

**RFQ NOTIFICATION SHEET for DMB  
Contracts and Rate Setting Division**

State of Michigan  
Department of Human Services

Notice of a request for quotations is hereby given Pursuant to Act No. 124 of the Public Acts of 1999.

Amount:  <p align="center"><b>\$141,693</b> <b>(\$47,231 per contrat year)</b></p>	ITB Number  <p align="center">DHS DEL 10-17001</p>
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Service Title: **Juvenile Justice Diversion and Reintegration Alternatives**

Bid Description:  
**Chippewa County Delinquency contract for In home services for P.A. 150 State wards and probate wards under DHS supervision who are in an out-of-home placement and are recommended for an accelerated return to the community.**

Due Date For Response:  
**July 8, 2009** by 3:00 PM

Contact Person Name: <b>Christopher Stabile</b>	Phone #: <b>(906) 635-4102</b>
E-Mail Address: <b>stabilec@michigan.gov</b>	

**REQUEST FOR QUOTE (RFQ)**  
**Cover Sheet**  
Michigan Department of Human Services (DHS)

Notice of a request for quotations is hereby given Pursuant to Act No. 124 of the Public Acts of 1999.

Contract/RFQ Number: **DEL10-17001**

Maximum Contract Amount: **\$47,231** Per Year

Maximum Contract Amount: **\$141,693** Total Contract Period

Anticipated Contract Begin and End Dates:

October 1, 2009 through September 30, 2012

Geographic Area to be Served: **Chippewa County**

Service Titles: **Juvenile Justice Diversion and Reintegration Alternatives**

Method of Reimbursement:  Actual Cost  Unit Rate  Other  \_\_\_\_\_

Bidder Questions Due Date & Time: **June 22, 2009 by 3:00 PM**

Bid Submission Due Date & Time: **July 8, 2009 at 3 p.m.**

Pre-proposal Conference: (Date, time, location) **will not be held.**

Contact Person: **Christopher Stabile**

Telephone #: **906 635-4173**

Email Address: **stabilec@michigan.gov**

Submit 7 copies of the bid response and, in a separate sealed envelope, two (2) copies of the budget document, to this address:

**Chippewa County**

DHS Issuing Office

**463 E. Three Mile Rd.**

Street Address

**Sault Ste. Marie**

**MI**

**49783**

City

State

Zip

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Authority: P.A. 2080 of 1939. Completion: Mandatory. Penalty: Contract Invalid	Department of Human Services (DHS) will not discriminate against any individual or group because of race, religion, age, national origin, color, height, weight, marital status, sex, sexual orientation, gender identity or expression, political beliefs or disability. If you need help with reading, writing, hearing, etc., under the Americans with Disabilities Act, you are invited to make your needs known to a DHS office in your area.
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## **Section I**

### **REQUEST FOR QUOTE POLICY**

#### **General Information**

This Request for Quote (RFQ) provides interested bidders with sufficient information to prepare and submit proposals for consideration by the Department of Human Services.

#### 1. **Contract Award**

Contract award negotiations will be undertaken with those Contractors whose bid responses, as to price and other factors, show them to be qualified, responsible, and capable of performing the work.

The contract entered into will be that contract most advantageous to DHS, price and other factors considered. DHS reserves the right to consider bid responses or clarifications thereof received at any time before award is made, if such action is in the best interest of DHS.

If a contract is awarded, the selected bidder will be required to comply with standard, non-negotiable General Provisions, which will be a part of the contract.

#### 2. **Rejection of Bid Responses**

DHS reserves the right to reject any and all proposals received as a result of this RFQ. This RFQ is created for information or planning purposes only. DHS does not intend to award a contract solely on the basis of any response made to this request or otherwise pay for the information solicited or obtained.

#### 3. **Incurring Costs**

The State of Michigan is not liable for any cost incurred by the bidders prior to issuance of a contract.

#### 4. **Acceptance of Bid Response Content**

The contents of the bid response of the successful bidder may become contractual obligations if a contract ensues. Failure of the successful bidder to accept these obligations may result in cancellation of the award.

#### 5. **Options to Renew**

At the discretion of DHS, an awarded contract may be renewed in writing by an amendment not less than 30 days before its expiration. The contract may be renewed for up to one additional year period.

#### 6. **Prime Contractor Responsibilities**

The selected Contractor will be held accountable for all services offered in the bid response. Further, the State will consider the selected Contractor to be the sole point of contact with regard to contractual matters, including payment of any and all charges resulting from the contract.

7. News Releases

News releases pertaining to this RFQ on the service, study, or project to which it relates may not be made without prior State approval, and then only in coordination with the Issuing Office.

8. Disclosure of Proposal Contents

Bid Responses are subject to disclosure under the Michigan Freedom of Information Act (P.A. 1976, No. 442).

9. Independent Price Determination

a. By submission of a bid response, the bidder certifies:

- 1) The prices of the bid response have been arrived at independently without consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other bidder or with any competitor;
- 2) Unless otherwise required by law, the price quotation in the bid response has not and will not be knowingly disclosed by the bidder to any potential bidder;
- 3) No attempt has been made or will be made by the bidder to induce any other person or agency to submit or not to submit a bid response for the purpose of restricting competition;
- 4) The price quoted is not higher than that given to the general public for the same service.

b. Each person signing the bid response certifies that:

- 1) She/he is the person in the bidder's organization responsible within that organization for the decision as to prices being offered in the bid response, and that she/he has not participated, and will not participate in any action contrary to a. 1 through 4 above; or
- 2) She/he is not the person in the bidder's organization responsible within that organization for the decision as to the prices being offered in the bid response, but that she/he has been authorized in writing to act as agent for the persons responsible for such decision in certifying that such persons have not participated, and will not participate, in any action contrary to a. 1, through 4 above, and as their agent does hereby so certify; and that she/he has not participated, and will not participate in any action contrary to a. 1 through 4 above.

c. A bid response will not be considered for award if the bidder is found to be noncompliant with any part of section 15 (Independent Price Determination) unless the bidder furnishes a signed statement with the bid response, which sets forth in detail the circumstance of the disclosure and the Issuing Office determines that such disclosure was not made for the purpose of restricting competition.

