Request for Proposals: Statewide Legal Technical Assistance and Training Informational Teleconference/Webinar CTCP 09-11182

(How to Get Your RFP Passed without Really Trying)

January 13, 2009

2:00 PM – 5:00 PM

Presenters

- Joanne Wellman
  - Program Consultant
  - Local Programs and Advocacy Campaigns Unit
- Steve Schell
  - Procurement Manager
  - Procurements Management Unit
- Beto Jurado
  - Technology Projects Analyst
  - Library Information and Services Unit

Agenda

Welcome & General Announcements

RFP Presentation

Break (15 minutes)

Q & A Session

OTIS Training

General Reminders

- The RFP instructions take precedence over anything said during the meeting today.
- Interested applicants are to refer to the RFP instructions for clarification on the RFP criteria and requirements.
- CTCP will post any updates, corrections, or modifications to the RFP on the Tobacco Control Funding Opportunities & Resources (TCFOR) website.
- It is strongly encouraged that interested agencies frequently access the TCFOR website for potential updates, corrections, or modifications to the RFP- http://tcfor.catcp.org.

Fax Questions to (916) 449-5505 or (916) 449-5517

Reminders (cont.)

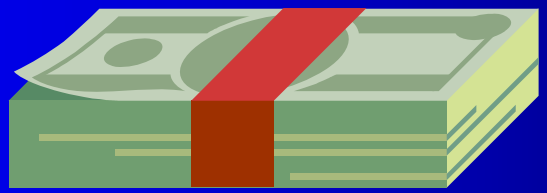
- The RFP requires applicants to submit proposals online via the Online Tobacco Information System (OTIS). There is an OTIS training session included in this teleconference.
- Don't wait until the last minute. It may take 20 to 40 hours to load your information onto OTIS. Agencies are strongly encouraged to begin writing proposals in a word file that can be cut and copied into the OTIS system, and to allow adequate time to load information into OTIS. Note: this does not include uploading your evaluator information and other forms required for the application.
- Presentation materials will be posted on the TCFOR website after the presentation is completed.

Question and Answer Period

- This call will end when all questions are answered, which may be before the 5:00 PM scheduled end time.
- During the presentation, questions may be posted to the AVAYA Web board during the call.
- Questions may also be submitted by fax:
  - (916) 449-5505 or (916) 449-5517
- A brief break will follow the RFP presentation to allow CTCP to review the questions.
- Questions will be read and answered by CTCP staff at that time only.

Funding Availability

- $2.4 million available for 3 years ($800,000/year)
- Grant Period: 7/1/09 - 6/30/12



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Eligibility & Selection Criteria

- Any public or private non-profit agency is eligible to apply.
- State of California agencies other than state universities, colleges, and community colleges are not eligible (LLAs).
- We will not fund an agency that has a relationship with a tobacco company.
  - Certification required
- Applications must meet the mandatory requirements to be reviewed and scored.
- Proposals will be scored on a scale of 0 to 100 points.

Eligibility & Selection Criteria (cont.)

- Proposals receiving a final group consensus score of 75 points or more will be considered for funding.
- Receiving a final group consensus score totaling 75 points or more will not guarantee funding or funding at the level requested in the proposal.
- *Please Review TCFOR for a more detailed description of the Eligibility & Selection Criteria.*
- You will also need to review *CTCP's Reservation of Rights* in Section IV of the RFP

Two Websites You Will Get to Know

- TCFOR
  - The place to find all your application information
  - **http://tcfor.catcp.org/**
- OTIS
  - The place to submit your application
  - **http://tcsotis.org/**

TCFOR

California Tobacco Control Program

Contact Us | FAQ

Funding Opportunities and Resources

Navigation

The California Tobacco Control Program, California Department of Public Health provides information on available funding opportunities to conduct: local tobacco control projects by community-based organizations and local health departments, statewide training and technical assistance projects, statewide evaluation/surveillance projects, and statewide paid media and public relations projects. Resource documents, links to directories and websites, and information about trainings that help applicants with the preparation and submission of an application are also provided.

