



WESTSIDE REGIONAL CENTER

Announcement of Request for Proposals (RFP): (1) Specialized Residential Facility for Adolescents Fiscal Year 2014-2015

Summary of Project

The Westside Regional Center (WRC), North Los Angeles County Regional Center (NLACRC), and the Southern California Integrated Health and Living Project (SCIHLP) are soliciting proposals for the following Community Placement Plan (CPP) contracted service(s):

Posting Date: January 2015

Service Type: One (1) Specialized Residential Facility (SRF) for female adolescents with three (3) beds.

Start-up Available: Up to \$150,000

Start-up funds can only be used for non-recurring costs associated with initially establishing a service, which may include administrative components, licensing, household furnishings and supplies, personnel recruitment and training expenses, general equipment, and other costs as described per contract. Start-up funds are not intended to cover 100% of the development costs.

Location: To be determined.

Development Timeline: The program should be ready to provide services no later than October 2015.

SERVICE DESCRIPTION

A SRF is a Community Care Licensed home which serves the needs of adolescents with developmental disabilities. It is a joint project between three regional centers and SCIHLP. This home will serve three (3) adolescent females with dual diagnosis. Each individual will have their own bedroom. The home will provide services to adolescents requiring significant mental health and behavioral supports, crisis support services, and who are frequently hospitalized or at risk of hospitalization as a danger to self or others, and whose families may be struggling to maintain them in their homes. The home will offer or arrange comprehensive person-centered services. Adolescents will need support in some or all of the following areas: emotional self-regulation, anger management, developing coping skills, forming and maintaining healthy attachments (including safe/appropriate sexual behavior and boundaries), compliance with probation/diversion plans, substance abuse prevention, medication management, health care, and access to mental health services. Adolescents to be served currently reside in the community.

The home will be owned and renovated by a Non-Profit Housing Organization (NPO) that will develop the property, under a separate grant process, to the specifications of this regional center. The successful applicant for this CPP grant will lease the property from the NPO. The start-up funds identified in this RFP are solely for the use of the service provider for activities integral to the

establishment of the licensed home, e.g. licensing, household furnishings and supplies, and personnel recruitment, development, training, transition planning, meetings, travel related to consumer visits, etc.

Potential providers must have prior demonstrable experience including:

- Supporting children and adolescents;
- Supporting children and adolescents with developmental disabilities with co-occurring mental health diagnoses;
- Owning or operating a Level 4 Adult Residential Facility (ARF), Small Residential Facility (SRF), Children's Residential Facility (CRF) or providing supported living services;
- Working with social service community based agencies and resources;
- Working with children and adolescents in crisis, requiring hospitalization, or at risk of frequent hospitalization;
- Working with and arranging services for children and adolescents including with schools, school districts, families, mental health systems and providers, behavioral supports, and potentially the criminal justice system;
- Successfully providing 24/7 care, support and supervision.

A provider must be able to work collaboratively with others in a multi-agency, interdisciplinary configuration (e.g. other regional centers, mental health systems, school districts, etc.) for the successful support of the individual.

GENERAL REQUIREMENTS

- Facility will require licensure by Community Care Licensing (CCL) prior to vendorization by WRC;
- Facility will support 3 permanent adolescent residents;
- Program must meet all applicable Title 17 and Title 22 regulations;
- Facility must meet applicable Americans with Disabilities Acts (ADA) standards;
- Administrator must have a minimum of 2 years full-time experience in a licensed residential facility (preferably a Level 4 ARF or SRF) for persons with developmental disabilities, mental health, and forensic backgrounds. Administrator and Licensee must both possess a current ARF Administrator Certificate;
- Administrator must have completed DSP I and DSP II;
- Direct Support Professionals (DSP) must speak the language of the people they support;
- Perspective provider must hire and retain direct care staff trained in non-violent crisis prevention/intervention in accordance with Title 17 regulations.
- Applicants must identify all types of consultants they propose to utilize and must include a BCBA;
- Applicants must demonstrate fiscal responsibility by submitting 2 complete fiscal years and current year to date financial statements that detail all current and fixed assets and current and long-term liabilities. In addition, the applicant must document available credit line and provide necessary information for verification.

Deadline for Submission: Proposals must be received at Westside Regional Center by 4:00 p.m. on Friday, February 25th, 2015.

Applications that are submitted after the deadline or that are incomplete, or proposals that do not meet the basic requirements will be disqualified. No proposals will be returned.

