

**Public Health Management Corporation  
Southeast Regional Key  
Request for Proposals for Professional Development and Technical Assistance  
Services for Fiscal Year 2011/12**

Southeast Regional Key (SERK) administers the Keystone STARS program on behalf of the Office of Child Development and Early Learning (OCDEL) for the Commonwealth of Pennsylvania in Philadelphia, Montgomery and Delaware counties. Public Health Management Corporation (PHMC) has managed the SERK since July 1, 2010. Contracts issued as a result of this Request for Proposal (RFP) are between PHMC and responding entities.

The Keystone STARS program is designed to support and encourage quality in child care settings by providing the following incentives and supports to participating licensed child care facilities:

- Grants to facilities for quality improvements
- Financial awards to facility staff who increase their qualifications
- Increases in subsidy rates for high performing facilities
- Support from STARS Specialists
- Targeted site-specific Technical Assistance
- School Age Care Technical Assistance
- Wide range of college credit bearing and Pennsylvania Quality Assurance System (PQAS) Professional Development
- Early Childhood Mental Health Consultation
- Child Care Health Consultation
- Regulatory Referral Technical Assistance
- Infant Toddler Specialists Services

The SERK at PHMC provides these resources via internal staff as well as through contracts with expert organizations in the community. The purpose of this Request for Proposal is to identify expert organizations to provide professional development and technical assistance services in Fiscal Year 2012 (July 1, 2011 to June 30, 2012).

All professional development and technical assistance services are designed to meet the following goals:

- Engage child care practitioners in a Continuous Quality Improvement Process
- Increase practitioner qualifications (Pennsylvania Career Lattice <http://www.pakeys.org/uploadedContent/Docs/PD/Career%20Lattice.pdf>, Early Childhood Education Teacher Quality in PA <http://www.pakeys.org/uploadedContent/Docs/PD/ECE%20Teacher%20Quality.pdf>)
- Improve skills and abilities of practitioners to meet Keystone STARS Performance Standards (Center Performance Standards: <http://www.pakeys.org/docs/2011-2012%20Keystone%20STARS%20Performance%20Standards%20for%20Centers.pdf>, Family Child Care Home Performance Standards: <http://www.pakeys.org/docs/2011-2012%20Keystone%20STARS%20Performance%20Standards%20for%20Family%20Child%20Care%20Homes.pdf>, Group Home Performance Standards: <http://www.pakeys.org/docs/2011-2012%20Keystone%20STARS%20Performance%20Standards%20for%20Group%20Homes.pdf>).

- Improve child care environments (Environment Rating Scales, [http://www.pakeys.org/pages/get.aspx?page=Programs\\_PreK\\_ERS](http://www.pakeys.org/pages/get.aspx?page=Programs_PreK_ERS)).
- Support child care facilities in achieving higher STAR levels in the STARS quality rating system.

Professional development and technical assistance are essential to Early Childhood and Out-of-School-Time practitioners' success in Pennsylvania's continuous quality improvement system. The goals are based on research-based practices that increase the quality of child care services and contribute to positive outcomes for children and youth.

In this Request for Proposals, PHMC is seeking responses in three categories: Credit Bearing and Credential Professional Development, Needs Based Professional Development and Technical Assistance. Within each category respondents are asked to propose to offer specialized services.

**All funding contracts that result from this RFP are contingent upon PHMC's receipt of funding from OCDEL. All award amounts subject to change based on PHMC's final budget from OCDEL.**

## PROCUREMENT TIMELINE

There are no exceptions to any deadlines for the bidder; however, PHMC reserves the right to change the dates.

Event	Date
PHMC Issues RFP Notice	<b>March 30, 2011</b>
PHMC Hosts Bidder's Conference	<b>April 5, 2011</b>
<b>Bidder Proposals Due By</b>	<b>May 4, 2011 5:00 p.m.</b>
PHMC Announces Successful Bidder/Notice of Intent to Award	<b>June 10, 2011</b>
Contract Negotiations and Execution of the Contract Completed	<b>June 13 – June 30, 2011</b>
Mandatory PD PA KEYS System Training (for successful bidders)	<b>June 13 – June 30, 2011</b>
Mandatory PELICAN TA System Training (for successful bidders)	<b>June 13 – June 30, 2011</b>
Start of Provision of Services (based on signed contract to PHMC from OCDEL)	<b>July 1, 2011</b>

There are two sessions of the Bidders' Conference on April 5<sup>th</sup>. Session 1 is from 9:00 a.m. to 12:00 p.m. and Session 2 is from 1:00 p.m. to 4:00 p.m. To register to attend a Bidders' Conference, please email your name, organization, phone number, email and preferred session to [serkpd@phmc.org](mailto:serkpd@phmc.org).

## Instructions

- Bidders must complete Part 1 (Organization/Individual Profile), Part 2 (Response to Service Request) and Part 3 (Acknowledgement and Attestation Form) for consideration of funding.
- Responses must be submitted as Word and Excel documents or PDF documents.
- The page limits given are based on single spacing, a font size of 10 and one inch margins.
- Bidders proposing to offer multiple services will need to complete Part 1 and 3 once and complete questions in Part 2 for each specialty service proposed.
- Bidders can submit proposals by email ([serkpd@phmc.org](mailto:serkpd@phmc.org)), mail or hand delivery to SERK at PHMC, 260 South Broad Street, Suite 1800, Philadelphia, PA 19102 or by fax 267.765.2397. **Submission deadline is 5:00 PM on May 4, 2011 – no exceptions!**
- Please submit all questions regarding the RFP in writing to [serkpd@phmc.org](mailto:serkpd@phmc.org) by April 14, 2011.

## **Part 1: Organization/Individual Profile**

Please note that while both individuals and organizations are invited to respond to this RFP eligibility varies depending on the specialty service being proposed.

