



Municipality of Anchorage

Dave Bronson, Mayor
Purchasing Department

August 16, 2021

REQUEST FOR PROPOSAL

RFP 2021P028

Provide Congregate Emergency Shelter Services for People Experiencing Homelessness

The Municipality of Anchorage is an equal opportunity employer.

Enclosed is pertinent information for use in preparing your proposal.

Pre-Proposal Meeting: **1:30 P.M. Local Time, August 23, 2021 (Call in recommended at 907-343-6089, phones will open at 1:25 p.m.)**

Questions Due: **5:00 P.M. Local Time, August 23, 2021**

Proposals Due: **5:00 P.M. Local Time, August 30, 2021**

For further information contact Purchasing at (907) 343-4590 or fax (907) 343-4595 or email wwpur@muni.org. All correspondence should include the **RFP** number and title.

FOR AUXILIARY AIDS, SERVICES, OR SPECIAL MODIFICATIONS TO PARTICIPATE PLEASE CONTACT THE PURCHASING DEPARTMENT TO REQUEST REASONABLE ACCOMMODATIONS AT 907-343-4590; FAX 907-343-4595; OR wwpur@muni.org

For further information contact Purchasing at (907) 343-4590 or fax (907) 343-4595 or email wwpur@muni.org. All correspondence should include the **RFP** number and title.

ONE SIGNED ORIGINAL, single sided, unbound, plus seven (7) complete copies of your proposal must be submitted. In addition to the copies, a CD or a flash-drive containing a PDF copy of the complete proposal, including attachments must also be provided.

FOR AUXILIARY AIDS, SERVICES, OR SPECIAL MODIFICATIONS TO PARTICIPATE PLEASE CONTACT THE PURCHASING DEPARTMENT TO REQUEST REASONABLE ACCOMMODATIONS AT 907-343-4590; FAX 907-343-4595; OR wwpur@muni.org

The Municipality of Anchorage reserves the right to reject any and all proposals and to waive any informalities in procedures.

Sincerely,

Rachelle A. Alger
Purchasing Director

Request for Proposal (RFP) 2021P028

Provide Congregate Emergency Shelter Services

for People Experiencing Homelessness

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1.0 GENERAL INFORMATION

1.1 Introduction

Anchorage is situated on a broad plain at the head of Cook Inlet in Southcentral Alaska. It has been inhabited by the Dena'ina Athabaskan people for thousands of years, who hunted, fished, and lived across the area. Explorers from Europe and Russia began to arrive in the 1700's and by the late 19th century, settlers from the United States began to migrate to the area. Today, Anchorage is a modern and progressive metropolitan city and the Dena'ina peoples continue to occupy and provide stewardship of Anchorage lands. At each Assembly meeting there is an acknowledgement that we gather on the traditional lands of the Dena'ina Athabaskan and it is with gratefulness and respect that we recognize the contributions, innovations, and contemporary perspectives of the upper Cook Inlet Dena'ina.

1.2 Purpose and Background

The Municipality of Anchorage (hereinafter "Anchorage") has provided shelter for over 600 persons experiencing homelessness (PEH) since March of 2020 using both congregate and non-congregate shelter sites. Given the spread of the Delta variant and the continuing COVID-19 emergency, Anchorage must continue to provide shelter for PEH as many persons have

been rendered homeless by the economic downturn and the reduction in private shelter capacities.

Anchorage's COVID-19 Emergency Mass Care Program (hereinafter "Mass Care") is soliciting proposals to operate a congregate emergency shelter for PEH beginning September 15, 2021. Mass Care is committed to providing a secure environment where PEH can stay safely while preparing for self-sufficiency. Mass Care intends for the congregate care shelter to provide day services to allow participants to remain onsite throughout the day with opportunities to engage with case managers and receive navigation and medical services.

Anchorage will provide a facility with food preparation area and refrigeration, sleeping areas, restrooms, showers, towels and laundry service, internal/external security, and Emergency Medical Technician services. The Contractor selected to operate the mass care shelter under this RFP must be committed to providing clean, safe, and secure public and private areas in the shelter and carefully following its operating policies (policies to be approved by Anchorage) for the shelter. The Contractor shall operate the mass care shelter in a manner that minimizes impacts on the surrounding neighborhoods/areas and implement policies/procedures that prevent (mitigate) loitering in the areas adjacent to the shelter facility. Selected Contractor will be expected to operate the mass care shelter using an open, honest, and responsive approach to help achieve goals of positive community relationships between the Contractor/shelter operator, local businesses, residents, and the PEH Clients. The Contractor's staff shall foster a shelter environment that helps PEH develop pathways towards permanent housing, income, healthcare, and stability.

