City And County Of San Francisco

Request For Proposals (RFP 27-2008) For

Scattered-Site Housing And Rental Subsidy Administration For Adults Leaving Long-Term Care And Adults Who Are At-Risk Of Long-Term Care Placement

Date Issued: November 3, 2008
Pre-Proposal Conference: 10:00 A.M., November 18, 2008
Proposal Due: 12 Noon, December 3, 2008
Request for Proposals for Scattered-Site Housing And Rental Subsidy Administration For Adults Leaving Long-Term Care And Adults Who Are At-Risk Of Long-Term Care Placement

Table of Contents

<table>
<thead>
<tr>
<th>I. Introduction and Schedule</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>II. Scope of Work</td>
<td>3</td>
</tr>
<tr>
<td>III. Submission Requirements</td>
<td>6</td>
</tr>
<tr>
<td>IV. Evaluation and Selection Criteria</td>
<td>8</td>
</tr>
<tr>
<td>V. Pre-proposal Conference and Contract Award</td>
<td>9</td>
</tr>
<tr>
<td>VI. Terms and Conditions for Receipt of Proposals</td>
<td>10</td>
</tr>
<tr>
<td>VII. City Contract Requirements</td>
<td>14</td>
</tr>
<tr>
<td>VIII. Protest Procedures</td>
<td>16</td>
</tr>
</tbody>
</table>

Appendices:

A. HRC Attachment 2: Requirements for Architecture, Engineering and Professional Services Contracts, for contracts $29,000 and Over (Separate document). Proposers must submit the following forms:
   - Form 2A HRC Contract Participation form
   - Form 2B HRC “Good Faith” Outreach Requirements form
   - Form 3 HRC Non-discrimination Affidavit
   - Form 5 HRC Employment form
   The following form may be required, depending on the circumstances:
     - Form 4 Joint Venture Participation Schedule

   Letter of Intent
   Proposal Statement

B. Standard Forms: Listing and Internet addresses of Forms related to Taxpayer Identification Number and Certification, to Business Tax Declaration, and to Chapters 12B and 12C, and 14B of the S.F. Administrative Code.

C. Agreement for Professional Services (form P-500)
I. Introduction and Schedule

A. General

Pursuant to Section 21.9 of the Administrative Code the contract shall have an original term of 1.5 years. In addition, the City shall have 2 options to extend the term for a period of 4 years each, which the City may exercise in its sole, absolute discretion.

For the past several decades there has been a growing awareness that persons with disabilities should be given every opportunity to live as independently as possible with the help of a community-based system of care. In its Olmstead decision (1999), the U.S. Supreme Court affirmed that the Americans with Disabilities Act (ADA) requires public agencies to provide services "in the most integrated setting appropriate to the needs of qualified individuals with disabilities."

Locally in San Francisco, there are long-term care patients at Laguna Honda Hospital (LHH) who are able and ready to live in the community. All parties involved agree that returning to community-based living is the best option for clients who can do so, and that this outcome should be vigorously pursued. In San Francisco, the most common barrier to achieving this outcome is the scarcity and high cost of accessible housing. Any suitable market-rate housing option for patients leaving LHH would likely cost 150%-200% of their entire SSI monthly payment. Even below market rate (BMR) affordable housing can be too costly for those whose income is limited to SSI.

Over the last several years, many discharges have successfully occurred by prioritizing LHH clients into new affordable housing units produced and master-leased by the City in partnership with non-profit housing organizations. While this housing has been an enormously valuable resource, the number of units produced in this manner has not been sufficient to provide housing “on demand” to coincide with the moment a patient is sufficiently stabilized and ready to return to the community. It also does not allow for the maximum level of consumer choice and specification in terms of unit type and where the housing is located.

This RFP represents an effort to create additional affordable, accessible, independent housing opportunities and maximum consumer choice for those leaving, or at risk of being admitted to, LHH by providing expedited access to private market-rate and below market-rate housing. It also represents a new opportunity for the private sector (including private non-profit organizations) to participate in the City’s innovative and nationally recognized efforts to provide additional safe, supportive, and affordable housing to the homeless, low-income, and disabled.

The selected provider(s) will:

- Identify, negotiate, and lease a network of appropriate scattered site units (including apartments and homes) to facilitate timely discharge from LHH or diversion from entry into LHH.
- Administer a rental subsidy program to ensure clients pay no more than 50% of their monthly income toward rent.
- Act as a liaison between the tenants and private landlords on issues pertaining to maintenance and repair as well as to necessary unit modifications (i.e. reasonable accommodations).
- Ensure tenant well-being and unit habitability through a regular schedule of unit inspections and wellness checks.
- Provide access to 24-hour on-call capability.
- Facilitate timely and efficient communication with the Coordinator of the Diversion and Community Integration Program (DCIP), the tenant’s healthcare provider(s), in-home/care attendant, and other service providers, on all issues affecting the tenant’s continued ability to live in the community.

It is expected that the combined effort of the selected contractor(s) will house 500 residents over a five-year period (approximately 100 in the first year, building to 500 by Year 5).
RFP – 27-2008: Scattered-Site Housing And Rental Subsidy Administration For Adults Leaving Long-Term Care And Adults Who Are At-Risk Of Long-Term Care Placement

B. Schedule

The anticipated schedule for selecting a consultant/contractor is:

DPH, as informed by an independent review team, will select a contractor according to the following schedule:

<table>
<thead>
<tr>
<th>Important Dates</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>City issues RFP</td>
<td>November 3, 2008</td>
</tr>
<tr>
<td>Pre-proposal Conference</td>
<td>November 18, 2008</td>
</tr>
<tr>
<td>101 Grove St., Rm. 220</td>
<td></td>
</tr>
<tr>
<td>10:00 am – 12:00 pm</td>
<td></td>
</tr>
<tr>
<td>Letter of Intent to Submit Due</td>
<td>November 20, 2008</td>
</tr>
<tr>
<td>RFP Proposals Due</td>
<td>December 3, 2008</td>
</tr>
<tr>
<td>Contractor Selected and Notified</td>
<td>December 23, 2008</td>
</tr>
<tr>
<td>Contract Finalized/Project Begins</td>
<td>January 2009</td>
</tr>
</tbody>
</table>