Application Contents:

Please include the following information on your organization letterhead:

- Legal entity name of organization
- Operating name if different from legal entity name
- Organization/Individual address
- Name of the proposal contact person, phone number and email address
- Organization's tax ID/EIN or individual's Social Security number
- A brief history of you/your organization's experience, if any, as a contractor for the Keystone STARS program in the Commonwealth of Pennsylvania

Please include the following attachments:

- Organization Background (mission, major activities, and credentials for carrying out proposed services). *Two page maximum.*
- Copy of most recent W-9 form.
- Organizational Chart with key staff identified and Board of Directors.
- Biographies of key organization personnel or resumes including Pennsylvania Quality Assurance System (PQAS) certification information.
- Financial statements for most recently completed fiscal year (audited, preferred).
- Current general operating budget.
- List of current contracts with other Regional Keys and details of contracts, including Regional Key name, contracted services and rates.
- List of current contracts with child care facilities and details of contracts, including name, locations, Master Provider Index (MPI) numbers, STAR Levels of facilities and contracted services and rates. (Note: ELS Memo ELS/KS-09 #11: [http://www.seregionalkey.org/eblast/downloads/ELS-KS-09\\_11-StarLevelofFacilitiesOperatedbyRKTechAsstPDContractors-Subcontractors.pdf](http://www.seregionalkey.org/eblast/downloads/ELS-KS-09_11-StarLevelofFacilitiesOperatedbyRKTechAsstPDContractors-Subcontractors.pdf)).
- List of current child care facilities you operate, including name, locations, Master Provider Index (MPI) numbers and STAR Levels of facilities. (Note: ELS Memo ELS/KS-09 #11: [http://www.seregionalkey.org/eblast/downloads/ELS-KS-09\\_11-StarLevelofFacilitiesOperatedbyRKTechAsstPDContractors-Subcontractors.pdf](http://www.seregionalkey.org/eblast/downloads/ELS-KS-09_11-StarLevelofFacilitiesOperatedbyRKTechAsstPDContractors-Subcontractors.pdf)).

- Description of any quality improvement initiative in which you currently participate including details of the funding source, project purpose and participating child care facilities. *Three page maximum.*
  
- Part 3: Signed Acknowledgement and Attestation Form

## **Part 2: Response to Service Requests**

### **Part 2 A: Credit Bearing and Credential Professional Development**

The goals of these professional development services are to:

- Increase teacher and director qualifications  
(<http://www.pakeys.org/uploadedContent/Docs/PD/Career%20Lattice.pdf> /  
<http://www.pakeys.org/uploadedContent/Docs/PD/ECE%20Teacher%20Quality.pdf>)
- Encourage and support continuing education for early childhood and school age child care professionals.

These goals are achieved via the provision of the following Specialty Services:

#### **Specialty Services:**

**Community Based Child Development Associate (CDA)** – CDA coursework provided by a community based organization with articulation agreements at colleges and universities. CDA coursework should articulate to 6 or 9 credits. CDA PD includes 120 hours of coursework to prepare students to successfully submit for their CDA Credential from the Council for Professional Recognition. The coursework is based on six competency goals and thirteen related functional areas (<http://www.cdacouncil.org/the-cda-credential/about-the-cda/cda-competency-standards>). Coursework should provide a base of knowledge and skill for child care employees and should support continued education and development by staff. Delivery of this PD will include instruction on the process of attaining a credential.

**Range of cost per unit: \$8,000 - \$12,000**

**Anticipated total number of units to be funded: 6-15**

**Higher Education CDA** – CDA coursework provided by an accredited college or university. CDA coursework should bear 6 or 9 credits. CDA PD includes 120 hours of coursework to prepare students to successfully submit for their CDA Credential from the Council for Professional Recognition. The coursework is based on six competency goals and thirteen related functional areas (<http://www.cdacouncil.org/the-cda-credential/about-the-cda/cda-competency-standards>). Coursework should provide a base of knowledge and skill for child care facility employees and should support movement into further education. Delivery of this PD will include instruction of the process of attaining a credential.

**Range of cost per unit: \$10,000 - \$18,000**

**Anticipated total number of units to be funded: 6-15**

**Online CDA** – CDA coursework provided by an accredited college or university in an online format. CDA coursework should bear 6 or 9 credits. CDA PD includes 120 hours of coursework to prepare students to successfully submit for their CDA Credential from the Council for Professional Recognition. The coursework is based on six competency goals and thirteen related functional areas (<http://www.cdacouncil.org/the-cda-credential/about-the-cda/cda-competency-standards>). Coursework should provide a base of knowledge and skill for child care facility employees and should support continued education. Delivery of this PD will include instruction on the process of attaining a credential.

**Range of cost per unit: \$5,000 - \$12,000**

**Anticipated total number of units to be funded: 4-8**

**Director's Credential** (models can include combination with online courses) – Director's Credential series are only delivered by approved institutions of higher education (see approved schools list here:

<http://www.pakeys.org/uploadedContent/Docs/PD/DC/DC%20Programs%20List.pdf>) The credential consists of three credit bearing (total of 9 credits) courses that are based on eight core knowledge areas and 78 learning objectives. Each class in the three class series will include 45 hours of coursework. Delivery of this PD will include instruction on the process of attaining a credential from the PA Key.

**Range of cost per unit: \$15,000 - \$27,000 (total for three classes)**

**Anticipated total number of units to be funded: 2-6**

**Pennsylvania School-Age Professional Credential (SAPC)** – SAPC provided by either accredited colleges and universities or community based organizations with articulation agreements with colleges and universities. The SAPC is based on thirteen functional areas and includes 120 hours of coursework (<http://www.pakeys.org/docs/SAC%20GenInfo.pdf>). Delivery of this PD will include instruction on the process of attaining a credential from the PA Key.

**Range of cost per unit: \$5,000 - \$15,000**

**Anticipated total number of units to be funded: 1-3**

**Online School Age Professional Credential** - SAPC provided by accredited colleges and universities. The SAPC is based on thirteen functional areas and includes 120 hours of coursework (<http://www.pakeys.org/docs/SAC%20GenInfo.pdf>). Delivery of this PD will include instruction on the process of attaining a credential from the PA Key.

**Range of cost per unit: \$5,000 - \$10,000**

**Anticipated total number of units to be funded: 1-3**

**Credit Bearing Professional Development for CDA and/or Directors Credential renewal** – Credit bearing classes that are approved by the PA Key and/or the CDA Council to count for CDA renewal, Director's Credential renewal and/or early childhood education college credits. Classes will be provided by an accredited college or university.

**Range of cost per unit: \$5,000 - \$10,000**

**Anticipated total number of units to be funded: 1-3**

**Online Credit Bearing Professional Development for CDA and/or Director Credential renewal** - Credit bearing classes that are approved by the PA Key and/or the CDA Council to count for CDA renewal, Director's Credential renewal and/or early childhood education college credits. Classes will be provided by an accredited college or university. PD provided in an online format.

**Range of cost per unit: \$5,000 - \$10,000**

**Anticipated total number of units to be funded: 1-3**

**Credit bearing and Credential PD in Spanish language** – Any of the above classes or credential courses offered in Spanish language with adequate support for Limited English Proficiency (LEP) students/participants.

**Range of cost per unit: see above ranges**

**Anticipated total number of units to be funded: 1-5**

## **Eligibility**

- Respondents must be an accredited institution of higher education or a community based organization (501(c)(3) designated) with Articulation Agreements with institutions of higher education to recognize credit for coursework.
- Individuals may not bid to provide credit and credential PD services.
- Current and past contractors of PHMC must be in good standing to be eligible for continued services.
- Respondents must be in good standing with the Commonwealth of Pennsylvania and the federal government.

