

PROCUREMENT NOTICE

Connecticut Project Longevity Care Coordination Program Request for Proposals

The Justice Education Center, Inc. is seeking proposals from eligible 501(c)(3) nonprofit organizations to provide housing placement and stabilization services, as necessary to assist individuals and families currently working with Project Longevity who are housing unstable, including living in shelters or in places not meant for human habitation (e.g. living on the streets or car) to move as quickly as possible into permanent housing and achieve housing stability. Services will be provided within the Greater Bridgeport, New Haven, Waterbury, and Hartford areas.

This is an initiative designed to assist individuals who are housing unstable to locate permanent housing through the provision of time-limited housing supports and strategies with the ultimate goal of housing stability.

Official Contact:

Name: Sherry Haller, Executive Director, The Justice Education Center, Inc.
Address: 62 LaSalle Road, Suite 308, West Hartford, CT 06107
Phone: 860-231-8180
E-Mail: justiceeducation@aol.com

Deadline for submission of proposals is Friday, December 23, 2022 by 3:00 p.m. Eastern Time.

PROCUREMENT NOTICE

**Connecticut Project Longevity Housing Program
Request for Proposals**

I. GENERAL INFORMATION

■ A. INTRODUCTION

1. RFP Name: Connecticut Project Longevity Housing Program

2. **Summary.** The Justice Education Center, Inc. is seeking proposals from eligible 501(c)(3) nonprofit organizations to provide housing placement and stabilization services, as necessary to assist individuals and families currently working with Project Longevity who are housing unstable, including living in shelters or in places not meant for human habitation (e.g. living on the streets or car) to move as quickly as possible into permanent housing and achieve housing stability. Services will be provided within the Greater Bridgeport, New Haven, Waterbury, and Hartford areas.

3. **Synopsis.** This is an initiative designed to assist individuals who are housing unstable to locate permanent housing through the provision of time-limited housing supports and strategies with the ultimate goal of housing stability.

■ C. INSTRUCTIONS

1. **Official Contact.** The Center has designated the individual below as the Official Contact for purposes of this RFP. The Official Contact is the **only authorized contact** for this procurement and, as such, handles all related communications on behalf of DOH.

Name: Sherry Haller, Executive Director, The Justice Education Center, Inc.
Address: 62 LaSalle Road, Suite 308, West Hartford, CT 06107
Phone: 860-231-8180
E-Mail: justiceeducation@aol.com

Please ensure that e-mail screening software (if used) recognizes and accepts e-mails from the Official Contact.

2. **Contract Offers.** The offer of the right to negotiate a contract pursuant to this RFP is dependent upon the availability of funding to The Center. The Center anticipates the following:

Total Funding Available: Up to \$106,870 per site annually, initial funding available for 2 years
Number of Contracts: Four
Contract Cost: Confidential
Catchment Areas: Greater Bridgeport, New Haven, Waterbury, and Hartford
Contract Term: February 15, 2023 – June 30, 2024

3. **Eligibility.** Eligible respondents are private provider organizations (defined as non-state entities that are 501(c)(3) nonprofit corporations or partnerships with principal place of business in Connecticut) or Connecticut municipalities. Individuals who are not a duly formed business entity are ineligible to participate in this procurement.

4. **Minimum Qualifications of Respondents.** To be considered for the right to negotiate a contract, a respondent must have the following minimum qualifications:

- a. A minimum of two (2) years demonstrated experience providing housing placement, relocation and/or stabilization case management services to homeless populations;
- b. Established partnerships and/or collaborations with the providers and landlords in the catchment areas.

5. Procurement Schedule. See below. Dates after the due date for proposals (“Proposals Due”) are target dates only (*). The Center may amend the schedule, as needed. Any change will be made by means of an addendum to this RFP and will be posted on the The Justice Education Center, Inc.’s website at www.justiceeducationcenter.org.

- RFP Released: November 17, 2022
- Bidders’ Conference November 28, 2022 10:30-12:00
<https://us02web.zoom.us/j/82125807127?pwd=VDcxSEdDOWY0N01CTzgrTU5pZTI3dz09>
- Deadline for Questions: December 5, 2022 3:00 p.m. Eastern Time
- Answers Released: December 9, 2022 (on website)
- Proposals Due: December 23, 2022 3:00 p.m. Eastern Time

6. Inquiry Procedures. All questions regarding this RFP or procurement process must be directed, in writing, to the Official Contact before the deadline specified in the Procurement Schedule. The early submission of questions is encouraged. Questions will not be accepted or answered verbally – neither in person nor over the telephone. All questions determined by to be material to this procurement and received before the deadline will be answered. At its discretion, The Center may or may not respond to questions received after the deadline. The Center may combine similar questions and give only one answer.

