



Municipality of Anchorage

Suzanne LaFrance, Mayor
Purchasing Department

January 2, 2025
REQUEST FOR PROPOSAL
RFP 2025P001

Provide Comprehensive Review Services for Anchorage Police Department

The Municipality of Anchorage is an equal opportunity employer.

Enclosed is pertinent information for use in preparing your proposal.

Pre-Proposal Conference:	N/A
Site Visit:	N/A
Questions Due:	12:00 P.M. Local Time, January 15, 2024
Proposals Due:	12:00 P.M. Local Time, February 13, 2025

Electronic Submission through BidExpress at [Bid Express :: Municipality of Anchorage](#) or submission through Sealed Envelope with ONE SIGNED ORIGINAL, single sided, unbound, of your proposal and, a flash-drive containing a PDF copy of the complete proposal, including attachments must also be provided.

If applicable, the call-in phone number for Pre-Bid Conferences is 907-343-6089. Conference lines are opened 5 minutes prior to the Pre-Bid Conference times. To attend meetings in person; you may do so at 632 W. 6th Avenue, Suite 520, Anchorage, AK 99501. FOR AUXILIARY AIDS, SERVICES, OR SPECIAL MODIFICATIONS TO PARTICIPATE PLEASE CONTACT THE PURCHASING DEPARTMENT TO REQUEST REASONABLE ACCOMMODATIONS AT 907-343-4590; OR wwpur@muni.org

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

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

Sincerely,

Kimberly Ovsepyan
RFP Buyer

REQUEST FOR PROPOSALS

RFP 2025P001

Comprehensive Review of the Anchorage Police Department's (APD) Policies, Training, Tactics, and Supervision that Pertain to the Use of Force and De-escalation



Purchasing

MUNICIPALITY OF ANCHORAGE

The Municipality of Anchorage Purchasing Department is pleased to announce that we will begin using the Bid Express® service at www.bidexpress.com.

Electronic submission for Invitations to Bid and Requests for Quote are being accepted as of September 1, 2024, with Requests for Proposal, Requests for Grant Proposal, and Construction Invitations to Bid expected to be accepted by January 1, 2025.

Electronic bid submission:

- **allows for digitally-signed bids**
- **eliminates costs for delivery of bid packages**
- **provides error checking and alerts to omissions before submission**
- **easily accommodates last-minute changes and price cuts**
- **automates email notifications to alert vendors of solicitation postings and solicitation changes**

If you are not a current user, please register for a free vendor account to reference the Municipality of Anchorage's upcoming advertisements.

For more information about the service, please refer to the Bid Express service's Knowledge Center [here](#) to get started.

For technical assistance, please call the service's Customer Success team at 888-352-2439, available Monday - Friday from 7:00 am – 8:00 pm (EST). You can also email them at bidexpress.support@infotechinc.com.

Additional information and notices of solicitation opportunities will be posted on the Purchasing webpage at Muni.org.

TABLE OF CONTENTS

1.0 GENERAL INFORMATION 4

 1.1 Purpose..... 4

 1.2 Background..... 4

 1.3 Questions 5

 1.4 Preparation Costs 5

2.0 RULES GOVERNING COMPETITION 6

 2.1 Examination of Proposals 6

 2.2 Proposal Acceptance Period 6

 2.3 Confidentiality 6

 2.4 Proposal Format 6

 2.5 Signature Requirements 6

 2.6 Proposal Submission Requirements 7

 2.7 News Releases 7

 2.8 Disposition of Proposals 8

 2.9 Oral Change/Interpretation 8

 2.10 Modification/Withdrawal of Proposals 8

 2.11 Late Submissions 8

 2.12 Rejection of Proposals 8

 2.13 Equal Employment Opportunity Contract Compliance 9

 2.14 Confidential/Proprietary Information..... 9

3.0 SCOPE OF WORK 10

4.0 PROPOSAL AND SUBMISSION REQUIREMENTS..... 11

 4.1 Title Page 11

 4.2 Table of Contents 12

 4.3 Letter of Transmittal (Limited to 3 pages). 12

 4.4 Evaluation Criteria 12

 4.4.1 Firm Qualifications and Experience 12

4.4.2 Project Methodology and Approach 13

4.4.3 Cost. 13

4.5 Fee Schedule..... 13

5.0 EVALUATION CRITERIA AND PROCESS 13

5.1 Evaluation Criteria Weighting 13

5.2 Qualitative Evaluation Criterion 13

5.3 Evaluation Process 14

6.0 SELECTION PROCESS..... 15

7.0 SAMPLE CONTRACT 15

8.0 ATTACHMENTS 15

1.0 GENERAL INFORMATION

1.1 Purpose

This Request for Proposals (RFP) is to secure a qualified vendor to work with the Municipal Attorney's Office, in conjunction with the Anchorage Police Department (APD) and the Anchorage Office of Equity and Inclusion (OEI), to complete a comprehensive review of APD's policies, training, tactics, and supervision that pertain to the use of force and de-escalation.

