REQUEST FOR PROPOSAL (RFP)

RETURN THIS PROPOSAL TO:

Legislative Affairs Agency, Procurement & Contracting Section
on behalf of the Alaska State Legislature Legislative Budget and Audit Committee

Issuing Office Mailing Address: State Capitol, 120 4th Street, Room 3, Juneau, AK 99801-1182
Issuing Office Hand Delivery Address: Terry Miller Legislative Building, 129 6th Street, Room 222, Juneau, AK
Email Address for Digital Delivery: LAA.Procurement@AKLeg.gov

RFP NO. 27-33-01

DEPARTMENT OF CORRECTIONS COST DRIVER STUDY

SEALED PROPOSALS MUST BE RECEIVED BY **12:00 PM ALASKA TIME ON SEPTEMBER 18, 2026,** AS DESCRIBED IN PARAGRAPH 1.02 (PROPOSAL SUBMISSION, DELIVERY, AND ACCEPTANCE) OF THIS RFP.

Offerors Are Not Required To Return This Form

Under AS 36.30.020, the Alaska Legislative Council adopted procurement procedures that were based on competitive principles consistent with AS 36.30 and adapted to the special needs of the Legislative Branch. Therefore, the Legislative Branch follows its own procurement procedures and is not subject to the procurement procedures of the Executive Branch. Copies of the Alaska Legislative Procurement Procedures are available upon request or at: https://aws.state.ak.us/OnlinePublicNotices/Notices/Attachment.aspx?id=161929

IMPORTANT NOTICE: You must register with the Procurement Manager listed in this document to receive subsequent amendments to this Request for Proposals (RFP), whether you received this RFP from the State of Alaska's "Online Public Notice" (OPN) website or another source. Failure to register with the Procurement Manager may result in the rejection of your proposal.

JC Kestel, Procurement Manager
PH: 907-465-3763
TDD: 907-465-4980
Email: LAA.Procurement@AKLeg.gov

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SECTION ONE

Introduction and Instructions

1.01 Purpose of the RFP

The Alaska State Legislature, Legislative Budget and Audit Committee ("LBAC") is seeking sealed proposals from qualified firms to perform an independent study to identify, evaluate, and analyze the primary cost drivers within the State of Alaska's Department of Corrections (DOC). The purpose of the study is to provide the Legislature with an objective, comprehensive assessment of the factors contributing to increases in DOC's expenditures, to identify opportunities for cost savings, and to inform policy and budget decisions for long-term fiscal sustainability.

1.02 Proposal Submission, Delivery, and Acceptance

An Offeror must submit and deliver its proposal in one sealed package to the issuing office identified on page 1 of this RFP, or may email its proposal to the Procurement Manager at the email address shown on page 1 of this RFP, no later than the date and time listed on page 1 of this RFP as the deadline for receipt of proposals. If mailed or hand delivered, the package must be marked on the outside to identify the RFP and the Offeror. If emailed, the email must contain the RFP number in the subject line of the email.

An Offeror must prepare and submit the Offeror's COST PROPOSAL separately from the Offeror's TECHNICAL PROPOSAL.

Only one (1) copy of the Offeror's COST PROPOSAL should be submitted—in a separate sealed envelope or PDF document marked COST PROPOSAL—with the RFP number on the outside of the envelope or with the RFP number in the subject line of the email that the PDF document is sent in.

Only one (1) copy of the TECHNICAL PROPOSAL should be submitted—in a separate sealed envelope or PDF document marked TECHNICAL PROPOSAL—with the RFP number on the outside of the sealed envelope or the RFP number in the subject line of the email that the PDF document is sent in.

Emailed proposals must be submitted as an attachment in PDF format. The PDF document should be named in a format such as "Offeror A – Cost Proposal for RFP 27-33-01.pdf" ("Offeror A" is the name of the Offeror).

Please note that the maximum size of a single email (including all text and attachments) that can be received is **50 MB (megabytes)**. If the email containing the proposal exceeds this size, the proposal must be sent in multiple emails that are each less than 50 megabytes and each email must comply with the requirements described above. Please note that email transmission is not instantaneous; the Procurement Manager recommends sending proposals with enough time to ensure delivery by the deadline for receipt of proposals.

LBAC is not responsible for unreadable, corrupt, or missing attachments. It is the Offeror's responsibility to contact the issuing office at (907) 465-3763 (voice) – or (907) 465-4980 (TDD)

– to confirm that the emailed proposal has been received. Failure to follow the above instructions may result in the proposal being found non-responsive and rejected.

Proposals must be received no later than the date and time listed on page 1 of this RFP as the deadline for receipt of proposals. Faxed or oral proposals will not be accepted.

It is the responsibility of the Offeror to ensure that its proposal and any issued RFP amendments (signed by the Offeror) are in the issuing office prior to the scheduled proposal closing time. A proposal will be rejected if the proposal or any signed amendments are not received prior to the closing date and time.

1.03 Photocopies
Photocopied proposals are allowed.

1.04 Contract Term and Work Schedule
The contract term and work schedule set out herein represents the LBAC Chair's best estimate of the schedule that will be followed. If a component of this schedule is delayed, the rest of the schedule may be shifted by the same number of days, at the discretion of the LBAC Chair. The project schedule may be adjusted by the LBAC Project Director with written notice to the Contractor.

The length of the contract will be from the date the contract is signed by the LBAC Chair until project completion, March, 2027.

The estimated RFP and project schedule is as follows:

August 24, 2026	Issue RFP
September 2, 2026	Pre-Proposal Teleconference
September 8, 2026	Deadline for Written Questions
September 18, 2026	Deadline for Receipt of Proposals
October 2, 2026	LBAC Issues Notice of Intent to Award a Contract
October 12, 2026	Contract Signed by the LBAC Chair and Project Begins
February 3, 2027	Draft Report Findings Submitted to DOC for Comment
February 17, 2027	Draft Report with DOC Comments to LBAC Project Director
February 24, 2027	Final Report Submitted to LBAC Chair

Note: All dates are approximate and subject to change.

1.05 Location of Work
The work is to be performed at the Contractor's location and in multiple locations in Alaska. Work will be planned for hybrid execution—onsite sessions for collaborative activities such as stakeholder interviews, workshops, and correctional facility inspections, with other tasks performed remotely and coordinated in advance with the stakeholders. The Contractor must visit each of the correctional centers, residential community centers, and pretrial and probation offices. "Onsite" means physically present at DOC facilities to conduct interactive sessions, inspect physical layouts, and review operations.

The deliverables include at least three presentations to be given in-person in Juneau or Anchorage.

If the Contractor team members are in a time zone outside of Alaska, they must be available to meet and conduct business with DOC and LBAC staff, as needed, during the hours of 8:00 am and 5:00 pm Alaska Time on State of Alaska workdays.

LBAC will not provide permanent workspace for the Contractor at all locations; however, it may provide workspace in Legislative Information Offices (LIOs) subject to availability. Locations of LIOs can be found at https://akleg.gov/lios.php.

The Contractor must include in their lump sum price proposal: all incidentals and travel costs including transportation, lodging, and per diem costs sufficient to pay for travel to and within Alaska.

Note: Access to remote institutions and field offices may be affected by weather, aviation schedules, and ferry availability. Rescheduled flights and ferries should be anticipated during the fall and winter months

1.06 Human Trafficking

By signature on the proposal, the Offeror certifies that the Offeror is not headquartered in a country recognized as Tier 3 in the most recent United States Department of State's Trafficking in Persons Report.

In addition, if the Offeror conducts business in but is not headquartered in a country recognized as Tier 3 in the most recent United States Department of State's Trafficking in Persons Report, a certified copy of the Offeror's policy against human trafficking must be submitted to LBAC prior to contract award.

The most recent United States Department of State's Trafficking in Persons Report can be found at the following website: https://www.state.gov/bureaus-offices/under-secretary-for-foreign-assistance-humanitarian-affairs-and-religious-freedom/bureau-of-democracy-human-rights-and-labor/office-to-monitor-and-combat-trafficking-in-persons

If an Offeror fails to comply with this paragraph, LBAC may reject, without liability, the Offeror's proposal as non-responsive, cancel the intent to award to the Offeror, or cancel the resulting Contract to the Offeror.

1.07 Americans with Disabilities Act

The Alaska State Legislature complies with Title II of the Americans with Disabilities Act of 1990. Individuals with disabilities who may need auxiliary aids, services, or special modifications to submit a proposal should contact the Procurement Manager no later than ten (10) days prior to the deadline for receipt of proposals to make any necessary arrangements. If a request for special arrangements is received less than ten (10) days prior to the deadline for receipt of proposals, the LBAC will attempt to accommodate the request.

1.08 Review of RFP

Offerors should carefully review this RFP, without delay, for defects and questionable or objectionable material. Comments concerning defects and objectionable material must be made in writing and received by the Procurement Manager at least ten (10) days prior to the deadline for receipt of proposals. This will help prevent opening a defective RFP and exposure of an Offeror's proposal upon which award could not be made. Protests by an Offeror based on any omission or error, or on the content of the RFP, may be disallowed if the Offeror has not brought these faults to the attention of the Procurement Manager, in writing, ten (10) days prior to the deadline for receipt of proposals.

1.09 Questions Received Prior to Deadline for Receipt of Proposals

All questions must be directed to the Procurement Manager listed on the first page of this RFP. Offerors or their agents may not contact any member of the Proposal Evaluation Committee (PEC) or their staff or any member of the Legislature or their staff regarding this RFP.

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. The second type is a question requiring the Procurement Manager to clarify or interpret part of the RFP or its intent; this type of question must be submitted in writing, and responses to this type of question will be given in writing via an amendment to the RFP.

