VALLEY HOSPITAL ASSOCIATION dba MAT-SU HEALTH FOUNDATION

REQUEST FOR PROPOSALS

Website Redesigns for Mat-Su Health Foundation, Connect Mat-Su, and R.O.C.K. Mat-Su

1. Date of issue: June 23, 2023
2. Deadline to submit questions: July 7, 2023 at 5:00 PM (AST)
3. Answers to questions posted to MSHF website: July 12, 2023
4. Deadline to submit proposals: July 21, 2023 at 5:00 PM (AST)
5. Award to successful firm: July 31, 2023

Mat-Su Health Foundation (MSHF) is requesting proposals from firms interested in redesigning the MSHF, Connect Mat-Su, and R.O.C.K. Mat-Su websites. Qualified, interested parties must submit a completed proposal, along with signed cover letter, electronically, by 5:00 PM, Alaska Standard Time, July 21, 2023, to:

Mat-Su Health Foundation
Attn: Ahliil Saitanan
Communications Manager
asaitanan@healthymatsu.org

I. About Mat-Su Health Foundation, Connect Mat-Su, and R.O.C.K. Mat-Su

MSHF is the official business name of Valley Hospital Association, Inc., which shares ownership in Mat-Su Regional Medical Center (MSRMC). In this capacity, MSHF board members and representatives actively participate in the governance of Mat-Su’s community hospital and protect the community’s interest in this important healthcare asset through board oversight. MSHF invests its share of MSRMC profits into charitable works that improve the health and wellness of Alaskans living in Mat-Su. Connect Mat-Su is a program of MSHF that delivers specialized information and referral services designed to streamline access and remove barriers to resources for all Mat-Su residents. R.O.C.K. Mat-Su (Raising Our Children with Kindness) is a collective impact program housed in MSHF that aims to end child abuse through large-scale, cross-sector systems change in the Mat-Su.

II. Background

MSHF, Connect Mat-Su and R.O.C.K. Mat-Su each have separate websites. Through this RFP we seek a contractor to redesign all three sites in alignment with each unit’s brand guidelines.

The Mat-Su Health Foundation website was last completely redesigned in 2017. Most updates since then have been done in-house at the Foundation, with the exception of the more complex data presentation involved with the Mat-Su Health Stats and Searchable Grants Database sections of the website. Mat-Su
Health Stats data is updated via a spreadsheet provided by the Foundation to the current website contractor. The Searchable Grants Database is updated via API with GivingData.

The Connect Mat-Su website was originally designed in 2018 to showcase a database of community resources connected through Salesforce. Since then, the mission of Connect Mat-Su has shifted, and while the resource database is an integral part of its operations, the new website should focus more on the many services offered beyond the database. The site also features an interactive events calendar that allows users to post moderated community events.

The R.O.C.K. Mat-Su website was designed in 2018 and serves primarily as a way to engage community partners and the general public in the work of the collaborative. There is a desire to have a log-in area on the website only for partners in the redesigned version of the website.

The contractor selected for the website redesigns will also provide ad hoc service as needed to provide ongoing maintenance, as well as performing other updates occasionally when MSHF staff is not equipped to do so. The contractor will also maintain domain registrations.

It is anticipated that the three websites will be redesigned sequentially, starting with the Mat-Su Health Foundation website and then followed by Connect Mat-Su and after that R.O.C.K. Mat-Su.

### III. Scope of Work

MSHF seeks a professional firm for the review, redesign, and maintenance support of its website (www.healthymatsu.org), as well as the websites for Connect Mat-Su (www.connectmatsu.org) and R.O.C.K. Mat-Su (www.rockmatsu.org). Ideally, these three websites will utilize a similar layout/structure. The redesigned websites must reflect the vision, mission, and values of each respective program, and must serve as the hub for their respective external communications.

The design should place equal emphasis on community engagement and information delivery, thus must effectively communicate to all potential audiences. The users of these websites include grantees, prospective grant seekers, scholarship applicant and recipients, government officials, policy makers, news media, members of the health and wellness communities, job seekers, and the general public, with a special emphasis on those residing in the Mat-Su Borough.

The redesigned websites must be organized in an intuitive, customer-oriented fashion and must be responsive to multiple screen sizes, specifically desktop, tablet, and mobile. They must have a high degree of usability reflected in a clean, easy-to-use interface that enhances the website visitor experience. The design must effectively communicate the respective brand identities and necessary content. Routine updates to the websites will be performed by MSHF personnel; the websites must be created in a way that allows those updates to be made by MSHF staff with no code writing experience.