The purpose of the review is to develop clear, actionable recommendations that APD and the Municipality can implement to reduce officer-involved shootings in Anchorage. Recommendations from the review will ensure that APD training programs are grounded in empirical research in officer behavior during encounters with the public, and that these behaviors can be objectively measured to assess officer performance, and to improve encounter outcomes. Recommendations should provide a clear path to ensure that APD officers are equipped to respond to the different kinds of people they will encounter in Anchorage, so that officers are able to effectively assist the community and that all residents can trust that APD's response will improve the outcome of their situation.

The review must be conducted with explicit acknowledgement of and attention to Anchorage's demographic diversity of race, culture, languages spoken, age, incidence of substance misuse and mental health issues, and other pertinent factors. This review will acknowledge and address the importance of transparency and communication with residents. The review must also acknowledge and address the Indigenous presence of the area where Anchorage is located and the community's culturally and linguistically diverse population.

The review must acknowledge and address the trauma of officer-involved shootings and the impacts of these events within the police department and on surrounding communities. Examples of possible effects within APD include reduced recruitment and retention, low morale, and decreased wellbeing of individual officers who experience secondary trauma related to officer-involved shootings and other uses of force. Examples of possible effects in the surrounding community are an erosion of trust between residents and APD, and an escalation of violence in the community.

The contract will be managed by the Office of the Municipal Attorney. Ideally, the review would be completed within six months of the execution of the contract.

1.2 Background

The Anchorage Police Department (APD) serves a population of approximately 284,000 in a service area that covers the Municipality of Anchorage. The Dena'ina are an early indigenous population of the Knik Arm area. Anchorage lies within Dena'ina Elnena (Dena'ina Country) and is home to the K'enaht'ana, the indigenous people of Nuti (Knik

Arm), who today are members of the Eklutna (Eydlughet) and Knik (K'enakatnu) tribes.¹ Anchorage is a very diverse community with 112 different primary languages spoken in our school district. A summary of Anchorage's baseline demographic data and a description of the Municipality's relationships with local tribal governments is provided in Attachment B.

Anchorage is the fourth-largest city by area in the United States at 1,706 square miles. APD currently employs just under 600 people in both sworn and non-sworn positions. It is APD's goal to continually look for ways to improve the department to better serve all who live within its boundaries.

The Anchorage Police Department (APD) strategic plan, 2024-2026 is available for review at [Strat Plan 2024-2026 Public - Anchorage Police Department - PowerDMS](#). APD Policy, Regulations and Procedures that are available to the public can be found at <https://public.powerdms.com/ANCHOR/tree>

To date in 2024, APD officers have been involved in eight officer-involved shootings, including the fatal shooting of a sixteen-year-old on August 13, 2024. In the wake of the August 13th incident, Mayor Suzanne LaFrance and APD Chief of Police Sean Case announced actions to understand the factors that lead to officer-involved shootings and to change APD's policies and training to reduce officer-involved shootings.

This RFP effectuates one of these actions, specifically, to contract with a third party to conduct a comprehensive review of APD's policies, training, tactics, and supervision as they relate to use of force, de-escalation, and cultural awareness, and make recommendations for changes. The purpose is not merely to avoid legal liability, but to recommend best practices designed to reduce the incidence of officer-involved shootings.

1.3 Questions

Any questions regarding this Request for Proposal are to be submitted in writing through the **question and answer section of the solicitation on BidExpress or in writing via:** wwpur@muni.org

For ease of identification please identify the RFP number in the subject line of any correspondence.

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

1.4 Preparation Costs

The Municipality will 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

¹<https://www.muni.org/Departments/Assembly/SiteAssets/Pages/Native-Village-of-Eklutna/2022-0818%20Background%20on%20MOA%20relationship%20with%20Native%20Village%20of%20Eklutna.pdf>

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 60 calendar days, although all offers must be complete and irrevocable for 90 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 straightforward, 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.
- 3) completeness and clarity of content.

2.5 Signature Requirements

All proposals must 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 Para 4.3) 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 Electronic Submission through BidExpress

2.6.1.1 [Bid Express :: Municipality of Anchorage](#)

2.6.2 Submission through Sealed envelope

2.6.2.1 ONE ORIGINAL, single sided unbound 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.

2.6.2.2 IN ADDITION to the copies required by paragraph 2.6.2.1 above, provide a flash drive containing a PDF copy of the complete proposal, including attachments.