This RFP does not commit WRC or NLACRC to procure or contract for services or supports. WRC and NLACRC may elect to fund all, part, or none of the project, depending on funding availability as approved by the Department of Developmental Services and the quality of the proposals received.

Each home will be developed in accordance with the requirements of Section 4684.50 – 4684.74 of the Welfare & Institutions Code, and will provide either 24 hour care and/or intensive support services for three (3) adolescents.

It is anticipated that a negotiated rate that exceeds the typical Level 4-I ARM rate will be required in order to meet the actual costs of providing individual bedrooms, nursing, other specialized consultant and staff, salaries, staff ratios and consultant hours that are needed to provide quality support services for people with complex mental health and medical conditions and behavioral challenges. The rate of reimbursement for ongoing services is negotiable but shall not exceed the level of median rates as required by California statute. WRC will negotiate rates based on the DDS statewide median rate methodology for this project.

APPLICANT QUALIFICATIONS

The following qualifications will be sought in a potential provider and will be assessed by evaluating an applicant’s proposal, and responses to interview questions, if applicable. For finalists, assessment of these qualifications will also include the collection and evaluation of additional information utilizing, but not limited to, the evaluation procedures listed below:

Qualifications Sought in a Provider

Applicant has a proven history of financial responsibility, stability and soundness.

Applicant has a proven history demonstrating the ability to provide direct supervision or services/supports to persons with developmental disabilities or special needs.

Applicant has proven credentials, licenses, training and/or skills required and/or preferred for the proposed project or service.

Applicant has a proven history of positive working relationships with the community and applicable government agencies. If applicant is a current vendor, applicant must be in good standing with the regional center and licensing agencies.

Applicant has a proven history in the area of project development, including the ability to complete projects, meet project timelines and manage a project of this size and scope.

Applicant has the administrative capacity to complete the project and/or implement the service in a timely fashion.

Evaluation Procedures

- All *finalists* will be required to submit a Financial Statement form and attach business and financial records to substantiate the finalist’s adequate working capital. For finalists without business records, two years of tax returns will be requested and reviewed.
- Confer with Accounting Department and Fiscal Monitor at WRC and the Community Services and Accounting Departments at other regional centers as applicable.
- Confer with Client Services and Community Services staff at WRC, and other regional centers as applicable.
- Complete unannounced visit(s) to existing programs, homes or services owned/operated by the applicant.
- Complete reference check to substantiate submitted resume(s) including applicable degrees, credentials, licenses or certificates, and descriptions of staff qualifications including specialized training and skills.
- Confer with Client Services and Community Services staff at WRC, and other regional centers as applicable.
- Confer with licensing agencies (e.g., Dept. of Public Health or Community Care Licensing), as applicable.
- Confer with Community Services staff at WRC and other regional centers as applicable, regarding applicant’s track record on managing and completing projects and meeting project timelines.
- Confirm the number of programs/projects applicant currently operates and/or has in development, and ensure that the applicant’s administrative capacity is not over stretched or that the applicant has competing or conflicting responsibilities with services vendored or in development with other regional centers.

The successful applicant will work with WRC and NLACRC to develop a rate which will include all or some of the items listed below;

- (1) A preset salary range for Direct Support Professional (DSPs);
 - (2) Direct Support Professionals who have completed DSP I and DSP II.
 - (3) Services include 24-hour-a-day onsite support;
 - (4) 1 or as many as 2 awake night staff;
 - (5) Administrator or designee on-call 24/7;
 - (6) Administrator working a minimum of 20 hours per week;
- Preference will be given to applicants who have or identify an administrator who has:
- a) Bachelor degree or higher in a related field
 - b) At least two years of work history as an administrator in a home that provided mental health treatment and/or support, substance abuse prevention and/or treatment, behavioral support, and court or forensic support to children and adolescents with developmental disabilities who have resided in a state developmental center, or are at risk of such placement.
 - c) Demonstrated understanding of the IPP process and the legal rights of people with developmental disabilities in California;
 - d) Demonstrated the ability to work with the Department of Social Services, Community Care Licensing Division and knowledge of all Title 22 and 17 regulations;
 - e) Has a current Administrator Certification;
 - f) Has successfully completed DSP I and DSP II certification;
 - g) Is, or will be, a CPI Certified instructor;
 - h) Has completed or completes a WRC (or other RC, upon WRC approval) residential orientation;
 - i) Has completed or will complete Dr. Tom Pomeranz's Universal Enhancement Course.

