

Lee County Board Of County Commissioners

January 11, 2005

Agenda Item Summary

Blue Sheet No. 20050043

1. REQUESTED MOTION:

ACTION REQUESTED: Approve criteria for the Partnering for Results Request for Proposal (RFP) process and approve FY 2005-2006 funding amount not to exceed \$3,622,154. Approve a maximum of \$42,000 of the \$3,622,154 to be allocated to United Way of Lee County for the Information & Referral (211) services for FY 2005-2006.

WHY ACTION IS NECESSARY: To provide policy direction and establish budget for the Partnering for Results Request for Proposal process.

WHAT ACTION ACCOMPLISHES: Establishes the RFP guidelines and funding amount for FY 2005-2006 Partnering for Results and approves a maximum of \$42,000 to be allocated to United Way.

2. DEPARTMENTAL CATEGORY 05

COMMISSION DISTRICT # CW

C5B

3. MEETING DATE:

01-25-2005

4. AGENDA:

- CONSENT
- ADMINISTRATIVE
- APPEALS
- PUBLIC
- WALK ON
- TIME REQUIRED:

5. REQUIREMENT/PURPOSE:

(Specify)

- STATUTE
- ORDINANCE
- ADMIN. CODE
- OTHER

6. REQUESTOR OF INFORMATION:

- A. COMMISSIONER N/A
- B. DEPARTMENT Human Services
- C. DIVISION N/A
- BY: Karen B. Hawes, Director

G.M.C.

7. BACKGROUND: The Partnering for Results Request for Proposal (RFP) process provides general fund dollars to not-for-profit human service agencies to purchase services, which demonstrate a measurable outcome.

The Partnering for Results RFP will include the following criteria:

- Services must be based on a unit rate and produce measurable outcomes that support the departmental outcomes.
- Bidders must be private non-profit entity with tax-exempt status under IRS Internal Revenue Code Section 501(c) 3 of the Code. The IRS must have acknowledged this ruling in writing.
- Bidders must have completed twelve months of operation and service delivery prior to proposal submission date.
- Bidders must have an independent financial audit of the prior fiscal year (or most current audit), including the management letter and written response. The Peer Review letter for the audit firm must be provided. The accountant must have received an unmodified opinion on their review.
- Bidders must provide direct services to clients.
- Services must benefit residents of Lee County.
- Minimum amount for each program proposal considered is \$15,000.
- Proposed programs must not be fully dependent of County funding to operate. (continued page 2)

8. MANAGEMENT RECOMMENDATIONS:

Approve the action

9. RECOMMENDED APPROVAL:

A Department Director	B Purchasing or Contracts	C Human Resources	D Other	E County Attorney	F Budget Services				G County Manager
					OA	OM	Risk	GC	
<i>[Signature]</i>	N/A	N/A	N/A	<i>[Signature]</i>	<i>RK 1/12</i>	<i>AM 1/12</i>	<i>SR 1/12/05</i>	<i>MS 1/12/05</i>	<i>HS 1/11/05</i>

10. COMMISSION ACTION:

- APPROVED
- DENIED
- DEFERRED
- OTHER

Rec. by CoAtty
Date: <u>1/12/05</u>
Time: <u>1:55</u>
Forwarded to: <u>Admin 1/12/05</u>

RECEIVED BY COUNTY ADMIN:
<u>1/12/05</u>
<u>2:35 pm 2005</u>
COUNTY ADMIN FORWARDED TO:

Blue Sheet Number:

- Proposals for mental health or substance abuse prevention or treatment programs, medical education or services, construction or purchase of capital equipment, programs requiring religious participation, and educational or extracurricular programs for youth operating during the school day will not be considered.

Agencies will be required to submit a letter of intent by specified due date along with required documentation. Department of Human Services staff will verify receipt of letter of intent and required supporting documentation. If any supporting documentation is missing, agencies will be notified of the missing document(s) via fax and may submit the document(s) within three (3) working days of the fax notification

Proposals with disqualifying events will be rejected and a notice sent via certified mail stating the reason. Disqualifying events are as follows:

- Mandatory Letter of Intent including all required attachments is not submitted to the Lee County Department of Human Services by February 7, 2005 by 5:00 p.m.
- Agency does not fulfill all the bidder qualifications.
- Proposed program does not provide direct services.
- Proposed program does not benefit residents of Lee County.
- Amount requested from Lee County for proposed program is less than \$15,000.
- Proposal is for ineligible services which are mental health or substance abuse treatment programs, medical education or services, construction or purchase of capital equipment, programs requiring religious participation, educational or extracurricular programs for youth operating during the school day.
- Proposed program must not be fully dependent of County funding to operate.
- Proposal is not received on-line by March 18, 2005 by 12:00 p.m. (noon).

