



Request for Proposals
RFP No. 2024-01
Date of Issue: October 15, 2024
Alaska Mariculture Alliance, Inc.

Communication, Connection and Coordination Services

The Alaska Mariculture Alliance, Inc. is soliciting proposals from organizations within Southeast Alaska to host dedicated positions to provide communication, connection, and coordination services to underserved, rural, and Alaska Native communities (Mariculture Liaisons). Mariculture Liaisons will facilitate access to resources within the Alaska Mariculture Cluster Build Back Regional Challenge grant (BBBRC) and generally support mariculture development efforts that meet local and regional priorities.

This project is a vital element within the Governance, Coordination & Outreach component of the Alaska Mariculture Cluster (AMC) BBBRC grant. The Alaska Mariculture Alliance (AMA), as part of its subaward from the AMC, will oversee the project. More information on the Alaska Mariculture Cluster and the BBBRC grant is available at alaskamariculturecluster.org.

The AMA currently funds four Mariculture Liaisons, with one focused on each of the AMC regions – Prince William Sound, Kenai Peninsula, and Southwest Alaska (Kodiak & Aleutian Chain). This RFP is soliciting proposals from organizations within Southeast Alaska.

Funding is secured for these positions for the life of the BBBRC grant. Selected proposals will fund one year of work with the possibility of annual renewals, subject to performance. Annual funding of \$90,000 is budgeted for each position (includes travel, supplies, salary, benefits, and all other needed expenses). Preferably, one dedicated full-time person will fill each position, though organizations can propose other arrangements that meet the scope of work and provide the same level of dedicated capacity.

SCOPE OF WORK

Task I – Communication, Connection, and Coordination

- a. Mariculture Liaisons will establish or integrate into existing platforms for effective networking and communications within regional rural and Alaska Native communities.
- b. Mariculture Liaisons will assist rural and Alaska Native community residents, businesses, and organizations with accessing mariculture resources that include, but are not limited to, the BBBRC grant. The Contractor will support the AMC BBBRC grant’s overall equity engagement goal of seeing 25% of resources benefitting rural communities and 25% benefitting Alaska Native communities.
- c. Successful communication efforts will also help communities have influence over and participate in mariculture management and development decisions affecting their region.
- d. Guided by local priorities and partners, the Mariculture Liaisons will support the incorporation of traditional knowledge, subsistence methods, regenerative economics, and local food movements into the development of mariculture in the region.



Task II – Support mariculture development within rural and indigenous communities

- a. Mariculture Liaisons will work directly with current and prospective aquatic farmers and industry participants to assist in business and project development, such as permitting and designing aquatic farms, facilitating mariculture research and development, writing grant applications, responding to RFPs, and other similar work.

DELIVERABLES

- a. Plan and design culturally appropriate listening sessions, workshops, and presentations for the purpose of sharing information about and collecting input on local mariculture priorities.
- b. Meet with all interested tribes, native corporations, and rural or Alaska Native communities to share information and collect input on local mariculture priorities.
- c. Conduct at least four in-person, community-wide meetings each year for the life of the BBBRC grant contract. These meetings will occur in distinct locations within the assigned region with all interested tribes, native corporations, and rural or Alaska Native communities.
- d. Provide regular opportunities for members of the mariculture industry to participate in and attend regional mariculture events and annual statewide convening of funded positions.
- e. Collaborate with other stakeholders, such as state and federal agencies and nonprofits, to conduct outreach to local Alaska Native and rural communities.
- f. Participate in weekly meetings with the AMA.
- g. Provide quarterly summaries of activities and impacts to the AMA.

QUALIFICATIONS AND EVALUATION

Responsive applications must demonstrate the following required qualifications:

- a. Experience working with rural and Alaska Native communities;
- b. Experience collaborating on projects involving economic, community, tribal, or natural resources development; and
- c. Experience working within a network of organizations that have varying goals and practices while finding common-ground solutions and building collaborative partnerships.

Preferred qualifications:

- a. Familiarity with aquatic farming, hatchery/nursery operations, and other aspects of Alaska's mariculture industry; and
- b. Familiarity with coastal resource management and working waterfronts.



SECTION ONE INTRODUCTION AND INSTRUCTIONS

1.01 Return Mailing Address, Contact Person, Telephone, and Deadline for Receipt of Proposals

All proposals shall be submitted by email to: info@alaskamariculture.org

Proposals must be received by no later than 5:00 pm Alaska Time on November 15, 2024. The AMA's review committee will consider all proposals received by the deadline. Proposals may be accepted until a contractor is selected.

