

BIDDER'S COMPANY NAME

REQUEST FOR PROPOSAL # 6650

Residential Substance Abuse Services for Court-Involved Adolescents

2012-2013

Prepared By:

Washtenaw County Purchasing
Administration Building
220 N. Main B-35
Ann Arbor, MI 48107

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WASHTENAW COUNTY

Finance Department - **Purchasing Division**

220 N. Main, Ann Arbor, MI 48107
Phone (734) 222-6760, Fax (734) 222-6764

REQUEST FOR PROPOSAL # 6650

December 1, 2011,

The Washtenaw County Purchasing Division, on behalf of Washtenaw County Children's Services Department is issuing a Sealed Request for Proposal (RFP) for Substance Abuse Services for Court-Involved Youth for Fiscal Years 2012 and 2013. These funds may be available for substance abuse treatment providers for the 2012 and 2013 fiscal years, starting January 1, 2012 through December 31, 2013.

Sealed proposals:

Vendor will deliver one (1) original and three (3) copies of the signed proposal and one (1) copy of the independent financial audit in a sealed envelope clearly marked RFP #6650 to the following address:

Washtenaw County - Administration Building
Purchasing Division
220 N. Main Street, Rm. B-35 (Basement)
Ann Arbor, MI 48104

Due by Tuesday, December 20, 2011 at 2:00 pm

Proposals received after the above cited time will be considered a late proposal and will not be accepted unless waived by the Purchasing Manager.

- The envelope must be clearly marked "**SEALED RFP #6650**"
- Please direct *purchasing and procedural questions* regarding this RFP to Anne Strieter, Interim Purchasing Manager, at (734) 222-6749 or strietera@ewashtenaw.org.
- Please direct *programmatic questions* regarding the RFP to Kevin Mitchell at (734) 973-4367 or mitchellk@ewashtenaw.org

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I. GENERAL INFORMATION

A. DEFINITION OF PARTIES

Definitions:	“County”	is Washtenaw County in Michigan.
	“Bidder”	is an individual or business submitting a bid to Washtenaw County.
	“Contractor”	is the party who contracts to perform work or furnish materials in accordance with a contract.

B. TIMELINE

The proposal review will be conducted by the Washtenaw County Children’s Services Department staff and Washtenaw County Trial Court – Family Division. These funds may become available as part of the 2012/2013 Budget process. The County Administrator recommends a budget to the Board of Commissioners which then adopts the final budget. All bidders/applicants will be informed in writing of the outcome of their proposal submission. Results will also be available at <http://purchasing.ewashtenaw.org>

RFP 6650 TIMELINE

December 1, 2011	RFP is distributed
December 20, 2011	RFP due by 2:00 p.m. at the Purchasing Department
December 21, 2011	Review of submitted bids
December 22, 2011	Contractor is selected based on reviewer’s selection. The contract will be developed with the selected agency including milestones and performance targets for January 2012 implementation

C. PURPOSE OF REQUEST FOR PROPOSAL

The Washtenaw County Children’s Services Department is currently making a Request for Proposal (RFP) to consider for 2012 and 2013 fiscal year funding. These funds are targeted for activities that address the County priority for residential substance abuse services for court-involved youth.

The County also has an interest in funding those programs that demonstrate successful outcomes; therefore the RFP emphasizes an Outcome Model as described in the Proposal Instructions.

D. REQUEST FOR PROPOSAL TERMS AND CONDITIONS

1. Washtenaw County reserves the right to reject any and all proposals received as a result of this RFP. If a proposal is selected, it will be the most advantageous regarding price, quality of service, the Vendor's qualifications and capabilities to provide the specified service, and other factors that Washtenaw County may consider. The County does not intend to award a bid fully on the basis of any response made to a proposal.
2. The County reserves the right to reject any and all bids, to waive or not waive informalities or irregularities in bids or bidding procedures, and to accept or further negotiate cost, terms, or conditions of any bid determined by the County to be in the best interest of the County even though it is not the lowest bid.
3. An official authorized to bind the provider to its provisions for at least a period of 90 days must sign proposals. Failure of the successful bidder to accept the obligation of the bid may result in the cancellation of any award.
4. In the event it becomes necessary to revise any part of the RFP, an addendum will be provided. Deadlines for submission of the RFPs may be adjusted to allow for revisions.
5. Proposals should be prepared simply and economically providing a straightforward, concise description of the vendor's ability to meet the requirements of the RFP. Proposals shall be written in ink or typewritten. No erasures are permitted. Mistakes may be crossed out and corrected and must be initialed in ink by the person **signing** the proposal.
6. Washtenaw County will not be liable for any costs associated with the preparation, transmittal, or presentation of any materials submitted in response to this RFP.
7. Washtenaw County reserves the right before making an award to inspect the premises of the bidder or to take any other actions necessary to determine the fitness, reliability and ability to perform.

