## BID RESPONSE TEMPLATE INSTRUCTIONS TO BIDDERS

* *Bidders may use the Bid Response Template to submit proposal narrative.*
* *Bidders shall ensure that proposals are*
  + *Single spaced*
  + *11-point Arial font*
  + *Maximum 1-inch margins*
  + *No more than* ***20 pages excluding Exhibits and Attachments.*** *(Suggested page maximums for individual sections are listed throughout this Bid Response Template).*
* *Bidders are encouraged to use the ‘Bid Submission Checklist’ in order to check for completeness of submitted documents.*
* *All pages of the proposal response packet must be submitted in total with all required ATTACHMENTS hereto; all information requested must be supplied; any pages of EXHIBITS (or items therein) not applicable to the Bidder must still be submitted as part of a complete bid response, with such pages or items clearly marked “N/A”*
* *Bidders must submit a single PDF copy of the proposal and electronic Excel copy of the completed Exhibit B-1 Program Budget with Bidder’s name to* [*procurement@acgov.org*](mailto:procurement@acgov.org)
  + *Proposal is to be clearly marked on the cover (it should be clear who the Bidder is and what service is being bid on, on the front of the proposal) and must include evidence that the person(s) who signed the proposal is/are authorized to execute the proposal on behalf of the Bidder. A signed statement by either the Executive Director or the Board President on an agency letterhead will meet this requirement.*
* *Proposal must be submitted in total with ALL required documents attached thereto; all information requested must be supplied.*
* *Bidders that do not comply with the requirements, and/or submit incomplete proposals, may be subject to disqualification and their proposals rejected in total.*
* *If Bidders are making any clarifications and/or amendments, or taking exception to policies or specifications of this RFP, including those to the county SLEB policy, these must be submitted in the exceptions, clarifications, amendments section of this Exhibit A in order for the proposal to be considered complete.*

***BID SUBMISSION CHECKLIST***

**All of the documentation listed below is required to be submitted with the Bid Response Packet in order for a bid to be deemed complete. Bidders shall submit all documentation, in the order listed below and clearly labeled.**

1. **Table of Contents**
2. **Proposal Supporting Documentation**
3. **Bidder Information and Acceptance:**

Bidders must select one box under Item 10 of Exhibit A Bidder Information and Acceptance Form and must fill out and submit a **signed** page of Exhibit A.

1. **SLEB Partnering Information Sheet:**

Every Bidder must fill out and submit a signed SLEB Partnering Information Sheet in the Bid Template, indicating their SLEB certification status. If Bidder is not certified, the name, identification information, and goods/services to be provided by the named CERTIFIED SLEB partner(s) with whom the Bidder will subcontract to meet the County SLEB participation requirement must be stated.  Any CERTIFIED SLEB subcontractor(s) named, the Exhibit must be signed by the CERTIFIED SLEB(s) according to the instructions. All named SLEB subcontractor(s) must be certified by the time of bid submittal.

1. **OIG and Other Exclusion List Background Checks Attestation:**

All Bidders must complete the OIG Attestation form, attesting that they have checked and verified that all licensed staff that are included are part of the current bid against the lists included in the form.

1. **References:**

Bidders are to provide a list of three current and three former references. If unable to provide the stated number of references, include justification in your bid submission as a separate attachment. References must be satisfactory as deemed solely by County. References should have similar scope, volume and requirements to those outlined in these specifications, terms and conditions.

1. **Exhibit D: Exceptions, Clarifications, Amendments:**

Indicate all of Bidder exceptions to the County’s requirements, conditions and specifications as stated within this RFP. This shall include clarifications, exceptions and amendments, if any, to the RFP and associated Bid Documents, and shall be submitted with your bid response using the template in Exhibit A – Bid Response Packet.

THE COUNTY IS UNDER NO OBLIGATION TO ACCEPT ANY EXCEPTIONS, AND SUCH EXCEPTIONS MAY BE A BASIS FOR BID DISQUALIFICATION.

1. **Bid Response:** Bidder may use the ACBH-issued Bid Response Template in MS Word but is not required to, as long as Bid Response is complete per this Bid Submission Checklist. Further, Proposal Narrative **must not** collectively exceed the maximum page limit of **20 pages**. Bidders may delete the question prompts in the Bid Response Template to maximum space.
2. **Letter of Transmittal/Executive Summary:**

Bidders should use this document to provide a synopsis of the highlights and benefits of their bid.