## **General Requirements**

- Contractors will deliver all services in Fiscal Year 2012 (July 1, 2011 to June 30, 2012).
- Contractors will offer PD that is consistent with Office of Child Development and Early Learning Professional Development Guiding Principles (OCDEL PD Guiding Principles: <http://www.seregionalkey.org/eblast/downloads/ProfessionalDevelopmentPrinciples-7-30-09.doc>).
- PD must be delivered by Pennsylvania Quality Assurance System (PQAS) certified instructors.
- All credit or credential PD will bear college credits or articulate to college credit at institutions of higher education. Respondents will include copies of Memoranda of Understanding/Articulation Agreements where applicable.
- Credential courses must include support for credential attainment including description of the credential process, support with paperwork and activities associated with the attainment of the credential.
- Contractors will provide PHMC with student directory information as permitted by the Family Education Rights and Privacy Act (FERPA). The information will include names, phone numbers, email addresses, level of education, anticipated degree, date(s) of enrollment and date of degree attainment. SERK will provide a template for reporting the student directory information.
- Contractors are responsible for marketing courses and recruiting participants. Upon request by the contractor, SERK will support recruitment efforts via e-blast and announcements at regional meetings. Contractors are responsible for providing SERK with promotional materials to facilitate the announcements.
- All promotion of SERK funded classes should include SERK logo and the statement, "Funded by the Southeast Regional Key (SERK) at Public Health Management Corporation (PHMC)." Logo will be provided electronically to successful contractors.
- Contractors will post all classes and credential offerings to the PA Keys online calendar one month prior to the class start date. The classes and credential series should be posted as one event on the PA Keys Online Calendar and include the dates and times that the class convenes. All participants will be registered using the online calendar in addition to any agency registration process.
- All contractors are required to ensure that participant profiles are up-to-date in the PA Keys Online Calendar including the contact information and employment information of the participant. Contractors will assist student in updating their PA Keys profiles during registration activities or coursework within the first 15 days of the class start date.



- Enrollment priority in PHMC funded classes will be given to staff working in Keystone STARS and DPW licensed child care facilities in Philadelphia, Montgomery and Delaware Counties.
- Contractors will promote Keystone STARS system goals including informing students of SERK resources and sharing information about T.E.A.C.H scholarships, PA Key Tuition Reimbursement Vouchers and PA Key CDA Assessment Vouchers.
- Contractors will assess student readiness for classes and provide recommendations and resources for remedial or developmental training and classes.
- Contractors will connect practitioners with educational supports including literacy support and tutoring where appropriate.
- Contractors will cooperate with SERK Career Advising staff/contractors to support students in credential attainment.
- All PD provided via this contract is subject to observation by SERK staff with adequate notice of the observation.
- Contractors are required to observe 10% of the PD offered using the observation tool provided by SERK. Observation tool will be provided to successful contractors.
- Contractors will adhere to all applicable Early Learning Services (ELS) memos issued by OCDEL.
- Contractors will participate in partner meetings twice per fiscal year and additional meeting opportunities as requested.
- Contractors are subject to financial audits related to contracts with PHMC; upon request contractors will provide documentation to support budgeted costs associated with the contract.
- All PHMC contracts will include applicable state and federal contracting language and requirements.

### **Performance Expectations**

- Contractors will serve a minimum of 20 students in face-to-face classes or 15 students in online classes, as applicable.
- For credential programs, at least 65% of students served will receive credential within 6 months of completion of coursework.
- Contractors must provide at least 45% of contracted services by December 31<sup>st</sup>.

### **Payment/ Invoicing/Reporting**

- All service contracts are fee-for-service.
- PHMC will issue two equal payments of 50% of the contract for each class/credential course contingent upon PHMC's approval of invoice(s) and contractor's adherence to terms of the contract.
- PHMC will issue payments to contractors by check or direct deposit within 30 days of approving an invoice for payment.
- Contractor will submit the first invoice 15 days after the start of the class utilizing PHMC invoice. The first invoice should include instructor name, class schedule and student directory information. Invoice template will be provided to successful contractors.
- Contractor will submit the second invoice 15 days after the last day of the class utilizing PHMC invoice. The second invoice will include a revised student roster indicating any students that have dropped the class and the reason for dropping the class.

- PHMC will deduct 10% of the total class cost from the second invoice where less than 16 (face-to-face) or 12 (online) registered students complete the coursework. Where original enrollment exceeds 20 (face-to-face) or 15 (online), PHMC will deduct 10% of the total class cost if less than 80% of registered students complete the class.
- Contractor will complete PA Keys PD/TA Spreadsheet on a quarterly basis. Spreadsheet Template will be provided to successful contractors.
- Contractor will complete SERK narrative reports twice per year (December/June). The report format will be provided to successful contractors.
- All invoices and supporting documents will be submitted to SERK electronically. Exceptions can be made with permission from SERK.

## **Respondent Questions**

Indicate for which specialized services you are responding:

- Community Based CDA
- Higher Education CDA
- Online CDA
- Director's Credential (models can include online courses)
- School Age Professional Credential
- Online School Age Professional Credential
- Credit Bearing PD for CDA and/or Directors Credential renewal
- Online Credit Bearing PD for CDA and/or Director Credential renewal
- Credit Bearing PD in Spanish Language

**All of the following questions should be answered for each specialty service indicated above. For multiple specialty services there should be multiple responses.**

For each specialty service indicated respond to the following questions:

Indicate in which county/ies you propose to provide this service:

- Delaware
- Montgomery
- Philadelphia

1. Describe your experience and success providing the proposed services. Include a description of the child care community that you have served. *Two pages.*
2. In your past experience, what percentage of students completing coursework at your school/agency receive their credential within 6 months? How do you determine this? What data do you collect to determine this? *One page.*