Successful applicants to this RFP project must adhere to the RFP writing guidelines outlined in this RFP and complete each attachment enclosed in this RFP.

The contracts for the project will require an agreement that the grantee will provide, at minimum, 120 months (ten years) of continuous residential care services, based upon the date of the first admission. Failure to meet this term of service will require the awardee to repay a portion of the original start-up grant, i.e., 12 months repay 90% of original start-up grant; 24 months repay 80% of original start-up grant; 36 months repay at 70% of original start-up grant; 48 months repay at 60% of original start-up grant; 60 months repay at 50% of original start-up grant; 72 months repay at 40% of original start-up grant; 84 months repay at 30% of original start-up grant; 96 months repay at 20% of original start-up grant; and 108 months repay at 10% of original start up grant.

The provider is required to keep receipts, cancelled checks, and financial data for 3 years from date of contract.

Persons identified as members of the Community Placement Plan by Westside Regional Center and North Los Angeles County Regional Center has priority consideration over any other referrals.

Applicants must adopt a “no-reject”/no failure policy toward adolescents being supported and a commitment to modifying supports to ensure continued stability without requesting additional funding from the regional center. Responses to this RFP must communicate a vision dedicated to providing long-term supports that adapt to the needs of the individual. Moving people to the State Developmental Center is no longer considered a viable alternative for operators of Community Care Facilities. The regional center will provide at a minimum quarterly monitoring of Community Placement Plan homes.

APPLICANT ELIGIBILITY AND RESTRICTIONS

Eligibility

Any individual, partnership, corporation, association or private-for-profit or not-for-profit agency may submit a proposal.

- For partnership submissions, all partners should have full knowledge of the contents of the proposal submitted and must demonstrate commitment to the project during start-up as well as ongoing operations.
- Applicants, including members of the governing board, must be in good standing in regards to all services vendored with any regional center.

Ineligibility

Under the following conditions, an individual or entity is ineligible to be a regional center vendor, and therefore may not submit a proposal.

1. **Conflict-of-Interest:** Any individual or entity that has a conflict-of-interest as established in DDS Regulations, Title 17, Sections 54314 and 54500 et seq., unless a waiver is permitted and obtained, including:
 - Regional center employees, board members, and their family members.

SELECTION PROCEDURES

All proposals received by the deadline will undergo a preliminary screening. Late or incomplete applications will not be accepted for review and rating. Any proposal may be disqualified if it deviates from the submission instructions in the RFP.

WRC, NLACRC, and SCIHLP will seat the RFP Selection Committee. The evaluation process will include individual committee member evaluation and rating of each proposal, followed by committee discussion and ranking of proposals.

Proposals will be reviewed and evaluated for:

- Completeness and responsiveness of the proposal;
- Relevant experience and qualifications of the applicant;
- Reasonableness of timeline and cost to complete each project;
- Demonstrated financial responsibility, stability and soundness of the applicant.

Proposals may be eliminated from further consideration due to inconsistency with state and federal guidelines, failure to follow RFP instructions, incomplete documents, or failure to submit required documents.

In addition to evaluating the merit of the proposal, applicants will be evaluated and selected based on previous performance, including timely completion of projects and a history of cooperative work with the regional center. (Please refer to the section titled *Applicant Qualifications* for details.)

After preliminary rating and ranking of proposals, visits will be arranged at any existing programs already in operation by the applicant and then interviews may be scheduled with finalists, particularly if two or more proposals are closely rated and/or more information is needed. References will be contacted for all finalists. All finalists will be required to complete and submit a budget and financial statement(s). (Please see section titled *Applicant Qualifications* for details.)

The final recommendation of the RFP Selection Committee will be submitted for approval by the WRC Executive Director and is not subject to appeal. All applicants will receive written notification of WRC's decision regarding their proposal and an announcement of the applicant awarded the project will be

posted on the Center's web site: www.westsiderc.org. All applicants will receive notification of WRC's decision regarding their proposal.

Additional information may be required from the selected applicant prior to the awarding of the project.

Any information withheld or omitted, or failure to disclose any history of deficiencies or client abuse shall disqualify the applicant from award of the project and/or contract.

WRC, NLACRC, and SCIHLP reserve the right not to select an applicant for project implementation if, in its determination, no qualified applicant has applied or is sufficiently responsive to the service need.

