul, Minnesota 55101.

Vendor/Responder/Supplier: The firm selected by Minnesota State as the successful responder(s) responsible to execute the terms of a contract.

Targeted Group Business (TGB): A business that is at least 51% owned and operated by a woman or person of color.

Minority-Owned Business Enterprise (MBE): Independent business which is at least 51% owned and operated by one or more minority group member (citizen of the United States or permanent resident who is Black, Hispanic, Asian, or American Indian).

Women-Owned Business Enterprise (WBE): Independent business which is at least 51% owned and operated by one or more women.

Economically Disadvantaged (ED) Business and Individuals: Independent business which must be located (or the owner must reside) in an Economically Disadvantaged Area in Minnesota as determined by the [Department of Administration](#).

Veteran-Owned Business Enterprise (VO): Independent business which is at least 51% owned and operated by one or more veteran or service-disabled veteran as determined by the [Minnesota Department of Veterans Affairs](#).

Diversity: The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.

Equity: The proactive reinforcement of policies, practices, attitudes and actions that produce equitable power, access, opportunities, treatment, impacts, and outcomes for all.

Inclusion: Authentically bringing traditionally excluded individuals and/or groups into processes, activities and decisions/policy making in a way that shares power.

About Minnesota State and Alexandria Technical and Community College

Minnesota State Colleges and Universities is the third-largest system in the United States. Minnesota State is comprised of 33 state colleges and universities with 54 campuses located in 47 Minnesota communities and serves approximately 300,000 students annually. Please view its website at www.minnstate.edu.

Founded in 1961, Alexandria Technical & Community College (ATCC) has established a strong reputation for quality instruction, personalized service, community collaboration, and industry

partnerships. The college offers career and technical education alongside transfer opportunities through Associate in Arts, Associate in Science, and Associate in Applied Science degrees, as well as diploma and certificate programs. Serving approximately 4,000 students annually, the college has grown from a single building in 1962 to a campus encompassing more than 500,000 square feet today.

Authority

This RFP is undertaken by Alexandria Technical and Community College (hereinafter “Minnesota State”) pursuant to the authority contained in provisions of Minnesota Statutes § 136F.581 and other applicable laws. Minnesota State will select the Responder(s) whose proposal(s), and oral presentation(s) if requested, demonstrate in its sole opinion, the clear capability to best fulfill the purposes of this RFP in a cost-effective manner. Minnesota State reserves the right to accept or reject proposals, in whole or in part, and to negotiate separately as necessary to serve the best interests of Minnesota State. This RFP does not obligate Minnesota State to award a contract or complete the proposed project and it reserves the right to cancel this RFP if it is considered to be in its best interest.

Project Overview

Alexandria Technical & Community College is requesting proposals from qualified vendors to provide comprehensive snow removal services for the college campus. Services include snow plowing of all campus parking lots, designated roadways, and other identified areas, as well as snow hauling when necessary. The successful vendor will be responsible for maintaining safe and accessible parking areas throughout the winter season while minimizing disruption to campus operations. Snow removal services must be performed in accordance with the operational requirements, designated snow storage areas, and service expectations identified in this Request for Proposal (RFP). The College intends to award a multi-year contract to a qualified vendor that demonstrates the experience, equipment, staffing, and capacity necessary to provide reliable and timely snow removal services.

Technical/Functional Requirements

The selected vendor shall provide all labor, equipment, materials, and supervision necessary to perform snow removal services at Alexandria Technical & Community College. At a minimum, the vendor shall:

- Plow all designated campus parking lots, roadways, and other identified service areas.
- Begin snow removal after approximately one inch of snowfall or accumulation, including drifting, unless otherwise directed by the College.
- Complete snow removal outside of normal campus operating hours whenever possible, with priority given to having all required areas cleared prior to the start of the business day.

- Maintain visible parking stall markings by scraping parking surfaces as necessary.
- Utilize only College-designated snow storage and snow dump locations.
- Remove accumulated snow piles and provide snow hauling services when directed by the College.
- Coordinate snow emergency clearing of designated residence hall parking lots when requested.
- Be responsible for repairing any damage caused by snow removal operations, including curbs, landscaping, signs, and other campus property.
- Submit detailed invoices for snow hauling services, including date of service, truck identification, load size, load count, and driver information.
- Maintain all required insurance coverage and provide proof of insurance before contract execution.
- Demonstrate sufficient staffing, equipment, and operational capacity to perform services throughout the contract term.

RFP Information Contact

An authorized representative of Minnesota State for purposes of responding to inquiries about the RFP is:

Name: Randy Anderson

Title: Director of Facilities

Address: Alexandria, MN 56308

Telephone: 320-762-4962

E-mail address: randy.anderson@alextech.edu

Other persons are not authorized to discuss RFP requirements before the proposal submission deadline and Minnesota State shall not be bound by and Responders may not rely on information regarding RFP requirements obtained from non-authorized persons. Questions must include the name of the questioner and his/her telephone number, fax number and/or e-mail address. Anonymous inquiries will not be answered.

