



Northwest Health Services | 2303 Village Drive | St. Joseph, MO 64506

REQUEST FOR PROPOSAL (RFP) No. NHS-092026-FMAROOF

For

**Commercial Roof Replacement for a
Federally Qualified Health Center (FQHC)**

***** IMPORTANT NOTICE*****

INCOMPLETE OR BIDS RECEIVED AFTER DUE DATE WILL BE REJECTED

PLEASE READ RFP CAREFULLY

Contact Information:

Jena Propheter at email: jpropheter@nwhealth-services.org

Questions must include the RFP number within the subject line of the email.

RESPONSE MUST BE SUBMITTED ELECTRONICALLY BY:

October 16, 2026, 5:00 pm (CST)

Email: jpropheter@nwhealth-services.org

1. SUMMARY AND BACKGROUND

Northwest Health Services (NHS) is celebrating 43 years of service across Northwest Missouri. Their mission is to improve and strengthen lives through access to local, high-quality, affordable medical, dental, counseling and pharmacy services. Northwest Health Services was founded with a generous spirit and an ambitious goal. At the same time, they care about people, which is why they are located in the Metropolitan and Rural Northwest Missouri communities. Northwest Health Services employees serve their communities through the work they do in our clinics. Even more, they serve through volunteerism, caring for the underserved through homeless outreach, flood relief efforts, and partnering with local food banks.

NHS serves 21,000 clients each year with funding from grants, contracts, and fees. They receive government funding from numerous sources and agencies. NHS has 161 employees, and their annual revenue ranges between \$25M and \$35M for the past few years.

Northwest Health Services is requesting proposals from qualified and experienced commercial roofing contractors for the removal and replacement of the existing roof system at:

**2303 Village Drive
St. Joseph, Missouri 64506**

The existing roof consists of **cement/concrete tile roofing**.

The project generally includes the complete removal of the existing cement tile roofing system, inspection of the underlying roof structure and decking, replacement of damaged or deteriorated wood as necessary, and installation of a new asphalt shingle roofing system.

The successful contractor shall provide all labor, supervision, materials, equipment, transportation, disposal, permits, protection, cleanup and other services necessary to provide a complete, professional and weather-tight roofing installation.

Your complete proposal must be received by October 16, 2026, 5:00 pm CST. Please send your proposal to Jena Prophet. All proposals will be reviewed and a corresponding recommendation of the top three will be made to the CFO and CEO. Final decisions will be made by the Board of Directors on or before October 29, 2026.

If you have any questions or would like further clarification of any aspect of this request for bid, please contact me at jpropheter@nwhealth-services.org. I look forward to receiving your proposal.

2. GENERAL INFORMATION

Northwest Health Services is an Equal Opportunity Employer and **strongly encourages small businesses and minority-owned businesses to bid**. This RFP will also be publicized per Electronic Code of Federal Regulations §200.320.

3. RFP TIMETABLE

The timetable for this RFP is as follows:

Description	Date
Release of RFP	September 18, 2026 (5:00 pm CST)
Deadline for Written Questions	October 8, 2026 (5:00 pm CST)
Responses to Questions Provided	October 12, 2026

RFP Final Proposals Due	October 16, 2026 (5:00 pm CST)
Initial Selections	October 2026
Interviews (<i>only</i> if necessary)	October 2026
Contract Award & Commencement of Work	October 2026

4. SPECIFIC RFP REQUIREMENTS

a. **Questions and Responses:**

Prospective Contractor may submit questions regarding this RFP by email to jpropheter@nwhealth-services.org. All questions must be received by 5:00 pm (CST) on Thursday, October 8, 2026. When submitting questions, please specify which section of the RFP you are referencing and quote the language that prompted the question. Questions may address issues or concerns that a Contractor may have pertaining to this RFP or any specific area therein. All questions and responses will be sent and posted for all participants to review.

Northwest Health Services will provide responses to questions regularly, and questioning period will terminate on October 12, 2026. Northwest Health Services reserves the right to group similar questions when providing answers.

b. **Proposal Submission Deadline:** The Contractor's final proposal should be submitted by email to jpropheter@nwhealth-services.org by 5:00 pm (CST) by October 16, 2026. Please include the subject line "NHS-092026-FMAROOF."