The remaining proposals will be evaluated by the Partnering for Results Proposal Review Panel.

The RFP for FY2005-2006 will be available on-line. Agencies will be required to submit proposals on-line by the determined due date. Workshops will be held to assist agencies with the on-line proposal. Agencies must attend workshops to receive a user ID and password to access the on-line proposal.

Staff is recommending continuation of core level service guidelines for the FY 2005-2006 RFP process. Funds will be made available in the FY 2005-2006 budget in an amount not to exceed \$3,622,154.

ATTACHMENTS: Calculation of General Fund Dollars
Proposal criteria

**CALCULATION OF FUNDING FOR FY05-06
(PREPARED 12/2/04)
USES GROWTH RATE OF 6.0%**

Fiscal Year	Actual	General Fund Property Tax Actual - FY93-FY04 Budget - FY05 Projected - FY06 - 08	Percent Funding of General Fund Property Tax	Differential
1993	\$1,472,939	\$84,748,770	1.74	
1994	\$1,585,714	\$86,812,823	1.83	
1995	\$1,577,209	\$89,944,443	1.75	
1996	\$1,546,896	\$89,899,069	1.72	
1997	\$1,510,114	\$90,716,378	1.66	
1998	\$1,664,576	\$95,956,717	1.73	
1999	\$1,742,011	\$101,274,640	1.72	
2000	\$1,841,630	\$109,078,413	1.69	
2001	\$2,074,737	\$116,875,664	1.76	
2002	\$2,270,776	\$134,228,613	1.69	\$196,039
2003	\$2,387,894	\$153,814,711	1.55	\$117,118
2004	\$2,405,576	\$179,562,040	1.34	\$17,682
2005	\$3,172,394	\$202,629,819	1.68	Avg of Percents FY93-FY04 \$766,818
2006	\$3,622,154	\$215,695,618	1.68	Avg of Percents FY94-FY05 \$448,760
2007	\$3,811,418	\$228,637,355	1.67	Avg of Percents FY95-FY06 \$189,264
2008	\$4,022,628	\$242,355,596	1.66	Avg of Percents FY96-FY07 \$211,211

FY00 Amount As Millage:	0.0729
FY01 Amount As Millage:	0.0743
FY02 Amount As Millage:	0.0712
FY03 Amount As Millage:	0.0647
FY04 Amount As Millage:	0.0521
FY05 Amount As Millage:	0.0595
FY06 Amount As Millage:	0.0680
FY07 Amount As Millage:	0.0675
FY08 Amount As Millage:	0.0672

Note #1:

Calculation of FY06 Property Tax for Determination of Amount

\$50,266,648,842	2004 (FY05) Taxable Value for Lee County
1.060	Times Percent Growth of 6.0%
\$53,282,647,773	2005 (FY06) Projected Taxable Value for Lee County
\$53,282,648	Projected Value of 1 Mill for FY06
4.2612	Times Millage Rate (4.2612 General Fund)
\$227,048,016	
0.95	Times 95% for Budgeting Purposes
\$215,695,618	Projected Property Taxes - General Fund for FY06

Calculation of FY07 Property Tax for Determination of Amount

\$53,282,647,773	2005 (FY06) Taxable Value for Lee County
1.060	Times Percent Growth of 6.0%
\$56,479,606,639	2006 (FY07) Projected Taxable Value for Lee County
\$56,479,607	Projected Value of 1 Mill for FY07
4.2612	Times Millage Rate (4.2612 General Fund)
\$240,670,900	
0.95	Times 95% for Budgeting Purposes
\$228,637,355	Projected Property Taxes - General Fund for FY07

Calculation of FY08 Property Tax for Determination of Amount

\$56,479,606,639	2006 (FY07) Taxable Value for Lee County
1.060	Times Percent Growth of 6.0%
\$59,868,383,037	2007 (FY08) Projected Taxable Value for Lee County
\$59,868,383	Projected Value of 1 Mill for FY08
4.2612	Times Millage Rate (4.2612 General Fund)
\$255,111,154	
0.95	Times 95% for Budgeting Purposes
\$242,355,596	Projected Property Taxes - General Fund for FY08

Actual Average of Annual Growth Rates in Taxable Value Over SEVEN Years (FY98-99 to FY04-05): 10.1% (This Example Uses 6.0%)

**Lee County
Department of Human Services
Partnering for Results
Request for Proposals Guidelines**

INTRODUCTION

The Lee County Department of Human Services requests proposals from qualified non-profit organizations to purchase services that address one of the priority outcome areas.