All questions should be received by the Procurement Manager at least ten (10) days prior to the deadline for receipt of proposals.

1.10 Amendments

If an amendment to this RFP is issued, it will be posted to the State of Alaska's Online Public Notice (OPN) website and a courtesy notice may be provided to all who have registered with the Procurement Manager. However, it remains the Offeror's responsibility to check the OPN for any updates or amendments.

1.11 Number of Proposals; Alternate Proposals

Only one (1) proposal per Offeror will be evaluated. If an Offeror submits more than one (1) proposal for evaluation, all prior proposals received by the Offeror will be rejected. See paragraph 2.04 (Amendments to Proposals) for instructions to amend a proposal submitted prior to the deadline for receipt of proposals.

Proposals that are not responsive to the type of work described in this RFP will be rejected.

1.12 Right of Rejection

Offerors must comply with all of the terms of this RFP, Alaska Legislative Procurement Procedures, and all applicable local, state, and federal laws, codes, and regulations. The Procurement Manager may reject any proposal that does not comply with all of the material terms, conditions, or performance requirements of this RFP.

Offerors may not qualify or restrict the rights of the LBAC. If an Offeror does so, the Procurement Manager may declare the proposal to be non-responsive and the proposal may be rejected.

A proposal may be rejected if the proposal contains a material alteration or erasure that is not initialed by the signer of the proposal.

The Procurement Manager may waive minor informalities that:

a) do not affect responsiveness;

b) are merely a matter of form or format;

c) do not change the relative standing or otherwise prejudice other offers;

d) do not change the meaning or scope of the RFP;

e) are trivial, negligible, or immaterial in nature;

f) do not reflect a material change in the work, services, or products requested; or

g) do not constitute a substantial reservation against a requirement or provision.

Furthermore, a proposal may be rejected in whole or in part when rejection is in the best interest of the LBAC, as provided in sec. 130 of the Alaska Legislative Procurement Procedures.

1.13 Non-Award of Contract

This RFP does not obligate the LBAC to award a contract. The division is not liable for any costs incurred in the preparation of a proposal.

1.14 Disclosure of Proposal Contents

All proposals and other material submitted become the property of the LBAC and may be returned only at the LBAC's option. All proposal information, including detailed price and cost information, will be confidential during the evaluation process and prior to the time a Notice of Intent to Award a Contract (NIA) is issued. Thereafter, proposals will become public information.

Trade secrets and other proprietary information contained in proposals may be held confidential if (1) the Offeror requests, in writing, that the information be held confidential; and (2) the Procurement Officer agrees, in writing, to hold the information confidential. A request to hold information confidential under this paragraph must be included with the Offeror's proposal, must clearly identify the information the Offeror wishes to be held confidential, and must include a statement that sets out the specific reasons for confidentiality for each portion of the proposal or set of information covered by the request. Overly broad requests for confidentiality risk universal denial. Unless the Procurement Manager agrees in writing to hold the requested information confidential, that information will also become public after the NIA is issued.

1.15 Subcontractors

Subcontractors may be used to perform work under the contract. 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. Qualifications of subcontractor staff assigned to the engagement should be described in the same manner as Contractor staff.

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 LBAC's 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 has agreed to render the services required by the contract and is free from conflicts of interest and is independent in fact and appearance.

An Offeror's failure to provide this information, within the time set, may cause the LBAC to consider the Offeror's 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 LBAC Project Director.

All subcontractors that perform work under the contract resulting from this RFP are subject to the requirements of this RFP, including, but not limited to, the requirements of paragraphs 3.05 (Applicable Law) and 3.06 (Insurance Requirements) of this RFP.

1.16 Joint Ventures
Joint ventures are acceptable. If submitting a proposal as a joint venture, the Offeror must submit a copy of the joint venture agreement which identifies the principals involved and their rights and responsibilities regarding performance and payment.

1.17 Offeror's Certification
By signature on the proposal, an Offeror certifies that:

a) the Offeror will comply with the laws of the State of Alaska;

b) the Offeror will comply with the applicable portion of the Federal Civil Rights Act of 1964;

c) the Offeror will comply with the Equal Employment Opportunity Act and the regulations issued thereunder by the federal government;

d) the Offeror will comply with the Americans with Disabilities Act of 1990 and the regulations issued thereunder by the federal government;

e) the Offeror will comply with all terms and conditions set out in this RFP;

f) the proposal submitted was independently arrived at, without collusion;

g) the Offer shall be good and firm for a period of at least 90 days from the date of deadline for receipt of proposals to the RFP; and

h) programs, services, and activities provided to the general public under the resulting Contract will 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 requirement of this paragraph, the LBAC reserves the right to disregard the proposal, terminate the Contract, or consider the Contractor in default under the Contract.

1.18 Conflict of Interest

Each proposal shall include a statement indicating whether or not the Offeror or any individuals working on the Contract, including subcontractors, has a possible conflict of interest, and if so, the nature of that conflict. Examples of conflicts of interest include, but are not limited to, the Offeror currently being employed by the State of Alaska, formerly employed by the State of Alaska within the past five years, or currently providing services or proposing to provide services to the State, a political subdivision of the State, or a public corporation of the State.

Conflicts, or perceived or potential conflicts, will be evaluated by the LBAC for the degree of conflict. The Offeror, and any subcontractors, must provide information regarding its independence with respect to the reporting entity and its quality control procedures. Each of the following items must be disclosed or provided, as applicable:

1. A statement that the Offeror, that no individuals working on the Contract, have conflicts of interest in respect to the State of Alaska;
2. All prior, current, or planned work with the State of Alaska, including a brief description of all services the Offeror is planning to perform or has proposed to perform for the State of Alaska;
3. Any lawsuits against or involving the State of Alaska; and
4. Any relationships with the State of Alaska that could impair independence.

The Contractor shall keep itself free from any potential conflict of interest and maintain its independence, both in fact and appearance. The Offeror must certify that it will not, at any time during the duration of the awarded contract, have a consulting or any other relationship with any entity covered under the contract that may impair the independence of the contractor. Failure to disclose a conflict of interest during the period of performance will be treated as a breach of contract under sec 3.13 (Breach of Contract).

The LBAC Chair reserves the right to consider a proposal non-responsive and reject it or 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 Offeror. The LBAC Chair's determination regarding any questions of conflict of interest is final.

1.19 Project Director

The administration of the Contract is the responsibility of the Project Director. The Project Director shall be named in the Contract but may be changed at any time at the LBAC Chair's discretion.

The LBAC Chair shall provide written notice to the Contractor of any change to the Project Director. References to the "Project Director" in this RFP refer to the individual named in the Contract, as described in this paragraph.

1.20 Assignment/Transfer
Assignment or transfer of the Contract is subject to sec. 160 of the Alaska Legislative Procurement Procedures.

1.21 Binding on Successors
Subject to paragraph 1.20 (Assignment/Transfer) and paragraph 1.24 (Severability) of this RFP, the Contract and all the covenants, provisions, and conditions contained in the Contract shall inure to the benefit of and be binding upon the successors and assignees of the Contractor and the LBAC.

1.22 Dispute
The Contract is governed by the laws of the State of Alaska and the Alaska Legislative Procurement Procedures. If the Contractor has a claim arising in connection with the Contract that cannot be resolved by mutual agreement, the claim will be resolved under sec. 350 of the Alaska Legislative Procurement Procedures.

1.23 Venue and Applicable Law
In the event that the parties to the Contract find it necessary to litigate the terms of the Contract, the venue shall be the State of Alaska, First Judicial District in Juneau, and the Contract shall be interpreted according to the laws of the State of Alaska.

1.24 Severability
If any provision of the Contract is declared by a court to be illegal or in conflict with any law, LBAC and the Contractor shall be bound by the remainder of the Contract without the provision.

1.25 Procurement Procedures
This RFP is subject to the Alaska Legislative Procurement Procedures. A copy of the Alaska Legislative Procurement Procedures can be obtained from the website link located on page one (1) of this RFP or a copy may be requested by emailing the Procurement Manager listed on page one (1) of this RFP.

1.26 Records; Audit
The requirements in this paragraph are in addition to any other records required by this RFP. The Contractor shall accurately maintain detailed time records that state the date and detail of the work done and identify the individual(s) that did the work for any labor hours invoiced under the Contract. The Contractor shall also keep any other records that are required by the Contract or the Project Director. The records required by this paragraph are subject to inspection by the LBAC at all reasonable times.

1.27 Materials and Processes Covered by Patents, Trademarks, or Copyrights
If the Offeror employs any design, device, material, or process covered by a patent, trademark, or copyright not held by the Offeror, it is the Offeror's responsibility to obtain permission to use the design, device, material, or process from its owner. The Offeror shall indemnify, hold harmless, and defend the Legislature, the State of Alaska, the LBAC, the officers, agents, and employees of

the Legislature and the LBAC, and any affected third party from any and all claims for infringement by reason of the use of patented design, device, material or process, or any trademark or copyright, and for any costs, expenses, and damages due to infringement at any time during the work or after the completion of the work.

1.28 Ownership and Reuse of Documents

All data, documents, reports, material, and other items generated as a consequence of work done under the Contract are the property of the LBAC. To the extent the Offeror has any interest in the copyright for these items under the copyright laws of the United States, the Offeror transfers any and all interest the Offeror has in the copyright for these items to the LBAC, and the LBAC will be the owner of the copyright for these items. Upon completion of the work or termination of the Contract, all items shall be delivered to the Project Director. Offeror acknowledges that all the items are the property of the LBAC.