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

2.6.2.4 Proposals must be delivered or mailed to:

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

2.6.3 Faxed or emailed proposals will NOT be accepted.

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 Director and the Municipal Attorney.

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.

Modifications to electronically-submitted proposals may be made any time prior to the proposal deadline using BidExpress.

2.11 Late Submissions

Proposals NOT received by the date and time and AT the LOCATION specified in the RFP cover letter will not be considered and will be returned unopened.

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

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."

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

This RFP seeks a qualified vendor to perform the following scope of work:

Project Start-up (Week 1-2)

Vendor will convene a project kick-off meeting with the Chief of the Anchorage Police Department (APD), the Chief Equity Officer, and the Municipal Attorney to review and confirm the scope of work, timeline, deliverables, and address any questions or concerns at the outset of the project. During the start-up period, the Municipal Attorney will work with the vendor to execute data sharing agreements and address any other critical items.

Phase 1: Research and Analysis (Week 3-10)

1. Vendor will conduct a comprehensive quantitative analysis of APD data related to use of force, and, specifically, officer-involved shootings, to identify common factors that contribute to situations where APD use of force occurs. Initial background documents and data sets will be provided to the vendor by APD once data sharing agreements are in place. Specifically, the vendor should identify common factors of calls for service that led to an APD use of force compared to those that did not. The vendor will specifically consider factors related to race, age, disability status, language(s) spoken, behavioral health needs, and any other relevant factors to identify possible patterns that contribute to APD use of force.
2. Vendor will conduct key informant and other stakeholder interviews to gather qualitative data to help interpret results from the quantitative analysis and to gather additional information to understand common factors that contribute to situations where APD use of force occurs. Key informants will be identified at the beginning of Phase 1.
3. Vendor will compile preliminary findings from the quantitative and qualitative analysis and prepare a comprehensive and accessible presentation to be shared with the Municipal Attorney, Chief of Police, and Chief Equity Officer for their review and feedback. Vendor will incorporate the feedback and develop a **Phase 1: Findings** memo that summarizes themes and common factors to inform Phase 2 of the project.

Phase 2: Review of Relevant APD Policies and Procedures and Training Protocols (Month 3-4)

4. Using the themes and common factors identified in Phase 1 of the project, the Vendor will work with APD leadership to identify relevant policies and procedures, and training protocols to be reviewed. These may include policies that are internal to APD and not available for public review. At minimum, the following areas will be reviewed: patrol tactics and procedures; firearms; defensive tactics; de-escalation; non-lethal weapons; use of force (including fourth amendment principles consistent with the Constitution of the State of Alaska); communication, including language access for individuals with Limited English Proficiency (LEP); professionalism; ethics and integrity; stress management and awareness of secondary trauma; cultural competency and understanding of intergenerational trauma; understanding of mental health and substance use disorders and trauma-informed approaches; problem solving; conflict management; Building relationships; methods of community engagement.

The review will analyze APD policies and procedures and training protocols with comparison to best practices in policing. The review will identify areas of strength and improvement in the existing policies and procedures and training protocols, and additional policies and procedures and training protocols that could be added.

5. Vendor will compile findings from the review of APD policies and procedures and training protocols into a comprehensive and accessible presentation to be shared with the Municipal Attorney, Chief of Police, and Chief Equity Officer for their review and feedback. Vendor will incorporate the feedback and develop a **Phase 2: Findings** memo that summarizes the strengths and areas for improvement to inform Phase 3 of the project.

Phase 3: Recommendations (Month 5-6)

6. Vendor will use the results from Phases 1 and 2 of the project to develop a first draft of recommendations to be shared with the Municipal Attorney, Chief of Police, and Chief Equity Officer for their review and feedback. Recommendations must be organized by timeframe (short, medium and long-term), and by categories of implementation to include operational liability, policy and procedure development, training, investigations, and community engagement. Vendor will also provide a set of metrics that APD can use to monitor implementation of the recommendations, and to measure changes in officer behaviors and performance.
7. Vendor will incorporate feedback and develop a **Final Report** that summarizes the findings from all phases of the project and provides a final set of actionable recommendations. The Final Report must include an Executive Summary and Presentation that can be shared broadly.
8. Vendor will provide up to three presentations of the results from the project at the conclusion, either in-person or by Teams.

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 seven (7) 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, single-spaced, letter size (8-1/2" X 11") sheet of paper. Excess pages will be removed prior to evaluation, which could result in incomplete responses and lower scores.

4.1 Title Page

Include the RFP number and subject, the name of your firm, address, telephone number(s), name of contact person, contact information (phone number, email address), and date.

4.2 Table of Contents

List the proposal's sections with page numbers. Include the page numbers for each RFP Evaluation Criterion.