The contract to be awarded pursuant to this RFP will be for September 15, 2021, until March 31, 2022, with the option of six (6) one-month extensions. A specific shelter site has not been identified, however once a site has been selected, Anchorage will work with Contractor to prepare the site for shelter operations.

1.2 Questions

Any questions regarding this proposal are to be submitted in writing to:

Municipality of Anchorage
Purchasing Department
wwpur@muni.org

For ease of identification please identify the project/title number in the subject line of any correspondence.

Purchasing Office hours of operation are: 8:00 a.m. to noon; 1:00 p.m. to 5:00 p.m. local time Monday through Friday, excluding Municipal holidays. All questions regarding the scope of work should be received prior to the deadline indicated on the RFP cover letter.

1.3 Preparation Costs

The Municipality shall not be responsible for proposal preparation costs, nor for costs including attorney fees associated with any (administrative, judicial, or otherwise) challenge to the determination of the highest ranked Proposer and/or award of contract and/or rejection of

proposal. By submitting a proposal each Proposer agrees to be bound in this respect and waives all claims to such costs and fees.

2.0 RULES GOVERNING COMPETITION

2.1 Examination of Proposals

Proposers should carefully examine the entire RFP and any addenda thereto, and all related materials and data referenced in the RFP. Proposers should become fully aware of the nature of the work and the conditions likely to be encountered in performing the work.

2.2 Proposal Acceptance Period

Award of this proposal is anticipated to be announced within 14 calendar days, although all offers must be complete and irrevocable for 30 calendar days following the submission date.

2.3 Confidentiality

The content of all proposals will be kept confidential until the selection of the Contractor is publicly announced. At that time the selected proposal is open for review. After the award of the Contract, all proposals will then become public information.

2.4 Proposal Format

Proposals are to be prepared in such a way as to provide a straight-forward, concise delineation of the Proposer's capabilities to satisfy the requirements of this RFP. Emphasis should be concentrated on:

- 1) Conformance to the RFP instructions;
- 2) Responsiveness to the RFP requirements; and
- 3) Completeness and clarity of content.

2.5 Signature Requirements

All proposals must be signed. A proposal shall be signed: by an officer or other agent of a corporate vendor, if authorized to sign contracts on its behalf; a member of a partnership; the owner of a privately-owned vendor; or other agent if properly authorized by a power of attorney or equivalent document. Signature on the "Letter of Transmittal" (See Paragraph 4.3.4) will meet this requirement.

Failure to sign the Proposal is grounds for rejection. The name and title of the individual(s) signing the proposal must be clearly shown immediately below the signature.

2.6 Proposal Submission Requirements

- 2.6.1 **ONE ORIGINAL, single sided unbound, plus Seven (7) complete copies** of the proposal must be received by the Municipality prior to the date and time specified in the cover letter. Copies may be bound or enclosed in folders/binders.

2.6.2 IN ADDITION to the copies required by paragraph 2.6.1, a flash drive shall be provided containing a PDF copy of the complete proposal, including attachments.

2.6.3 All copies of the proposals shall be submitted in a single sealed cover which should be plainly marked as a Request for Proposal Response with the Number and Title prominently displayed on the outside of the package.

2.6.4 Proposals must be delivered or mailed to:

Municipality of Anchorage
Purchasing Department
632 W. Sixth Avenue, Suite 520
Anchorage, AK 99501

2.7 News Releases

News releases by or on the behalf of any Proposer pertaining to the award resulting from the RFP shall not be made without prior written approval of the Municipal Purchasing Officer.

2.8 Disposition of Proposals

All materials submitted in response to this RFP will become the property of the Municipality of Anchorage. One copy of the submitted material shall be retained for the official files of the Purchasing Department and will become public record after award of the Contract.

2.9 Oral Change/Interpretation

No oral change or interpretation of any provision contained in this RFP is valid whether issued at a pre-proposal conference or otherwise. Written addenda will be issued when changes, clarifications, or amendments to proposal documents are deemed necessary by the Municipality.