The written content for the redesigned websites will be provided by MSHF and an extensive photo library that will be made available to the website designer. Video content will also be supplied by MSHF.
Some specific needs include, but are not limited to, the following:

- **Blog:** The redesigned websites should incorporate a robust shared blog section to establish a dynamic and engaging platform for sharing valuable content with our audiences. The blog should feature a user-friendly interface that allows MSHF staff easy creation, editing, and categorization of blog posts, such as the ability to design creative layouts, pull quotes, callout boxes, and more. We require essential blogging functionalities, such as the ability to add tags, include images and videos, enable comments, and share posts on social media platforms. Additionally, the blog should support a search feature, related posts suggestions, and possibly options for readers to subscribe to blog updates. We aim to have a visually appealing and responsive blog design that aligns with our brand identity while providing a seamless reading experience across various devices.

- **Smooth integration of data sources:** The redesigned websites require a seamless integration of data sources into our website to ensure efficient access and utilization of relevant information. The integration should enable real-time or scheduled synchronization of data from various sources, such as databases, APIs, third-party applications, or internal systems. We require the ability to retrieve, update, and display data from these sources dynamically on our website, ensuring accuracy, reliability, and security. The integration should support data transformation, filtering, and mapping to align with our website’s design and functionality requirements. Furthermore, the integration should be scalable and adaptable to accommodate future data sources or system updates, allowing for easy maintenance and expansion of our data-driven capabilities. Those data sources include:
  - Mat-Su Health Stats: Sourced from multiple sources, the data is shared to the website via Google Docs, though more efficient processes are to be determined moving forward.
  - Searchable Grants Database: Sourced from Giving Data for grant and scholarship applications.
  - Connect Mat-Su Resource Database: Salesforce via JSON and API.
  - Events calendar: Currently via API, the full calendar will live on the Connect Mat-Su website, but MSHF and R.O.C.K. Mat-Su will have the ability to display specific tagged events on their respective websites.
  - Conference center calendar: Skedda is currently used.

- **Staff and Board of Directors bios:** The redesigned websites will incorporate a visually appealing presentation of staff bios that highlights their expertise and contributions that allows easy creation and management of staff profiles, including the ability to add or remove team members, update their bios, and incorporate multimedia elements such as photos, videos, or links to their work. Additionally, the dynamic staff bios should support features like filtering or sorting based on different criteria (e.g., department, expertise) and enable visitors to connect with staff members through direct contact options such as email and phone.

- **Research reports:** We are seeking a versatile and user-friendly solution to display various types of reports on our website. The solution should allow us to present different report formats, such as PDFs, documents, spreadsheets, or interactive data visualizations, in an organized and accessible manner. We require a robust reporting system that supports easy uploading, management, and categorization of reports. Additionally, the solution should offer options for search and filtering functionalities, enabling visitors to find specific reports based on relevant criteria. We aim to create a seamless browsing experience, ensuring that users can easily view, download, and interact with the reports while maintaining a visually appealing and cohesive design across all report types and devices.
• Newsletter management: The redesigned websites should have a user-friendly signup form—preferably placed at the footer—where visitors can enter their email addresses and potentially other relevant information to subscribe to a newsletter.

• Main menu and sidebar menu: The redesigned websites should incorporate a main menu that remains fixed and easily accessible as users navigate through the page. Our objective is to enhance user experience and ensure seamless navigation, even when scrolling down lengthy content. By implementing a main menu that remains visible at all times, visitors can effortlessly access key sections and pages without having to scroll back up.

• Login buttons: The redesigned websites should incorporate a dedicated login button for grant and scholarship applications (hosted in Giving Data) and/or community partners, which should be prominently displayed and easily accessible, allowing registered users to sign in and access their accounts or member-only content efficiently.

• Members-only portal: We are seeking the development of a secure and user-friendly members-only login portal for our website. The portal should provide a private and personalized space for registered members to access exclusive content, services, and features. It should incorporate robust authentication mechanisms, such as encrypted passwords or multi-factor authentication, to ensure the utmost security of member accounts. The login portal should offer a seamless user experience, allowing members to easily sign in, retrieve forgotten credentials, and manage their account details. Additionally, the portal should support member-specific functionalities, such as personalized dashboards, saved preferences, and customized notifications. The goal is to create a dedicated platform that fosters a sense of community and offers enhanced value to our registered members.