## Section II

### BIDDER'S INSTRUCTIONS & INFORMATION

#### Questions/Inquiries

Bidders must submit any **questions** regarding the content of this RFQ by email or surface mail to the Issuing Office on or before the date and time specified on the cover sheet. DHS staff are not allowed to respond to questions (regarding the content of the RFQ) that are telephoned in. Questions may be discussed verbally at the preproposal conference, if one is scheduled. DHS will compile all relevant questions and answers and post these as well as any other clarifications or revisions to the initial RFQ onto the DHS Public Website under Bids and Proposals. Interested bidders are advised to monitor the website regularly.

#### Amendment to the RFQ

In the event it becomes necessary to revise any part of this RFQ, addenda will be posted to this website.

#### Bid Submission

To be considered, **bid responses** must be delivered, either in person or by surface mail, to the Issuing Office on or before the date and time specified on the cover sheet. Bidders mailing bid responses should allow normal delivery time to ensure timely receipt of their bid responses. Bid responses which are faxed or emailed will not be considered for award.

To be considered, bidders must submit a complete response to this RFQ, using exclusively the format provided in the "Rating Criteria Worksheet". Bid Responses must be signed by an official authorized to bind the bidder to its provisions. The bid response must remain valid for at least 90 days.

#### Disqualifying Criteria

The bidder will be disqualified and their proposal will not be reviewed if they:

- Do not submit a complete bid package by the specific time and date.
- Do not submit a complete budget.
- Do not substantially comply with RFQ specifications.
- Do not stay at or below the maximum dollar amount.
- Do not sign the bid responses by an official authorized to bind the bidder to its provisions.

#### Prorating

Delays at the beginning of the first contract period will result in a prorating of the annual dollar amount. The contract amount for subsequent years will be dependent on DHS' availability of funds and service needs.

#### Price

The established price per unit of service will be in effect for the entire period of the contract.

#### General Provisions

Awards made as a result of this RFQ will require execution of a contract with DHS. The contract will contain standard non-negotiable General Provisions. A copy of the General Provisions is available upon request.

#### Electronic Submission

The recommended awardee will be required to submit an electronic version of Sections IV and V, including the budget, to DHS.

### Rating

All bid responses will be evaluated on the basis of rating criteria identified in the RFQ. Contracts will be awarded using a two-step process linking price and quality. The most recent audit of each bidder may be reviewed by DHS, at its discretion, to determine the bidder's fiscal viability. DHS may eliminate from the rating process any bidders that fail to pass this review. If the bidder has provided contractual services to DHS previously, DHS may consider reviewing monitoring and/or outcome information related to prior contracts.

Competitiveness in pricing will be determined using the following formula:  
lowest bid price within the competitive pool divided by the bidder's price, multiplied by the bidder's initial score, as determined through the rating process.

$(\text{Lowest bid Price} \div \text{Bidders Price}) \times \text{Initial Bidder Score} = \text{Final Score}$

### Disabled Veterans

Public Act 91 of 2005 offers an all-else-equal preference for businesses owned by qualified disabled veterans. For more information, visit [www.michigan.gov/buymichiganfirst](http://www.michigan.gov/buymichiganfirst)

### Registering on MAIN

To receive reimbursement from the State of Michigan, a Contractor must be registered as a vendor on the Michigan Accounting and Information Network (MAIN).

To register on MAIN:

- Click on <http://www.cpexpress.state.mi.us>
- Follow directions.

### Public Liability Insurance

Proof of public liability insurance must be provided to DHS prior to the time the contract is executed (issued).

### Subcontracting

Subcontractors shall be subject to all conditions and provisions of the contract including Criminal Record and Central Registry background checks when applicable. The contractor shall be responsible for the performance of all assignees or subcontractors.

If subcontracting, the contractor must obligate the subcontractors to maintain the confidentiality of DHS' client information in conformance with State and Federal requirements.

If portions of the services are being subcontracted, the bidder must identify the services the subcontractor will perform and provide all information requested, (including a budget if over \$2,500) as it applies to both the bidder and the subcontractor(s).

DHS may, at its discretion, require information on the process of an awarded subcontractor bid.

A Contractor is responsible for the performance of any subcontractors who are held to the same standard of quality and performance as the Contractor. Raters of bid responses will consider the qualifications of both the Contractor and subcontractor when making contract award recommendations.

### Budget Instructions

The forms and instructions for the budget can be found at:

[http://www.michigan.gov/documents/CM-468ex\\_15681\\_7.xlt](http://www.michigan.gov/documents/CM-468ex_15681_7.xlt)

- You must submit the current form, do not use previous editions.
- Number of units must be included on the budget for each service.
- Complete and submit the Comments sheet as part of the budget to provide additional explanation when needed.
- Submit 2 copies of the budget portion of your proposal in a clearly marked, separate envelope.

## Section III

### **Description of Services for Bidder Response**

#### I. CONTRACTOR RESPONSIBILITIES

##### A. Geographic Area

The Contractor shall provide services described herein in the following geographic area: Chippewa County.

##### B. Location of Services to be Delivered

The Contractor shall provide services described herein in facilities located at:

To be determined.

##### C. Client Eligibility Criteria

###### 1. Definition of Eligibility

- P.A. 150 State wards and probate court wards under DHS supervision who are recommended for a community-based, family-focused program, as an alternative to out-of-home placement.
- P.A. 150 State wards and probate court wards under DHS supervision who are in an out-of-home placement and are recommended for an accelerated return to the community.
- For those counties that have approved joint court-DHS local office child safety and permanency plans, supervised court wards are also eligible for these services.

###### 2. Determination of Eligibility

The DHS shall determine eligibility.

##### D. Credentials and Employee Clearances

###### Credentials:

The Contractor shall assure that appropriately credentialed or trained staff shall perform functions under this Agreement.

- The Program Supervisor shall possess at minimum a master's degree in social work and one year of experience as a social service worker; or a master's degree in sociology, psychology, family ecology, consumer/ community services, family studies, family and/or child development, guidance/school counseling, counseling psychology, or criminal justice and two years of experience as a social service worker; or a bachelor's degree in the above fields and four years experience as a social service worker in a child care organization. (Two years of the four years of experience shall be in a DHS licensed child placing agency.)

- The Community Treatment Worker(s) (CTW) shall possess a bachelor's degree in social work, sociology, psychology, family ecology, consumer/community services, family studies, family and/or child development, guidance/school counseling, counseling psychology, or criminal justice. The CTW worker shall also have two years of post-degree professional experience in working with delinquent youth.
- The Youth Surveillance Worker (YSW) shall be a person of good character, emotional stability, and of sufficient health, ability, experience, and education to perform the duties assigned. This worker shall also have adequate transportation resources (personal or Contractor provided), and if driving, must provide a valid driver's license and proof of vehicle insurance coverage.