E. TERM OF BID and FUNDS AVAILABLE

Funding for 2012 and 2013 will be for a two year period. The funding cycle reflects the County's two-year budget cycle. The total amount available is **\$50,000** per year for two years.

F. STANDARD PROVISIONS FOR CONTRACTS

If a contract is awarded, the selected vendor will be required to adhere to a set of general provisions, which will become a part of any formal agreement. These provisions are general principles that apply to all Contractors of service to Washtenaw County, such as the following:

SERVICE CONTRACT

AGREEMENT is made this _____ day of _____, 2011, by the COUNTY OF WASHTENAW, a municipal corporation, with offices located in the County Administration Building, 220 North Main Street, Ann Arbor, Michigan ("County") and **(Name of Consultant)** located at **(Address)** ("Consultant"). In consideration of the promises below, the parties mutually agree as follows:

ARTICLE I - SCOPE OF SERVICES

The Consultant will **(SPELL OUT SCOPE OF SERVICE)**

ARTICLE II - COMPENSATION

Upon completion of the above services and submission of invoices the County will pay the Consultant an amount not to exceed **(SPELL OUT DOLLAR AMOUNT)**.

ARTICLE III - REPORTING OF CONTRACTOR

Section 1 - The Contractor is to report to the Director of Children Services and will cooperate and confer with him/her as necessary to insure satisfactory work progress.

Section 2 - All reports, estimates, memoranda and documents submitted by the Contractor must be dated and bear the Contractor's name.

Section 3 - All reports made in connection with these services are subject to review and final approval by the County Administrator.

Section 4 - The County may review and inspect the Contractor's activities during the term of this contract.

Section 5 - When applicable, the Contractor will submit a final, written report to the County Administrator.

Section 6 - After reasonable notice to the Contractor, the County may review any of the Contractor's internal records, reports, or insurance policies.

ARTICLE IV - TERM

This contract begins on **January 1, 2012 and ends on December 31, 2013.**

ARTICLE V - PERSONNEL

Section 1 - The contractor will provide the required services and will not subcontract or assign the services without the County's written approval.

Section 2 - The Contractor will not hire any County employee for any of the required services without the County's written approval.

Section 3 - The parties agree that the Contractor is neither an employee nor an agent of the County for any purpose.

Section 4 - The parties agree that all work done under this contract shall be completed in the United States and that none of the work will be partially or fully completed by either an offshore subcontractor or offshore business interest either owned or affiliated with the contractor. For purposes of this contract, the term, "offshore" refers to any area outside the contiguous United States, Alaska or Hawaii.

ARTICLE VI - INDEMNIFICATION AGREEMENT

The contractor will protect, defend and indemnify Washtenaw County, its officers, agents, servants, volunteers and employees from any and all liabilities, claims, liens, fines, demands and costs, including legal fees, of whatsoever kind and nature which may result in injury or death to any persons, including the Contractor's own employees, and for loss or damage to any property, including property owned or in the care, custody or control of Washtenaw County in connection with or in any way incident to or arising out of the occupancy, use, service, operations, performance or non-performance of work in connection with this contract resulting in whole or in part from negligent acts or omissions of contractor, any sub-contractor, or any employee, agent or representative of the contractor or any sub-contractor.

ARTICLE VII - INSURANCE REQUIREMENTS

The Contractor will maintain at its own expense during the term of this Contract, the following insurance:

1. Workers' Compensation Insurance with Michigan statutory limits and Employers Liability Insurance with a minimum limit of \$100,000 each accident for any employee.
2. Commercial General Liability Insurance with a combined single limit of \$1,000,000 each occurrence for bodily injury and property damage. The County shall be added as "additional insured" on general liability policy with respect to the services provided under this contract.
3. Automobile Liability Insurance covering all owned, hired and nonowned vehicles with Personal Protection Insurance and Property Protection Insurance to comply with the provisions of the Michigan No Fault Insurance Law, including residual liability insurance with a minimum combined single limit of \$1,000,000 each accident for bodily injury and property damage.

Insurance companies, named insureds and policy forms may be subject to the approval of the Washtenaw County Administrator, if requested by the County Administrator. Such approval shall not be unreasonably withheld. Insurance policies shall not contain endorsements or policy conditions which reduce coverage provided to Washtenaw County. Contractor shall be responsible to Washtenaw County or insurance companies insuring Washtenaw County for all costs resulting from both financially unsound insurance companies selected by Contractor and their inadequate insurance coverage. Contractor shall furnish the Washtenaw County Administrator with satisfactory certificates of insurance or a certified copy of the policy, if requested by the County Administrator.

No payments will be made to the Contractor until the current certificates of insurance have been received and approved by the Administrator. If the insurance as evidenced by the certificates furnished by the Contractor expires or is canceled during the term of the contract, services and related payments will be suspended. Contractor shall furnish the County Administrator's Office with certification of insurance evidencing such coverage and endorsements at least ten (10) working days prior to commencement of services under this contract. Certificates shall be addressed to the Washtenaw County c/o: INSERT DEPARTMENT & CR#_____, P. O. Box 8645, Ann Arbor, MI, 48107, and shall provide for 30 day written notice to the Certificate holder of cancellation of coverage.