In the event that no proposal is selected, WRC and NLACRC may elect to either not develop the service pending further analysis of alternatives to meet the expressed need, or to issue a new RFP to attempt to expand the pool of potential respondents.

Additional Requirements

- Development of Service Design: The selected applicant will be required to complete a service design within thirty (30) days of award of the contract.
- Proof of Liability Insurance: The selected applicant will be required to maintain general and professional liability insurance for all work performed on behalf of regional center clients and their families and to name the regional center as an additional insured on all such policies.

RESERVATION OF RIGHTS

NLACRC, WRC, and SCIHLP reserve the right to request or negotiate changes in a proposal, to accept all or part of a proposal, or to reject any or all proposals. WRC, NLACRC, and SCIHLP may, at our sole and absolute discretion, select no provider for these services if, in its determination, no applicant is sufficiently responsive to the need. NLACRC, WRC, and SCIHLP reserve the right to withdraw this Request for Proposal (RFP) and/or any item within the RFP at any time without notice. WRC, NLACRC, and SCIHLP reserve the right to disqualify any proposal which does not adhere to the RFP guidelines. This RFP is being offered at the discretion of NLACRC, WRC, and SCIHLP. It does not commit WRC, NLACRC, and SCIHLP to award any grant.

COSTS FOR PROPOSAL SUBMISSION

Applicants responding to the RFP shall bear all costs associated with the development and submission of a proposal.

SUBMISSION INSTRUCTIONS

Proposal Content and Service Summary Content Guidelines

Please include all information requested below and submit in the same order in your documentation. For additional guidance in writing your service summary, please refer to Title 17 and Title 22 regulations. Each proposal must be comprised of **(6) complete sets** of the following components:

Application/Proposal Coversheet – Attachment A

Table of Contents

Professional Resumes and References – Attachment B

Statement of Obligation – Attachment C

Sample Financial Statement – Attachment D

Budget Summary – Attachment E

Mission, Vision and Value Statements: Provide any agency MVV statements and how these were developed for your agency.

Background and Experience: Summarize education, experience, and knowledge of key personnel in providing services to the target populations. Describe how the documented education, knowledge, and experience will be a good fit for developing this program.

Development Experience: Briefly summarize your current and previous development of services and programs. Highlight similarities between current or previous program(s) developed and your proposed program for this RFP.

Agency Outcomes: Describe anticipated outcomes of proposed service for people residing in the home and how achievement of outcomes will be measured.

Assessment and Person-Centered Planning: Briefly describe your agency's approach to the person-centered planning process. Discuss how individual goals and objectives will be determined and progress measured.

Administrative/Consultant Roles: Describe roles of Licensee, Administrator, additional staff, and proposed involved consultants. Provide qualifications of any certified or licensed staff or consultants, including a BCBA. Attach resumes.

Methods and Procedures: Please see list below. Applicants will describe how they will:

- Involve and plan for activities leading to the transition of adolescents from the community that may otherwise be difficult to place.
- Address the psychiatric and mental health treatment needs of residents, as well as therapeutic approaches. Describe how adolescents will be assisted to learn emotional self-regulation skills, how staff will be trained to recognize, document, and report symptoms of psychiatric conditions and medication effectiveness. Describe the evidence-based psychotherapeutic approaches that will be implemented.
- Address the development of positive behavioral support plans for residents.
- Address the close supervision needs of proposed residents with an emphasis on mitigating risk to the individual, the community, and staff.
- Teach social skill development to assist adolescents in learning pro-social behaviors as alternatives to self-injurious behavior, sexual/physically aggression and/or assaultive behaviors.
- Systemically address resident motivation issues through the use of incentive systems to promote cooperation and participation in the treatment and educational aspects of the services.

Staff Recruitment and Retention: Describe your plan to recruit and retain quality staff. Include the following:

- Desired characteristics for all staff positions.
- Health and criminal background screening procedures.
- Initial and ongoing training, including required certifications. Include any specialized training for providing behavior support and crisis intervention to adolescents who have potentially dangerous behaviors.
- Discuss what typical staff turnover is for your organization/agency.
- Provide information on salary levels and benefits. Direct care staff must be paid at a set minimum.
- Attach an organization chart that includes this project and maps the supervisory hierarchy.
- Provide job descriptions and qualifications for the primary staff and consultant positions.

Staffing Schedule: Provide a sample one-week staffing schedule including the administrative staff, direct support professionals, consultant(s), and program prep time.