Duration of Offer

All proposal responses must indicate they are valid for a minimum of thirty (30) calendar days from the date of the proposal opening unless extended by mutual written agreement between Minnesota State and the Responder.

Prices and terms of the proposal as stated must be valid for the length of the resulting contract.

Terms and Conditions

This RFP includes and incorporates [Terms and Conditions](#). Responders should be aware of the terms and conditions in preparing responses to this RFP. Much of the language reflected in any resulting contract with Minnesota State is required by statute. If you take exception to any of the language in the terms and conditions, you must indicate those exceptions in your response to the RFP; certain exceptions may result in your proposal being disqualified from further review and evaluation. Only those exceptions indicated in your response to the RFP will be available for discussion or negotiation.

Authorized Signature

The proposal must be completed and signed in the Responder's name or corporate name of the Respondent and must be fully signed by an authorized representative of the Responder. Proof of authority of the person signing must accompany the response.

Selection and Implementation Timeline

Key Dates	Timeline
Wednesday, July 29, 2026	Publishes RFP notice on MinnState.edu/Vendors webpage
Wednesday, August 12, 2026 @ 10:00 a.m. CT	Deadline for RFP proposal submissions
Thursday, August 13, 2026	Review RFP Proposals
Friday, August 14, 2026	Responder(s) selected and notified

Minnesota State reserves the right to not award a contract. The dates noted above are estimates, but are reasonable for the purposes of presenting deadlines.

Contract Term

Minnesota State desires to enter into a contract with the successful Respondent(s) effective Friday, October 23, 2026 or on the date the last recognized signature is obtained, whichever occurs later. The length of such contract will be 3 YEARS with the option of two (2) one-year renewals. If Minnesota State and Respondent are unable to negotiate and sign a contract by Friday October 23, 2026 then Minnesota State reserves the right to seek an alternative Respondent(s).

Proposal Deadline

Submitted proposals must be received at the following address not later than 10:00 a.m. CT on Wednesday, August 12, 2026:

Institution: Alexandria Technical and Community College

Name: Randy Anderson

Title: Director of Facilities

Mailing Address: 1601 Jefferson Street, Alexandria, MN 56308

Format of Proposals and Submission

Responders shall submit two printed copy of its RFP response. Proposals are to be sealed in mailing envelopes or packages with the Responder's name and address clearly written on the outside.

Proposals received after the proposal deadline date and time will not be considered. Fax or e-mail responses will not be considered. Proposals made in pencil will be rejected. Alterations in cost figures used to determine the lowest priced proposal will be rejected unless initialed in ink by the person responsible for or authorized to make decisions as to price quoted. The use of "white out" is considered an alteration.

Proposal Content

Responders shall submit a complete proposal that includes, at a minimum, the following:

- Company Overview
- Equipment available to perform the services
- Number of employees assigned to this contract
- Three (3) professional references
- Organizational qualifications, including any applicable licenses, certifications, or accreditations
- Completed Quote Form

Failure to provide all required information or forms may result in the proposal being determined non-responsive.

Quote Form

The completed Quote Form must be included with the proposal submission.

Proposal Deadline: Wednesday, August 12, 2026, at **10:00 a.m. Central Time**

Company Information

Company Name: _____

Address: _____

City, State, Zip: _____

Phone Number: _____ **Fax Number (if applicable):** _____

Email Address: _____ **Primary Contact Person:** _____

Pricing

Quote shall include all labor, equipment, fuel, mileage, taxes, insurance, permits, fees, and any other costs necessary to perform the services described in this Request for Proposal.

Option A – Annual Fixed Price

Contract Year	Annual Price
Year 1	\$ _____
Year 2	\$ _____
Year 3	\$ _____

Contract Year	Annual Price
Optional Year 4	\$ _____
Optional Year 5	\$ _____

Option B – Unit Pricing

Fixed Monthly Rate (5 months): \$ _____

Per Snow Event: \$ _____

Snow Hauling (Hourly Rate): \$ _____

Please provide pricing for both Option A and Option B. Alexandria Technical & Community College reserves the right to determine which pricing option best meets the operational needs of the College.

Snow Hauling

Hauling snow from on-site snow storage piles to designated snow dump locations shall include loading, hauling, and maintaining haul routes. Snow hauling shall only occur after all on-site storage areas have been exhausted or at the direction of Alexandria Technical & Community College.

Price Per Load

Load Size (Cubic Yards)

\$ _____

_____ C.Y.

\$ _____

_____ C.Y.

Certification

By signing below, the undersigned certifies that they are authorized to submit this proposal on behalf of the company and that the information contained in this proposal is true, accurate, and complete to the best of their knowledge.