1. **Bidder Minimum Qualifications:**

Bidders must demonstrate how they meet all of the criteria.

1. **Bidder Experience, Ability and Plan:**

Bidders must respond to all questions in this section of the narrative proposal.

1. **Implementation Schedule and Plan:**

Bidders must respond to all questions in this section of the narrative proposal.

1. **Budget Narrative:**

Budget narrative must match Budget Workbook.

1. **Budget Workbook:**

Bidders must complete all tabs in the budget workbook.

1. **Attachments:**

Bidders must submit all Attachments as part of their bid packet.

1. Attachment 1: Organizational Chart

**A complete Bid Response Packet must include:**

A single PDF copy of the proposal. Proposal is to be clearly marked on the cover (it should be clear who the Bidder is and what service is being bid on, on the front of the proposal);

* The original proposal must include evidence that the person(s) who signed the proposal is/are authorized to execute the proposal on behalf of the Bidder. A signed statement by either the Executive Director or the Board President on an agency letterhead will meet this requirement.

An electronic Excel copy of the completed Exhibit B-1 Program Budget, saved with the Bidder’s name.

**TITLE AND TABLE OF CONTENTS**

**EXHIBIT A: BIDDER INFORMATION AND ACCEPTANCE**

1. The undersigned declares that the proposal documents, including, without limitation, the RFP, Addenda and Exhibits have been read and accepted.
2. The undersigned declares that he/she is authorized, offers, and agrees to furnish the articles and/or services specified in accordance with the RFP’s specifications, terms & conditions.
3. The undersigned has reviewed the proposal documents and fully understands the requirements in this proposal including, but not limited to, the requirements under the County Provisions, and that each Bidder who is awarded a contract shall be, in fact, a prime contractor, not a subcontractor, to the County, and agrees that its proposal, if accepted by County, will be the basis for the Bidder to enter into a contract with County in accordance with the intent of the proposal.
4. The undersigned also agrees to the follow the [Bid Protests / Appeals Process](http://www.acgov.org/gsa/departments/purchasing/policy/bidappeal.htm).

Alameda County prides itself on the establishment of fair and competitive contracting procedures and the commitment made to follow those procedures. The following is provided in the event that Bidders wish to protest the proposal process or the recommendation to award a contract for these programs once the Notices of Intent to Award/Non-Award have been issued.

The following describes two separate processes: Bid Protests and Appeals. Bid Protests submitted prior to issuance of the Notices of Intent to Award/Non-Award shall not be accepted by the County.

Bid Protests from any Bidder related to this RFP must be submitted in writing to the ACBH Director located at 2000 Embarcadero Cove, Suite 400, Oakland, CA 94606 Fax: 510.567.8180, before 5:00 p.m. of the **fifth (5th)** business day **following the date of issuance of the** **Notice of Intent to Award/Non-Award, not the date it is received by the Bidder**.  Any Bid Protest received after 5:00 p.m. shall be considered received as of the next business day.

* The Bid Protest must contain a complete statement of the reasons and facts for the protest.
* The Bid Protest shall refer to the specific portions of documents that form the basis for the protest.
* The Bid Protest shall include the name, address, email address, fax number and telephone number of the person representing the protesting party.
* ACBH shall transmit a copy of the Bid Protest to all Bidders as soon as possible after receipt of the protest.

Upon receipt of written Bid Protest, the ACBH Director, or designee shall review and evaluate the protest and issue a written decision.  The ACBH Director, may, at his or her discretion, investigate the protest, obtain additional information, provide an opportunity to settle the protest by mutual agreement, and/or schedule a meeting(s) with the protesting Bidder and others (as determined appropriate by the ACBH Director) to discuss the Bid Protest.  The decision on the proposal protest shall be issued at least ten (10) business days prior to the date the Board is considering the recommendation and award of contract.

The decision on the Bid Protest shall be communicated by e-mail, fax, or US Postal Service mail, and shall inform the Bidder whether or not the recommendation to the Board of Supervisors as stated in the Notice of Intent to Award is going to change.  A copy of the decision shall be furnished to all Bidders affected by the decision.  As used in this paragraph, a Bidder is affected by the decision on a Bid Protest if a decision on the Bid Protest could have resulted in the Bidder not being the recommended successful Bidder on the RFP.