### Criminal Background Check

Please note that the following language will be included in the contract:

As a condition of this Agreement, the Contractor certifies that the Contractor shall, prior to any individual performing work under this Agreement, conduct or cause to be conducted for each new employee, employee, subcontractor, subcontractor employee or volunteer who works directly with:

- a. clients under this Agreement, or who has access to client information, an Internet Criminal History Access Tool (ICHAT) check and a National and State Sex Offender Registry check.

Information about ICHAT can be found at <http://apps.michigan.gov/ichat>.

The Michigan Public Sex Offender Registry web address is <http://www.mipsor.state.mi.us>.

The National Sex Offender Public Website address is <http://www.nsopw.gov>.

- b. children under this Agreement, a Central Registry (CR) check.

Information about CR can be found at [http://www.mi.gov/dhs/0,1607,7-124-5452\\_7119\\_48330-180331--,00.html](http://www.mi.gov/dhs/0,1607,7-124-5452_7119_48330-180331--,00.html).

The Contractor shall require each employee, subcontractor, subcontractor employee or volunteer who works directly with clients or who has access to client information, under this Agreement to timely notify the Contractor in writing of criminal convictions (felony or misdemeanor) and/or pending felony charges or placement on the Central Registry as a perpetrator.

Additionally, the Contractor shall require each new employee, employee, subcontractor, subcontractor employee or volunteer who works directly with clients under this Agreement or who has access to client information and who has not resided or lived in Michigan for each of the previous ten (10) years to sign a waiver attesting to the fact that they have never been convicted of a felony or identified as a perpetrator, or if they have, the nature and recency of the felony.

The Contractor further certifies that the Contractor shall not submit claims for or assign to duties under this Agreement, any employee, subcontractor, subcontractor employee, or volunteer based on a determination by the Contractor

that the results of a positive ICHAT and/or a CR response or reported criminal felony conviction or perpetrator identification make the individual ineligible to provide the services.

The Contractor must have a written policy describing the criteria on which its determinations shall be made and must document the basis for each determination. The Contractor may consider the recency and type of crime when making a determination. Failure to comply with this provision may be cause for immediate cancellation of this Agreement. In addition, the Contractor must further have a written policy regarding acceptable screening practices of new staff members and volunteers who have direct access to clients and/or client's personal information, which serve to protect the organization and its clients that is clearly defined. The Contractor must also assure that any subcontractors have both of these written policies.

If DHS determines that an individual provided services under this Agreement for any period prior to completion of the required checks as described above, DHS may require repayment of that individual's salary, fringe benefits, and all related costs of employment for the period that the required checks had not been completed.

#### E. Services to be Delivered

Service #1 of 1: Juvenile Justice Diversion and Reintegration Alternatives

##### 1. Activities the Contractor shall perform:

The Contractor shall:

- a. Attempt to contact the client/family by telephone and then in person within 48 hours from the time of the referral for diversion and reintegration cases. Explain the program and objectives.
- b. Ensure that all youth and families who enter the Diversion Program be asked to sign an agreement stating their willingness to participate and comply with all program requirements. (For reintegration cases, the family's written agreement to participate is desirable, but not required.)
- c. Work with families who may be reluctant to participate in the program and may be uncooperative.
- d. Conduct an intake and assessment of the youth and family at the initial home visit. The assessment form shall be designed and developed by the Contractor, and approved by DHS.
- e. Complete an initial service plan within thirty days of case opening.
- f. Review and approve, by signature, all service plans, progress reports, and termination summaries, and complete the following reports using formats provided by or approved by DHS:
  - A monthly summary of daily contacts.
  - An updated quarterly service plan.

- Termination report, using the format provided by the DHS.

g. Provide the following core services to all youth and their families:

1) Intensive Family Treatment

Services shall be provided as an alternative to placement during the later stages of residential treatment and during post-residential treatment of youth.

Intensive family services shall be defined as frequent and purposeful contact with the client and his/her family, with as many as possible of these contacts to occur within the family's home unless contraindicated in the treatment plan.

Purposeful shall be defined to be contact(s) that are planned in terms of activities to be undertaken, issues to be addressed, and specific outcomes to be achieved. The purpose, and related contact activities, can be related to one or more of the following family goal areas:

- a) Parenting/family communication skills development.
- b) Life skills development (budgeting, efficient shopping, establishing a checking account, etc.).
- c) Family strengths and needs assessment and resource identification.
- d) Family issues identification and resolution (family counseling activities).
- e) Youth/family progress assessment in meeting prior goals.
- f) Advocacy activities on behalf of the youth/family.
- g) Transportation assistance to obtain needed community services.
- h) Youth/family job development and search activities.

h. Assure delivery of JJDRA services to an average of 12 youth and families per year for each full-time CTW. Supervisors may also directly serve some families each year.

i. Assign a caseload of six youth and their families to each full-time CTW and each full-time equivalent YSW. Two additional youth/families may be assigned as the level of service to other youth/families is decreased. The decision for CTW's and YSW's to add cases rests solely with the DHS.

- j. Consult with DHS staff, on a monthly basis, to discuss individual case progress, problems, action steps and goals.
- k. Periodically participate in the activities of direct care workers to assure compliance with direct service requirements.
- l. Assign the Community Treatment Worker(s) to:
  - 1) Attend an admission conference within thirty days of case opening for youth assigned to a residential center.
  - 2) Transport, (or arrange transportation for) family members to the assigned residential center, every other week to attend and co-facilitate family sessions.
  - 3) Conduct two-hour family sessions with the family in the community during the in-between weeks while the youth is in residential care.
  - 4) Attend a transition conference sixty days prior to release for all youth being released from residential programs.
  - 5) Provide individual and family treatment as specified in the case plan and level system, including, but not limited to, arranging for counseling and substance abuse treatment, as needed.
  - 6) Conduct a termination interview with the youth and family as appropriate to summarize the progress and discuss options for maintaining programs. The DHS Juvenile Justice Specialist shall be asked to participate in the termination interview.
  - 7) Summarize the youth and family's progress in a letter signed by the CTW and sent to each family completing the program, with a copy to the JJS. The summary letter shall be sent no later than seven days after case closure.
- m. Administer a Client Satisfaction Questionnaire, designed by the Contractor, upon termination of each case to determine satisfaction with the JJDRA program. A copy of the completed forms shall be kept in each case record.
- n. Recommend placement of youth whose behavior is deteriorating and, if the DHS makes the placement work with the JJS and the facility to complete the assessment. A petition for a delinquent offense and court order is required for such detention and assessment.
- o. Recommend to DHS the return of eligible youth to prior DHS institutional placements and treatment groups when possible, where the youth have established relationships, and their behavior is deteriorating to warrant such action.