Authorized Signature: _____

Printed Name: _____

Title: _____ **Date:** _____

Submission of this Quote Form constitutes the Responder's offer and acceptance of the requirements and terms outlined in this Request for Proposal unless specifically identified as an exception within the proposal.

Responders must submit the following information:

1. **Adherence to Minnesota State Terms and Conditions:** A statement of the objectives, goals, and tasks to show or demonstrate its view and understanding of the nature of the contract.
2. **Work Plan:** A description of the deliverables to be provided by the Responder along with a detailed work plan that identifies the major tasks to be accomplished and be used as a scheduling and managing tool, as well as the basis for invoicing.
3. **Company Qualifications and its Personnel:** An outline of the Responder's background and experience with examples of similar work complete by the Responder and a list of personnel who will conduct the project, detailing their training, and work experience. Resumes or other information about project personnel should not, if possible, contain personal telephone numbers, home addresses or home email addresses. If it is necessary to include personal contact information, please clearly indicate in the proposal that personal contact information is being provided.
4. **Cost/Value:** Identify the level of the participation of Minnesota State in the contract, as well as any other services to be provided by Minnesota State, and details of cost allowances for this participation.

Terms of Payment

Payment shall be made by Minnesota State promptly after Responder's presentation of invoices for services performed and acceptance of such services by an authorized representative of Minnesota State. All services provided by the Responder pursuant to the resulting contract shall be performed to the satisfaction of Minnesota State, as determined at the sole discretion of its authorized representative, and in accordance with all applicable federal, state and local laws, ordinances, rules and regulations. The Responder shall not receive payment for work found by Minnesota State to be unsatisfactory or performed in violation of any applicable federal, state or local law, ordinance, rule or regulation.

1. Payments can be invoiced monthly November-April of the snow removal season. The annual amount will be divided by 6 for billing purposes. 10% of last payment will be held until spring damage inspection and repairs are complete.

Required Documents and Forms

1. Affidavit of Non-Collusion. **All** Responders must complete the [Affidavit of Non-Collusion](#) and submit it with the response.
2. Conflicts of Interest. Responders must provide a list of all entities with which it has relationships that create, or appear to create, a conflict of interest with the work that is contemplated in this request for proposals. The list should indicate the name of the entity, the relationship, and a discussion of the conflict.
3. Workforce Certificate. For all businesses with **40 or more employees** and a contract is estimated to be in **excess of \$100,000**, Responders are required to complete the Minnesota Department of Human Rights [Workforce Declaration Page](#) and submit your certification with the response (including extension options).
4. Equal Pay Certification. For all businesses with **40 or more employees** and a contract is estimated to be in **excess of \$500,000**, Responders are required to complete the Minnesota Department of Human Rights [Equal Pay Declaration Page](#) or claim exemption prior to contract execution. Submit your certification with the response (including extension options).
5. Preferences for TG/ED/VO Businesses and Individuals. If applicable, eligible certified TG/ED/VO businesses will receive preference in the evaluation of its cost proposal as outlined below. Submit your certification with the response.

Selection Process

Proposals will be evaluated by a cross-functional evaluation committee comprised of Alexandria Technical & Community College employees. The committee will review each proposal to determine the vendor's ability to successfully provide the requested snow removal services. At the College's discretion, interviews or presentations may be requested from one or more respondents as part of the evaluation process. The College also reserves the right to reject any or all proposals if it is determined to be in its best interest.

Evaluation Criteria

Proposals will be evaluated using the following criteria:

Evaluation Criteria	Description
Cost	Total cost to provide all labor, equipment, materials, and services identified in the project scope. Cost is an important consideration but will not be the sole determining factor.

Evaluation Criteria	Description
Ability to Perform	Demonstrated capacity to perform the work, including available equipment, staffing levels, experience, and ability to meet service expectations.
References	Quality of professional references and demonstrated history of successfully providing similar services. Vendors shall provide at least three (3) professional references.
Organizational Qualifications	Company history, organizational background, experience, ownership information, and any applicable licenses, certifications, or accreditations.
Proposal Quality	Responsiveness, clarity, completeness, and organization of the proposal, including submission of all required information and forms.
Insurance	Ability to meet all required insurance

Selection and Implementation Timeline

Milestone	Date
RFP Advertisement Published	Wednesday, July 29, 2026
Proposal Submission Deadline (10:00 a.m. CT)	Wednesday, August 12, 2026
Proposal Evaluation	Thursday, August 13, 2026
Notice of Intent to Award	Friday, August 14, 2026

Minnesota State reserves the right to request clarifications from one or more Responders.

RFP Evaluation Factors

The following factors and their identified weight will be used by Minnesota State to evaluate the responses:

No.	Evaluation Factors	Weight
1.	Cost	70%
2.	Ability to Perform	15%
3.	References	10%
4.	Completeness of Proposal	5%

Minnesota State reserves the right to name a date which all responding Responders will be invited to present demonstrations or participate in an interview.

