



Department of Management Services  
Purchasing Division  
241 West South Street  
Kalamazoo, MI 49007-4796  
Phone: 269.337.8020  
[www.kalamazoo.org](http://www.kalamazoo.org)  
[purchasing@kalamazoo.org](mailto:purchasing@kalamazoo.org)

### REQUEST FOR PROPOSALS (RFP)

The City of Kalamazoo, Michigan is soliciting sealed proposals for:

**PROJECT NAME: Home Sharing Program Feasibility Study**

**PROPOSAL REFERENCE #: 91863-001.0**

**RFP ISSUE DATE: June 4, 2025**

**NUMBER OF COPIES REQUIRED: One (1) paper original  
+ One (1) electronic copy (USB thumb drive)**

**PROPOSAL DUE/OPENING DATE: July 2, 2025, at 3:00 p.m. Local Time (ET)**

*Electronic Only Proposals Will Not Be Accepted*

#### MAILING ADDRESS & INSTRUCTIONS

**Mail to:**

Purchasing Division  
241 W. South Street  
Kalamazoo, MI 49007

**Questions about this RFP should be directed to:**

Department Contact: Alex Hoffmann Zobel, Community  
Development Division, at (269) 337-8704, or  
[hoffmana@kalamazoo.org](mailto:hoffmana@kalamazoo.org)

*Include on the Envelope the Project Name and Proposal Reference Number (above). All Envelopes Must Be Sealed.*

You are invited to submit a proposal for this project. Specifications, terms, conditions, and instructions for submitting proposals are contained herein. This Request for Proposals with all pages, documents and attachments contained herein, or subsequently added to and made a part hereof, submitted as a fully and properly executed proposal shall constitute the contract between the City and the successful proposer when approved and accepted on behalf of the City by an authorized official or agent of the City. Please review the proposal document as soon as possible and note the **DEADLINE FOR QUESTIONS** in the Instructions to Proposers.

All proposers shall complete and return the Proposal and Award page(s) and submit all information requested herein in order for a proposal to be responsive. **FAILURE TO DO SO MAY RESULT IN THE PROPOSAL BEING REJECTED AS NON-RESPONSIVE.** The proposal document shall be returned in its entirety, in a properly identified and sealed envelope to the Purchasing Division at the above address. **PROPOSALS MUST BE RECEIVED BEFORE THE DUE DATE - LATE PROPOSALS WILL NOT BE CONSIDERED.** The City reserves the right to postpone the proposal opening for its own convenience.

#### TABLE OF CONTENTS

<u>SECTION</u>	<u>PAGE #</u>	<u>APPENDICES</u>
		Appendix A
I	Statement of No Proposal	
I	Instructions to Proposers	1 - 2
II	Proposal & Award	3 - 9
III	Indemnity & Insurance	10 - 11
IV	Scope of Work & Spec. Cond.	12 - 17
V	Terms & Conditions	19 - 22

**STATEMENT OF NO PROPOSAL**

**NOTE: If you DO NOT intend to bid on this commodity or service, please complete and return this form immediately.** Your response will assist us in evaluating all responses for this important project and to improve our bid solicitation process.

The Purchasing Division of the City of Kalamazoo wishes to keep its proposers list file up to date. If, for any reason, you cannot supply the commodity/service noted in this proposal solicitation, this form must be completed and returned to remain on the particular proposal list for future projects of this type.

**If you do not respond to this inquiry within the time set for the proposal opening date and time noted, we will assume that you can no longer supply this commodity/service, and your name will be removed from this proposal list.**

- \_\_\_\_\_ Specifications too "tight", i.e., geared toward one brand or manufacturer only (explain below).
- \_\_\_\_\_ Specifications are unclear (explain below).
- \_\_\_\_\_ We are unable to meet specifications.
- \_\_\_\_\_ Insufficient time to respond to the Request for Proposal.
- \_\_\_\_\_ Our schedule would not permit us to perform.
- \_\_\_\_\_ We are unable to meet bond requirements.
- \_\_\_\_\_ We are unable to meet insurance requirements.
- \_\_\_\_\_ We do not offer this product or service.
- \_\_\_\_\_ Remove us from your proposers list for this commodity or service.
- \_\_\_\_\_ Other (specify below).

REMARKS: \_\_\_\_\_

SIGNED: \_\_\_\_\_ NAME: \_\_\_\_\_  
(Type or Print)

TITLE: \_\_\_\_\_ DATE: \_\_\_\_\_

FIRM NAME: \_\_\_\_\_  
(If any)

ADDRESS: \_\_\_\_\_  
(Street address) (City) (State) (Zip)

PHONE: \_\_\_\_\_ FAX: \_\_\_\_\_

EMAIL: \_\_\_\_\_

**SECTION I - INSTRUCTIONS TO PROPOSERS**

1. **EXAMINATION OF PROPOSAL DOCUMENT**-Before submitting a proposal, proposers shall carefully examine the specifications and shall fully inform themselves as to all existing conditions and limitations. The proposer shall indicate in the proposal the sum to cover the cost of all items included on the proposal form.
2. **PREPARATION OF PROPOSAL**-The proposal shall be legibly prepared in ink or typed. If a unit price or extension already entered by the proposer on the Proposal and Award form is to be altered, it shall be crossed out and the new unit price or extension entered above or below and initialed by the proposer with ink. The proposal shall be legally signed, and the complete address of the proposer given thereon.

All proposals shall be tightly sealed in an envelope plainly marked **SEALED PROPOSAL** and identified by project name, bid opening date and time. Proposals opened by mistake, due to improper identification, will be so documented and resealed. The Purchasing Division will maintain and guarantee confidentiality of the contents until the specified opening date and time. Electronic submittals will not be accepted.

