

**County of Siskiyou Request for Proposals
(RFP) and Request for Qualifications (RFQ)
Housing and Homelessness**

**RFP for the Operations of “Project Base Camp”
and RFQ for Homeless and Housing Services
Providers**



Important Dates

RFP/RFQ Release Date: March 3, 2023
Information Session via Zoom: March 15, 2023
Deadline for Questions: March 17, 2023
Questions and Answers Posted: March 24, 2023
Responses Due: April 7, 2023
Applicant Interviews via Zoom: Mid-April 2023

**County of Siskiyou
Health and Human Services Agency**

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1. SUMMARY OF REQUESTS

A. Introduction

The County of Siskiyou (County) is issuing this Request for Proposals (RFP) and Request for Qualifications (RFQ) to solicit interested and qualified homeless and housing providers. This includes a wide variety of interventions such as emergency shelter, housing navigation, navigation center, outreach and engagement, prevention and diversion, rapid rehousing, rental assistance, supportive services/case management, transitional housing, and general affordable and permanent supportive housing providers and developers. Definitions of these interventions may be found in Attachment A: Definitions of Project Types and Activities.

There are two distinct opportunities for interested parties:

- i. Request for Proposals (RFP): The County is seeking a qualified operator/service provider (Operator) for a new congregate emergency shelter in Yreka, California, hereinafter referred to as “Project Base Camp”. Project Base Camp is a defined and fully funded project.
- ii. Requests for Qualifications (RFQ): The County is interested in receiving qualifications statements from homeless and housing services providers for future projects. The County and its partners are actively committed to pursuing funding opportunities to address homelessness and housing instability, including but not limited to: Homekey, Homeless Housing, Assistance and Prevention (HHAP), Permanent Local Housing Allocation (PLHA), Joe Serna Farmworker, Mental Health Services Act and others described in Section 4b of this document.

A respondent may apply through the RFP for Project Base Camp and also submit a qualifications statement for future projects through the RFQ, depending on their experience, qualifications, and interest. The County welcomes respondents who are interested in continuing to expand housing services in Siskiyou County over the next few years. If applying for both Project Base Camp and submitting a qualifications submittal for consideration for future projects, separate submittals for each are required. Much of the information may be “copied and pasted” from one submittal to another. The submission requirements for each are detailed in Sections 5 and 6 of this document.

B. Questions and Contact Information

Questions regarding this RFP and RFQ must be made in writing no later than March 17, 2023 at 5:00 pm and may be directed to:

Maddelyn Bryan, Housing Coordinator
County of Siskiyou Health and Human Services Agency
Phone: (530) 841-2748
Email: mcbryan@co.siskiyou.ca.us

Questions and Answers will be posted on March 24, 2023 at the following webpage:
<https://www.co.siskiyou.ca.us/health-humanservices/page/rfprfq-homelesshousing-services-providers>

2. TIMELINE

RFP/RFQ Release Date: March 3, 2023
Information Session via Zoom*: March 15, 2023
Deadline for Questions**: March 17, 2023
Questions and Answers Posted***: March 24, 2023
Responses Due: April 7, 2023
Applicant Interviews via Zoom: Mid-April 2023

*The Information Session via Zoom will be held on March 15, 2023, from 10:00-11:30 am Pacific Time. It is highly recommended to attend. The Session will consist of a presentation by Siskiyou County staff and opportunity for attendees to ask questions. The Session will be recorded and then posted at the following webpage: <https://www.co.siskiyou.ca.us/health-humanservices/page/rfprfq-homelesshousing-services-providers>

The Zoom link, meeting ID, and passcode may be found below. Any technical support questions may be directed to admin@housing-tools.com

Join Zoom Meeting

<https://us02web.zoom.us/j/86793498617?pwd=OWtMN3J4ZzVRTGpjRkZFWDgrQkVTUT09>

Meeting ID: 867 9349 8617

Passcode: 873196

**Questions regarding this RFP and RFQ must be made in writing no later than March 17, 2023 at 5:00 pm and may be directed to:

Maddelyn Bryan, Housing Coordinator
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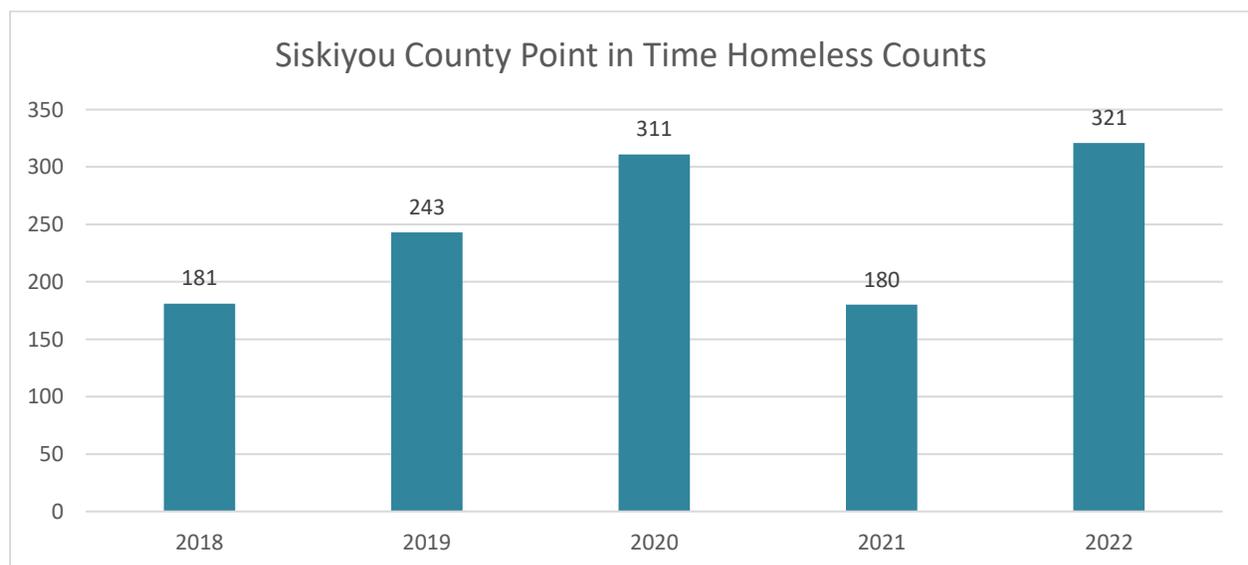
***Questions and Answers will be posted on March 24, 2023 at the following webpage:
<https://www.co.siskiyou.ca.us/health-humanservices/page/rfprfq-homelesshousing-services-providers>

3. BACKGROUND AND VISION

Siskiyou County is the fifth-largest county in California by area with an estimated 44,000 residents and is considered a “frontier” county because there are only seven residents per square mile (US Census Bureau, 2020). As a largely mountainous county sitting at elevations above 3,000 feet, Siskiyou is subject to extended cold winters with significant snowfall and freezing temperatures. The rural nature of the county causes disparities in services for individuals who are homeless, including those who are involved in the criminal justice system, largely because of the distance to service providers, limited transportation, few mental health and substance use disorder service providers, and the severe lack of affordable housing.

In 2019, Siskiyou County held focus groups, written surveys, and interviews with a variety of stakeholders to develop the County’s 10-Year Plan to End Homelessness. The Plan was developed as a threshold requirement to apply for the No Place Like Home Program through the State Department of Housing and Community Development (HCD). The Plan highlights the need to develop low-barrier housing options because Siskiyou County residents are almost three times more likely to have a mental health and/or substance use disorder when compared to the State of California and the nation (Siskiyou Health and Human Services Agency, 2019).

Siskiyou County participates in the annual Point in Time (PIT) Homeless Count conducted each January through the NorCal Homeless Continuum of Care (CoC), which consists of seven Northern California counties. Historical PIT reports dating back to 2016 can be found at the following link: <https://www.shastacounty.gov/housing-community-action-programs/page/point-time-reports>. As shown in the figure below, the annual homeless count continues to grow in the county as a result of increasing rents and the loss of homes due to wildfires or other natural disasters, as well as impacts from COVID-19 and remote work. Of note, the 2021 PIT survey did not include an unsheltered count, due to the COVID-19 pandemic, therefore resulting in an undercount.