The maximum amount of funding projected for FY2005-2006 is **\$3,580,154**. The County reserves the right to reduce, amend, and/or rescind this RFP any time prior to the final award and approval of any contract for services by the Board of County Commissioners. This funding is subject to availability. Submission of a proposal does not guarantee funding. Costs associated with proposal preparation shall be the responsibility of the bidder. Proposals will become the property of Lee County.

To determine the priorities for the current funding cycle, the Department considered existing services provided through Federal, State, and County funds, as well as the unmet needs expressed by the citizens in a needs assessment conducted in the year 2002. The Needs Assessment by the Shimberg Center, Policy and Management Research, University of Florida included telephone surveys, door-to-door interviews, and neighborhood focus groups.

BIDDER QUALIFICATIONS

AGENCY MUST HAVE All the following requirements for proposal submission:

- A tax exempt status organization as described in Private non-profit tax-exempt status under Internal Revenue Service (IRS) Internal Revenue Code Section 501 (c) 3 of the Code. The IRS must have acknowledged this ruling in writing.
- Twelve months of service delivery prior to proposal submission date.
- Independent certified audited financial statement of prior fiscal year (or most current audit), including the management letter and written response.
- CPA's Peer Review letter. The accountant must have received an unmodified opinion on their review.

**IF NOT SURE AGENCY MEETS ALL OF THE AFOREMENTIONED
QUALIFICATIONS,
CONTACT DEPARTMENT OF HUMAN SERVICES STAFF**

PROPOSAL MILESTONES

- Monday, February 7, 2005 by 5:00 p.m. - Mandatory Letter of Intent due with all required attachments
- Friday, March 18, 2005 by 12:00 p.m. (noon) - Proposal due must be submitted on-line
- Friday, March 25, 2005 by 5:00 p.m. – Proposal cover page with signature of authorized official, documentation of formal partnerships (i.e. Memorandums of Understanding, Letters of Agreement, etc.), and written confirmation of financial support from other funding sources must be delivered to:
Lee County Department of Human Services
83 Pondella Road, Suite 1
North Fort Myers, Florida 33903

DISQUALIFYING EVENTS

Proposals **WILL NOT** be considered if **any of the following disqualifying events apply:**

- Mandatory Letter of Intent to bid including all required attachments not submitted to the Lee County Department of Human Services by February 7, 2005 by 5:00 p.m.
- Agency does not fulfill all the bidder qualifications.
- Proposed program does not provide direct services.
- Proposed program does not benefit residents of Lee County.
- Amount requested from Lee County for proposed program is less than \$15,000.
- Proposal is for ineligible services which are mental health or substance abuse treatment programs, medical education or services, construction or purchase of capital equipment, programs requiring religious participation, educational or extracurricular programs for youth operating during the school day.
- Proposed program must not be fully dependent of County funding to operate.
- Proposal is not received on-line by **March 18, 2005 by 12:00 p.m. (noon).**

DEPARTMENT REVIEW PROCESS

Department of Human Services staff will verify receipt of letter of intent and required supporting documentation. If any supporting documentation is missing, agencies will be notified of the missing document(s) via fax and may submit the document(s) within three (3) working days of the fax notification. Proposals with disqualifying events will be rejected and a notice sent via certified mail stating the reason. The remaining proposals will be evaluated by the Partnering for Results Proposal Review Panel.

EVALUATION PROCESS

The Partnering for Results Proposal Review Panel is a Board appointed committee that will read and evaluate the accepted proposals and make funding recommendations to the Board of County Commissioners.

Review team members are assigned specific proposals to read and score. The proposals will be evaluated and scored based on the contents and in accordance with the established evaluation criteria. No additional information after the stated proposal deadline will be accepted.

Teams meet as needed to discuss scoring and determine ranking of proposals. The Review Panel will convene for team presentations and to finalize funding recommendations.