3. **EXPLANATION TO PROPOSERS**-Any binding explanation desired by a proposer regarding the meaning or interpretation of the Request for Proposal (RFP) and attachments must be requested in writing, **at least 10 business days before the proposal opening** and with sufficient time allowed for a reply to reach all prospective proposers before the submission of their proposal. Any information given to a prospective proposer concerning the RFP will be furnished to all prospective proposers as an amendment or addendum to the RFP if such information would be prejudicial to uninformed proposers. Receipt of amendments or addenda by a proposer must be acknowledged in the proposal by attachment, or by letter received before the time set for opening of proposals. Oral explanation or instructions given prior to the opening will not be binding.
4. **CASH DISCOUNTS**-Discount offered for payment of less than thirty (30) days will not be considered in evaluating proposals for award. Offered discounts of less than thirty (30) days will be taken if payment is made within the discount period, even though not considered in evaluation of the proposal.
5. **WITHDRAWAL OF PROPOSALS**-Proposals may be withdrawn in person by a proposer or authorized representative, provided their identity is made known and a receipt is signed for the proposal, but only if the withdrawal is made prior to the exact time set for receipt of proposal. No proposal may be withdrawn for at least one hundred twenty (120) days after proposal opening.
6. **ALTERNATE PROPOSALS**-Proposers are cautioned that any alternate proposal, unless specifically requested or any changes, insertions or omissions to the terms and conditions, specifications or any other requirement of this RFP may be considered non-responsive, and at the option of the City, result in rejection of the alternate proposal.
7. **LATE PROPOSALS**-Any proposal received at the office designated herein after the exact time specified for receipt will not be considered. (Note: The City reserves the right to consider proposals that have been determined by the City to be received late due to mishandling by the City after receipt of the proposal and no award has been made.)
8. **UNIT PRICES**-If there is a discrepancy between unit prices and their extension, unit prices shall prevail.

**9. PROPOSAL SUBMITTAL-** Proposers can submit sealed proposals in one of the following ways:

9.1. **Mail your proposal**, to be received before the proposal due date and time indicated in the RFP document, to the City of Kalamazoo at the following address:

City of Kalamazoo  
Purchasing Division  
241 West South Street  
Kalamazoo, MI 49007

9.2. **Deliver your proposal to City Hall In-Person** before the proposal due date and time indicated in the RFP document.

9.3. **Deliver your proposal to the Treasurer’s Office Payment Drop Box** located in the northwest corner of City Hall (see photos below) before the proposal due date and time indicated in the RFP document.



1. Open drop box located at City Hall.

2. Insert SEALED PROPOSAL here.



**10. PROPOSALS SUBMITTED LIST-** The Purchasing Division makes an effort to post the list of submitted proposals to the City of Kalamazoo website within 24 hours after the proposal due date and time at: <https://www.kalamazoo.org/bidopportunities>. However, in certain cases the posting of the list may extend beyond the 24-hour window.

SECTION II  
PROPOSAL AND AWARD

The undersigned having become thoroughly familiar with and understanding all the proposal/contract documents incorporated herein, agrees to provide home sharing consulting services as specified herein:

**HOME SHARING PROGRAM FEASIBILITY STUDY**

PROFESSIONAL SERVICES FEE: \$ \_\_\_\_\_

ESTIMATED EXPENSES: \$ \_\_\_\_\_

**TOTAL NOT TO EXCEED:** \$ \_\_\_\_\_

The total combined not-to-exceed price quoted must include all costs associated with the performance of the services specified, including materials, supervision, labor, insurance, transportation, delivery, fuel or other surcharges, demurrage, and related costs. Charges not listed in the RFP response will not be allowed. All prices and fees must be in U.S. dollars.

Price stated shall be firm for the full term of this Contract.

Proposer/Contractor has examined and carefully studied the bidding documents and attachments, and acknowledges receipt of the following addenda:

Addendum No: \_\_\_\_\_

Dated: \_\_\_\_\_

Proposer shall provide all the information as requested herein with their proposal. **Failure to do so and/or failure to provide post-proposal requested information may be cause for rejecting the proposal as non-responsive.**

By my signature below, I certify that the firm bidding on this contract, when making hiring decisions, does not use a past criminal conviction as a bar to or preclude a person with a criminal conviction from being considered for employment with the bidding firm unless otherwise precluded by federal or state law. I further certify that I have read and agree to be bound by the provisions of the City’s Non-Discrimination Clause found in Appendix A and as updated by City Ordinance 1856.

Signed: \_\_\_\_\_ Name: \_\_\_\_\_

Title: \_\_\_\_\_

**QUALIFICATIONS QUESTIONNAIRE**

Please answer the following questions completely. You may submit answers on this form or as an attachment to this document, additional information (brochures, illustrations, etc.) will also be used in determining qualifications. If not using this form, please follow its format.

1. Firm name: \_\_\_\_\_

2. Established: Year \_\_\_\_\_ State \_\_\_\_\_

3. Type of organization:

- |                |       |                |       |
|----------------|-------|----------------|-------|
| a. Individual  | _____ | b. Partnership | _____ |
| c. Corporation | _____ | d. Other       | _____ |

4. Former firm name(s) if any, and year(s) in business:  
\_\_\_\_\_  
\_\_\_\_\_

5. Home office business address and telephone number where work will be performed.  
\_\_\_\_\_

6. Branch office(s) if work will be performed there:  
\_\_\_\_\_

7. Personnel of firm who will be working on this project. Attach resumes of key personnel:

NAME AND TITLE	SPECIALTY	YRS		EXPECTED ROLE
		EXPERIENCE		

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**QUALIFICATIONS QUESTIONNAIRE (cont.)**

8. Total personnel of firm:
- a. Professional: \_\_\_\_\_ b. Non-professional: \_\_\_\_\_
9. Attach a list of similar projects performed over the last five (5) years. Include: description of professional services provided, project size, contact person and phone number. Projects should demonstrate experience in the types of consulting services you wish to provide.
10. Identify projects in Item 9 which most closely match the work required by the City.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
11. Provide your understanding of the project and any special qualifications you bring to this project.
12. Identify any additional professional consulting service(s) you will utilize to work on this project and their expected role(s).
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
13. Provide the address for your website.
- \_\_\_\_\_
14. Have any similar agreements held by Proposer for a similar project to the proposed project ever been canceled? Circle one: No Yes If yes, please explain: \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
15. Indicate registration, license numbers or certificate numbers for the businesses or professions, which are the subject of this RFP. Please attach certificate of competency and/or State registration.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



**CITY OF KALAMAZOO**  
**LOCAL PREFERENCE POLICY AND CERTIFICATION**  
**PROFESSIONAL SERVICES**

When evaluating the qualifications of the responses received for professional service contracts, the location of Kalamazoo County professional firms will be given additional consideration. The City of Kalamazoo is the sole determiner whether a professional firm qualifies as a Kalamazoo County firm and the ranking of its qualifications as compared to the qualifications of the other professional firms being considered.

