**BID RESPONSE TEMPLATE INSTRUCTIONS TO BIDDERS**

* Bidders may use the Bid Response Template to submit proposal narrative or submit their own template.
* Bidders shall ensure that proposals are
	+ Single spaced
	+ 11-point Arial font
	+ No more than **26 pages excluding Exhibits and Attachments**
	+ Maximum 1 inch margins
* Bidders are encouraged to use the ‘Bid Submission Checklist’ in order to check for completeness of submitted documents.
* All pages of the proposal response packet must be submitted in total with all required ATTACHMENTS hereto; all information requested must be supplied; any pages of EXHIBITS (or items therein) not applicable to the Bidder must still be submitted as part of a complete bid response, with such pages or items clearly marked “N/A”
* Bidders must submit one original hardcopy proposal in a binder, including additional required documentation, with original ink signatures, plus five copies bound with a clip (not in a binder) and one (1) electronic copy of the proposal in PDF.
* Proposal must be submitted in total with ALL required documents attached thereto; all information requested must be supplied.
* Bidders that do not comply with the requirements, and/or submit incomplete proposals, may be subject to disqualification and their proposals rejected in total.
* If Bidders are making any clarifications and/or amendments, or taking exception to policies or specifications of this RFP, including those to the county SLEB policy, these must be submitted in the exceptions, clarifications, amendments section of this Exhibit A in order for the proposal to be considered complete.

***BID SUBMISSION CHECKLIST***

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

1. **Table of Contents**
2. **Bid Response:** Bidder may use the ACBH-issued Bid Response Template in MS Word but is not required to, as long as Bid Response is complete per this Bid Submission Checklist. If using the Bid Response Template, Bidders may delete questions prompts as desired. Proposal Narrative **must not** collectively exceed the maximum page limit of twenty-six (26). The suggested page maximum is provided after each prompt in parentheses.
3. **Bidder Information and Acceptance:**

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

1. **SLEB Partnering Information Sheet:**

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

1. **References:**

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

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

Indicate all of Bidder exceptions to the County’s requirements, conditions and specifications as stated within this RFP. This shall include clarifications, exceptions and amendments, if any, to the RFP and associated Bid Documents. THE COUNTY IS UNDER NO OBLIGATION TO ACCEPT ANY EXCEPTIONS, AND SUCH EXCEPTIONS MAY BE A BASIS FOR BID DISQUALIFICATION.

1. **Letter of Transmittal/Executive Summary:**

Bidders should provide a synopsis of the highlights and benefits of their bid.

1. **Bidder Minimum Qualifications:**

Bidders must demonstrate how they meet all of the criteria.

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

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

1. **Implementation Schedule and Plan:**

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

1. **Budget Narrative:**

Budget narrative must match Exhibit B-1 Budget.

1. **Exhibit B-1: Budget:**

Bidders must complete all tabs in the budget workbook.

1. **Attachments:**

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

1. Attachment 1: Proof of 501(c)(3) status or other evidence of public entity status.
2. Most recent audited financial statements.

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

[ ]  **Original Proposal:**

One original hard copy of the proposal in a three-ring binder with original signatures. Original proposal is to be clearly marked on the cover.

[ ]  **Copies of Proposal:**

Five copies of the proposal. Copies must be unbound without a three-ring binder.

[ ]  **Electronic copy of Proposal:**

Enclosed with the hardcopy of the proposal, include a USB flash drive clearly marked with the Bidder and RFP name and with the following saved on it:

[ ]  An electronic copy of the proposal, saved with the Bidder’s name;