• Online payments: The redesigned websites should have the ability for an online payment solution to be integrated, enabling users to conveniently make secure payments for membership dues, workshops, etc. The payment system should support various payment methods, such as credit/debit cards, digital wallets, and other popular forms of online payment. It should also ensure the highest level of security and compliance with industry standards to safeguard customer data. The payment solution should provide a seamless checkout process and generate automatic payment confirmations for both users and our team.

• Registration system: The website should provide the ability to embed a low-cost registration function that allows for the collection of contact information, limits the number of available spaces, automates a waitlist, and generates automated email responses to registrants.

• Glass Pockets Indicators: MSHF and its programs are interested in integrating Glass Pockets Indicators on our redesigned websites to demonstrate our organization’s commitment to transparency and accountability. The indicators will serve as visual representations of our disclosure practices and levels of openness across various areas, such as financial reporting, governance, impact measurement, and program outcomes. The indicators should be prominently displayed on our website, providing visitors with an easy-to-understand snapshot of our organization’s transparency efforts. Refer to Appendix A.

• Chat bot solution: We seek a chat bot solution that will significantly enhance website navigation for our users. The chat bot should serve as a reliable and intuitive guide, assisting users in effortlessly finding the desired content within our website. By employing advanced Natural Language Processing (NLP) capabilities, the chat bot should be able to understand user queries in natural language and provide contextually relevant responses. It should possess the ability to interpret and respond to follow-up questions, ensuring a seamless conversational experience. Through interactive dialogue and intuitive prompts, the chat bot should effectively navigate users
through our website's content structure, offering step-by-step instructions and clickable links for easy exploration. The primary objective is to provide a user-friendly and efficient browsing experience, enabling users to quickly access the information they seek while reducing frustration and improving overall satisfaction.

- **Accessibility:** The designs must be fully compliant with the requirements of the Americans with Disabilities Act. We prioritize accessibility and aim to create an inclusive online experience for all users. We require the website redesign to adhere to recognized accessibility standards, such as the Web Content Accessibility Guidelines (WCAG) 2.1. The selected vendor should have expertise in implementing accessibility best practices and demonstrate a commitment to creating an accessible website. We expect the vendor to provide a detailed accessibility plan, outlining their approach to meeting these requirements and ensuring ongoing accessibility maintenance. Furthermore, we encourage the vendor to provide information on their experience in developing accessible websites and any relevant certifications or accessibility-focused training their team possesses. Key accessibility considerations include:
  - Compliance: The website should meet the [WCAG 2.1 AA level](https://www.w3.org/WAI/WCAG21/) or higher to ensure accessibility for users with disabilities.
  - Links: Links should have clear and concise text that accurately describes the destination or action associated with the link. Vague or generic link text like “click here” or “read more” should be avoided. Instead, link text should provide meaningful context about the linked content. Links should be visually distinguishable from surrounding text, typically through color, underline, or a combination of both. The chosen styling should provide sufficient contrast with the background color to ensure readability for users with visual impairments. Links should have a visible focus indicator when users navigate using the keyboard. The focus indicator helps users understand their current location and provides clear feedback when interacting with links. If additional information is needed to describe the link's purpose, the title attribute can be used to provide supplementary details. However, it's important to note that the title attribute should not be relied upon as the sole means of conveying critical information, as some users may not have access to or support for title attributes. Links should function consistently across different devices and input methods. Users should be able to activate links using a mouse, keyboard, or touch input.
  - Language translation: The redesigned websites will include an option for language translation to enhance accessibility and reach a broader audience. A user-friendly interface will be integrated, allowing visitors to easily select their preferred language for content translation. This feature will ensure that users can access the website’s information and resources in languages other than the default language. To enable accurate and efficient translation, the website will be integrated with a reliable translation service or plugin. The translated content will be seamlessly displayed while maintaining the overall design and usability of the website. Clear labeling or iconography will indicate the availability of language translation, making it intuitive for users to switch between languages.
  - Keyboard navigation: All website functionality should be operable through keyboard navigation alone, without relying solely on mouse or touch interactions.
  - Alt text and descriptive elements: Images, graphics, and multimedia content should include appropriate alternative text (alt text) to provide information to users who cannot view the visual content. Descriptive elements, such as headings and labels, should be used to structure and organize content.
- Color contrast: The website should have sufficient color contrast between text and background elements to ensure readability for users with visual impairments.
- Text resizing: Users should be able to resize text up to 200% without loss of functionality or content readability.
- Form accessibility: Forms should be designed to be accessible, including proper labeling, error identification, and clear instructions.
- Assistive technology compatibility: The website should be compatible with commonly used assistive technologies, such as screen readers, screen magnifiers, and speech recognition software.
- Audio and video accessibility: Multimedia content should have captions, transcripts, or audio descriptions to ensure accessibility for users with hearing impairments.
- Testing and compliance verification: The selected vendor should conduct thorough accessibility testing throughout the development process to identify and address any accessibility issues. Compliance with accessibility standards should be verified through manual and automated testing tools.