The decision of the ACBH Director on the Bid Protest may be appealed to the Auditor-Controller’s Office of Contract Compliance & Reporting (OCCR) located at 1221 Oak St., Rm. 249, Oakland, CA  94612, Fax: 510.272.6502 unless the OCCR determines that it has a conflict of interest in which case an alternate will be identified to hear the appeal and all steps to be taken by OCCR will be performed by the alternate.  The Bidder whose proposal is the subject of the Bid Protest, all Bidders affected by the ACBH Director’s decision on the Bid Protest, and the protesting Bidder have the right to appeal if not satisfied with the ACBH Director’s Bid Protest decision. **All Appeals to the Auditor-Controller’s OCCR shall be in writing and submitted within five (5) business days following the issuance of the decision by the ACBH Director, not the date received by the Bidder.**  Appeals received after 5:00 p.m. is considered received as of the next business day.

* The Appeal shall specify the Bid Protest decision being appealed and all the facts and circumstances relied upon in support of the Appeal.
* In reviewing Appeals, the OCCR shall not re-judge the proposals.  The appeal to the OCCR shall be limited to review of the procurement process to determine if the contracting department materially erred in following the RFP or, where appropriate, County contracting policies or other laws and regulations.
* The Appeal to the OCCR also shall be limited to the grounds raised in the original Bid Protest and the decision by the ACBH Director.  As such, a Bidder is prohibited from stating new grounds for a Bid Protest in its Appeal. The Auditor-Controller (OCCR) shall only review the materials and conclusions reached by the GSA-Office of Acquisition Policy or department designee, and will determine whether to uphold or overturn the protest decision.
* The Auditor’s Office may overturn the results of a bid process for ethical violations by Procurement staff, County Selection Committee members, subject matter experts, or any other County staff managing or participating in the competitive bid process, regardless of timing or the contents of a bid protest.
* The decision of the Auditor-Controller’s OCCR is the final step of the Appeal process.  A copy of the decision of the Auditor-Controller’s OCCR shall be furnished to the protestor, the Bidder whose proposal is the subject of the Bid protest, and all Bidders affected by the decision.

The County shall complete the Bid Protest/Appeal procedures set forth in this before a recommendation to award the contract is considered by the Board of Supervisors.

The procedures and time limits set forth in this section are mandatory and are each Bidder's sole and exclusive remedy in the event of Bid Protest.  A Bidder’s failure to timely complete both the Bid Protest and Appeal procedures shall be deemed a failure to exhaust administrative remedies.  Failure to exhaust administrative remedies, or failure to comply otherwise with these procedures, shall constitute a waiver of any right to further pursue the Bid Protest, including filing a Government Code Claim or legal proceedings.

1. The undersigned agrees to the following terms, conditions, certifications, and requirements found on the County’s website:

* [**Debarment / Suspension Policy**](http://www.acgov.org/gsa/departments/purchasing/policy/debar.htm): <http://www.acgov.org/gsa/departments/purchasing/policy/debar.htm>
* [**Iran Contracting Act (ICA) of 2010**](http://www.acgov.org/gsa/departments/purchasing/policy/ica.htm): <http://www.acgov.org/gsa/departments/purchasing/policy/ica.htm>
* [**General Environmental Requirements**](http://www.acgov.org/gsa/departments/purchasing/policy/environ.htm): [<http://www.acgov.org/gsa/departments/purchasing/policy/environ.htm>
* **Small Local Emerging Business Program:** <http://acgov.org/auditor/sleb/overview.htm>
* [**First Source**](http://www.acgov.org/gsa/departments/purchasing/policy/first.htm)**:** <http://www.acgov.org/auditor/sleb/sourceprogram.htm>
* [**Online Contract Compliance System**](http://www.acgov.org/gsa/departments/purchasing/policy/compliance.htm): <http://acgov.org/auditor/sleb/elation.htm>
* [**General Requirements**](http://www.acgov.org/gsa/departments/purchasing/policy/genreqs.htm): <http://www.acgov.org/gsa/departments/purchasing/policy/genreqs.htm>
* [**Proprietary and Confidential Information**](http://www.acgov.org/gsa/departments/purchasing/policy/proprietary.htm): <http://www.acgov.org/gsa/departments/purchasing/policy/proprietary.htm>

1. The undersigned also acknowledges ***ONE*** of the following. Please check only one box.

Bidder is not local to Alameda County and is ineligible for any bid preference; **or**

Bidder is a certified SLEB and is requesting 10% bid preference; (Bidder must check the first box and provide its SLEB Certification Number in the SLEB PARTNERING INFORMATION SHEET); **or**

Bidder is LOCAL to Alameda County and is requesting 5% bid preference, and has attached the following documentation to this Exhibit:

* Copy of a verifiable business license, issued by the County of Alameda or a City within the County; and
* Proof of six (6) months business residency, identifying the name of the bidder and the local address. Utility bills, deed of trusts or lease agreements, etc., are acceptable verification documents to prove residency.

