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|  | **Iowa Department of Human Services ACFS 18-001**  **Crisis Intervention, Stabilization, and Reunification (CISR) Services**  **Responses Due: January 11th, 2017, 1:00 PM CST**  **Attachment P –Technical Response Template: Supervised Apartment Living Services** | |
| **Bidder:** | |  |
| **Service Area(s):** | |  |
| |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | |  | **SA1:**  **Western** | **SA2:**  **Northern** | **SA3:**  **Eastern** | **SA4:**  **Cedar Rapids** | **SA5:**  **Des Moines** | | **# of Awards\*** |  |  |  |  |  | | **Cluster Beds** | 6 | 6 | 6 | 6 | 18 | | **Scattered Sites** | 5 | 6 | 5 | 3 | 8 | | **# of Beds Proposed\*\*** |  |  |  |  |  | | **Cluster Beds** |  |  |  |  |  | | **Scattered Sites** |  |  |  |  |  |   \* # of Cluster Beds and Scattered Sites to be Awarded are only estimates. State reserves the right to adjust these numbers.  \*\*# of Cluster Beds and Scattered Sites Proposed must match numbers from Cost Proposal.    **SUPERVISED APARTMENT LIVING SERVICES**    **Overview:**  This document provides questions and prompts for the Bidder to address each section of the Scope of Work for Supervised Apartment Living (SAL) services in the Crisis Intervention, Stabilization, and Reunification (CISR) Services Request for Proposal (RFP). References to “you,” “the Bidder,” “Bidders,” etc. all refer to the organization that is submitting a proposal in response to this RFP. The Bidder should complete this document with details of its proposed operations, processes, and staffing for the SAL Scope of Work detailed in the RFP document and supplemental attachments. At the end of this document, there is a section reserved for Service Area specific responses that should be filled out once the Bidder has addressed all other aspects of the SAL Scope of Work in their response, including but not limited to the topics below.  **Instructions:**  Please use the yellow shaded fields to indicate your answers to the following questions. The yellow fields will automatically expand to accommodate content. Every attempt should be made to preserve the original format of this form. **A completed Technical Response Template is a requirement for proposal submission. Failure to complete and submit this form may impact your proposal’s responsiveness. Responses to each component and section should fully address all requirements of the relevant Scope of Work.**  Bid responses should provide sufficient detail so that the Agency can understand and evaluate the Bidder’s approach, and should not merely repeat the questions. Bidders are given wide latitude in the degree of detail they offer or the extent to which they reveal plans, designs, examples, processes, and procedures. Bidders do not need to address any responsibilities that are specifically designated as Agency responsibilities. Note:   * Diagrams, certificates, graphics and other exhibits should be referenced within the relevant answer field and included as legible attachments. * Proposals shall identify any deviations from the specifications the Bidder cannot satisfy. * Bid Proposals shall not contain promotional or display materials unless specifically required. * If a Bidder proposes more than one method of meeting the RFP requirements, each method must be described. | | |

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| **1** | **Overview/Executive Summary**  Provide an overview/executive summary of your proposal. |
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| **2** | **Background/Experience**  Please explain your company, program, and staff’s background and experience and how it will benefit the State in the provision of SAL services. Provide a list of other businesses or governmental entities similar in size and scope to the Iowa Department of Human Services (“Agency”) for which you have provided SAL and other child welfare services within the last five (5) years and describe how that experience is relevant to the services in this RFP. For each similar service, provide a matrix detailing:   1. Project title; 2. Project role (primary contractor or subcontractor); 3. Name of client Agency or business; 4. General description of the Scope of Work**;** 5. Start and end dates of contract for services as originally entered into between the parties; 6. If the contract was terminated for any reason before completion of all obligations under the contract provisions, detail the reason(s) for the termination**;** 7. Contract value; 8. Whether the services were provided timely and within budget; 9. Any damages, penalties, disincentives assessed, or payments withheld, or anything of value traded or given up by the Bidder that were valued at or above $500,000. Include the estimated cost assessed against the Bidder for the incident with the details of the occurrence; 10. List administrative or regulatory proceedings or adjudicated matters related to this service to which the Bidder has been a party; and 11. Contact information for the client’s Program Director including address, telephone number, and electronic mail address.   In connection with this list, and any referrals required by the RFP, please provide:   * Level of technical experience in providing the types of services sought by the RFP; * Information on programs you have previously initiated that can be replicable in this Contract to help the Agency meet its goals; * Information on programs you intend to initiate that would be specific this Contract’s needs; * Examples of how you have worked with other programs in a collaborative manner to address changing program needs and priorities; * List any details of whether the Bidder or any owners, officers, primary partners, staff providing services or any owners, officers, primary partners, or staff providing services of any subcontractor who may be involved with providing the services sought in this RFP, have ever had a founded child or dependent adult abuse report, or been convicted of a felony; * Letters of reference from three (3) of the Bidder’s previous clients knowledgeable of the Bidder’s performance in providing services similar to those sought in this RFP, including a contact person, telephone number, and electronic mail address for each reference. It is preferred that letters of reference are provided for services that were procured in a competitive environment. Persons who are currently employed by the Agency are not eligible to be references; and * Description of experience managing subcontractors, if the Bidder proposes to use subcontractors. |