- Ongoing maintenance: Following the website redesign, ongoing website maintenance services will be provided to ensure the continuous functionality, security and performance of each of the three websites. This includes regular updates and patches to keep the websites up-to-date, monitoring for any potential issues or vulnerabilities, backup and restoration services, content management support, and ongoing technical assistance. The maintenance services aim to provide peace of mind, allowing the organizations to focus on their core activities while ensuring that their websites remain reliable, secure, and user-friendly for both internal and external stakeholders.

IV. Deliverables

- Redesign Process
  - Proactive consulting and recommendations provided throughout the redesign process on website architecture.
  - Minimum of three rounds of review throughout the website redesign process, which will be essential in ensuring that the new websites meet our requirements and align with our vision.
  - The contractor is expected to keep MSHF actively involved in decisions, strategy, and process via standardized reporting throughout the project such as a project management board. At a minimum, this should include weekly email reports with details on progress being made on the redesign. It should also include the opportunity to view webpages throughout the design phase so that feedback can be offered by MSHF early and often.
  - Consultation with R.O.C.K. Mat-Su community partners to understand functional needs for the addition of registered user area.

- Redesigned Websites:
  - A visually appealing and engaging design for the MSHF (www.healthymatsu.org), Connect Mat-Su (www.connectmatsu.org), and R.O.C.K. Mat-Su (www.rockmatsu.org) websites.
  - Consistent layout and structure across all three websites, reflecting the vision, mission, and values of each organization.
  - Intuitive and customer-oriented organization of content.
High degree of usability with a clean and easy-to-use interface.
- Responsive design that adapts to multiple screen sizes (desktop, tablet, mobile).
- Brand identities reflected in the designs.
- Fixed main menu and sidebar menu.
- Possible chat bot solution.

**Blog Section:**
- Robust blog section with a user-friendly interface for creating, editing, and categorizing blog posts.
- Creative layout options, such as pull quotes and callout boxes.
- Essential blogging functionalities: tags, images, videos, comments, social media sharing.
- Search feature, related posts suggestions, and subscription options.
- Visually appealing and responsive blog design aligned with brand identity.

**Data Sources Integration:**
- Seamless integration of data sources, such as Mat-Su Health Stats, searchable Grants Database, Connect Mat-Su Resource Database, events calendar, and conference center calendar.
- Real-time or scheduled synchronization of data from various sources.
- Dynamic retrieval, updating, and display of data on the websites.
- Support for data transformation, filtering, and mapping.
- Scalable and adaptable integration for future data sources or updates.

**Staff and Board Bios:**
- Visually appealing presentation of staff bios with multimedia elements.
- Easy creation and management of staff profiles.
- Filtering or sorting options based on criteria like department or expertise.
- Connection options through direct contact, such as email and phone.

**Research Reports Display:**
- Versatile and user-friendly solution for displaying various types of research reports.
- Support for PDFs, documents, spreadsheets, and interactive data visualizations.
- Organized and accessible presentation of reports.
- Search and filtering functionalities for finding specific reports.
- Visually appealing and cohesive design across report types and devices.

**Newsletter Management:**
- User-friendly signup form for newsletter subscriptions.
- Placement at the footer for easy access.

**Login Buttons:**
- Prominent and easily accessible login button for registered users who submit grant and scholarship applications to the Giving Data portal and separate login button for R.O.C.K. Mat-Su community partners.