ARTICLE VIII - COMPLIANCE WITH LAWS AND REGULATIONS

The Contractor will comply with all federal, state and local regulations, including but not limited to all applicable OSHA/MIOSHA requirements and the Americans with Disabilities Act.

ARTICLE IX - INTEREST OF CONTRACTOR AND COUNTY

The Contractor promises that it has no interest which would conflict with the performance of services required by this contract. The Contractor also promises that, in the performance of this contract, no officer, agent, employee of the County of Washtenaw, or member of its governing bodies, may participate in any decision relating to this contract which affects his/her personal interest or the interest of any corporation, partnership or association in which he/she is directly or indirectly interested or has any personal or pecuniary interest. However, this paragraph does not apply if there has been compliance with the provisions of Section 3 of Act No. 317 of the Public Acts of 1968 and/or Section 30 of Act No. 156 of Public Acts of 1851, as amended by Act No. 51 of the Public Acts of 1978, whichever is applicable.

ARTICLE X - CONTINGENT FEES

The Contractor promises that it has not employed or retained any company or person, other than bona fide employees working solely for the Contractor, to solicit or secure this contract, and that it has not paid or agreed to pay any company or person, other than bona fide employees working solely for the Contractor, any fee, commission, percentage, brokerage fee, gifts or any other consideration contingent upon or resulting from the award or making of this contract. For breach of this promise, the County may cancel this contract without liability or, at its discretion, deduct the full amount of the fee, commission, percentage, brokerage fee, gift or contingent fee from the compensation due the Contractor.

ARTICLE XI - EQUAL EMPLOYMENT OPPORTUNITY

The Contractor will not discriminate against any employee or applicant for employment because of race, creed, color, sex, sexual orientation, national origin, physical handicap, age, height, weight, marital status, veteran status, religion and political belief (except as it relates to a bona fide occupational qualification reasonably necessary to the normal operation of the business).

The Contractor will take affirmative action to eliminate discrimination based on sex, race, or a handicap in the hiring of applicant and the treatment of employees. Affirmative action will include, but not be limited to: Employment; upgrading, demotion or transfer; recruitment advertisement; layoff or termination; rates of pay or other forms of compensation; selection for training, including apprenticeship.

The Contractor agrees to post notices containing this policy against discrimination in conspicuous places available to applicants for employment and employees. All solicitations or advertisements for employees, placed by or on the behalf of the Contractor, will state that all qualified applicants will receive consideration for employment without regard to race, creed, color, sex, sexual orientation, national origin, physical handicap, age, height, weight, marital status, veteran status, religion and political belief.

ARTICLE XII - LIVING WAGE

The parties understand that the County has enacted a Living Wage Ordinance that requires covered vendors who execute a service or professional service contract with the County to pay their employees under that contract, a minimum of either \$11.05 per hour with benefits or \$ 12.96 per hour without benefits. Contractor agrees to comply with this Ordinance in paying its employees. Contractor understands and agrees that an adjustment of the living wage amounts, based upon the Health and Human Services poverty guidelines, will be made on or before April 30, 2012 and annually thereafter which amount shall be automatically incorporated into this contract. County agrees to give Contractor thirty (30) days written notice of such change. Contractor agrees to post a notice containing the County's Living Wage requirements at a location at its place of business accessed by its employees.

ARTICLE XIII - EQUAL ACCESS

The Contractor shall provide the services set forth in Article I without discrimination on the basis of race, color, religion, national origin, sex, sexual orientation, marital status, physical handicap, or age.

ARTICLE XIV - OWNERSHIP OF DOCUMENTS AND PUBLICATION

All documents developed as a result of this contract will be freely available to the public. None may be copyrighted by the Contractor. During the performance of the services, the Contractor will be responsible for any loss of or damage to the documents while they are in its possession and must restore the loss or damage at its expense. Any use of the information and results of this contract by the Contractor must reference the project sponsorship by the County. Any publication of the information or results must be co-authored by the County.

ARTICLE XV - ASSIGNS AND SUCCESSORS

This contract is binding on the County and the Contractor, their successors and assigns. Neither the County nor the Contractor will assign or transfer its interest in this contract without the written consent of the other.

ARTICLE XVI - TERMINATION OF CONTRACT

Section 1 - Termination without cause. Either party may terminate the contract by giving thirty (30) days written notice to the other party.

ARTICLE XVII - PAYROLL TAXES

The Contractor is responsible for all applicable state and federal social security benefits and unemployment taxes and agrees to indemnify and protect the County against such liability.

ARTICLE XVIII - PRACTICE AND ETHICS

The parties will conform to the code of ethics of their respective national professional associations.