7. Proposal Due Date and Time. The Official Contact is the **only authorized recipient** of proposals submitted in response to this RFP. Proposals must be received by the Official Contact on or before the due date and time:

- Due Date: December 23, 2022
- Time: 3:00 p.m. Eastern Time

Faxed or mailed proposals will not be evaluated. Proposers should not interpret or otherwise construe receipt of a proposal after the due date and time as acceptance of the proposal since the actual receipt of the proposal is a clerical function. Proposals received after the due date and time may be accepted by The Center as a clerical function, but such late proposals will be evaluated for consideration under this RFP only at the discretion of The Center. At the discretion of The Center, late proposals may be destroyed or returned by the submitters.

An acceptable submission must include the following:

- one (1) electronic proposal in PDF format, including any appendices
- one (1) budget compatible with Microsoft Office Excel

Proposers should keep the original signatures on file for potential future reference. The electronic copy of the proposal must be complete, properly formatted and outlined, and ready for evaluation by the Screening Committee.

8. Multiple Proposals. The submission of multiple proposals by the same respondent is an option with this procurement but *separate proposals must be submitted for each region.*

9. Declaration of Confidential Information. Respondents are advised that all materials associated with this procurement are subject to the terms of the Freedom of Information Act (FOIA), the Privacy Act, and all rules, regulations, and interpretations resulting from them. If a respondent deems that certain information required by this RFP is confidential, the respondent must label such information as CONFIDENTIAL

■ D. PROPOSAL FORMAT

1. **Required Outline.** All proposals must follow the required outline presented in Section IV – Proposal Outline. Submissions that fail to follow the required outline may be deemed non-responsive and not evaluated.
2. **Table of Contents.** All proposals must include a Table of Contents that conforms to the required proposal outline.
3. **Executive Summary.** Proposals must include a high-level summary, not exceeding two (2) pages, of the main proposal and cost proposal. The Executive Summary shall include: a) the respondent’s minimum of three (2) years of demonstrated experience with care coordination (b) methodology of provision of case management services and assistance to criminal justice involved persons (c) relationships and engagement strategies with community partners in the Greater Bridgeport, New Haven, Waterbury, and Hartford areas.
4. **Attachments.** Attachments other than the required Appendices or Forms identified in Section IV are not permitted and will not be evaluated. Further, the required Appendices or Forms must not be altered or used to extend, enhance, or replace any component required by this RFP. Failure to abide by these instructions may result in disqualification.
5. **Style Requirements.** Submitted proposals must conform to the following specifications:
 - Paper Size: 8 ½” x 11” “portrait” orientation
 - Page Limit: 20 pages *excluding* all required Appendices and Forms
 - Font Size: Minimum 11 point
 - Margins: The binding edge margin of all pages shall be a minimum of one and one half inches (1½“); all other margins shall be one inch (1”)
 - Line Spacing: Single-spaced
6. **Pagination.** The proposer’s name must be displayed in the header of each page. All pages, from the Cover Sheet through the required Appendices and Forms, must be numbered in the footer.
7. **Delivery Condition** – All proposals must be received via email, including all required attachments by the above deadline. Proposers are recommended to use a secure email platform or request a read receipt to confirm delivery.

■ E. EVALUATION OF PROPOSALS

1. **Evaluation Process.** It is the intent of The Center to conduct a comprehensive, fair, and impartial evaluation of proposals received in response to this RFP.
2. **Evaluation Team.** The Center will designate an Evaluation Team to evaluate proposals submitted in response to this RFP. The contents of all submitted proposals, including any confidential information, will be shared with the Evaluation Team. Only proposals found to be responsive (that is, complying with all instructions and requirements described herein) will be reviewed, rated, and scored. Proposals that fail to comply with all instructions will be rejected without further consideration. Attempts by any respondent (or representative of any respondent) to contact or influence any member of the Evaluation Team may result in disqualification of the respondent.
3. **Minimum Submission Requirements.** All proposals must comply with the requirements specified in this RFP. To be eligible for evaluation, proposals must (a) be received on or before the due date and time; (b) meet the Proposal Format requirements; (c) follow the required Proposal Outline; and (d) be complete. Proposals that fail to follow instructions or satisfy these minimum submission requirements will not be reviewed further. The Center will reject any proposal that deviates significantly from the requirements of this RFP.