**Members-Only Login Portal:**
- Development of a secure and user-friendly members-only login portal.
- Implementation of robust authentication mechanisms for secure member account access.
- Integration of features for members to manage their account details and retrieve forgotten credentials.
- Creation of a personalized space with exclusive content, services, and features for registered members.
• Support for member-specific functionalities such as personalized dashboards and customized notifications.

• Online Payments:
  - Integration of an online payment solution for secure and convenient payments.
  - Support for various payment methods.
  - Seamless checkout process and automatic payment confirmations.

• Training Registration System:
  - Limits the number of available spaces.
  - Automates waitlist.
  - Generates automated email responses to registrants.

• Glass Pockets Indicators:
  - Integration of Glass Pockets Indicators to demonstrate transparency and accountability.
  - Prominent display of indicators across various areas.

• Accessibility:
  - Full compliance with the Americans with Disabilities Act and WCAG 2.1 AA accessibility standards.
  - Clear and concise links with distinguishable styling and focus indicators.
  - Language translation option with a user-friendly interface connecting to Google Translate or another option as recommended by the vendor.
  - Keyboard navigation for all website functionality.
  - Alt text and descriptive elements for images and multimedia content.
  - Sufficient color contrast, text resizing, and accessible forms.
  - Compatibility with assistive technologies.
  - Accessibility testing and compliance verification.

• Ongoing website maintenance:
  - Regular back-end updates and patches to keep the websites functioning well, including data sources as defined in the Scope of Work.
  - Monitoring for potential issues or vulnerabilities.
  - Backup and restoration services.
  - Content management support.
  - Ongoing technical assistance as needed.
  - Ensuring continuous functionality, security, and performance of the websites.

V. Budget

A final budget has not been determined for this project. Interested vendors are requested to submit a proposed cost structure based on their knowledge of the time and resources needed to complete the project as described. The proposed budget should be commensurate with the scope and complexity of the requirements outlined in this RFP. We are seeking competitive proposals that offer value for money while ensuring high-quality deliverables. Vendors are encouraged to submit detailed cost breakdowns and pricing structures that align with the proposed project plan and deliverables. The budget should encompass all relevant expenses, including but not limited to:

• Development and design costs
• Site testing/quality assurance pre-launch
• Ongoing support and maintenance fees
• Any necessary hardware or software licensing fees
• Training and documentation costs

VI. Work Schedule

The contract term and work schedule set out herein represent MSHF’s best estimate of the schedule that will be followed. If a component of this schedule, such as the opening date, is delayed, the rest of the schedule will likely be shifted by the same number of days. Additionally, if a bidder can work on the three sites concurrently instead of sequentially, that should be stated in the proposal and the dates can be shifted to accommodate.

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<tr>
<th>Tasks</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP award</td>
<td>July 31, 2023</td>
</tr>
<tr>
<td>Kick-off meeting at Mat-Su Health Foundation</td>
<td>NLT Aug. 11, 2023</td>
</tr>
<tr>
<td>Initial design concept of MSHF site presented</td>
<td>Week of Sept. 18, 2023</td>
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<tr>
<td>Final design of MSHF site complete</td>
<td>Oct. 16, 2023</td>
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<td>MSHF site testing complete, and site launched</td>
<td>Oct. 30, 2023</td>
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<tr>
<td>Initial design concept of Connect Mat-Su site presented</td>
<td>Nov. 15, 2022</td>
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<tr>
<td>Final design of Connect site complete</td>
<td>Nov. 30, 2023</td>
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<td>Connect site testing complete and site launched</td>
<td>Dec. 15, 2023</td>
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<tr>
<td>Initial design concept of R.O.C.K. Mat-Su site presented</td>
<td>Jan. 15, 2024</td>
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<tr>
<td>Final design of R.O.C.K. Mat-Su site complete</td>
<td>Jan. 30, 2024</td>
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<tr>
<td>R.O.C.K. Mat-Su site testing complete, and site launched</td>
<td>Feb. 15, 2024</td>
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VII. Proposal Format and Content

MSHF seeks simplified, cost-effective proposals. However, in order for MSHF to evaluate proposals fairly and completely, offerors must follow the format set out in this RFP and provide all information requested.

Introduction
Proposals must include the complete name and address of offeror’s firm and the name, mailing address, and telephone number of the person MSHF 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 non-responsive and the proposal may be rejected.

Methodology
Offeror must provide sufficient information and specific recommendations on the following:
• Overall processes to be used to design, develop, and complete the website redesign.
• Overall process to be used for website maintenance/updates after the redesign is complete.