II. Scope of Work

A. Program Structure

All participants to be served through the LHH Rental Subsidy Program will be referred by the Diversion and Community Integration Program (DCIP), a unit comprised of staff from the City’s Department of Aging and Adult Services (DAAS) and the Department of Public Health (DPH). DCIP will conduct assessments of the discharge and diversion plan for each referral and prepare a Community Living Plan (CLP) for each participant. The CLP will set forth the services to be provided for participants so that they may live in the most integrated setting based on their assessed needs and preferences. A network of community-based agencies will provide the services, which may include (but not limited to) case management, personal care and home attendant services, meals, money management, and transportation services. Services will be funded through California Department of Health Care Services, In-Home Operations, Medi-Cal Home and Community-based Services Nursing Facility/Acute Hospital Waiver, contracts through DAAS Office on Aging, the Community Living Fund (CLF), PACE (On Lok), Community Behavioral Health Services (CBHS), and/or other health and human services funding streams.

The provider(s) selected through this RFP will not be responsible for providing or coordinating supportive services to participants. It is expected that the provider(s) will have sufficient staffing to ensure regular communication with each participant and/or their case manager, particularly as matters arise that could compromise housing stability.

B. Key Program Elements/Expected Services

The description below outlines the key program elements and services the selected contractor(s) will provide. Contractors should use this description when designing their proposed programs. However, contractors may suggest modifications and/or additions that will in their estimation make the program more feasible or effective. Contractors may also propose that they will subcontract one or more elements of their program to other vendors, provided that those partners have been identified and described in the submission.

1. Unit identification, leasing and subleasing. Contractor will identify and lease all units for the program within the City and County of San Francisco. This will involve a systematic approach to searching for suitable units and negotiating leases with owners leading to a stable and reliable portfolio of units. Units will range from studios to 3-bedrooms, but there will be flexibility for other types of housing configurations that may be needed, such as larger units and houses to allow for shared living arrangements. Housing searches in safe neighborhoods with easy access to public transportation, community amenities, and culturally specific activities for tenants will be prioritized. In general, Single Room Occupancy units will not be eligible. DPH will reserve the right to approve units used in the program, including lease rate paid to the property owner. DPH will use
the federal Fair Market Rents for San Francisco as a guideline for evaluating proposed contract rents, with consideration given to unit quality, location, and amenities.

Contractor must carefully track leased units in a database, noting lease terms, occupancy dates, and rent increases and share that information with DPH and DCIP management staff as requested. Contractor will sublease each unit to a tenant referred by the program using an occupancy agreement approved by DPH and collect all rents, fees and other customary charges from program participants. Contractor will enforce all occupancy agreement terms and be responsible for evicting tenants when necessary. However, it is understood that Contractor must make efforts to prevent eviction and that eviction will only be pursued as a last resort when all other appropriate interventions have failed.

2. **Rental subsidy program administration.** Contractor will administer a rental subsidy program for program participants such that no participant is paying more than 50% of his or her monthly income toward rent regardless of the “contract rent” (i.e. rent paid to the property owner) for the unit. With some exceptions, participants will be receiving SSI as their primary source of income. The contractor will collect the tenant’s share of the rent to offset the cost of leasing the unit and operating the program. The subsidy will be calculated as the difference between the contract rent and the tenant share and the subsidy amount drawn down by contractor accordingly. Tenant rent will be collected through a third party payee service provider. A third party payee service provider (a DPH vendor) receives the participant’s income, deducts the rent, makes a rent payment on behalf of the participant, and releases the remainder of the participant’s income to the participant. This mechanism guarantees that all rent payments are received in a timely fashion, and that tenants do not get evicted for non-payment of rent. These measures notwithstanding, Contractor will be required to notify the City if a tenant is or will be experiencing difficulty paying rent, so that City may consider whether a larger rent subsidy is necessary to secure or retain housing.

3. **Owner/participant liaison and unit repair/modification.** Contractor will be the first point of contact for the program participants in concerns related to their unit. Contractor will designate a contact person for each tenant as well as a procedure for requesting repairs and/or modifications to the unit. The contractor will ascertain whether such repairs or modifications are the responsibility of the property owner under the terms of the lease, and if so, will facilitate communication with the landlord about the request. If the property owner is not responsible, the contractor (using an allowance or reserve budgeted for this purpose) will take responsibility for making the repair or modification. Modifications may include installation of grab bars, safety alarms, strobes or “panic buttons,” modifications to bathrooms and kitchens where feasible, wheelchair ramps, etc. Contractor will also mediate any complaints received by the building owner or neighbors with regard to the program participant, referring such matters to the participant’s case manager when they could potentially compromise housing stability (see 6 below). If they do not have a case manager, a referral would be made to the DCIP in order to assist the client in accessing assistance to ensure stability in the community. All client complaints/grievances and their resolutions will be documented and maintained for DCIP data collection.

4. **Inspections.** It is understood that all participants of the program will be legal tenants, and therefore not required to accept supportive services as a condition of occupancy. However, the program is designed to ensure that tenants are successful in maintaining their housing and otherwise achieving success in living in the community. To this end, the contractor will provide a basic level of program oversight and unit monitoring. Contractor shall conduct and document periodic inspections of all units (with proper notice to the tenant) as necessary to ensure basic habitability, safety and cleanliness.

5. **On-call service capability / 24-hour response.** The contractor must be available to assist participants and owners with urgent (but non-emergency) housing-related issues during non-business hours. At a minimum, contractors should expect to provide access to off-hours assistance through provision of a staffed pager 24 hours a day, seven days a week.