During the qualifications evaluation process, an additional weight of approximately two percent will be added to the qualifications of Kalamazoo County professional firms in recognition of the positive economic impact resulting from contracting with them. This weight is given over and above any score already given for location of the firm as it relates to increased efficiency and effectiveness as a result of the proximity of the firm to the City. It is understood, however, that due to the subjective nature of the qualifications evaluation process, and the number and weight of all criteria used, it is impossible to apply a precise, numerical local preference score to those proposals.

To qualify as a Kalamazoo County professional firm, the business must meet both the following criteria:

1. Have a physical presence in Kalamazoo County by maintaining a permanent office in Kalamazoo County and with employees working in Kalamazoo County.
2. Have paid real or personal property taxes related to said business to the City of Kalamazoo, County of Kalamazoo or other municipal corporation within Kalamazoo County in the previous tax year, except that a non-profit entity need not meet this requirement.

This local preference policy applies only to purchases for professional services that are over \$25,000. If more than 50% of the contract is sub-contracted to firms located outside of Kalamazoo County that proposal does not qualify for the local preference policy outlined above. The local preference policy will not apply if prohibited by law. The Purchasing Manager has the authority to make final determination if the bidder qualifies as a Kalamazoo County bidder as set forth herein. The Purchasing Manager may take into account the permanency of the business in Kalamazoo, and whether the business appears to be claiming to be a Kalamazoo County business solely or primarily to qualify as a Kalamazoo County business under this Resolution, and any other material factors.

**CERTIFICATION**

If you qualify as a Kalamazoo County professional firm and wish to be considered for the local preference provisions as provided above please certify that fact by providing the information requested below and attesting to its accuracy.

Firm Name: \_\_\_\_\_

Street Address of Business: \_\_\_\_\_

City, State, and Zip Code: \_\_\_\_\_

Number of employees working in Kalamazoo County: \_\_\_\_\_

Name the city or township to which business real and/or personal property taxes are paid or provide non-profit status: \_\_\_\_\_

The above information is accurate:

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Title: \_\_\_\_\_

CITY OF KALAMAZOO EX-OFFENDER POLICY CHECKLIST

As part of the City’s commitment to reducing unacceptable poverty, encouraging rehabilitation, reducing recidivism, and strengthening families in Kalamazoo, the City has updated its Purchasing Policy to ensure that firms with whom the City does business share in this commitment by utilizing hiring practices that do not unfairly deny people with arrest and conviction records gainful employment. *(Important: This requirement also extends to any subcontractors the bidder intends to use to fulfill the contract for goods or services being sought from the City.)*

**Part I: Proof that the bidder does not inquire about an individual’s past arrest or criminal history on the bidder’s employment application form**

- Attach a copy of the current application for employment being used by the bidder

**Part II: Certification that the bidder does not use an individual’s past arrest or criminal history to unlawfully discriminate against them by checking *one or more* of the following:**

- That pursuant to federal or state law bidder is precluded from hiring persons with certain criminal records from holding particular positions or engaging in certain occupations by providing a cite to the applicable statute or regulation; if checking this box, provide a citation to the applicable statute or rule upon which the bidder is relying:\_\_\_\_\_
- That bidder conducts criminal history background checks only as necessary, and only after making a conditional offer of employment; that any withdrawal of an offer of employment to an individual because of a past criminal history is job-related and consistent with business necessity after the individual has been provided an individualized assessment opportunity to review and challenge or supplement the history of past criminal conduct being relied upon by the bidder;
- That the use by bidder of criminal history background checks complies with the U.S. Equal Employment Opportunity Commission’s Enforcement Guidance on the Consideration of Arrest and Conviction Records in Employment Decisions and that the bidder has not had a determination rendered against it in past 7 years that it discriminated against a person through the use of an individual’s arrest or criminal history

I CERTIFY THAT THE ABOVE STATEMENTS ARE TRUE.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Position

**CITY OF KALAMAZOO – REQUEST FOR PROPOSALS**  
**Home Sharing Program Feasibility Study**

**Page 9**  
**Proposal Reference #: 91863-001.0**

I hereby state that all the information I have provided is true, accurate and complete. I hereby state that I have the authority to submit this proposal which will become a binding contract if accepted by the City of Kalamazoo. I hereby state that I have not communicated with nor otherwise colluded with any other proposer, nor have I made any agreement with nor offered/accepted anything of value to/from an official or employee of the City of Kalamazoo that would tend to destroy or hinder free competition.

The firm's identification information provided will be used by the City for purchase orders, payment and other contractual purposes. If the contractual relationship is with, or the payment made to, another firm please provide a complete explanation on your letterhead and attach to your bid. Please provide for accounts payable purposes:

Tax Identification Number (Federal ID): \_\_\_\_\_

Remittance Address: \_\_\_\_\_

Financial Contact Name: \_\_\_\_\_ Financial Contact Phone Number: \_\_\_\_\_

Financial Contact Email Address: \_\_\_\_\_

I hereby state that I have read, understand, and agree to be bound by all terms and conditions of this proposal document.

SIGNED: \_\_\_\_\_ NAME: \_\_\_\_\_  
(Type or Print)

TITLE: \_\_\_\_\_ DATE: \_\_\_\_\_

FIRM NAME: \_\_\_\_\_  
(If any)

ADDRESS: \_\_\_\_\_  
(Street address) (City) (State) (Zip)

PHONE: \_\_\_\_\_ FAX: \_\_\_\_\_

EMAIL ADDRESS: \_\_\_\_\_

**FOR CITY USE ONLY - DO NOT WRITE BELOW**

**SECTION III**  
**INDEMNITY AND INSURANCE**

Contractor, or any of their subcontractors, shall not commence work under this contract until they have obtained the insurance required under this paragraph, and shall keep such insurance in force during the entire life of this contract. All coverage shall be with insurance companies licensed and admitted to do business in the State of Michigan and acceptable to the City of Kalamazoo within ten (10) days of the Notice of Award. The requirements below should not be interpreted to limit the liability of the Contractor. All deductibles and SIRs are the responsibility of the Contractor.

The Contractor shall procure and maintain the following insurance coverage:

Workers' Compensation Insurance including Employers' Liability Coverage, in accordance with all applicable statutes of the State of Michigan.