The Contractor shall work with the assigned residential care staff to avoid a full-scale escalation of placement for the youth in an institution. The court order approving release from a DHS institution must authorize 72-hour respite. A petition for a delinquent offense is required and a court order is required for such respite.

- p. Maintain ongoing contact with the referring JJS at a frequency sufficient to address the circumstances of the individual case.
- q. Provide services in the client's home or at a location mutually agreed upon by the Contractor and client, as appropriate.
- r. When the assigned CTW and/or YSW is unavailable, provide a comparable back-up person familiar with the youth's case.
- s. Assign the Youth Surveillance Worker(s) to:
  - Provide face-to-face mentor or surveillance contacts to all youth and families. Under the direction of a CTW, a YSW shall develop positive relationships with delinquent youth and family, serve as a constructive adult role model and monitor the whereabouts of delinquent youth.
  - The monitoring shall occur several times a day when first assigned a case in the community and progressively less frequently as the youth involved makes progress toward the achievement of community treatment goals.
  - The exact schedule of monitoring is to be determined by the CTW, in consultation with the JJS and YSW.

(Information regarding the youth or family being served shall not be disclosed to anyone except DHS and pertinent Contractor staff.)

- t. Provide face-to-face mentor or surveillance contacts to all youth and families. Under the direction of a CTW, a YSW shall form positive relationships with delinquent youth and family, serve as a constructive adult role model with delinquent youth, and monitor the whereabouts of delinquent youth.
- u. Provide a level system for all youth and families, as determined by court action and family assessment. A CTW and/or mentor YSW shall oversee a level for delinquent youth that will determine the frequency of contacts with youth and their families. CTW's and mentor YSW's shall reinforce (with incentives) progress by youth in achieving treatment goals, and allow for immediate and progressive sanctions for youth with negative behaviors.
- v. Form positive relationships with delinquent youth through the YSW, under the direction of the CTW.

## Youth Surveillance Workers Minimum Contact Schedule

### Reintegration/Transition Program

	<b>Youth</b>	<b>Parent</b>	<b>Community Resources</b>
Center Level 45-60 Days	3 per day 7 days/week	1 per day with or without youth present	1 per Contractor per day
Community Level 1 45-60 Days	2 per day 7 days/week	3 per week with or without youth present	5 bi-weekly per Contractor
Community Level II 45-60 Days	N/A	2 per week with youth present at least once	4 bi-weekly per Contractor

- 1) Complete on a weekly basis, a summary of daily contacts.
  - 2) Obtain the youth's or parent's signature on a verification form as proof that the youth was at an appropriate location.
  - 3) Contact, on a weekly basis, 10% of all youth between the hours of 12:00 a.m. and 8:00 a.m.
  - 4) Notify the CTW and JJS of any youth not available for contact the prior evening by 9:00 a.m. the following morning.
- w. Provide twenty-four (24) hour on-call crisis intervention and coverage. The CTW's and YSW's shall be available to their clients 24 hours per day, seven days a week to cover any contingencies.

Response to calls shall not exceed 30 minutes. As additional response insurance, each family shall be assigned at least two backup contacts (supervisor, and another CTW or YSW) CTW's and the supervisor shall be provided communication devices which they shall be required to have in their possession at all times.

Initial response to a crisis call shall normally be by phone to determine the nature and extent of the problem. The next step in the crisis intervention shall be a joint decision by the supervisor and CTW/ and/or YSW to determine if a physical presence at the family home is required. Interventions shall be conducted following standard therapeutic procedures, and, if indicated, with an experiential intervention.

- x. Provide services during time periods which accommodate the clients and family's education and employment schedules. A schedule which assures such availability shall be developed and given to clients.
- y. Complete (and submit to DHS, as indicated) the following reports using formats provided by DHS:

- 1) An intake and assessment and initial service plan within thirty (30) days of case opening.
  - 2) An updated quarterly service plan, due within 5 working days of the close of each 90 day service quarter.
  - 3) Any required quarterly Risk Reassessment and Needs Reassessment Report instruments, due within 5 working days of the close of each 90 day service quarter.
  - 4) A termination report, completed within 10 working days of the family leaving the Contractor's service.
- z. Provide to clients on an as-needed basis the following supplemental services, to be made available at all times:
- 1) Networking/Advocacy  
Arrange for services, provide consultation or advocate for youth with schools, substance abuse treatment agencies, other human service agencies, employers, banks, neighbors, landlords, relatives and peers as needed.
  - 2) Restitution or Community Services  
Subject to the approval of the court, ensure that plans for restitution to victims and/or community are carried out by delinquent youth.
  - 3) Electronic Monitoring  
Subject to the approval of the court, and program policy established by the DHS, oversee the use of electronic monitoring. This electronic monitoring service shall be provided by DHS, but shall be overseen by the Contractor.
  - 4) Random Drug Screening  
Subject to the approval of the court, oversee the provision of random drug screening with selected youth. The CTW and YSW shall oversee the provision of drug screening. These services shall be secured from existing service providers fund sources. When other funding sources are not an option, the Contractor may be reimbursed for costs incurred in obtaining drug screens with prior approval from the JJS.
  - 5) Flexible Monies (Specific Assistance)  
Oversee, on an as-needed basis, the spending of flexible monies. The CTW and/or the YSW may, use as needed, up to \$500 for a youth's family for environmental needs or client reinforcement. The Contractor shall develop a written plan to administer flexible monies based on an

average of \$500 available per client family. The plan to access the monies must include availability to the CTW within 24 hours of request.

- Environmental needs may include such purchases as a refrigerator; beds, relocation costs; or other specific needs.
- Client Reinforcement may include such activities as purchasing services or items that will help the family, such as child care, laundry costs, YWCA/YMCA passes, books and other reading materials; reinforcing clients for meeting goals, or following through on tasks; and relationship-building with clients.

