EDCOE# 5147

EDC #281-F1811

# Standard Agreement for Professional Services between El Dorado County Office of Education and El Dorado County Library

### January 1, 2018 through June 30, 2020

This agreement for professional services is made and entered into by and between the El Dorado County Office of Education (EDCOE) having its principal office at 6767 Green Valley Road, Placerville, California 95667 and the County of El Dorado, hereinafter referred to as "CONTRACTOR", having its principal office at Library 345 Fair Lane, Placerville, CA 95667, each being a "Party" and collectively the "Parties".

#### **RECITALS**

Whereas, the terms "El Dorado County Office of Education", "County Office", or "EDCOE" shall mean both the Superintendent and the El Dorado County Board of Education, their officers, employees, representatives, and agents in their respective employment and oversight capacities for the El Dorado County Office of Education.

Whereas, EDCOE is the Fiscal Agent for the First 5 CA IMPACT Grant which supports High 5 for Quality and requires professional services of providing the "Early Literacy on the Move" (ELOM) program for child care providers and Alternative Sites consistent with First 5 CA IMPACT guidelines,

Whereas, CONTRACTOR is qualified and desires to provide the "Early Literacy on the Move" program,

Whereas, EDCOE desires CONTRACTOR to provide such services.

Whereas, the Parties warrant that they have had the opportunity to obtain advice of counsel throughout the negotiations leading to the preparations and execution of this Agreement, and have read it carefully and understand its terms and consequences.

#### **AGREEMENT**

NOW, THEREFORE, in consideration of the acts and promises contained herein the Parties agree as follows:

#### A. SCOPE OF WORK:

 CONTRACTOR agrees to take all steps and do all things reasonable and necessary to perform and complete in a good and workmanlike manner the project work consistent with the 17-18 Scope of Work in Attachment 1. Annual revisions of Scope of Work will be developed by June 1 of 2018 and June 1 of 2019 by mutual agreement.

The CONTRACTOR shall work in partnership with and based on the guidance of EDCOE to fulfill the deliverables, data collection and benchmarks identified in the 17-18 Scope of Work, Attachment 1

a) Timeline for deliverables:

- Completion of all annual ELOM services outlined in the 17-18 Scope of Work prior to June 30, 2018.
- ii) Data collection including site visit information must completed during the month of the service provision.
- b) Reporting due dates;

Semi - Annual report (Attachment 3) due to EDCOE on the second Friday of January and July.

- c) Rate of Pay;
  - i) 17-18 Annual budget amount not to exceed budget of \$48,000 consistent with the the budget in Attachment 2, less the expenses incurred and invoiced to First 5 El Dorado between July 1, 2017 and December 31, 2017 as documented by six month ( July 1, 2017-December 31, 2017) budget expenditure document verified by First 5 El Dorado. A three year budget not to exceed \$144,000 less the expenses incurred and invoiced to First 5 El Dorado between July 1 2017 and December 31, 2017
  - ii) Quarterly invoicing due the second Friday of October, January, April, and July of each year.
- d) Appendix I, invoice and expenditure reporting format to follow.
- e) Appendix II, W-9 Form;

#### B. CONTRACT PERIOD:

The contract period will be January 1, 2018 through June 30, 2020 or upon the completion of obligations stated herein whichever occurs first. This contract can be terminated by either party with 30 days written notice. EDCOE and the CONTRACTOR may extend or amend this contract by mutual written consent. CONTRACTOR acknowledges that this agreement is made possible by First 5 California IMPACT funding to EDCOE. EDCOE reserves the right to terminate or amend the contract at any time based on funding changes.

#### C. FISCAL REQUIREMENTS: FEE SCHEDULE:

For services outlined above, EDCOE agrees to pay the CONTRACTOR up to \$144,000 over the contract period. Fee is not to exceed this Agreement amount. A completed W-9 Form per format in Appendix II shall be completed and delivered to EDCOE prior to any payment made. Payment shall be made per schedule in Rate of Pay upon delivery of an invoice in the name of EDCOE using the prescribed expenditure reporting format in Appendix I. EDCOE shall require confirmation of the work completed and approval of the invoice by EDCOE prior to payment. Payment is due to CONTRACTOR no later than 60 days after receipt of invoice submitted to EDCOE, at 6767 Green Valley Road, Placerville, California 95667 as funding allows. CONTRACTOR acknowledges that this agreement is made possible by First 5 California IMPACT grant funding to EDCOE and payments may be delayed if funding is not received in a timely manner.