ARTICLE XIX- CHANGES IN SCOPE OR SCHEDULE OF SERVICES

Changes mutually agreed upon by the County and the Contractor, will be incorporated into this contract by written amendments signed by both parties.

ARTICLE XX - CHOICE OF LAW AND FORUM

This contract is to be interpreted by the laws of Michigan. The parties agree that the proper forum for litigation arising out of this contract is in Washtenaw County, Michigan.

ARTICLE XXI - EXTENT OF CONTRACT

This contract represents the entire agreement between the parties and supersedes all prior representations, negotiations or agreements whether written or oral.

ARTICLE XXII – ELECTRONIC SIGNATURES

All parties to this contract agree that either electronic or handwritten signatures are acceptable to execute this agreement.

G. INVOICING

Invoices should be submitted in writing on letterhead with supporting documentation along with the organization's Purchase Order Number located on the invoice. **Invoices shall be forwarded to the Children's Services Department, Attention: Dawn Green, 4125 Washtenaw Ave., Ann Arbor, Michigan 48108-1003.** Invoices must be itemized to include costs for a given time period. Invoices will be paid within 30 days of receipt. A sample invoice is provided in Attachment C. ***Any changes to a funded program budget must be requested in writing and approved in advance by the Youth Center Director.***

II. 2012-13 PRIORITY NEEDS & INVESTMENT OUTCOMES

A. FUNDING BACKGROUND

There are insufficient adolescent substance abuse treatment services for adolescents in Washtenaw County, and yet substance abuse is a significant contributing factor for school failure, acting-out behaviors, family problems and subsequent involvement in the juvenile court system. A comprehensive continuum of services is needed to address the array of needs presented by youth and families, particularly those whose circumstances result in involvement with the court system.

The most desirable continuum allows for up front substance abuse assessment of all court-involved youth & families, with this assessment determining the youth's initial involvement in the most appropriate treatment option, including: periodic testing only, group counseling, outpatient counseling, intensive outpatient counseling, day treatment/residential programming, detention and detoxification. The youth and family's progression up and down the service continuum from the least intensive intervention (periodic testing only) to the most intensive (confinement) should be determined by the youth's success in remaining substance-free as well as complying with the conditions of probation.

In partnership with the Washtenaw County Trial Court – Family Division, the Children's Services Department and Dawn Farm, Inc. began developing a pilot substance abuse treatment program for adjudicated delinquent youth in 2002. The first referral to the program was made in February 2003. Since then, many youth and families have been served. The program was designed to serve up to ten youth in residence at the Youth Center, and up to 20 youth attending an intensive day treatment program. (Please note: this RFP is for residential treatment services only.)

The numbers of youth to be served is small in comparison to the larger treatment needs in the community. However, the program was designed to be extremely intensive including long-term individual, group and family work as well as a strong commitment to re-establishing the youth and family in the community. The juvenile drug court may utilize a variety of vendors to achieve its ends, with this program establishing one of the key vendors.

B. PROGRAM OVERVIEW

The residential substance abuse treatment program operates within the secure area of the existing Washtenaw County Youth Center alongside the juvenile detention program. Residential substance abuse treatment is provided in this setting with the addition of the Contractual intensive youth and family substance abuse treatment services. This RFP is for the contracted residential substance abuse services. We expect to serve up to 40 youth and families per year in the residential treatment program.

Youth and families are referred by Family Court staff to the Contractors for a substance abuse assessment to determine their appropriateness for residential treatment. All youth are placed via court order into this substance abuse treatment program.

Residential Phase for Dependent Youth (Approximately three months)

Youths are ordered by the Court into residential treatment and placed in the Youth Center. There, youth and families are expected to comply with the existing behavior management system as well as the additional substance abuse treatment requirements. The youth and family receive a planned program of services from the Contractor providing substance abuse treatment, Youth Center staff, and the assigned probation officer. Substance abuse treatment services are provided during traditional business hours, as well as some evenings and weekends in order to best meet the needs of the youth and families. The youth are also engaged in existing residential activities such as a full day of school provided by Washtenaw Intermediate School District, recreation, meals, program activities and medical care. As youth progress through their individualized treatment objectives a transition plan, including home visits, for returning to live at home is developed. Upon the youth and family's successful completion of the residential phase of the program, the youth is then referred to the next appropriate level of treatment.

Staffing

Contractual staff are expected to maintain the appropriate substance abuse treatment credentials. Appropriate supervision and appropriate emergency response is required, including the use of cellular telephones and/or pagers. Sufficient staffing is required to manage both direct services, program planning, and weekly (or as scheduled) juvenile drug court hearings including pre-hearing conferences, and meetings with program staff as well as the youth's assigned probation officer. The Contractor is provided office space and meeting space at the Youth Center, where most of the interventions and meetings take place. All staff must clear both criminal record and child abuse registry checks on an annual basis.