2.10 Modification/Withdrawal of Proposals

A Proposer may withdraw a proposal at any time prior to the final submission date by sending written notification of its withdrawal, signed by an agent authorized to represent the agency. The Proposer may thereafter submit a new proposal prior to the final submission date; or submit written modification or addition to a proposal prior to the final submission date. Modifications offered in any other manner, oral or written will not be considered. A final proposal cannot be changed or withdrawn after the submission date, except for modifications requested by the Municipality after the date of receipt and following oral presentations.

2.11 Late Submissions

PROPOSALS NOT RECEIVED PRIOR TO THE DATE AND TIME SPECIFIED IN THE COVER LETTER WILL NOT BE CONSIDERED AND WILL BE RETURNED UNOPENED AFTER RECOMMENDATION OF AWARD. THE PROPOSALS MUST BE RECEIVED AT THE LOCATION SPECIFIED. IF SENT BY EMAIL, THE DATE STAMP IN THE PURCHASING OFFICE IS THE TIME RECEIVED AND GOVERNS.

2.12 Rejection of Proposals

The Municipality of Anchorage reserves the right to reject any or all proposals if determined to be in the best interest of the Municipality.

2.13 Equal Employment Opportunity Contract Compliance

2.13.1 Every municipal contract shall include language substantially the same as the following: "The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, age, sex, sexual orientation, gender identity, marital status, or physical or mental disability. The contractor will comply with all laws concerning the prohibition of discrimination including, but not limited to, Title 5 and Title 7 of the Anchorage Municipal Code."

2.13.2 Every municipal contract shall state, in all solicitations or advertisements for employees to work under the contract, that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, age, sex, sexual orientation, gender identity, marital status, or physical or mental disability.

2.14 Confidential/Proprietary Information

The content of proposals will be kept confidential until the selection of the Contractor is announced. At that time, the selected proposal is open for review to the competing proposers only (except for information properly identified as being proprietary). After the award of the contract, all submitted proposals shall become public information except for properly identified proprietary information. If a proposer wishes individual pages, which contain actual business, proprietary information to be held confidential, each page must be marked, and an explanation furnished of its proprietary nature. In addition to marking individual pages, the Proposal's Cover must also be annotated with the words "THIS PROPOSAL CONTAINS PROPRIETARY INFORMATION". "Confidential and Proprietary" information is not meant to include any information which, at the time of disclosure, is generally known by the public and/or competitors. MOA's ability to treat information submitted as confidential is limited by Anchorage Municipal Code. Proposers concerned with the confidentiality of information submitted should familiarize themselves with the following Anchorage Municipal Code provisions:

- AMC 3.90 Access to Public Records
- AMC 3.90.010 Policy
- AMC 3.90.020 Definitions
- AMC 3.90.030 Information Available to the Public
- AMC 3.90.040 Exemptions for Particular Records

3.0 SCOPE OF WORK

A. Sheltering Services

1. Provide a safe, temporary overnight shelter for up to 400 clients per evening; maintain capacity for an additional 20 Clients for emergency conditions when other sheltering options are confirmed as not available.
2. Provide shelter 24 hours a day, seven days a week, with service delivery across the shelter program that accentuates the importance of treating persons experiencing homelessness with respect, acknowledging the crisis being experienced by those who are homeless.
3. Establish and maintain a professional work environment among staff that promotes mutually respectful interactions between staff and Clients. Staff must be clearly identifiable by uniforms. Uniforms are subject to approval by MOA.
4. Shelter staff provide continuous, 24-hour monitoring of the facility by foot patrol, including areas that are not utilized, such as restrooms, elevators, and/or storage areas. Shelter staff and management will work cooperatively with MOA security contractor.
5. Inform Mass Care immediately of any full or partial closures of the Facility and any staff shortages which inhibit proper monitoring of the facility. Ratio of floor staff to clients shall be always 1:30. **Shelter management, administrative staff, and security contractors do not count in the required ratio of 1:30.**
6. Keep an accurate nightly roster of Clients utilizing the Facility and provide the roster to Mass Care no later than 0700 the following morning via email to eoc32@anchorageak.gov. The roster must include minimum of information including: first and last name, date of birth, gender, and entry and exit date from the Facility. **The nightly roster must not contain information for Clients only entering the Facility for meals.**
7. Contractor shall report the number of beds and cots utilized each night NLT 0700 the following morning via email to eoc32@anchorageak.gov utilizing the bed count process. (Refer to Attachment A)
8. Contractor shall assign a staff person and a back-up person to serve as System Administrator for the Homeless Management Information System (HMIS). Contractor must ensure that staff using the HMIS have been properly trained, and that data is entered in accordance with HMIS standard operating procedures. Contractor shall enter information into the Homeless Management Information System (HMIS) in real time, as Clients check-in. Contractor shall follow HMIS Standard Operating Procedures (established by U.S. Department of Housing and Urban Development) to maintain accuracy and timeliness. (Refer to Attachment B)
9. Report critical incidents to the Anchorage Police Department and the Anchorage Fire Department. A critical incident is defined as a death, alleged abuse or significant security issue involving a Client, guest, employee or contractor, or any