6. **Service provider communication.** All program participants will have access to a full array of wrap-around services, including a case manager. The selected contractor(s) will interact with service providers/case
managers on a range of issues related to the participant’s continued success in housing. Issues may include reporting habitability problems in the tenant’s unit, non-payment of rent, or any other observed/documented conditions that could jeopardize the participant’s success in housing. The contractor must take responsibility for professional and confidential communication with the case manager or service provider of record. In any case where the contractor recommends evicting a specific participant, the contractor will be required to demonstrate that it attempted to mitigate the situation through (repeated) contacts with the case manager or service provider of record and the DCIP if there is not an involved service provider.

C. Target Population

The target population for the LHH Rental Subsidy Program will be patients of Laguna Honda Hospital (LHH) and persons considered at risk of placement in a skilled nursing facility who wish to live in the community and have been clinically assessed as able to do so with the help of appropriate community supports.

Participants must be living at LHH or be deemed at assessment to be at imminent risk of being placed there. In order to be considered “at imminent risk,” an individual must have, at a minimum, one of the following:

- A functional impairment in a minimum of two Activities of Daily Living (ADL): eating, dressing, transfer, bathing, toileting, and grooming; or
- Having a medical condition to the extent requiring the level of care that would be provided in a nursing facility; or
- Being unable to manage one’s own affairs due to emotional and/or cognitive impairment.

The contractor will not be asked to assess or verify program eligibility. The contractor will be allowed to screen participants for tenancy based on owner requirements using such customary mechanisms as background checks, criminal record checks, and prior eviction screening; however, the contractor must explain the nature of the program to the property owner and the contractor must understand that flexible screening procedures/criteria will be used to “screen in” the intended participants of the program.

D. Funding

Pursuant to Section 21.9 of the Administrative Code, the contract shall have an original term of 1.5 years. In addition, the City shall have 2 options to extend the term for a period of 4 years each, which the City may exercise in its sole, absolute discretion.

Funding for this program will come from various sources. Revenues will also include tenant rent. All tenants will pay a portion (no greater than 50%) of their monthly income toward rent through a third party rent payment provider.

E. Program Evaluation and Monitoring

To assure the provision of high quality, cost-effective services to program participants, DPH require that contractors periodically report successes along various indicators. Examples of such measures include but are not limited to:

- Housing Stability: How many months did each tenant remain housed after entering the program? How many tenants remained housed for a year or more? How many tenants were connected to third party rent payment services prior to lease signing? Of those crises that could have resulted in eviction, how many were resolved without the loss of housing to tenants? Of those tenants who left housing, how many left for unsubsidized housing, other supportive housing, moved in with family or friends, or moved to a level of care more appropriate for their needs?
- Tenant Satisfaction: How many tenants expressed satisfaction with services based on the annual tenant satisfaction survey? How does the contractor utilize tenant feedback to improve services?
• **Efficiency / Effectiveness:** Once a unit becomes vacant, how long, on average, does it take to ready the unit for a new tenant? On average, how long does an application remain in process before the tenant is moved in? How long does it take the contractor to identify and secure new units?

• **Collaboration:** How connected is the contractor with the other service providers who ensure the tenant remains stably housed? What is the evidence of good working relationships?

In responding to this RFP, applicants should indicate their capacity and willingness to collect, analyze, and report on tenant-based outcomes. The applicant selected to contract with DPH will develop final program evaluation measures with DPH during the contract negotiation process.

### III. Submission Requirements

#### A. Time and Place of Proposal Submission

1. Submit a letter of your intent to apply (mandatory) no later than 12 noon on November 14, 2008 to:

   Judith Matranga, Senior Contracts Administrator  
   San Francisco Department of Public Health  
   Office of Contracts Management  
   ATTN: RFP #27-2008  
   101 Grove Street, Suite #307  
   San Francisco, CA 94102-4505  

   **Phone:** (415) 554-2612  
   **Email:** judith.matranga@sfdph.org

   Within your letter, please include the following: date; agency name; statement of agency’s intent to submit a proposal (non-binding); and the name, title, and contact information of your agency’s lead in the RFP process. Letters must be submitted in hard copy either by mail or in person. Please also note that postmarks will not be considered in judging the timeliness of submissions. DPH will not consider late submissions.

2. Submit the following no later than NOON on December 3, 2008:

   • Your RFP proposal, the original plus seven (7) copies, and
   • One electronic version of your proposal
   • One (1) separately bound copy of the required Human Rights Commission forms, described in Section III .B and in Appendix A of this RFP.

   All proposal materials must be submitted—either by mail or in person to:

   Judith Matranga, Senior Contracts Administrator  
   San Francisco Department of Public Health  
   Office of Contracts Management  
   ATTN: RFP #27-2008  
   101 Grove Street, Suite #307  
   San Francisco, CA 94102-4505  

   **Phone:** (415) 554-2612  
   **Email:** judith.matranga@sfdph.org

   Faxed proposals will not be accepted. Please also note that postmarks will not be considered in judging the timeliness of submissions. DPH will not consider late submissions.
RFP – 27-2008: Scattered-Site Housing And Rental Subsidy Administration For Adults Leaving Long-Term Care And Adults Who Are At-Risk Of Long-Term Care Placement

B. Format

The department will place proposals in three-ring binders for the review panel. Please use three-hole recycled paper, print double-sided to the maximum extent practical, and bind the proposal with a binder clip, rubber band, or single staple, or submit it in a three-ring binder. Please do not bind your proposal with a spiral binding, glued binding, or anything similar. You may use tabs or other separators within the document.

If your response is lengthy, please include a Table of Contents.

You must also submit an electronic version of the proposal.

C. Content

Complete proposals must include all of the following elements.