1.29 Coverage Under the Ethics Law

Under AS 24.60.112(b), certain provisions of AS 24.60 (the Legislative Ethics Act) apply to legislative consultants and independent contractors. It is the responsibility of the Contractor to review AS 24.60 and comply with all applicable provisions of AS 24.60 throughout the term of the Contract.

1.30 Cancellation of Solicitation

This RFP may be canceled as provided in sec. 120 of the Alaska Legislative Procurement Procedures.

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 made in accordance with the RFP shall constitute a continuing offer that will remain open for ninety (90) days after the deadline for receipt of proposals in response to this RFP even if, during the ninety (90) days, the NIA to another Offeror is issued or a Contract is entered into with another Offeror.

2.02 U.S. Funds
Prices quoted shall be in U.S. funds.

2.03 Taxes
The Contractor is responsible for all local, state, or federal taxes. All proposals shall be submitted exclusive of federal, state, and local taxes.

2.04 Amendments to Proposals
Except as specifically allowed in this paragraph, amendments to or withdrawals of proposals will only be allowed if requests are received before the deadline for receipt of proposals. Amendment or withdrawal will not be accepted after the deadline unless the amendment or withdrawal is in response to a request made by the LBAC.

2.05 Supplemental Terms and Conditions
Proposals must comply with paragraph 1.12 (Right of Rejection) of this RFP. If LBAC fails to identify or detect a term or condition in a proposal that conflicts with this RFP or that diminishes the LBAC’s rights under the Contract resulting from the RFP, the conflicting term or condition will be severed from the contract and unenforceable.

After award of Contract, unless otherwise specified in the Contract:

a) if there is a conflict between a term or condition included in the proposal and a term or condition of the RFP, the term or condition of the RFP will prevail;

b) if there is a conflict between (1) the RFP or the proposal, and (2) the Contract, the Contract will govern; and

c) if the LBAC’s rights would be diminished as a result of a term or condition included in the proposal, the term or condition will be considered unenforceable.

2.06 Clarification of Offers
In order to determine if a proposal is susceptible for award, communications by the Procurement Manager on behalf of the Proposal Evaluation Committee (PEC) 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 RFP or the proposal. The evaluation by the PEC may be adjusted as a result of clarification under this paragraph 2.06.

2.07 Offeror Experience and Qualifications
In order for offers to be considered responsive, Offerors must meet these minimum prior experience requirements.

a) The Offeror's years of operation, number of employees, and experience providing services similar to those required by this RFP must demonstrate practical corrections knowledge and expertise in correctional operations, correctional medical and dental care, and correctional mental health services.

b) The Offeror must have performed engagements within the last five years that demonstrate the firm's capability to perform the services required by this RFP. Relevant engagements must include comprehensive statewide correctional system assessments covering multiple facilities and central office functions that resulted in operational and fiscal recommendations.

c) Lead personnel assigned to the project by the Offeror (including any subcontractors) must demonstrate corrections subject matter expertise and relevant experience. Relevant experience includes previous experience analyzing and/or reporting on correctional areas such as operational efficiency, cost drivers, staffing, policy changes, technology, infrastructure, safety, healthcare, programming, organizational performance, or implementation.

d) The Offeror must demonstrate nationally recognized healthcare consulting capabilities that may include specialists in DOC healthcare, Medicaid, behavioral health, pharmacy, clinical operations, healthcare workforce, provider contracting, healthcare technology, financial transformation, or healthcare cost driver analysis.

An Offeror's failure to meet these minimum prior experience requirements will cause its proposal to be considered non-responsive and their proposal will be rejected.

2.08 Evaluation of Proposals
An evaluation committee made up of at least three state employees or public officials will evaluate proposals. The evaluation will be based solely on the evaluation factors set out in section Seven (Evaluation Criteria) 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 establish a new date and time for new or amended proposals. Evaluations may be adjusted as a result of receiving new or amended proposals.

2.09 Federal Tax ID
An Offeror must submit a valid Federal Tax ID to LBAC within five (5) working days after the date of the LBAC's request.

2.10 Alaska Business License, Legal Entity and Other Required Licenses
Prior to the award of a contract, an Offeror must hold a valid Alaska business license. However, in order to receive the Alaska Bidder Preference and other related preferences, an Offeror must

hold a valid Alaska business license prior to the deadline for receipt of proposals. If claiming the Alaska Bidder Preference, a copy of the business license must be included with the proposal. Offerors should contact the Department of Commerce, Community and Economic Development, Division of Corporations, Business, and Professional Licensing or visit their website: https://www.commerce.alaska.gov/web/; phone: (907) 465-2550; email: businesslicense@alaska.gov; mailing: P.O. Box 110806, Juneau, Alaska 99811-0806 for information on the license. Acceptable evidence that the Offeror possesses a valid Alaska business license may consist of any one of the following:

a) copy of an Alaska business license;

b) certification on the proposal that the Offeror has a valid Alaska business license, and inclusion of the license number in the proposal;

c) a canceled check or other proof of payment of the Alaska business license fee;

d) a copy of the Alaska business license application with a receipt stamp from the state's occupational licensing office; or

e) a sworn and notarized affidavit that the Offeror has applied and paid for the Alaska business license.

Prior to the deadline for receipt of proposals, all Offerors must hold any other necessary applicable professional licenses required by Alaska statutes or regulations.

2.11 Alaska Bidder Preference

If an Offeror qualifies for the Alaska Bidder Preference, the Offeror will receive a preference of five percent (5%) applied to the Offeror's total cost proposal before points are calculated in accordance with paragraph 2.12 (Formula Used to Convert Cost to Points) of this RFP. The Alaska Bidder Preference will be given to an Offeror who:

1) holds a current Alaska business license prior to the deadline for receipt of proposals;
2) submits a proposal for the Contract under the name appearing on the Offeror's current Alaska business license;
3) has maintained a place of business within the state staffed by the Offeror, or an employee of the Offeror, for a period of six months immediately preceding the date of the proposal;
4) is incorporated or qualified to do business under the laws of the state, is a sole proprietorship and the proprietor is a resident of the state, is a limited liability company (LLC) organized under AS 10.50 and all members are residents of the state, or is a partnership under AS 32.06 or AS 32.11 and all partners are residents of the state; and
5) if a joint venture, is composed entirely of ventures that qualify under (1) – (4) of this paragraph.

In order to receive the Alaska Bidder Preference, the proposal must include a statement that the Offeror is eligible to receive the Alaska Bidder Preference.

If the Offeror is an LLC or partnership as identified in (4) of this paragraph, the statement must also identify each member or partner and include a statement certifying that all members or partners are residents of the State.

If the Offeror is a joint venture that includes an LLC or partnership as identified in (4) of this paragraph, the statement must also identify each member or partner of each LLC or partnership that is included in the joint venture and include a statement certifying that all of those members or partners are residents of the state.

2.12 Formula Used to Convert Cost to Points

The distribution of points based on cost will be determined by the Procurement Manager. Cost Proposals will have the Alaska Bidder's Preference applied to the proposed total cost prior to converting cost to points. The lowest cost proposal will receive the maximum number of points allocated to cost. The points allocated to cost on the other proposals will be determined through the method set out below. In the generic example below, cost is weighted as 25 percent (25%) of the overall total score. See Section Seven (Evaluation Criteria) to determine the value, or weight of cost for this RFP.

EXAMPLE

Formula Used to Convert Cost to Points

[STEP 1]
List all proposal prices, adjusted where appropriate by the application of all applicable preferences.

Offeror #1 - Non-Alaskan Offeror	$40,000	
Offeror #2 - Alaskan Offeror	$42,750	– ($45,000 proposal with 5% AK Bidder Preference applied)
Offeror #3 - Alaskan Offeror	$47,500	– ($50,000 proposal with 5% AK Bidder Preference applied)

[STEP 2]
Convert cost to points using this formula.

$$\frac{[(\text{Price of Lowest Cost Proposal}) \quad \text{x} \quad (\text{Maximum Points for Cost})]}{(\text{Cost of Each Higher Priced Proposal})} = \text{POINTS}$$

The RFP allotted 25 percent (25%) or 25 points of the total of 100 points for cost.

Offeror #1 receives 25 points.

Offeror #1 received 25 points because the lowest cost proposal, in this case $40,000, receives the maximum number of points allocated to cost, 25 points.

Offeror #2 receives 23.4 points.

$40,000 x 25 = 1,000,000 ÷ $42,750 = 23.4

Lowest Cost		Max Points				Offeror #2 Adjusted By The Application Of All Applicable Preferences		Points

Offeror #3 receives 21.1 points.

$40,000	x	25	=	1,000,000	÷	$47,500	=	21.1
Lowest Cost		Max Points				Offeror #3 Adjusted By The Application Of All Applicable Preferences		Points

2.13 Contract Negotiation
After issuing the Notice of Intent to Award, the LBAC Chair may elect to initiate contract negotiations with the Offeror selected for the award. The option of whether or not to initiate contract negotiations rests solely with the LBAC Chair.

The LBAC Chair may terminate negotiations with a successful Offeror who has been selected for award on the Notice of Intent to Award, and may commence negotiations with another Offeror, if the successful 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 a contract within the budgeted funds available for the project; or

d) cannot come to terms after a good faith effort to negotiate with the LBAC Chair.

2.14 Notice of Intent to Award – Offeror Notification of Selection
Upon selection of an apparent successful Offeror, the Procurement Manager will issue a written Notice of Intent to Award (NIA) and send copies to all Offerors. The NIA will set out the names of all Offerors and identify the proposal selected for award.