event resulting in the need for emergency response (Anchorage Fire or Police Department). Contractor shall also complete and submit each critical incident reports to the Mass Care Branch Chief within 24 hours of the incident and emailed to eoc.ops04@anchorageak.gov and eoc.ops23@anchorageak.gov. (Refer to Attachment C) Comply with any Fire Marshal directive of the shelter site.

10. Establish an infraction list that is transparent and understandable for Clients receiving services and non-discriminatory in nature. System should include the ability for a Client to appeal the decision to stop providing services and if possible, a referral for Clients who are ineligible for shelter services to receive meals, medical and navigation services to another homeless service provider. A copy of the infraction list and consequences shall be submitted to Mass Care within 30 days of contract award for Anchorage's review and approval.
11. The Contractor shall establish linkages with other governmental, medical, and non-profit organizations serving PEH so that high-level information, referral, and follow-up services are provided to Clients. Strong, positive, and cooperative relationships with other organizations will ensure that Clients are connected with programs and services that they may desire as soon as possible, including, but not limited to, the following:
 - a) Mental and physical health services;
 - b) Case management services with a focus on housing;
 - c) Substance abuse treatment programs; and/or
 - d) Assistance with gaining employment or obtaining benefits.
12. Direct all media inquiries to the Municipality's Public Information Officer. The parties further agree to work collaboratively to resolve disputes between the parties outside of the media. The parties agree to coordinate with respect to press releases, advertising and events concerning this contract and scope of work.

B. Meal Services

1. Contractor shall work cooperatively with the meal vendor to provide three meals a day (breakfast, lunch, and dinner) to Clients and work with meal contractor to accommodate Clients with medically necessary diets as appropriate.
2. Meals shall be balanced, nutritious, and adequate in amount to meet the dietary needs of Clients. Meals should be conveniently accessible to Clients.
3. The number of meals served shall be submitted with the nightly roster NLT 0700 the following morning.

C. Beds and Storage

1. Provide one mat or cot and one blanket per Client for sleeping purposes. Cots are to be separated per CDC guidance, 6' head-to-head. Cots shall have a durable frame with a capacity to hold 375 pounds.

2. Each client shall be issued a lockable storage tote with a padlock. Tote should hold at minimum 15 gallons.

D. Cleaning and Sanitation

1. Contractor must ensure Personal Protective Equipment (PPE) and cleaning supplies are available for use to all Clients, staff, and vendors.
2. Contractor must ensure the facility is kept clean and sanitary. Parking lot and grounds must be free from trash and debris.
3. Showers must be available for use and must be monitored by a staff member while in use. Shower schedule must be prominently placed and easily identifiable.
4. Contractor to work cooperatively with laundry and towel vendor.

E. Facility

1. Mass Care and the Contractor will conduct a move-in inspection to document any issues prior to operations.
2. To ensure that the facility will be returned in the same condition as it was at the start of operations, inspections will also be conducted every 60 days to document conditions.
3. An inspection will be conducted at the end of operations to document any extensive cleaning and repairs needed.

4.0 PROPOSAL AND SUBMISSION REQUIREMENTS

To achieve a uniform review process and obtain the maximum degree of comparability, it is required that the proposals be organized in the manner specified below. Proposals shall not exceed twenty (20) pages in length (excluding letter of transmittal, resumes, title page(s), index/table of contents, required attachments, or dividers). One page shall be interpreted as one side of a single-spaced, letter size sheet (8-1/2" X 11"). Excess pages will be removed prior to evaluation, which could result in incomplete responses and lower scores.