Documentation

Contractual staff are required to provide treatment plans and case management documentation that meets professional standards as well as compliance with requirements for services to youth in a child caring institution. The Contractor is required to submit comprehensive, timely and appropriate initial and ongoing service plans, court reports, monthly reports, program evaluation data, and occasional special reports as requested.

Program Evaluation

The current program evaluation tool is the nationally-recognized GAIN (Global Appraisal of Individual Needs) assessment protocol. GAIN or a nationally-recognized equivalent will be required to track pre- and post- program reporting, for both youth and families.

Staff Training and Staff Roles

The Contractor provides regular substance abuse training to juvenile drug court participants, Children's services staff, parents and youth. The Contractor also participates in weekly staff meetings, regular staff retreats, program planning meetings, juvenile drug court meetings and federal and state conferences related to juvenile drug court. Contractual staff are expected to function as full members of the drug court team providing particular expertise in the treatment of substance abuse.

C. RFP RATING CRITERIA

The proposals will be reviewed and evaluated on the following criteria (105 possible points):

1	Investment Target/Funder Priority: Must be applicable for proposal to be reviewed.	N/A
2	Program Outcome Statement: Is the outcome statement consistent with the investment outcomes?	5 points
3	Customers/Target Population: Is there a clear description? Are the applicable risk factors described? Are applicable protective factors described?	5 points
4	Performance Targets and Verification (Goals and Evaluation): Basic components of a performance target, expected changes in knowledge and behavior, and how measured and/or verified.	5 points
5	Results and Milestones: Begins with initial action, shows incremental changes toward completion of performance target, ultimately leading to attainment of the performance target.	5 points
6	Product (Components and Activities): Uses a research based program and/or a model program. Describes why this approach is applicable to the target population. Clear description of the important core features and the fidelity to the research-based or model program being proposed. Activities clearly support the proposed performance targets.	25 points
7	Key People: List of all key people provided with roles clearly delineated and with relevant education, certification, and experience described. Or if not yet hired, description of the desirable characteristics of person(s) to be hired. Describes how the project will be supervised and supported by the parent organization. If using present staff, please submit resumes.	15 points
8	Collaborators and Partners: Listed, with the extent of collaboration and/or partnership described via letters of commitment, interagency agreements, clear description of roles and/or resources shared.	10 points
9	Sustainability (Long Term Strategy): Describes how changes in the customer will be sustained. How will the youth and families be sustained if the funding ends?	5 points
10	Bidder's History: Description of previous experience in the same or similar service. Description of previous successes and factors leading to success. Description of lessons learned. Emphasis is on how the bidder's previous history supports future success with this project.	15 points
11	Budget and Narrative: Realistic, detailed description of income and expense. Does the project leverage County funds with other fund sources? Does it supplement other fund sources so that there is a greater likelihood of success?	15 Points

III. PROPOSAL INSTRUCTIONS

Please review all instructions before proceeding. As some of the language used in this application may be unfamiliar, a Glossary of Terms related to the Outcome Funding Model is included at the end of this section.

A. Availability of Proposal Forms

Copies of this complete Request for Proposal 6650 are available online in Adobe format at the Washtenaw County website: <http://purchasing.ewashtenaw.org> Click "online bids," then click on "open bids", and then click on "Bid 6650." This site will also announce the final awards and scoring results.

B. Proposal Submission Requirements

Each submission must include **one (1) signed original and three (3) copies of the proposal and one copy of your independent financial audit** in a sealed envelope. Faxed or e-mail versions will not be accepted. Include your submissions in a SEALED envelope marked RFP 6650. The full proposal response is due by 2:00pm, Tuesday, December 20, 2011 to Purchasing Division, Washtenaw County - Administration Building, 220 N. Main St. Room B-35 (basement level), Ann Arbor, MI. 48104.

- 1) **Proposal Cover Sheet** (Attachment D) – Please complete the cover page to include address, telephone, federal tax ID number, the total project budget request, e-mail contact address, Executive Director; and the project name. Be sure that the cover page is signed by the authorized organization representative and indicate their title.
- 2) **RFP Submission Requirements Checklist** (Attachment E) – Bidders should indicate and attest to the documents submitted by signing and submitting this form in Attachment E. This helps you ensure that you have submitted a complete proposal. Incomplete proposal responses will not be reviewed.
- 3) **Proposal Questions** – Please respond to each of the eleven proposal questions in order. Sample answers are provided for some of the questions.
- 4) **Program Budget and Budget Narrative** – A copy of the required budget format is provided in Attachment A.
- 5) **Current Board-Approved Organization Operating Budget** –submit a hard copy of the current operating budget for the bidding organization as approved by the Board of Directors.
- 6) **Board of Directors Roster** – please complete the required form in Attachment B.
- 7) **Additional Documents to be Submitted** - Submit **one (1) copy** of the most recent financial audit or A-133 Audit.