- **Narrative**: Your response must include all of the following information and must not exceed 20 single-spaced, one-side pages. Required appendices are not included in the 20-page limit.
  
i. Describe your overall program design addressing each of the elements listed in section IIB, including staffing (positions and responsibilities). Where your program model deviates from any the elements described or adds new elements, please articulate your rationale.
  
ii. Describe your intended system for identifying and leasing units and maintaining a stable portfolio. Be sure to detail your method of approaching residential property owners/managers.
  
iii. Describe your experience providing the requested services or services analogous to the requested services. Please be sure to include specific experience with leasing residential housing for the benefit of third parties. Please describe the qualifications of staff that will play key roles in the implementation and operation of the proposed program and include their resumes in the appendices. Please also name and describe the experience of any proposed partner organizations with which you will subcontract to provide one or more of the required services. If you or any partner agencies currently own or provide property management and/or leasing or other third-party real estate management services, please provide a chart identifying your associated properties, with addresses, owner/management company, number/size of units, and whether such properties receive rental subsidy or third party operating support.
  
iv. Describe your financial capacity to administer the components of this program, including your ability to sustain cash flow between monthly reimbursements.
  
v. Describe your approach to the administration of this program, including any databases or accounting systems to be used in tracking units and rents.
  
vi. Describe your experience working with the target population described in Section IIC above. Please describe your understanding of the needs of the target population as they relate to successful community-based living.
  

- **Budget and Justification**: Applicants should submit a comprehensive budget (Appendix D of this RFP) and justification. The budget should address the first year of operations only (maximum of 100 apartment leased).
Human Rights Commission Forms: All required Human Rights Commission (HRC) forms included in Appendix A of this RFP:

City and County of San Francisco Standard Forms: All standard forms required by the City and County of San Francisco as described in Appendix B of this RFP:
- Request for Taxpayer Identification Number and Certification
- Business Tax Declaration
- S.F. Administrative Code Chapters 12B and 12C Declaration: Nondiscrimination in Contracts and Benefits
- Disadvantaged Business Enterprise Application (if applicable)

Agreement to the Terms and Conditions for Professional Services (Form P-500).

IV. Evaluation and Selection Criteria

A. Minimum Qualifications

Qualified applicants will demonstrate that they meet all minimum qualifications either through direct experience and/or through partnerships:
- 2 years demonstrated experience owning, leasing, and/or providing property management services within multi-family residential housing.
- Demonstrated financial and administrative capacity to implement the program.
- Demonstrated ability to work collaboratively with outside parties for the successful implementation and operation of the program.

Any proposal that does not demonstrate that the proposer meets these minimum requirements by the deadline for submittal of proposals will be considered non-responsive and will not be eligible for award of the contract.

B. Selection Criteria

An independent review team will evaluate all eligible submitted proposals in accordance with the criteria below. Up to three agencies with the highest scoring proposals may be interviewed by the review team to make the final recommendation for selection; please note that the review team may also inform its selection by conducting visits to existing sites property managed by the submitting agency as referenced in the agency’s proposal.

1. Clear Understanding and Description of Scope of Work (0-30 points)
   “Clear understanding and description of the scope of work” is defined as a clear and thorough response to narrative requirements—including appendices—as outlined in Section III.B of this RFP.
   - Narrative does not cover scope of work: 0 points
   - Narrative somewhat covers scope of work: 1-10 points
   - Narrative mostly covers: 11-20 points
   - Narrative fully covers scope of work comprehensively: 21-30 points
RFP – 27-2008: Scattered-Site Housing And Rental Subsidy Administration For Adults Leaving Long-Term Care And Adults Who Are At-Risk Of Long-Term Care Placement

2. **Understanding of and Sensitivity to Target Population’s Unmet Needs (0-20 points)**
   
   “Understanding of the target population’s unmet needs” is defined as knowledge of and experience working with the target population, the agency’s philosophy as it relates to serving individuals with disabilities with respect, and appropriateness of proposed strategies to help the tenant population stabilize and improve its overall health, well-being, and independence.
   
   - No understanding: 0 points
   - Basic understanding: 1-7 points
   - Thorough understanding: 8-16 points
   - Comprehensive understanding: 17-20 points

3. **Effective Program Design (0-30 points)**
   
   “Effective program design” is defined as providing a clear and detailed program design, including staffing and strategies for identifying, leasing and tracking units, as outlined in Section III.B of this RFP.
   
   - Not structured effectively: 0 points
   - Somewhat effective: 0-10 points
   - Mostly effective: 11-20
   - Very effective: 21-30 points

4. **Sound fiscal management procedures and reasonable budget (0-20 points)**
   
   “Sound fiscal management procedures and reasonable budget” is defined as providing a clear and reasonable cost proposal; clear and reasonable administrative overhead, salary levels, cost detail and indirect cost percentages; and sound organizational financial capacity.
   
   - Not reasonable: 0 points
   - Somewhat reasonable: 1-7 points
   - Mostly reasonable: 8-16 points
   - Very reasonable: 17-20 points

V. **Pre-proposal conference and Contract award**

A. **Pre-Proposal Conference**

   Proposers are encouraged to attend a pre-proposal conference on Tuesday, November 18, 2008 at 10:00 A.M.
   
   The conference will take place at:
   
   101 Grove Street, Room 220
   San Francisco, CA 94102

   All questions will be addressed at this conference and any available new information will be provided at that time.

   If you have further questions regarding the RFP, please Email: judith.matranga@sfdph.org

B. **Schedule**

   DPH, as informed by an independent review team, will select a contractor according to the following schedule:

<table>
<thead>
<tr>
<th>Important Dates</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>City issues RFP</td>
<td>November 3, 2008</td>
</tr>
<tr>
<td>Pre-proposal Conference</td>
<td>November 18, 2008</td>
</tr>
<tr>
<td>Letter of Intent to Submit Due</td>
<td>November 20, 2008</td>
</tr>
<tr>
<td>RFP Proposals Due</td>
<td>December 3, 2008</td>
</tr>
<tr>
<td>Contractor Selected and Notified</td>
<td>December 23, 2008</td>
</tr>
<tr>
<td>Contract Finalized/Project Begins</td>
<td>January 2009</td>
</tr>
</tbody>
</table>
RFP – 27-2008: Scattered-Site Housing And Rental Subsidy Administration For Adults Leaving Long-Term Care And Adults Who Are At-Risk Of Long-Term Care Placement

B. Contract Award

The Department of Public Health will select a proposer with whom Department of Public Health staff shall commence contract negotiations. The selection of any proposal shall not imply acceptance by the City of all terms of the proposal, which may be subject to further negotiations and approvals before the City may be legally bound thereby. If a satisfactory contract cannot be negotiated in a reasonable time the Department of Public Health, in its sole discretion, may terminate negotiations with the highest ranked proposer and begin contract negotiations with the next highest ranked proposer.