4.1 Title Page

Show the RFP number and subject, the name of your organization, address, telephone number(s), name of contact person, and date.

4.2 Table of Contents

Clearly identify the materials by section and page number.

4.3 Letter of Transmittal (Limited to three (3) pages). Ensure that your letter includes the following:

4.3.1 Give the name(s) of the person(s) who are authorized to make representations for your organization, their titles, address, and telephone numbers.

4.3.2 Provide a statement that your organization is compliant with the requirements of Section 2.14 Equal Employment Opportunity Contract Compliance.

4.3.3 *The letter of transmittal must be signed by a corporate officer or other individual who has the authority to bind the organization*

4.4 Evaluation of Proposals

4.4.1 Documenting Eligibility to Propose

Any corporation or non-profit organization wishing to submit a proposal under this RFP must have a minimum of three years of successfully managing and operating PEH programs and delivering relevant services of a similar type and scope as described in the Scope of Work.

Write a short paragraph explaining how your corporation or non-profit organization meets the three-year minimum experience requirement. If your corporation or non-profit organization does not have at least three years of experience, your proposal will not be considered any further.

4.4.2 Evaluation Criteria

A. Proposer's Qualifications and Experience Providing Shelter Services to People Experiencing Homelessness:

- **Operating a Mass Care Shelter Experience**

Describe your experience and plans for providing services and operating a shelter program of the highest standard. Your proposal should include information on:

- Knowledge and experience of key personnel within operating shelters for PEH of a similar scope and nature;
- Availability of key personnel and ability to meet the proposed work schedule;
- Performance history operating public or privately funded shelters for PEH including, but not limited to, quality of shelter management services provided, demonstrated ability to meet schedules and control costs, and demonstrated abilities to establish collegial, positive, and collaborative working relationships with Clients, the Municipality of Anchorage, advisory groups, and the public.
- How you plan to ensure staffing ratios will be met, how you will hire staff, acquire PPE and supplies.

- **Training**

What training will your organization provide for the employees working under this contract to have the knowledge required to work with people who may have significant behavioral needs and addiction challenges? Please include information about who the trainer(s) is or will be, and the trainer's qualifications. If your organization intends to provide training in trauma-informed care and/or de-escalation skills, be sure to include information about who the trainers will be and their qualifications to teach about those topics. Explain how you plan on training and orienting staff on your organization's policies and procedures.

B. Experience with HMIS Data Entry and Analysis

Describe how your organization has used a HMIS system, including how long you have used a system, how your usage has changed over time, and how you ensure the quality of the data entered. Include information about whether you use program measures, outcomes, and reports. Attach to your proposal your organization’s HMIS data report cards and/or HMIS quality reports.

C. Qualifications/Experience of Shelter Director and Supervisory Staff to be Assigned to Team if Proposer is Awarded a contract under this RFP.

Attach a position description for each unique position which will be assigned to this Contract. The position description should include educational and experiential requirements as well as duties.

Who or what position will be ultimately responsible for oversight of the shelter, safety of the Clients, and timely and positive working relationships with Anchorage’s Mass Care staff? Provide an organizational chart of the program within the context of the larger agency.

D. Proposer’s Understanding of Services to be Provided/Plans for Inter-Organizational Coordination

Describe your understanding of the services to be provided in terms of connecting PEH Clients with services. How will your organization coordinate its efforts with MOA’s Mass Care team and with other community providers to reduce duplicative shelter stays and to connect PEH with appropriate resources as soon as possible? Describe how outcomes will be tracked and reported? What other programs and/or partner organizations have you regularly worked with to provide comprehensive services to PEH Clients?

E. References

Provide at least three outside references who can attest to your organization’s experience and effectiveness in working with persons experiencing chronic homelessness and/or public health outreach efforts. Include a point of contact, telephone number, and a brief description of the services provided. Note that Anchorage may also contact any other organizations known to have worked with your organization for reference information.

F. Costs

Proposer must clearly define the cost for services and must include all costs to operate and manage the shelter per RFP including monitor staffing, provision of supplies and equipment, administrative costs and supplies, and overhead costs.

Costs will be used in the evaluation. Provide in your narrative all costs to operate and manage the shelter per RFP including monitor staffing (1:30 ratio), provision of supplies and equipment, administrative costs and supplies, and overhead costs. Invoices shall be submitted bimonthly and will be paid according to the average number of clients served during the past 14 days.