Funding Opportunities
Provides information about current funding opportunities, eligibility requirements, submission requirements, contract documents, and resources to help agencies prepare and submit an application to the California Tobacco Control Program.

Project Directory
Provides contact information and project descriptions for agencies currently funded by CTCP.

Local Program Evaluator Directory
Find contact information, qualifications and geographic availability of local program evaluators interested in working with local tobacco control projects in California.

CTCP Featured Websites
Find links to websites maintained by the CTCP, statewide CTCP-funded projects, and key national tobacco control organizations.

TCFOR

http://tcfor.catcp.org/

- Deadline (February 13, 2009)
- Purpose
- Application Information
- Contract Documents
- Meetings / Training
- How to Apply
- Eligibility & Selection Criteria
- Key Dates
- Total Award
- Contact
- Related Materials

Fax Questions to (916) 449-5505 or (916) 449-5517

Application Information

- Section I: Purpose and Goals
- Section II: Work Statement
- Section III: Application/Proposal Requirements and Instructions
- Section IV: General Application/Proposal Information
- Section V: Administrative and Program Requirements
- Section VI: CTCP Program Priorities Overview
- Section VII: Certification of Non-Acceptance of Tobacco Funding
- Appendix: 1-6
- (SUGGESTION: Download/Save and carefully review *each* document.)

Fax Questions to (916) 449-5505 or (916) 449-5517

Section I
RFP Purpose

- Award a single statewide contract to provide tobacco-control related legal technical assistance and support
- Recipients of the services will be city attorneys, county counsels and CTCP-funded agencies who implement tobacco control-related projects throughout California.

Section I
RFP Goals

- Increase the capacity and skills of the target audience
- Strategize and remove barriers to local tobacco control policy efforts.
- Facilitate increased enforcement and enactment of tobacco control laws
- Increase the capacity to effectively engage elected officials and key opinion leaders

Section II
Work Statement

- The Work Statement is an RFP-specific document that defines the core work components, proposal requirements and instructions, and scoring criteria.
- The following three sections will be scored:
  - Applicant Capability (40 points)
  - Scope of Work (35 points)
  - Budget Justification (25 points)

Background

- There are 3 core work components. Applications should include at least 1 objective in the 3 core components.

1. Technical Assistance and Training

- ✓ Reducing SHS (public locations and MUH)
- ✓ Tobacco retailer licensing
- ✓ Enforcement of tobacco control laws
- ✓ Tobacco sponsorship
- ✓ Conditional use permits or other means to limit sampling and sale of tobacco products

2. Develop and Update Sample Policies, Educational, and Resource Materials

- ✓ MUH (built environment, land use, zoning)
- ✓ Point-of-sale environment (coupons, slotting fees, multi-pack discounts, minimum price laws
- ✓ Tribal lands
- ✓ Priority populations
- ✓ Emerging issues

3. Research on New and Emerging Issues

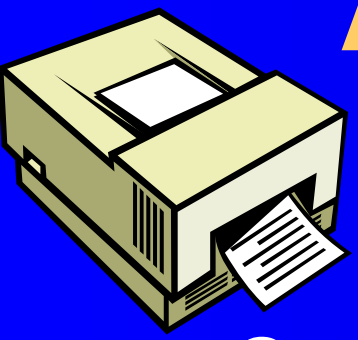
- ✓ Monitor and analyze local, state, federal, tribal legislation, legal opinions, and court rulings
- ✓ Oral or written briefings

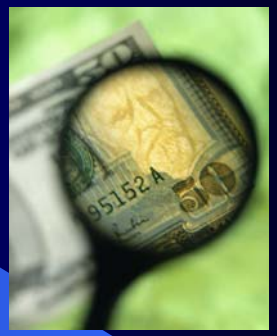
Applicant Capability Section Scoring Criteria
(40 points)

Applicant Capability

- **Program Experience (p. 3)**
  - Agency Mission
  - Program Staffing
  - Demonstrated Results
  - Flexibility and Responsiveness to Emerging Issues
  - Cultural Competency
  - Program Scenario-FDA legislation