It is the sole responsibility of the submitting Contractor to ensure that its proposal is received before the submission deadline. Submitting Contractor shall bear all risks associated with delays in delivery. Any proposals received after the scheduled closing date and time for receipt of proposals will not be accepted.

c. **Proposal Requirements:**

Proposals shall include the following components:

- i. **Contractor qualifications**, including years in business, commercial roofing experience, applicable licenses, certifications, insurance coverage, and qualifications of personnel proposed for the project.
- ii. **Contractor experience, access and approach** to the needs outlined in Exhibit A, including experience with commercial roofing, removal of cement/concrete tile roofing, replacement of damaged roof decking or wood, installation of asphalt shingle roofing systems, and work performed at occupied healthcare or other institutional facilities.
- iii. **Detailed scope of work and proposed roofing system**, including the proposed manufacturer, product, shingle type, underlayment, ice/water protection, flashing, ventilation, roof penetrations, cleanup, disposal and warranties.
- iv. **Complete compensation/pricing information**, including the contractor's total proposed Base Bid, any allowances, unit pricing for concealed conditions, alternates, and any other costs the contractor may seek from Northwest Health Services. The contractor shall identify any conditions under which additional compensation may be requested and the terms under which payment is expected.
- v. **Tax-exempt pricing.** Northwest Health Services is a tax-exempt nonprofit organization. Contractors shall identify any taxes they believe are applicable and shall not include sales tax for qualifying purchases from which Northwest Health Services is legally exempt.
- vi. **A copy of any standard agreement or contract** that the contractor typically uses for commercial roofing services. Contractor shall identify any terms and conditions that the contractor can waive or any exceptions, revisions, or modifications the contractor is willing to make to its standard agreement.

- vii. **Project schedule**, including anticipated mobilization date, construction start date, estimated duration, anticipated completion date, and any conditions that could affect the proposed schedule.
- viii. **Work plan for an occupied healthcare facility**, including the contractor's approach to patient and employee safety, access, dust and debris control, noise, material staging, weather protection, daily cleanup, and minimizing disruption to Northwest Health Services operations.
- ix. **Warranty information**, including manufacturer warranties and contractor workmanship warranties, including the duration, coverage, exclusions, and any requirements necessary to maintain warranty coverage.
- x. **Identification of all subcontractors**, if any, that the contractor proposes to use for the project and the portion of the work each subcontractor will perform.
- xi. **Exceptions and exclusions**. Contractor shall identify any exceptions to the requirements of this RFP and all items specifically excluded from the proposed Base Bid. If there are no exceptions, the proposal shall state "**No Exceptions.**"

d. Terms and Conditions:

Northwest Health Services intends to enter into an agreement with the selected contractor for the commercial roof replacement described in this RFP.

The anticipated term of the agreement shall extend through completion of the project, including completion of all punch-list items, required closeout documentation, warranties, and other obligations of the contractor.

The contractor shall identify any proposed terms and conditions that differ from or conflict with the requirements of this RFP.

Any proposed deposits, progress payments, retainage, payment milestones, change-order procedures, cancellation provisions, warranty limitations, or other material contractual conditions shall be clearly identified in the proposal.

e. Contractor References:

To illustrate the Contractor has the experience and qualifications necessary to perform the services outlined in this RFP, the Contractor shall provide **two (2) references** from commercial, institutional, healthcare, or other professional clients for projects of similar size and scope.

References shall include:

- Company/facility name
- Contact name
- Contact title
- Phone number
- Email address
- Project location
- Description of project
- Approximate project size
- Approximate project value
- Date of completion

It is recommended that the Contractor notify references that they may be contacted by Northwest Health Services.

Preference should be given to references involving commercial roofing projects, cement/concrete tile removal, asphalt shingle replacement, significant roof-deck or wood replacement, or work performed at an occupied healthcare or institutional facility.

f. Additional Information:

The Contractor may provide any other information that it believes will add value and/or additional context to its proposal.