It is the offeror's responsibility to email the issuing agency at info@alaskamariculture.org to confirm that the proposal has been received. The AMA is not responsible for unreadable, corrupt, or missing attachments.

Any changes or addenda will be posted on the AMA website (alaskamariculture.org) and sent directly to respondents who have specifically requested notification.

QUESTIONS CONCERNING THIS RFP MUST BE DIRECTED TO THE PROCUREMENT OFFICER:

Jason Lessard
(907) 351-2575
info@alaskamariculture.org

1.02 Contract Term and Work Schedule

The contract term and work schedule set out herein represents the AMA's best estimate of the schedule. If a component of this schedule, such as the deadline for receipt of proposals, is delayed, the rest of the schedule may be shifted by the same number of days at the discretion of the AMA.

The length of the contract will be one-year from the date of award. Deliverables will be scheduled per contract terms, with project completion estimated for February 2026, with the possibility of three additional annual renewals, subject to mutual agreement and performance.

Unless otherwise provided in this RFP, the AMA and the successful offeror/contractor(s) agree: (1) that any holding over of the contract excluding any exercised renewal options, will be considered as a month-to-month extension, and all other terms and conditions shall remain in full force and effect; and (2) to provide written notice to the other party of the intent to cancel such month-to-month extension at least 30-days before the desired date of cancellation.

The proposed contract schedule is as follows.

- Issue RFP: October 15, 2024
- Deadline for Receipt of Initial Proposals: November 15, 2024
- Notice of Intent to Award: November 27, 2024
- Date of Award (AMA issues contract): December 11, 2024



1.03 Budget

This RFP is intended to result in the award of four separate service contracts, each relating to a distinct region, as defined in this proposal. Each contract shall not exceed \$90,000.

1.04 Location of Work and Travel

The project will be managed by the Alaska Mariculture Alliance. Mariculture Liaisons will be based in the region they serve. Regular communications and meetings (virtual and in-person) will be required for a successful project.

To perform outreach, Mariculture Liaisons will be required to frequently travel to communities within their assigned regions. Travel to AMA's annual business meetings may also be necessary.

1.05 Assistance to Offerors with a Disability

Offerors with a disability may receive accommodation regarding the means of communicating this RFP or participating in the procurement process. For more information, contact the procurement officer.

1.06 Questions Received Prior to the Deadline for Receipt of Proposals

Questions should be directed to AMA's procurement officer. Two types of questions generally arise. One may be answered by directing the questioner to a specific section of the RFP. These questions may be answered over the telephone. Other questions may be more complex and may require a written amendment to the RFP. The procurement officer will make that decision.

1.07 Amendments

If an amendment is issued, it will be provided to all who were provided a copy of the RFP as well as those who have registered through email with the procurement officer after receiving the RFP from the AMA website.

1.08 Alternate Proposals

Offerors may submit only one proposal for evaluation.

1.09 Right of Rejection

Offerors must comply with all the terms of the RFP. The procurement officer may reject any proposal that does not comply with all the material and substantial terms, conditions, and performance requirements of the RFP.

Minor informalities that do not affect responsiveness may be waived by the procurement officer. The AMA reserves the right to refrain from making an award.

1.10 AMA is Not Responsible for Preparation Costs

The AMA will not pay any cost associated with the preparation, submittal, presentation, or evaluation of any proposal.



1.11 Subcontractors

The AMA prefers that all Mariculture Liaisons be employees of the offeror. If an offeror intends to use subcontractors, the offeror must identify in the proposal the names of the subcontractors and the portions of the work the subcontractors will perform.

If a proposal with subcontractors is selected, the offeror must provide the following information concerning each prospective subcontractor within five working days from the date of request:

- a. complete name of the subcontractor;
- b. complete address of the subcontractor;
- c. type of work the subcontractor will be performing;
- d. percentage of work the subcontractor will be providing;
- e. evidence that the subcontractor holds a valid Alaska business license; and
- f. a written statement, signed by each proposed subcontractor that clearly verifies that the subcontractor is committed to render the services required by the contract.

An offeror's failure to provide this information, within the time set, may cause the AMA to consider the proposal non-responsive and reject it. The substitution of one subcontractor for another may be made only at the discretion and with the prior written approval of the AMA.