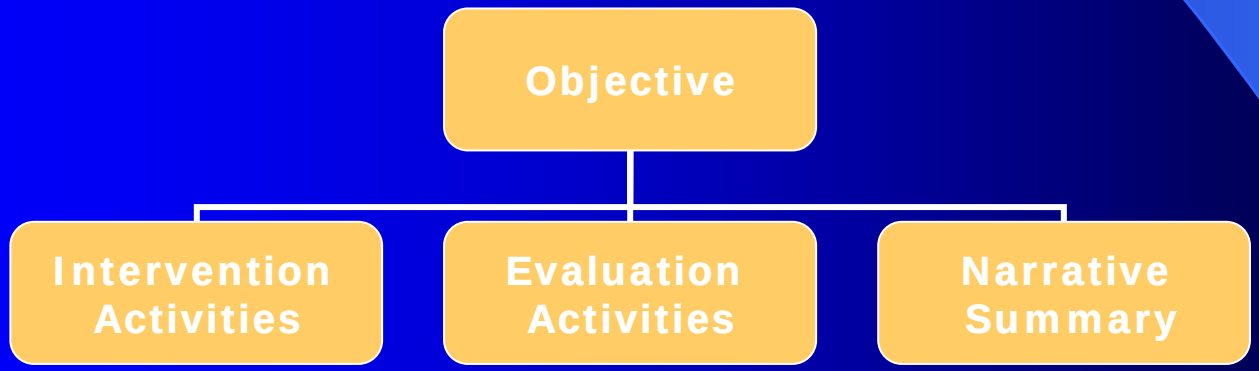
Applicant Capability (cont.)





- Organizational Start Up
- Administrative/Fiscal Experience
  - Fiscal and Contract Compliance
  - Audit History
  - Administrative Staffing
  - Scenario
- Equipment
- Letters of Reference

Scope of Work, Evaluation and Narrative Summary (35 points)



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Assets (p. 7)

- Include a primary asset with each objective
- Social Capital Assets reflect the extent people and organizations work collaboratively to accomplish goals of mutual interest
  - Advocacy trainings (2.1)
  - Satisfaction among coalition or advisory committee members (2.2)
  - Support by local key opinion leaders (2.3)
  - Community activism (2.5)

Assets (cont.)

- Cultural Diversity and Cultural Competency Assets are behaviors, attitudes and policies that enable effective work in cross-cultural situations
  - Materials are sensitive to the demographics (3.4)
  - Organizational policies and practices promoting culturally competent services (3.7)
  - Refer to Module 2 of the CX Guide http://www.cdph.ca.gov/programs/tobacco/Documents/CTCPCX2006-Module2.pdf

Scoring Criteria for Objectives (p. 7)

- Include at least 3 objectives that address the core components. Do not use ranges, but use specific numbers or “at least” or “no more than.”
- Road map that describes:
  - What will be done
  - How much will be done (quantify)
  - Copyright
  - % deliverable (Minimum % deliverable for each activity is 0.5 percent and must be in 0.5% increments.)
  - Start and end dates
  - Appropriate staff, subcontractors, consultants
  - Up to 2 tracking measures per activity

Scoring Criteria for Intervention Activities (p. 8)

- Training and TA modalities
- Collaboration and coordination
- Website
- New/updated materials
  - Materials Development Form

Scoring Criteria for Evaluation Activities (p. 8)

- Appropriate evaluation plan
- At least 1 primary objective
- Appropriate timelines, copyright, %, responsible parties, tracking measures
- 4 hours of consultation by the evaluator

Scoring Criteria for Narrative Summary (p. 9)

- Community Assessment Analysis-data justifies the need for the objectives and activities
- **Reasonable,** realistic, and appropriate activities to achieve each objective
- Theory of Change gives a **reasonable** rationale why activities should lead to the objective being met
- **Reasonable**, realistic and appropriate evaluation design and activities

Section III: Application/Proposal Requirements and Instructions

- You should plan on using this document with the Work Statement (Section II).

