



PROCUREMENT AND CONTRACTING DEPARTMENT
4000 AMBASSADOR DRIVE
ANCHORAGE, ALASKA 99508

Request for Proposal (RFP)
Solicitation No. ANTHC 26-R-250591

Alaska Native Tribal Health Consortium (ANTHC)
Enterprise Operational Excellence Consulting Services
Consulting Services

Date of Issue:
August 21, 2026

Deadline Date for Submittal of Proposals:
September 11, 2026 @ 2:00PM Alaska Standard Time (AST) via
<https://anthc.bonfirehub.com/portal/?tab=openOpportunities>

ANTHC Point of Contact

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SECTION I – GENERAL INFORMATION

SECTION I – GENERAL INFORMATION

1. Background

The Alaska Native Tribal Health Consortium (ANTHC) was formed pursuant to Section 325 of the FY1998 Interior and Related Agencies Appropriations Act, P.L. 105-83, for the purpose of managing the programs and services previously provided by the Indian Health Service Alaska Area Office and the Alaska Native Medical Center in Alaska. ANTHC administers the program for planning, design, and construction of Alaska primary care facilities and sanitation facilities.

2. Purpose of the Request for Proposal (RFP)

Alaska Native Tribal Health Consortium (ANTHC) seeks proposals from qualified consulting firms to partner with the organization in establishing an Enterprise Operational Excellence (OpEx) Program. The consultant will provide strategic guidance, coaching, implementation support, and knowledge transfer to develop a sustainable, internally led Operational Excellence capability.

The selected consultant will serve as a transformation partner, helping ANTHC establish the foundational systems, leadership behaviors, governance, and workforce capabilities necessary to support continuous improvement across the organization. The intent is to develop ANTHC's internal capacity rather than create a long-term dependency on external consulting services.

3. Business License Requirement

Firm must have a valid Alaska Business License prior to award of contract.

4. Other Licenses and Registrations Requirement

All firms are required to hold any and all necessary applicable professional licenses and registrations required by law. Proof of professional licenses is required with the proposal. Obtaining and ensuring compliance to all licensing and registering requirements is the complete responsibility of the firm.

5. Minimum Requirements

Every consultant responding to this RFP must meet the following minimum qualifications to be considered responsive.

- Minimum five (5) years of experience implementing enterprise Operational Excellence programs.
- Minimum three (3) healthcare organization engagements of similar scope and complexity.
- Experience implementing Lean methodologies and Enterprise Daily Management Systems.
- Experience coaching executive leadership teams.
- Ability to provide at least three healthcare client references.
- Proposed lead consultant available for the duration of the engagement.
- Agreement to ANTHC's knowledge-transfer and sustainability requirements.

6. Conflict of Interest and Restrictions

If any firm, firm's employee, sub-consultants, or any individual working on the proposed contract may have a possible conflict of interest that may affect the objectivity, analysis, and/or performance of the contract, it shall be declared in writing and submitted to ANTHC via <https://anthc.bonfirehub.com/portal/?tab=openOpportunities> within ten (10) calendar days of

SECTION I – GENERAL INFORMATION

issuance of this RFP. ANTHC shall determine in writing if the conflict is significant and material and if so, may eliminate the consultant from submitting a proposal.

7. ANTHC Contact Person

Any information required or questions regarding this RFP must be submitted through <https://anthc.bonfirehub.com/portal/?tab=openOpportunities>.

Attention: Bethany Jones, Manager of Sourcing
E-mail: bajones@anthc.org

8. Deadline for Receipt of Proposals

Proposals must be submitted no later than **2:00PM, September 11, 2026, Alaska Standard Time (AST)**. Failure to meet the deadline will result in disqualification of the proposal without review.

Faxed, emailed, or mailed proposals are not acceptable. Electronic submissions through the Bonfire application are the only form of submission allowed. Failure to meet the deadline will result in disqualification of the proposal without review.