Additional information may include, but is not limited to:

- Photographs of comparable completed projects
- Manufacturer certifications
- Relevant awards or industry recognition
- Safety information
- Quality-control procedures
- Preventive-maintenance recommendations
- Proposed roof maintenance program
- Additional warranty options
- Information regarding the Contractor's experience with healthcare facilities
- Other information the Contractor believes demonstrates its ability to successfully complete the project

g. Proposal Submission:

Completed proposals shall be submitted electronically to:

Jena Propheter

Northwest Health Services

Email: jpropheter@nwhealth-services.org

All correspondence and proposal submissions shall reference:

RFP No. NHS-092026-FMAROOF

Proposal Due Date: Friday, October 16, 2026

Proposal Due Time: 5:00 PM CST

Proposals must be received by the stated deadline. Incomplete proposals or proposals received after the deadline may be rejected.

5. PROPOSAL EVALUATION CRITERIA AND PRODUCTION PROCESS

Proposals will be evaluated in accordance with the following evaluation criteria.

Evaluation Criteria	
Contractor/Vendor's Qualifications & experience with FQHC serving MO clients	35%

Contractor's experience with and approach to the services requested in Exhibit A. Any non-commission fees and/or compensation Contractor may seek from Northwest Health Services.	55%
Qualifications & Brokerage References (provided)	10%

Each qualified proposal will be evaluated based on the response of the submittal or subsequent information gained in the process. Price is important, but price will not be the sole determinate for award. The determination for the award is the absolute value, including but not limited to quality of materials and workmanship, contractor qualifications and experience, healthcare/institutional experience, proposed roofing system, warranties, safety, schedule, references, pricing, fees, change-order structure, project management, and overall ability to successfully complete the project. The determination of award shall therefore be the sole responsibility of Northwest Health Services.

Following the initial evaluation, Northwest Health Services may select a particular Contractor (with or without interviews) or enter into discussions with a "short list" of Agencies, consisting of those likely, in the opinion of Northwest Health Services, to potentially be awarded the contract.

The purpose of discussions with a Contractor on the "short list" will be to identify Contractor specific deficiencies and weaknesses in its proposal and to provide the Contractor with the opportunity to consider possible approaches to alleviating or eliminating them. These deficiencies or weaknesses may include such things as meeting deadlines, technical issues, management approach, cost, or team composition. Discussions may take place through written correspondence, Zoom, and/or face-to-face interviews.

Northwest Health Services reserves the right not to convene interviews or discussions, and to make an award on the basis of initial proposals received and the scoring reflective therein. References may be contacted at any point in the evaluation process.

After an Contractor has been selected, Northwest Health Services and the prospective chosen Contractor will negotiate a contract for execution by Northwest Health Services. If a satisfactory contract cannot be negotiated, Northwest Health Services may, at its sole discretion, begin contract negotiations with the next qualified Contractor who submitted a proposal, as determined by Northwest Health Services. Contractor must realize that Northwest Health Services may disqualify any Contractor with whom Northwest Health Services cannot satisfactorily negotiate a contract.

Northwest Health Services reserves the right to extend timelines if deemed necessary, waive irregularities, and to reject any or all bids in accordance with internal policy. Northwest Health Services or their designee also reserves the right to negotiate with the selected Contractor in the event the price exceeds available funds.

The selected Contractor shall work directly with Northwest Health Services or their agent for final contract terms and conditions. All contractual terms and conditions will be subject to review by the Northwest Health Services CEO and/or Board of Directors and will include scope, budget, schedule, and other necessary items pertaining to the project.

By signing your RFP response proposal, you agree to the award criteria and process stated in this section.

6. RESERVATION OF RIGHTS

This RFP is a solicitation for proposals only and is not intended as an offer to enter into a contract or as a promise to engage in any formal competitive bidding or negotiations. Northwest Health Services may, at its sole discretion, accept or reject any or all proposals submitted in response to this RFP. Northwest Health Services also may, at its sole discretion, make no award for this RFP or cancel this RFP in its entirety. In addition, Northwest Health Services may elect to proceed with contract negotiations for all or only a portion of the services or work included in a proposal.

Northwest Health Services further reserves its right to waive minor errors and omissions in proposals, request additional information or revisions to proposals, and to negotiate with any or all qualified Contractors.

Northwest Health Services shall not be liable for any costs incurred by the Contractor in connection with the preparation, submission, site inspection, presentation, or negotiation of any proposal.

Northwest Health Services reserves the right to waive inconsequential disparities in a submitted proposal. Northwest Health Services has the right to amend this RFP, in whole or in part, by written addendum, at any time. Northwest Health Services is responsible only for that which is expressly stated in the solicitation document and any authorized written addenda.