Commercial General Liability Insurance on an "Occurrence Basis" with limits of liability not less than \$1,000,000 per occurrence and aggregate. Coverage shall include the following extensions: (A) Contractual Liability; (B) Products and Completed Operations; (C) Independent Contractors Coverage; (D) Broad Form General Liability Extensions or equivalent, if not already included and (E) XCU coverage if the nature of the contract requires XC or U work.

Automobile Liability in accordance with all applicable statutes of the State of Michigan, with limits of liability not less than \$1,000,000 per occurrence, combined single limit for Bodily Injury, and Property Damage. Coverage shall include all owned vehicles, all non-owned vehicles, and all hired vehicles.

Additional Insured: Commercial General Liability and Automobile Liability, as described above, shall include an endorsement stating that the following shall be *Additional Insureds*: The City of Kalamazoo, all elected and appointed officials, all employees and volunteers, all boards, commissions, and/or authorities and board members, including employees and volunteers thereof. It is understood and agreed that by naming the City of Kalamazoo as additional insured, coverage afforded is considered to be primary and any other insurance the City of Kalamazoo may have in effect shall be considered secondary and/or excess.

To the fullest extent permitted by law the Contractor agrees to defend, pay on behalf of, indemnify, and hold harmless the City of Kalamazoo, its elected and appointed officials, employees, agents and volunteers, and others working on behalf of the City of Kalamazoo against any and all claims, demands, suits, or loss, including all costs connected therewith, and for any damages which may be asserted, claimed, or recovered against or from the City of Kalamazoo, by reason of personal injury, including bodily injury or death and/or property damage, including loss of use thereof, which arises out of, or is in any way connected or associated with this contract.

Cancellation Notice: All policies, as described above, shall include an endorsement stating that it is understood and agreed that thirty (30) days, or ten (10) days for non-payment of premium, Advance Written Notice of Cancellation, Non-Renewal, Reduction, and/or Material Change shall be sent to: City of Kalamazoo, Purchasing Division, 241 W. South Street, Kalamazoo, MI 49007.

Proof of Insurance Coverage: The Contractor shall provide the City of Kalamazoo at the time that the contracts are returned by him/her for execution, or within 10 days of Notice of Award, whichever is earlier, a Certificate of Insurance as well as the required endorsements. In lieu of required endorsements, if applicable, a copy of the policy sections where coverage is provided for additional insured and cancellation notice would be acceptable. Copies or certified copies of all policies mentioned above shall be furnished, if so requested.

**INDEMNITY AND INSURANCE**

*Continued*

If any of the above coverages expire during the term of this contract, the Contractor shall deliver renewal certificates and/or policies to City of Kalamazoo at least ten (10) days prior to the expiration date.

Scope of Coverage: The above requirements and conditions shall not be interpreted to limit the liability of the Contractor under this Contract but shall be interpreted to provide the greatest benefit to the City and its officers and employees. The above listed coverages shall protect the Contractor, its employees, agents, representatives, and subcontractors against claims arising out of the work performed. It shall be the Contractor's responsibility to provide similar insurance for each subcontractor or to provide evidence that each subcontractor carries such insurance in like amount prior to the time such subcontractor proceeds to perform under the contract.

**SPECIAL INSURANCE REQUIREMENTS**

The selected Consultant/Professional Firm shall provide insurance coverage as follows:

- A. Comprehensive professional (errors and omissions) liability insurance with limits no less than \$1,000,000 aggregate which shall insure against acts which are in the nature of professional services. If a contract is entered into, the Firm shall maintain such insurance during the life of the contract.

**SECTION IV**  
**SCOPE OF WORK & SPECIAL CONDITIONS**

**1. INTRODUCTION/OBJECTIVE**

The City of Kalamazoo requests proposals from qualified candidates to design and implement a feasibility study of a potential Home Sharing program in the City.

**2. CONTRACT PERIOD**

The contract shall be in effect for a five (5) month period, commencing on consultants Notice to Proceed from the City. Feasibility study to be completed no later than **December 1, 2025**.

**3. SCOPE OF WORK**

The City of Kalamazoo seeks proposals from qualified candidates to conduct a feasibility study of a potential Home Sharing program in the City. Home Sharing creates households where two or more unrelated people share a home, creating a mutually beneficial living arrangement that can include keeping people in their existing homes, increasing the number of affordable housing units available, and creating community and companionship, including potential connections across generations and cultures. The Home Sharing model connects prospective tenants with homeowners who have vacant or underutilized bedrooms, more fully utilizing existing housing stock to meet the needs of the growing population of people seeking affordable housing within the City. Additionally, the Home Sharing model provides benefits to homeowners who need support to stay stably housed in their existing homes due to their needs for caregiving, companionship, struggles with housing costs, or other forms of support.

While such living arrangement may naturally occur, the Home Sharing program extends this opportunity to those who have not considered such living arrangement and/or are not connected to others who may wish to participate. The model formalizes shared agreements that protect the safety and rights of both parties and aims to create mutual satisfaction.

Home Sharing programs exist around the world, with increasing interest in the United States. The City of Kalamazoo is interested in whether, and to what extent, such a model would benefit its residents. Additionally, the City seeks to determine the feasibility of implementing such a program.

The consultant will be expected to meet with City staff to review the project scope, discuss commitments, and answer any questions. Progress meetings may be requested.

The feasibility study should include, but is not limited to, the following:

- 3.1 Define potential beneficiaries of the program, including demographics, population sizes, and housing feasibility to support a home sharing program and characteristics.
- 3.2 Analyze potential geographic service areas at the neighborhood or census tract level.
- 3.3 Estimate the extent and type of benefits that would be realized through the program.
- 3.4 Determine the feasibility of implementing the program, including needed resources, existing resources that may be utilized or leveraged, and potential barriers.
- 3.5 Evaluate how city, state, and federal regulations may impact the program.
- 3.6 Consider the organizational structure needed to implement the program.
- 3.7 Make recommendations of best practices for a Home Sharing program model specific to the City of Kalamazoo.

**SCOPE OF WORK (cont.)**

A final written report, covering all such considerations, should be generated for City and public review. A final meeting to discuss the results with city staff is required. A presentation to the City Commission regarding the results and recommendations may be requested as well.