9. Consultant's Review and Substantive Questions

Firms should carefully review this solicitation for errors, questionable or objectionable materials, and items requiring clarification. Firms shall put these comments and/or questions in writing and submit them to the ANTHC's contact person at least **ten (10) calendar days** before the due date of the proposal. This will allow time for an amendment to the RFP to be issued, if required, to all recipients of the initial RFP.

10. Consultant's Review and Directional Questions

If questions received involve no more than directing the questioner to a specific section of the RFP, questions may respond to verbally, and do not require a written amendment.

11. Amendments to the Solicitation

ANTHC reserves the right to issue written amendments to revise or clarify the RFP, respond to questions, and/or extend or shorten the due date of proposals.

12. Pre-Proposal Conference

A pre-proposal conference will not be held unless there are enough questions to justify one.

13. Cancellation of Solicitation

ANTHC reserves the right to cancel the RFP process if it is in the ANTHC's best interest. ANTHC shall not be responsible for costs incurred by consultants for proposal preparation.

14. Service of Protest

Protests, as defined in ANTHC Procurement Policy, shall be served on the Contracting Officer (addressed as follows) by obtaining written and dated acknowledgment of receipt from:

Alaska Native Tribal Health Consortium
Director of Procurement and Contracting
4000 Ambassador Drive
Anchorage AK 99508

SECTION I – GENERAL INFORMATION

The protest shall be received in the office designated not later than **ten (10) calendar days** after the basis of protest is known or should have been known, whichever is earlier.

15. Proposal Withdrawal and Correction

A proposal may be corrected or withdrawn by a written request received prior to the deadline date for submitting proposals.

16. Multiple Proposals

ANTHC shall not accept multiple proposals from the same Firm.

17. Disclosure of Proposal Contents

Contents of individual proposals shall not be disclosed to other firms providing a proposal in response to this solicitation.

18. Retention of Proposals

All proposals and other material submitted become the ANTHC's property and may be returned only at ANTHC's option.

19. Cost of Proposal Preparation

Any and all costs incurred by firms in preparing and submitting a proposal are the firm's responsibility and shall not be charged to the ANTHC or reflected as an expense of the resulting contract.

20. Delivery of Proposals

ANTHC assumes no responsibility or liability for the transmission, delay, or delivery of proposals.

21. Media Announcements

Any and all media announcements pertaining to this RFP require the ANTHC's prior written approval.

22. Other Governmental Requirements

It is the responsibility of the firm to indicate within their proposal the applicability of any other federal, state, municipal, or other governmental statutes, regulations, ordinances, acts, and/or requirements.

23. Binding Contract

This RFP does not obligate the ANTHC or the selected firm until a contract is signed and approved by both parties. If approved, it is effective from the date of final approval by the Contracting Officer. ANTHC shall not be responsible for work done, even in good faith, prior to final approval of the proposed contract.

24. Standard Terms and Conditions

The successful firm is expected to comply with the attached contractual terms and conditions attached to this RFP.

SECTION I – GENERAL INFORMATION

25. Concerns with the General Provisions

If firm has concerns with the General Provisions, they should put their comments and/or questions in writing and submit them to ANTHC's contact person at least ten (10) calendar days before the due date of proposals. This will allow time for an amendment to the solicitation to be issued, if required, to all recipients of the initial solicitation.

ANTHC reserves the right to not award or cancel the award of the contract to a firm that will not agree to the General Provisions.

26. Bid Bond / Guarantee

Reserved. Not applicable to this solicitation.

27. Performance/Payment Bonds and/or Surety Deposits

Reserved. Not applicable to this solicitation.

28. Liquidated Damages

Reserved. Not applicable to this solicitation.

29. Additional Terms and Conditions

ANTHC reserves the right to include additional terms and conditions during contract negotiations. However, these terms and conditions must be within the scope of the original RFP and will be limited to price, clarification, definition, and administrative and legal requirements.

30. Contract Negotiations

Upon completion of the evaluation process, contract negotiations may commence. If the selected firm fails to provide the necessary information for negotiations in a timely manner, negotiate in good faith, or cannot perform the contract within the amount of funds available for the project and/or as proposed, ANTHC may terminate negotiations and negotiate with the next highest ranked firm, or terminate award of the contract. ANTHC shall not be responsible for costs incurred by the firm resulting from contract negotiations.