Such addenda shall be made available to each person or organization which Northwest Health Services records indicate has received this RFP. Should such addendum require additional information not previously requested, failure to address the requirements of such addendum may result in the proposal being found non-responsive and not being considered, as determined in the sole discretion of Northwest Health Services.

Contractors are responsible for independently reviewing the project site and existing conditions and for satisfying themselves as to the nature and extent of the work required. Northwest Health Services does not warrant that existing conditions, dimensions, quantities, roof areas, concealed conditions, or other information provided in this RFP are complete or accurate. Contractors shall identify any material discrepancies or questions regarding the project prior to submitting a proposal.

The Contractor shall be responsible for identifying all assumptions, exclusions, allowances, unit prices, and other conditions that may affect its proposed price. Discovery of concealed or unforeseen conditions following removal of the existing cement/concrete tile roofing shall be addressed in accordance with the change-order procedures established in this RFP and the resulting contract.

Northwest Health Services has the right to reissue the RFP at a future date, if deemed necessary.

7. CONFIDENTIALITY AND MATTER OF RECORD

For purposes of this RFP process, Northwest Health Services and its designated RFP representative will not disclose to any Contractor the identity of other Contractors invited to participate in or submitting a proposal in response to this RFP. Northwest Health Services and its designated RFP representative will not provide any Contractor with information regarding another Contractor's proposal, including, but not limited to, pricing, scope, qualifications, references, proposed materials, schedule, warranties, or other proposal information.

Contractors should not request or expect information regarding other participating Contractors or their proposals. Such information will not be provided during the RFP process.

Proposal information will be shared only with Northwest Health Services personnel, representatives, advisors, or other parties authorized by Northwest Health Services who have a legitimate need to review the information for purposes of evaluating proposals, selecting a Contractor, negotiating a contract, or administering the project.

Nothing in this provision shall prohibit Northwest Health Services from making any disclosure required or permitted by applicable law, regulation, court order, or other legal requirement.

8. CONFLICTS OF INTEREST

Contractors participating in this RFP process shall not contact or seek information from Northwest Health Services employees, representatives, Board members, or other parties regarding this RFP except through the designated RFP contact and process identified herein.

All contact and/or questions regarding this RFP must be submitted in writing via email to:

Jena Propheter
jpropheter@nwhealth-services.org

Contractors shall not contact other Northwest Health Services personnel regarding this solicitation unless specifically authorized to do so by Jena Propheter or Northwest Health Services.

Contractors shall not contact, communicate with, or seek information from other Contractors regarding their participation in this RFP, proposal, pricing, scope, qualifications, or other proposal information.

If it is discovered that a Contractor has contacted or attempted to obtain information from anyone other than the designated RFP contact regarding this solicitation, Northwest Health Services may, at its sole discretion, disqualify the Contractor's proposal from further consideration.

Contractors should not contact Northwest Health Services personnel other than the designated RFP contact regarding this solicitation. All questions, requests for clarification, requests for additional information, and other communications regarding this RFP shall be submitted through the email address provided above.

Northwest Health Services may provide responses to questions or clarifications to participating Contractors when deemed appropriate. Northwest Health Services reserves the right to issue written addenda when information provided in response to a question may affect or clarify the requirements of this RFP.

9. REQUIRED PROPOSAL FORMAT AND CHECKLIST OF ITEMS TO BE INCLUDED:

****Proposals not conforming to these requirements will not be considered****

Final proposals must be submitted electronically to jpropheter@nwhealth-services.org and are due on/or before 5:00 pm (CST) on October 16, 2026.

Make sure your proposal includes the following (See above Section 1-5 for details):