The per family allocation may be increased on a case-by-case basis with prior approval of the local office DHS Director.

6) Out of Home Placement Options

- a) Arrange for relative or other appropriate placements upon consultation with, and advance approval of, the DHS local office if it appears that any child/youth is in jeopardy of removal from the home. The Contractor shall make every effort to preserve in-home or relative placement, including continuing family services while the youth is out of the home for up to 5 five days, or longer with the DHS worker's approval.
- b) Possess a current child placing license (or a written agreement with another agency with an approved DHS child placing license) and a contract with DHS for out-of-home care.
- c) Provide or arrange for General Family Foster Care or approved re-entry services for youth who cannot be returned home, or who must be removed from their home. The JJS shall approve such placement, in advance. Board and Care Payments for youth in these living arrangements shall be made through the General Foster Care contract with DHS and shall not be reimbursed as a part of this Agreement.
- d) The General Foster Care shall provide the following services which shall be reimbursed by DHS, exclusive of this Agreement, through the DHS General Foster Care -appropriate and approved re-entry services.
  - (1) Recruitment, training and certification of foster family homes.
  - (2) Monitoring of foster home licensing compliance, investigate complaints, renew/revise/close licenses as appropriate.

- (3) Supervision of the foster family home care and independent living placements.
  - (4) Development and implementation of a treatment plan which includes resolution of the problems which brought the youth into care and provides for visitation and work with family.
  - (5) Completion of all required foster care reports.
  - (6) Provision of general DHS overhead such as office space, supplies and personnel to operate a general foster care program. (25 to 1 case(s) to worker ratio).
- e) The Contractor's services shall continue during any general foster care or approved placement of the youth.
- f) If a youth is placed in any residential care facility and the plan is to return the youth to a community-based living arrangement, the following criteria apply:
- (1) If the youth is in care for up to 30 days services under this Agreement, (CTW services only) shall be continued.
  - (2) If the youth is in care for more than 30 days, all services under this Agreement shall be discontinued.
- g) Case Consultation/Crisis Intervention
- Case consult with residential care staff, on an as-needed basis. This may involve the youth and family (as well as the JJS /YSW) coming to the institution or the institution staff coming to the community. This service is only for youth who had a prior placement in a DHS-operated facility, and such contact shall be reported to the DHS worker.
- h) Detention and Assessment (as available)
- Recommend appropriate placement of youth whose behavior is deteriorating, subject to the approval of the court. If DHS determines that placement is required, the Contractor shall provide: 1) client transportation and 2) information as required for assessment purposes. A petition shall be filed by DHS for a delinquent offense and a court order shall be required for this detention and assessment.
- i) Seventy-two Hour Respite (as available)
- Recommend to the JJS, with court approval, that eligible youth whose behavior is deteriorating be returned to a prior DHS

operated residential treatment group or DHS contracted program where the youth have established relationships. The CTW and/or YSW shall work with the assigned care staff to avoid a full scale escalation to a DHS-operated institution. The court order approving release from an institution shall authorize 72-hour respite or a petition for a delinquent offense and a court order

should be required for this respite care. This service shall be for youth with a prior placement in a DHS-operated institution, or one the DHS had referred the youth to.

2. Volume of Service

- a. Clients - The Contractor shall estimate the number of eligible clients to be served during the period of this three-year Agreement. The estimated number of eligible clients shall be: \_\_\_\_\_
- b. Unit Definition(s): One unit equals one youth served as outlined in the project description.

**Section IV**

**BIDDER RESPONSE SECTION**

1. Bidder Name:

2. Bidder Mailing Address:

Bidder E-mail Address:

3. Bidder Mail Code: (Identified when registering on **MAIN**.)

4. Type of Organization: (Check one). Individuals are private proprietary.

private, non-profit       private, proprietary       public       university

5. If private, proprietary box is checked, is the organization owned by a disabled veteran?  Yes       No

6. Bidder's fiscal year begin date: (month and day)

7. Bidder's representative who is the authorized negotiator for the bidder.

\_\_\_\_\_ (Name)

\_\_\_\_\_ (Telephone Number/Email)

8. Statement of Intent

The bidder hereby assures that the Request for Quote has been reviewed by the organization's governing body and that body has authorized submission of a bid response; that the person identified above as "bidder's representative who is the authorized negotiator" has been authorized by the governing body to represent the organization for the purposes of the submission of a bid response and contract negotiation; and that the organization intends to provide services according to the information contained in this Request for Quote, if selected and funded to do so.

\_\_\_\_\_  
Signature of Organization  
President or Director

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
Typed Name of Organization  
President or Director

\_\_\_\_\_  
(Date)

## Section V

# Bidder Response Worksheet

### Instructions for the Request for Quote

Bidders must complete this worksheet electronically, and attach any additional pages as necessary. If additional pages are added, indicate the category it relates to at the top of the page, assign it an attachment number and number the pages in sequence under each attachment. (i.e. Category: Bidders Experience, Education & Qualifications, Attachment A, page 1 of 4, page 2 of 4, etc.)

### Bidders Instructions:

Each item in the worksheet is identified by category. Under each category there is a list of questions and/or responses required of bidders. Following these items is a box titled "Bidders Response". The Bidders Response section is completed by the bidder addressing the questions and/or requests. Each box will automatically expand according to the amount of text entered. Do not complete the sections that are shaded.

#### Bidders must:

- Complete the worksheet.
- Complete the budget(s).
- Save the completed document to an appropriate file for future reference.
- Print the worksheet and the budget(s).
- Submit seven (7) copies of the worksheet and attachments to the contact person listed in the RFQ by the deadline indicated.
- Submit two (2) copies of the budget(s) (in a separate envelope from the worksheet) to the contract person listed in the RFQ by the deadline indicated.
- Complete and submit signed Bidder Response Section (Section IV) with worksheet.
- Complete and submit Attachments A & B with worksheet.