SECTION II - INFORMATION PERTINENT TO THE PROPOSED CONTRACT

SECTION II - INFORMATION PERTINENT TO THE PROPOSED CONTRACT

1. Purpose

The Consultant shall provide all services in accordance with the scope of this solicitation, and the scope of services provided, subject to the terms and conditions.

2. Location of Work

Work shall be primarily performed, completed, and managed at Consultant's place of business; however, travel to the project site will be required to conduct fieldwork, interviews, etc. Anchorage Alaska Area.

3. Term of Proposed Contract

The ANTHC intends to award **up to one (1)** contract to the highest scoring Firm.

4. Deliverables

Drawings and written information requirements may include but are not necessarily limited to those listed in the scope of services.

By submitting a response to this solicitation, the Consultant agrees, if selected, to accept the terms and conditions included in this solicitation and attachments.

5. Sub-Consulting

Sub-Consulting shall be allowed. However, all sub-consultants and tasks to be performed by sub-consultants shall be identified in the proposal and must be approved by ANTHC.

6. Schedule

The Consultant shall adhere to the schedule identified in the scope of services the terms and conditions.

7. Inspection / Acceptance

The Consultant shall only tender for acceptance those services or deliverables that conform to the requirements of the contract. The ANTHC reserves the right to review any deliverables tendered to ANTHC for compliance with the contract terms prior to formal acceptance. The ANTHC may require correction, modification, or replacement of nonconforming services or deliverables at no increase in contract price. The ANTHC must exercise its acceptance rights within a reasonable time after the defect was discovered or should have been discovered (typically within the established ANTHC review period).

8. Firm's Compensation

Compensation to the firm shall be based on specific price and/or rates negotiated and identified in the final contract.

9. Price Adjustment

Consultants must request price adjustments, in writing, 30 days prior to the renewal date for multi-year agreements. Such adjustments may be made annually. If a consultant fails to request a price adjustment 30 days prior to the adjustment date, the adjustment will be effective 30 days after the ANTHC receives their written request. No retroactive contract price adjustments will be allowed.

SECTION II - INFORMATION PERTINENT TO THE PROPOSED CONTRACT

Price adjustments will be made in accordance with the percentage change in the U.S. Department of Labor Consumer Price Index (CPI-U) for All Urban Consumers, All Items, Anchorage Area, as published by the U.S. Department of Labor, Bureau of Labor Statistics.

The price adjustment rate will be determined by comparing the percentage difference between the CPI in effect for the base year six-month average (January through June or July through December), and each (January through June or July through December six-month average) thereafter. The percentage difference between those two CPI issues will be the price adjustment rate.

10. Option to Extend Services

The ANTHC may require continued performance of any services within the limits and at the rates specified in the contract. This option provisions may be exercised more than once, but the total extension of performance hereunder shall not exceed 3 years. The Contracting Officer may exercise the Option to Extend Services by written modification to the contract.

11. Payment Process

ANTHC shall pay the Consultant based on the contract rates negotiated for this contract.

ANTHC shall pay the amount due to consultant under this contract:

- Completion and acceptance of project;
- For projects expected to require more than a month to complete, monthly invoices (with a report on work completed) may be submitted;
- Receipt of a properly executed invoice.

12. Award Statement

The ANTHC anticipates awarding **one (1)** contract as a result of this solicitation. Award will be made to the highest ranked proposal, pending successful negotiations.

The ANTHC reserves the right to cancel this solicitation or reject any or all proposals received per the ANTHC procurement policy.

SECTION III – PROPOSAL CONTENT AND REQUIREMENTS

SECTION III – PROPOSAL CONTENT AND REQUIREMENTS

1. Proposal Process

The Evaluation committee will review all proposals, and as an option, select up to three (3) proposers for interviews/presentations and award a maximum of **one (1) contract** award.