1.13 Offeror's Certification

By signature on the proposal, offerors certify that they comply with the following:

- a. all terms and conditions set out in this RFP;
- b. all applicable state and federal laws, including:
 - i. the Equal Employment Opportunity Act and its implementing regulations;
 - ii. the Americans with Disabilities Act of 1990 and its implementing regulations; and
 - iii. the applicable portion of the federal Civil Rights Act of 1964;
- c. a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury; and
- d. that the offers will remain open and valid for at least 30 days.

If any offeror fails to comply with [a] through [d] of this paragraph, the AMA reserves the right to disregard the proposal, terminate the contract, or consider the contractor in default.

1.14 Conflict of Interest

Each proposal shall include a statement indicating whether the firm or any individual working on the contract has a possible conflict of interest and, if so, the nature of that conflict. The AMA reserves the right to consider a proposal non-responsive and reject it or cancel the award if any interest disclosed or undisclosed could either give the appearance of a conflict or cause speculation as to the objectivity of the program to be developed by the offeror. The AMA's determination regarding any questions of conflict of interest shall be final.

1.15 News Releases

News releases related to this RFP will not be made without prior approval of the AMA.



1.16 Assignment

The contractor may not transfer or assign any portion of the contract without prior written approval from the procurement officer.

1.17 Disputes & Severability

Disputes: The Parties agree to enter into good faith negotiations to resolve any disputes that arise out of or relate to this Agreement. If such a dispute cannot be settled through negotiation, the Parties agree first to try in good faith to settle the dispute by non-binding mediation. Any and all litigation shall be filed in Alaska Superior Court, in Anchorage, Alaska.

Severability: If any provision of the contract or agreement is declared by a court to be illegal or in conflict with any law, the validity of the remaining terms and provisions will not be affected and the rights and obligations of the parties will be construed and enforced as if the contract did not contain the particular provision held to be invalid.

SECTION TWO STANDARD PROPOSAL INFORMATION

2.01 Authorized Signature

All proposals must be signed by an individual authorized to bind the offeror to the provisions of the RFP. Proposals must remain open and valid for at least 30 days from the date set as the deadline for receipt of proposals.

2.02 Supplemental Terms and Conditions

After award of contract the supplemental term or condition will be considered null and void if:

- a. conflict arises between a supplemental term or condition included in the proposal and a term or condition of the RFP, the term or condition of the RFP will prevail; and
- b. if the AMA's rights would be diminished because of the application of a supplemental term or condition included in the proposal

2.03 Clarification of Offers

To determine if a proposal is compliant and eligible for award, communications by the procurement officer or review committee are permitted with an offeror to clarify uncertainties or eliminate confusion concerning the contents of a proposal. Clarifications may not result in a material or substantive change to the proposal. The evaluation may be adjusted because of a clarification under this section.

2.04 Discussions with Offerors

The AMA may conduct discussions with offerors. The purpose of these discussions will be to ensure a full understanding of the requirements of the RFP and proposal.



Offerors with a disability needing accommodation should contact the procurement officer prior to the date set for discussions so that reasonable accommodation can be made. Any oral modification of a proposal must be reduced to writing by the offeror.

2.05 Evaluation of Proposals

The procurement officer and review committee will evaluate proposals. The evaluation will be based solely on the evaluation factors set out in Section Six of this RFP.

After receipt of proposals, if there is a need for any substantial clarification or material change in the RFP, an amendment will be issued. The amendment will incorporate the clarification or change, and a new date and time established for new or amended proposals. Evaluations may be adjusted as a result of receiving new or amended proposals.

2.06 Vendor Tax ID

A valid Vendor Tax ID must be submitted with the proposal or within five days of the AMA's request.

2.07 Alaska Business License and Other Required Licenses

Offerors must comply with any and all applicable state laws.

2.08 Contract Negotiation

After final evaluation, the procurement officer will negotiate first with the offeror(s) of the highest-ranked proposals. Negotiations, if held, shall be within the scope of the request for proposals and limited to those items which would not have an effect on the ranking of proposals. If the highest-ranked offeror(s) fails to provide necessary information for negotiations in a timely manner, or fails to negotiate in good faith, the AMA may terminate negotiations and negotiate with the offeror of the next highest ranked proposal. If contract negotiations are commenced, they will be held virtually.