2.15 Protest
If an Offeror wishes to protest a solicitation, the award of a contract, or the proposed award of a contract, the protest must be filed as required by secs. 230 and 240 of the Alaska Legislative Procurement Procedures.

2.16 Pre-Proposal Teleconference
All prospective Offerors are encouraged to call in to the pre-proposal teleconference. This pre-proposal teleconference will be held on Wednesday, September 2, 2026, at 10:00 am, Alaska Time. To attend, Offerors must call one of the following teleconference lines: 907-586-9085 (Juneau),

907-563-9085 (Anchorage), or 1-844-586-9085 (toll free outside of Juneau and Anchorage).

The purpose of the teleconference is to discuss details of the RFP with prospective Offerors and allow them to ask questions concerning the RFP. Call-in attendance at the pre-proposal teleconference is not mandatory. The Procurement Manager will not provide any detail on information given during the teleconference to potential Offerors who do not attend the teleconference. Prior to the meeting participants should read the RFP and come prepared to discuss any concerns and ask questions.

Questions asked during the teleconference will be answered in accordance with paragraph 1.09 (Questions Received Prior to Deadline for Receipt of Proposals). The Procurement Manager may request potential Offerors to submit questions in writing for further clarification.

Offerors with a disability needing accommodation should contact the Procurement Manager prior to the date set for the pre-proposal teleconference so that reasonable accommodation can be made.

SECTION THREE
Standard Contract Information

3.01 Format of Contract
The Contract will be in the format desired by the LBAC.

3.02 Contract Approval
The Contract to be entered into as a result of this RFP and any amendments entered into after the signing of the Contract will be subject to approval by the LBAC Chair. The LBAC will not be responsible for any work done by the Contractor, even work done in good faith, if it occurs prior to the signing of the Contract.

3.03 Proposal as a Part of the Contract
Part or all of this RFP and the successful proposal will be incorporated into the Contract.

3.04 Additional Terms and Conditions
The LBAC Chair reserves the right to include additional terms and conditions in the Contract.

3.05 Applicable Law
The Contractor must comply with all applicable federal and state labor, wage, hour, safety, and any other laws which have a bearing on the Contract and must have all licenses and permits required by applicable federal, state, or municipal law for performance of the Contract.

3.06 Insurance Requirements
Without limiting indemnification responsibilities under paragraph 3.14 (Indemnification) and paragraph 1.27 (Materials and Processes Covered by Patents, Trademarks, or Copyrights), the Contractor shall purchase at its own expense and maintain in force at all times during the performance of services under this agreement, the policies of insurance listed below. Where specific limits are shown, it is understood that they shall be the minimum acceptable limits. If the Contractor's policy contains higher limits, the LBAC is entitled to coverage to the extent of such higher limits. Certificates of insurance must be furnished to the Project Director prior to beginning work and must provide for notice of cancellation, nonrenewal, or material change of conditions. Failure of the Contractor to furnish the LBAC with satisfactory evidence of insurance, or to notify the LBAC of the lapse of, or material change in, the policy, is a material breach of the Contract and shall be grounds for termination of the Contractor's services. All insurance policies shall comply with and be issued by insurers authorized in Alaska or another state to transact the business of insurance.

> **Workers Compensation Insurance**: The Contractor shall provide and maintain, for all employees engaged in work under this Contract, coverage as required by AS 23.30.045, and as required by any other applicable statute. The policy must waive subrogation against the state.
>
> A Successful Offeror who is an entity without employees may satisfy the workers' compensation requirements of this paragraph by submitting a signed letter stating that the Successful Offeror is an entity without employees and that if at any time during the term of the Contract one or more employees are hired, the Successful Offeror will purchase, at its own

expense, and maintain in force at all times workers' compensation insurance for the employee or employees and submit proof of the workers' compensation insurance to the Project Director.

Commercial General Liability Insurance: Covering all business premises of, and operations by or on behalf of, the Contractor in the performance of the Contract, including, but not limited to, blanket contractual coverage, products coverage, premises and operations coverage, independent Contractor's coverage, broad form property damage endorsement, and personal injury endorsement; the policy must have minimum coverage limits of $1,000,000 combined single limit per occurrence and annual aggregates where generally applicable. Unless waived by the LBAC Chair, the insurance policy shall name the LBAC as an additional insured.

Commercial Automobile Liability Insurance: Covering all vehicles used by the Contractor in the performance of work under this Contract with minimum coverage limits of $500,000 combined single limit per occurrence.

All insurance shall be considered to be primary and non-contributory to any other insurance carried by the LBAC through self-insurance or otherwise.

The Contractor shall provide evidence of continuous coverage by submitting, without reminder, annual renewal certificates for the required insurance to the Project Director for the life of the Contract.

3.07 Contract Funding and Budget

Funds are contingent upon the approval of the LBAC to award a Contract. Upon LBAC approval, funds will be available in an appropriation to pay for LBAC's monetary obligations under the Contract through June 30, 2027. Availability of funds to pay for work performed after June 30, 2027, is contingent upon appropriation of funds for the particular fiscal year involved. In addition to any other right of the LBAC, if, in the judgement of the Project Director sufficient funds are not appropriated for the applicable fiscal year, the Contract may be terminated without liability of the LBAC for the termination.

3.08 Contract Payment

No payment will be made until the billing is approved by the Project Director. If a payment is not made within 90 days after the LBAC has received properly approved billing, the LBAC shall pay interest on the unpaid balance of the billing at the rate of 1.5 percent (1.5%) per month from, and including, the 91st day through the date payment is made. A payment is considered made on the date it is mailed or personally delivered to the Contractor.

The LBAC is not responsible for and will not pay local, state, or federal taxes. All costs associated with the Contract must be stated in U.S. currency.

3.09 Informal Debriefing

When the contract is completed, an informal debriefing may be performed at the discretion of the LBAC Project Director. If performed, the scope of the debriefing will be limited to the work performed by the Contractor.

3.10 Contract Personnel

During the Contract, any work performed and billed by the Contractor must be performed by the Contractor personnel named in the proposal. Any changes to the Contractor personnel named in the proposal must be approved, in advance and in writing, by the Project Director prior to the commencement of work. Personnel changes that are not approved by the Project Director may be grounds for the LBAC to terminate the Contract or reject invoices based on work by non-approved personnel.

Contract personnel may be subject to background checks dependent on the information being accessed.

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 Project Director. LBAC may employ all reasonable means to ensure that the work is progressing and being performed in compliance with the Contract. The Project Director may instruct the Contractor to make corrections or modifications, if needed, in order to accomplish the Contract’s intent. The Contractor will not unreasonably withhold such changes.

In addition to any other right of the LBAC under the Contract to terminate the Contract, the LBAC may terminate the Contract for substantial failure of the Contractor to perform the Contract. In this event, the LBAC may require the Contractor to reimburse monies paid (based on the identified portion of unacceptable work received) and may seek damages.

3.12 Termination of Contract

Upon delivery of written notice to the Contractor, the Contract may be terminated by the LBAC Chair with or without cause. To terminate, the Project Director shall provide notice by email or delivery of a hard copy to the Contractor; the method selected for notice is at the sole discretion of the LBAC Chair. If the Contract is terminated and the termination is not based on a breach by the Contractor, the LBAC shall compensate the Contractor for services provided under the terms of the Contract up to the date the termination notice is delivered, provided the Contractor provides the LBAC with a written statement containing a description, including, but not limited to, the detailed records required by paragraph 1.26 (Records; Audit) of the services provided prior to contract termination and any other records requested by the Project Director.

3.13 Breach of Contract

In case of a breach of the Contract by the Contractor, for whatever reason, the LBAC may procure the services from other sources and hold the Contractor responsible for damages resulting from the breach.

3.14 Indemnification

The Contractor shall indemnify, hold harmless, and defend the LBAC, the Alaska State Legislature, officers, agents, and employees of LBAC and the Alaska State Legislature from liability of any nature or kind, including, but not limited to, costs, attorney fees, and expenses, for or on account of any and all legal actions or claims of any character whatsoever resulting from injuries or damages sustained by any person or persons or property as a result of any error, omission, or negligence of the Contractor that occurs on or about the Alaska State Legislature's or State of Alaska's premises or that relates to the Contractor's performance of its contractual obligations.

3.15 Contract Amendments

In addition to any other amendments the parties may be allowed to make under the Contract, the terms of the Contract entered into as a result of this RFP may be amended by mutual written agreement of the parties.

3.16 Contract Changes – Unanticipated Amendments

During the course of the Contract, the LBAC may request the Contractor to perform additional work. That work will be within the general scope of the Contract and may not amount to a material amendment of the Contract. When additional work is requested and the Contractor agrees to perform the additional work, the Project Director will provide the Contractor with 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 may not commence the additional work until the Project Director has secured all required approvals necessary for the amendment and the LBAC Chair and the Contractor have signed a written contract amendment, approved by the LBAC.

3.17 Nondisclosure and Confidentiality

The Contractor agrees that all confidential information shall be used only for purposes of providing the deliverables and performing the services specified in this RFP or the resulting Contract and shall not disseminate or allow dissemination of confidential information except as provided for in this paragraph. 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, or use by third parties of, the confidential information. "Reasonable care" includes compliance by the Contractor with all applicable federal and state laws, including the Social Security Act and the Health Insurance Portability and Accountability Act (HIPAA). The Contractor must promptly notify the LBAC in writing if it becomes aware of any improper storage, disclosure, loss, unauthorized access to, or use of any confidential information.