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

## TITLE AND TABLE OF CONTENTS (include region being applied for, and ranking of regions if applying for more than one)

**EXHIBIT A: BIDDER INFORMATION AND ACCEPTANCE**

**Bidder Information and Acceptance**

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

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

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

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

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

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

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

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

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

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

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

1. The undersigned agrees to the following terms, conditions, certifications, and requirements found on the County’s website:
* [**Debarment / Suspension Policy**](http://www.acgov.org/gsa/departments/purchasing/policy/debar.htm): <http://www.acgov.org/gsa/departments/purchasing/policy/debar.htm>
* [**Iran Contracting Act (ICA) of 2010**](http://www.acgov.org/gsa/departments/purchasing/policy/ica.htm): <http://www.acgov.org/gsa/departments/purchasing/policy/ica.htm>
* [**General Environmental Requirements**](http://www.acgov.org/gsa/departments/purchasing/policy/environ.htm): [<http://www.acgov.org/gsa/departments/purchasing/policy/environ.htm>
* **Small Local Emerging Business Program:** <http://acgov.org/auditor/sleb/overview.htm>
* [**First Source**](http://www.acgov.org/gsa/departments/purchasing/policy/first.htm)**:** <http://www.acgov.org/auditor/sleb/sourceprogram.htm>
* [**Online Contract Compliance System**](http://www.acgov.org/gsa/departments/purchasing/policy/compliance.htm): <http://acgov.org/auditor/sleb/elation.htm>
* [**General Requirements**](http://www.acgov.org/gsa/departments/purchasing/policy/genreqs.htm): <http://www.acgov.org/gsa/departments/purchasing/policy/genreqs.htm>
* [**Proprietary and Confidential Information**](http://www.acgov.org/gsa/departments/purchasing/policy/proprietary.htm): <http://www.acgov.org/gsa/departments/purchasing/policy/proprietary.htm>

1. The undersigned also acknowledges that Bidder will be in good standing in the State of California, with all the necessary licenses, permits, certifications, approvals, and authorizations necessary to perform all obligations in connection with this RFP and associated proposal documents.
2. It is the responsibility of each Bidder to be familiar with all of the specifications, terms and conditions and, if applicable, the site condition. By the submission of a proposal, the Bidder certifies that if awarded a contract they will make no claim against the County based upon ignorance of conditions or misunderstanding of the specifications.
3. Patent indemnity: Bidders who do business with the County shall hold the County of Alameda, its officers, agents and employees, harmless from liability of an nature or kind, including cost and expenses, for infringement or use of any patent, copyright or other proprietary right, secret process, patented or unpatented invention, article or appliance furnished or used in connection with the contract or purchase order.
4. Insurance certificates are not required at the time of submission. However, by signing Exhibit A – Bidder Information and Acceptance, the Contractor agrees to meet the minimum insurance requirements stated in the RFP. This documentation must be provided to the County, prior to award, and shall include an insurance certificate and additional insured certificate, naming the County of Alameda, which meets the minimum insurance requirements, as stated in the RFP.
5. The undersigned also acknowledges ***ONE*** of the following. Please check only one box.

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

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

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

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

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

**SMALL LOCAL EMERGING BUSINESS (SLEB)**

**PARTNERING INFORMATION SHEET**

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

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

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

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

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

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

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

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

Bidder Printed Name/ Title:

Street Address: City:  State:  Zip Code:

Bidder Signature: Date:

**BIDDER REFERENCES**

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

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

***Current References***

|  |  |
| --- | --- |
| **Bidder Name** |  |
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| **1.**

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

**2.**

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

**3.**

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

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***Former References***

|  |  |
| --- | --- |
| **Bidder Name** |  |
|

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1.**

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

**2.**

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

**3.**

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

 |

 |

## EXHIBIT D: EXCEPTIONS, CLARIFICATIONS, AMENDMENTS

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

**Bidder Name:**

List below requests for clarifications, exceptions and amendments, if any, to the RFP and associated proposal, and submit with your bid response.

The County is under no obligation to accept any exceptions and such exceptions may be a basis for proposal disqualification.

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

## 4. LETTER OF TRANSMITTAL/ EXECUTIVE SUMMARY (suggested page maximum: 1 p)

Complete and submit a synopsis of the highlights and benefits of the proposal.

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

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

1. Have positive youth development experience with diverse, including and beyond race and ethnicity, populations, with a focus on increasing protective factors and decreasing risk factors, for at least three of the past five years;
2. Have experience delivering services in school-based and/or community-based settings, including non-traditional schools (i.e., continuation schools), for at least three of the past five years; and
3. Be a nonprofit corporation or public entity, as required by SABG guidelines and demonstrated by a letter of tax exemption or other such documentation (include as Attachment 1).