The evaluation process is designed to assess not only the proposer's written submission but also the firm's ability to:

- Understand complex grants management environments.
- Assess organizational structures, governance models, policies, and business processes.
- Facilitate discussions among diverse stakeholders.
- Identify root causes of operational challenges and compliance risks.
- Develop practical, sustainable recommendations.
- Support organizational transformation and implementation planning.

ANTHC reserves the right to modify the evaluation process, request additional information, conduct interviews, request demonstrations or presentations, and negotiate with one or more proposers prior to making a final award.

Phase	
1 – Written Proposal Evaluation	The Evaluation Committee will review all responsive proposals and evaluate each proposer based on the consultant criteria listed below. Only the highest-ranked firms (typically the top three to five proposers) may be invited to participate in Phase 2.
2 – Consultant Presentation and Facilitated workshop	1. Interview and facilitated workshop to assess consultant's ability to facilitate discussions, analyze org challenges, engage stakeholders. 2. Presentation of project team and experience, assessment methodology and approach 3. Stakeholder engagement approach 4. Case study

Oftentimes, the Principles/Owners of prospective Offerors do the interviews/ presentations rather than the key members of the project team that will be accomplishing the work. These optional interviews/presentations serve as the initial interaction with the proposed project team. As such, the key project team members should present the information and respond to any resulting questions, including primary Subconsultants.

2. Proposal Format

Proposals must be submitted via the <https://anthc.bonfirehub.com/portal/?tab=openOpportunities> website and in accordance to the following outline. Proposals shall not exceed sixteen (16) pages exclusive of table of content, introduction, resumes and any other required exhibits in this RFP. Font size shall be no smaller than 11 pt.

SECTION III – PROPOSAL CONTENT AND REQUIREMENTS

3. **Proposal Recommendations**

The following are recommendations to help increase the effectiveness of conveying proposal information to the review team.

- Understand that the review committee members have extensive technical experience and are looking for partners that listen to them and execute the vision of ANTHC.
- Make quantitative rather than qualitative statements. Provide substantiated quantitative data rather than biased qualitative claims.
- Be concise but clearly and effectively communicate the information
- Be specific when asked to be specific. Provide process/steps when asked to provide the process/steps.
- Create a document that is well structured/organized, has high quality illustrations/pictures throughout to both give examples of work and to break up the text.
- Be judicious with the inclusion of “Principal” level personnel on the project staff. Principal level personnel should not be included in lieu of working level personnel unless they will be performing task and billing in that lower capacity.
- An unnecessarily large or voluminous RFP is not recommended. The ideal RFP will be concise enough to be readily reviewed and comprehended, yet explicit enough to set forth the Consultant’s understanding of the desired services in a logical manner.

4. **Table of Contents**

The proposal will have a table of contents with page numbers and pages numbered throughout the proposal.

5. **Introduction**

Brief introduction which includes:

- The firm’s name, address, phone number and proposal contact person;
- **Statement that indicates the proposal is valid for at least 90 calendar days from the proposal submission deadline;**
- Statement that indicates the firm’s willingness to perform the services described in this RFP;
- Provide a detailed and precise discussion, including examples and/or documentation, of meeting each Minimum Requirement, if any, established in the “General Information” section of this RFP. Limit discussion to the meeting of the Minimum Requirements.
- Proof of any other licenses and/or registrations as required by this RFP.
- A statement that all staff and other resources which are required to perform the services described in this RFP will be made available by your organization over the life of the anticipated contract;
- Completed and signed Representations and Certifications of bidder/offeror and all applicable sub-Consultants (attachment);
- Statement that the signatory has authority to bind the firm; and
- Signature of authorized individual.

6. **Organization and Management (15 Possible Points)**

Provide general company information including number of employees, location of company headquarters and branch offices, number of years in business, organizational structure, and areas

SECTION III – PROPOSAL CONTENT AND REQUIREMENTS

of expertise. Include a table or chart showing organizational structure, chain of supervision, decision-making authority, and communication processes.

Provide resumes for key personnel proposed for this engagement, including their roles, qualifications, relevant certifications, and experience implementing Operational Excellence, Lean, Lean Six Sigma, Daily Management Systems, executive coaching, and healthcare transformation initiatives. Resumes shall not exceed two (2) pages per individual.