VI. Terms and Conditions for Receipt of Proposals

A. Errors and Omissions in RFP

Proposers are responsible for reviewing all portions of this RFP. Proposers are to promptly notify the Department, in writing, if the proposer discovers any ambiguity, discrepancy, omission, or other error in the RFP. Any such notification should be directed to the Department promptly after discovery, but in no event later than five working days prior to the date for receipt of proposals. Modifications and clarifications will be made by addenda as provided below.

B. Inquiries Regarding RFP

Inquiries regarding the RFP and all oral notifications of an intent to request written modification or clarification of the RFP, must be directed to:

Judith Matranga
Senior Contracts Administrator
San Francisco Department of Public Health
Office of Contracts Management
ATTN: RFP #27-2008
101 Grove Street, #307
San Francisco, CA 94102-4505

Phone: (415) 554-2612
Email: judith.matranga@sfdph.org

C. Objections to RFP Terms

Should a proposer object on any ground to any provision or legal requirement set forth in this RFP, the proposer must, not more than ten calendar days after the RFP is issued, provide written notice to the Department setting forth with specificity the grounds for the objection. The failure of a proposer to object in the manner set forth in this paragraph shall constitute a complete and irrevocable waiver of any such objection.

D. Change Notices

The Department may modify the RFP, prior to the proposal due date, by issuing Change Notices, which will be posted on the website. The proposer shall be responsible for ensuring that its proposal reflects any and all Change Notices issued by the Department prior to the proposal due date regardless of when the proposal is submitted. Therefore, the City recommends that the proposer consult the website frequently, including shortly before the proposal due date, to determine if the proposer has downloaded all Change Notices.
E. Term of Proposal

Submission of a proposal signifies that the proposed services and prices are valid for 120 calendar days from the proposal due date and that the quoted prices are genuine and not the result of collusion or any other anti-competitive activity.

F. Revision of Proposal

A proposer may revise a proposal on the proposer’s own initiative at any time before the deadline for submission of proposals. The proposer must submit the revised proposal in the same manner as the original. A revised proposal must be received on or before the proposal due date.

In no case will a statement of intent to submit a revised proposal, or commencement of a revision process, extend the proposal due date for any proposer.

At any time during the proposal evaluation process, the Department may require a proposer to provide oral or written clarification of its proposal. The Department reserves the right to make an award without further clarifications of proposals received.

G. Errors and Omissions in Proposal

Failure by the Department to object to an error, omission, or deviation in the proposal will in no way modify the RFP or excuse the vendor from full compliance with the specifications of the RFP or any contract awarded pursuant to the RFP.

H. Financial Responsibility

The City accepts no financial responsibility for any costs incurred by a firm in responding to this RFP. Submissions of the RFP will become the property of the City and may be used by the City in any way deemed appropriate.

I. Proposer’s Obligations under the Campaign Reform Ordinance

Proposers must comply with Section 1.126 of the S.F. Campaign and Governmental Conduct Code, which states:

No person who contracts with the City and County of San Francisco for the rendition of personal services, for the furnishing of any material, supplies or equipment to the City, or for selling any land or building to the City, whenever such transaction would require approval by a City elective officer, or the board on which that City elective officer serves, shall make any contribution to such an officer, or candidates for such an office, or committee controlled by such officer or candidate at any time between commencement of negotiations and the later of either (1) the termination of negotiations for such contract, or (2) three months have elapsed from the date the contract is approved by the City elective officer or the board on which that City elective officer serves.

If a proposer is negotiating for a contract that must be approved by an elected local officer or the board on which that officer serves, during the negotiation period the proposer is prohibited from making contributions to:

- the officer’s re-election campaign
- a candidate for that officer’s office
- a committee controlled by the officer or candidate.

The negotiation period begins with the first point of contact, either by telephone, in person, or in writing, when a contractor approaches any city officer or employee about a particular contract, or a city officer or employee initiates communication with a potential contractor about a contract. The negotiation period ends when a contract is
awarded or not awarded to the contractor. Examples of initial contacts include: (1) a vendor contacts a city officer or employee to promote himself or herself as a candidate for a contract; and (2) a city officer or employee contacts a contractor to propose that the contractor apply for a contract. Inquiries for information about a particular contract, requests for documents relating to a Request for Proposal, and requests to be placed on a mailing list do not constitute negotiations.

Violation of Section 1.126 may result in the following criminal, civil, or administrative penalties:

1. Criminal. Any person who knowingly or willfully violates section 1.126 is subject to a fine of up to $5,000 and a jail term of not more than six months, or both.

2. Civil. Any person who intentionally or negligently violates section 1.126 may be held liable in a civil action brought by the civil prosecutor for an amount up to $5,000.

3. Administrative. Any person who intentionally or negligently violates section 1.126 may be held liable in an administrative proceeding before the Ethics Commission held pursuant to the Charter for an amount up to $5,000 for each violation.

For further information, proposers should contact the San Francisco Ethics Commission at (415) 581-2300.

J. Sunshine Ordinance

In accordance with S.F. Administrative Code Section 67.24(e), contractors’ bids, responses to RFPs and all other records of communications between the City and persons or firms seeking contracts shall be open to inspection immediately after a contract has been awarded. Nothing in this provision requires the disclosure of a private person’s or organization’s net worth or other proprietary financial data submitted for qualification for a contract or other benefits until and unless that person or organization is awarded the contract or benefit. Information provided which is covered by this paragraph will be made available to the public upon request.