- 4. Evaluation Criteria (and Weights).** Proposals meeting the Minimum Submission Requirements will be evaluated according to the established criteria. The criteria are the objective standards that the Evaluation Team will use to evaluate the technical merits of the proposals. Only the criteria listed below will be used to evaluate proposals. The criteria are weighted according to their relative importance. The weights are confidential.
- Organizational Requirements
 - Service Requirements
 - Staffing Requirements
 - Data and Technology Requirements
 - Community Partners and Subcontractors
 - Work Plan
 - Financial Requirements
 - Budget Requirements
 - Appendices
- 5. Respondent Selection.** Upon completing its evaluation of proposals, the Evaluation Team will submit the rankings of all proposals to The Center’s Executive Director. The final selection of a successful respondent is at the discretion of the ED. Any respondent selected will be so notified and offered an opportunity to negotiate a contract with The Center. Such negotiations may, but will not automatically, result in a contract. All unsuccessful respondents will be notified by e-mail about the outcome of the evaluation and respondent selection process.
- 6. Debriefing.** After receiving notification from The Center, any respondent may contact the Official Contact and request a Debriefing of the procurement process and its proposal. If respondents still have questions after receiving this information, they may contact the Official Contact and request a meeting with The Center to discuss the procurement process. The Center shall schedule and conduct Debriefing meetings that have been properly requested, within **fifteen (15) days** of The Center’s receipt of a request. The Debriefing meeting must not include or allow any comparisons of any proposals with other proposals, nor should the identity of the evaluators be released. The Debriefing process shall not be used to change, alter or modify the outcome of the competitive procurement. More detailed information about requesting a Debriefing may be obtained from the Official Contact.

III. PROGRAM INFORMATION

■ A. CONNECTICUT PROJECT LONGEVITY HOUSING PROGRAM OVERVIEW

1. Program Description

1. Program Description

Project Longevity is an anti-gun violence program operating in the four cities mentioned above. There are two core staff in each of the four cities, a Program Manager and a social services coordinator. Project Longevity staff in each city work with the police department, probation, parole, corrections, municipal, and community organizations in each city to identify those individuals who are the highest risk of either committing or being victims of gun violence, and offer to connect them with an array of services that can help them move away from those risks. These services may include short term basic needs, emergency housing, mental or physical health services, substance use disorder services, driver's licenses, job readiness training, occupational skills training, or other services as needed. While Project Longevity has resources to fund some of these services directly, the program also leverages resources already available in the community.

CT Project Longevity Housing Program provides housing placement and stabilization services, as necessary, to assist clients and households who may be experiencing homelessness, living in a shelter, temporary transitional housing programs, behavioral health treatment, or unstable housing, homeless in shelters or in places not meant for human habitation to move as quickly as possible out of homelessness and into permanent housing. Program participants will receive time-limited housing supports and strategies with the ultimate goal of housing stability. For the purposes of this proposal, participants will be individuals currently associated with Project Longevity and who may be homeless, living in a shelter, temporary transitional housing program, behavioral health treatment, or unstably housed. Referrals will be received from Project Longevity staff or care coordinators. The length of the program will be approximately 3-4 months but can be extended with approval. The Center anticipates that the caseload size for any case manager would be 20 households at any given time.

CT Project Longevity Housing- Program will employ interconnected strategies to ensure programmatic effectiveness. These strategies are as follows:

- a. Collaborating with Project Longevity staff in reviewing referrals, including the Level of Service Inventory (LSI);
- b. Collaborating with Project Longevity staff in conducting intake, screening, and housing-based assessment;
- c. Housing search, landlord recruitment, and relocation assistance;
- d. Critical Time Intervention (CTI) and housing stabilization and sustainability supports, including linkages to community services; and
- e. Access existing financial assistance through DOH's Rapid Re-housing Financial Assistance Fund administered by Advancing Connecticut Together (ACT).

The respondent's proposed CT Project Longevity Housing Program must be led by a qualified organization, which will act as respondent and contractor, and which will assume primary responsibility for the success of the program.

2. Program Purpose

The CT Project Longevity Housing Program uses a combination of housing find and placement and stabilization services combined with financial assistance, if necessary, to help housing unstable program participants to move as quickly as possible into permanent housing and achieve housing stability.