- **Note:** Section III provides links to Supplementary Documents (OTIS User & Evaluation Guides, CTCP Policy Manual, Tell Your Story, and CX Module 4)

Components

1. **Contact Information (p. 2)**
   - "My Agency"
   - Contact Information
2. **Background Information (p. 3)**
   - Demographic Profile
   - Applicant Capability (includes Evaluator Information)

3. Scope of Work (SOW), Evaluation and Narrative Summary (p. 10)

- a. SOW and Evaluation
  - Objective
  - Intervention Topics
  - Intervention Activity Plan
  - Evaluation Design
  - Evaluation Activity Plan
  - Evaluation Reporting

- b. Narrative Summary

4. Budget Justification (p. 16)

Requirements and Scoring Criteria – 25 Points

APPLICATION/PROPOSAL REQUIREMENTS AND INSTRUCTIONS

The Budget Justification must:

- Demonstrate a budget that reflects the RFP Instructions and Work Statement.
- Provide a complete budget plan for the entire contract term.
- Accurately detail the expenses connected to the SOW activities.
- Consider fluctuation of project activities in the budget from fiscal year to fiscal year.
- Budget in the State Fiscal Year cycle (July – June).

MINIMUM REQUIREMENTS AND SCORING CRITERIA FOR THE Budget JUSTIFICATION

- **Budget Category Line Items**
  - For the thirty-six (36) month period, proposals are required to budget for these eight (8) categorical line items:

1. Personnel Costs
2. Fringe Benefits
3. Operating Expenses
4. Equipment
5. Travel/Per Diem and Training
6. Subcontracts and Consultants
7. Other Costs
8. Indirect Costs

MINIMUM REQUIREMENTS AND SCORING CRITERIA FOR THE Budget JUSTIFICATION

1. Personnel Costs

- Designate a lead staff responsible for not less than 5% (five percent) full time equivalent (FTE) oversight and coordination of project evaluation activities. 5% is approximately two (2) hours per week for a full time equivalent.
- Provide narrative descriptions for each position.
- Include salary range, Percent of Time, and Pay Period Frequency.
- Personnel, subcontract, and consultant costs are budgeted at comparable Civil Service classification levels and any salaries that are higher are fully justified to merit the higher salary cost.

Personnel Cost Example

- **Title:**
  Project Director (Who's Responsible in the SOW)

  Salary Calculation (i.e., Formula):
  ($2,875-$3,082 semi-monthly) x (100%) x 24 pay period per year

  Duties Description:
  Responsible for the overall planning, development and completion of project goals, objectives and SOW deliverables. Supervise agency staff, project consultants and subcontractors. Responsible for the fiscal accountability of project budget. Responsible for the general coordination of the day-to-day operations and reporting progress at scheduled intervals to CDPH/CTCP. Maintains liaison with CDPH/CTCP Program Consultant and Contract Manager. Responsible for the budget, budget revisions, invoices, staff changes, consultant contracts, and ensures timely progress on contract obligations, and other duties as required. Designated lead and devotes 5% FTE of effort to oversee the implementation of project evaluation and supervision of the evaluation consultant.

MINIMUM REQUIREMENTS AND SCORING CRITERIA FOR THE Budget JUSTIFICATION

2. Fringe Benefits

- List and describe fringe benefits for eligible project staff. The fringe benefits should be consistent with State policies. Provide a cost for each fringe benefit.
- For additional information regarding allowable expenses for this line item category refer to the RFP:
- TCFOR Web page
  - Contract Documents
    - Exhibit D(S), Provision 20
- TCFOR Web page
  - Section III
    - Pages 19 and 20

Fringe Benefit Example

- **At approximately** 20% - 40% **of Total Personnel Costs, Fringe Benefits includes the following:**

  Fringe Benefits are paid eligible employees according to state and agency policies. They include FICA, FUTA, State unemployment insurance, long term Disability Insurance, Worker's Compensation insurance, Health, Dental, Vision, Life (approximately 25%) and Pension (approximately 10%). Vacation and other leave are not expensed in fringe benefits.