Applicants will be notified of the Panel's preliminary recommendations. A written summary of the funding recommendations will be forwarded to the Board of County Commissioners. All Partnering for Results Review Panel meetings are open to the public. Public comment regarding the review process may be made at the final Proposal Review Panel meeting.

The Partnering for Results allocation will be formally adopted at the County budget hearings in September, 2005.

AWARD REQUIREMENTS

Upon award, a contract will be executed by the Board of County Commissioners and administered by the Department of Human Services. This contract will be based upon the information submitted in the proposal and all accompanying exhibits and attachments. Modifications and updates to proposal exhibits may be required prior to contract execution.

Included in this Request for Proposal is a draft of the standard contract used by the Lee County Department of Human Services. The standard contract will be used for all awards. Contract language is not negotiable. Successful bidders are expected to comply with all requirements of the request for proposal and county contract.

PRIORITY OUTCOME AREAS

SUPPORTIVE HOUSING/LIVING

Outcome #1: Special populations achieve their highest potential.

Populations: Adults and children with physical, developmental, and/or mental disabilities, homeless, elderly, and farm workers

The outcome is supported through assisting individuals and/or families in:

- finding safe, accessible, and affordable housing
- maintaining or improving the ability of an individual to be independent
- helping families and individuals remain in permanent housing

Examples of services:

- activities which promote health, well-being, and integration into the community
- home-based services such as personal care and housekeeping
- respite services and support for caregivers
- life skills activities
- resource coordination
- therapies to enhance activities of daily living

ECONOMIC OPPORTUNITY

Outcome #2: People have the job skills and economic opportunities they need to be self-supporting and self-sufficient.

Populations: Low and moderate-income households, people with physical, developmental, and/or mental disabilities, homeless, elderly, farm workers, immigrants, and ex-offenders

The outcome is supported through assisting individuals and/or families in:

- obtaining, maintaining and improving employment opportunities
- acquiring or increasing the language skills necessary to succeed in the work place
- acquiring knowledge about workplace practices and expectations

Examples of services:

- vocational training, job readiness, workplace conduct training, internships, job placement, and job retention
- employment-related language skills
- childcare, transportation, or resource coordination related to employment or education for employment

ACTIVITIES FOR YOUTH

Outcome #3: Youth make safe, responsible decisions.

Populations: School age, at-risk youth (youth who experience extreme economic and social deprivation, family conflict, engage in problem behaviors and/or have friends who engage in problem behaviors)

The outcome is supported through:

- providing safe activities for youth that reduce personal risk
- preventing youth violence
- creating opportunities that build character and promote making good choices

- providing youth with opportunities to succeed by increasing their knowledge, skills, and abilities

Examples of services:

- after-school and summer activity programs
- tutoring and other educational programs
- mentoring and/or inter-generational programs
- conflict resolution and anger management programs
- activities that promote cultural awareness, character building, and citizenship
- substance abuse prevention programs
- delinquency prevention and/or dropout prevention programs
- teen pregnancy prevention programs
- youth community service programs

BASIC ASSISTANCE

Outcome #4: Families and individuals meet their subsistence needs.

Populations: Low and moderate-income households, people with physical, developmental and/or mental disabilities, homeless, elderly, and farm workers

The outcome is supported through:

- providing food, clothing, emergency shelter, transportation, and other essential items
- providing emergency financial assistance for housing related expenses
- providing financial education or counseling

Examples of services:

- food
- emergency shelter
- clothing
- emergency financial assistance
- financial or consumer related education or counseling
- child abuse or domestic violence prevention, counseling and/or treatment

**PARTNERING FOR RESULTS REVIEW PANEL
FY 2005-2006 PROPOSAL EVALUATION CRITERIA**

Agency Name : _____

Amount of Request:\$ _____

Outcome: Supportive Housing/Living Economic Opportunity Activities for Youth Basic Assistance

Program Name: _____

Unit Description: _____

Total Unit Rate: \$ _____

Unit Rate funded by Lee County: \$ _____

Total # of Units: _____

of Units purchased by Lee County: _____

CIRCLE ONE ANSWER FOR EACH

Administrative and Fiscal Capacity

Agency has:

- A. Minimally acceptable accounting system
- B. Moderately acceptable accounting system
- C. Demonstrates acceptable and accountable fiscal management system