- a. Please review the project requirements, timeline, and major steps/checkpoints necessary to successfully complete the project as summarized in Exhibit A. Contractor shall provide its proposed project schedule, including anticipated start date, estimated duration, and anticipated completion date.
- b. Please provide a list of two (2) references for comparable commercial roofing projects, including company/facility name, contact name, title, phone number, email address, project location, project type, approximate project size, and completion date. See Exhibit B to be submitted with the proposal.
- c. Please provide a copy of the Contractor's standard purchase agreement, construction agreement, or other standard contract typically used for commercial roofing projects. The agreement shall include payment terms, payment percentage schedule, change order procedures, cancellation provisions, warranty terms, and any other relevant terms and conditions. Contractor shall identify any terms or conditions it is willing to waive, modify, or negotiate.
- d. Please provide a complete proposal identifying the Base Bid, applicable allowances, unit pricing for concealed conditions and wood/deck replacement, alternates, exclusions, and any other compensation the Contractor may seek from Northwest Health Services.
- e. Please provide detailed information regarding the proposed roofing system, including manufacturer, product, shingle type, underlayment, ice/water protection, flashing, ventilation, warranties, and other materials proposed for the project.
- f. Please provide information regarding the Contractor's qualifications and experience, including commercial roofing experience, experience removing cement/concrete tile roofing, roof deck and wood replacement experience, asphalt shingle installation experience, and experience working on occupied healthcare, institutional, or similar facilities.
- g. Please provide information regarding the Contractor's proposed approach to performing the work while Northwest Health Services remains operational, including safety, access, dust and debris control, noise, material staging, weather protection, daily cleanup, and protection of patients, employees, visitors, and property.
- h. Please identify all proposed subcontractors, if any, and the scope of work each subcontractor will perform.
- i. Please identify all exceptions, exclusions, assumptions, allowances, or conditions applicable to the proposal. If there are no exceptions, please state "**No Exceptions.**"
- j. Please share any additional information, photographs, project examples, certifications, warranty information, maintenance recommendations, or other information the Contractor believes will add value and/or additional context to its proposal.
- k. Please complete the signature sheet – **see Exhibit C.**

10. ATTACHMENTS

Exhibit A – Scope of Services

Exhibit B – Prospective Contractor/Vendor References

Exhibit C – Completed Signature Sheet

REQUEST FOR PROPOSAL (RFP) No. NHS-092026-FMAROOF

Exhibit A – SCOPE OF SERVICES

Accordingly, Northwest Health Services (NHS) is seeking proposals from qualified and experienced commercial roofing Contractors to remove and replace the existing roof system at:

**Northwest Health Services
2303 Village Drive
St. Joseph, MO 64506**

The existing roof consists of cement/concrete tile. NHS is seeking a complete replacement with an asphalt shingle roofing system.

The selected Contractor shall provide all labor, materials, equipment, supervision, disposal, protection, permits, cleanup, warranties, and other services necessary to complete the project.

The Contractor shall:

1. Remove and dispose of the existing cement/concrete tile roofing system and associated roofing materials.
2. Inspect the roof deck and underlying wood components following removal of the existing roofing and identify any damaged, deteriorated, or otherwise unsuitable materials requiring replacement.
3. Replace damaged or deteriorated roof decking, plywood/OSB, wood, or other applicable components necessary to provide a sound substrate for the new roofing system. Contractor shall provide unit pricing for concealed conditions and obtain approval from NHS before performing additional work.
4. Furnish and install a complete asphalt shingle roofing system, including shingles, underlayment, ice/water protection, flashing, ventilation, fasteners, sealants, and other components necessary for a complete and weather-tight roofing system.
5. Provide the manufacturer, product, specifications, warranty information, and proposed color of the asphalt shingle roofing system.
6. Inspect and address existing flashing, roof penetrations, ventilation, gutters, and drainage components and identify any recommended repairs or replacements. Any work outside the Base Bid shall be separately identified and priced.
7. Provide temporary weather protection and take appropriate measures to protect the building, its contents, patients, employees, visitors, and property throughout construction.
8. Perform the work in a manner that minimizes disruption to Northwest Health Services' ongoing healthcare operations, including appropriate control of noise, dust, debris, access, deliveries, and material staging.
9. Provide all necessary permits and comply with applicable building codes, OSHA requirements, manufacturer requirements, and other applicable regulations.
10. Provide a project schedule identifying anticipated start date, estimated duration, and completion date.
11. Provide a designated project manager or superintendent as the primary point of contact for Northwest Health Services.
12. Provide complete removal of construction debris and final cleanup of the project area, including removal of nails and other roofing debris from accessible areas.
13. Provide manufacturer and Contractor workmanship warranties and identify all applicable warranty terms, exclusions, and maintenance requirements.