3. How will you support students in understanding and preparing for the Child Development Associate (CDA) assessment, School Age Professional Credential (SAPC) assessment or Director Credential submission process? How does your curriculum include this information? *One page.*
4. Describe proposed class/course include discussion of syllabus, texts, learning objectives, class format and participant expectations. *Two pages.*
5. Include a proposed work plan including class start and end dates, class locations and schedule. This plan should address the need for all services to be delivered in Fiscal Year 2012 (July 1, 2011 to June 30, 2012). Accelerated classes will need permission from SERK to be funded. **(Please use Attachment A - Credit and Credential Work Plan FY12 RFP)**
6. Provide the names of instructing staff, staffing status and Pennsylvania Quality Assurance System (PQAS) certification information. **(Please use Attachment B - Credit and Credential Staff Plan FY12 RFP)**
7. Describe mechanisms for promoting and marketing classes. *One page.*
8. For community based providers, describe your success in working with colleges and universities to ensure that credential coursework articulates to college credit. Please include the number of credits that are recognized and by what schools. Please include any copies of Memoranda of Understanding or Articulation Agreements (where applicable). *Two pages.*
9. Complete the attached budget for proposed service. All real costs associated with delivering the services should be enumerated. Indirect costs must be limited to 2% or less of the total budget award. **(Please use Attachment C - Credit and Credential Budget FY12 RFP)**

## **Part 2 B: Needs-Based Professional Development**

The goals of these professional development services are to:

- Increase practitioner knowledge of relevant topics including health and safety, STARS standards, STARS practices, child development, administration and management.
- Meet professional development requirements of the Keystone STARS Performance Standards (Center Performance Standards: <http://www.pakeys.org/docs/2011-2012%20Keystone%20STARS%20Performance%20Standards%20for%20Centers.pdf>, Family Child Care Home Performance Standards: <http://www.pakeys.org/docs/2011-2012%20Keystone%20STARS%20Performance%20Standards%20for%20Family%20Child%20Care%20Homes.pdf>, Group Home Performance Standards: <http://www.pakeys.org/docs/2011-2012%20Keystone%20STARS%20Performance%20Standards%20for%20Group%20Home%20s.pdf>).
- Meet professional development requirements of DPW licensure.

These goals are achieved via the provision of the following Specialty Services:

### **Specialty Services:**

**Health and Safety Needs Based PD** – Training sessions and workshops in the Knowledge Area 7 (from the Core Body of Knowledge: <http://www.pakeys.org/docs/cbk.pdf>) that help participants develop knowledge and skills to effectively implement health and safety practice. Training may include, Pediatric First Aid, CPR, Managing Illness, Mandated Reporter, Playground Safety and Child Supervision. Providers of Pediatric First Aid must use modules approved by the PA Key (<http://www.pakeys.org/uploadedContent/Docs/PD/PD-Ped%20First%20Aid%20Approval.pdf>).

**\$50-200 per hour**

**Anticipated total number of hours to be funded: 150-250 hours**

**Spanish Health and Safety Needs Based PD** - Training sessions and workshops in the Knowledge Area 7 (from the Core Body of Knowledge: <http://www.pakeys.org/docs/cbk.pdf>) that help participants develop knowledge and skills to effectively implement health and safety practice. PD delivered in Spanish language. Training may include, Pediatric First Aid, CPR, Managing Illness, Mandated Reporter, Playground Safety and Child Supervision. Providers of Pediatric First Aid must use modules approved by the PA Key (<http://www.pakeys.org/uploadedContent/Docs/PD/PD-Ped%20First%20Aid%20Approval.pdf>).

**\$50-200 per hour**

**Anticipated total number of hours to be funded: 50-100 hours**

**STARS Core Series and STARS Support PD as created by OCDEL/PA Keys** – These PD modules are created by OCDEL and required by Keystone STARS Performance Standards. All instructors must have completed the relevant Professional Development Instructor Institutes (PDII) in order to instruct on this material. PD includes: Ounce, Work Sampling System, Observation, Integrated Standards, Curriculum and Assessment, Ages and Stages Questionnaire, Links to Learning series and an Observation series.

**\$50-150 per hour**

**Anticipated total number of hours to be funded: 150-250 hours**

**General Needs Based PD-** PD that provides a broad array of content knowledge at competency level 1 and 2. This PD may include diverse topics primarily from Knowledge Area 1, 2 and 4 (from the Core Body of Knowledge: <http://www.pakeys.org/docs/cbk.pdf>).

**\$50-150 per hour**

**Anticipated total number of hours to be funded: 250-300 hours**

**Innovative Approaches to Early and School Age Learning** – PD that provides high competence level and high interest professional development. This PD can be from any knowledge area but must be at the Competency level 3 and of high interest to child care practitioners. Innovative approaches PD will provide new knowledge to the field on evidence based concepts, learning approaches, curricula. This PD may also provide high level content on connecting multiple concepts or standards to enhance deep understanding. PD may include: Project Based Learning, Research-based Strategies for Building Literacy, and Research-based Strategies for Building Writing Skills, Designing Age-Appropriate Activities using Developmental Characteristics, Concrete Techniques for Implementing Activities, Arts Education, Environmental Education, and Leading Clubs in School Age Programs.

**\$50- 200 per hour**

**Anticipated total number of hours to be funded: 250-350 hours**

**Special Needs and Inclusion**– PD that provides knowledge, skills and hands-on strategies to support child care staff in working with children with special needs and creating inclusive classrooms. PD may include: Best Practices in Inclusion, Child Assessment, Child Screening and Referral and Building Resources to Support Inclusive Practice.

**\$50-200 per hour**

**Anticipated total number of hours to be funded: 50-100 hours**

**Social Emotional Development and Behavior Management** - PD that provides knowledge, skills and hands-on strategies to support child care staff supporting social and emotional development, positive behavior and well managed classes. PD may include: Establishing Classroom Norms and Systems, Techniques for Managing Behavior, and the Positive Behavior Support Teaching Pyramid.

**\$50-200 per hour**

**Anticipated total number of hours to be funded: 50-100 hours**

**Technology and Computer literacy** – PD that builds both the introductory and more advanced computer skills of practitioners that are necessary for successful communication and business practices. This PD should be hands-on in an appropriate technology lab. This PD should also incorporate skills and knowledge that are essentials for success in the Keystone STARS system. For example, this PD may include how to navigate the PA Keys website and intranet, how to create and maintain your PA Keys profile, and how to set up a free email address. This PD may also include best practices of using computers with preschool and school age children.

**\$50-150 per hour**

**Anticipated total number of hours to be funded: 50 hours**

**Family Provider PD** – PD that builds the skills and knowledge of family providers. This PD can be from any knowledge area but should be tailored to the unique aspects of family/home child care. This PD may include tools and strategies for business practices as well as how to implement learning programs in a mixed-age family home setting. This PD should be offered in locations and at times/days that are accessible to family providers. This PD may be at any competency level.

**\$50-200 per hour**

**Anticipated total number of hours to be funded: 150-250 hours**

**Leadership and Director Development** - PD that builds the knowledge and skills of child care directors and administrators. This PD may address job skill competencies including staff supervision, technology management, grant writing, strategic planning, program budget management, best practices in financial reporting and monitoring. This PD may also address the “soft skills” of high functioning leaders including motivation and self care.