Experience and Qualifications
Offeror must provide the following:
• A narrative description of offeror’s organization
• Contractor information, including:
  o Names and titles of key personnel and details regarding their website design experience
  o Résumés of key personnel
• At least three samples of relevant work products (links to websites)
• Reference names and phone numbers for similar projects the contractor has completed

Cost Proposal
Cost proposal must include an itemized list of all direct and indirect costs associated with the performance of the contract, including, but not limited to, total number of hours at various hourly rates, direct expenses, and supplies. Costs should be broken out by estimated number of work hours needed, hourly rates, and direct expenses and supplies. An hourly rate for future site maintenance cost must be included.

VIII. Evaluation Criteria
The following criteria will be weighed in evaluating the proposals for each response:

• Suitability of the proposal (20 points): The proposed solution meets the needs and criteria set forth in the RFP.
• Competency and experience (30 points): The contractor has successfully completed similar projects and has the qualifications necessary to undertake this project. The contractor has appropriate staff to develop the site in the time frame needed.
• Skill/creativity (30 points): The contractor has demonstrated, through similar projects, that it can create an aesthetically pleasing, easy-to-navigate, easy-to-update website.
• Value/pricing structure (20 points): The price is commensurate with the value offered by the contractor.

IX. Additional Instructions

Location of Work
The work is to be performed, completed, and managed at the contractor’s site and at locations where the stakeholders convene. MSHF will not provide work space for the contractor. The contractor must provide its own work space.

Right of Rejection
Offerors must comply with all the terms of the RFP, and all applicable local, state, and federal laws, codes, and regulations. MSHF may reject any proposal that does not comply with all the material and substantial terms, conditions, and performance requirements of the RFP. Offerors may not qualify the proposal nor restrict the rights of MSHF. If an offeror does, MSHF may find the proposal to be a non-responsive counter-offer and reject the proposal. Minor informalities that do not affect responsiveness and/or change the meaning/scope of the RFP may be waived by MSHF. MSHF reserves the right to refrain from making an award if it determines that to be in its best interest.

MSHF Not Responsible for Preparation Costs
MSHF will not pay any cost associated with preparation, submittal, or presentation of any proposal.
Disclosure of Proposal Contents
All proposals and other material submitted become the property of MSHF and may be returned only at MSHF’s option. All proposal information will be held in confidence during the evaluation process and prior to the time a Notice of Intent to Award is issued. Trade secrets and other proprietary data contained in proposals may be held confidential if the offeror requests, in writing and that MSHF agrees, in writing, to do so. Material considered confidential by the offeror must be clearly identified, and the offeror must include a brief statement that sets out the reasons for confidentiality.

Offeror’s Certification
By signature on the proposal, offerors certify that they comply with:
(a) the laws of the State of Alaska;
(b) the applicable portion of the Federal Civil Rights Act of 1964;
(c) the Equal Opportunity Act and the regulations issued thereunder by the federal government;
(d) the Americans with Disabilities Act of 1990 and the regulations issued thereunder by the federal government;
(e) all terms and conditions set out in this RFP;
(f) a condition that the proposal submitted was independently arrived at, without collusion, under penalty of perjury; and
(g) that the offers will remain open and valid for at least 30 days.

By signature on the proposal, offerors also certify that programs, services, and activities provided to the general public under the resulting contract conform to the Americans with Disabilities Act of 1990, and the regulations issued thereunder by the federal government.

If any offeror fails to comply with (a) through (g) of this paragraph, MSHF reserves the right to disregard the proposal, terminate the contract, or consider the contractor in default.

Conflict of Interest
Each proposal shall include a statement indicating whether or not the firm or any individuals working on the contract has a possible conflict of interest and, if so, the nature of that conflict. MSHF reserves the right to cancel the award if any interest disclosed from any source could either give the appearance of a conflict or cause speculation as to the objectivity of the program to be developed by the offeror. MSHF’s determination regarding any questions of conflict of interest shall be final.

Discussions with Offerors
MSHF will answer written questions pertaining to this RFP sent via email to asaitanan@healthymatsu.org submitted prior to July 7, 2023, at 12:00 p.m. (AST). The answers to these questions will be posted to the foundation’s website on July 12, 2023. Additionally, the MSHF may conduct discussions with offerors in order to determine if a proposal is reasonably susceptible for award. Such discussions between the offeror and MSHF staff are permitted to clarify uncertainties or eliminate confusion concerning the contents of a proposal and which do not result in a material or substantive change to the proposal.