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| **3** | **Agency Model of Practice, Family-Centered Model of Practice, JCS’s Model of Practice, and Guiding Principles**  Please explain how your company, program, and staff will follow, incorporate, and exceed the Agency’s Model of Practice, the Family-Centered Model of Practice, JCS’s Model of Practice, and Guiding Principles. Your response at minimum should include:   * How you will follow, incorporate, and exceed the Agency’s Model of Practice, the Family-Centered Model of Practice, JCS’s Model of Practice, and Guiding Principles in the provision of SAL services described in the RFP; and * What innovative strategies and improvements will you make to exceed the Agency’s Model of Practice, the Family-Centered Model of Practice, JCS’s Model of Practice, and Guiding Principles to reach the Agency’s future goals during the course of this Contract. |
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| **4** | **Section 1.3.1 – Service Area Coverage**  Explain how you will enact a process for working with Contractors in all Service Areas, including but not limited to all other Child Welfare Emergency Services (CWES), Foster Group Care Emergency Services (FGCS), SAL, Safety Plan and Family, Safety, Risk and Permanency (FSRP), and Recruitment and Retention, Training, and Support (RRTS) of Resource Families Contractors to coordinate services when needed. Detail how you will provide SAL services to meet the goals of:   * Moving Children back to their communities of origin; * Preserving connections of youth to their families, home communities, schools, and community-based supports; and * Achieving better outcomes for Children. |
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| **5** | **Section 1.3.2 – Collaboration and Consultation**  Please explain how you propose to execute the collaboration and consultation requirements listed in Section 1.3.2 in its entirety, including but not limited to the specific elements highlighted below, and describe all relevant experience.   * Describe how you will collaborate with other stakeholders, partners, and agencies to help achieve the desired outcomes of safety, Permanency, and well-being for Children. * Detail your plan to provide a comprehensive, connected approach to SAL, CISR services, and the child welfare continuum. * Outline how you will provide an innovative approach to collaboration and integration during the course of this Contract. * Detail your plan to ensure continuity of care and seamless transitions and/or Reintegration for each Child if the Child is leaving the Service Area or changing services. |
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| **6** | **Section 1.3.5.2 – Program Administration**  Please explain how you propose to execute the program administration requirements listed in Section 1.3.5.2 in its entirety, including but not limited to the specific elements highlighted below, and describe all relevant experience.   * Explain your current licensure status and provide written agreement to comply with all licensure requirements and applicable Federal and State laws and regulations throughout the term of the Contract. If you are not currently licensed, explain your plans to become licensed by the time of contract awards. * Describe your plan to collaborate with the Agency to review and consider implementation of evidence-based practices beginning in the first year of the Contract. * Explain your internal continuous Quality Assurance process to ensure the quality of services provided. * Describe in detail your plan for providing, overseeing, facilitating, delivering, and conducting SAL services including, but not limited to:   + How you will support each Child’s development of necessary skills, tools, and abilities to attain Self-Sufficiency while ensuring the safety, Permanency, and well-being of the Child;   + How you will work with the Agency to explore and select safe settings, where the child is able to experience relative independence, learn life skills, and help put the child on a successful path to adulthood;   + How you will ensure each Child’s SAL Placement is safe and meets all applicable standards and regulations;   + How you will provide ongoing supervision of the Child including provision of all required resources;   + How you will meet the cluster-specific requirements for your proposed cluster settings;   + How you will meet the scattered-specific requirements for your proposed scattered settings;   + How you will provide for the Child’s participation in any and all necessary programs and services to ensure the Child’s overall needs are met;   + How you will use measurable outcomes to evaluate the quality of SAL; and   + How you will utilize a service delivery approach that conforms to the expectations of the Agency’s Guiding Principles, the Agency’s Family-Centered Model of Practice, Child Welfare Model of Practice, Juvenile Court Services’ Model of Practice (as applicable), the Federal Child and Family Services Review, and the Family Team Decision Making and Youth Transition Decision Making models. * Explain how you will utilize real life learning opportunities within the structured community in order to help the youth develop life skills needed for successful Transition to adulthood. * Explain how you will assist each Child in a cluster site to develop a budget based upon Child's monthly stipend. Affirm that you will