7. Past Performance (15 Possible Points)

Provide evidence of successful performance on contracts of similar scope and complexity completed within the last five (5) years.

Include a list of no more than five (5) projects involving Operational Excellence program development, enterprise transformation, Lean implementation, Daily Management Systems, leadership development, or healthcare performance improvement services. Include client name, project description, contract value, dates of service, and client contact information.

ANTHC may evaluate past performance based on quality of work, achievement of project objectives, timeliness, communication, and overall client satisfaction.

8. Letters of Reference (10 Possible Points)

Provide a minimum of three (3) letters of reference from clients, other than ANTHC, for whom similar services were provided.

The references should address:

- Quality of services provided
- Ability to meet project objectives and deliverables
- Effectiveness of communication and collaboration
- Ability to work with executive leadership and stakeholders
- Success in developing internal organizational capabilities
- Whether the client would engage the firm again for similar services

Include contact information for each reference.

9. Approach and Methodology (30 Possible Points)

Describe your firm's proposed approach to establishing and supporting an Enterprise Operational Excellence Program.

The response should include:

- Approach to assessing organizational Operational Excellence maturity
- Methodology for establishing an Enterprise Operational Excellence Office
- Approach to executive leadership coaching and change management
- Strategy for implementing an Enterprise Daily Management System
- Approach to developing an internal Operational Excellence team
- Approach to developing and delivering a Lean Academy
- Methodology for identifying, prioritizing, and supporting improvement initiatives
- Knowledge transfer and sustainability strategy
- Proposed governance, communication, and stakeholder engagement approach

SECTION III – PROPOSAL CONTENT AND REQUIREMENTS

Describe how your firm will partner with ANTHC to build long-term internal capability and ensure successful transition of ownership to ANTHC personnel.

10. Capacity to Complete the Work (10 Possible Points)

Provide a project staffing plan and describe your firm's capacity to successfully perform the work within the proposed timeline.

Include:

- Availability of key personnel
- Staffing model and resource commitments
- Proposed project phases and milestones
- Anticipated level of effort
- Ability to support coordination with the future Senior Director of Enterprise Operational Excellence
- Any proposed subcontractors and their roles

Provide a signed statement of commitment from an authorized representative. If subcontractors are proposed, provide signed commitment letters from each subcontractor describing the services they will perform.

11. Cost Proposal (10 Possible Points)

Provide a detailed cost proposal that clearly identifies:

- Proposed fees and rates
- Staffing assumptions
- Travel and reimbursable expenses
- Optional services, if applicable
- Total estimated project cost

ANTHC will evaluate cost based on completeness, clarity, reasonableness, and overall value to the organization.

12. Alaska Native/American Indian Preference (10 Possible Points)

Complete and sign the attached Representations and Certifications forms. Preference points will be awarded in accordance with ANTHC procurement policies and applicable requirements.

SECTION IV – REVIEW OF PROPOSALS

SECTION IV – REVIEW OF PROPOSALS

1. Responsiveness

Prior to evaluation, each RFP shall be reviewed to determine whether or not it is responsive. Nonresponsive RFP's shall be eliminated and will not be evaluated. Factors that may result in a RFP being declared nonresponsive are:

- Not providing evidence of meeting the minimum requirements.
- Substantive and material conflicts of interest which were not declared and/or were declared and determined to be significant enough that ANTHC requested the potential consultant not submit a RFP.
- Substantive and material noncompliance to requirements of the solicitation RFP submission guidelines.

2. Evaluation Process

An evaluation committee consisting of ANTHC employees shall evaluate responsive RFPs. Each RFP shall be independently evaluated by each member of the evaluation committee.

The evaluation will be based on the evaluation factors and values stated in this solicitation.

Discussions, presentations, and/or site inspections, if held, may result in individual evaluation committee members adjusting their scores. Evaluation factors not specified in this solicitation may not be considered.