In the event of termination for reasons other than cause, EDCOE will pay Contractor for work done up to the time of termination. In the event of termination for cause, Contractor need be compensated only to the extent required by law.

Supplantation: First 5 California IMPACT funds shall be used exclusively to develop new projects, expand existing programs and/or services or to enhance existing programs and services. First 5 California funds shall not supplant state or local General Fund money for any purpose. If Contractor uses such funds to replace state or federal categorical funds, Contractor shall demonstrate to the Commission's satisfaction that such state or federal categorical funds have increased the level of services provided to children birth through 5 vears of age.

If First 5 California determines that supplantation has occurred, Contractor shall be required to reimburse the EDCOE for all First 5 California IMPACT funds that were used in violation of this Section. Use of First 5 California IMPACT funds in violation of this Section shall be grounds for termination of this Agreement.

Allowable Expenses: EDCOE will not compensate Contractor for unauthorized services rendered by the Contractor, nor for claimed services which EDCOE contract monitoring shows have not been provided as authorized. The following types of expenses will be disallowed: alcoholic beverages, firearms, purchasing of motor vehicles, capital assets, late fees/finance charges, termination fees, fees for missed conferences or trainings, out-of-country travel, out-of-state travel if not expressly pre-approved by the First 5 California and cost associated for fundraisers. This list is not all-inclusive. A complete list of First 5 Calfornia IMPACT non-Reimbursable costs can be found on page 39 of IMPACT RFA on the First 5 CA webisite. If a program realizes a need for any expense that is not specifically budgeted, prior EDCOE approval should be obtained before proceeding.

Contractor is permitted a budget variation of up to fifteen percent (15%) for each budget line item for the fiscal year but shall not exceed the total approved annual budget amount. Any larger budget variation must be submitted in writing and receive written EDCOE approval. All Budget Revision Requests must be received by the EDCOE by April 15<sup>th</sup>, annually.

#### D. EXPENSES/INCIDENTALS/TRAVEL REIMBURSEMENTS

Expenses related to travel and mileage outlined in this contract shall be reimbursed according to IRS state rates and First 5 California Travel Polices. Out of state travel requires pre-approval with First 5 California. Each travel/trip documented shall be accompanied by a map of the travel and submitted with the invoice. Expenses/incendentals/travel may not exceed the annually approved Travel and Conference budget line items.

#### E. INDEPENDENT CONTRACTOR:

This is an independent contractor agreement. EDCOE shall bear no responsibility for the payment of wages and benefits to any person providing services under this Agreement. It shall be the sole responsibility of the CONTRACTOR to pay wages or salary and employee benefits and to withhold taxes unemployment insurance or pay other insurance premiums, including workers' compensation insurance.

#### F. OWNERSHIP:

First 5 California, as the funding source, shall own all rights, title, and interest to all information, documents, data, content, software, or other intellectual property developed in accordance with this Agreement. All materials and publications developed under this Agreement will be attributed to First 5 California.

#### G. INDEMNIFICATION AND HOLD HARMLESS/INSURANCE:

EDCOE agrees to indemnify, defend and hold harmless the CONTRACTOR and his officers, agents and employees against all liability, loss and costs arising from actions, suits, claims or demands attributable solely and exclusively to acts or omissions of EDCOE, and EDCOE's officers, agents and employees, in performance of this contract.

The CONTRACTOR agrees to indemnify, defend and hold harmless EDCOE and its officers, agents and employees against all liability, loss and costs arising from actions, suits, claims or demands attributable

solely and exclusively to acts or omissions of the CONTRACTOR, and the CONTRACTOR's officers, agents and employees, in performance of this contract.

Both parties agree to purchase and/or maintain through the duration of this agreement insurance or liability coverage (such as liability coverage provided by a Joint Powers Agency) ensuring their ability to meet their respective defense and indemnity obligations set forth above. Such insurance or liability coverage shall have a limit of liability of no less than \$1,000,000.00 per claim/occurrence, and \$2,000,000.00 in the aggregate. The insurance or coverage shall include, as may be reasonable and appropriate given the acts and activities contemplated by this Agreement, commercial general liability, premises liability, automobile liability (owned, non-owned, and hired), professional liability/errors and omissions, employer's liability, product liability, completed operations, and/or educator's legal liability coverages. To the full extent of the parties' respective indemnity obligations, but only up to the agreed limit of liability set forth above, the parties' insurance or liability coverage agreements shall also be endorsed to extend "additional insured" or "additional covered party" status to all proposed indemnitees, with such coverage to be provided on a "primary" basis. With respect to such coverage[s], each party shall provide evidence of such coverage by way of a Certificate of Insurance or Certificate of Coverage.