MINIMUM REQUIREMENTS AND SCORING CRITERIA FOR THE Budget JUSTIFICATION

3. Operating Expenses

Two required line items

- CTCP Communications Network, OTIS & Partners
- Space Rent/Lease
- Other Agency Defined Operating Expenses

For information on typical additional line items for this category refer to the RFP:

- TCFOR Web page
  - Section III
    - Pages 21-24

Operating Expenses Example

- **Title:**
  Space Rent/Lease

  Description (Formula):
  FY 2007/08: July 2007-June 2008: 4 FTE x ~160 square feet (150 sq. ft. + 10 sq. ft.) x $1.95 per sq. ft. x 12 months = ~$14,976.00

MINIMUM REQUIREMENTS AND SCORING CRITERIA FOR THE Budget JUSTIFICATION

4. Equipment

- Equipment purchases are only allowed to bring one Primary Agency's computer system up to the CTCP minimum software/hardware specifications.
- No other equipment purchases will be allowed.
- For additional information regarding this line item refer to the RFP:
- TCFOR Web page
  - Appendix: Computer Hardware/Software Minimum Specifications

MINIMUM REQUIREMENTS AND SCORING CRITERIA FOR THE Budget JUSTIFICATION

5. Travel/Per Diem & Training

- Required CTCP Travel/Training
  - The Project Directors meetings are currently scheduled for August 2010 (FY 2010-11); and, February 2012 (FY 2011-12).
  - Budget for at least one staff member to attend this meeting in each of these FY's.
- For additional information regarding allowable expenses for this line item refer to the RFP:
- TFOR Web page
  - Section III
    - Pages 25-27

Travel Example

- **Title:**
  Project Travel/Training

  Description:
  Includes travel to local and regional coalition meetings, community organizing and campaign trainings and on-site technical assistance; participation in CDPH/CTCP statewide workgroup meetings and sponsored trainings; and, other local, regional or statewide stakeholder meetings. All in-state travel is approved by the Project Director. Travel is reimbursed according to state policies; which includes airfare, meals, lodging, incidental expenses and mileage.
- At approx. $1,200/month x 12 months = $14,400

MINIMUM REQUIREMENTS AND SCORING CRITERIA FOR THE Budget JUSTIFICATION

6. Subcontracts & Consultants

- Subcontractors
  - Subcontracts are usually for projects needing salaried positions, operating expenses, indirect costs, etc.
  - The subcontractor should provide a specialized task that is directly related to the project's activities.
  - CTCP must review & approve Subcontractors with costs exceeding $50,000.

MINIMUM REQUIREMENTS AND SCORING CRITERIA FOR THE Budget JUSTIFICATION

6. Subcontracts & Consultants

- Consultants
  - Level or area of expertise that extends beyond that possessed by Primary Agency staff.
  - Typical services are technical advise or effort on programmatic activities/issues.
  - Rate paid to consultants should be commensurate with the consultant's education & experience and negotiated at the lowest possible cost.

MINIMUM REQUIREMENTS AND SCORING CRITERIA FOR THE Budget JUSTIFICATION

7. Other Costs

Educational Materials

Advocacy Campaign Materials

Behavior Modification Materials

Media

Sponsorships

- Sponsorships are not applicable to this RFP. Therefore, it is not necessary to add or change any information in the budget justification.

MINIMUM REQUIREMENTS AND SCORING CRITERIA FOR THE Budget JUSTIFICATION

7. Other Costs - Continued

Other Agency-Defined Subcategories

- After budgeting for the aforementioned Other Costs line item categories, proposers may add other agency-defined line items.
- Examples of these types of line items are: Facility fees for renting a meeting room to conduct a training or renting a booth at a health care event.

MINIMUM REQUIREMENTS AND SCORING CRITERIA FOR THE Budget JUSTIFICATION

8. Indirect Expenses

- These are costs not directly associated with the project's SOW deliverables.
- Indirect expenses are calculated at a maximum of 25% (twenty-five percent) of the total personnel expenses (salary expenses plus fringe benefits).
- List all indirect expenses incurred.
- If the percentage rate will fluctuate during the term of the contract, enter a range.

MINIMUM REQUIREMENTS AND SCORING CRITERIA FOR THE Budget JUSTIFICATION

8. Indirect Expenses

- Personnel positions that are less than ten (10) percent Full Time Equivalent (FTE) that are not in the SOW should be placed in this line item.
- For additional information regarding allowable expenses for this line item refer to the RFP:
- TCFOR Web page
  - Section III
    - Pages 32 and 33

5. Additional Documents

- There are two ‘Additional Documents” that are required as part of the on-line OTIS application process. You will have the capability to “Upload” these documents as part of the application process.