3. Proposal Evaluation Criteria

Evaluation Criteria	Points
Organization and Management	15
Past Performance	15
Letters of Reference	10
Approach and Methodology	30
Capacity to Complete the Work	10
Cost Proposal	10
Alaska Native/American Indian Preference	10
Total Possible Points	100

4. Discussions

As determined by the evaluation process, firm's reasonably susceptible of award may be offered the opportunity to discuss their proposal with the contracting officer or evaluation committee and

SECTION IV – REVIEW OF PROPOSALS

the proposal may be adjusted as a result of the discussion. Firms may also be allowed to submit a best and final proposal as a result of the discussion.

5. Presentations

ANTHC reserves the right to require a presentation. As determined by the evaluation process, firms reasonably susceptible of award may be afforded the opportunity to give a presentation. If so afforded, firms will be notified in writing of the presentation's requirements, date, time, location, and amount of time allowed for the presentation and/or questions and answer period. Time frames will be strictly enforced.

The entire evaluation committee shall be present for oral presentations. All firm costs associated with attending a presentation shall be borne by the consultant.

6. Site Inspections

ANTHC reserves the right to require a site inspection. Site inspections may be required of all proposers or limited to those that, as determined by the evaluation process, are reasonably susceptible of award. If so afforded, proposers will be notified in advance. All costs associated with the site inspection shall be borne by the ANTHC.

7. Notice of Award

After award of Contract all consultants will be issued a Notice of Award containing the name(s) and address(es) of all consultants and the recipient of the contract.

8. Informal Debriefing

Any proposing consultant may request and receive an informal debriefing after the Notice of Intent to Award is announced. The debriefing shall be limited to the offeror's proposal, concentrating on the areas considered deficient or inferior. The merits of other proposals will not be discussed.

SECTION V – HISTORICAL INFORMATION PERTINENT TO THE PROPOSED CONTRACT

1. ANTHC:

The Alaska Native Tribal Health Consortium is a non-profit health organization owned and managed by Alaska Native tribal governments and their regional health organizations. The Consortium was created in 1997 to provide statewide Native health services. Through its four divisions, the Consortium works in cooperation with tribes, Native health organizations and municipalities to achieve its goals. ANTHC's four divisions are: Alaska Native Medical Center (ANMC), Division of Environmental Health and Engineering (DEHE); Community Health Services (CHS); and Consortium Business Support Services (CBSS). The Alaska Native Tribal Health Consortium and Southcentral Foundation jointly own and manage Alaska Native Medical Center. Our Vision, Mission and Values are provided below. For more information please visit us at www.anthc.org

2. Our VISION:

Alaska Native People are the healthiest people in the world.

3. Our MISSION:

Providing the highest quality health services in partnership with our people and the Alaska Native Tribal Health System

4. Our VALUES:

Achieving excellence: We achieve excellence through actions that support the ANTHC Mission, and which demonstrate consistency; the commitment of our leaders and all staff to our values; responsibility to the organization, our co-workers and our customers; collaboration with colleagues; accountability for our actions; careful stewardship of the organization's resources; quality in everything we do; and continuous learning and improvement throughout the organization.

Native Self-Determination: We express the value of Native self-determination through Alaska Natives setting health policies, programs and priorities; through our Native professional and health care development activities; a focus on the importance of the Native community of Alaska; and by supporting the desirability and integrity of Native choice in matters of life and health.

Treat with respect and integrity: We value our co-workers and our customers and we aspire to act in ways that are considerate and appreciative of them. We strive to always behave ethically in our business and personal lives. We are trusting, respectful, and open and honest in our interactions.

Health and wellness: We promote lifelong health and wellness by pursuing health in mind, body and spirit, safety in the workplace and balance in our work and personal lives.

Compassion: We illustrate compassion through actions that demonstrate our awareness that we are part of a larger community; through an understanding of diversity; caring relationships; sincerity and our interactions with others; and sensitivity to others' needs and ways of living.

Attachments

1. Scope of Services, 6 pages
2. ANTHC Service Terms and Conditions, 11 pages
3. Service Cost Schedule, 2 pages
4. Representations and Certifications, 6 pages