**4. PROPOSAL REQUIREMENTS**

Applicant should include the following in proposal:

**Cover Letter**

Within the one-page cover letter, include your firm’s full company name, address, phone number and the email address for your firm’s contact person for the RFP.

**Firm Project Experience (15 points)**

Identify three (3) projects working in communities where you were the primary consultant. Demonstrate the experience of your firm and/or proposed team, including all subconsultants, on projects same/similar to that described in this solicitation for same/similar services. The projects submitted should also demonstrate that the consultant and/or the team have performed a same/similar type of services to be considered relevant. Also include any accreditations and affiliations.

**Qualifications/Experience of Key Personnel (20 points)**

For each key person identified, list their length of time with the firm and at least two comparable projects in which they have played a primary role. Explain the diversity of staff that will perform the contract work. There are no limitations on the number of key positions the firm may provide. However, at a minimum, the firm must provide the primary consultant and at least one (1) person from each sub-consultant identified. Each resume is limited to one (1) page.

Include an organizational chart (maximum 2 pages) that depicts the project team organization and lines of authority at the end of this tab; chart may be submitted in 8.5”X11” or 11”X17”. Clearly indicate superior/subordinate reporting relationships. Provide names of each position and identify the firm or sub-consultant.

**Project Understanding and Approach (15 points)**

Describe the firm’s approach to performing the required Services in the Scope of Work described above. Describe the opportunities and constraints involved with the performance of the associated tasks. Provide a detailed discussion of your firm’s capacity.

**Project Work Plan/Schedule (10 points)**

Provide a Project Work Plan/schedule showing key project milestones and deliverables. The schedule shall demonstrate firm’s ability to meet the designated milestones.

**5. EVALUATION CRITERIA**

Proposals will be evaluated by City staff based upon the responsiveness of the Proposal to this RFP. All proposals will be evaluated using the criteria listed below:

- 5.1 Firm Project Experience (15 Points)
- 5.2 Qualifications/Experience of Key Personnel (20 Points)
- 5.3 Project Understanding and Approach (15 Points)
- 5.4 Capacity of Firm (10 Points)
- 5.5 Project Work Plan/Schedule (10 Points)
- 5.6 Location of Performing Office (10 Points)
- 5.7 Price (20 Points)

Points listed in parentheses represent the maximum points possible in each category.

**6. REQUIREMENTS**

6.1 Conduct Meetings

- A. Project Initiation Meeting. Meet with City staff-and any other local representatives (if applicable) to discuss the research methodology and project framework. This meeting shall be held in Kalamazoo, Michigan, at the city offices or via videoconference, as determined appropriate by the City, as a kickoff before work begins.
- B. Community Engagement Meeting(s).
  - 1. Coordinate and consult with the local representatives, as necessary to complete the activities described in the general objectives. Note, however, that the Consultant alone shall be responsible for the successful completion of all products.
- C. Contract Closeout Meeting. Meet with City staff to review Project Completion Report and discuss lessons learned during the project.
- D. Any meeting may be held, at the discretion of the City, electronically or in-person so long they are in compliance with the Open Meetings Act (Public Act 267 of 1976) and all applicable legislation.

6.2 Conduct Research

All drafts and the final Survey Report are to be comprised of the following elements as described below.

- A. Research Methods. Undertake primary and secondary research. Research must include a variety of source materials and provide comprehensive citations.
- B. Bibliography. The bibliography shall be formatted using an accepted standard; however, the Chicago Manual of Style is preferred.
- C. Research Data. All primary research data must be submitted in Microsoft Word (.doc or .docx), Microsoft Excel (.xls or .xlsx), or Microsoft PowerPoint (.ppt or .pptx) format, or another agreed upon format as applicable. Electronic copies of the research data will be required for the final report submission. The final electronic report will be required to be submitted in a complete PDF document with all components and individual Word documents.

**7. DELIVERABLES**

- 7.1. Draft Feasibility Report. The Draft Report will be submitted to City staff in accordance with the expected timeline of the project.
- 7.2. Final Feasibility Report. The Final Submission Package will be submitted to City staff in accordance with the expected timeline of the project.
  - a. Research Notes and Data. Provide the City with copies of all source materials used in preparation of the Feasibility Report, including but not limited to, surveys, original research, interviews, etc. It is preferred that research notes are submitted as digital files.

**8. COMPENSATION**

The total combined not-to-exceed price quoted must include all costs associated with the performance of the services specified, including materials, supervision, labor, insurance, transportation, delivery, fuel or other surcharges, demurrage, and related costs. Charges not listed in the RFP response will not be allowed. All prices and fees must be in U.S. dollars.

For the anticipated contract, in tabular form, please provide the following:

- A. Hourly billing rate for the following:
  - 1. All Key Personnel/Planners
  - 2. Economic Development Finance personnel
  - 3. Administrative support personnel
- B. Travel fee to City of Kalamazoo from Consultant's office (if any)
- C. Lump Sum Bid to complete the work as understood.
- D. Additional fees (if any) to include:
  - 1. Attendance at additional in-person meetings
  - 2. Additional work necessary, not specified in RFP, that Consultant's experience doing similar projects deems as required.

**9. SELECTION CRITERIA**

The City of Kalamazoo shall conduct a formal evaluation to determine the best qualified respondent meeting the City's needs. This evaluation shall be based on the Evaluation Criteria.

No rating or evaluation under the terms of this RFP shall be construed as a guarantee or promise of a contract and no such contract shall be binding on the City absent approval through the City's approval process.

The requested information is intended to provide information that will assist the City in the selection of the most qualified, competent, experienced, responsive, and economical Consultant, who will best serve the needs of the City. During the evaluation process, where it may serve its best interest, the City reserves the right to request additional information or clarifications from proposers, to reject any or all proposals or unauthorized modifications, to allow corrections of errors or omissions, or to waive irregularities. An evaluation committee will evaluate the proposals based upon the proposal requirements/selection criteria. After a review of the written proposals, selected firms may also be asked to participate in interviews or field follow-up questions. In the event of a tie in the scoring of proposals by the evaluation committee and no interviews will be performed, the firm scoring highest in the more heavily weighted categories will be the selected firm. In the event of a tie in the scoring of the more heavily weighted categories, the selected firm will be the firm receiving the more favorable reviews from their contacts for the list of similar projects performed over the last five (5) years.