C. Step-by-Step Instructions for Completing the Proposal Questions

Please be sure to answer all of the following twelve questions in the order listed:

1) INVESTMENT TARGET/ FUNDER PRIORITY (No points)

- ❖ Question: **State your intention to address substance abuse services for court involved youth.**

2) PROGRAM OUTCOME STATEMENT (5 points)

Establishing a compelling outcome statement, mission or vision, sets a vital tone for effective outcome thinking. It becomes the core of organizational leadership and a prelude to high performance

- ❖ Question: **Begin with a single statement describing the end result you are working toward.**

- **Example of a Program Outcome Statement:**

All children and youth placed in out-of-home care are successfully reunited with their families and communities no more than two years following removal.

OR

Youth enrolled in our six week “know-yourself” program will show growth in self esteem and problem solving skills.

OR

The community as a whole and workplaces in particular will be better informed regarding the consequences of ATOD use/abuse following our community organizational campaign.

3) CUSTOMERS/TARGET POPULATION (5 points)

Customers are the target population, groups or clients who will directly interact with your program and its implementers. This interaction is intended to result in a change in behavior or condition in line with your organizational outcomes. The outcome framework prefers the term customer rather than client because all customers (even court-ordered customers) have a choice about participation. Implementers need to think about how to engage with the group they are working with as if that group consists of customers.

- ❖ Question: **Describe the customers you will serve, by age, geographic area, socio-economics, organization and gender (if applicable). State the risk and protective factors that will be addressed in your program.**

4) PERFORMANCE TARGETS & VERIFICATION (GOALS AND EVALUATION) (5 points)

Performance targets are the specific results that an implementer commits to achieve. They almost always represent a change in behavior or condition for the customers of a program. They are tangible in the sense that they can be evaluated, measured or verified. And they are narrow enough in scope to be directly achieved by the implementer. A target includes these elements:

- The area of change or condition
- Degree of change...how much, how long, etc.?
- Baseline...what happens if there is no intervention?
- A number that can be measured...how many will change?

❖ Question: **Clearly specify the changes in your customers that will result from participating in your program AND how you will verify these results.**

○ **Example of Performance Targets and Verification:**

In 2005, 70 youth will complete an after-school smoking program and 50% of them will know 11 smoking health risks as verified on pre and post tests.

OR

30 children will demonstrate an increase of 1 grade level and make progress toward managing primary behavior problem at 9-week marking period.

5) RESULTS and MILESTONES (5 points)

In Outcome Funding, milestones are stated in terms of what the customer does. Begin from the initial action through the point where the customer has accomplished the performance targets.

❖ Question: **List the incremental changes you expect in your customers' behavior and specify the timeframe or completion dates where applicable.**

○ **Example of Results and Milestones:**

For program year 2012

- 75 parents will receive information about the program (by 6/1/12)
- 60 parents will call to express interest
- 60 children will attend the first day of the program (on 8/1/12)
- 50 children will meet with individual tutors to establish a plan, emphasizing the improvement of .3 grade levels by semester end and identify one behavior that requires attention (by 9/15/12)
- 50 children will attend twice weekly sessions and work toward established plan goals (from 10/1/12 through 12/1/12)
- 30 children will demonstrate an increase of .1 grade level and make progress toward managing primary behavior problem at 9-week marking period (*performance target*).

6) PRODUCT: COMPONENTS & ACTIVITIES (PROGRAM / PROJECT AND CHALLENGES) (25 points)

In the Outcome Funding Model, your program activities are collectively referred to as a product to emphasize the benefit or value to customers. It is defined by its core features, such as the duration and intensity of your services, and the unique ways that your organization intends to address any barriers and challenges to promote successful achievement of the performance targets and milestones.

- ❖ Question: **Describe the core features of your product - what services you will provide, how often you will provide them and when/where you will provide the services. If applicable, name and describe your research based program and describe any prevention strategies. If you have prior experience providing these or similar services, describe your success and what you learned.**

7) KEY PEOPLE (15 points)

Experience in result attainment offers one powerful lesson: the right people are just as important as the right program. A large part of the probability that an investment will lead to its intended return, lies in the energy and capability of the people who do the work.

- ❖ Question: **Describe who is primarily responsible for delivering the product and reaching the performance targets. Describe them by name (list desired traits if not yet hired) and function, and list relevant experience and certifications.*Please include staff resumes if you'll be using present staff.**

- **Example of Key People:**

- **(After School Enrichment Program)**

- Two half-time staff members will be responsible for running the after school enrichment program and interacting with the children and parents. Ms. Alfreda Smith has a teaching certificate from an accredited university and has 4 years experience working with children that need to improve their academic performance. The second staff member, Ms. Joy Green, is trained as a certified school social worker, with a specialization in behavioral modification techniques for children. In addition, this program has created a job-sharing arrangement that is agreeable/ beneficial to the staff members and will encourage longevity of employment.