## REQUEST FOR QUOTE – RATING CRITERIA

The total maximum number of points that a bid can receive equals 100 points. The maximum number of points for each of the three (3) categories is as follows:

A.	Bidder’s Experience, Education, Qualifications	<u>40</u> points
B.	Program Implementation (Work Plan)	<u>40</u> points
C.	<u>Fiscal Resource Allocation</u>	<u>20</u> points
	Total Points Available	100 points

**CATEGORY A.**

**Bidder's Experience, Education, Qualifications, & Performance**

**A-1)**

Describe the bidder's experience in providing these or services similar to those being bid for DHS or another purchaser. Please include the following:

1. Dates & duration of services provided.
  2. Brief description of services provided.
  3. Principle characteristics of the target population(s) for whom the service was provided.
  4. Documentation of successful outcomes for clients as a result of services provided.
  5. If similar service, describe degree of similarity and how the service qualifies the bidders agency to provide this service to DHS.
  6. Name, e-mail address, and telephone number of a contact person for each individual or agency for whom services were provided.
- Provide a list of all contracts with DHS that have been in place within the past five years.

**Bidder's Response:**

**FOR RATERS USE ONLY (Shaded Areas)**

**A1a.** \_\_\_\_points

Does the bidder demonstrate experience with these or services sufficiently similar to give the bidder qualifications and skills to provide services described in the bid document?

**Rater's Notes:**

**A1b.** \_\_\_\_points

Has the bidder had previous contracts with DHS? If so, has the bidder documented successful outcomes for clients as a result of services provided?

**Rater's Notes:**

**A1c.** \_\_\_\_points

Were the principle characteristics of the target population(s) served comparable and relevant to the services being bid?

**Rater's Notes:**

**A-2)**

Describe the bidder's relationship(s) with other relevant community organizations including the bidder's history of working relationships and effectiveness in the community, or explain how you will develop those working relationships for the targeted population in the RFQ.

**Bidder's Response:**

**A2a.** |\_\_\_|points

Has the bidder demonstrated the ability to collaborate with, or otherwise utilize, relevant organization's resources within the local community to enhance outcomes for clients?

**Rater's Notes:**

**A-3)**

Provide position descriptions for direct service/administrative/supervisory positions charged in the price quotation that require educational credentials, knowledge, skills, abilities and other characteristics that qualify staff to provide proposed services. Do not provide resumes. Please include the following:

1. Length of experience needed.
2. Similarity of staff experience in the area of the proposed services.

**Bidder's Response:**

**A3a.** |\_\_\_|points

Do the position descriptions require that direct service staff/administration/supervisory positions will possess educational credentials, experience, knowledge, skills, attributes, and other characteristics that qualify them to provide these services?

**Rater's Notes:**

**A-4)**

Provide monitoring reports and/or evaluation information from DHS or another purchaser for this or similar services.

Provide documentation that purchaser was satisfied with corrective actions taken, if applicable.

**Bidder's Response:**

**A4a.** |\_\_\_| points

Does the monitoring reports and/or evaluation information demonstrate that the purchaser(s) were satisfied with the service delivery of the bidder's corrective actions?

**Rater's Notes:**

**A-5)**

Describe the bidder's past efforts in notifying prospective clients of service availability related to this or similar service and how the bidder will attract and maintain a high degree of client participation, engagement, and investment in the program. Provide documentation that past efforts were successful in attracting the number of clients targeted to be served and successful client engagement.

**Bidder's Response:**

**A5a.** |\_\_\_| points

Does the bidder demonstrate that efforts were successful in attracting the number of clients targeted to be served?

**Rater's Notes:**

**A5b.** |\_\_\_| points

Does the bidder provide documentation that past efforts to engage clients were successful?

**Rater's Notes:**

<b>MAXIMUM NUMBER OF POINTS FOR THIS SECTION:</b>	
<b>RATER'S SCORE FOR THIS SECTION:</b>	

**CATEGORY B. PROGRAM IMPLEMENTATION (WORK PLAN)**

**B-1)**

In narrative form, please describe how the bidder would implement the contract described by DHS.

Program Implementation

1. Describe how long it will be before the bidders agency will be able to provide service (Please be specific, e.g. 30 days, 45 days, etc).
2. Describe the methodology used to determine the amount of staff time (both management and direct service) needed to fulfill the terms of the service as described.

**Bidder's Response:**

**B1a.** |\_\_\_|points

Does the bidder have an acceptable plan in place to assure that service will begin on the identified date?

**Rater's Notes:**

**B1b.** |\_\_\_|points

Is the bidders methodology used to determine the amount of staff time (both management and direct staff) sufficient to fulfill the terms of the service as described in the RFQ?

**Rater's Notes:**

**B-2)**

Target Population

Describe the needs and strengths of the targeted population and explain how the services you provide will address those needs and strengths. Include how the bidders service delivery is tailored to respond specifically to the client population with respect to:

1. Transportation needs
2. Client characteristics
3. Disabilities

- 4. Language barriers
- 5. Cultural barriers

**Bidder's Response:**

**B2a.** \_\_\_\_points

Does the bidder demonstrate an understanding of providing services to a diverse client population?

**Rater's Notes:**

**B2b.** \_\_\_\_points

Is the bidder's plan adequate to accommodate client needs related to needs and strengths listed in C-2 above?

**Rater's Notes:**

**B-3)**

Work Plan

Provide a description of how the specified service(s) would be provided to client(s).

1. Include each step, process, or activity a typical client(s) would encounter in successfully completing this service, and how these steps contribute to client goal achievement, and program success.
2. Describe the process a client would encounter if they were not initially successful in goals achievement.
3. Include evidence of the bidder's ability to meet time frames required in the RFQ.
4. Include the total anticipated duration of service for each client, the frequency of contacts, and time spent with client during each contact.

**Bidder's Response:**

**B3a.** \_\_\_\_points

Does the bidder demonstrate ability to fully implement all aspects of the service design?

**Rater's Notes:**

**B3b.** \_\_\_\_points

Will bidder's plan for service effectively address client's needs and achievements?

**Rater's Notes:**

**B3c.** \_\_\_\_points

Does the work plan demonstrate that the bidder will be able to make initial contact with clients within the required time period?

**Rater's Notes:**

**B-4)**

Describe the amount and nature of supervisory oversight for direct service staff.

1. Amount of supervisory time dedicated to this contract.
2. Number of staff and programs for which each supervisor is responsible for each supervisor funded in this proposal.
3. On-site availability of supervisor for emergencies and during non-traditional hours (where appropriate).
4. Supervision plan for direct service staff.
5. Backup arrangement for direct service staff.

**Bidder's Response:**

**B4a.** \_\_\_\_points

Does the bidder describe an acceptable level and structure for supervision with regard to the following:

1. Amount of supervisory time dedicated to this contract.
2. Number of staff and programs for which each supervisor is responsible.
3. On-site availability of supervisor for emergencies and during non-traditional hours (where appropriate).
4. Is supervisory staff required to have a level of hands on, direct service care experience?