When interviews are required by the City to reach a final decision, interviews will only be conducted with those firms deemed most qualified to perform the work as a result of the initial proposal scoring process. The selection committee decision resulting from the interview process will supersede any previous scoring of proposals. Any necessary interviews will be comprised of a presentation period by the submitting firm, followed by a set of standardized questions asked by the evaluation committee, and concluded with a brief period for final comments or follow-up questions. The evaluation committee will reach a final decision on the most qualified firm resulting from the interview process.

**SELECTION CRITERIA (cont.)**

The City will choose the proposal(s) that best fits its needs. The City is not obligated to award the contract based on cost alone. The selected firm will be required to enter into a written agreement with the City that will detail the specifics of the relationship and include scope of work, compensation, insurance requirements and other matters. If an agreement cannot be reached, the City reserves the right to render the proposal invalid and may award the contract to another qualified proposer at its sole discretion.

This RFP does not commit the City of Kalamazoo to pay for direct or indirect costs incurred in the preparation and/or presentation of a response. All finalists will pay their own costs incurred in preparing for, traveling to and attending interviews. The City of Kalamazoo reserves the right to accept or reject any or all proposals in part or in its (their) entirety.

The City reserves the right to make an award without further discussion of the submittal with the offeror. Therefore, the proposal should be submitted initially on the most favorable terms that the firm or individual might propose.

**10. POST PROPOSAL INFORMATION**

After review of proposals, the City may request further information or clarifications. Requested information shall be provided by the respondent either in writing or by oral presentation, at no cost to the City.

**11. CHANGES AND ADDENDA TO PROPOSAL DOCUMENTS**

Each change or addendum issued in relation to this RFP will be posted on the City's website at <https://www.kalamazoo.org/bidopportunities>. It shall be the proposer's responsibility to make inquiry as to the changes or addenda issued. All such changes or addenda shall become part of the contract and all proposers shall be bound by such changes or addenda. **In order for a proposal to be responsive, all addenda should be returned (signed by the proposer) with the proposal.** If you have already submitted your proposal, acknowledge receipt and acceptance of addenda by signing in the place provided and returning them to the Purchasing Division and they shall be incorporated in your proposal. Please identify your return envelope with the proposal reference number and project description.

**12. ECONOMY OF PREPARATION**

Each proposal should be prepared simply and economically providing a straightforward concise description of the proposer's ability to meet the requirements of the RFP. Decorative bindings, colored displays, promotional material, etc., are discouraged and they may result in loss of evaluation credit. Emphasis should be on completeness and clarity of the contents.

**13. PAYMENT DEFAULT**

No bid or proposal shall be accepted from any party (contractor) who is in default on the payment of taxes, licenses or other monies due to the City of Kalamazoo.

**14. CONFLICT OF INTEREST**

Submitting firms shall notify the City of any actual or potential conflicts of interest in their proposal submittal.

**CONFLICT OF INTEREST (cont.)**

By submitting a proposal for this project, unless listed in the Disclosure of Conflict of Interest section of their submitted proposal, the proposer certifies that, to the best of its knowledge and belief, there are no present or currently planned interests (financial, contractual, organizational, or otherwise) relating to the work to be performed under the contract resulting from this RFP that would create any actual or potential conflict of interest (or apparent conflicts of interest) (including conflicts of interest for immediate family members: spouses, parents, children) that would impinge on its ability to render impartial, technically sound, and objective assistance or advice or result in it being given an unfair competitive advantage. In this clause, the term “potential conflict” means reasonably foreseeable conflict of interest. The proposer further certifies that it has and will continue to exercise due diligence in identifying and removing or mitigating, to the City’s satisfaction, such conflict of interest (or apparent conflict of interest).

In a case in which an actual or potential conflict (or apparent conflict of interest) is disclosed, the City will take appropriate actions to eliminate or address the actual or potential conflict, including but not limited to mitigating or neutralizing the conflict, when appropriate, through such means as ensuring a balance of views, disclosure with the appropriate disclaimers, or by restricting or modifying the work to be performed to avoid or reduce the conflict. In this clause, the term “potential conflict” means reasonably foreseeable conflict of interest. The City reserves the right to not consider a submitted proposal with an actual or potential conflict (or apparent conflict of interest) if the conflict would pose a threat to the integrity of the project.

The proposer agrees that if “impaired objectivity”, or an actual or potential conflict of interest (or apparent conflict of interest) is discovered after the award is made, it will make a full disclosure in writing to the Project Manager. This disclosure shall include a description of actions that the contractor has taken or proposes to take to avoid, mitigate, or neutralize the actual or potential conflict (or apparent conflict of interest).

Remedies. The City may terminate this contract for convenience, in whole or in part, if it deems such termination necessary to avoid the appearance of a conflict of interest. If the contractor was aware of a potential conflict of interest prior to award or discovered an actual or potential conflict after award and did not disclose or misrepresented relevant information to the City, the City may terminate the contract for default, or pursue such other remedies as may be permitted by law or this contract. Further remedies include suspension or debarment from contracting with the City.

In cases where remedies short of termination have been applied, the contractor, subcontractor, employee, or consultant agrees to eliminate the organizational conflict of interest or mitigate it to the satisfaction of the City.

**15. ASSURANCE OF DESIGNATED PROJECT TEAM**

Proposer shall assure that the designated project team, including sub-consultants (if any), is used for this project. Departure or reassignment of, or substitution for, any member of the designated project team or sub-consultant(s) shall not be made without the prior written approval of the City.

**16. RFP TIMELINE**

Following is a detailed schedule of activities that identifies procurement process milestones. Dates provided are subject to change.

<b>ACTIVITY</b>	<b>DATE</b>
Issue Request for Proposals (RFP)	June 4, 2025
Deadline for Written Questions	June 17, 2025
Response to Questions Posted Online (Addendum)	June 24, 2025 at 3:00 p.m. (ET) (If Necessary)
Proposals Due	July 2, 2025 at 3:00 p.m. (ET)
Review and Scoring of Proposals	July 7 – 11, 2025
Interviews/Presentations (If Necessary)	July 2025
Contract Award	July 2025
Notice to Proceed	July 2025

**17. CONTRACT MANAGER**

Alex Hoffman Zobel, Community Investment Secretary or his/her duly authorized representative shall be the City’s Project Manager, main point of contact, and shall have the duties and responsibilities as provided in the contract. Alex Hoffman Zobel can be reached at (269) 337-8704 or [hoffmana@kalamazoocity.org](mailto:hoffmana@kalamazoocity.org).