In a 2022 quantitative analysis of the PIT outcomes, Behavioral Health records and Probation crime data, it was found that at least 37% of the population experiencing homelessness was involved in the criminal justice system, 14% were on probation, and 26% had severe mental illness or substance use disorder.

As the county seat, and largest city in Siskiyou County, Yreka has the largest proportion of the population experiencing homelessness. Currently, a significant portion of the homeless population lives across the street from the County Behavioral Health office in Yreka in encampments. The encampments are at extreme risk of causing a wildfire, and there are currently no homeless shelters, even seasonal winter shelters, anywhere in the county. At this time, the County relies predominantly on the use of vouchers for local motels to keep individuals sheltered and off the streets. In addition, the domestic violence services provider offers limited sheltering as well. These programs are often time-limited and restricted to specific subpopulations. Approximately 173 individuals are served by these programs at any given time (2022 PIT).

4. ABOUT THE PROJECTS WHICH ARE THE SUBJECT OF THIS RFP/RFQ

A. Project Base Camp (RFP)

In 2022, the County of Siskiyou was awarded \$2,595,948 in Proposition 47 grant funds (Cohort III) by the Board of State and Community Corrections. Funding is available through June 1, 2026. The County worked with its Local Advisory Committee to develop the Project Base Camp concept. The services and programs for Project Base Camp are designed to serve individuals who have been arrested, charged with, or convicted of a criminal offense and have a history of mental health and/or substance use disorders. It is anticipated that many of these individuals will be on a court-ordered mental health diversion and have been convicted of less serious crimes.

Project Base Camp will be a congregate 32-bed low barrier shelter, with the objective of providing safe overnight shelter and assisting guests to access services for mental health, substance use, physical health, education, work training and housing. Services are to be evidence-based, trauma-informed, culturally responsive, and strengths-based. The County anticipates a start date of July 1st, 2023, for the selected operator/service provider.

The facility selected for Project Base Camp is located at 1200 S. Main Street, Yreka, CA 96097 and consists of approximately 6,500 square feet of office space, driveways, sidewalks, and common use public parking spaces. It is within a five-minute walking distance of Siskiyou County Human Services, Siskiyou County Probation, an Asian grocery store, restaurants, a pharmacy, and approximately 15-minute walking distance from the Community Resource Center. It is within a five-minute drive to the Siskiyou County Behavioral Health Services and other community supports. The facility includes a kitchen, laundry room, storage space, restrooms, offices, front reception, common areas, and a large backroom for a congregate

sleeping area. The space also includes a backyard that may support a variety of communal activities such as gardening. The shelter provider will share the front of the building, as well as certain office spaces, with the daytime provider, Six Stones Wellness Center. The selected operator will sign a lease agreement which is included in the Proposition 47 grant budget.

The selected operator/service provider will be expected to provide shelter operations, case management, homeless outreach and service connection. The Proposition 47 grant will provide funding to the operator for four (4) full-time staff, with at least one (1) position prioritized for a peer staff member. On-site day services will be provided by other community providers, including Siskiyou County Behavioral Health and Substance Use Disorder (SUD) services, Six Stones Wellness Center, Mental Health Diversion Court, Public Health, and Siskiyou WORKS.