**\$50-200 per hour**

**Anticipated total number of hours to be funded: 50 hours**

**Career Advising and Professionalism** – PD focused on assisting providers in understanding the career lattice and the tools and resources available them to progress on the career lattice. This PD may be directed toward directors to help them coach and mentor their staff in career development. The PD may also provide support to direct staff. This PD may provide support on specific credentials or modules like the CDA.

**\$50-150 per hour**

**Anticipated total number of hours to be funded: 50-100 hours**

**Parent Engagement and Community Partnerships** – PD that builds the capacity of staff and directors to communicate with and successfully engage parents around a variety of topics. This PD will develop staff ability to effectively provide referrals and resources to parents. This PD will teach organizations partner and build meaningful relationships with stakeholders, funders and community members.

**\$50-200 per hour**

**Anticipated total number of hours to be funded: 50-100 hours**

**Promoting Healthy Lifestyles** – This PD will support practitioners in implementing model policy as well as activities and curriculum on healthy lifestyles. This PD may include the topics of obesity prevention, nutrition and physical fitness.

**\$50-200 per hour**

**Anticipated total number of hours to be funded: 50-100 hours**

**PA Mind in the Making (MITM)** - 12 modules of the PA Model Mind in the Making series for 36 hours of instruction for center directors from STAR 1 and above facilities. The PD model includes 6 hours of support including observation and mentoring by the Learning Facilitator to each participating facility to ensure successful delivery of MITM materials to facility staff. This PD must be delivered by an approved MITM facilitator. (See additional requirements for MITM: <http://www.seregionalkey.org/eblast/downloads/RequirementsforMindintheMakingProfessionalDevelopmentSeries.doc>)

**\$20,800 per series including support hours**

**Anticipated total number of series to be funded: 1-2 series**

**Spanish Language PD** – Any of the above PD areas delivered in Spanish language.

**\$50-200 per hour**

**Anticipated total number of hours to be funded: 50-100 hours**

**Other Languages PD** - Any of the above PD areas delivered in Russian, Chinese, French or other languages represented in the three county region.

**\$50-200 per hour**

**Anticipated total number of hours to be funded: 25-50 hours**

### **Eligibility**

- Organizations and/or individuals that are PQAS certified and hold specified skills and capacity to deliver professional development to early childhood and school age community in Delaware, Montgomery and/or Philadelphia counties.
- Current and past contractors of PHMC must be in good standing to be eligible for continued services.
- Respondents must be in good standing with the Commonwealth of Pennsylvania and the federal government.

### **General Requirements**

- Contractors will deliver all services in Fiscal Year 2012 (July 1, 2011 to June 30, 2012).
- Contractors will offer PD that is consistent with Office of Child Development and Early Learning Professional Development Guiding Principles (OCDEL PD Guiding Principles: <http://www.seregionalkey.org/eblast/downloads/ProfessionalDevelopmentPrinciples-7-30-09.doc>).
- Contractors can only deliver PD by Certified Instructor or Specialty Discipline PQAS instructors. PHMC will not fund PD provided by Affiliate or Director PQAS instructors.
- Contractors delivering PA Key modules must provide evidence of their participation in relevant Professional Development Instructor Institutes (PDII) or train-the-trainer sessions.
- Contractors will appropriately code and post PD events on the PA Keys online calendar four weeks prior to the event in accordance with SERK policy (SERK PDO Process and Protocols: <http://www.seregionalkey.org/eblast/downloads/SERKPDOProcessandProtocolFY2012RFP.doc>).
- Contractors will reconcile all PD paperwork in accordance with SERK policy within 5 days following the event (SERK PDO Process and Protocols: <http://www.seregionalkey.org/eblast/downloads/SERKPDOProcessandProtocolFY2012RFP.doc>).
- All contractors will attend PA Keys System Training in June 2011.
- All events funded by the SERK are open to the public including unregulated, DPW licensed and Keystone STARS practitioners. PHMC will not fund private PD events.
- Contractors are responsible for marketing courses and recruiting participants. Upon request by the contractor, SERK will support recruitment efforts via the e-blast and announcements at regional meetings.
- All promotion of SERK funded PD should include the SERK logo and the statement, "Funded by the Southeast Regional Key (SERK) at Public Health Management Corporation (PHMC)." Logo will be provided electronically to successful contractors.
- PHMC will not fund cancelled events or events with no attendance.

- Contractors are responsible for securing training space.
- Contractors will support practitioners in registering for PD using the PA Keys online calendar; ensure that all participants have updated profiles in the PA Keys and will inform them of any duplicate profiles and how to merge profiles.
- All PD provided via this contract is subject to observation by SERK staff with adequate notice of the observation.
- Contractors are required to observe 10% of the delivered PD if they provide 10 or more sessions per year with more than one instructor.
- Contractors will promote Keystone STARS system goals including informing practitioners of SERK resources, announcement and updates.
- Contractors will adhere to ELS/KS-09 #16 which requires all PD participants in OCDEL funded events to pay a fee. PHMC will collect all fees. PD sessions less than 3 hours long will cost \$10; PD events longer than 3 hours will cost \$20. All Pediatric First Aid sessions will cost \$20. Specialized PD event costs may vary. (ELS/KS-09 #16: [http://www.seregionalkey.org/eblast/downloads/ELS-KS-09\\_16\\_-\\_Professional\\_Development\\_Fee\\_Procedures\\_for\\_Keys\\_to\\_Quality.pdf](http://www.seregionalkey.org/eblast/downloads/ELS-KS-09_16_-_Professional_Development_Fee_Procedures_for_Keys_to_Quality.pdf))
- PHMC will only fund approved PD; all successful contractors must adhere to their approved work plans. PHMC must approve any requested changes to the work plan and contract prior to their enactment.
- Contractors will adhere to all applicable Early Learning Services (ELS) memos issued by OCDEL.
- Contractors will participate in partner meetings twice per fiscal year and additional meeting opportunities as requested.
- Contractors are subject to financial audits related to contracts with PHMC; upon request contractors will provide documentation to support budgeted costs associated with the contract.
- All PHMC contracts will include applicable state and federal contracting language and requirements.

### **Performance Expectations**

- Contractor must recruit 20 or more participants for each PD event.
- Contractors must provide at least 45% of contracted services by December 31<sup>st</sup>.
- PHMC plans to provide a quarterly bonus for contractors when they achieve an attendance rate of 21 or more participants at 80% of the quarterly public PD events delivered for this contract. The availability and amount of bonus awards is contingent on the final budget that PHMC receives from OCDEL.