2.09 Failure to Negotiate

The AMA may terminate negotiations with the offeror initially selected and commence negotiations with the next highest ranked offeror, if the selected offeror:

- a. fails to provide the information required to begin negotiations in a timely manner;
- b. fails to negotiate in good faith;
- c. indicates they cannot perform the contract within the budgeted funds available for the project; or
- d. if the offeror and the AMA, after a good faith effort, simply cannot come to terms.

2.10 Notice of Intent to Award (NOI) — Offeror Notification of Selection

After the completion of contract negotiation, the procurement officer will issue a written Notice of Intent to Award (NOI). The NOI will identify the proposal selected for award.

2.11 Protest

Offerors have three (3) days from the date of the NOI to protest the award of the Contract. All protests



must be received in writing at the AMA office no later than the close of business on the third day after NOI publication. The AMA will respond within three business days. Protests based on any omission or error, or on the content of the solicitation, will be disallowed if these faults have not been brought to the attention of the procurement officer, in writing, at least seven days before the deadline for receipt of proposals.

SECTION THREE STANDARD CONTRACT INFORMATION

3.01 Contract Type: Fixed Price Contract

This RFP is intended to result in the award of a fixed price contract. The contract may be amended and extended as needed to accomplish the scope of work.

3.02 Contract Approval

This RFP does not, by itself, obligate the AMA to negotiate with any party or award a contract. The AMA's obligation will commence when the contract is approved by the Executive Director of the AMA, as stipulated by the Board of Directors. Upon written notice to the contractor, the AMA may set a different starting date for the contract. The AMA will not be responsible for any work done by the contractor, even work done in good faith, if it occurs prior to the contract start date set by the AMA.

3.03 Standard Contract Provisions

The contractor will be required to sign and submit a Contract Agreement for Professional Services (Contract) provided by the AMA. The contractor must comply with the contract provisions. No alteration of the Contract will be permitted without prior written approval by both parties.

3.04 Proposal as a Part of the Contract

All of this RFP and the successful proposal will be incorporated into the Contract.

3.05 Additional Terms and Conditions

The AMA reserves the right to add terms and conditions during contract negotiations. These terms and conditions will be within the scope of the RFP and will not affect the proposal evaluations. The Contract will be subject to the execution of AMA's subrecipient agreement between the AMA and Southeast Conference (Subrecipient Agreement).

3.06 Insurance Requirements

Offerors are responsible for the health, safety and conduct of their employees and subcontractors and shall hold the AMA, AMA staff, AMA's Board of Directors, and all other parties harmless. Offerors are responsible to supply any and all insurance requirements needed for performance of this work.

3.07 Contract Funding

Through the BBBRC grant, funding is secured for these positions for the life of the BBBRC grant.

3.08 Proposed Payment Procedures

Payments will be made under a negotiated payment schedule. Each billing must consist of an invoice and progress report. No payment will be made until the progress report and invoice has been approved by the AMA. The final payment will not be made until the entire Contract has been completed and approved by the AMA.

3.09 Contract Payment

The AMA will be administering this contract using BBBRC grant funds. Contract payments will be made as provided in the Subaward Agreement. Final award of the Contract shall be subject to the execution of the Subrecipient Agreement.

No payment will be made until the Contract is approved by AMA's Executive Director, as directed by AMA's Board of Directors. Under no conditions will the offeror be owed the payment of any interest charges associated with the cost of the Contract.

3.10 Contract Personnel

Any change of the project team members or subcontractors named in the proposal must be approved, in advance and in writing, by the AMA. Personnel changes that are not approved by the AMA may be grounds to terminate the Contract.

3.11 Inspection & Modification - Reimbursement for Unacceptable Deliverables

The contractor is responsible for the completion of all work set out in the Contract. All work is subject to inspection, evaluation, and approval by the AMA. The AMA may employ all reasonable means to ensure that the work is progressing and being performed in compliance with the Contract. The AMA may instruct the contractor to make corrections or modifications if needed to accomplish the Contract's intent. The contractor will not unreasonably withhold such changes.

Failure of the contractor to perform and complete the Contract may cause the AMA to terminate the Contract. In this event, the AMA may require the contractor to reimburse monies paid (based on the identified portion of unacceptable work received) and may seek associated damages.