K. Public Access to Meetings and Records

If a proposer is a non-profit entity that receives a cumulative total per year of at least $250,000 in City funds or City-administered funds and is a non-profit organization as defined in Chapter 12L of the S.F. Administrative Code, the proposer must comply with Chapter 12L. The proposer must include in its proposal (1) a statement describing its efforts to comply with the Chapter 12L provisions regarding public access to proposer’s meetings and records, and (2) a summary of all complaints concerning the proposer’s compliance with Chapter 12L that were filed with the City in the last two years and deemed by the City to be substantiated. The summary shall also describe the disposition of each complaint. If no such complaints were filed, the proposer shall include a statement to that effect. Failure to comply with the reporting requirements of Chapter 12L or material misrepresentation in proposer’s Chapter 12L submissions shall be grounds for rejection of the proposal and/or termination of any subsequent Agreement reached on the basis of the proposal.

L. Reservations of Rights by the City

The issuance of this RFP does not constitute an agreement by the City that any contract will actually be entered into by the City. The City expressly reserves the right at any time to:

1. Waive or correct any defect or informality in any response, proposal, or proposal procedure;
2. Reject any or all proposals;
3. Reissue a Request for Proposals;
4. Prior to submission deadline for proposals, modify all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for any materials,
equipment or services to be provided under this RFP, or the requirements for contents or format of the proposals;
5. Procure any materials, equipment or services specified in this RFP by any other means; or
6. Determine that no project will be pursued.

M. No Waiver

No waiver by the City of any provision of this RFP shall be implied from any failure by the City to recognize or take action on account of any failure by a proposer to observe any provision of this RFP.

N. Local Business Enterprise Goals and Outreach

The requirements of the Local Business Enterprise and Non-Discrimination in Contracting Ordinance set forth in Chapter 14B of the San Francisco Administrative Code as it now exists or as it may be amended in the future (collectively the “LBE Ordinance”) shall apply to this RFP.

1. LBE Subconsultant Participation Goals

The LBE subconsulting goal for this project is 10% of the total value of the goods and/or services to be procured.

Each firm responding to this solicitation shall demonstrate in its response that it has used good-faith outreach to select LBE subcontractors as set forth in S.F. Administrative Code §§14B.8 and 14B.9, and shall identify the particular LBE subcontractors solicited and selected to be used in performing the contract. For each LBE identified as a subcontractor, the response must specify the value of the participation as a percentage of the total value of the goods and/or services to be procured, the type of work to be performed, and such information as may reasonably be required to determine the responsiveness of the proposal. LBEs identified as subcontractors must be certified with the San Francisco Human Rights Commission at the time the proposal is submitted, and must be contacted by the proposer (prime contractor) prior to listing them as subcontractors in the proposal. Any proposal that does not meet the requirements of this paragraph will be non-responsive.

In addition to demonstrating that it will achieve the level of subconsulting participation required by the contract, a proposer shall also undertake and document in its submittal the good faith efforts required by Chapter 14B.8(C)&(D) and HRC Attachment 2, Requirements for Architecture, Engineering and Professional Services Contracts.

Proposals which fail to comply with the material requirements of S.F. Administrative Code §§14B.8 and 14B.9, HRC Attachment 2 and this RFP will be deemed non-responsive and will be rejected. During the term of the contract, any failure to comply with the level of LBE subcontractor participation specified in the contract shall be deemed a material breach of contract. Subconsulting goals can only be met with HRC-certified LBEs located in San Francisco.

2. LBE Participation

The City strongly encourages proposals from qualified LBEs. Pursuant to Chapter 14B, the following rating discount will be in effect for the award of this project for any proposers who are certified by HRC as a LBE, or joint ventures where the joint venture partners are in the same discipline and have the specific levels of participation as identified below. Certification applications may be obtained by calling HRC at (415) 252-2500. The rating discount applies at each phase of the selection process. The application of the rating discount is as follows:

a. A 10% discount to an LBE; or a joint venture between or among LBEs; or
b. A 5% discount to a joint venture with LBE participation that equals or exceeds 35%, but is under 40%; or
c. A 7.5% discount to a joint venture with LBE participation that equals or exceeds 40%; or
d. A 10% discount to a certified non-profit entity.

If applying for a rating discount as a joint venture: The LBE must be an active partner in the joint venture and perform work, manage the job and take financial risks in proportion to the required level of participation stated in the proposal, and must be responsible for a clearly defined portion of the work to be performed and share in the ownership, control, management responsibilities, risks, and profits of the joint venture. The portion of the LBE joint venture’s work shall be set forth in detail separately from the work to be performed by the non-LBE joint venture partner. The LBE joint venture’s portion of the contract must be assigned a commercially useful function.

3. HRC Forms to be Submitted with Proposal

a. All proposals submitted must include the following Human Rights Commission (HRC) Forms contained in the HRC Attachment 2: 1) HRC Contract Participation Form, 2) HRC “Good Faith Outreach” Requirements Form, 3) HRC Non-Discrimination Affidavit, 4) HRC Joint Venture Form (if applicable), and 5) HRC Employment Form. If these forms are not returned with the proposal, the proposal may be determined to be non-responsive and may be rejected.

b. Please submit only two copies of the above forms with your proposal. The forms should be placed in a separate, sealed envelope labeled HRC Forms.

If you have any questions concerning the HRC Forms, you may call the Human Rights Commission Contract Compliance Officer for the Department of Public Health at (415) 252-2500.

VII. Contract Requirements


The successful proposer will be required to enter into a contract substantially in the form of the Agreement for Professional Services, attached hereto as Appendix C. Failure to timely execute the contract, or to furnish any and all insurance certificates and policy endorsement, surety bonds or other materials required in the contract, shall be deemed an abandonment of a contract offer. The City, in its sole discretion, may select another firm and may proceed against the original selectee for damages.

Proposers are urged to pay special attention to the requirements of Administrative Code Chapters 12B and 12C, Nondiscrimination in Contracts and Benefits, (Paragraph 34 in the Agreement); the Minimum Compensation Ordinance (Paragraph 43 in the Agreement); the Health Care Accountability Ordinance (Paragraph 44 in the Agreement); the First Source Hiring Program (Paragraph 45 in the Agreement); and applicable conflict of interest laws (Paragraph 23 in the Agreement), as set forth in paragraphs B, C, D, E and F below.