Confidential information, as used in this RFP, means any data, files, software, information, or materials (whether prepared by the State, LBAC, or their agents, advisors, or contractors) in oral, electronic, tangible, or intangible form and however stored, compiled, or memorialized, that is classified confidential as defined by the State of Alaska. Examples of confidential information include, but are not limited to, Personally Identifiable Information (PII), HIPAA data, financial data, trade secrets, equipment specifications, user lists, passwords, research data, and technology data (infrastructure, architecture, operating systems, security tools, IP addresses, etc.).

SECTION FOUR
Background Information

4.01 Timing; Upcoming Election and Transition of Executive Management

In November 2026, a new governor will be elected. During the transition, upper-level DOC management employees, including staff knowledgeable about cost drivers, may terminate their employment status with the state. Time is of the essence.

4.02 Alaska Department of Corrections

DOC's mission is to provide secure confinement, reformative programs and a process of supervised community reintegration to enhance the safety of Alaska communities. Alaska is one of six states that operate a unified prison system. As such, DOC manages all aspects of the State's correctional system which houses approximately 4,900 inmates across 13 correctional centers, seven community residential centers, and electronic monitoring. DOC also manages community corrections for approximately 5,100 probationers, parolees, and pretrial defendants.

4.03 Department of Corrections Budget and Expenditures

Exhibit 4.1 shows DOC's annual appropriations and full-time equivalent positions for fiscal years 2021 through 2026.

Exhibit 4.1
Department of Corrections Annual Budget by Source (in millions) and Full-Time Positions FYs 2021 through 2026

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	% Change 2021-2026
Unrestricted General Fund	$339.3	$366.5	$386.0	$406.5	$431.1	$461.5	36%
Designated General	$29.9	$17.3	$14.6	$17.7	$14.9	$14.1	-53%
Other State	$0.3	$0.3	$0.3	$.8	$.8	$1.0	227%
Federal Receipts	$13.2	$20.2	$19.1	$9.4	$6.7	$9.2	-31%
All Funds	$382.8	$404.3	$420.0	$431.4	$455.5	$485.8	27%
Positions	2,054	2,078	2,108	2,124	2,123	2,115	3%

Source: Alaska Division of Legislative Finance

For FY 2027, DOC's operating budget request totaled $523.4 million and reported 2,127 permanent full-time positions. Challenges identified by DOC management during FY 2027 legislative committee hearings include:

- recruitment and retention of well-trained staff to maintain public safety and successful offender reentry;
- containment of healthcare costs for an aging offender population, increased chronic health conditions, and increased acute cases; and

- maintenance and upkeep of aging correctional facilities and obsolete security systems.

Vacancy rates as of FY 2026 by Component are shown in Exhibit 4.2.

Exhibit 4.2
Department of Corrections Budgeted, Filled, and Vacant Full-Time Positions by Component as of FY 2026

	Budget	Filled	Vacant	Vacancy Percentage
Total	2,115	1,821	294	14%
Facility Ops and Maintenance	5	4	1	20%
Administration and Support	77	66	11	14%
Population Management	1,762	1,519	243	14%
Electronic Monitoring	15	12	3	20%
Health and Rehab Services	253	217	36	14%
Offender Habilitation	3	3	0	0%

Source: Alaska Department of Corrections

For many years DOC's actual expenditures have exceeded budgeted amounts and forced DOC to request supplemental funding. In recent years, the supplemental funding requests have increased significantly. According to FY 2026 budget documents, personal service costs make up around 70% of DOC's total costs.

Operational areas DOC management has focused on for potential cost savings include: workforce recruitment and retention, operational overtime and premium pay, correctional healthcare (medical, dental, behavioral health, pharmacy, and specialty care), facility infrastructure and deferred maintenance, inmate transportation, information technology, institutional security operations, community supervision, inmate programming, and administrative support functions.

Exhibit 4.3 shows the DOC's actual expenditures by appropriation (in millions) for FYs 2020 through 2025.

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Exhibit 4.3
Department of Corrections Actual Expenditures by Appropriation (in millions) for Fiscal Years 2020 through 2025, and Permanent Full-time Positions

	2020	2021	2022	2023	2024	2025	% Change 2020-2025	Positions[1]
Total	$321.6	$364.7	$398.0	$414.4	$437.4	$465.4	45%	2,127
Facility Ops and Maintenance	12.2	13.5	13.5	13.5	13.5	13.7	12%	5
Administration and Support	9.0	10.4	10.0	9.9	10.1	12.3	35%	89
Population Management	230.9	253.2	273.7	287.0	309.9	322.9	40%	1,762
Community Residential Centers	16.4	15.0	19.8	20.9	23.2	24.8	51%	0
Electronic Monitoring	2.4	2.2	2.6	2.4	2.8	2.9	24%	15
Health and Rehab Services	48.6	68.4	76.5	78.3	75.1	86.9	79%	253
Offender Habilitation	1.3	1.3	1.0	1.4	1.2	1.3	-2%	3
Recidivism Reduction Grants	.8	.8	.9	.8	1.5	.7	-14%	0

Source: Alaska Division of Legislative Finance, and Department of Corrections (FTE)

4.04 Population Management

DOC is responsible for and manages five primary population groups within the state: (1) institutions, (2) probation and parole, (3) pretrial, (4) community residential centers, and (5) electronic monitoring. Offenders in institutions combined with those under probation and parole make up 79% of total population. As of July 27, 2026 there are 4,932 individuals making up the prisoner population:

- 4,278 in correctional centers
- 333 in community residential centers
- 294 in electronic monitoring
- 19 in treatment centers
- 8 in out-of-state facilities

Offender Classification

Under Alaska's unified system, DOC managed institutions house sentenced and unsentenced offenders, as well as a small number of federal offenders, as well as Title 12 and Title 47 holds.

[1] DOC Position Count Summary by Component in the FY 2027 Governor's Budget request.

DOC operates 13 correctional facilities located throughout the State, of which 10 facilities also provide booking for local law enforcement. Additionally, 11 facilities house sentenced and unsentenced offenders who are continuing through the adjudication process and make up approximately 45 percent of the incarcerated population. DOC uses a classification-based housing process to separate the inmate population into minimum, medium, close, and maximum custody levels.

Exhibit 4.4 shows the 13 correctional facilities, capacity and population as of July 2027.

Exhibit 4.4
Alaska Correctional Facility Locations, Maximum Capacity and Population as of July 2027.

Correctional Facility	Location	Security Level	Pop.	Max Capacity	Percent Capacity
Anchorage Correctional Complex	Anchorage	Max	735	823	89%
Anvil Mountain Correctional Center	Nome	Med	116	128	91%
Fairbanks Correctional Center	Fairbanks	Med	247	266	93%
Goose Creek Correctional Center	Point MacKenzie/Wasilla	Med	1146	1472	78%
Hiland Mountain Correctional Center	Eagle River/Anchorage	Med	290	404	72%
Ketchikan Correctional Center	Ketchikan	Med	40	58	69%
Lemon Creek Correctional Center	Juneau	Max	200	246	81%
Mat-Su Pretrial Facility	Palmer	Med	96	102	94%
Palmer Correctional Centers	Palmer	Min and Med	465	512	91%
Point MacKenzie Correctional Farm	Point MacKenzie	Min	92	133	69%
Spring Creek Correctional Center	Seward	Max	286	309	93%
Wildwood Correctional Center and Pretrial Facility	Kenai	Med	432	476	91%
Yukon-Kuskokwim Correctional Center	Bethel	Med	133	163	82%

Source: Alaska Department of Corrections Daily Population Dashboard (https://doc.alaska.gov/administrative-services/research-records/daily-count)

Of the total 4,278 population housed in DOC facilities shown in exhibit 4.4, 2,474 are sentenced, 1,693 are unsentenced, 107 are federal holds and 4 are Title 47 holds.

4.05 Correctional Facility Descriptions

Anchorage Correctional Complex (ACC) – Central intake and detention hub for Southcentral Alaska and the second-largest facility in DOC.

The ACC is a Level III facility housing minimum, medium, close custody, and maximum-security male felons and misdemeanants in pre-trial, unsentenced, and sentenced status in a secure setting with supervision consistent with their custody and security level.

The ACC consists of two detention buildings—ACC West (formerly the Cook Inlet Pre-Trial Facility) which opened in 1983, and ACC East (formerly the Anchorage Jail) which opened in 2002—operated under a unified administration. Its central location in Anchorage, with direct access to the Anchorage International Airport and all major statewide medical centers, makes the ACC the logistical hub of inmate transportation and specialized services for Alaska.

The ACC West houses and operates the statewide Acute Mental Health Unit (Mike mod) and Sub-Acute Mental Health Unit (Lima Mod). The ACC East is home to the DOC's first purpose-built Acute Medical Infirmary (Medical Segregation) and remains the only facility in Alaska with an initial arraignment courthouse directly accessible from its lobby.

Anvil Mountain Correctional Center (AMCC) **-** Western Alaska regional correctional facility.

The AMCC is a level II facility and houses minimum, medium, and close custody male and female prisoners. Located in Nome, AMCC houses adult sentenced and unsentenced felons and misdemeanants. Serving Nome, Kotzebue, and their surrounding 11 villages, the AMCC provides pre-trial detention and short-term sentenced incarceration. The facility opened in November 1985, replacing the former Territorial Jail located in the regional federal building.

Fairbanks Correctional Center (FCC) **-** Interior Alaska detention and sentencing.

The FCC is a Level II facility, housing minimum, medium, and close custody male and female prisoners—both sentenced and unsentenced.

Constructed in 1967, the FCC is one of DOC's oldest operating facilities serving as the primary intake facility for Northern Alaska. The FCC's service area spans one of the largest geographic regions in the State, stretching from the Canadian border to Utqiaġvik, south to Cantwell, and includes two major military installations: Fort Wainwright and Eielson Air Force Base.