3. Eligible Program Participants

Eligible participants may be homeless, living in a shelter, temporary transitional housing programs, behavioral health treatment, or unstable housing, homeless in shelters or in places not meant for human habitation and currently-under Project Longevity supervision.

4. Key Principles of Program Operation

- a. *Housing focus.* Housing Instability is first and foremost a housing problem and should be treated as such. Housing focus understands the program participant's immediate barriers to obtaining and keeping housing and then finds ways to eliminate or compensate for those barriers. Non-housing related barriers are addressed if and when the program participant chooses.
- b. *Housing first.* Housing First is a programmatic and systems approach that centers on providing housing unstable people with housing quickly and *then* providing services as needed using a low barrier approach that emphasizes community integration, stable tenancy, recovery and individual choice.
- c. *Choice and respect.* Program participants are empowered to make their own choices about housing and services and to respond to the consequences of those choices.
- d. *Just enough assistance.* The minimum assistance (financial and/or housing supports) necessary is provided for the shortest period of time possible. Strengths and barriers are identified at the outset of services. Supports are provided to accentuate strengths and eliminate those barriers in order to improve the program participant's ability to sustain housing.

■ C. MAIN PROPOSAL

Eligible respondents are private provider organizations (defined as non-state entities that are 501(c)(3) nonprofit corporations or partnerships with principal place of business in Connecticut). Individuals who are not a duly formed business entity are ineligible to participate in this procurement.

Respondents are required to provide the information requested about each community partner and subcontractor proposed to provide direct services to program participants where indicated throughout this section of the RFP. Failure to comply with this requirement may result in the immediate disqualification of the proposal.

1. Organizational Requirements

A responsive proposal must include the following information about the administrative and operational capabilities of the respondent, and each proposed community partner and subcontractor where indicated throughout this section of the RFP.

- a. *Purpose/Mission.* Provide a brief overview of the respondent's and each proposed community partner's and subcontractor's organization including the purpose, mission, vision, and years in operation. Describe how the CT Project Longevity Housing Program fits within the respondent's and each proposed community partner's and subcontractor's purpose, mission, and vision.

- b. *Entity Type.* Provide proof of the respondent's 501(c)(3) nonprofit status, such as a copy of the Internal Revenue Service (IRS) determination letter, in Appendices.
- c. *Location of Offices.* Specify the location of the respondent's principal place of business.
- d. *Current Range of Services/Program participants.* Summarize the services the respondent and each proposed community partner and subcontractor currently provide, or have provided during the past two years in the Greater Bridgeport, New Haven, Waterbury, and Hartford areas: 1) housing relocation and stabilization services and Critical Time Intervention (CTI); and 2) community collaboration specific to housing and criminal justice concerns. Include the current number of program participants being served, client-to-staff ratio, funding source(s), and successes.
- e. *Qualifications/Relevant Experience.* Describe the respondent's and each proposed community partner's and subcontractor's experience performing the activities required by this RFP. Provide evidence of the respondent's ability to manage public (city, state, and/or federal) grants, contracts, and third-party reimbursement systems. Summarize the respondent's ability to lead a collaborative effort and coordinate multiple community partners and subcontractors, if applicable.
- f. *Audit Compliance.* Describe the respondent's and each proposed community partner's and subcontractor's success with contract compliance requirements during the past two (2) years. Identify any deficiencies in program audits and, if applicable, detail what steps the organization has taken to address any recommendations. List all sanctions, fines, penalties or letters of noncompliance issued against the respondent and each proposed community partner and subcontractor by any funding source (public and/or private). Describe the circumstances eliciting the sanction, fine, penalty or letter of noncompliance and the corrective action or resolution to the sanction, fine, penalty or letter of noncompliance. If no sanctions, fines, penalties or letters of noncompliance were issued, a statement that attests that no sanction, fine, penalty or compliance action has been imposed on the respondent and each proposed community partner and subcontractor within the past two (2) years must be submitted.

2. Service Requirements

A responsive proposal must describe how the respondent shall, directly or indirectly through community partners and subcontractors, perform the activities required by this RFP.