The parties' indemnity and coverage obligations shall survive the termination of this agreement with respect to any claim arising from the parties' actual or alleged performance or non-performance of or their respective rights, privileges, or obligations existing under this Agreement.

#### H. DISCRIMINATION

With respect to all issues associated with this Agreement, the parties and their directors, officers, employees, agents, volunteers and guests shall not discriminate on the basis of race, color, national origin, religion, sex, physical or mental disability, medical condition (cancer related or genetic characteristics), ancestry, marital status, age, sexual orientation, citizenship, or status as a covered veteran.

#### I. SEVERABILITY:

The provisions of this Agreement are divisible. If any such provision shall be deemed invalid or unenforceable, such provision shall be deemed limited to the extent necessary to render it valid and enforceable and the remaining provisions of this Agreement shall continue in full force and effect without being impaired or invalidated in any way.

#### J. WAIVER:

No delay or omission by EDCOE or the CONTRACTOR in exercising any right under this Agreement shall operate as a waiver of that or any other right. No waiver of any provision of this Agreement, or consent to any departure by either party from any provision of this Agreement, shall be effective in any event unless it is in writing, designated a waiver, and signed by the party waiving the breach. Such a waiver shall be effective only in the specific instance and for the purpose for which it is given.

#### K. GOVERNING LAW:

This Agreement shall be construed in accordance with, and the rights and duties of the parties hereto shall be governed in all respects by, the laws of the State of California.

#### L. ENTIRE AGREEMENT:

This Agreement supersedes all prior agreements, understandings, and communications between the EDCOE and the CONTRACTOR, whether written or oral, express or implied, relating to the subject matter of this Agreement and is intended as a complete and final expression of the terms of the agreement between

EDCOE and the CONTRACTOR and shall not be changed or subject to change orally. The parties further agree and acknowledge that neither of them, nor anyone acting on their behalf, made any inducements, agreements, promises, or representations other than those set forth in this Agreement.

#### M. CONFLICT:

In the event of a dispute arising under this Agreement, the CONTRACTOR and EDCOE Superintendent, or their jointly agreed representatives, shall meet to resolve the conflict. If they are unsuccessful in their attempt to resolve the dispute, the matter shall be submitted to binding arbitrator, of the parties' choosing or upon appointment by a Court, with the arbitrator directed to resolve the dispute in the most efficient and cost effective manner. In addition to any damages properly awarded to the prevailing party, attorneys' fees and costs shall also be awarded upon a finding by the arbitrator that the losing party's position was not made or continued in good faith and with reasonable cause or justification.

#### N. NOTICES

Any notice required or permitted to be given under this Agreement shall be in writing and delivered to the other party at the following respective addresses:

For EDCOE:

Attn: Robbie Montalbano El Dorado County Office of Education 6767 Green Valley Road Placerville, CA 95667

For CONTRACTOR:

Jeanne Amos, Library Director

El Dorado County Library 345 Fair Lane Placerville, CA 95667

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the dates indicated below

-- COUNTY OF EL DORADO --

Dated

Dy:

Board of Supervisors

"Contractor"

ATTEST:

James S. Mitrisin

Clerk of the Board of Supervisors

by. Trice

Deputy Clerk

Dated:

## -- EL DORADO COUNTY OFFICE OF EDUCATION -

By: Ruch Claus	Dated:	11.13.14	
1			

Robbie Montalbano Deputy Superintendent

1	2	Т	1	
STRATEGIES	ANNUAL ACTIVITIES	3 Numbers	Target of	5 ANNUAL PERFORMANCE
(WHAT)	(HOW)	served	services	INDICATORS
			,	(HOW WELL DID WE DO)
Enroll child care providers in High 5 for Quality.	<ul> <li>Early Literacy on the Move (ELOM) with Family Child Care Providers: <ol> <li>Early Childhood Literacy Specialists (ECLS) will collaborate with H5Q and Choices for Children to identify and contact potential sites (ongoing)</li> <li>ECLS support 41 Sites receiving 12 visits <ol> <li>ECLS will provide an introduction at the first visit that will enroll at least 36 providers in H5Q in iPinwheel including completion of a site improvement plan with two primary strategies: CA Preschool Foundations and Frameworks and Developmental Screens. An additional 5 providers will be encouraged to engage in CLASS training. FE staff will provide technical assistance to providers as necessary.</li> <li>ECLS will provide curriculum support and mentoring using 5 skill sets = 10 visits</li> <li>(1) to introduce the topic and model implementation and (2) to observe provider's use of skill and provide constructive feedback.</li> <li>ECLS will provide a final visit to assess progress on the SIP and encourage continued work in H5Q.</li> </ol> </li> </ol></li></ul>	#1 providers	FCCH	Number/Percent of licensed early care and education programs are tier 3 and above on the quality rating matrix. (Program Performance Tables, QRIS iPinwheel Datasystem)  Aligned with CA Preschool Foundations and Frameworks.
Adapt and facilitate parent early literacy	Early Literacy on the Move (ELOM) with Alternative or FFN:  1. ECLS will collaborate with H5Q to identify and contact potential groups and	10 children	Children 0-3	QRIS iPinwheel Database
sessions based	locations (ongoing)	10 children	Children 3-6	
upon ELOM	ECLS will facilitate 4 workshops for Family, Friend and Neighbor groups	10 Gillialell	Official 3-0	
curriculum to meet	(legally licensed exempt) or alternative settings (parents and caregivers	20 adult	Parents/	4
cultural and	organized by location) based upon ELOM (ongoing)	caregivers	Guardians	
linguistic needs and			<del> </del>	1
increase the number of parents			Other Family Members	
or family members reading with their child each day.		4	FFN or Alternative Site Grous	

4	SCOPE OF WORK	· · · · · · · · · · · · · · · · · · ·		
1 STRATEGIES (WHAT)	2 ACTIVITIES (HOW)	3 Numbers to be Served	4 Target	5 PERFORMANCE INDICATORS (HOW WELL DID WE DO)
Promote family engagement through ELOM.	Assemble, manage and distribute Boom Book collection (41sitesx5exchanges)  Library and FE will collaboratively develop parent guidance for reading daily, child development and family engagement on one page of paper for distribution to parents (September – June):	41provider locations 5 documents aligned with 5 of study	Parents/ Guardians Providers and families	Hub team meetings
Promote family engagement through Community Hubs.	Encourage FCC families access to Community Hub resources  Library and FE will participate in at least 2 evening and/or weekend family engagement events per Hub Community.	164 children 164 children 328 adults	Children 0-3 Children 3-6 Parents/ Guardians Other Family Members Providers	Hub team meetings
Ensure the children's library environment promoting reading with their child each day.	Explore developing and maintaining self directed STEAM activities in the library	4	Quarterly	Hub team meetings
Promote regular developmental screening using the ASQ and ASQ SE in all Hub	Library and FE will promote and collect paper ASQ:3 and ASQ SE2 developmental screens by language (September – June):  Library will assist providers to facilitate developmental screens.  FE will enter and score developmental screens.	25 children screened	Children 0-3	Number of children who received developmental screenings. (FS Q7, Brookes DB ASQ Report)
Communities.	FE will connect families with community partners based upon developmental screening results (September – June).	50 children screened 65 adults	Children 3-6 Parents and Guardians	Number of children who received social emotional developmental screenings. (FS Q7, Brookes DB ASQ SE Report)
	Library and FE will refer families scoring outside the norm to PHN for additional assessment and case management (September – June).	15 adults 10 adults	Other Family Members Providers	Number of children who scored outside the norm ASQ/ASQ:SE that received a referral for Regional Services or Early Intervention Services. (Brookes DB Outside Norm & Referral Report)