Minnesota State does not agree to reach a decision by any certain date although it is hoped the evaluation and selection will be completed by the date identified in the Selection and Implementation Timeline.

Supplier Diversity

In accordance with Board Policy 5.14, Minnesota State is committed to enhancing and optimizing business and contracting opportunities that promote economic growth and prosperity in the communities we serve. We are committed to developing mutually beneficial relationships with historically underutilized minority-owned, women-owned, and disability-owned business enterprises. The goal is to ensure that diverse suppliers that satisfy our procurement and contractual standards have opportunities to provide goods and services system-wide. Suppliers are encouraged to complete and submit the [Supplier Diversity Form](#) with their RFP, which will be used to confirm eligibility based on their status and/or commitment to meeting the stated diversity goal for the specific project.

Preference to Small TG/ED/VO Businesses and Individuals

In accordance with Minnesota Rules, part 1230.1810 and Minn. Stat. §16C.16, the basis of award is that of a certified prime TG, ED, and VO business or individual will receive a six percent (6%) preference. Preferences are not cumulative; the total percentage of preference granted on a contract may not exceed the highest percentage of preference allowed for that contract. The points are applied to the final cost of the evaluation of the project. Eligible, verified, small businesses currently listed in the [Directory of Certified TG/ED/VO](#) are eligible for the preference.

Responders interested in becoming a certified should refer to the [Office of Equity in Procurement](#) with the State of Minnesota.

Insurance Requirements

A. The selected vendor will be required to submit an ACORD Certificate of Insurance to the Alexandria Technical & Community College's authorized representative prior to execution of the contract. The selected vendor shall not commence work under the contract until they have obtained all the insurance described below and MnSCU has approved evidence of such insurance. Vendor shall maintain such insurance in force and effect throughout the term of the contract.

B. The selected vendor will be required to maintain and furnish satisfactory evidence of the following:

1. **Workers' Compensation Insurance.** The vendor must provide workers' compensation insurance for all its employees and, in case any work is subcontracted, the vendor will require the subcontractor to provide workers' compensation insurance in accordance with the statutory requirements of the State of Minnesota, including Coverage B, Employer's Liability, at limits not

less than \$100,000.00 bodily injury by disease per employee; \$500,000.00 bodily injury by disease aggregate; and \$100,000.00 bodily injury by accident.

2. Commercial General Liability. The vendor will be required to maintain a comprehensive commercial general liability insurance (CGL) policy protecting it from bodily injury claims and property damage claims which may arise from operations under the contract whether the operations are by the vendor or by a subcontractor or by anyone directly or indirectly employed under the contract. The minimum insurance amounts will be:

\$2,000,000.00 per occurrence
\$2,000,000.00 annual aggregate
\$2,000,000.00 annual aggregate – Products/Completed Operations

In addition, the following coverages must be included:

Premises and Operations Bodily Injury and Property Damage
Personal and Advertising Injury
Products and Completed Operations Liability
Blanket Contractual Liability
Name the following as Additional Insureds:
Board of Trustees of the Minnesota State Colleges and Universities
Alexandria Technical & Community College

3. Commercial Automobile Liability. The vendor will be required to maintain insurance protecting it from bodily injury claims and property damage claims which may arise from operations of vehicles under the contract whether such operations were by the vendor, a subcontractor or by anyone directly or indirectly employed under the contract. The minimum insurance amounts will be:

\$2,000,000.00 per occurrence Combined Single Limit (CSL)

In addition, the following coverages should be included:

4. Errors and Omissions (E & O) Insurance. The vendor will be required to maintain insurance protecting it from claims the vendor may become legally obligated to pay resulting from any actual or alleged negligent act, error or omission related to the vendor's professional services required under this contract. The minimum insurance amounts will be:

\$2,000,000.00 per occurrence
\$2,000,000.00 annual aggregate

Any deductible will be the sole responsibility of the vendor and may not exceed \$50,000 without the written approval of MnSCU. If the vendor desires authority from MnSCU to have a deductible in a higher amount, the vendor shall so request in writing, specifying the amount of the desired deductible and providing financial documentation by submitting the most current audited financial statements so that MnSCU can ascertain the ability of the vendor to cover the deductible from its own resources.

The retroactive or prior acts date of such coverage shall not be after the effective date of this contract and vendor shall maintain such insurance for a period of at least three (3) years, following completion of the work. If such insurance is discontinued, extended reporting period coverage must be obtained by vendor to fulfill this requirement.