B. Nondiscrimination in Contracts and Benefits

The successful proposer will be required to agree to comply fully with and be bound by the provisions of Chapters 12B and 12C of the San Francisco Administrative Code. Generally, Chapter 12B prohibits the City and County of San Francisco from entering into contracts or leases with any entity that discriminates in the provision of benefits between employees with domestic partners and employees with spouses, and/or between the domestic partners and spouses of employees. The Chapter 12C requires nondiscrimination in contracts in public accommodation. Additional information on Chapters 12B and 12C is available on the HRC’s website at www.sfhrc.org.
C. **Minimum Compensation Ordinance (MCO)**

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Minimum Compensation Ordinance (MCO), as set forth in S.F. Administrative Code Chapter 12P. Generally, this Ordinance requires contractors to provide employees covered by the Ordinance who do work funded under the contract with hourly gross compensation and paid and unpaid time off that meet certain minimum requirements. For the contractual requirements of the MCO, see (Paragraph 43 in the Agreement).

For the amount of hourly gross compensation currently required under the MCO, see www.sfgov.org/olse/mco. Note that this hourly rate may increase on January 1 of each year and that contractors will be required to pay any such increases to covered employees during the term of the contract.

Additional information regarding the MCO is available on the web at www.sfgov.org/olse/mco.

D. **Health Care Accountability Ordinance (HCAO)**

The successful proposer will be required to agree to comply fully with and be bound by the provisions of the Health Care Accountability Ordinance (HCAO), as set forth in S.F. Administrative Code Chapter 12Q. Contractors should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the HCAO is available on the web at www.sfgov.org/olse/hcao.

E. **First Source Hiring Program (FSHP)**

If the contract is for more than $50,000, then the First Source Hiring Program (Admin. Code Chapter 83) may apply. Generally, this ordinance requires contractors to notify the First Source Hiring Program of available entry-level jobs and provide the Workforce Development System with the first opportunity to refer qualified individuals for employment.

Contractors should consult the San Francisco Administrative Code to determine their compliance obligations under this chapter. Additional information regarding the FSHP is available on the web at www.sfgov.org/moed/fshp.htm and from the First Source Hiring Administrator, (415) 401-4960.

F. **Conflicts of Interest**

The successful proposer will be required to agree to comply fully with and be bound by the applicable provisions of state and local laws related to conflicts of interest, including Section 15.103 of the City's Charter, Article III, Chapter 2 of City’s Campaign and Governmental Conduct Code, and Section 87100 et seq. and Section 1090 et seq. of the Government Code of the State of California. The successful proposer will be required to acknowledge that it is familiar with these laws; certify that it does not know of any facts that constitute a violation of said provisions; and agree to immediately notify the City if it becomes aware of any such fact during the term of the Agreement.

Individuals who will perform work for the City on behalf of the successful proposer might be deemed consultants under state and local conflict of interest laws. If so, such individuals will be required to submit a Statement of Economic Interests, California Fair Political Practices Commission Form 700, to the City within ten calendar days of the City notifying the successful proposer that the City has selected the proposer.
VIII. Protest Procedures

A. Protest of Non-Responsiveness Determination

Within five working days of the City's issuance of a notice of non-responsiveness, any firm that has submitted a proposal and believes that the City has incorrectly determined that its proposal is non-responsive may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth working day following the City's issuance of the notice of non-responsiveness. The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

B. Protest of Contract Award

Within five working days of the City's issuance of a notice of intent to award the contract, any firm that has submitted a responsive proposal and believes that the City has incorrectly selected another proposer for award may submit a written notice of protest. Such notice of protest must be received by the City on or before the fifth working day after the City's issuance of the notice of intent to award.

The notice of protest must include a written statement specifying in detail each and every one of the grounds asserted for the protest. The protest must be signed by an individual authorized to represent the proposer, and must cite the law, rule, local ordinance, procedure or RFP provision on which the protest is based. In addition, the protestor must specify facts and evidence sufficient for the City to determine the validity of the protest.

C. Delivery of Protests

All protests must be received by the due date. If a protest is mailed, the protestor bears the risk of non-delivery within the deadlines specified herein. Protests should be transmitted by a means that will objectively establish the date the City received the protest. Protests or notice of protests made orally (e.g., by telephone) will not be considered. Protests must be delivered to:

Director of Contract Management
ATTN: RFP #27-2008
101 Grove Street, #307
San Francisco, CA 94102-4505
Appendix B
Standard Forms

The requirements described in this Appendix are separate from those described in Appendix A. Before the City can award any contract to a contractor, that contractor must file three standard City forms (items 1-3 on the chart). Because many contractors have already completed these forms, and because some informational forms are rarely revised, the City has not included them in the RFP package. Instead, this Appendix describes the forms, where to find them on the Internet (see bottom of page 2), and where to file them. If a contractor cannot get the documents off the Internet, the contractor should call (415) 554-6248 or e-mail Purchasing (purchasing@sfgov.org) and Purchasing will fax, mail or e-mail them to the contractor. If a contractor has already filled out items 1-3 (see note under item 3) on the chart, the contractor should not do so again unless the contractor’s answers have changed. To find out whether these forms have been submitted, the contractor should call Vendor File Support in the Controller’s Office at (415) 554-6702. If a contractor would like to apply to be certified as a local business enterprise, it must submit item 4. To find out about item 4 and certification, the contractor should call Human Rights Commission at (415) 252-2500.