- a. *Coordinate Referrals.* Specify how your agency will accept referrals from Project Longevity and identify the single source of contact.
- b. *Intake Process.* Describe how the referrals will be contacted and engaged.
- c. *Assessment Process.* Describe what if any tools will be used to evaluate the participant and how information provided by Project Longevity will be incorporated into the housing plan.
- d. *Location of Offices/Hours of Operation.* Specify the location of all direct program participant service sites, hours of operation, and services to be provided at each site. Demonstrate compliance with the Americans with Disabilities Act regarding handicapped access for direct program participant service sites. Program staff must be available at times when critical communication can take place with the target population including evenings and weekends, and in response to emergency situations.
- e. *Target Population.* Describe how services will be provided to the homeless, unstably housed, residing at a shelter, temporary housing program, or behavioral health treatment program and under Project Longevity supervision.

f. *Service Capacity/Delivery Plan/Process.* Describe in detail activities that will be performed. Specifically, the proposal shall describe a Service Capacity/Delivery Plan to ensure that services are available no later than February 1, 2022. Said plan shall include but not be limited to:

- ❖ Describe the number of participants who will be stably housed annually with your program;
- ❖ Describe any previous experience adopting an evidenced-based practice. If there is no experience, will your proposal commit to utilizing Critical Time Intervention (CTI) as an approach to housing sustainability coordination if statewide technical assistance is provided;
- ❖ Describe how you will create and implement a housing stabilization plan with each program participant;
- ❖ Describe the process in which staff will travel to meet program participants, find housing anywhere within Greater Bridgeport, New Haven, Waterbury, or Hartford areas and complete in-home case management;
- ❖ Describe how your agency and/or program contact will coordinate case conferences with the referring Officer or designated Project Longevity contact.
- ❖ Describe the primary point of contact for all communication.
- ❖ Describe how you will assist program participants in locating appropriate permanent housing and how you plan to outreach to landlords.
- ❖ Describe how your program will meet federal requirements, including rent calculations, housing quality standard inspections, lead-based paint inspections, conflict of interest, confidentiality and all other regulations under Title 24 Part 574. Click [here](#) for more information.
- ❖ Describe how your program will be consistent with the following Housing First standards:
 “Housing First is a programmatically and systems approach that centers on providing homeless people with housing quickly and *then* providing services as needed using a low barrier approach that emphasizes community integration, stable tenancy, recovery and individual choice.

Low barrier approach to entry:

Housing First offers individuals and families experiencing homelessness immediate access to permanent housing without unnecessary prerequisites. For example:

1. Admission/tenant screening and selection practices do not require abstinence from substances, completion of or compliance with treatment, or participation in services.
2. Applicants are not rejected on the basis of poor or lack of credit or income, poor or lack of rental history, minor criminal convictions, or other factors that might indicate a lack of “housing readiness.”
3. Generally, only those admission criteria that are required by funders are applied, though programs may also consider additional criteria on a case-by-case basis as necessary to ensure the safety of tenants and staff. Application of such additional criteria should be rare, and may include, for example, denial of an applicant who is a high risk registered sex offender by a project serving children, or denial of an applicant who has a history of domestic violence involving a current participant.

Lease compliance and housing retention

Tenants are expected to comply with a standard lease agreement and are provided with services and supports to help maintain housing and prevent eviction.

1. Leases do not include stipulations beyond those that are customary, legal, and enforceable under Connecticut law.
 2. No program rules beyond those that are customary, legal, and enforceable through a lease are applied (e.g., visitor policies should be equivalent to those in other types of permanent, lease-based housing in the community).
 3. Services are designed to identify and reduce risks to stable tenancy and to overall health and well-being.”
- g. *Linkages/Program Collaboration/Coordination.* Describe in detail the collaborative efforts that are currently in place between the respondent and proposed community partners and subcontractors, and the existing housing resources within Greater Bridgeport, New Haven, Waterbury, or Hartford areas specified in the respondent’s proposal. Identify leveraged services that will support CT Project Longevity Housing Program operations and describe any coordinated services between the respondent, proposed community partners and subcontractors, and other service providers that will be beneficial to the target population.
- g. *Quality Assurance Protocols.* Describe the respondent’s and each proposed community partners’ and subcontractors’ internal process to ensure the quality and appropriateness of the activities to be performed. If an external quality assurance process is used, describe the process.
- h. *Safeguarding Confidential Information*
Please submit a written statement, which will become part of the contract between your company/agency and the Center, if your company/agency is awarded a contract in relation to this Agreement, certifying that confidential records and/or information will be used solely and exclusively for the purpose of performing work under this contract, and describing the following in detail:
- a. Types of confidential records and/or information required to perform the services required under this contract.
 - b. Who on your staff will be allowed to access and/or view this information?
 - c. The purpose(s) for which this information is to be used.
 - d. The precautions to be taken to ensure the security and confidentiality of the records and/or information. (For example: non-disclosure of the names of any persons contained in data extracts; limiting number of copies made from data extracts; maintaining information in a secure area; encoding names and other information that may reveal a person's identity; providing-education to staff; use of passwords; deleting data upon completion of access rights, etc.)
 - e. The sanctions for improper use and/or disclosure of this information by your staff. (For example: written reprimand; suspension; dismissal from employment, etc.)