**18. QUESTIONS**

Questions regarding the scope of work of this project may be addressed to Alex Hoffman Zobel, Community Investment Secretary, at (269) 337-8704, or [hoffmana@kalamazoocity.org](mailto:hoffmana@kalamazoocity.org). Questions relative to general proposal requirements may be addressed to Kyle Dunn, Buyer at (269) 337-8720, or [dunnk@kalamazoocity.org](mailto:dunnk@kalamazoocity.org). This does not relieve the proposers, however, from the requirements of Item 3, Page 1.

SECTION V  
TERMS AND CONDITIONS

1. **AWARD OF CONTRACT**

- A. The contract will be awarded to that responsible proposer whose proposal, conforming to this solicitation, will be most advantageous to the City according to the criteria outlined herein. The City reserves the right to accept or reject any or all proposals and waive informalities and minor irregularities in proposals received.
- B. Notification of award will be in writing by the Purchasing Manager. Upon notification, the Consultant/ Professional Firm (hereinafter Firm) shall submit to the Purchasing Division all required insurance certificates and such other documentation as may be requested or required hereunder. Upon their receipt and subsequent approval by the City, the Purchasing Manager will forward to the Firm a written **NOTICE TO PROCEED**. Work shall **NOT** be started until such **NOTICE TO PROCEED** is received by the Firm.
- C. Unilateral changes in proposal prices by the proposer shall not be allowed. However, the City, at its sole option, reserves the right to negotiate with proposers.

2. **REQUEST FOR PROPOSAL AS CONTRACT**

Should modifications (after proposal opening) NOT be necessary; this Request for Proposal (RFP) together with its addenda, amendments, attachments, and modifications will be executed as the contract. In the event modifications of any nature do occur, a separate agreement shall be negotiated containing mutually agreeable terms and conditions from this Request for Proposal and any addenda.

3. **SUBCONTRACTORS – NON-ASSIGNMENT**

Proposers shall state in writing any and all sub-contractors to be associated with this proposal, including the type of work to be performed. The Firm shall cooperate with the City of Kalamazoo in meeting its commitments and goals regarding maximum utilization of minority and women-owned business enterprises.

The Firm hereby agrees and understands that the contract resulting from this proposal shall not be transferred, assigned, or sublet without prior written consent of the City of Kalamazoo.

4. **TAXES**

The City of Kalamazoo is exempt from all federal excise tax and state sales and use taxes.

5. **INVOICING**

**All original invoice(s) will be sent to the Financial Services Division, 241 W. South Street, Kalamazoo, MI 49007 or via email at [apinvoice@kalamazoocity.org](mailto:apinvoice@kalamazoocity.org).** The Finance Division processes payments after receipt of an original invoice from the Firm and approval by the department. The City of Kalamazoo's policy is to pay invoice(s) within 30 days from the receipt of the original invoice if the services or supplies are satisfactory and the proper paperwork and procedures have been followed. **In order to guarantee payment to the vendor on a timely basis, the vendor needs to receive a purchase order number before supplying the City of Kalamazoo with goods or services.** All original, and copies of original invoice(s), will clearly state which purchase order they are being billed against.

**The City of Kalamazoo is a government municipality and therefore is tax exempt from all sales tax.**

**The vendor is responsible for supplying the Finance Division with a copy of their W9 if they are providing a service to the City of Kalamazoo.**

**6. PAYMENTS**

Unless otherwise specified by the City in this contract, the Firm will be paid in not more than thirty (30) days after receipt of a properly executed invoice, the sum stipulated herein for supplies delivered and accepted, or service rendered and accepted. Payments are processed by the Management Services Financial Services Division after receipt of an original invoice from the Firm and approval by the department.

**7. CHANGES AND/OR CONTRACT MODIFICATIONS**

The City reserves the right to increase or decrease quantities, service or requirements, or make any changes necessary at any time during the term of this contract, or any negotiated extension thereof. Price adjustments due to any of the foregoing changes shall be negotiated and mutually agreed upon by the Firm and the City.

Changes of any nature after contract award which reflect an increase or decrease in requirements or costs shall not be permitted without prior approval by the Purchasing Agent. City Commission approval may also be required.

**ANY CHANGES PERFORMED IN ADVANCE OF PURCHASING AGENT APPROVAL MAY BE SUBJECT TO DENIAL AND NON-PAYMENT.**

**8. LAWS, ORDINANCES AND REGULATIONS**

The Firm shall keep itself fully informed of all local, state, and federal laws, ordinances and regulations in any manner affecting those engaged or employed in the work and the equipment used. Firm and/or employees shall, at all times, serve and comply with such laws, ordinances and regulations.

Any permits, licenses, certificates, or fees required for the performance of the work shall be obtained and paid for by the Firm.

This contract shall be governed by the laws of the State of Michigan.

**9. RIGHT TO AUDIT**

The City or its designee shall be entitled to audit all the Firm's records, and shall be allowed to interview any of the Firm's employees, throughout the term of this contract and for a period of three years after final payment or longer if required by law to the extent necessary to adequately permit evaluation and verification of:

- A. Firm's compliance with contract requirements,
- B. Compliance with provisions for pricing change orders, invoices or claims submitted by the Firm or any of their payees.

**10. HOLD HARMLESS**

If the negligent acts or omissions of the Firm/Vendor or its employees, agents or officers, cause injury to person or property, the Firm/Vendor shall indemnify and save harmless the City of Kalamazoo, its agents, officials, and employees against all claims, judgments, losses, damages, demands, and payments of any kind to persons or property to the extent occasioned from any claim or demand arising therefrom.

**11. DEFAULT**

The City may at any time, by written notice to the Firm, terminate this contract and the Firm's right to proceed with the work, for just cause, which shall include, but is not limited to the following:

- A. Failure to provide insurance and bonds (when called for), in the exact amounts and within the time specified or any extension thereof.
- B. Failure to perform the services within the time specified herein, or any extension thereof.
- C. Failure to make progress if such failure endangers performance of the contract in accordance with its terms.
- D. Failure to perform in compliance with any provision of the contract.
- E. **Standard of Performance** - Firm guarantees to perform the services rendered herein in accordance with the accepted standards of the industry or industries concerned herein, except that if the specifications calls for higher standards, then such higher standards shall be provided.