3.12 Termination for Default

If the AMA determines that the contractor has refused to perform the work or has failed to perform the work with such diligence as to ensure its timely and accurate completion, the AMA may, by providing written notice to the contractor, terminate the contractor's right to proceed with part or all of the remaining work.

3.13 Contract Changes - Unanticipated Amendments

During this contract, the contractor may be required to perform additional work. That work will be within the general scope of the initial Contract. When additional work is required, the AMA will provide the contractor a written description of the additional work and request the contractor to submit a firm time schedule for accomplishing the additional work and a firm price for the additional work. Cost and pricing



data must be provided to justify the cost of such amendments.

The contractor will not commence additional work until the project director has secured any required AMA approvals necessary for the amendment and issued a written contract amendment, approved by the Executive Director of the AMA.

3.14 Contract Invalidation

If any provision of this Contract is found to be invalid, such invalidation will not be construed to invalidate the entire Contract.

3.15 Nondisclosure and Confidentiality

Contractor agrees that any and all confidential information shall be used only for purposes of providing the deliverables and performing the services specified herein and shall not disseminate or allow dissemination of confidential information except as provided for in this section. The contractor shall hold as confidential and will use reasonable care (including both facility physical security and electronic security) to prevent unauthorized access by, storage, disclosure, publication, dissemination to and/or use by third parties of the confidential information. "Reasonable care" means compliance by the contractor with all applicable federal and state law. The contractor must promptly notify the AMA in writing if it becomes aware of any storage, disclosure, loss, unauthorized access to or use of the confidential information.

Confidential information, as used herein, means any data, files, software, information or materials (whether prepared by the AMA or its agents or advisors) in oral, electronic, tangible or intangible form and however stored, compiled or memorialized that is classified confidential as defined by the AMA classification and categorization guidelines provided by the AMA to the contractor or a contractor agent or otherwise made available to the contractor or a contractor agent in connection with this contract, or acquired, obtained or learned by the contractor or a contractor agent in the performance of this Contract. Examples of confidential information include, but are not limited to: technology infrastructure, architecture, financial data, trade secrets, equipment specifications, user lists, passwords, research data, and technology data (infrastructure, architecture, operating systems, security tools, IP addresses, etc.).

3.16 Indemnification

Contractor shall indemnify, defend, and hold harmless the AMA from and against any claim of, or liability for the independent acts, errors, and omissions of the Contractor. If there is a claim of, or liability for, a joint negligent act, error or omission of the Contractor or the AMA and, the indemnification, defense and hold harmless obligation of this provision shall be apportioned on a comparative fault basis. In this provision, Contractor and "AMA" include the employees, agents and other contractors who are directly responsible, respectively, to each.

3.17 Deliverables Property of the AMA

Work completed by this contract becomes the sole property of the AMA.



SECTION FOUR BACKGROUND INFORMATION

4.01 Background Information

In the summer of 2022, the United States Economic Development Administration awarded a regional growth cluster called the Alaska Mariculture Cluster (AMC) a \$49,000,000 grant under the Build Back Better Regional Challenge (BBBRC). As a member of the AMC, the AMA provides leadership and coordination across a broad spectrum of stakeholders interested in the development of mariculture (farming of shellfish and aquatic plants) in Alaska. Created in 2021, AMA's mission is to "develop and support a robust and sustainable mariculture industry, producing shellfish and aquatic plants for the long term benefit of Alaska's economy, environment, and communities." Its 117 members include ocean farmers and processors, research institutions, state regulatory entities, economic development authorities, municipalities, environmental organizations, and others interested in mariculture development in Alaska.

The Southeast Conference and the AMA are responsible for implementing the Governance, Coordination & Outreach component of the BBBRC grant.

One objective of the BBBRC grant is to connect with Alaska Native and rural communities to share information about mariculture funding opportunities under the grant and seek input about the development of mariculture in Alaska. The BBBRC grant contemplates achieving this objective through hiring Mariculture Liaisons focused in each of these four regions – Southeast, Prince William Sound, Kenai Peninsula, and Southwest Alaska (Kodiak & Aleutian Chain).

SECTION FIVE PROPOSAL FORMAT AND CONTENT

5.01 Proposal Format and Content

The AMA discourages overly lengthy and costly proposals, however, for the AMA to evaluate proposals fairly and completely, offerors must follow the format set out in this RFP and provide all information requested. Proposals are expected to be no more than 10 pages in length, excluding resumes which may be attached.