- **Additional Documents**
  - **Proof of Non-Profit Status**
    - As part of the OTIS application, scan and upload a copy of the document which certifies your agency's non-profit status.
  - **Certification of Non-Acceptance of Tobacco Funds**
    - **Must be signed by an individual authorized to legally bind your agency to the certification.**
      - **Allow sufficient time to obtain the required signature.**

- Additional Documents – Continued
  - Certification of Non-Acceptance of Tobacco Funds – Continued
    - This document can be printed from Section VII on the TCFOR Web page for this RFP. This document will also be available in the OTIS application as a “Download” that can be printed.
    - Scan and upload the completed and signed certification as part of the OTIS application.

Additional RFP Sections

Section IV: General Application/Proposal Information

- This Section provides the submission requirements, instructions accessing the online application (e.g. how to apply), appeals process, CTCP's reservation of rights, and the contract terms and conditions.
- **Request to Apply:** Instructions for Accessing Online Submission: http://tcfor.catcp.org//opportunities/TCFOR_User_Inst.pdf

Section V: Administrative and Program Requirements

- Provides contracting procedures, requirements, and expectations.
- Describes the capacities required to successfully complete all deliverables identified in the Scope of Work (SOW).
- Review these 16 requirement to determine the capacities necessary to enter into a fully executed contract with CTCP.

Section VI: CTCP Program Priorities Overview

- This document outlines the mission, goals, infrastructure, history, and the social norm model utilized by CTCP.

Section VII: Certification of Non-Acceptance of Tobacco Funding

- Applicants will need to complete this certification in their application.
- Please refer to Section III: Application/ Proposal Requirements and Instructions (p.33) for information and instructions.

Appendices

- 1. Appendix: Comparable State Civil Service Classifications
- 2. Appendix: Computer Hardware/Software Minimum Specifications
- 3. Appendix: Evaluation Design: Determining the Plan Type for Each Objective
- 4. Appendix: Moratorium Related to Promotional Items Distributed by the CA Dept. of Public Health: Updated Interim Guideline on Use of Promotional Items
- 5. Appendix: Sample Internal Revenue Service Letter
- 6. Appendix: Sample Secretary of State, Statement of Information

Contract Documents

- Grant Agreement Form (CDPH 1229) (Draft)
- Exhibit A: Scope of Work (Provided to awardee at negotiation)
- Exhibit B: Budget Detail and Payment Provisions (Provided to awardee at negotiation)
- Exhibit C: General Terms and Conditions (GTC307 and CCC307 Certification)
- Exhibit D(S): Special Terms and Conditions (Draft)
- Exhibit E: Additional Provisions (Provided to awardee at negotiation)
- Exhibit F: Contractor's Release Form (Draft)
- Exhibit G: Travel Reimbursement Information (Draft)

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Supplementary Documents

- OTIS User Guide http://www.tcsotis.org
- OTIS Evaluation Guide http://www.cdph.ca.gov/programs/Tobacco/Documents/CTCPOtisEvalGuide-7.pdf
- Policy Section of Administrative and Policy Manual http://www.cdph.ca.gov/programs/tobacco/Documents/CTCPPolicyManual2006.pdf
- Tell Your Story: Guidelines for Preparing a Complete High Quality Evaluation Report http://www.cdph.ca.gov/programs/tobacco/Documents/CTCPTellYourStory.pdf
- CX in Tobacco Control, Module 4 http://www.cdph.ca.gov/programs/Tobacco/Documents/CTCPCX2006-module4.pdf
- CX in Tobacco Control, Module 2 http://www.cdph.ca.gov/programs/Tobacco/Documents/CTCPCX2006-module2.pdf

Fax Questions to (916) 449-5505 or (916) 449-5517

What Happens After You Apply?