MSHF may also conduct discussions with offerors for the purpose of ensuring full understanding of the requirements of the RFP and proposal. Discussions will be limited to specific sections of the RFP or
proposal identified by MSHF. Discussions will only be held with offerors who have submitted a proposal deemed reasonably susceptible for award by MSHF. If modifications are made as a result of these discussions, they will be put in writing. Following discussions, MSHF may set a time for best and final proposal submissions from those offerors with whom discussions were held. Proposals may be reevaluated after receipt of best and final proposal submissions.

If an offeror does not submit a best and final proposal or a notice of withdrawal, the offeror’s immediate previous proposal is considered the offeror’s best and final proposal.

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

**Alaska Business License and Other Required Licenses**
At the time the proposals are opened, all offerors must hold a valid Alaska business license and any necessary applicable professional licenses required by Alaska Statute. Offerors must submit evidence of a valid Alaska business license with the proposal. An offeror’s failure to submit this evidence with the proposal will cause their proposal to be determined non-responsive.

**Proposed Payment Procedures**
MSHF will make payments based on a negotiated payment schedule. Each billing may not exceed 40% of the contract amount and must consist of an invoice and progress report. No payment will be made until the progress report and invoice have been approved by the Contract Officer. MSHF will retain 20% of the contract amount until the contract is successfully completed.
"Who has GlassPockets?" Indicators

Candid is cataloging foundations' online transparency and accountability practices. The list below reflects the 27 practices we have identified.

Given the relationship between communication practices and transparency, we are also tracking the online communication vehicles used by foundations. Together these indicators provide a snapshot of a foundation's "glass pockets." At GlassPockets.org, you can view complete foundation profiles and link directly to each indicator listed.

GENERAL INFORMATION

Contact Information
Are the following points of contact provided: telephone number, e-mail/online form, and mailing address?

*Increase the potential for collaboration and sector efficiency by making it easy for peers and potential partners to find a path to connect with someone inside the foundation.*

Mission Statement
Is a mission or purpose statement available?

*Increase understanding about your institution's work, and build credibility and public trust by posting your organization's mission statement.*

Key Staff List
Are the names of executives and program staff available?

*Humanize your institution by using your website to reveal the people inside the foundation. This also serves to increase the potential for collaboration and coordination, leading to greater sector effectiveness and efficiency.*

Key Staff Biographies
Are biographies of executives and program staff available?

*Build credibility and public trust by providing professional biographies for foundation executives and program staff. Staff biographies can also serve to help outside stakeholders find points of connection with those inside the foundation.*

Board of Directors List
Is a list of Board members and their affiliations available?

*Build credibility and public trust by using your website to reveal details about who is in charge of the foundation's governance. Taking the extra step of posting board members' affiliations*
helps outside stakeholders better understand the network and sphere of influence of the foundation.

GOVERNANCE & POLICIES

Bylaws
Are the foundation's governing bylaws available?
Bylaws are an important governance document that serves as the operating manual for your foundation. Build credibility and public trust by using your website to reveal the details about how your foundation is governed.

Committee Charters
Are the foundation's committee charters available?
Build credibility, public trust, and greater understanding by outside stakeholders of the governance roles and structure of your foundation.

Code of Conduct
Are policies guiding foundation staff conduct available, and do they include a procedure for reporting non-compliance?
Build credibility and public trust by sharing values and policies that demonstrate your organization’s commitment to professional and ethical conduct.

Conflict of Interest Policies
Is the conflict of interest policy available?
Build credibility and public trust by sharing policies that demonstrate your commitment to professional and ethical conduct.

Open Licensing Policies
Does the foundation clearly specify what can and cannot be done with intellectual property it produces and/or funds? Broadly speaking an open license is one which grants permission to access, re-use, and redistribute a work with few or no restrictions.
Accelerate progress by making it easy for peers and partners to build on your body of work.

Transparency Values/Policies
Does the foundation clearly specify what can and cannot be done with intellectual property it produces and/or funds? Broadly speaking an open license is one which grants permission to access, re-use, and redistribute a work with few or no restrictions.
Accelerate progress by making it easy for peers and partners to build on your body of work.
STAFFING POLICIES & DIVERSITY DATA

Whistleblower Procedures
Is a policy regarding the reporting of financial improprieties or other misconduct available? Build credibility and public trust by sharing policies that demonstrate your commitment to professional and ethical conduct.