Additional Insurance Conditions:

- Vendor's policy(ies) shall be primary insurance to any other valid and collectible insurance available to MnSCU with respect to any claim arising out of vendor's performance under this contract;
- If vendor receives a cancellation notice from an insurance carrier affording coverage herein, vendor agrees to notify MnSCU within five (5) business days with a copy of the cancellation notice, unless vendor's policy(ies) contain a provision that coverage afforded under the policy(ies) will not be cancelled without at least thirty (30) days advance written notice to MnSCU;
- Vendor is responsible for payment of contract related insurance premiums and deductibles;
- If vendor is self-insured, a Certificate of Self-Insurance must be attached;
- Vendor's policy(ies) shall include legal defense fees in addition to its liability policy limits, with the exception of B.4 above;
- Vendor shall obtain insurance policy(ies) from insurance company(ies) having an "AM BEST" rating of A- (minus); Financial Size Category (FSC) VII or better, and authorized to do business in the State of Minnesota; and
- An Umbrella or Excess Liability insurance policy may be used to supplement the vendor's policy limits to satisfy the full policy limits required by the contract.

Exhibit A. Vendor Requirements

The detailed operational requirements contained in Exhibit A are minimum requirements. Vendors are expected to review all exhibits, including campus maps and designated snow storage locations.

1. Plow snow on ALL Alexandria Technical & Community College parking lots. Campus parking lots includes the following: North, South, East, West, Main entrance (along Jefferson Street), East Drive (near vehicle garages and refuse/recycling containers), LEC lot, Truck Driving track, Warehouse driveway, Foundation Hall, and Wedum Hall.
2. Plowing will be done after one inch of snowfall or accumulation, which includes blowing and drifting. Prior to operation and when possible, snow is to be pulled away from the building and sidewalks. Plowing and scraping of parking lots to be done per owner's request, to allow painted parking stall lines to show. Parking stalls must be visible for students, guests and employees to park in the correct parking spaces. Leave wind-rows in designated areas of lots, as directed by owner's request, for correct parking alignment.
3. Schedule snow emergency within 24 hours to have cars moved for complete clearing of the foundation lots.
4. Haul snow piles away in a timely manner as per owner's request. At no time, may snow piles encroach onto drives or parking areas. Snow may be piled in specified "dump" areas only. (*See maps for locations*)
5. The operating hours for Alexandria Technical & Community College are:

Monday – Thursday	7:00 a.m. – 9:30 p.m.
Friday	7:00 a.m. – 5:30 p.m.
Saturday	10:00 a.m. – 2:00 p.m.

Snow removal shall be performed outside of these hours with an emphasis placed on completing snow removal on the entire campus 1-hour prior to our hours of operation, or as directed by owner upon special request. (Saturday is the exception with the North Parking Lot and the Main entrance (along Jefferson Street) being the only areas required.
6. Sanding is not required.
7. Option A bid price will bind snow removal contractor for the set price for ALL snow plowing and hauling regardless of how many hours worked.
 - 1st year (November 1, 2026 – October 31, 2027)
 - 2nd year (November 1, 2027 – October 31, 2028)
 - 3rd year (November 1, 2028 – October 31, 2029)

Optional:

- 4th year (November 1, 2029 – October 31, 2030)
- 5th year (November 1, 2030 – October 31, 2031)

8. Contractor is responsible for all damages incurred, i.e.: damage to curbs, sign posts, and lawn/grounds, etc. Repairs shall be completed by June 1 at the end of each season.
9. Plow Foundation Hall lots for driving lanes during initial night plowing. The snow removal for the Foundation & Wedum Hall parking lots will require a “*call back*” to accomplish snow removal, as resident vehicles will be parked in the parking lot at the time when the contractor is providing snow removal. By the owner’s request, a snow emergency will be declared, and all Foundation Hall resident vehicles will be removed from the parking lot in order to accomplish snow removal.
10. Payments can be invoiced monthly November-April of the snow removal season. The annual amount will be divided by 6 for billing purposes. 10% of last payment will be held until spring damage inspection and repairs are complete.
11. Billing for hauling snow will require detailed invoices which include: Date, Truck number, Capacity, Load count, Driver name.

Exhibit B. Campus Map



<https://www.alextech.edu/docs/default-source/myatcc-documents/campus-map.pdf>

Exhibit C. Snow Pile Area (North Campus)