Proposal Review

- Reviewed & scored by a review panel.
- Scored on a scale of 0 – 100 points.
- Proposals with final consensus score of 75 pts or more considered for funding
- Scores of 75 points or more are <u>not</u> guaranteed for funding or funding at the level requested.

Award and Negotiations

Notification of Award

- All agencies submitting a proposal will be notified of the award decision in writing.

Contract Negotiation

- CTCP will schedule & negotiate with the potential contractor.
- Potential contractor will be required to revise SOW & Budget to comply with CTCP & CDPH requirements.
- Work shall commence only upon receipt of the fully executed contract.

Appeals

Appeal Process

- No appeals for proposals that are submitted late, are non-compliant, or incomplete.
- Appeals shall be limited to the grounds that CTCP failed to correctly apply the standards for reviewing the proposal in accordance with the RFP.
- Appeals due 3/06/2009, 5 p.m. PST.
- Decision of appeal officer is final.

Key Dates

- **01/14/09 First Day to Request to Apply**
- 01/14/09 OTIS opened for proposal input
- **02/12/09 Last Day to Request to Apply**
- **02/13/09 Proposals due no later than 5 p.m. PST**
- 02/27/09 Notification of award decision
- 03/02/09 Contract negotiations begin
- 03/06/09 Appeals due by 5 p.m. PST
- 03/11/09 Appeal hearings
- 03/13/09 Appeal Decisions Announced
- 07/01/09 Contract term begins
- 06/30/12 Contract term ends

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Tips for a Successful Application

If I were an applicant I would…

Tip #1

- Carefully read and review all instructions in the RFP and pay particular attention to the **Scoring Criteria** in the Work Statement (Section II).

Tip #3

- Always assume the reviewers have no knowledge of your agency's history or previous tobacco control programs administered by your agency, but be clear and concise!

Tip #4

- Provide a detailed road map for the scope of work that describes who, what, when, where, and how much. Do not include administrative activities such as preparing progress reports/invoices and hiring and supervising staff.

Tip #5

- Develop your application, SOW, and Budget responses in Word and/or Excel first.
- For each objective activity, you will be required to complete the following information:

Activity ## - ## - ##	
Activity:	
Intervention Category:	
Copyright:	
Program Deliverable Percentage:	
Start Date Period:	
Completion Date Period:	
Tracking Measures:	Measure Submit
Responsible Parties:	Responsible Party Budget Type

Tip #6

- Include the Materials Development Form for all original materials described in the Intervention Activity Plan.

Tip #7

- Have deliverable percentages in 0.5 percent increments
- Have them tied to tangible products or services to be produced or conducted.
- Not include a percent deliverable for Coordination/Collaboration Activities

Tip #8

Not worry about total budget calculations. OTIS will automatically calculate the total budget for each fiscal year and the total amount requested for the contract term by using the amount you enter for each line item.

Tip #9

- Include under “Operating Expenses”, the CTCP Communications Network, OTIS and Partners and Space Rent/Lease in every Budget Justification. Under “Other Costs,” Educational Materials, Advocacy Campaign Materials, Behavior Modification Materials, Media and Sponsorships must appear.

Tip #10

- Be able to have food/refreshments available for coalition/advisory committee meetings or to volunteers who have participated in tobacco control related events and activities, but may not be purchased for staff on CTCP-funded projects or local health department employees.

Tip #11

- Allow sufficient time to obtain the required signatures on the Certification of Non-Acceptance of Tobacco Funds and Evaluator Profile.
- Not try to finish 15 minutes before the deadline!

Tip #12

- Before submitting, print and review your application, and get feedback from a colleague.
- In OTIS: select “Reports”, then “View

Tip #13

Download and print the completed application for your files (preferably in landscape orientation) by clicking on the Report link in OTIS. This includes the Agency Contact Information, Agency Capability, SOW, Narrative, and Budget Justification.

Tip #14

- Call or Email Beto Jurado
  - Humberto.Jurado@cdph.ca.gov
  - (916) 449-5474 if you need help in OTIS if help is needed

- Please remember: There are 3 RFPs with the exact same timeline.

Fax Questions to (916) 449-5505 or (916) 449-5517

Break

Q & A

OTIS Training