14. Provide a complete Base Bid, allowances, unit pricing, alternates, exclusions, and any other costs or compensation that may be requested from Northwest Health Services.
15. Provide unit pricing for concealed conditions, including roof decking, plywood/OSB, dimensional lumber, structural wood, additional roofing materials, flashing, and applicable labor.
16. Identify all proposed subcontractors and the portion of work each subcontractor will perform.
17. Provide evidence of Contractor qualifications, commercial roofing experience, applicable licenses and certifications, insurance coverage, and experience with comparable projects.
18. Provide at least two (2) references from comparable commercial, institutional, healthcare, or similar roofing projects.
19. Provide a copy of the Contractor's standard agreement or contract used for commercial roofing projects and identify any terms or conditions the Contractor is willing to modify or negotiate.
20. Identify all exclusions, assumptions, exceptions, or conditions applicable to the proposal.

Site Inspection and Verification of Existing Conditions

Contractors shall be responsible for conducting a thorough site inspection prior to submitting a proposal. Contractors shall independently verify all existing conditions and information necessary to prepare a complete and accurate proposal.

The site inspection shall include, as applicable, verification of:

- Roof dimensions and total roof area
- Building dimensions
- Roof pitch and slope
- Number and configuration of roof sections
- Existing roofing materials and conditions
- Roof decking and visible wood components
- Flashing and roof penetrations
- Roof ventilation
- Gutters and drainage
- Access to the roof and building
- Material staging and delivery requirements
- Disposal requirements
- Site conditions that may affect the project schedule, cost, safety, or means and methods of construction

Contractors shall satisfy themselves as to the quantities, measurements, dimensions, existing conditions, accessibility, and other circumstances affecting the work prior to submitting a proposal.

Any information provided by Northwest Health Services regarding existing conditions is provided for general reference only and shall not relieve the Contractor of its responsibility to inspect and verify conditions before submitting its proposal.

Contractors shall identify any material discrepancies, questions, or conditions that may affect the proposal prior to the proposal submission deadline.

All dimensions, quantities, measurements, roof areas, pitch/slope, material requirements, and other information necessary to prepare the proposal shall be determined and verified by the Contractor.

All work shall be completed in a timely manner according to a schedule mutually agreed upon by Northwest Health Services and the selected Contractor.

Northwest Health Services is a **non-profit organization and tax-exempt entity**. Contractors shall not include sales tax for qualifying purchases from which Northwest Health Services is legally exempt. Any taxes the Contractor believes are applicable shall be separately identified in the proposal.

Project Contact

Jena Propheter

Northwest Health Services

Email: jpropheter@nwhealth-services.org

All questions regarding this Exhibit shall be submitted in writing to the designated RFP contact in accordance with the requirements of the RFP.

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Exhibit B – PROSPECTIVE REFERENCES (Submit with Proposal)

Contractor's Name and Pertinent Information:

List (2) references where the same or similar scope of services were provided in order to meet the Minimum Requirements stated in this solicitation (where applicable).

Clients References

	Name of Firm (or Contract #)	Term/YR and Contract Amount	Contact Person (First, Last)	Telephone #	Email
Ref #1:				()	
Ref #2:				()	

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Exhibit C – SIGNATURE SHEET (Submit with Proposal)

The undersigned Contractor acknowledges that I/we have received and thoroughly reviewed the Request for Proposal (RFP). Pursuant to notices given, the undersigned Contractor with complete understanding of the requirements and conditions, shall comprehensively complete the RFP by the dates and the contents therein. If the Contractor's proposal is accepted, the Contractor certifies that the proposed prices will remain in effect for 90 days after bid closing date.

My signature also certifies that this firm has no business or personal relationships with any other companies or persons that could be considered as a conflict of interest or potential conflict of interest to Northwest Health Services and that there are no principals, officers, agents, employees, or representatives of this firm that have any business or personal relationships with any other companies or persons that could be considered as a conflict of interest or a potential conflict of interest to Northwest Health Services, pertaining to any and all work or services to be performed as a result of this request and any resulting contract with Northwest Health Services.

AUTHORIZATION AND SIGNATURE:

I hereby certify that I am authorized to sign as a Representative for the Contractor:

Date: _____

Signature: _____

Print or Type - Name / Title: _____

Complete Legal Name of Contractor: _____

Address: _____

Telephone: _____ Email: _____

Federal ID No.: _____ Duns No: _____

Please check any that apply: Minority Business _____ Woman-Owned Business _____

Small Business _____ Labor Surplus Area Firm _____