	Column A	Column B	Column C	Column D	Column F
Cost Category	100-200 clients	200-250 clients	250-300 clients	300-350 clients	350-400 clients
Shelter Services*					
*Proposer must clearly define what is included in this cost category, services must include all costs to operate and manage the shelter per RFP including monitor staffing, provision of supplies and equipment, administrative costs and supplies, and overhead costs.					

5.0 EVALUATION CRITERIA AND PROCESS

5.1 Rating Criteria and Points Available for Each Criterion:

Rating Criteria	Points Possible
Proposer's Qualifications and Experience Providing Shelter Services to People Experiencing Homelessness (experience operating a shelter / training)	20 points
Experience with HMIS Data Entry and Analysis and Participation in Coordinated Entry & Performance Measures	20 points
Qualifications/Experience of Shelter Director and Supervisory Staff to be Assigned to Team if Proposer is Awarded a contract under this RFP.	20 points
Proposer's Understanding of Services to be Provided/Plans for Inter-Organizational Coordination	20 points
References	10 points
Costs	10 points
Total Points Available	100 points

5.2 Qualitative Evaluation Criterion

Proposers will be ranked using the following qualitative rating factors for each RFP criterion:

- 1.0 Outstanding
- .8 Excellent
- .6 Good
- .4 Fair
- .2 Poor
- 0- Unsatisfactory

The rating factor for each criteria category will be multiplied against the points available to determine the total points for that category.

EXAMPLE: For a criterion with a maximum of 20 points, if the evaluator feels the response as provided was “Good” they would assign a “qualitative rating factor” of .6 for that criterion. The final score for that criterion would be determined by multiplying the qualitative rating factor of .6 by the maximum points available (20) and the resulting score of 12 would be assigned to the criterion.

5.3 Quantitative Evaluation Criterion

If Cost is an evaluation criterion then the following shall be used:

The award of the “cost” points will be determined by the calculation shown below. The lowest cost proposal will receive the maximum number of points awarded for the “cost” criteria:

$$\frac{\text{Lowest cost proposal} \times \text{Maximum \# points for category}}{\text{Cost of proposal being scored}}$$

EXAMPLE

Formula Used to Convert Total Cost to Points (Example: 30 Points Maximum)

[STEP 1]

List all proposal costs.

Proposer #1	-	\$40,000
Proposer #2	-	\$45,000
Proposer #3	-	\$48,000

[STEP 2]

The RFP awards a maximum of 30% (30 points) of the total of 100 points for fee schedule.

Proposer #1 receives 30 points.

Proposer #1 receives 30 points (the max) because they submitted the lowest cost proposal.

Proposer #2 receives 26.7 points.

$$\frac{\$40,000 \times 30}{\$45,000}$$

Proposer #3 receives 25. points.

$$\frac{\$40,000 \times 30}{\$48,000}$$

6.0 SELECTION PROCESS

The Proposer with the highest total evaluation points may be invited to enter into contract negotiations with the Municipality of Anchorage. If an agreement cannot be reached, the second highest Proposer may be contacted for negotiations. This process may continue until successful negotiations are achieved. However, the Municipality reserves the right to terminate negotiations with any Proposer should it be in the Municipality's best interest. The Municipality of Anchorage reserves the right to reject any and all proposals submitted.

7.0 SAMPLE CONTRACT

All Proposers must carefully read and review the attached Sample Contract (ATTACHMENT D). The final Contract with the Municipality of Anchorage will be substantially similar to the sample.

If a Proposer wishes to make changes to the Sample Contract, the proposed changes must be submitted with the proposal. All desired changes must be submitted as separate document, and must be clear, legible, and conspicuous. The Proposer must also provide the rationale for all proposed changes. No changes will be considered until after the highest scored proposal(s) has been determined.

IF NO DESIRED CHANGES ARE SUBMITTED WITH THE PROPOSAL, IT IS UNDERSTOOD THAT THE TERMS AND CONDITIONS OF THE SAMPLE CONTRACT'S HAVE BEEN ACCEPTED.

8.0 ATTACHMENTS

Attachment A: Bed Count Process

Attachment B: HMIS Standard Operating Procedures

Attachment C: Mass Care Incident Report

Attachment D: Sample Contract