Proposal Reference Points for Accounting System: 1) Administrative and Fiscal Capacity Sheet; 2) Lee County financial monitoring report; 3) Partnering for Results staff summary sheet

Agency has:

- A. Limited program experience
- B. Moderate program experience
- C. Extensive program experience

Proposal reference points for program experience: 1) Partnering for Results staff summary sheet; 2) Proposal Narrative "*Administrative & Fiscal Capacity*" and "*Knowledge of the Needs and Experience with Target Population*"

Agency has:

- A. Board of Directors with limited involvement
- B. Active and diverse Board of Directors

Proposal reference points for Board of Directors Involvement: 1) Partnering for Results staff summary sheet; 2) Proposal Narrative "*Administrative & Fiscal Capacity*" and 3) Board meeting minutes

Agency has:

- A. Audit with significant management letter comments and/or other than an unqualified opinion
- B. Outdated audit
- C. Audit with clean opinion and minor or no management letter comments

Proposal reference points for Board of Directors Involvement: 1) Partnering for Results staff summary sheet; 2) Proposal Narrative "*Administrative & Fiscal Capacity*"

**PARTNERING FOR RESULTS REVIEW PANEL
FY 2005-2006 PROPOSAL EVALUATION CRITERIA**

Agency Name : _____

Agency has:

- A. Outdated monthly financial statements
- B. Monthly financial statements indicating a weaknesses in financial position
- C. Monthly financial statements indicating a strong financial position

Proposal reference points for Audit and Financial Statements: 1) Agency's internal financial reports; 2) Lee County's financial monitoring report; 3) Partnering for Results staff summary sheet

Agency financial position shows potential for program's future sustainability.	Poor Fair Good
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Executive Director's and staff's education, background and experience are well-suited to represent and effectively carry out the agency's mission.	Poor Fair Good
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Proposal reference points for Staff Education and background: 1) Staffing Plan

Majority of board members actively engage their time and expertise to assist and support the organization and Executive Director.	Poor Fair Good
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Proposal reference points for Board participation: 1) Board Meeting Minutes

Knowledge of the Needs and Experience with Target Population

Proposal clearly documents:

- 1. target population yes or no
- 2. need for service yes or no
- 3. how need is not met by other organizations yes or no
- 4. methodology used to determine appropriateness of service delivery yes or no
- 5. program partners yes or no

Program Design

Proposal thoroughly describes services including:

- 1. hours and days yes or no
- 2. list of activities yes or no
- 3. ratio of staff to participants yes or no
- 4. fees, if applicable yes or no
- 5. number of participants to be served yes or no
- 6. participant eligibility criteria yes or no
- 7. target population yes or no
- 8. number of unduplicated participants annually yes or no
- 9. location of services yes or no
- 10. outreach methods yes or no

Program provides unique, unduplicated service.	Poor Fair Good
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Program enhances, expands, or improves rather than continuing the agency's ongoing operations, projects or programs.	Poor Fair Good
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**PARTNERING FOR RESULTS REVIEW PANEL
FY 2005-2006 PROPOSAL EVALUATION CRITERIA**

Agency Name : _____

Outcomes (See Proposal Summary, Program Design, and Exhibit 2)

Program outcomes:

- | | |
|---|-----------|
| 1. are consistent with agency mission | yes or no |
| 2. do identify type of client served | yes or no |
| 3. do identify type of change to be measured | yes or no |
| 4. are measurable within contract period | yes or no |
| 5. do identify percentage of clients that will achieve change | yes or no |

Results/impacts are clearly defined and measurable.	Poor Fair Good
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Unit Rate, Budget, and Cost Effectiveness (See Purchases of Services and Budget and Revenue sections)

Unit of service:

- | | |
|----------------------|-----------|
| 1. is clearly stated | yes or no |
|----------------------|-----------|

Unit Rate Narrative clearly describes:

- | | |
|--------------------------|-----------|
| 2. other funding sources | yes or no |
|--------------------------|-----------|

Amount requested from Lee County =

Unit rate requested X Number of units requested yes or no

Budget:

- | | |
|--|-----------|
| 1. is complete | yes or no |
| 2. realistically reflects the expectations expressed by program, such as enhancements, expansions, etc. | yes or no |
| 3. is reasonable and consistent with the activities outlined in the proposal narrative (appropriateness of expenses) | yes or no |

Budget clearly shows:

- | | |
|---|-----------|
| 1. majority of revenue from non-county sources (documented) | yes or no |
| 2. utilization of in-kind resources | yes or no |
| 3. all revenues and expenses (i.e., Does it include Lee County revenue? Is revenue adequate to cover expenses?) | yes or no |

Total Score = _____

**PARTNERING FOR RESULTS REVIEW PANEL
FY 2005-2006 PROPOSAL EVALUATION CRITERIA**

Agency Name : _____

Please answer the following questions clearly and concisely so that we may provide feedback to the providers.