Goose Creek Correctional Center (GCCC) – Largest medium-security and newest facility in the State.

The GCCC is a Level II facility that houses medium-security sentenced male prisoners, but due to the need for pretrial beds in the correctional system, the facility also houses pretrial inmates from around the State, ensuring supervision aligns with each individual's custody classification.

The GCCC, located in Point MacKenzie in the Matanuska–Susitna Valley, officially opened in July 2012. The 435,000-square-foot, medium-security facility was constructed to address overcrowding in Alaska's prison system allowing more than 1,030 inmates who were previously housed in out-of-state private prisons to return to Alaska. The facility houses more than one-quarter of Alaska's incarcerated population.

*Hiland Mountain Correctional Center (HMC*C) – The State's only dedicated women's facility.

The HMCC located in Eagle River, is a Level II facility, housing minimum, medium, and close custody female prisoners—both sentenced and unsentenced.

The HMCC, which opened in 1974, is the primary location for housing nearly all women incarcerated in Alaska. The HMCC houses the women's Acute and Sub-Acute Mental Health Units, as well as the women's Infirmary.

Ketchikan Correctional Center (KCC) **-** Southeast Alaska detention and intake.

The KCC is a Level II facility, housing minimum and medium male and female prisoners—both sentenced and unsentenced.

The KCC, which opened in 1983, is a multi-level booking facility that offers a range of religious, educational, mental health, and substance abuse programming to individuals in custody. The facility provides pre-trial detention and short-term sentenced incarceration for Ketchikan and the broader Southern Southeast Alaska region, including Wrangell, Petersburg, Prince of Wales Island, and Metlakatla.

Lemon Creek Correctional Center (LCCC) - Southeast regional facility (Juneau).

The LCCC is a Level III facility, housing minimum, medium, and close custody male and female prisoners—both sentenced and unsentenced.

The LCCC, which opened in 1969, plays a significant role within the DOC as one of two maximum-security institutions in the State. This provides the DOC with critical flexibility to move and separate the highest-security inmates when necessary. The LCCC houses the primary sex offender management programs, tailored to high-risk sex offenders. It is also the only facility, aside from Hiland Mountain, capable of housing high-risk female offenders.

Matanuska-Susitna Correctional Center (Mat-Su Pretrial (MSPT)) - Pretrial holding in the Mat-Su Borough.

The MSPT is a Level II facility housing minimum, medium and close custody, male and female felons and misdemeanants in pre-trial, unsentenced, and sentenced status.

The MSPT, which opened in 1985, houses male and female adult felons and misdemeanants—both sentenced and unsentenced—while they await trial or transfer to a long-term correctional institution. MSPT is the sole remand facility for the Mat-Su Borough and its surrounding areas, and provides a continuum of custody levels from minimum to maximum security

Palmer Correctional Center (PCC) - Minimum- and medium-security sentenced male housing

The PCC is a Level I and Level II campus housing minimum and medium sentenced male felons and misdemeanants in unsentenced and sentenced status.

The PCC, located approximately 45 miles north of Anchorage in Sutton, operates separate medium - opened in 1961, and minimum - opened 1985, security facilities and is distinguished as the only fully sentenced facility in the State housing sentenced male offenders.

Point MacKenzie Correctional Farm (PMCF) - Minimum- and medium-security sentenced male housing.

The PMCF is a Level I facility housing minimum custody sentenced male felons and misdemeanants.

The PMCF, established in 1993 as Project Hope, operates on 640-acres as a fully functional agricultural operation, including livestock, crop cultivation, and greenhouse management. Inmates gain hands-on experience tending to cattle, hogs, laying hens, and growing vegetables in the fields and greenhouses, as well as operating farm equipment such as tractors and forklifts. Much of the farm's output directly supports DOC institutions and contributes to community food programs.

Spring Creek Correctional Center (SCCC) **-** Maximum- and medium-security sentenced male housing

The SCCC is a Level III facility housing medium and max-custody, male felons and misdemeanants in unsentenced and sentenced status in a secure setting with supervision consistent with their custody and security level.

The SCCC, located in Seward, is Alaska's primary maximum-security facility for adult male offenders. Built in 1988, the SCCC houses minimum, medium, and close-custody sentenced felons, including the state's most violent and predatory offenders.

Following the closure of the city's jail in October 2023, the SCCC assumed responsibility for booking male detainees for the City of Seward.

Wildwood Correctional Complex (WCC) – Multi-level correctional services

The WCC, located in Kenai is a Level II facility housing minimum, medium, and close custody, male and female felons and misdemeanants in pre-trial, unsentenced, and sentenced status in a secure setting with supervision consistent with their custody and security level.

The complex is located on a renovated military base originally constructed in the 1950s. The main facility opened in October 1983, followed by the pre-trial facility in 1985, and the Wildwood Transitional Program in 2010. The WCC encompasses three distinct facilities, each with a separate core mission and function. This structure allows the WCC to deliver comprehensive correctional services, including secure confinement, pre-trial detention, and transitional programming, all within a single complex that serves multiple purposes across the DOC.

Yukon-Kuskokwim Correctional Center (YKCC) - Regional facility serving Southwest Alaska.

The YKCC, located in Bethel, is a Level II facility housing minimum, medium, and close custody, male and female felons and misdemeanants in pre-trial, unsentenced, and sentenced status in a secure setting with supervision consistent with their custody and security level.

Opened in 1986, the facility is a close-security institution that provides detention services for 56 villages in Western Alaska. Serving as both a regional intake facility and sentenced housing, the YKCC accommodates male and female prisoners of all custody levels, including those in pre-trial status.

The YKCC's location is vital to both the DOC and the communities it serves. The facility provides secure housing for regional offenders while allowing family and community connections through accessible visitation, which would be significantly limited without a local facility.

Exhibit 4.5 shows the 13 correctional facilities admissions, staffing levels and FY 2026 budget.

Exhibit 4.5
Alaska Correctional Facility Admissions, Total Staff, Correctional Officers on Staff, and Budget – FY 2026 (in millions).

Correctional Facility	Admissions and Releases per Year	Total Staff	Correctional Officers	FY 2026 Budget
Anchorage Correctional Complex	~ 10,500	250	173	$41.4
Anvil Mountain Correctional Center	~ 950	41	27	$9.1
Fairbanks Correctional Center	~ 600	92	66	$15.9
Goose Creek Correctional Center	~ 2,250	329	235	$52.0
Hiland Mountain Correctional Center	~ 3,650	114	85	$19.7
Ketchikan Correctional Center	~ 600	37	27	$6.1
Lemon Creek Correctional Center	~ 1,200	79	53	$14.8
Mat-Su Pretrial Facility	~ 2,500	50	37	$8.4
Palmer Correctional Centers	~ 200	106	74	$20.3
Point MacKenzie Correctional Farm	~ 95	30	16	$5.8
Spring Creek Correctional Center	~ 370	168	125	$29.3
Wildwood Correctional Center and Pretrial Facility	~ 1,650	119	80	$19.2
Yukon-Kuskokwim Correctional Center	~ 1,700	52	36	$12.2

Source: Department of Corrections

4.06 Community Residential Centers

Community Residential Center services in Alaska are provided through relatively open facilities located in neighborhoods and rely heavily on community resources to provide most of the services required by offenders. Community residential centers must provide offender detention and/or supervision on behalf of the DOC; flexibility in programs which are oriented to the specific needs of each individual in residence; and assistance with all aspects of community transition including employment, housing, and counseling services.

The FY 2026 budget for Community residential Centers totaled $21.6 million. Exhibit 4.3 shows the seven community residential centers, location, capacity and population as of July 2027.

Exhibit 4.6
Community Residential Center Locations, Maximum Capacity and Population as of July 2027.

Community Residential Center	Location	Population	Capacity	Percent Capacity
Cordova Center	Anchorage	73	100	73%
Glacier Manor	Juneau	27	40	79%
Midtown Center	Anchorage	19	24	79%
North Star Center	Fairbanks	47	60	78%
Parkview	Anchorage	80	112	71%
Seaside CRC	Nome	36	45	80%
Tundra Center	Bethel	51	50	102%

Source: Alaska Department of Corrections Daily Population Dashboard (**https://doc.alaska.gov/administrative-services/research-records/daily-count**)

4.07 Electronic Monitoring

DOC's electronic monitoring program allows offenders who meet certain requirements to serve jail time at home. Offenders pay $12.00 per day for a total cost of $94.00 per week for this service. Inability to pay the fee does not prevent placement on the program.

As of July 27, 2026, there are 294 offenders in the electronic monitoring program spread across 13 regions of the state with the largest population (119) in the Anchorage area. In FY 2026, DOC budgeted approximately $3.0 million for sentenced electronic monitoring.

4.08 Pretrial, Probation, and Parole

The Division of Pretrial, Probation, and Parole includes a victim services unit, pre-trial services (assessments, supervision and pre-trial electronic monitoring), and statewide probation and parole (13 regional locations). The division also oversees 14 regional and community jails. The Alaska Legislature allocates funding to these smaller facilities operated by local police departments for booking and short-term holding. DOC administers the program and provides operational standards, training, and technical assistance.

The FY 2027 budget request for the Pretrial, Probation, and Parole component totaled $51.1 million.

4.09 Health and Rehabilitation Services

The Alaska DOC is responsible for providing medical, behavioral health, dental, vision, and pharmaceutical services to individuals incarcerated in Alaska's State operated correctional facilities. The FY 2027 budget request for Health and Rehabilitation services component totaled $104.3 million. Health and rehabilitation services are provided by a combination of DOC employees and contractors.