Executive Compensation Process
Is the process used to determine executive compensation described?
Build credibility and public trust by opening up the process by which you set executive compensation.

Diversity, Equity, & Inclusion Values/Policies
Does the foundation provide information about its commitment or policies relative to diversity, equity, and inclusion?
Build credibility and public trust by sharing values and policies that demonstrate your organization's commitment to diversity, equity, and inclusion.

Diversity Data
Is statistical information provided about the demographics of the foundation’s workforce and board leadership?
Demonstrate that your organization prioritizes diversity, equity, and inclusion by sharing diversity data.

GRANTMAKING INFORMATION

Grantmaking Process
Is there a description provided explaining how the foundation selects its grantees (application process or pre-selection)?
Save valuable foundation and nonprofit staff time by clearly explaining the process by which the foundation selects its grantees. Include application guidelines, or if applications are not accepted, explain how one can introduce their work to your institution.

Grantmaking Strategy/Priorities
Are the foundation’s grantmaking priorities or strategy outlined?
Save valuable foundation and nonprofit staff time by posting information that clearly outlines the foundation’s areas of focus so website visitors can quickly determine if there is alignment between the foundation’s priorities and their organization’s work.
Searchable Grants Database or Categorized Grants List
Is there a searchable database of past grants or a grants list categorized by program area? (Note: A grants list is accepted for foundations with fewer than 200 grants per year. A grants list should include recipient name, grant amount, and recipient location information.)

Bring your work to life by using your website to share data about your grants and grantees. Foundation priorities are often broad; seeing recent grant descriptions gives outsiders greater insight into your work and current directions.

Sustainable Development Goals (SDGs)
Does the foundation use the Sustainable Development Goals to help describe its grants or grantmaking strategies?

Increase understanding of the intended reach and impact of your work by using the SDGs to describe your grantmaking. Using the shared language of the SDGs can help peers and partners identify potential areas of programmatic alignment.

PERFORMANCE MEASUREMENT

Assessment of Overall Foundation Performance
Is there a comprehensive assessment of overall foundation performance and effectiveness that measures progress toward institutional mission and goals?

Demonstrate your commitment to creating a culture of shared learning across the field by opening up how your foundation measures its progress toward institutional goals.

Knowledge Center
Is there a centralized section of the foundation’s web site that provides a collection of the foundation’s program evaluations and lessons learned reports?

What shortcuts might your foundation’s lessons learned create for peers and partners? Encourage others to learn from your work by providing a central access point to the knowledge the foundation has commissioned or produced.

Grantee Feedback Mechanism
Is there an online mechanism in place so that grantees can regularly provide the foundation with feedback?

Strengthen relationships with grantees and create a culture of continuous improvement by making it easy for stakeholders to provide ongoing feedback via your website.

Grantee Surveys
Has the foundation conducted a periodic survey of its grantees and shared the results publicly?

Strengthen your foundation, and its relationships with grantees, by surveying grantees to learn from them how to improve your work. Demonstrate your commitment to improve, and
potentially influence other funders in your field, by sharing what you learned and what has changed as a result of the survey.

**Strategic Plan**
Is information readily available that explains how the foundation defines its overall strategy, direction, and priority setting?
*The problems foundations address are large ones that require collective action to solve. Sharing your strategic roadmap helps peers and partners understand if and where they might align, and how to join you on the journey.*

**FINANCIAL INFORMATION**

**Audited Financial Statements**
Are the most recent audited financial statements available?
*Build credibility and public trust by providing a link to your foundation’s audited financial statements on your website.*

**Form 990-PF**
Is the most recent 990-PF available?
*The 990 is an important regulatory document that annually provides a mechanism for transparency about your foundation’s governance, finance, operations, and expenditures. Demonstrate your commitment to transparency by providing a link to your most recent 990 on your website.*

**Investment Policies**
Are policy statements about how the foundation invests its endowment provided?
*The majority of foundation endowments are invested in stocks. Build credibility and public trust by explaining your foundation’s approach to managing your institution’s investments.*

Which foundations have glass pockets?
Visit GlassPockets.org to see the current list.

For more information about GlassPockets:
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