**Rater's Notes:**

**B4b.** |\_\_\_points

Does the bidder's plan for supervision adequately address back-up and consultation needs of direct service staff?

**Rater's Notes:**

**B-5)**

Describe the training plan for new staff, including the training schedule, number of hours of training, the training curriculum and how it prepares them for providing the proposed services.

**Bidder's Response:**

**B5a.** |\_\_\_points

Will the training plan assure that new staff will have appropriate skills prior to service delivery?

**Rater's Notes:**

**B-6)**

Describe the plan for on-going staff training including the training schedule, number of hours of training, the training curriculum and how it prepares them for providing the proposed services.

**Bidder's Response:**

**B6a.** |\_\_\_points

Will the on-going staff training plan assure that staff will have appropriate skills prior to service delivery?

**Rater's Notes:**

**B-7)**  
Describe the bidder's approach to notifying prospective clients of service.

**Bidder's Response:**

**B7a.** \_\_\_\_ points  
Does the bidder describe an effective approach for notifying prospective clients of service availability?

**Rater's Notes:**

**B-8)**  
Describe how the bidder will attract and maintain a high degree of client participation, engagement, and investment in the program.

**Bidder's Response:**

**B8a.** \_\_\_\_ points  
Does the bidder describe an effective approach for attracting and maintaining a high degree of client participation and investment in the program?

**Rater's Notes:**

**B-9)**  
Describe how and when the bidder will determine client's eligibility.

**Bidder's Response:**

**B9a.** |\_\_\_|points

Is the process for determination of eligibility appropriate, and does it include appropriate documentation?

**Rater's Notes:**

**B-10)**

Describe the method of client assessment.

**Bidder's Response:**

**B10a.** |\_\_\_|points

Is the assessment process well defined and appropriate?

**Rater's Notes:**

**B-11)**

Provide a description of how the service/treatment plan is developed, what it will include, issues addressed and how implemented.

**Bidder's Response:**

**B11a.** |\_\_\_|points

- a. Is the service/treatment plan development integrated with the assessment process?
- b. Do clients participate in service/treatment plan development?
- c. Does the bidder demonstrate that service/treatment plans will be individualized to the needs of each client/family and be affective in achieving client goals?

**Rater's Notes:**

**B11b.** |\_\_\_points

Does the proposal describe an acceptable approach to encourage client participation in decision-making and identification of goals/needs?

**Rater's Notes:**

**B11c.** |\_\_\_points

Does the bidder demonstrate that service/treatment plans will help clients achieve the goals of the overall program?

**Rater's Notes:**

**B-12)**

Describe how the agency collaborates with other relevant organizations and resources within the local community including:

1. Identifying resources within the community that are available to assist the family.
2. Connecting the family to those identified resources.
3. Advocating with the client for needed services or resources.

**Bidder's Response:**

**B12a.** |\_\_\_points

Does the bidder demonstrate successful collaborative working relationships with other relevant organizations within the local community that:

1. Identifies resources available to assist the family; connect families?
2. Describe formal and informal working relationships with relevant community agencies and staff?
3. Demonstrates effectiveness advocating and securing resources for clients?
4. Demonstrates the ability to coordinate services with other agencies for customers served by multiple systems?

**Rater's Notes:**

**B-13)**

Describe procedures used to assure compliance with contact and reporting requirements.

**Bidder's Response:**

**B13a.** |\_\_\_|points

How well does the work plan demonstrate effective procedures for assuring that time frames for client contacts, reporting, etc.) are met?

**Rater's Notes:**

**B-14)**

Provide an organization chart that includes proposed services, making sure that position titles match title designations in bid proposal and budget.

(Note: the organization chart should include all organizational units supervised by positions funded in whole or in part by this proposal.)

**Bidder's Response**

**B14a.** |\_\_\_|points

Does the proposed organization chart describe appropriate lines of supervision and authority to assure efficient delivery of service and contract compliance?

**Rater's Notes:**

**B-15)**

Turnover rate: Using the matrix and formula below, provide the bidders agency's turnover rate of Supervisors over the Direct Services Staff and the Direct Services staff for the listed job categories for the past three years:

**Formula** **Total # of those who left over period**  
**# employed over same period**

Category		Year _____	Year _____	Year _____
Managerial/Supervisory				
Direct Service Staff				
Total staff				

---

The total # of Direct Services & Supervisory staff exiting includes those employees leaving voluntarily, involuntarily due to dismissal, retirement, etc.

Example: In 2008, in an organization with a total staff of 47 employees, 5 employees leave. Divide 5(# of employees that left) by 47 (total staff) employees which equals 11% turnover rate for total staff.

Explain the bidder's agency's turnover rate including:

1. The bidders plan for service maintenance when staff turnover occurs.
2. Explanation of past turnover rate.
3. Anticipated future turnover rate.
4. Describe systems in place to encourage staff retention.

---

**B15a.** |\_\_\_|points

Does the bidder describe an acceptable plan for service maintenance when staff turnover occurs?

**Rater's Notes:**

**B15b.** |\_\_\_|points

Does the bidder describe an acceptable plan to encourage staff retention?

**Rater's Notes:**

**B-16)**

Describe the plan to provide accessibility to clients: (i.e., staffing allocation, communication, transportation, etc.) including

- The bidder's normal hours of operation.
- Emergency 24/7/365 accessibility if necessary.
- Availability during non-traditional work hours.
- Client's access after hours to their identified worker.

**Bidder's Response**

**B16a.** \_\_\_\_points

Is the plan for 24/7/365 accessibility appropriate?

**Rater's Notes:**

**B16b.** \_\_\_\_points

Is the bidder accessible to the client population during non-traditional service hours?

**Rater's Notes:**

**B16c.** \_\_\_\_points

Is the plan identified for worker accessibility to the client population after hours appropriate?

**Rater's Notes:**

**B-17)**

Identify each location where services will be provided. Include the street address, city, and zip codes for all locations

**Bidder's Response**

**B17a.** \_\_\_\_points

Are the bidder's service locations reasonably accessible to clients?

**Rater's Notes:**

**B-18)**

Is the bidder's facility accessible to public transportation? If so, describe the proximity and frequency.

**Bidder's Response**

**B18a.** |\_\_\_|points

Is public transportation reasonably available?