The Operator will be expected to provide the following services:

- a. Data collection and reporting in collaboration with Siskiyou County.
- b. Manage the facility so that Project Base Camp is available for overnight low-barrier shelter 7 days per week.
- c. Assist guests in accessing other County and community services through transportation and scheduling assistance.
- d. Provide two meals (breakfast and dinner) to clients. It is anticipated that the local food bank will be able to provide the necessary supplies for meals. Food will not need to be included in the Operator's budget.
- e. Aid clients to ensure they receive wraparound services and resources such as:
 - i. Linkages with County of Siskiyou Behavioral Health Services, Social Services, case management, and non-profit resources. County services are within walking distance of the Project Base Camp site.
 - ii. Housing navigation and assistance in preparing information needed to be housing ready and assistance in completion of housing applications.
 - iii. Weekly orientation meetings on-site.
 - iv. Referrals to and assistance linking with other services as requested or needed.
 - v. Ensure clients are entered into the Homeless Management Information System (HMIS), Coordinated Entry System, and other resources that can assist clients to exit homelessness.
- f. Hygiene facilities will be provided on-site including toilets and showers. Clients will be encouraged to utilize these facilities as daily resources to them. The Operator will provide toiletries to all clients.
- g. Laundry facilities are available on-site for cleaning the shelter blankets, sheets, and pillows and cases at least weekly. The Operator will ensure a healthy environment by assisting guests with laundry vouchers. All new clients will receive newly laundered bedding upon entry to Project Base Camp.

- h. Daytime program activities are to be provided by Six Stones Wellness Center and will include but are not limited to, the following peer operated programs:
 - i. Life skills classes and workshops.
 - ii. Indoor and outdoor recreational activities.
- i. The Operator will coordinate with Six Stone Wellness Center and provide access to the facility during the daytime hours for the provision of these services. The Operator will collaborate with other services providers for on-site services not provided through Six Stones Wellness Center.
- j. Guests will relinquish their belongings each night for storage (except for approved shelter items) to ensure security and pest management. A refrigerated storage area and locked safe will be available to clients with medication needs. All personal items must leave with the guest each morning.

The approved project budget between the County and the Board of State and Community Corrections is provided as Attachment B. The current budget provides the following amounts of funding for project expenses:

- a. \$378,000 for rent and utilities for the life of the grant in order to operate the shelter and day services (\$9,000 per month, housing at least 32 shelter beds).
- b. \$663,138 for staff expenses. Staff expenses include \$334,880 for 2 FTE shelter staff, \$131,698 for 1 FTE peer shelter staff, and \$196,560 for 1 FTE shelter management staff.
- c. \$250,000 for implementation expenses and includes the purchase of showers/restrooms, linen, pillows, bed frames, mattresses, blankets, towels, couches, chairs, tables, lighting, wall decor, security systems, emergency kits, washer/dryer, storage containers, water filtration system, and minor shelter modifications needed to create a safe and secure environment.
- d. \$11,400 will be allocated for computer systems and telephones, including internet and cell phone plans.
- e. \$32,000 will be available for the purchase of a vehicle for emergency guest transportation (there are only two taxis in the entire county and limited Uber/Lyft).
- f. Ongoing shelter operation costs include \$203,000 for the life of the grant, this includes professional cleaning services, emergency supplies, transportation vouchers, rental/deposit assistance, YouScience assessments, hygiene products, vehicle expenses, office supplies, kitchen utensils and tableware, and client support items (such as emergency clothing, backpacks, shoes, reusable water bottles, pet supplies).

In partnership with the County, other State and grant funds are leveraged to provide

supportive services, such as Bridge Funding, Permanent Local Housing Allocation (PLHA), Mental Health Services Act (MHSA), Housing and Homelessness Incentive Program (HHIP), Medi-Cal, and Drug Medi-Cal Organized Delivery System (DMC-ODS), as available. **If any exceptions are needed to the approved project budget, they should be noted in the proposal, with a not-to-exceed amount of \$1,537,538 through June 1, 2026.**

B. Future Homeless and Housing Projects (RFQ)

The County and its partners are committed to actively pursue funding opportunities to address homelessness and housing instability in Siskiyou County, including but not limited to sources such as:

- a. Homeless Housing, Assistance and Prevention (HHAP) through California Interagency Council on Homelessness
- b. Housing and Homelessness Incentive Program (HHIP) through Partnership Health (Managed Care Plan)/California Department of Health Care Services (DHCS)
- c. Permanent Local Housing Allocation (PLHA), Joe Serna Farmworker, HOME, Homekey and other funding sources from the California Department of Housing and Community Development (HCD)
- d. Mental Health Services Act (MHSA) through the Department of Health Care Services (DHCS)
- e. Bridge Housing through the Department of Health Care Services (DHCS)
- f. Encampment Resolution Funding Program through Cal-ICH