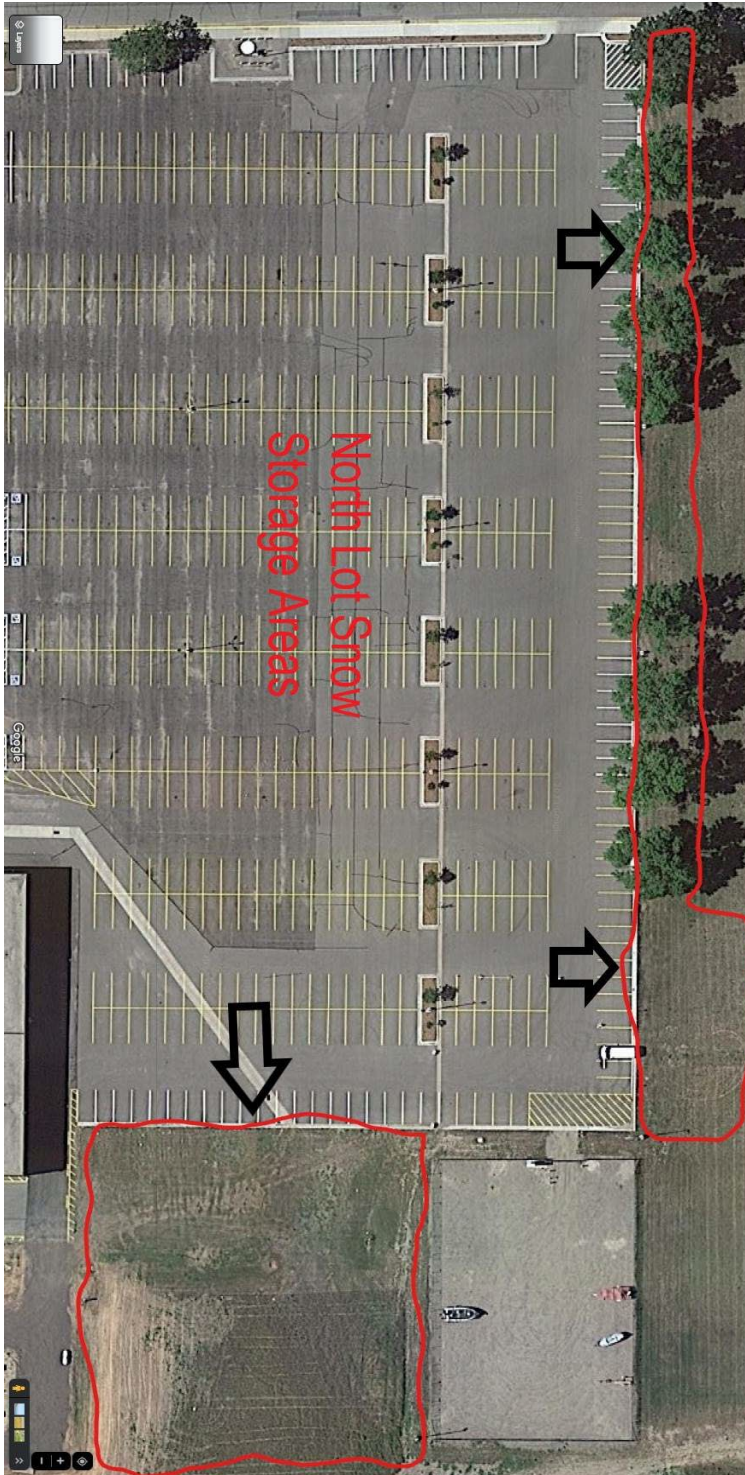


Exhibit D. Snow Pile Temp Area (North Campus)