4.3 Letter of Transmittal (Limited to 3 pages).

- Briefly state your firm's understanding of the services to be performed and make a positive commitment to provide the services as specified.
- List your company's point of contact for this RFP along with their phone number and email address.
- Provide the name(s) of the person(s) who are authorized to make representations for your firm, their titles, address, email, and telephone numbers.
- The letter of transmittal must be signed by a corporate officer or other individual who has the authority to bind the firm.
- Describe the firm's location where the primary services are to be provided and the ability to meet in person in Anchorage with Municipality personnel when required during the performance of the contract.

4.4 Evaluation Criteria

Each proposal will be evaluated based on the below-listed criteria. Please ensure that your proposal comprehensively addresses all criteria (Firm Qualifications and Experience, Project Methodology and Approach, Cost) as requested below.

4.4.1 Firm Qualifications and Experience

- Detail the firm's history, experience of the firm's key leaders, key areas of expertise, and ability to provide the required services.
- Detail the firm's experience working with police departments of similar scale and scope to APD, experience working on similar projects, and experience assisting police departments with implementing recommendations from similar projects.
- Ability to secure CJIS clearance.
- Provide at least three (3) references for which your firm has provided the same or similar services. Include a point of contact, telephone number, and a brief description of the services provided.
- Identify key project leaders, staff, and subconsultants. Describe their experience and areas of expertise relevant to this project. expected to provide services on behalf of the firm. Resumes should be included for each of the individuals and subconsultants referenced.

4.4.2 Project Methodology and Approach

Provide detailed information on the firm's methodology in meeting the scope of work requirements identified in Section 3.0. Describe overall approach to include any special considerations, which may be envisioned.

4.4.3 Cost.

Complete and submit Attachment C with proposal. The total cost for this project is estimated to range from \$50,000 to \$100,000.

4.5 Fee Schedule

Please provide a cost per phase of the project and a total cost (excluding travel costs, which will be considered only during negotiations). Submit 1 paper copy and 1 digital copy of a fee schedule for all services required in performance of this work. The fee schedule shall be fully loaded to include travel costs, overhead, G&A, fringe benefits, profit, insurance, etc.

5.0 EVALUATION CRITERIA AND PROCESS

5.1 Evaluation Criteria Weighting

The criteria to consider during evaluations, and the associated point values, are as follows:

1. Firm Qualifications and Experience	40 points
2. Project Methodology and Approach	30 points
3. Cost	30 points
<i>Total Points Available</i>	<i>100 points</i>

5.2 Qualitative Evaluation Criterion

Firms 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: If an evaluator decides that the response provided for a criterion that has a maximum of 30 points was “Good,” they will assign a “qualitative rating factor” of 0.6 to that criterion. The qualitative rating factor is then multiplied by the maximum points available (30) for a resultant 18 points.

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, according to the following formula:

$$(Lowest\ cost\ proposal \times Maximum\ \# \ points\ for\ category) / Cost\ of\ proposal\ being\ scored$$

EXAMPLE

Method used to convert Total Cost to Points (30 Points Maximum)

STEP 1: List all proposal costs.

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

STEP 2: Calculate cost points (maximum of 30 points for the fee schedule out of 100 total).

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

Proposer #2 receives 26.7 points. *Calculation:* $(\$40,000 \times 30) / \$45,000 = 26.7$

Proposer #3 receives 25.0 points. *Calculation:* $(\$40,000 \times 30) / \$48,000 = 25.0$

5.3 Evaluation Process

A committee of individuals representing the Municipality of Anchorage will perform an evaluation of the proposal(s). The committee will score the proposal(s) as submitted. The Municipality of Anchorage reserves the right to award a contract solely on the written proposal.

The Municipality also reserves the right to request oral interviews with the highest ranked firms (short list). The purpose of the interviews with the highest ranked firms is to allow expansion on the written responses. If interviews are conducted, a maximum of four (4) firms will be short-listed. A second score sheet will be used to score those firms interviewed. The final selection will be based on a combination of written proposals and interviews. The same categories and point ranges will be used during the second evaluation as for the first. The highest ranked Proposer after the second scoring, if performed, may be invited to enter into final negotiations with the Municipality for the purposes of contract award.

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 ATTACHMENT A - Sample Contract. The final Contract with the Municipality of Anchorage will be substantially similar to it.

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 in a 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 CHANGES ARE SUBMITTED WITH THE PROPOSAL, IT IS UNDERSTOOD THAT THE TERMS AND CONDITIONS OF THE SAMPLE CONTRACT HAVE BEEN ACCEPTED.

8.0 ATTACHMENTS

Attachment A Sample Contract

Attachment B Demographic and Tribal Government Relationship Information

Attachment C Cost Worksheet