**Rater's Notes:**

**B-19)**

Describe the plan to provide outreach services in clients' homes or mutually agreed-upon locations.

**Bidder's Response**

**B19a.** |\_\_\_|points

Does the bid response adequately describe an appropriate method to provide outreach services?

**Rater's Notes:**

**B-20)**

Describe the bidders plan to serve clients with disabilities. Is the bidder's agency or location where services are to be provided, handicap accessible to clients with disabilities?

**Bidder's Response**

**B20a.** \_\_\_\_points

Does the bidder have an appropriate plan for serving clients with disabilities?

**Rater's Notes:**

**B20b.** \_\_\_\_points

Are the bidder's facilities and services easily accessible to clients with disabilities?

**Rater's Notes:**

**B-21)**

Describe the plan for use of specific assistance, including:

1. Method(s) of distribution/availability.
2. Access during a crisis and/or during non-traditional hours.
3. Approval process for specific assistance.

**Bidder's Response**

**B21a.** \_\_\_\_points

Is the bidder's plan for use of specific assistance funds reasonable and appropriate to achieve program goals?

**Rater's Notes:**

**MAXIMUM NUMBER OF POINTS FOR THIS SECTION:**

<b>RATER'S SCORE FOR THIS SECTION:</b>	
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**CATEGORY C. FISCAL RESOURCE ALLOCATION**

**\*NOTE TO RATERS: Please do not score this section prior to the rating meeting.**

**A report will be given by the Fiscal Reviewer and following his/her report raters will be given time to score the fiscal section based on the information presented.**

**C1a.** |\_\_\_| points

Are the resources (budgeted details such as occupancy, communication, supplies and equipment, transportation, contracted services and miscellaneous) allowable and reasonable to accomplish the bidder's work plan, and reasonably adequate to provide a consistent level of service throughout the life of the agreement?

**Rater's Notes:**

**C1b.** |\_\_\_| points

Is supervisory and administrative support adequate with respect to:

1. Availability for consultation.
2. Appropriate back-up when supervisor or administrative support is unavailable.  
Number of staff supervised.

**Rater's Notes:**

**C1c.** |\_\_\_| points

Is the number of direct service staff hours adequate to deliver the level of needed service, as identified in both the fiscal and narrative portions of the bid response?

**Rater's Notes:**

**C1d.** |\_\_\_| points

Are the resources identified in the narrative/work plan portion of the proposal consistent with those in the budget?

**Rater's Notes:**

**C1e.** |\_\_\_points

Are indirect (Management & General, Overhead, Administrative) costs reasonable overall and when compared to other proposals?

**Rater's Notes:**

**C1f.** |\_\_\_points

Do units or volume of service in the budget match the amounts in the proposal?

**Rater's Notes:**

**C1g.** |\_\_\_points

Do the bid response and/or budget include unallowable costs?

**Rater's Notes:**

**C1h.** |\_\_\_points

To facilitate 24/07/365 accessibility, does the proposal specifically identify what resources the bidder has available and how it will utilize (all) those resources (i.e., staffing allocation, occupancy, communication, transportation, community contacts, etc.)?

**Rater's Notes:**

C1i. |\_\_|points

Does the bidders identify other funding and/or donated or non-cash resources to support services and use the funding efficiently?

**Rater's Notes:**

C1j. |\_\_|points

Has the bidder documented sufficient match to meet state and/or federal requirements?

**Rater's Notes:**

C1k. |\_\_|points

If the bidder provides in-kind, do they demonstrate a dependable, consistent source of in-kind funding? Does the in-kind shown contribute significant tangible benefit? Can the identified amount be objectively measured?

**Rater's Notes:**

C1l. |\_\_|points

Does the budget include adequate and necessary Specific Assistance related to service delivery requirements?

**Rater's Notes:**

<b>MAXIMUM NUMBER OF POINTS FOR THIS SECTION:</b>	
<b>RATER'S SCORE FOR THIS SECTION:</b>	
	<b>SCORE FOR TOTAL RATING:</b>

**BIDDER RESPONSE: STAFFING ALLOCATION AND QUALIFICATIONS**  
Michigan Department of Human Services

Bidder Name (1)	
County	Type of Service

CATEGORY	POSITIONS/TITLES (3)	RATE/HOUR	HOURS/WEEK (providing this service)	# OF WEEKS	QUALIFICATIONS
<b>(2) MANAGERIAL/ SUPERVISORY</b>					
<b>DIRECT SERVICE</b>					
<b>SUPPORT STAFF</b>					

- (1) Please provide information on staffing only for services to be provided for the request for quote/contract.
- (2) Managerial/supervisory refers to administrative positions. If a position is both administrative and direct service, place the position in whatever category the bulk of the individual's time will be spent.
- (3) Use same titles in narrative as on this page.

Department of Human Services (DHS) will not discriminate against any individual or group because of race, religion, age, national origin, color, height, weight, marital status, sex, sexual orientation, gender identity or expression, political beliefs or disability. If you need help with reading, writing, hearing, etc., under the Americans with Disabilities Act, you are invited to make your needs known to a DHS office in your area.

**BIDDER RESPONSE: BUDGET NARRATIVE**  
**MICHIGAN DEPARTMENT OF HUMAN SERVICES**

Please provide a narrative description of all resources your organization proposes to meet the requirements of the contract. Please be as brief as possible, while including all pertinent information.

- 1) Do not include figures that would indicate the dollar amount of the bid response or unit cost.
- 2) List any match resources your agency will be providing and the fund source of that match.

\* See Budget Detail Sheets for more information on allowable and unallowable charges.

Resource	Description
Employee Fringe Benefits (itemize the benefits offered and for which positions, including, but not limited to: Social Security, Medicare, Unemployment, Worker's comp., Insurances, etc.)	
Occupancy (square feet and number of facilities, heat, utilities, etc. State if you are renting or own)	
Communications (fax, telephone, number of lines and phones, number of cell phones, etc.)	
Supplies (general, program, duplicating, etc., include number of computers if any)	
Equipment (any non-consumable item costing more than \$5,000 and not included as part of the cost of the facility)	
Transportation Costs (number of miles for client transportation, meals, lodging, etc. State which mileage rate you are using)	
Contractual Services (compensation paid by the Contractor to a third party)	
Specific Assistance to Individuals (amount of money or other items of value purchased for a specific client.)	
Miscellaneous (expenses related to the contract, which are not chargeable to other line items.)	