Offeror's proposal shall encompass all tasks in the Scope of Work.

Proposals should be regional but may include more than one region. However, the Management Plan (see Section 5.05) must identify how the contractor will accomplish the tasks in the Scope of Work for each region, and whether the contractor would assign distinct Mariculture Liaisons to each region.

5.02 Introduction

Proposals must include the complete name and address of the offeror's firm and the name, mailing address, and telephone number of the person the AMA should contact regarding the proposal.

Proposals must confirm that the offeror will comply with all provisions in this RFP. Proposals must be signed by a company officer empowered to bind the company. An offeror's failure to include these items



in the proposals may cause the proposal to be determined to be non-responsive and the proposal may be rejected.

5.03 Understanding of the Project

Offerors must provide narrative statements that illustrate their understanding of the requirements of the project and the project schedule.

5.04 Methodology Used for the Project

Offerors must provide narrative statements that set out the methodology they intend to employ and illustrate how the methodology will serve to accomplish the work and project schedule.

5.05 Management Plan for the Project

Offerors must provide statements that set out the management plan they intend to follow and illustrate how the plan will serve to accomplish the work and schedule.

5.06 Experience and Qualifications

Offerors must designate the individual(s) responsible and accountable for the completion of each component and deliverable of the RFP.

Where applicable, offerors must identify the person(s) who will act at the Mariculture Liaison and provide the following information about that person(s): title and previous related experience (formal resumes are optional).

Offerors must provide reference names for similar projects the offeror's firm has completed.

5.07 Cost Proposal

Cost proposals must include an itemized budget for the Mariculture Liaison position, including salary, benefits, travel, supplies, and all other compensation.

Contractor will outline the expected number of hours and costs associated with each task.

5.08 Evaluation Criteria

All proposals will be reviewed to determine if they are responsive. Proposals determined to be responsive will be evaluated using the criterion that is set out in Section Six.

An evaluation may not be based on discrimination due to the race, religion, color, national origin, gender, sex, sexual-orientation, age, marital status, pregnancy, parenthood, disability, or political affiliation of the offeror.



SECTION SIX EVALUATION CRITERIA AND CONTRACTOR SELECTION

THE TOTAL NUMBER OF POINTS USED TO SCORE THIS PROPOSAL IS 100

6.01 Understanding of the Project (20 Percent)

Proposals will be evaluated against the questions set out below:

- a. How well has the offeror demonstrated a thorough understanding of the purpose and scope of the project?
- b. How well has the offeror identified pertinent issues and potential problems related to the project?
- c. To what degree has the offeror demonstrated an understanding of the deliverables the AMA expects it to provide?
- d. Has the offeror demonstrated an understanding of the AMA's time schedule and can meet it?

6.02 Methodology Used for the Project (25 Percent)

Proposals will be evaluated against the questions set out below:

- a. How comprehensive is the methodology and does it depict a logical approach to fulfilling the requirements of the RFP?
- b. How well does the methodology match and achieve the objectives set out in the RFP?
- c. Does the methodology interface with the time schedule in the RFP?
- d. How well does the management plan support all of the project requirements and logically lead to the deliverables required in the RFP?

6.03 Cost (15 Percent)

Proposals will be evaluated against the questions set out below:

- a. How competitive is the fixed price for the services offered?
- b. How are overall budget objectives met through each task?

6.04 Experience and Qualifications (40 Percent)

Proposals will be evaluated against the questions set out below:

Personnel questions:

- a. Do the individuals assigned to the project have experience working closely with Alaska Native and rural Alaskan communities?
- b. Is the description of prior experience complete and does it demonstrate backgrounds that would be desirable for individual(s) engaged as the Mariculture Liaison?
- c. How extensive is the applicable education and experience of the personnel designated to work on the project?



Firm questions:

- d. How well has the firm demonstrated experience in completing similar projects on time and within budget?
- e. How successful is the general history of the firm regarding timely and successful completion of projects?
- f. Has the firm provided letters of reference from previous clients?
- g. If a subcontractor will perform work on the contract, how well do they measure up to the evaluation used for the offeror?
- h. Has the firm demonstrated the ability to increase access for Alaska Natives and/or rural Alaskan communities to participate in similar industries, such as fishing or agriculture?
- i. Has the firm demonstrated the ability to share information and conduct listening sessions with Alaska Native and rural Alaskan communities in a culturally sensitive manner?