<table>
<thead>
<tr>
<th>Item</th>
<th>Form name and Internet location</th>
<th>Form</th>
<th>Description</th>
<th>Return the form to; For more info</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Request for Taxpayer Identification Number and Certification <a href="http://www.sfgov.org/oca/purchasing/forms.htm">www.sfgov.org/oca/purchasing/forms.htm</a> <a href="http://www.irs.gov/pub/irs-fill/fw9.pdf">www.irs.gov/pub/irs-fill/fw9.pdf</a></td>
<td>W-9</td>
<td>The City needs the contractor’s taxpayer ID number on this form. If a contractor has already done business with the City, this form is not necessary because the City already has the number.</td>
<td>Controller’s Office Vendor File Support City Hall, Room 484 San Francisco, CA 94102 (415) 554-6702</td>
</tr>
<tr>
<td>2.</td>
<td>Business Tax Declaration <a href="http://www.sfgov.org/oca/purchasing/forms.htm">www.sfgov.org/oca/purchasing/forms.htm</a></td>
<td>P-25</td>
<td>All contractors must sign this form to determine if they must register with the Tax Collector, even if not located in San Francisco. All businesses that qualify as “conducting business in San Francisco” must register with the Tax Collector.</td>
<td>Controller’s Office Vendor File Support City Hall, Room 484 San Francisco, CA 94102 (415) 554-6702</td>
</tr>
<tr>
<td>3.</td>
<td>S.F. Administrative Code Chapters 12B &amp; 12C Declaration: Nondiscrimination in Contracts and Benefits <a href="http://www.sfgov.org/oca/purchasing/forms.htm">www.sfgov.org/oca/purchasing/forms.htm</a> – In Vendor Profile Application</td>
<td>HRC-12B-101</td>
<td>Contractors tell the City if their personnel policies meet the City’s requirements for nondiscrimination against protected classes of people, and in the provision of benefits between employees with spouses and employees with domestic partners. Form submission is not complete if it does not include the additional documentation asked for on the form. Other forms may be required, depending on the answers on this form. Contract-by-Contract Compliance status vendors must fill out an additional form for each contract.</td>
<td>Human Rights Comm. 25 Van Ness, #800 San Francisco, CA 94102-6059 (415) 252-2500</td>
</tr>
<tr>
<td>4.</td>
<td>HRC LBE Certification Application <a href="http://www.sfgov.org/oca/purchasing/forms.htm">www.sfgov.org/oca/purchasing/forms.htm</a> – In Vendor Profile Application</td>
<td>HRC</td>
<td>Local businesses complete this form to be certified by HRC as LBEs. Certified LBEs receive a bid discount pursuant to Chapter 14B when bidding on City contracts. To receive the bid discount, you must be certified by HRC by the proposal due date.</td>
<td>Human Rights Comm. 25 Van Ness, #800 San Francisco, CA 94102-6059 (415) 252-2500</td>
</tr>
</tbody>
</table>

Where the forms are on the Internet
Office of Contract Administration
Homepage: www.sfgov.org/oca/
Purchasing forms: Click on “Required Vendor Forms” under the “Information for Vendors and Contractors” banner.

Human Rights Commission
HRC’s homepage: www.sfhrcc.org
Equal Benefits forms: Click on “Forms” under the “Equal Benefits” banner near the bottom.
LBE certification form: Click on “Forms” under the “LBE” banner near the bottom
Appendix C: Agreement for Professional Services

All applicants must submit a proposal Statement that they will comply with the terms and conditions of the Agreement for Professional Services Form (P-500).
Appendix D: Annual Line Item Budget Form and Justification Narrative

Those agencies submitting a proposal should complete and submit the attached line item budget form, completed to reflect one 12-month operating year. Agencies should also submit a justification narrative that explains and supports the annual budget. Agencies may use whatever format they wish for the justification narrative so long as all aspects of the proposed budget are explained fully and all formulae are presented where appropriate. For example:

<table>
<thead>
<tr>
<th>Position</th>
<th>Budget Period: 1st Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Janitor (6.0 FTE): $10/hour x 40 hours per week x 52 weeks per year = $20,800. Janitorial duties include...Janitors will report to...[Include additional information as appropriate.]</td>
<td>$20,800</td>
</tr>
</tbody>
</table>

NOTE: Operating line item categories on the attached budget form are examples only. Please feel free to alter these categories as seems most appropriate for your proposal.
### RFP #27-2008 LINE ITEM BUDGET FORM

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
<th>I</th>
<th>J</th>
<th>K</th>
<th>L</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Applicant Name:</td>
<td>Document Date:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>SERVICE MODES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Personnel Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Position Titles</td>
<td>FTE</td>
<td>Personnel Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td></td>
<td></td>
<td>Total Salaries</td>
<td>% of Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td></td>
<td></td>
<td>% of Total</td>
<td>% of Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td></td>
<td></td>
<td>% of Total</td>
<td>% of Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td></td>
<td></td>
<td>% of Total</td>
<td>% of Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td></td>
<td></td>
<td>% of Total</td>
<td>% of Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td></td>
<td></td>
<td>% of Total</td>
<td>% of Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td></td>
<td></td>
<td>% of Total</td>
<td>% of Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td></td>
<td></td>
<td>% of Total</td>
<td>% of Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td></td>
<td></td>
<td>% of Total</td>
<td>% of Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td></td>
<td></td>
<td>% of Total</td>
<td>% of Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td></td>
<td></td>
<td>% of Total</td>
<td>% of Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td></td>
<td></td>
<td>% of Total</td>
<td>% of Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>Expenditure</td>
<td>% of Total</td>
<td>Expenditure</td>
<td>% of Total</td>
<td>Expenditure</td>
<td>% of Total</td>
<td>Totals</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>* Materials and Supplies - Office/Postage, Printing / Repro., Program/Ed. Supplies</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td></td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>* General Operating - Insurance, Staff Training, Equipment Rental/Maintenance</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td></td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>* Staff Travel - Local &amp; Out of Town</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td></td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>* Consultant/Subcontractor</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30</td>
<td></td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31</td>
<td>* Other - Client Food, Client Travel, Client Activities and Client Supplies</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>32</td>
<td></td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Total Operating Expenses</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>35</td>
<td>Capital Expenditures</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>36</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>Total Capital Expenditures</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>Total Direct Expenses</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40</td>
<td>Indirect Expenses</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>TOTAL EXPENSES</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td>#DIV/0!</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>42</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>43</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>44</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>45</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>46</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>47</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Operating Expense subcategories (i.e., non-bold items) are examples only. Applicants may modify these categories as necessary and appropriate.