SECTION FIVE

Scope of Work

5.01 Scope of Work – Objectives

It is the intent of the Legislature that the Legislative Budget and Audit Committee (LBAC) issue a Request for Proposals (RFP) to procure an independent third-party study to identify, evaluate, and analyze the primary cost drivers within the Department of Corrections. The purpose of the study is to provide the Legislature with an objective, comprehensive report that assesses the factors contributing to DOC's expenditures, identifies opportunities for cost savings, and informs policy and budget decisions for long-term fiscal sustainability.

The study and report shall include, but not be limited to, an examination of personnel costs, including wages, benefits, vacancy rates, staffing schedules, recruitment and retention challenges, overtime expenditures, and contractual labor obligations; inmate medical, behavioral health, pharmaceutical and specialty care costs; relevant inmate transportation costs; facility maintenance expenses; departmentwide internal agency expenditures such as core service chargebacks, leases, information technology, etc; facility operating expenses (including but not limited to: food, clothing, household items, utilities, safety and security expenditures, etc.); inmate programming, and any other significant expenditure categories identified by the independent contractor during the course of the review.

5.02 Scope of Work General Requirements

The independent contractor will review all electronic and manual business processes, operational systems, reports and reporting requirements, and other records necessary to evaluate operational efficiency, identify unnecessary duplication, and assess opportunities for process improvements and cost reductions within the Department of Corrections.

The independent contractor shall identify and prioritize the Department's principal cost drivers (and underlying causes) and, where practical, estimate the relative fiscal impact of each driver on current and projected expenditures. The review shall distinguish between costs resulting from constitutional requirements, federal or state statutory mandates, inmate population characteristics and demographics, operational or management decisions, workforce recruitment and retention challenges, contractual obligations, inflationary pressures, geographic and logistical conditions unique to Alaska, and other factors that are either within or outside the Department's direct control. Where practical, the review shall also distinguish between one-time expenditures, recurring expenditures, and structural cost drivers that are expected to continue or increase over time.

Additionally, the independent contractor shall review and provide an analysis of the Alaska cost of living as a comparison to actual expenditures within the Department of Corrections. This includes an analysis and report that outlines how specific economic, geographic, demographic and cost of living factors influence DOC expenditures.

The independent contractor shall identify and recommend opportunities to improve operational efficiency, enhance service delivery, and reduce long-term costs while maintaining public safety, employee safety, and compliance with constitutional, statutory, regulatory, and court-ordered requirements. Recommendations shall be practical, prioritized, and include, where feasible, estimated fiscal impacts, anticipated implementation timelines, implementation considerations, and whether legislative, administrative, regulatory, or budgetary action would be necessary to implement each recommendation.

Where practical, the independent contractor shall also estimate the anticipated return on investment or cost avoidance associated with significant recommendations, including measurable operational efficiencies, reductions in future expenditures, improvements in service delivery, or other quantifiable outcomes.

The independent contractor shall identify both opportunities for cost savings and investments that may increase near-term expenditures but are reasonably expected to reduce long-term operating costs, improve operational outcomes, or mitigate future fiscal risk. Recommendations should be prioritized as short-term (1 to 2 years), medium-term (3 to 5 years), and long-term (more than 5 years) implementation opportunities, allowing policymakers to evaluate both immediate and strategic options for improving the Department's fiscal sustainability and operational effectiveness.

5.03 Deliverables

The main deliverable is a comprehensive report as described in Sections 5.01 and 5.02 of this RFP. In anticipation of Title II of the Americans with Disabilities Act Web Mobile Accessibility requirements effective April 26, 2027, electronic versions of the report and presentations must be provided to the LBAC in a format that is compliant with the technical standards contained in the Web Content Accessibility Guidelines (WCAG) Version 2.1 Level AA. At least one senior member of the project team will present the final report in-person to the LBAC and up to two additional legislative committees while in Juneau or Anchorage. The presentations will include a slide deck with the key findings and recommendations.

Additional deliverables include an organization chart and biweekly status reports. A table summarizing key deliverables and due dates is shown below. All deliverables shall be submitted in electronic format, unless otherwise stated.

Schedule of Deliverables		
Title	**Description**	**Date Due**
Organization Chart	Chart must show the entire project team, including titles, affiliation (company employee or subcontractor employee), and team hierarchy.	Within 15 days of the date the LBAC Chair signs the contract.
Biweekly Status Report	Biweekly status reports shall include a brief narrative of the status of the project, issues or concerns, proposed solution to issues or concerns, and any proposed changes to project staff. The report shall also list all individuals interviewed including name, title, and affiliation. The report shall cover the prior two weeks.	Every other Friday of each month.
Report Findings, Conclusions, and Recommendations to DOC	Written findings, conclusions, and recommendations should be submitted to DOC commissioner. The commissioner should respond in writing. The commissioner should be provided two weeks to respond.	February 3, 2027
Final Report	A final report that incorporates DOC comments will be provided to the LBAC.	February 25, 2027

SECTION SIX

Proposal Format and Content

6.01 Proposal Format and Content

The LBAC discourages overly lengthy and costly proposals. In order for the LBAC to evaluate proposals fairly and completely, Offerors must follow the format set out in this RFP and provide all information requested. Offerors must submit:

(a) one (1) original hard copy and a USB flash drive containing a print-ready electronic PDF version of their technical proposal and one original hard copy of their Cost Proposal to the Issuing Office by mailing or hand delivery to the address listed on page 1 of this RFP; or

(b) one PDF version via email per the instructions in section 1.02 (Proposal Submission, Delivery, and Acceptance).

The proposal must be split into two parts: 1) a technical proposal and 2) a cost proposal.

6.02 Technical Proposal Format

In order for an Offeror's proposal to be considered responsive, the Offeror must provide sufficient responses to the information requested in Section Six (Proposal Format and Content). All qualified proposals will be evaluated and scored as described in section Seven (Evaluation Criteria) of this RFP. Offerors are encouraged to organize their submissions in such a way as to follow the general evaluation criteria listed below. Information included may be used to evaluate the Offeror as part of any criteria regardless of where that information is found within these sections. Information obtained from the proposal and from any other relevant source may be used in the evaluation and selection process.

All proposals should include the following items in the order as shown below. Please be as concise and clear as possible. Each section should be titled with the corresponding number from the RFP, with all relevant information included. Each page should be numbered consecutively.

The proposals received by the stated deadline will be ranked according to the following criteria:

1. **Cover Letter**

   Provide a cover letter on the Offeror's letterhead signed by a person with the authority, including fiscal authority, in the organization to bind the Offeror, certifying the accuracy of all information in the proposal, that the proposal will remain valid for at least 90 days from the deadline for receipt of proposals in response to this RFP, or until the LBAC Chair accepts or rejects the proposal, whichever occurs first; that the Offeror meets all minimum requirements of the RFP; and that the Offeror will comply with all provisions in this RFP.

   The cover letter should include the certifications, statements, and information as required by section 1.17 (Offeror's Certification) and section 1.18 (Conflict of Interest) of this RFP. The cover letter should have the Offeror's complete legal name, type of entity, address, telephone number, Alaska business license number or other forms of evidence of the license, and should state whether, and how, the Offeror qualifies as an Alaska Bidder. The cover letter must also include the name, mailing address, and telephone number of the person the Procurement Manager should contact regarding the proposal.

2. Relevant Offeror Experience and Qualifications:

   a. Describe the Offeror's years of operation, number of employees, overall reputation, service capabilities, and quality as it relates to this project.

   b. Describe the Offeror's analytical expertise and knowledge of correctional facility operations.

   c. Describe the Offeror's understanding of and experience with state level correctional systems of a variety of types including unified correctional systems. Identify whether experience was obtained over the last five (5) years.

   d. Describe the Offeror's experience with economic analysis of costs and fiscal impacts of constitutional requirements, federal or state statutory mandates, inmate population characteristics and demographics, operational or management decisions, workforce recruitment and retention challenges, contractual obligations, inflationary pressures, and unique geographic and logistical conditions.

   e. Describe the Offeror's experience with economic analysis related to healthcare, Medicaid, behavioral health, pharmacy, clinical operations, healthcare workforce, provider contracting, healthcare technology, and healthcare cost drivers.

   f. Describe the Offeror's experience conducting comprehensive correctional system assessments covering multiple facilities and central office functions resulting in actionable recommendations. Identify whether the experience was obtained over the last five (5) years.

   g. Describe the Offeror's experience working with state and local governments.

   h. Demonstrate that the Offeror meets the minimum experience requirements described in paragraph 2.07 (Prior Experience) of this RFP.

   i. List and briefly describe two comparable correctional system cost driver analysis projects completed by the Offeror, or currently in progress and how the projects demonstrate expertise and experience in projects similar to the scope of work described in Section Five (Scope of Work) of this RFP, and discuss contract amendment history, if applicable. For each project, include contract value (original value plus all contract amendments, if applicable), the project owner, location, contact name, title, address, telephone number, and email address of the client. The Procurement Manager may contact the client referenced to verify the nature of the work and the degree the contract was fulfilled.

   j. List all projects within the last five (5) years in which the Offeror or Offeror's staff is or was involved with the State of Alaska including all political subdivisions and public corporations of the state, if any, or provide a statement that there were no such projects within the last five (5) years.

k. Describe the Offeror's capacity and intent to proceed without delay if selected for this work.

l. Provide copies (attached as clearly marked exhibits) of all relevant licenses, certifications, and professional memberships, etc.

m. Provide a minimum of two references from other agencies and owners. If possible, references should be from the projects listed above and should be limited to projects completed in the last five (5) years.

n. Include statements and information as required by paragraph 1.18 (Conflict of Interest) of this RFP for the Offeror and any subcontractor, as applicable, along with how the Offeror will maintain its independence from DOC while carrying out the work under this RFP. (Conflicts and perceived or potential conflicts, will be evaluated individually for the degree of conflict and whether the conflict is of a nature that may impede the Offeror's independence or appearance of independence before the Legislature and the public).