Transportation: Describe how transportation will be provided for day/work services, therapy and medical appointments, court requirements, or recreation and other activities.

Financial Resources: Discuss what financial resources you bring to the project (e.g. line of credit, cash or fluid capital reserves, etc.).

Continuous Quality Improvement (CQI): Describe how the service agency will use data, such as agency outcomes, stakeholder satisfaction, or other existing data (e.g. incident reports, medication logs) to identify service problems pursuant to corrective changes such as revised staff training curriculums, staff training procedures (e.g. supervision, medication management, recruiting, etc.). Providers shall describe the feedback loop by which problem procedures will be identified, corrective through revised practices, and further monitored to measure the effectiveness of those changes in agency practice.

Development Team: Provide a list of members of the proposed Project Development Team including the name, address, telephone numbers, email addresses, and resumes for the team members. At a minimum, the team should include the lead staff who will develop the response to the RFP, the program design, and the individuals with the expertise to hire skilled consultants to assist the provider in developing the project.

Implementation Plan: A proposed implementation plan and timeline for development that includes sequenced activities necessary for overall project completion with identified realistic timeframes for the completion of each activity. The plan must specify a process that ensures compliance with all state and local licensing requirements.

DS 1891 Applicant/Vendor Disclosure Statement: Complete and include this document:

<http://www.dds.ca.gov/Forms/docs/DS1891.pdf>

Formatting Requirements

Applicants must adhere to the following formatting requirements when submitting proposals:

All submissions must be on white, standard size (8 ½" x 11") paper, single-sided only, in hard-copy to Jolene Sagan at Westside Regional Center. Address provided below.

All submissions must also include an electronic version sent to: RFP@WestsideRC.org. Electronic submissions cannot exceed 15 megabytes per email. Multiple emails per RFP submission can and will be accepted. An email acknowledgement of each submission received will be sent to the applicant.

Attachments/Forms must be type written. Include additional pages as needed. All proposals must be complete, typewritten, collated, and page numbered.

Questionnaire must be type written in 12-point Times New Roman or Arial font.

The "Application/Proposal Coversheet" (see Attachment – A) must be the first page of the proposal.

The proposal must include a Table of Contents.

As applicable, include appendices for documents, such as resumes, certificates, curricula, schedules, letters of recommendation, letters of support from agencies, consultants expected to provide program services, etc.

Fax copies will NOT be accepted.

Do NOT use hardcover binders.

Submissions will NOT be returned.

No proposals will be accepted after the deadline.

INQUIRIES/REQUEST FOR ASSISTANCE

All additional inquiries regarding the application or requesting technical assistance regarding this RFP should be directed to Jolene Sagan. Technical assistance is limited to information on the requirements for preparation of the application packet. Applicants are expected to prepare the documentation themselves or retain someone to provide such assistance. If an applicant chooses to retain assistance from another party, the applicant must be able to thoroughly address all sections of the proposal during the interview process and/or demonstrate that the party assisting with the application will have a continuing role in the ongoing operation of the program.

Inquiries/Submittal Contact: Westside Regional Center
Attn: Jolene Sagan, Quality Assurance Specialist
5901 Green Valley Circle, Ste. 320
Culver City, CA 90230
(310) 258-4284
JoleneS@WestsideRC.org

Timeline

- January 8, 2015 Request for proposals release
- February 25, 2015, 4:00 PM Deadline for receipt of proposals
- March 2 – 6, 2015 Evaluation of proposals by selection committee
- March 9 – 13, 2015 Program visits, if applicable
- March 16 – 20, 2015 Interviews with highest-ranking applicants, if applicable
- March 25, 2015 Notice of selection mailed to applicants
- April 1, 2015 Notification of project award posted on WRC website
- April 22, 2015 Start-up contract signed

Strict adherence to the deadlines above will be followed, to the best of the team's ability.

APPLICATION/PROPOSAL COVERSHEET

Name of Applicant or Organization Submitting Proposal			
Name of parent corporation, if applicable			
Applicant's mailing address			
Contact person for project			
Contact phone number		Contact fax number	Contact e-mail address
Author of proposal or consultant assisting with proposal		Author/consultant phone number	
<u>List all Regional Centers with which you have vendored programs or services</u>			
Reg. Center	Name of Program/Service	Type of Program/Service	Vendor Number
<u>List all Regional Centers with which you have programs/services in development</u>			
Reg. Center	Type of Program/Service in Development		Service Start Date

Application submitted by:

Signature (person must be authorized to bind organization)

Date

PROFESSIONAL RESUMES AND REFERENCES

Name of Applicant/Organization: _____

Submit a professional resume for all staff and consultants identified or referenced in application, including individuals who will be administrator, if known.