3. Staffing Requirements

A responsive proposal must include the following information about the number and qualifications of staff that the respondent and each proposed community partner and subcontractor intend to employ to perform the activities required by this RFP.

- (a) Key Personnel: Provide the names and titles of proposed personnel key to the success of the proposed program and the hours and percentages of time dedicated to this project. Describe how your staffing will successfully meet this RFP’s requirements in light of any other obligations this staff have to any

other entity. Summarize your procedures to secure and retain professional staff and your method to evaluate personnel performance.

- (b) **Job Descriptions:** Attach job descriptions for proposed funded positions and resumes if position hours are to be filled by % of FTE of existing staff members in Section IV.H, Appendices.
- (c) **Staff-to-Client Ratio:** Describe the support staff to client ratio proposed for your program and the rationale used for arriving at that ratio. (Note: it is anticipated that the average case load size for a case manager will be 20 households)

4. Data and Technology Requirements

A responsive proposal must provide the following information about the respondent's and each proposed community partner's and subcontractor's information management and performance measurement systems.

a. Data Reporting and Technology Capacity

Describe your capacity to collect program participant level data and your ability to adhere to Data Quality and Performance Management Standards set by the CT Homeless Management Information System (HMIS) Steering Committee using the HMIS used in CT (CASEWORTHY), or your willingness to implement such data collection standards within three months of award.

b. Program Outcome Requirements

Describe how your program will assist The Center in meeting its goal of providing stabilized housing to certain persons under Project Longevity's supervision:

- Placing individuals in a suitable apartment within 30 days of referral.
- Maintaining the person in the apartment or a similar apartment during the subsidized housing period.

■ D. COST PROPOSAL COMPONENT

1. Financial Requirements

- a. **Audited Financial Statements:** The proposer shall submit 1 copy of the proposer's two most recent annual financial statements prepared by an independent Certified Public Accountant, and reviewed or audited in accordance with Generally Accepted Accounting Principles (GAAP) (USA). Each copy shall include all applicable financial statements, auditor's reports, management letters, and any corresponding reissued components. Audited Financial Statements do not count toward the total page limit of the proposal. Each copy shall be included with the proposal in Appendices.
- b. **Financial Management Procedures.** The proposer shall submit the proposer's written financial management procedures that include policies/procedures for: (i) managing and tracking cash receipts/disbursements; (ii) budgeting; (iii) procurement; (iv) reconciling expenditures; (v) separation of duties/functions and (vi) payroll. Include with the proposal in Appendices.
- c. **Financial Capacity:** Describe the organization's financial capacity to properly isolate RRP-related income and expenditures. Discuss the internal controls used to ensure the safeguarding of funds to ensure that a thorough record of expenditures can be provided for purposes of an audit.
- d. **Leveraged Funds:** Describe the proposer's long term strategy to sustain funding for the program and explain how RRP funds may be used to leverage other funding.

- e. **Mixed Funding:** If proposer is utilizing staff from various funding sources, proposer will document how staff time for this program will be tracked.

2. Budget Requirements

- (a) **Budget:** Use the Budget form found at <https://www.justiceeducationcenter.org/initiatives/solicitations/> to prepare an annual line-item budget that depicts the allowable costs associated with the program.
- (b) **Budget Narrative:** Detail how expenses listed in the annual budget were calculated. Either Microsoft Word or Excel format is acceptable.
- ❖ Supportive Services may include both personnel and program costs. Personnel narratives must include the number and/or percent of case manager positions (use FTE) funded. Administrative salaries cannot be funded under the supportive services line item but may be included in the Administration line item. Program costs that support the operation of the proposed program are allowed and must be itemized and justified in the narrative.
 - ❖ The Center reserves the right to fund portions of a proposed budget and/or require adjustments.