Questions:

1. In what area(s) did the proposal appear to be weak?

2. In what area(s) did the proposal appear to be strong?

3. Was proposal written in a manner which was easy to comprehend? If not, please explain.

4. Were the instructions for completing the proposal followed properly? If not, please explain.

Reviewer: _____

Date: _____

CALENDAR

Dates	Action
January 20 & January 27, 2005	Public Notice in Fort Myers News-Press
January 31, 2005	Request for Proposal On-line Guidelines, Letter of Intent, and Sample Contract Release Date for review - Website: dhs.lee-county.com/rfp
February 7, 2005 by 5:00 p.m.	<p>A mandatory Letter of Intent to Bid and all required attachments must be hand-delivered to the Department of Human Services for proposal(s) to be considered at:</p> <p style="text-align: center;">Lee County Department of Human Services 83 Pondella Road, Suite 1 North Fort Myers, FL 33903</p>
February 15, 2005 or February 17, 2005 Location:	<p>2:00 p.m. – 5:00 p.m. Bidder’s Technical Assistance Workshop</p> <p>1:30 p.m. – 4:30 p.m. Bidder’s Technical Assistance Workshop</p> <p>YOU MUST ATTEND ONE OF THE TWO WORKSHOPS TO RECEIVE YOUR USER ID AND PASSWORD TO ACCESS THE ON-LINE PROPOSAL.</p> <p>Lee County Administration Building 2115 Second Street – First Floor Conference Room Fort Myers, FL (downtown, diagonally across from the jail)</p>
March 18, 2005 by 12:00 p.m. March 25, 2005 by 5:00 p.m.	<p>Proposals Due must be submitted electronically by 12:00 p.m. (noon)</p> <p>Proposal cover page with signature of authorized official, documentation of formal partnerships (i.e. Memorandums of Understanding, Letters of Agreement, etc.), and Written confirmation of financial support from other funding sources must be hand-delivered to:</p> <p style="text-align: center;">Lee County Department of Human Services 83 Pondella Road, Suite 1 North Fort Myers, FL 33903</p>
April 2005	Agencies will be notified of disqualified proposals by certified mail, if applicable
April & May 2005	Proposal evaluation process
June 2005	Agencies will be notified of the Proposal Review Panel’s preliminary funding recommendations by mail and recommendations will be forwarded to the Board of County Commissioners
September 2005	Public Hearings for FY 2005-2006 Lee County Board of County Commissioners’ Budget
October 2005	Contracts processed for approved proposals

GLOSSARY OF TERMS

BUDGET	Projection of total annual revenue and expenses for a specific program (budget should be approved by Agency's Board of Directors). To determine total operating costs and unit cost for the program, budget must include <u>costs for entire program, not just the portion being requested from Lee County.</u>
FTE	Full-time equivalent (example: 3 half-time employees equals 1 ½ FTEs)
PROGRAM EXPENSES	Direct and Indirect Costs that can be clearly identified and accounted for in the operation of a specific program.
PROGRAM REVENUE	All funds received or anticipated to support the operation of a program.
PROGRAM	An activity or set of activities to achieve agency's outcomes.
ACTIVITIES	Service(s) provided that make up the total program. Each activity should contribute to the program outcomes.
UNIT OF SERVICE	An episode of program service delivery to client (i.e., meal, hour of counseling, trip, night of shelter, etc.)
UNIT COST	Program expenses, including overhead, divided by number of units provided.
UNIT RATE	Compensation for a unit of service that is agreed upon in the contract.
OUTCOMES	Measurable benefits or changes for persons participating in program activities. Measuring and reporting outcomes gives programs an opportunity to clarify what they are trying to do, measure how well they have succeeded, improve their performance, and communicate their goals and accomplishments to others.
IN-KIND	Non-cash donated goods or services that support the program.