<u>List all staff and/or consultants for whom a resume is attached</u>	
Name	Job Title/Type of Consultant

List three references, including job title and agency affiliation, who can be contacted in regard to applicant's qualifications, experience and ability to implement this proposal. References must be professional in nature. References from members of the applicant's governing board and/or applicant's family members are excluded from consideration.

Name: _____ Phone: _____

Job Title: _____

Agency Affiliation: _____

Name: _____ Phone: _____

Job Title: _____

Agency Affiliation: _____

Name: _____ Phone: _____

Job Title: _____

Agency Affiliation: _____

STATEMENT OF OBLIGATION

1. The applicant is presently providing social services to regional center consumers or other members of the community.

No Yes

If yes, indicate name, location, type and capacity of service(s).

2. The applicant is currently receiving or planning to apply for grants/funds from any source to develop social service programs?

No Yes

If yes, indicate name, location, type and capacity of service(s).

3. The applicant is planning to expand existing services (with or without grant funds) from a source other than Westside Regional Center/North Los Angeles County Regional Center during Fiscal Year 2013-2014 and/or fiscal year 2014/2015.

No Yes

If yes, indicate funding source and scope of grant project.

4. The applicant or member of the applicant’s organization or staff has received a citation from any agency for abuse (verbal, physical, sexual fiduciary, neglect)?

No Yes

If yes, explain in detail.

5. Has the applicant or any member of the applicant’s organization received a Corrective Action Plan (CAP), sanction, notice of immediate danger, or an “A” or “B” citation, or any other citation from a regional center or state licensing agency?

No Yes

If yes, explain in detail.

6. Describe other professional/business obligations held by the Licensee and Administrator, including name, location, type, and capacity (time commitment) of each obligation. Do not include services you propose to provide through this proposal.

Signature of Applicant or Authorized Representative

Date

SAMPLE FINANCIAL STATEMENT

1. CURRENT ASSETS:
 - Cash in banks
 - Accounts receivable
 - Notes receivable
 - Equipment/vehicles
 - Inventories
 - Deposits/prepaid expenses
 - Life insurance (cash value)
 - Investment securities (stocks and bonds)

2. FIXED ASSETS:
 - Buildings and/or structures
 - Real estate holdings
 - Long-term investments
 - Potential judgments and liens

3. CURRENT LIABILITIES:
 - Accounts payable
 - Notes payable (current portion)
 - Taxes payable

4. LONG-TERM LIABILITIES:
 - Notes/contracts
 - Real estate mortgages

5. OTHER INCOME
 - Wages/revenues or other sources

6. LINE OF CREDIT
 - Amount available (specify)

BUDGET SUMMARY

Name of Applicant/Organization: _____

Submit budget projections using estimates that are both reasonable and realistic uses of funds.

	Care and Services	Start-up Expense & 3	Ongoing Monthly
1.	Food		
2.	Household Supplies		
3.	Personal Supplies		
4.	Program Equip/Recreation		
5.	Total Board & Supply (add lines 1-4)		
	Physical Plant	Start-up Expense	Ongoing Monthly
6.	Lease/Insurance (3 months lease)		
7.	Utilities (gas, electric, water, phone/media)		
8.	Vehicle Lease		
9.	Vehicle Maintenance/Gas/Insurance		
10.	Furnishings/Maintenance		
11.	Total Physical Plant (add Lines 6-10)		
	General Administration	Start-up Expense	Ongoing Monthly
12.	Admin Overhead		
13.	Office Supplies/Equipment/phone		
14.	Insurance(s)		
15.	Other-CCL fees		
16.	Staff recruitment		
17.	Training & Staff Development		
18.	Total Gen. Administration (add lines 12-17)		
	Staffing	Start-up Expense	Ongoing Monthly
19.	Salary – Administrator		
20.	Direct Staffing		
21.	Program Consultants		
22.	Employee Benefits		
23.	Payroll Taxes		
24.	Worker's Compensation		
25.	Total Staffing Expenses (add lines 19-24)		
26.	Total Start-up Expenses (add lines 5,11,18 & 25)	\$	
27.	Total Mo. Rate Per Person (divide Line 26 by 3)		\$