8) COLLABORATORS/PARTNERS (10 points)

- ❖ Question: **List any collaborative partners, joint programming ventures, or other working agreements with other agencies, and describe how they will contribute to the success of your program.**

9) SUSTAINABILITY (5 points)

- ❖ Questions: **Describe how changes in the customer, as a result of the intervention, will be sustained. Describe how the program will be sustained after the funding ends.**

10) BIDDER'S HISTORY (15 points)

- ❖ Questions: **Describe previous experience in the same or similar service. Describe previous successes and factors leading to success. Description of lessons learned from positive or negative experiences. Emphasize how the bidder's previous history supports future success with this project.**

11) Budget and Narrative (15 points)

- ❖ Questions: **Complete the budget form detailing your program budget.**

D. GLOSSARY OF TERMS

Washtenaw County Resident

Individuals currently residing within the official limits of Washtenaw County.

Customers

Defined here as “the people who directly interact with an organization’s services and its implementers”. This interaction is intended to result in a change in customer behavior or condition in line with organizational outcomes and mission. The outcome framework prefers the term customer rather than client because customers have a choice about participation whereas clients do not. Even those people who are required to participate in a program can choose not to, or can participate marginally so that no gain is made. Implementers need to appeal to the group they are working with, as if that group is made up of customers.

Evaluation

Defined here as “a formal examination of whether the program/project services and special features effectively lead to the achievement of the performance target and community outcome.” Often the outcome evaluation can provide information about where the program is successful and where it is failing, which can provide valuable insight about how to improve the program to assist customers better.

Evidence-based Practices

Defined here as “a program model that has been shown through research to be effective at promoting the milestones and performance targets outcomes that your customers are trying to reach, with the ultimate effect of promoting the achievement of the outcomes defined by the funding organization”.

Funder

Washtenaw County Children’s Services Department.

Investment Outcomes

An **investment outcome** is defined here as “the end state that everyone is working toward”. The establishment of compelling outcome statements sets a vital tone for effective outcome thinking. It becomes the core of organizational leadership and a prelude to high performance. Outcomes for these funding applications have been set by the funding organizations involved in the establishment of the online application.

Key People

Defined as “the people that actually meet and work with customers”. Experience in result attainment offers one powerful lesson: the right people are just as important as the right program! A large part of the probability that an investment will lead to its intended return lies in the energy and capability of the people who do the work.

Measure

A **measure** is defined here as “the use of a concrete indicator to verify the accomplishment of milestones and performance targets by customers”. To measure a program’s success, your organization might use participant surveys, pre- and post-tests, attendance records, behavioral checklists, eviction rates, literacy rate, grade levels, educational attainment, etc.

Milestones

Defined here as “the major steps that need to occur as the customer progresses through the program/ project”. State milestones in terms of what the customer does. Begin from the action needed on the part of the customer through the point where the customer has accomplished the performance target.

Need

Need is defined here as “an established demand for a type of program/project from the perspective of the customer and/or the community”.

Performance Target

Performance Targets are defined here as “specific measurable changes in customer behavior, condition, or satisfaction that define program achievement and contribute to the identified funder’s outcome”. Your organization is committing to actual gains that your customers will make as a result of the project.

E. Step-by-Step Instructions for Completing the Program Budget & Budget Narrative Questions

Bidders must detail how the requested funds will be spent by submitting both a Program Budget and a Budget Narrative on Attachment A: 2012-2013 RFP Budget Form. The questions are listed below.

Please round all line item expenditure figures to the nearest dollar. The Program Budget should reflect projected program expenditures for one year (twelve months). If awarded, grantees will be eligible for a second year of funding at the same amount as the first year. Descriptions of each line item are listed below:

REVENUES:

1. **Grant Amounts** – List amount of this proposal request in the first column. Complete the Revenue section to indicate how requested funds will be allocated. Other funds (if any) that will support this program should be listed in the other columns. If the funding request is for the entire organization (i.e. general overhead expenses), do not list other sources as these will be detailed in your submission of current Board-Approved Organizational Operating Budget.

2. **Other Support (In-Kind)** – includes donations, fundraisers, volunteer time, etc.

A) NARRATIVE: Describe source and how in-kind donations will be estimated and recorded

3. **Status of Funds** – lists the availability of other funding sources used to support the program

B) NARRATIVE – State whether the funds are Secured or Pending including anticipated award date (mm/yy).

EXPENSES:

4. **Personnel, Taxes & Fringe Benefits** – costs may include salaries, taxes and fringe benefit costs. Employers share of payroll taxes are also included. All positions supported by this request must comply with respective Washtenaw County Living Wage Ordinances.

C) NARRATIVE: State percentage of time per staff position allocated to this program, annual salary including employer share of taxes & fringes, amount charged to this grant request, and amount charged to other fund sources.

5. **Consultant & Contractual Fees** - includes funds passed through to other organizations and/or Contractual employees.

D) NARRATIVE: List name of firm and scope of services.

6. **Space & Related Costs** - includes rent, telecommunications, property insurance, mortgage payments and utilities.