**6.a.** **BIDDER’S UNDERSTANDING OF AND EXPERIENCE WITH THE PRIORITY POPULATION**

* 1. **Bidder’s understanding of the priority population, including: (2 pp)**
1. Profile of the priority population, including specific population to benefit from proposed activities;
2. Issues, challenges, and risk factors faced by the priority population; and
3. Existing protective factors.
	1. **Bidder’s experience with the priority population, including: (2 pp)**
4. Providing services to the priority population;
5. Developing and implementing strategies to address challenges faced by the priority population;
6. Developing and implementing strategies to enhance protective factors among the priority population; and
7. Designing strengths-based, culturally competent and responsive services.
	1. **Bidder’s understanding of and experience with: (1 p)**
	2. Positive youth development programming and services.

**6.b. SERVICE DELIVERY APPROACH**

1. **Describe Bidder’s plan to deliver services, including: (3 pp)**
2. Bidder’s proposed CSAP-aligned activities;
3. Bidder’s proposed outreach strategy;
4. Target population;
5. Service locations;
6. Number of youth to be served;
7. Rationale for above elements of service delivery plan, and how they inter-relate to create a comprehensive PPv service delivery plan.
8. **Describe Bidder’s plan to incorporate the following elements into needs assessment and program development, implementation, and evaluation: (2 pp)**
9. Youth voice and experience;
10. Positive youth development;
11. Cultural responsiveness and adherence to CLAS;
12. Data and evidence;
13. Strength-based service delivery and focus on the development and maintenance of protective factors; and
14. Flexibility and responsiveness to changing conditions in the lives of youth participants and in school and neighborhood communities.

**6.c.****BIDDER’S PLANNED STAFFING AND ORGANIZATIONAL CAPACITY:**

1. **Roles and responsibilities of program staff, including: (2 pp)**
2. Plan for program staffing including staff positions, staff education and/or experience, language capacity, roles, responsibilities, and supervision structure, with tasks necessary to provide program services and how they will be assigned to staff;
3. Plan for hiring, training, supervising, and retaining staff. Include how staff will reflect the priority population and language profiles;
4. Plan for the hiring, managing, and inclusion of Youth Interns into services; and
5. Plan for supervision and oversight of proposed program components.
6. **Management of Youth Interns and Peer Youth Advisors, including: (1 p)**

Number, selection, and management of Peer Youth Advisors, including how these will be incorporated into service delivery;

Management of Peer Youth Advisor stipends, including any tax implications and grievances;

Compliance with California child labor laws; and

Support to youth workers in managing school and work schedules.

1. **Bidder’s planned organizational infrastructure, including: (2 pp)**
2. Description of how program services will be integrated into Bidder’s existing organizational structure and services; and
3. Bidder’s training plan to ensure organization stays current on prevention strategies and topics.

**6.d.** **FORMING PARTNERSHIPS AND COLLABORATION (2 pp)**

1. Bidder’s experience partnering with other organizations, groups, and collaboratives;
2. Bidder’s plan to collaborate and strategize with other ACBH PPv providers; and
3. Bidder’s plan for building on existing partnerships and establishing new relationships.

**6.e. EXPERIENCE AND PLAN TO TRACK DATA AND DELIVERABLES (2 pp)**

1. Experience with data collection, tracking, and reporting including data tracking tools or systems. Include examples of how data and outcomes information has been used for quality and performance improvement;
2. Plan for reporting program outputs; and
3. Plan for working with ACBH to conduct annual evaluation.

**7.a.****IMPLEMENTATION SCHEDULE AND PLAN (2 pp)**

Bidder’s implementation Schedule and Plan with responsible persons, milestones, and due dates around the following activities:

1. Staff hiring
2. Client identification
3. Service delivery

**7.b.****IDENTIFICATION AND STRATEGIES FOR MITIGATION OF RISKS AND BARRIERS**

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

**8.c. BUDGET NARRATIVE (2 pp)**

Bidder’s narrative to explain the costs and calculations in the budget*.* The narrative must match the budget, and be aligned with the requirements of this RFP. Narrative should provide budget assumptions on key costs, including:

1. Required staffing
2. Salaries and Benefits
3. Youth Stipends
4. Operating Expenses
5. Administrative and/or Indirect Costs.