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| ***EXHIBIT A: BIDDER INFORMATION AND ACCEPTANCE*** | | | | | | | | | | | | | | | | | |
| Official Name of Bidder | | | |  | | | | | | | | | | | | | |
| Street Address Line 1 | | | |  | | | | | | | | | | | | | |
| Street Address Line 2 | | | |  | | | | | | | | | | | | | |
| City |  | | | | | | | State |  | | | | Zip | | |  | |
| Webpage | |  | | | | | | | | | | | | | | | |
| Type of Entity/Organizational Structure | | | | Corporation | | | | | | | Joint Venture | | | | | | |
| Limited Liability Partnership | | | | | | | Partnership | | | | | | |
| Limited Liability Corporation | | | | | | | Non-Profit / Church | | | | | | |
| Other | |  | | | | |  | | | | | | |
| Jurisdiction of Organizational Structure | | | |  | | | | | | | | | | | | | |
| Date of Organizational Structure | | | |  | | | | | | Federal Tax ID Number | | | |  | | | |
| Name of Executive Director or Equivalent | | |  | | | | | | | Title | | | |  | | | |
| Phone Number | | |  | | | | | | | Fax Number | | | |  | | | |
| Email | | |  | | | | | | | | | | | | | | |
| Signature | | |  | | | | | | | Title | |  | | | | | |
| Dated this | | |  | | day of | |  | | | | | | | | 20 | |  |
| Contact Name | | |  | | | | | | | Title | |  | | | | | |
| Phone Number | | |  | | | | | | | Fax Number | |  | | | | | |
| Email | | |  | | | | | | | | | | | | | | |

**SLEB PARTNERING INFORMATION SHEET**

In order to meet the Small Local Emerging Business (SLEB) requirements of this RFP, all bidders must complete this form as required below.

Bidders not meeting the [definition of a SLEB](http://acgov.org/auditor/sleb/overview.htm) (<http://acgov.org/auditor/sleb/overview.htm>) are required to subcontract with a SLEB for at least 20% of the total estimated bid amount in order to be considered for contract award. SLEB subcontractors must be independently owned and operated from the prime Contractor with no employees of either entity working for the other. This form must be submitted for each business that bidders will work with, as evidence of a firm contractual commitment to meeting the SLEB participation goal. (Copy this form as needed.)

Bidders are encouraged to form a partnership with a SLEB that can participate directly with this contract. One of the benefits of the partnership will be economic, but this partnership will also assist the SLEB to grow and build the capacity to eventually bid as a prime on their own.

Once a contract has been awarded, bidders will not be able to substitute named subcontractors without prior written approval from the Auditor-Controller, Office of Contract Compliance & Reporting (OCCR).

County departments and the OCCR will use the web-based Elation Systems to monitor contract compliance with the SLEB program (Elation Systems: <http://www.elationsys.com/elationsys/>).

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| **BIDDER IS A CERTIFIED SLEB (sign at bottom of page)**  **SLEB BIDDER Business Name:**  **SLEB Certification #:       SLEB Certification Expiration Date:**  **NAICS Codes Included in Certification:** |

|  |
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| **BIDDER IS NOT A CERTIFIED SLEB and will subcontract      % with the SLEB named below for the following goods/services:**  **SLEB Subcontractor Business Name:**  **SLEB Certification #:       SLEB Certification Expiration Date:**  **SLEB Certification Status:  Small /  Emerging**  **NAICS Codes Included in Certification:**  **SLEB Subcontractor Principal Name:**  **SLEB Subcontractor Principal** **Signature: Date:** |

**Upon award, prime Contractor and** **all SLEB subcontractors** that receive contracts as a result of this bid process agree to register and use the secure web-based ELATION SYSTEMS. ELATION SYSTEMS will be used to submit SLEB subcontractor participation including, but not limited to, subcontractor contract amounts, payments made, and confirmation of payments received.