7. **Printing/Supplies** - includes office supplies, program materials, postage

8. **Specific Assistance** - includes direct subsidies to customers for costs of services or emergency assistance

E) NARRATIVE: Describe how funds will be used.

9. **Audit** - A portion of the annual audit may be charged to this grant based on percentage of total organization revenue.

10. **Program Evaluation** – includes costs allocated to determining program effectiveness or customer satisfaction. If funded, copies of the final report will be required.

F) NARRATIVE: Briefly describe type of evaluation, who will complete it and estimated completion date.

11. **Marketing** – includes specific costs allocated to THIS program for the purpose of public education regarding availability of program and services.

12. **Other** - includes any other unidentified costs to be allocated to the program or grant.

G) NARRATIVE – List type of expense(s) and identify costs for each.

**Attachment A:
2012-2013 Budget Form**

Revenue Source(s):	Amount of this Request	Other Fund Source	Other Fund Source	Total
1. Grant Amounts				\$0
2. Other Support (In-Kind) - a				\$0
3. Status of Funds – b				
Total Revenues				\$0

Program Expenses	Amount of this Request	Other Fund Source	Other Fund Source	Total
4. Personnel, Taxes & Fringe Benefits - c				\$0
5. Consultant & Contractual Fees - d				\$0
6. Space & Related Costs				\$0
7. Printing / Supplies				\$0
8. Specific Assistance – e				\$0
9. Audit				\$0
10. Program Evaluation – f				\$0
11. Marketing				\$0
12. Other – g				\$0
Total Expenditures				\$0

Personnel, Taxes & Fringe Benefits Detail

Position Title	Percentage of Time allocated to this Program	Annual Salary including employer share of taxes & fringes	Amount charged to this grant request	Amount charged to other fund sources
Total Personnel Taxes & Fringes:				

Budget Narrative Questions – on a separate piece of paper

- (a) Describe how in-kind donations are estimated and recorded.
- (b) State whether the funds are secured or pending including anticipated award date (mm/yy).
- (c) State percentage of time per staff position allocated to this program, annual salary including employer share of taxes & fringes, amount charged to this grant request, and amount charged to other fund sources.
- (d) List name of firm and scope of services.
- (e) Describe eligible uses of funds. Estimate amount per customer and attach/include the method for determining the amount of subsidy per customer if applicable.
- (f) Briefly describe type of evaluation, who will complete and estimated completion date.
- (g) List type of expense(s) and identify costs for each.

**Attachment B:
Board of Directors Roster Form**

Organization: _____ Date: _____

Name / Board Officer	Male/ Female	Race	Term Expires

Attachment C: Sample Invoice

INVOICE MUST Be SUBMITTED On Agency Letterhead

Date of Request: _____ Period Covered: _____

Line Item	Budgeted Amount	Current Expenses	Remaining Balance
Salaries			
Fringe Benefits			
Consultant & Contracts			
Occupancy & Related Costs			
Printing/Supplies			
Specific Assistance To Individuals			
Audit Fees			
Program Evaluation			
Marketing Costs			
Other expenses			
Total			
Total Amount Billed for this period			

Authorized Signature

Date

Title

Please send invoice to the attention of:
Dawn Green
Washtenaw County Children's Services Department
4125 Washtenaw Avenue
Ann Arbor, MI. 48108-1003

ATTACHMENT D: Proposal Cover Sheet

For Washtenaw County Use Only Do Not Write in Shaded Area			
Date & Time Received:	Date Issued:	Date Closed:	Total Application Score:

PLEASE FILL IN THE INFORMATION BELOW

Name of Bidding Agency:		
Federal ID#:		
Name of Proposed Program:		
Name of Agency Executive Director:		
Phone Number:	Email address:	
Name of Additional Contact Person:		
Phone Number:	Email address:	
Total Amount of Funding Requested (per year):		

I hereby certify on behalf of _____ (Name of Organization) that all information in this application is true and accurate.

I fully understand that any significant misstatements in or omissions from this application will void this application and any subsequent agreement with Washtenaw County.

I also release from liability all individuals and organizations which provide information in good faith and without malice at the request of Washtenaw County concerning this application.

I understand that agency participation as a provider for Washtenaw County is dependent upon review of this application and completion of the applicable credentialing process.

Authorized Signature

Name of Authorized Signatory

Title

Date

Attachment E : RFP #6650 Submission Requirements Checklist

Complete each box with a check mark “✓”

Submit one (1) original and three (3) copies of the following documents in the following order to Washtenaw County Purchasing:

Proposal Cover Sheet – Attachment D (Original signed by an authorized representative)

RFP Submission Requirements Checklist – **Attachment E**

Proposal Questions – from Proposal Instructions (1 through 11)

Proposed Program Budget with Narrative - Attachment A

Organization’s Current Board-Approved Annual Operating Budget

Board Roster – Attachment B

Submit one copy of:

Most recent Independent Audit or A-133 Audit.

I attest that the above documents were submitted:

Name

Title

Date