### **Payment /Invoicing /Reporting**

- All service contracts are fee-for-service.
- PHMC will issue payments to contractors by check or direct deposit within 30 days of approving an invoice for payment.
- PHMC will only approve invoices once all paperwork is reconciled by the contractor in the PA Keys online calendar for the invoice period and upon review of contractor submitted documentation.



- Contractor will invoice monthly, by the 10<sup>th</sup> day for the month following the month of service, for hours of service provided in the prior month, utilizing PHMC invoice. The invoice template will be provided to successful contractors.
- Contractor will attach copies of the sign-in and walk-in sheets from all PD events invoiced for the month to their invoice submission.
- Contractors will submit directly all sign-in and walk-in sheets as well as participant and instructor evaluations to the Berks County Intermediate Unit, Attn: Melanie Serrano, P.O. Box 16050, Reading, PA 19612-6050.
- Contractors will complete SERK narrative reports twice per year (December/June). The report format will be provided to successful contractors.
- All invoices and supporting documents will be submitted to SERK electronically. Exceptions can be made with permission from SERK.

## **Respondent Questions**

Indicate for which specialized services you are responding:

- Health and Safety
- Spanish Health and Safety
- STARS Core Series and STARS Supports
- General Needs Based PD
- Innovative Approaches to Early and School Age Learning
- Special Needs and Inclusion
- Social Emotional Development and Behavior Management
- Technology and Computer Literacy
- Family Provider PD
- Leadership and Director Development
- Career Advising and Professionalism
- Parent Engagement and Community Partners
- Promoting Healthy Lifestyles
- PA Mind in the Making
- Spanish PD
- Other Languages PD

**All of the following questions should be answered for each specialty service indicated above. For multiple specialty services there should be multiple responses.**

For each specialty service indicated respond to the following questions:

Indicate in which county/ies you propose to provide this service:

- Delaware
- Montgomery
- Philadelphia

1. Describe your experience and success providing the proposed services. Include a description of the child care community that you have served. *Two pages.*
2. Describe your proposed PD Work Plan including workshop titles and descriptions, instructor names, dates and locations. PHMC will only fund approved sessions from the work plan and other sessions explicitly approved. **(Please use Attachment D – Needs Based PD Work Plan FY12 RFP)**
3. Provide the names and PQAS numbers for PD instructors. Indicate if the instructors are agency staff or subcontractors. Include evidence of participation in PDII where applicable. **(Please use Attachment E – Needs Based PD Staff Plan FY12 RFP)**
4. Describe your experience and ability to utilize the PA Keys online calendar for posting PD events, reconciling PD paperwork and guiding practitioners in updating their profiles and registering for PD events. *One page.*
5. Describe the training locations you intend to use. Do you have formal agreements to use this space? *One page.*
6. Describe your PD event promotion and marketing strategies. *One page.*
7. Complete the attached budget for proposed service. All real costs associated with delivering the services should be enumerated. Indirect costs must be limited to 2% or less of the total budget award. **(Please use Attachment F – Needs Based PD Budget FY12 RFP)**

## **Part 2 C: Technical Assistance Services**

The goals of technical assistance services are to:

- Assist Keystone STARS sites in achieving higher STAR levels.
- Support Keystone STARS sites in meeting Keystone STARS Performance standards (Center Performance Standards: <http://www.pakeys.org/docs/2011-2012%20Keystone%20STARS%20Performance%20Standards%20for%20Centers.pdf>, Family Child Care Home Performance Standards: <http://www.pakeys.org/docs/2011-2012%20Keystone%20STARS%20Performance%20Standards%20for%20Family%20Child%20Care%20Homes.pdf>, Group Home Performance Standards: <http://www.pakeys.org/docs/2011-2012%20Keystone%20STARS%20Performance%20Standards%20for%20Group%20Homes.pdf>).
- Support Keystone STARS sites in improving Environment Rating Scale scores.
- Provide services to DPW licensed sites referred for regulatory compliance issues.
- Support Keystone STARS sites in becoming accredited.
- Support Keystone STARS practitioners in progressing on the PA Career Lattice (<http://www.pakeys.org/uploadedContent/Docs/PD/Career%20Lattice.pdf>).

These goals are achieved via the provision of the following Specialty Services:

### **Specialty Services:**

**STARS Technical Assistance (TA)** – Targeted, site specific TA to support sites in advancing in the Keystone STARS Performance Standards. TA services are guided by an Action Plan that is developed by the site and the consultant. The success of TA is based on how many sites meet and maintain the goals on their Action Plan and achieve higher STAR levels. (ELS/KS -10#35: [http://www.seregionalkey.org/eblast/downloads/ELS\\_KS%20-10\\_35KeystoneSTARSTAAP.pdf](http://www.seregionalkey.org/eblast/downloads/ELS_KS%20-10_35KeystoneSTARSTAAP.pdf))

**\$100-150 per hour**

**Anticipated total number of hours to be funded: 500-700 hours**

**STARS TA on School Age Care** - A specialty area within STARS TA to support school age programs in advancing in the Keystone STARS Performance Standards. TA services are guided by an Action Plan that is developed by the site and the consultant. The success of TA is based on how many sites meet and maintain the goals on their Action Plan and achieve higher STAR levels. (ELS/KS -10#35: [http://www.seregionalkey.org/eblast/downloads/ELS\\_KS%20-10\\_35KeystoneSTARSTAAP.pdf](http://www.seregionalkey.org/eblast/downloads/ELS_KS%20-10_35KeystoneSTARSTAAP.pdf))

**\$100-150 per hour**

**Anticipated total number of hours to be funded: 600-800 hours**

**STARS TA on Business Practices** – A specialty area within STARS TA to provided support to sites on business practices. TA will support developing strategic plans, CQI plans and business plans. The TA may also assist programs in developing meaningful budgets and monitoring grants and funding sources. The success of TA is based on how many sites meet and maintain the goals on their Action Plan and achieve higher STAR levels. (ELS/KS -10#35: [http://www.seregionalkey.org/eblast/downloads/ELS\\_KS%20-10\\_35KeystoneSTARSTAAP.pdf](http://www.seregionalkey.org/eblast/downloads/ELS_KS%20-10_35KeystoneSTARSTAAP.pdf))

**\$50-150 per hour**

**Anticipated total number of hours to be funded: 100-200 hours**

**STARS TA on Learning Programs** - A specialty area within STARS TA to support sites with implementing evidence based curricula or support staff in designing their own learning programs and writing lesson plans. This TA will support sites in connecting curriculum, assessment and standards. The success of TA is based on how many sites meet and maintain the goals on their Action Plan and achieve higher STAR levels. (ELS/KS -10#35:

[http://www.seregionalkey.org/eblast/downloads/ELS\\_KS%20-10\\_35KeystoneSTARSTAAP.pdf](http://www.seregionalkey.org/eblast/downloads/ELS_KS%20-10_35KeystoneSTARSTAAP.pdf))

**\$50-150 per hour**

**Anticipated total number of hours to be funded: 1000-1500 hours**

**STARS TA on Accreditation** - A specialty area within STARS TA to provide support to sites interested in becoming accredited by a national accrediting organization. The success of TA is based on how many sites meet and maintain the goals on their Action Plan and achieve higher STAR levels. (ELS/KS -10#35: [http://www.seregionalkey.org/eblast/downloads/ELS\\_KS%20-10\\_35KeystoneSTARSTAAP.pdf](http://www.seregionalkey.org/eblast/downloads/ELS_KS%20-10_35KeystoneSTARSTAAP.pdf))

**\$50-150 per hour**

**Anticipated total number of hours to be funded: 100-200 hours**

**STARS TA for Family Providers-** A specialty area with in STARS TA to provide support to family based providers in meeting the Keystone STARS Performance Standards. This TA should be tailored to the unique aspects of family/home child care and their challenges in meeting performance standards. The success of TA is based on how many sites meet and maintain the goals on their Action Plan and achieve higher STAR levels. (ELS/KS -10#35:

[http://www.seregionalkey.org/eblast/downloads/ELS\\_KS%20-10\\_35KeystoneSTARSTAAP.pdf](http://www.seregionalkey.org/eblast/downloads/ELS_KS%20-10_35KeystoneSTARSTAAP.pdf))

**\$50-150 per hour**

**Anticipated total number of hours to be funded: 250-450 hours**

**STARS TA in Non-English Languages**– Any of the above TA delivered in a language other than English. This contract would not have a guarantee of hours as service volume would depend on referrals from the community. The success of TA is based on how many sites meet and maintain the goals on their Action Plan and achieve higher STAR levels. (ELS/KS -10#35:

[http://www.seregionalkey.org/eblast/downloads/ELS\\_KS%20-10\\_35KeystoneSTARSTAAP.pdf](http://www.seregionalkey.org/eblast/downloads/ELS_KS%20-10_35KeystoneSTARSTAAP.pdf))

**\$50-150 per hour**

**Anticipated total number of hours to be funded: 50-150 hours**

**Other TA for Early Childhood Educators Career Advising** – TA to support credential students in attaining credentials following the completion of coursework and for career planning. TA consultants may also connect programs with financial resources and regional educational information.

**\$50-150 per hour**

**Anticipated total number of hours to be funded: 500-1000 hours**

**Other TA for School Age Career Advising** - TA to support school age credential students in attaining credentials following the completion of coursework and for career planning. TA consultants also connect programs with financial resources and regional educational information.

**\$50-150 per hour**

**Anticipated total number of hours to be funded: 300-600 hours**

**Other TA for Regulatory Referral** – TA and PD for referrals from DPW Certification Office in compliance with ELS Memo ELS/KS-10 #16 ([http://www.seregionalkey.org/eblast/downloads/ELS\\_KS-10\\_16%20CertificationReferrals.pdf](http://www.seregionalkey.org/eblast/downloads/ELS_KS-10_16%20CertificationReferrals.pdf)). TA consultants must demonstrate participation in approved Supervision PDII/train-the-trainer in order to provide this service.

**\$50-150 per hour**

**Anticipated total number of hours to be funded: 100-150 hours**

**Other TA for Director Mentoring** –TA support to create and facilitate mentoring relationships between high STAR level practitioners and lower level practitioners. The mentors would coach mentees on the implementation of the Keystone STARS Performance Standards. The TA consultant would provide training and support to both the mentor and mentee to ensure a appropriate, outcome based service is delivered. This model may include stipends/funding for the mentor directors.

**\$50-200 per hour** (Proposals for services over \$150 per hour must include stipends to mentors.)

**Anticipated total number of hours to be funded: 100-200 hours**

### **Eligibility**

- Organizations and/or individuals that are PQAS certified and hold specified skills and capacity to deliver technical assistance to early childhood and school age community in Delaware, Montgomery and/or Philadelphia counties.
- Current and past contractors of PHMC must be in good standing to be eligible for continued services.
- Respondents must be in good standing with the Commonwealth of Pennsylvania and the federal government.

### **General Requirements**

- TA contractors will ensure that TA services are delivered by Pennsylvania Quality Assurance System (PQAS) certified TA consultants.
- TA contractors will accurately record services in the PELICAN TA Database or “Other TA Spreadsheet” as applicable.
- All successful contractors for STARS TA must ensure that all consultants attend the PELICAN TA training in June 2011 even if they have previously used the system.
- STARS TA contractors will deliver all services in adherence of guidelines of the STARS TA Accountability Plan (ELS/KS -10#35: [http://www.seregionalkey.org/eblast/downloads/ELS\\_KS%20-10\\_35KeystoneSTARSTAAP.pdf](http://www.seregionalkey.org/eblast/downloads/ELS_KS%20-10_35KeystoneSTARSTAAP.pdf)).
- SERK will assign all TA referrals. SERK will triage all TA and support service requests to determine which service is most appropriate and which contractor should receive the referral.
- TA consultants will embed targeted professional development into TA services where appropriate.
- TA consultants will inform, consult and collaborate with Keystone STARS Specialists and other service providers both in working with specific sites and at a system level.
- Contractors will adhere to all applicable Early Learning Services (ELS) memos issued by OCDEL

- Contractors will promote Keystone STARS system goals including informing practitioners of SERK resources, announcement and updates.
- Contractors will participate in partner meetings twice per fiscal year and additional meeting opportunities as requested.
- Contractors are subject to financial audits related to contracts with PHMC; upon request contractors will provide documentation to support budgeted costs associated with the contract.
- Performance bonuses provided by the PA Key are available for STARS TA contractors meeting benchmarks (See ELS/KS -10#35: [http://www.seregionalkey.org/eblast/downloads/ELS\\_KS%20-10\\_35KeystoneSTARSTAAP.pdf](http://www.seregionalkey.org/eblast/downloads/ELS_KS%20-10_35KeystoneSTARSTAAP.pdf)).
- All PHMC contracts will include applicable state and federal contracting language and requirements.

### **Performance Expectations**

- For STARS TA action plans - sites receiving services will achieve 80% of the established goals and will retain the achievement of the goal for 3-6 months following the closing of services and 33% of sites receiving services will move-up a STAR level in 6 months following receipt of services. (ELS/KS -10#35: [http://www.seregionalkey.org/eblast/downloads/ELS\\_KS%20-10\\_35KeystoneSTARSTAAP.pdf](http://www.seregionalkey.org/eblast/downloads/ELS_KS%20-10_35KeystoneSTARSTAAP.pdf))
- For Career Advising, contractors will ensure 75% of assigned practitioners receive credentials within 6 months of completing coursework.
- Contractors must provide at least 45% of contracted services by December 31<sup>st</sup>.