Bidder Printed Name/ Title:

Street Address: City:  State:  Zip Code:

Bidder Signature: Date:

**OIG and Other Exclusion List Background Check Attestation**

In accordance with HCSA’s Policy and Procedure #OCS.C.001 on Exclusion Screening, PROVIDER NAME attests that they have checked and verified all licensed staff that will provide services related to *RFP #23-02 Washington Hospital Emergency Department Program* against the following lists and are not excluded from participation in government funded healthcare programs:

* + National Plan & Provider Enumeration System (NPPES) – NPI Number (<https://npiregistry.cms.hhs.gov/> )
  + Licenses are verified to be current with no restrictions
  + Office of the Inspector General List of Excluded Individuals & Entities (OIG/LEIE) database (<https://exclusions.oig.hhs.gov/>)
  + GSA’s System Award Management (SAM/EPLS) data base (<https://www.sam.gov/SAM/> )
  + California DHCS Medi-Cal Suspended & Ineligible list (<https://files.medical.ca.gov/pubsdoco/SandIlanding.asp>)
  + Social Security Death Master File (<https://dmf.ntis.gov/>)
  + SUD Certification and/or Registration is verified and current with CAADE, CADTP or CCAPP (SUD only)

Further, PROVIDER NAME attests that they have policies and procedures in place to conduct this verification for new hires and on a regular basis for all employees.

Provider Name:

Signature, Title

**BIDDER REFERENCES**

*Provide three current and three former references that Bidder worked with on a similar scope, volume and requirements to those outlined in this RFP. Bidders must verify that the contract information for all references provided in current and valid. Bidders are strongly encouraged to notify all references that the County may be contacting them to obtain a reference.*

*The County may contact some or all of the references provided in order to determine Bidder’s performance record on work similar to that described in this request. The County reserves the right to contact references other than those provided in the proposal and to use the information gained from them in the evaluation process.*

***Current References***

|  |  |
| --- | --- |
| **Bidder Name** |  |
| |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | | **1.**   |  |  | | --- | --- | | Company Name: | Contact Person: | | Address: | Telephone Number: | | City, State, Zip: | E-mail Address: | | Services Provided / Date(s) of Service: | |   **2.**   |  |  | | --- | --- | | Company Name: | Contact Person: | | Address: | Telephone Number: | | City, State, Zip: | E-mail Address: | | Services Provided / Date(s) of Service: | |   **3.**   |  |  | | --- | --- | | Company Name: | Contact Person: | | Address: | Telephone Number: | | City, State, Zip: | E-mail Address: | | Services Provided / Date(s) of Service: | | | | |

***Former References***

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| --- | --- |
| **Bidder Name** |  |
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## EXHIBIT D: EXCEPTIONS, CLARIFICATIONS, AMENDMENTS

|  |
| --- |
| ***This shall include clarifications, exceptions and amendments, if any, to the RFP and associated Bid Documents, and shall be submitted with your bid response using the template on this page of the Exhibit A – Bid Response Packet. THE COUNTY IS UNDER NO OBLIGATION TO ACCEPT ANY EXCEPTIONS, AND SUCH EXCEPTIONS MAY BE A BASIS FOR BID DISQUALIFICATION.*** |

**Bidder Name:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Reference to** | | | **Description** |
| Page No. | Section | Item No. |  |
| **p. 23** | **D** | **1.c.** | ***Bidder takes exception to…*** |
|  |  |  |  |
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\*Print additional pages as necessary

(Bidders may delete the question prompts to maximize space)

1. **LETTER OF TRANSMITTAL/ EXECUTIVE SUMMARY (1 page)**

Complete and submit a synopsis of the highlights and benefits of each proposal including total funding request and staffing overview.

1. **BIDDER MINIMUM QUALIFICATIONS (2 pages)**

Describe and demonstrate how Bidder meets all of the following criteria:

1. Have at least two years of experience providing services to individuals with mild to severe mental illness within the last five years; and
2. Have at least two years of experience providing outpatient or outpatient support services within the last five years.
3. **a. UNDERSTANDING OF AND EXPERIENCE WITH THE PRIORITY POPULATION**
4. **Bidder’s understanding of the priority population, including** (1 page):
5. Needs, risk factors, strengths, and challenges with engagement;
6. Individuals with moderate to severe mental illness;
7. Demographics of the priority population and the population of South County, and the specific cultural and behavioral health needs of this region; and
8. Challenges with accessing and engaging in sustainable mental health and physical health supports.
9. **Bidder’s experience working with the priority population, including:** (2 pages)
10. Providing services to the priority population;
11. Developing and implementing successful strategies to address barriers faced by the clients;
12. Providing in-reach and outreach services that are culturally affirming and responsive to the individuals in the priority population; and
13. Developing strategies to make services accessible and equitable.