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STRATEGIES	ACTIVITIES		Numbers	TARGET	PERFORMANCE INDICATORS
(WHAT)	(HOW)				(HOW WELL DID WE DO)
Ensure Hub services are aligned	Labeled States of the develop an armade modeling daterial for Edge		Monthly	12 times a year	Meeting calendar
and coordinated	Each meeting will reserve 30 minutes for First 5 Activities including (1)	meetings			Meeting agenda and notes.
through monthly					Meeting agenda and notes.
Team Meetings.					
	Library and FE will participate in at least 2 evening and/or weekend family				Number of library card applications
	engagement events per Hub Community.				accepted, developmental screens
			-		completed, and health/dental screens completed.
	Ensure Team professional development needs are addressed to improve				Number/Percent of families in Hub
	family satisfaction.				participating in parenting and child
					development activities by
	Ensure families are better off after services to increase protective factors				satisfaction (FS Q13).  Number/Percent of families in Hub
	including family resiliency.				participating reporting increase in
					Protective Factors Scales (FS Q12)
	Ensure barriers to services are addressed to increase family access to services.				Number/Percent of families
					participating in parenting and child development activities by barriers
					(FS Q9d)
	Ensure unserved or underserved families are reached to increase family		Monthly	12 times a year	Number/Percent of families
	access to Hub Services.  1. Library and FE staff will identify isolated families within each Hub			at 5 locations =	participating in parenting and child
	(Unconnected neighborhoods, Spanish speaking communities,			00	development activities by demographic, income, language,
	Faith based organizations, Home school populations, Remote or				and education (FS Q14-17).
	isolated groups)				,
	Library and FE staff will identify best practices to promote Hub     Services for isolated families in each community.				
	a. Existing Community Events				
	b. Existing Community Groups				
	Library, FE and PHN staff will facilitate sessions at identified locations for identified populations (Spring)				

# Agreements and Tools Assurances

Contractor	agrees	to:
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YESNO	Promote all Health, Parenting	and Child Development, Literacy, and Child Care hub activities with key messages to families in the community.			
	Each partner shall:  ✓ Post to each Hub Facebook Page 1-3 times per week with resources, program information and local events for families with children 0-18 related to Health, Parenting and Child Development, Literacy, and Child Care				
		events, contact information and staff hours			
		ent event information, contact information, and staff hours to be easily accessed and located by the public			
YESNO		all First 5 CA Commission IMPACT RFA grant requirements located at http://www.ccfc.ca.gov/programs/programs impact.html.			
YESNO		itoring site visits for the purposes of assessing progress on contract milestones including monthly hub team meetings.			
YESNO		neetings for the purposes of training and professional development.			
YESNO					
YESNO	Assure timely delivery of pro	ogram service and commit to continuous quality improvement necessary to meet the local needs of children and families.			
		References			
Assura	nce Tools	Links			
https://e st5/cont ts/Form	ion Tools: dcoe.sharepoint.com/sites/fir ractors/Shared%20Documen s/AllItems.aspx?id=%2Fsites	Family Survey: <a contractors="" edcoe.sharepoint.com="" evaluation%20tools="" first5="" href="https://edcoe.sharepoint.com/sites/first5/contractors/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Ffirst5%2Fcontractors/%2FShared%20Documents%2FEvaluation%20Tools%2FFamily%20Survey&lt;/a&gt;  **Total Contractors**  **Pamily Survey:    https://edcoe.sharepoint.com/sites/first5/contractors/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Ffirst5%2Fcontractors/%2FShared%20Documents%2FEvaluation%20Tools%2FFamily%20Survey&lt;/a&gt;&lt;/td&gt;&lt;/tr&gt;&lt;tr&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;t5%2Fcontractors%2FShared&lt;br&gt;cuments%2FEvaluation%20T&lt;/td&gt;&lt;td&gt;Build Assessment Tool: https://edcoe.sharepoint.com/sites/first5/contractors/Shared%20Documents/Forms/AllItems.aspx?id=%2Fsites%2Ffirst5%2Fcontractors %2FShared%20Documents%2FEvaluation%20Tools%2FBUILD%20Strengthening%20Families%20Assessment%20Tool%2Epdf&amp;pare nt=%2Fsites%2Ffirst5%2Fcontractors%2FShared%20Documents%2FEvaluation%20Tools&lt;/td&gt;&lt;/tr&gt;&lt;tr&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;&lt;/td&gt;&lt;td&gt;Strengthening Families Assessment Tool &lt;a href=" https:="" sf%20community-based%20program%20self-assessment.pdf"="" shared%20documents="" sites="">https://edcoe.sharepoint.com/sites/first5/contractors/Shared%20Documents/Evaluation%20Tools/SF%20COMMUNITY-BASED%20PROGRAM%20SELF-ASSESSMENT.pdf</a>			