### **Payment/ Invoicing/Reporting**

- All service contracts are fee-for-service.
- PHMC will issue payments to contractors by check or direct deposit within 30 days of approving an invoice for payment.
- PHMC will approve invoices upon review of contractor submitted documentation.
- Contractor will invoice monthly, by the 10<sup>th</sup> day for the month following the month of service, for hours of service provided in the prior month, utilizing PHMC invoice. Invoice template will be provided to successful contractors.
- Contractor will attach PELICAN report of monthly activity or Other TA Spreadsheet to their invoice submission.
- Contractor will complete SERK narrative reports twice per year (December/June). Report format will be provided to successful contractors.
- All invoices and supporting documents will be submitted to SERK electronically. Exceptions can be made with permission from SERK.

## **Respondent Questions**

Indicate for which specialized services you are responding:

- STARS TA
- STARS TA on School Age Care
- STARS TA on Business Practices
- STARS TA on Learning Programs
- STARS TA on Accreditation
- STARS TA for Family Providers
- STARS TA in Non-English Languages
- Other TA on Early Childhood Education Career Advising
- Other TA on School Age Career Advising
- Other TA on Regulatory Referral
- Other TA on Director Mentoring

**All of the following questions should be answered for each specialty service indicated above. For multiple specialty services there should be multiple responses.**

For each specialty service indicated respond to the following questions:

Indicate in which county/ies you propose to provide this service:

- Delaware
- Montgomery
- Philadelphia

1. Describe your experience and success providing the proposed services. Include a description of the child care community that you have served. Include data related to STAR level move-up and goal attainment and maintenance. *Two pages.*
2. Please describe the methods used in providing consultation (mentoring, coaching, professional development, etc.) *Two pages.*
3. Describe your experience using PELICAN TA Database to record case progress and outcomes. *One page.*
4. Provide the names and PQAS numbers for TA consultants. Indicate if the instructors are agency staff or subcontractors. TA consultants must demonstrate participation in approved Supervision PDII/train-the-trainer in order to provide Regulatory Referral Services. **(Please use Attachment G – Technical Assistance Staff Plan FY12 RFP)**
5. Complete the attached budget for proposed service. All real costs associated with delivering the services should be enumerated. Indirect costs must be limited to 2% or less of the total budget award. **Please use Attachment C – Technical Assistance Budget FY12 RFP)**

### **Part 3: ACKNOWLEDGMENT AND ATTESTATION FORM**

**The Bidder must complete and sign this Acknowledgement and Attestation Form. It must be signed, by an individual empowered to bind the proposing entity to the provisions of this RFP and any contract awarded pursuant to it. If said individual is not the Bidder's chief executive or president, this document shall attach evidence showing the individual's authority to bind the proposing entity.**

**The Bidder does hereby affirm and expressly declare confirmation, certification, and assurance of the following:**

- 1) The information detailed in the proposal submitted herewith in response to the subject RFP is accurate.
- 2) This proposal constitutes a commitment to provide all services as defined in the RFP for the total contract period and confirmation that the Bidder shall comply with all of the provisions in this RFP and shall accept all terms and conditions set out in the RFP and that this RFP response shall be incorporated and become a part of any subsequent contract awarded as a result of the RFP process.
- 3) If Bidder is an operator of a child care facility, the facility is a STAR 3 level or above and will remain at a STAR 3 level during the duration of any subsequent contract awarded as a result of the RFP process. If the child care center falls below a STAR 3 level, the Bidder is banned from contracting with PHMC for a one-year period.

**BY:**

**Bidder Legal Entity Name:**

**Name of Authorized Signatory for Bidder:**

**Signature & Date:**







Public Health Management Coportation  
Southeast Regional Key (SERK)  
FY2012 RFP for PD/TA Services      Specialty  
Service: \_\_\_\_\_  
Organization/Individual Name: \_\_\_\_\_

**Expenses**

Budget Categories	Budget
<b>Personnel</b>	
Salaries/Wages	\$ -
Benefits	\$ -
<b>Operating</b>	
Occupancy	\$ -
Telephone	\$ -
Advertising	\$ -
Printing	\$ -
Postage	\$ -
Supplies	\$ -
Equipment	\$ -
<b>Other Operating</b>	
Travel	\$ -
Training	\$ -
Audit	\$ -
Insurance	\$ -
Computer/Data Services	\$ -
Contracted Services	\$ -
Consultants	\$ -
<b>Indirect Cost (up to 2%)</b>	
Indirect Cost	\$ -
<b>TOTALS</b>	\$ -





Public Health Management Coportation  
Southeast Regional Key (SERK)  
FY2012 RFP for PD/TA Services      Specialty  
Service: \_\_\_\_\_  
Organization/Individual Name: \_\_\_\_\_

**Expenses**

Budget Categories	Budget
<b>Personnel</b>	
Salaries/Wages	\$ -
Benefits	\$ -
<b>Operating</b>	
Occupancy	\$ -
Telephone	\$ -
Advertising	\$ -
Printing	\$ -
Postage	\$ -
Supplies	\$ -
Equipment	\$ -
<b>Other Operating</b>	
Travel	\$ -
Training	\$ -
Audit	\$ -
Insurance	\$ -
Computer/Data Services	\$ -
Contracted Services	\$ -
Consultants	\$ -
<b>Indirect Cost (up to 2%)</b>	
Indirect Cost	\$ -
<b>TOTALS</b>	\$ -



Public Health Management Coportation  
Southeast Regional Key (SERK)  
FY2012 RFP for PD/TA Services      Specialty  
Service: \_\_\_\_\_  
Organization/Individual Name: \_\_\_\_\_

**Expenses**

Budget Categories	Budget
<b>Personnel</b>	
Salaries/Wages	\$ -
Benefits	\$ -
<b>Operating</b>	
Occupancy	\$ -
Telephone	\$ -
Advertising	\$ -
Printing	\$ -
Postage	\$ -
Supplies	\$ -
Equipment	\$ -
<b>Other Operating</b>	
Travel	\$ -
Training	\$ -
Audit	\$ -
Insurance	\$ -
Computer/Data Services	\$ -
Contracted Services	\$ -
Consultants	\$ -
<b>Indirect Cost (up to 2%)</b>	
Indirect Cost	\$ -
<b>TOTALS</b>	\$ -