## *b.* SERVICE DELIVERY APPROACH

1. **Bidder’s plan to deliver services to clients, including** (2 pages)**:**
2. Plan to provide outpatient support services, including but not limited to, linkages to mental health, SUD, and physical health treatment;
3. Proposed referral, engagement and intake processes, including strategies to manage referrals and respond in a timely manner;
4. Support to clients to identify goals and improve connections to sustainable services, including applicable treatment services;
5. Plan for delivering services on-site (Washington Hospital);
6. Plan for engaging treatment-reluctant clients; and
7. Plan for individuals that do not meet eligibility criteria, and for eligible clients for whom there are no openings.
8. **Bidder’s plan to follow Evidence-Based Practices, including** (1 page):
9. Plan to follow In-Home Outreach Team (IHOT) model
10. Plan to implement other EBPs, including but not limited to, Motivational Interviewing, Screening Brief Intervention Referral and Treatment (SBIRT), and Stages of Change.
11. **Bidder’s plan to deliver accessible and culturally affirming outreach and engagement, including** (1 page):
12. Plan deliver accessible and equitable services; and
13. How services will reflect and accommodate the priority population and the population of South County.

**c. PLANNED STAFFING AND ORGANIZATIONAL CAPACITY**

1. **Roles and responsibilities of program staff, including** (2 pages):

Program staffing plan which includes staff titles and FTE, language capacity, roles, responsibilities, and supervision structure. Provide rationale for proposed staffing plan including tasks necessary to provide program services and how they will be assigned to staff;

Plan for recruiting, hiring, training, supervising, and retaining staff. Include how staff will reflect the priority population and language profiles; and

Plan for supervision and oversight of proposed program components.

1. **Bidder’s planned organizational infrastructure, including:** (2 pages)

Description of how program services will be integrated into Bidder’s existing organizational structure and services;

Capacity or plan to track and enter data following County requirements; and

Capacity or plan to meet Federal, State, and MAA billing requirements

## d. FORMING PARTNERSHIPS AND COLLABORATION (1 page)

## Describe, in detail, Bidder’s experience in Forming Partnerships and Collaboration, including:

Experience and/or plan to collaborate with other service providers that work with the priority population;

Experience and/or plan for seeing clients within emergency department settings.

## e. BIDDER’S EXPERIENCE AND PLAN TO TRACK DATA AND OUTCOMES (2 pages)

Describe, in detail, **Bidder’s Experience and Plan to Track Data and Outcomes**, including Bidder’s plan for collecting data specified in this RFP and tracking outcomes for quality improvement, including:

1. Experience with data collection, tracking, and reporting including data tracking tools or systems. Include examples of how data and outcomes information has been used for quality and performance improvement; and
2. Plan for monitoring program measures and outcomes. If Bidder is proposing benchmark measures different from those included in RFP, provide rationale.

**IMPLEMENTATION SCHEDULE AND PLAN**

1. Bidder’s **Implementation Schedule and Plan** with due dates around the following activities (1 page):
2. Three months start up including:
3. Recruitment/hiring
4. Establishment of relationship with Washington Hospital
5. Launch of services
6. Meeting program outcomes

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity** | **Responsible Persons** | **Milestone/ Management** | **Due Date** |
|  |  |  |  |

* 1. Bidder’s identification and strategies for mitigation of risks and barriers, which may adversely affect the program’s implementation. (1 page)

|  |  |
| --- | --- |
| **Barriers** | **Mitigation Strategies** |
|  |  |

**BUDGET NARRATIVE (1 page)**

* 1. *Provide a detailed Budget Narrative to explain the costs and calculations in the budget. The narrative must match the budget, and be aligned with the requirements of this RFP. Narrative should explain how calculations were made on the following and provide explanation on any variances in costs:*

1. *Required Staffing*
2. *Salaries and Benefits*
3. *Operating Expenses*
4. *Administrative and/or Indirect Costs*