The County is therefore interested in receiving qualifications statements from interested developers and/or service providers who would like to be considered for future opportunities to produce housing and/or provide services, including but not limited to:

- a. Emergency Shelter (both congregate and non-congregate shelter)
- b. Housing Navigation
- c. Navigation Center
- d. Outreach and Engagement
- e. Prevention and Diversion
- f. Rapid Rehousing

- g. Rental Assistance
- h. Supportive Services/Case Management
- i. Transitional Housing
- j. General Affordable Housing
- k. Permanent Supportive Housing

5. PROJECT BASE CAMP PROPOSAL REQUIREMENTS (RFP)

The proposal response may not exceed 20 pages in length with no less than 11-point font and one-inch margins. Proposals are to be emailed with the subject “**Housing and Homelessness RFP/RFQ Response 2023**” by April 7, 2023 at 5:00 pm to:

Maddelyn Bryan, Housing Coordinator
County of Siskiyou Health and Human Services Agency
Phone: (530) 841-2748
Email: mcbryan@co.siskiyou.ca.us

- 1) Cover Letter (no more than 2 pages, but not included in total page count)
 - a. Submit a cover letter of introduction and executive summary of the proposal. Include a statement that your organization will participate in project data collection and reporting as well as community engagement activities in collaboration with Siskiyou County, if selected. The letter must be signed by a person authorized by your organization to obligate your organization to perform the services and activities indicated in the proposal.
- 2) Organizational Contacts
 - a. Organization Information
 - i. Name:
 - ii. Physical Address:
 - iii. Mailing Address:
 - iv. Phone Number:
 - v. Website:
 - vi. Social Media Links (if applicable):
 - vii. Type of Entity (sole proprietorship, partnership, non-profit, or corporation and whether public or private):
 - viii. Federal Tax ID Number:
 - b. Primary Contact

- i. Full Name:
 - ii. Title:
 - iii. Email Address:
 - iv. Mailing Address:
 - v. Phone Number:
- c. Alternate Contact
 - i. Full Name:
 - ii. Title:
 - iii. Email Address:
 - iv. Mailing Address:
 - v. Phone Number:

3) About the Organization

- a. Purpose and mission.
- b. Qualifications and experience regarding operating emergency shelters, navigation centers, transitional housing, and permanent supportive housing, and serving the target population(s).
- c. Qualifications and experience working in rural areas.
- d. Experience with diversion, problem solving, and assisting people experiencing homelessness to stabilize and then transition from a shelter into housing.
- e. Understanding and proposed use of Housing First, trauma-informed care, motivational interviewing, and other evidence-based models and practices.
- f. Staff training and expertise regarding cultural competency and bilingual proficiency, especially Spanish and Hmong.
- g. Staff training in CPR, use of NARCAN (Naloxone) and other emergency medical protocols.
- h. Experience with development activities such as state and federal grants and fundraising, including the Homekey and Permanent Local Housing Allocation programs.
- i. Experience with developing good neighbor policies and security plans.
- j. Systems and experience in coordinating with local CoCs, federally-qualified health centers, outreach teams, housing navigation services, and other service providers.
- k. Detail all previous contracts with the County of Siskiyou and/or other government agencies in the last five years and describe organization's experience managing and accounting for public funding.
- l. Description of organization's participation in a coordinated entry system that identifies clients, their needs, the services required, and can be used to identify agencies where clients can receive the appropriate services.

4) Community Outreach and Engagement

- a. Plans for engaging with and partnering with:
 - i. The Siskiyou County Homelessness Coalition and the Proposition 47 Local Advisory Committee. Provide examples of how your organization has partnered with similar groups in other communities.

- ii. Surrounding neighborhood prior to beginning operations or for on-going operations. Provide examples from your projects in other communities.
- iii. The community-at-large to provide opportunities for volunteers and harness community goodwill. Provide examples from your projects in other communities.