Upon notice by the City of the Firm's failure to comply with such standards or to otherwise be in default of this contract in any manner following the Notice to Proceed, the Firm shall immediately remedy said defective performance in a manner acceptable to the City. Should the Firm fail to immediately correct said defective performance, said failure shall be considered a breach of this contract and grounds for termination of the same by the City.

In the event of any breach of this contract by the Firm, the Firm shall pay any cost to the City caused by said breach including but not limited to the replacement cost of such services with another Firm.

The City reserves the right to withhold any or all payments until any defects in performance have been satisfactorily corrected.

In the event the Firm is in breach of this contract in any manner, and such breach has not been satisfactorily corrected, the City may bar the Firm from being awarded any future City contracts.

- F. All remedies available to the City herein are cumulative and the election of one remedy by the City shall not be a waiver of any other remedy available to the City, either listed in this contract or available by operation of law.

**12. INDEPENDENT CONTRACTOR**

At all times the Firm, any of its employees, or its sub-contractors, and their subsequent employees shall be considered independent contractors and not as City employees. The Firm shall exercise all supervisory control and general control over all workers' duties, payment of wages to Firm's employees and the right to hire, fire and discipline their employees and workers. As an independent contractor, payment under this contract shall not be subject to any withholding for tax, social security or other purposes, nor shall the Firm or its employees be entitled to City paid sick leave, pension benefit, vacation, medical benefits, life insurance or workers' unemployment compensation or the like.

**13. MEETINGS**

The Firm and/or Project Supervisor shall be available to meet with the Department Head or Project Manager at a mutually agreeable time to discuss problems, issues or concerns relative to the contract. Either party may call a meeting at any time. When such a request for a meeting is made, the meeting date shall, in no case exceed five (5) working days after the request; and, if in the sole opinion of the Department Head, the severity of the circumstance warrants, no more than one (1) working day.

**14. CITY'S RESPONSIBILITIES**

The City agrees to provide full, reliable information regarding its requirements for the services to be provided. In addition, the City agrees to provide, at its expense and in a timely manner, the cooperation of its personnel and such additional information with respect to this agreement as may be required from time to time, to be provided by the City for the performance of the Firm's work.

**15. TERMINATION**

This Agreement may be terminated by either the City or the Firm by giving written notice at least thirty (30) days prior to the date of termination.

- A. In the event of such termination by the Firm, the City, together with any other remedies which are legally available, may withhold any subsequent payment due under this agreement until such time as the services required to be performed under this Agreement have been completed by the City or another firm. In the event that the City incurs additional expenses caused directly or indirectly by the termination of this Agreement, together with such other remedies as are legally available, the City shall be entitled to deduct such expenses from any unpaid amount due to the Firm under this agreement.
- B. In the event of such termination by the City, the City shall pay the Firm for services and reimbursable expenses performed or incurred prior to the termination date plus all costs and expenses directly attributable to such termination for which the Firm is not otherwise compensated.

**16. NO WAIVER**

Either party's failure to insist on strict performance of any term or condition of the contract shall not be deemed a waiver of that term or condition even if the party accepting or acquiescing in the nonconforming performance knows of the nature of the performance and fails to object to it.

**APPENDIX A**  
**NON-DISCRIMINATION CLAUSE FOR ALL CITY OF KALAMAZOO CONTRACTS**

The Contractor agrees to comply with the Federal Civil Rights Act of 1964 as amended; the Federal Civil Rights Act of 1991 as amended; the Americans With Disabilities Act of 1990 as amended; the Elliott-Larson Civil Rights Act, Act. No. 453, Public Act of 1976 as amended; the Michigan Handicappers Civil Rights Act, Act No. 220, Public Act of 1976 as amended, City Ordinance 1856 and all other applicable Federal and State laws. The Contractor agrees as follows:

1. The Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, sex, age, height, weight, marital status, physical or mental disability, family status, sexual orientation or gender identity that is unrelated to the individual's ability to perform the duties of the particular job or position. Such action shall include, but not be limited to the following: employment, upgrading, demotion or transfer, recruitment advertising, layoff, or termination; rates of pay or other forms of compensations; and selection for training, including apprenticeship.
2. The Contractor will, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, sex, age, height, weight, marital status, physical or mental disability family status, sexual orientation or gender identity that is unrelated to the individuals ability to perform the duties of the particular job or position.
3. If requested by the City, the Contractor shall furnish information regarding practices, policies and programs and employment statistics for the Contractor and subcontractors. The Contractor and subcontractors shall permit access to all books, records, and accounts regarding employment practices by agents and representatives of the City duly charged with investigative duties to assure compliance with this clause.
4. Breach of the covenants herein may be regarded as a material breach of the contract or purchasing agreement as provided in the Elliott-Larsen Civil Rights Act and City Ordinance 1856.
5. The Contractor will include or incorporate by reference the provisions of the foregoing paragraphs 1 through 4 in every subcontract or purchase order unless exempted by the rules, regulations or orders of the Michigan Civil Rights Commission\* and will provide in every subcontract or purchase order that said provision will be binding upon each subcontractor or seller.
6. The Contractor will not preclude a person with a criminal conviction from being considered for employment unless otherwise precluded by federal or state law. (for contracts over \$25,000)

The Elliott-Larson Civil Rights Act, Sec. 202 of Act. No. 453 of 1976 reads in part as follows:

Sec. 202. (1) An employer shall not:

- (a) Fail or refuse to hire, or recruit, or discharge or otherwise discriminate against an individual with respect to employment, compensation, or a term condition or privilege of employment because of religion, race, color, national origin, age, sex, height, weight, or marital status.
- (b) Limit, segregate or classify an employee or applicant for employment in a way which deprives or tends to deprive the employee or applicant of an employment opportunity or otherwise adversely affects the status of an employee or applicant because of religion, race, color, national origin, age, sex, height, weight, or marital status.
- (c) Segregate, classify, or otherwise discriminate against a person on the basis of sex with respect to a term, condition or privilege of employment, including a benefit plan or system.

\* Except for contracts entered with parties employing less than three employees.