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		SCOPE OF WOR	11		
First 5 El Dorado Database	http://first5.edcoe.org  Database Maintenance: https://edcoe.sharepoint.com/sites/first5/contractors/_layouts/15/WopiFrame.aspx?sourcedoc=%7B13E7FA9E-5839-40EA-87C2-C01C72469E97%7D&file=F5EDC%20-%20Database%20Training%20Materials%20(step-by-step%20instructions).docx&action=default				
<b>③</b>	https://edcoe.sharepoint.com/sit	es/first5/contractors			
SharePoint	access to registration form, fami	ly survey and progress	report	'	
	Initiative	Username	Original Set-up Password		
	Children's Health	chl@partner.edcoe.org	changeme		
	High 5 for Quality	hlah5a@partner.edcce.org	changeme		
	Family Literacy / IMPACT	rrayl@partner.edcoe.org	changeme		
	Together We Grow	twa@partner.edcoe.org	changeme		
Face Book Promotions https://edcoe.sharepoint.com/sites/fir st5/contractors/Shared%20Documen ts/Forms/AllItems.aspx?id=%2Fsites %2Ffirst5%2Fcontractors%2FShared %20Documents%2FProfessional%2 0Development%2FSocial%20Media	EDC Community Hub 3: https:// EDC Community Hub 4: https:// EDC Community Hub 5: https://	//www.facebook.com/E //www.facebook.com/E //www.facebook.com/E ///www.facebook.com/f	DC-Commun DC-Commun DC-Commun	ity-Hub-2-561380630737856/?fref=ts ity-Hub-3-1002519596541302/ ity-Hub-4-560988810754908/	
Professional Development	%2FShared%20Documents%2F	Professional%20Deve	elopment	:uments/Forms/AllItems.aspx?id=%2Fsites%2Ffirst5%2Fcontractors	

Signature

Signatures are binding contractors to the assurances agreement:	
Administrator Name:	
Signature:	Date:

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# 2017-2018 Annual Budget

		Grantoe Namo	: El Dorado County Library
			: Family Literacy IMPACT
		Contract Number:	: : Jeanne Amos, El Dorado County Library Director
	Total C	ontracted Amount:	£144,000
	Total C		\$144,000 FY 2017-2020
Staff	Total Approved Annu		
Personnel:			\$ 48,000
1) 9% of 4 FTE ECLS	Salary	Benefits	
2) 9% of Librarian Assistants	\$22,500		\$22,500
3) 9% of 1 FTE Supervising Librarian	\$7,620		\$7,620
4)	\$10,880		\$10,880
5)			\$0
-			\$0
Subtotal Personnel	\$41,000	\$0	\$44,000
Operating Expenses:	7.,000	Ψ0	<u>                                     </u>
6) Office Supplies and Materials			<b>A</b> 0.000
7) Travel and Mileage			\$3,000
8) Training and Conferences			\$2,000
9) Rent and Utilities			\$2,000
10) Equipment Lease			
11) Printing and Copying	***		
12) Telephone			
13) Postage and Mailing	***************************************		
14) Computers and Equipment			
15)			
16)			
17)			
18)			
19)			
20)		· ·	
Subtotal Operating:			\$7,000
ndirect Expenses:			<b>\$1,000</b>
	Max Indi	rect Cost (8.89%)	
OTAL COSTS			\$48,000

## PROGRESS REPORT

Agency Name:			
Project Title:			
Contact Name & Title:			
Email Address:			*
Phone:			
Report Time Period:			
Did you experience any notes	vorthy succ	esses?	
Identify and list possible cont	tributing fac	tors.	
List most compelling in 3 <sup>rd</sup> person omitt	ing names c	f people. (prioritize two	o per contractor)
2. Did you encounter any difficu	Ities or barr	iers?	
Identify and explain how they	werelare he	ing addressed	
List most compelling in 3 <sup>rd</sup> person omitted	ing names o	f people. (prioritize two	per contractor)
			•
How this issue can be prevented	1.		
How the issue can be prevented	<u>4.</u>		
3. Top 3 challenges or areas of fo	ocus		
1. Approach / Strategy:			
Status:		,	
2.			
Approach / Strategy: Status:			
_			
3.			
Approach / Strategy: Status:			
4.			
SOW Strategy Activities	Location	Dosage, Duration	Target
(What and How)	(Where)	(How Often / Long)	(How Many)
-			