3. **Project Team Experience and Qualifications:**

a. Describe the team that would be assigned to this Contract, including the role of each team member. Provide resumes of each proposed team member, including their education. For each team member describe their expertise as it relates to the scope of work described in Section Five (Scope of Work) of this RFP.

b. Briefly describe each team member's experience with correctional systems, cost studies, and economic analysis. Please note, once listed in your RFP submission, these members may not be reassigned without the approval of the Project Director, and any replacement team members would need to have equivalent qualifications. Please choose individuals with this in mind. In each member's listed experience, please include experience in providing testimony before a legislative committee relevant to this project.

c. Describe the team's experience and expertise with economic analysis related to correctional systems and healthcare related cost studies including making recommendations that are practical, prioritized, and included estimated fiscal impacts, anticipated implementation timelines, implementation considerations, and whether legislative, administrative, regulatory, or budgetary action would be necessary to implement each recommendation.

d. Describe the team members' experience working together on projects similar to the scope of work described in Section Five (Scope of Work) of this RFP.

e. Identify proposed subcontractors, if any, as described in paragraph 1.15 (Subcontractors) of this RFP.

4. **Project Understanding:**

    a. Describe your understanding of the project including purpose, scope, and time schedule.

    b. Describe your ability to comply with the timeline as described in Section Five (Scope of Work), including the ability to travel as described in paragraph 1.05 (Location of Work).

    c. Identify and discuss any potential problems you foresee including relevant factors that impact the quality of work and methods you would recommend to mitigate any problems.

5. **Approach to Project Management**

    a. Describe your firm's project management approach and team organization during all phases of this project and how the management plan will allow you to accomplish the work and meet the LBAC's schedule and needs.

    b. Describe the Offeror's quality assurance and quality control practices as they apply to data and other information gathering for this project. Include a statement about how quality assurance and quality control practices would be implemented in this project.

    c. Describe how findings, conclusions, and recommendations will be vetted with DOC.

7. **Management Plan**

    a. Describe in detail the following:

        i. Management structure of the Offeror;

        ii. the Offeror's team members and their responsibilities and authorities, and

        iii. the roles and time commitments assigned to each team member, including a description of each member's roles, how the team member will support the project requirements and how the team member's involvement will support the completion of the deliverables.

6.03 Offeror's Schedule of Professional Hours and Fees
(To be submitted in a separate envelope marked "Cost Proposal")

Cost proposals 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. The hourly billing rate should be an "all-inclusive hourly rate" and as such should include all additional incidental costs associated with the performance of the contract resulting from this RFP such as travel, lodging, technology, etc.

6.04 Offeror's Total Cost Statement
(To be submitted in a separate envelope and file marked "Cost Proposal")

<u>On firm letterhead, submit a statement in this format, signed by a member authorized to bind the firm:</u>

Date

Senator Elvi Gray-Jackson, Chair
Legislative Budget and Audit Committee
Alaska State Capitol, Room 30
Juneau, AK 99801

Dear Senator Gray-Jackson:

We hereby propose to perform the DOC cost study as described in RFP 27-33-01. We propose a maximum of___________professional hours and a maximum of $_________________in professional fees to complete this engagement.

FIRM
BY
TITLE
PHONE
EMAIL

6.05 Evaluation of Proposals
All proposals will be reviewed to determine if they are responsive. They will then be evaluated using the criteria set out in section Seven (Evaluation Criteria).

SECTION SEVEN
Evaluation Criteria

7.01 Evaluation Process
It is the LBAC's intent to conduct a comprehensive, fair, and impartial evaluation of all proposals. All proposals will be reviewed by the Procurement Manager to determine if they are responsive. The responsive proposals will then be evaluated by the PEC using the criteria set out below. The total number of points used to score the responses is 100.

Proposals will be evaluated against the questions set out below:

7.02 Relevant Offeror Experience and Qualifications (20 Percent)
Proposals will be evaluated against the questions set out below:

a) Did the Offeror demonstrate it met the minimum experience requirements listed in paragraph 2.07 (Prior Experience) of this RFP?

b) Did the Offeror include statements and information required by paragraph 1.18 (Conflict of Interest) of this RFP?

c) Did the Offeror provide a list all projects in the last five (5) years in which the Offeror or Offeror's staff is or was involved with the State of Alaska including all political subdivisions and public corporations of the state, if any, or provide a statement that there were no such projects in the last five (5) years.

d) Did the Offeror list and briefly describe two comparable correctional system cost driver analysis projects completed by the Offeror, or currently in progress, and explain how the projects demonstrate expertise and experience in projects similar to the scope of work described in Section Five (Scope of Work) of this RFP. Did the Offeror discuss contract amendment history, if applicable, and for each project, include contract value (original value plus all contract amendments, if applicable), and project owner?

e) Did the Offeror provide a minimum of two references from projects completed in the last five years?

f) Did the Offeror demonstrate it has analytical expertise and knowledge of correctional facility operations?

g) How well has the Offeror demonstrated its years of operation, number of employees, overall reputation, service capabilities, and the quality of its work as it relates to this project?

h) To what degree has the Offeror demonstrated an understanding of, and experience with state level correctional systems of a variety of types including unified correctional systems? Did the Offeror disclose whether experience was obtained over the last five (5) years?

i) To what degree does the Offeror have experience with economic analysis related to healthcare, Medicaid, behavioral health, pharmacy, clinical operations, healthcare workforce, provider contracting, healthcare technology, and healthcare cost drivers?

j) To what degree does the Offeror have experience with economic analysis of costs and fiscal impacts of constitutional requirements, federal or state statutory mandates, inmate population characteristics and demographics, operational or management decisions, workforce recruitment and retention challenges, contractual obligations, inflationary pressures, and unique geographic and logistical conditions?

k) To what degree does the Offeror have experience working with state and local governments?

l) To what degree did the Offeror demonstrate the capacity and intent to proceed with the project without delay?

m) Did the Offeror provide copies of all relevant licenses, certifications, and professional memberships as clearly marked exhibits attached to the proposal?

7.03 Project Team Experience and Qualifications (20 Percent)
Proposals will be evaluated against the questions set out below:

a) Do the individuals assigned to the project (including any subcontractors) have experience on similar projects, including experience with correctional systems and healthcare related cost studies?

b) Does the proposed project team have the expertise necessary to complete the scope of work described in Section Five (Scope of Work) of this RFP.

c) Do the individuals assigned to the project (including any subcontractors) have experience in economic analysis and making recommendations that are practical, prioritized, and included estimated fiscal impacts, anticipated implementation timelines, implementation considerations, and whether legislative, administrative, regulatory, or budgetary action would be necessary to implement each recommendation?

d) To what degree have the proposed team members worked together on prior projects similar to the scope for work described in Section Five (Scope of Work) of this RFP.

e) Are staff (including any subcontractors) work experience narratives complete and do they demonstrate backgrounds that would be sufficient for individuals engaged in the work the project requires including whether the staff have adequate experience and relevant credentials identified in Section Five (Scope of Work) of this RFP?

f) Do individuals (including any subcontractors) assigned to the project have relevant education?

7.04 Project Understanding (15 Percent)
Proposals will be evaluated against the questions set out below:

a) How well has the offeror demonstrated an understanding of the purpose, scope, and time schedule of the project?

b) Does it appear that the Offeror can meet the schedule set out in the RFP?

c) Does it appear that the Offeror can meet the travel requirements described in paragraph 1.05 (Location of Work)?

d) To what extent does the offeror identify and discuss any potential problems including relevant factors that impact the quality of work and methods recommended to mitigate any problems?

7.05 Approach to Project Management (10 Percent)
Proposals will be evaluated against the questions set out below:

a) How well does the Offeror describe their project management approach and how the approach will lead to completion of the project in accordance with the LBAC's schedule?

b) How well does the Offeror describe quality assurance and quality control practices as they apply to data and other information gathering for this project?

c) Did the Offeror include a statement about how quality assurance and quality control practices would be implemented in this project?

d) Does the Offeror's communication plan with DOC contribute to project quality?

7.06 Management Plan (15 Percent)
Proposals will be evaluated against the questions set out below:

a) How comprehensive is the management plan and does it depict a logical approach to fulfilling the requirements of the RFP?

b) How well does the offeror describe management structure, team members and their responsibilities and authorities?

c) How well does the offeror describe the roles and time commitments assigned to each team member, including a description of each member's roles, how the team member will support the project requirements, and how the team member's involvement will support the completion of the deliverables?

d) To what degree is the proposal practical and feasible?

7.07 Contract Cost (20 Percent)

Overall, 20% of the total evaluation points will be assigned to cost. The cost amount used for evaluation may be affected by one or more of the preferences referenced under section 2.11 (Alaska Bidder Preference).

Converting Cost to Points

The lowest cost proposal will receive the maximum number of points allocated to cost. The point allocations for cost on the other proposals will be determined through the method set out in section 2.12 (Formula Used to Convert Cost to Points). All Offerors that qualify as an Alaska Bidder will receive a five (5) percent bidder's preference. This preference will be given before converting the cost to points. The Procurement Manager will calculate this section of the evaluation criteria.