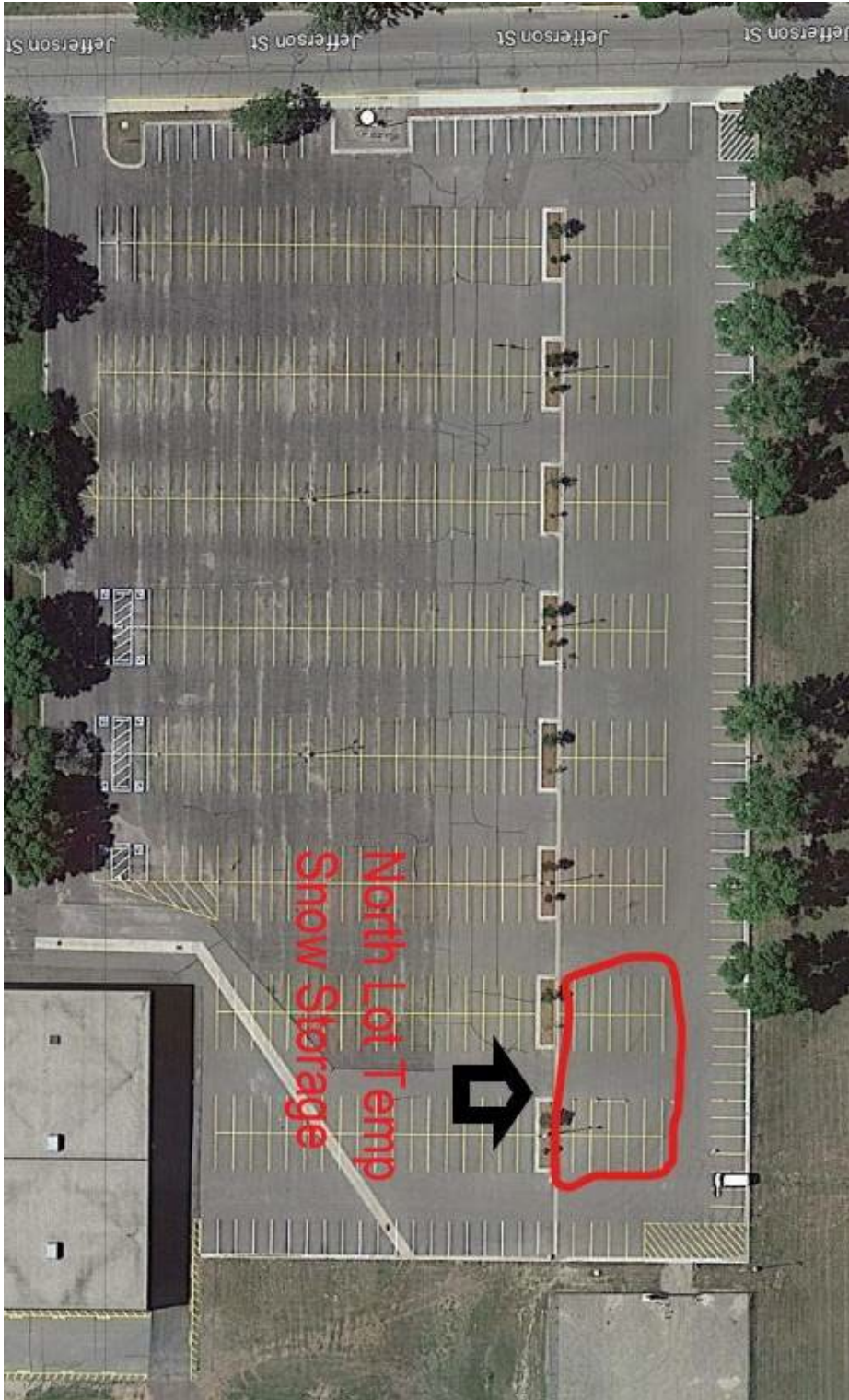
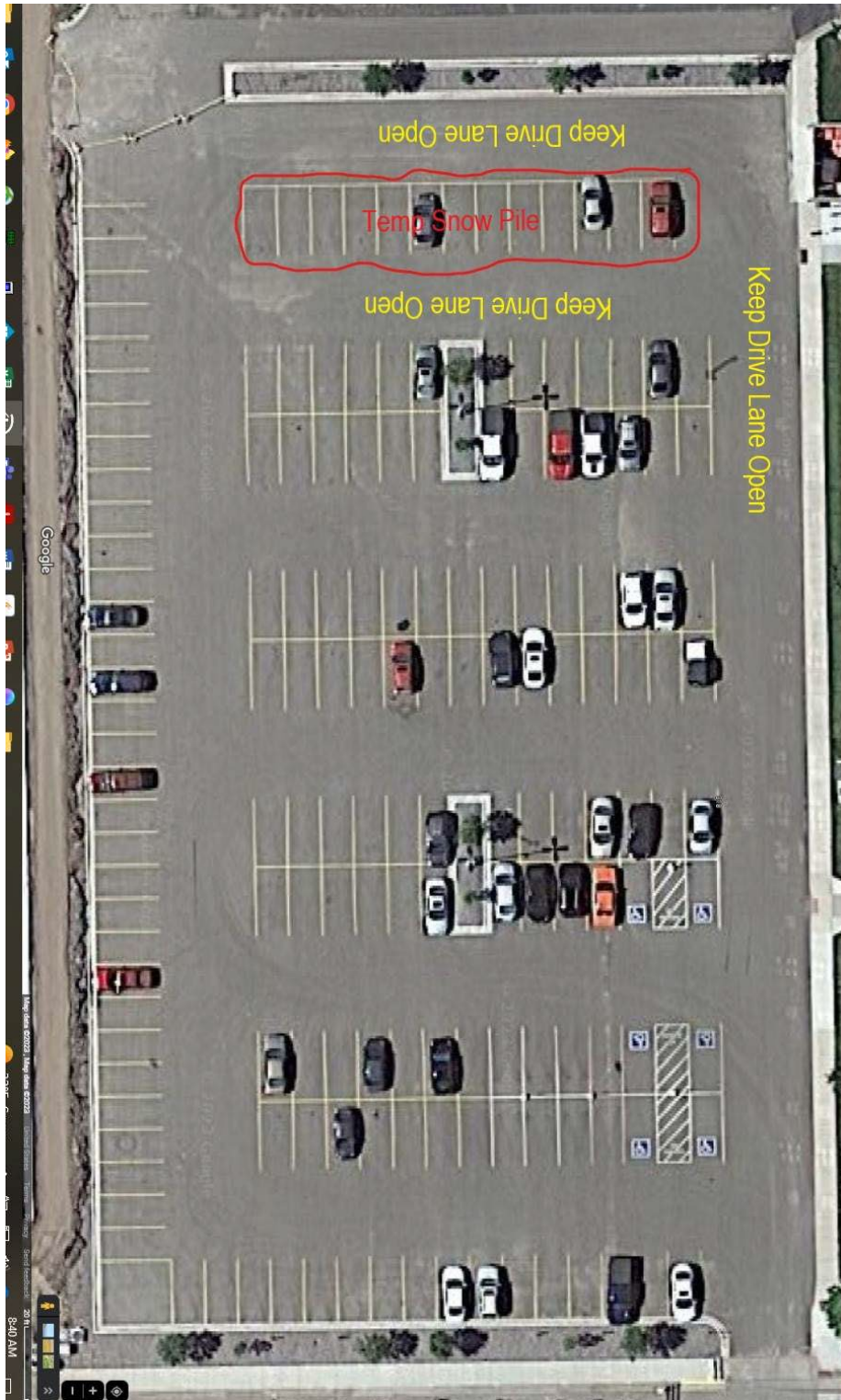