5) Operations

- a. Draft budget. please indicate only if any proposed deviations from the set approved budget are needed (see Attachment B).
- b. Draft operations plan.
- c. Services plan including the scope of services to be offered, hours of operation, description of the approach in working with clients, and inclusion of the Housing First model.
- d. An organization chart identifying key personnel, a brief resume on each individual (not included in the 20-page maximum but limited to two pages per person) that details education, certification, and licensing that pertains to their position and recent job duties relating to homeless services. If you will be hiring new staff, detail the education and certification needed for key staff.
- e. Staffing and management plan including hiring policy, screening and acceptance procedures, staffing policies for safe and humane environment, policies for staff training (annual staff evaluation and training plan, documentation of staff training), communication, resources and referrals, mental health and addiction skills, self-care, emergency procedures (evacuation, first aid, CPR, 911 reporting), safety conduct (prevention of abuse, crisis intervention, conflict resolutions), and appropriate behavior for dignity and respect.
- f. Volunteer Management Plan, if you propose to use volunteers. Please describe the role of volunteers and volunteer policies including a description of volunteer tasks, selection, screening, and background checks, orientation and training, and lines of authority.
- g. Describe the methods proposed to promote peer support, community building and team building among clients and between clients and staff.

6) References

- a. A reference list of any emergency shelters, navigation centers, transitional housing and/or permanent supportive housing that your organization has operated within the last five years. Information should include number of beds/units, key operational information, cost, agency/client name, and contact information (name, address, and phone number of the person who can verify the information and provide a reference).

7) Additional Information

- a. Any additional information not included in this RFP, but that your organization believes is pertinent to the proposal and important for the evaluation committee to review. Total page limit applies.

6. QUALIFICATIONS STATEMENT REQUIREMENTS (RFQ)

The Qualifications Statement may not exceed 15 pages in length with no less than 11-point font and one-inch margins. If also applying under the RFP, much of the information may be “copied and pasted” from one submittal to another. Qualifications statements are to be emailed with the subject “**Housing and Homelessness RFP/RFQ Response 2023**” by April 7, 2023 at 5:00 pm to:

Maddelyn Bryan, Housing Coordinator
County of Siskiyou Health and Human Services Agency
Phone: (530) 841-2748
Email: mcbryan@co.siskiyou.ca.us

- 1) Cover Letter (no more than 2 pages, but not included in total page count)
 - a. Submit a cover letter of introduction and executive summary of your organization’s interest in working in Siskiyou County. Clearly state the types of projects your organization is interested in. Include a statement that your organization will participate in project data collection and reporting as well as community engagement activities in collaboration with Siskiyou County, if selected. The letter must be signed by a person authorized by your organization to speak on behalf of the organization and with authority to execute a contract.

- 2) Organizational Contacts
 - a. Organization Information
 - i. Name:
 - ii. Physical Address:
 - iii. Mailing Address:
 - iv. Phone Number:
 - v. Website:
 - vi. Social Media Links (if applicable):
 - vii. Type of Entity (sole proprietorship, partnership, non-profit, or corporation and whether public or private):
 - viii. Federal Tax ID Number:
 - b. Primary Contact
 - i. Full Name:
 - ii. Title:
 - iii. Email Address:
 - iv. Mailing Address:
 - v. Phone Number:
 - b. Alternate Contact
 - i. Full Name:
 - ii. Title:
 - iii. Email Address:
 - iv. Mailing Address:
 - v. Phone Number:

3) About the Organization

- a. Purpose and mission.
- b. Qualifications and experience operating one or more of the following activities/projects: emergency shelter, housing navigation, navigation center, outreach and engagement, prevention and diversion, rapid rehousing, rental assistance, street outreach, supportive services/case management, transitional housing, and general affordable and permanent supportive housing and serving the target population(s). Provide examples, including the names and locations of the activities or projects.
- c. Qualifications and experience working in rural areas.
- d. Experience with diversion, problem solving, and assisting people experiencing homelessness to stabilize and then transition from a shelter into housing.
- e. Understanding of and experience with Housing First, trauma-informed care, motivational interviewing, and other evidence-based models and practices.
- f. Staff training and expertise regarding cultural competency and bilingual proficiency, especially Spanish and Hmong.
- g. Staff training in CPR, use of NARCAN (Naloxone) and other emergency medical protocols.
- h. Experience with development activities and the use of state and federal grants and fundraising, including the Homekey and Permanent Local Housing Allocation programs.
- i. Experience with developing good neighbor policies and security plans.
- j. Systems and experience in coordinating with local CoCs, federally-qualified health centers, outreach teams, housing navigation services, and other service providers.
- k. Detail all previous contracts with the County of Siskiyou and/or other government agencies in the last five years and describe organization's experience managing and accounting for public funding.
- l. Description of organization's participation in a coordinated entry system and HMIS that identifies clients, their needs, the services required, and can be used to identify agencies where clients can receive the appropriate services.

4) Community Outreach and Engagement

- a. Experience with engaging other service providers and general community members in the services of your organization, including the use of volunteers.

5) References

- a. A reference list of any emergency shelter, housing navigation, navigation center, outreach and engagement, prevention and diversion, rapid rehousing, rental assistance, street outreach, supportive services/case management, transitional housing, and general affordable and permanent supportive housing that your organization has operated within the last five years. Information should include number of beds/units, key operational information, cost, agency/client name, and contact information (name, address, and phone number of the person who can verify the information and provide a reference).

6) Additional Information

- a. Any additional information not included in this RFQ, but that your organization believes is pertinent to the qualifications statement and important for the evaluation committee to review. Total page limit applies.

7. EVALUATION CRITERIA

A. Responses to RFP

Proposals for **Project Base Camp** will be evaluated on the basis of the response to all provisions of this RFP noted in Section 5 of this document. The maximum score is 100 total possible points. The following criteria will be used for evaluation and comparison of proposals submitted for either of these two projects.

Section	Criteria	Points
Cover Letter and Organizational Contacts	Detailed and complete	5
About the Organization	Expertise, qualifications, track record, staff training	30
Community Engagement and Outreach	Experience and plans for engagement	20
Operations	Budget, staffing, management, and volunteer approach, operations and services plans	30
References	References can verify information provided and provide a positive reference	15
		<i>100 Total</i>

B. Responses to RFQ

Qualifications submittals will be evaluated on the basis of the response to all provisions of this RFQ noted in Section 6 of this document. The County will use these responses to inform the selection of providers for future funding opportunities. The maximum score is 80 total possible points.

Section	Criteria	Points
Cover Letter and Organizational Contacts	Detailed and complete; services that meet the County's needs	5
About the Organization	Expertise, qualifications, track record, staff training	40
Community Engagement and Outreach	Experience with engagement, and effectiveness of approach	20

References	References can verify information provided and provide a positive reference	15
		<i>80 Total</i>

8. INTERVIEWS

After initial screening, the evaluation committee may select proposals and qualifications statements deemed most qualified for further evaluation. Interviews of these selected organizations may be conducted via Zoom as part of the final evaluation process. Interviews may or may not have their own separate scoring during the evaluation process. If scoring is to be used for interviews, the scoring criteria will be shared ahead of the interviews.

9. RIGHT TO REJECT ALL SUBMITTALS

The County of Siskiyou reserves the right to reject any or all submittals in response to this RFP/RFQ, and no representation is made hereby that any contract will be awarded pursuant to this request for proposal, or otherwise. All costs incurred in the preparation of submittals, in the submission of additional information, and/or in any other aspect of a submittal prior to the award of a written contract will be borne by respondent. The County will provide only the staff assistance and documentation specifically referred to herein and will not be responsible for any other cost or obligation of any kind that may be incurred by a respondent. All submittals received by the County in response to this request for proposals shall become the property of the County.

10. ATTACHMENTS

- A. Definitions of Project Types and Activities
- B. Project Base Camp Operator/Service Provider Budget
- C. Sample Contract