Exhibit E. Snow Dump Area (South Campus)



Exhibit F. Snow Removal Foundation Hall



[illegible]

Exhibit H. Snow Removal Area (Receiving Warehouse)

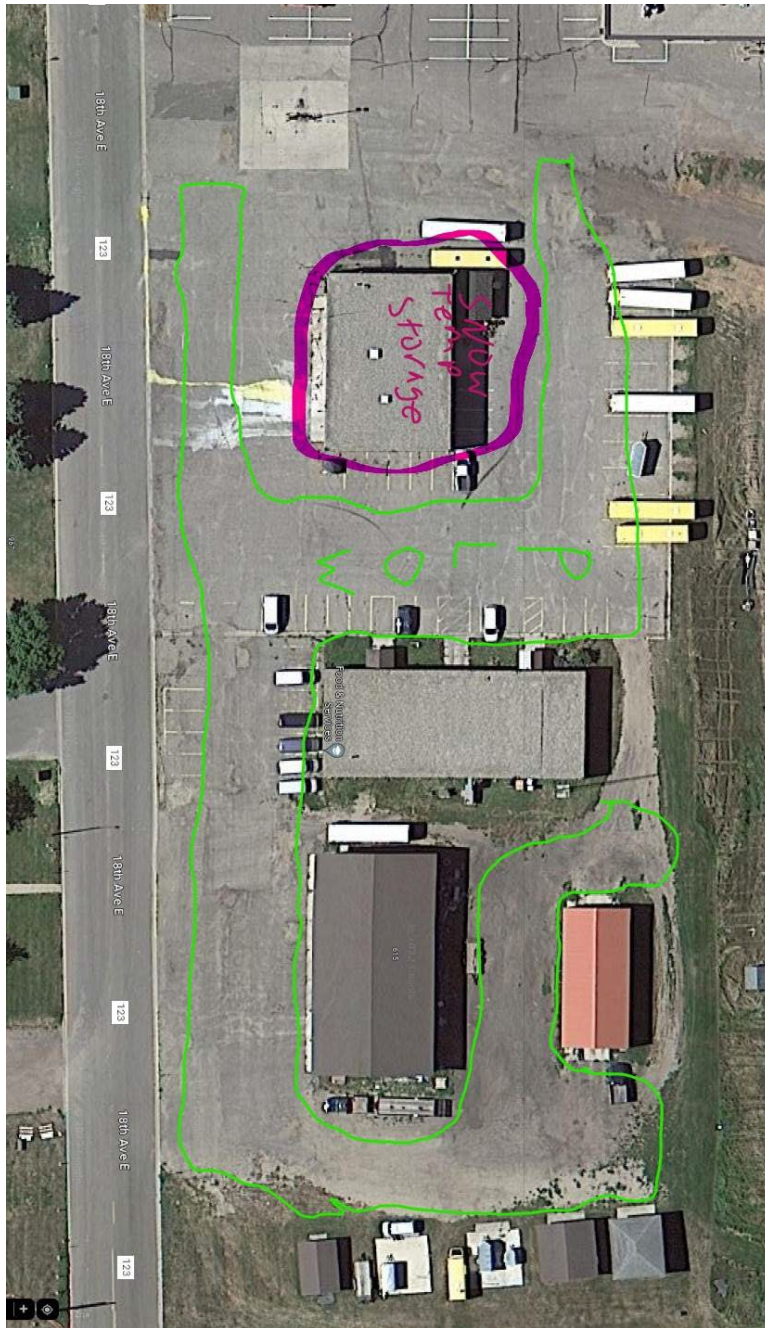


Exhibit I. Snow Dump Area



Exhibit J. Reserve Snow Dump Area (Off 123)