not spend any of the Child's stipend nor require the Child to use the stipend to pay for any living expenses. Explain in detail how you will guide the Child through the entire stipend process; from open a savings account to assisting the Child to gain full access to their account when the Child exits SAL. State you will agree with the No Reject, No Eject policy, and explain how you will use the No Reject, No Eject policy to improve the experience of Children and improve outcomes. * Explain how will identify if a Child is appropriate and in the best interest of the Child to move from a cluster to scattered site, and how you will help a Child move from cluster to scattered, if and when the Child meets the requirements for this move and if the Child desires to do so. * Explain how you will assist each Child in scattered site to develop and maintain their budget. * Explain how you will develop, update, and utilize Individualized Service Plans, including, but not limited to:   + How you will incorporate all required elements;   + How the plan will utilize input from the Child, the Referral Worker, and the Family and/or Positive Support Persons;   + How the plan will interact with the Agency’s standardized Case Permanency Plan/Juvenile Court Services Plan form;   + How you will complete and use Quarterly Reports and Discharge Reports; and   + How the plan will integrate with other plans that affect the Child's care including, but not limited to, other Child Welfare Services, Juvenile justice involvement, or Behavioral Health Intervention Services implementation plans. * Outline how you will schedule, update, and utilize pre-planning conferences within the required timeframes. |
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| **7** | **Section 1.3.5.3 – One Caseworker Model**  Please explain how you propose to execute the requirements listed in Section 1.3.5.3 in its entirety, including but not limited to the specific elements highlighted below, and describe all relevant experience.   * Please explain how you propose to implement and utilize the One Caseworker Model throughout the SAL process. * Explain how you will use the One Caseworker Model to improve the experience of Children. * Explain how you will use each Child’s Caseworker to help identify life skill needs and help the Child to receive the necessary training to gain identified life skills. * Detail how you will use the One Caseworker Model to continually inform and improve all aspects of the SAL process. * Outline how you will use the One Caseworker Model to ease a Child’s Transition. |
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| **8** | **Section 1.3.5.4 – Individual Child Development and Life Skills**  Please explain how you propose to execute the requirements listed in Section 1.3.5.4 in its entirety, including but not limited to the specific elements highlighted below, and describe all relevant experience.   * Provide an overview of your plan to for individual child and life skills development, including how you will provide an accurate and timely assessment of the Child upon entry to SAL. * Explain how your individual Child development and life skills programs will follow Agency’s Guiding Principles, the Agency’s Family-Centered Model of Practice, JCS’s Model of Practice, and the Child Welfare Model of Practice. * Outline how your programs will offer varying levels of structure that can be applied as a Child's need for supervision decreases, including how your programming design will be adapted to each Child’s specific needs. * Explain how you will use daily activities as opportunities for learning and relationship building, and how your staff will interact with each Child to support the Child’s development and attainment of life skills. * Explain how you will utilize the Agency approved formal Casey Life Skills Assessment, including how you will provide the Child opportunities to identify other skills, plans, and community connections not captured on Casey Life Skills Assessment.   + Explain how you will utilize the results of the Casey Life Skills Assessment to inform planning for each Child and how you will measure each Child’s life skills achievements during their SAL placement. * Provide explicit detail on how you will develop a Child-driven, targeted, and effective life skills component of each Child’s Service Plan to help each Child develop skills identified through the assessment. Include how you will:   + Engage each Child, Family members of the Child, or other individuals in the Child’s Positive Support System to assist in developing goals and action steps for acquiring and building upon life skills based on formal and informal assessment results; and   + Facilitate a Child's access to important documents. |
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| **9** | **Section 1.3.5.5 – Family and Community Connections**  Please explain how you propose to execute the requirements listed in Section 1.3.5.5 in its entirety, including but not limited to the specific elements highlighted below, and describe all relevant experience.   * Provide an overview of your plan to ensure the Child stays connected to the Child's kin, culture, community, and Positive Support System, including how it will meet the Standards of Family Interaction. * Explain how your family and community connection efforts will follow the Agency’s Guiding Principles, the Family-Centered Model of Practice, JCS’s Model of Practice, and the Agency’s Model of Practice. * Outline you will ensure a Child has sufficient contact with their family or Positive Support Systems, including your plan to:   + Facilitate meaningful contact between the Child and parents or Positive Support System daily (via phone, Internet video, or comparable means);   + Provide for the Child to have a minimum of weekly face-to-face contact with parents or other individuals in the Child’s Positive Support System unless limited by JCS, Court order, or the Agency; and   + Provide for the Child to have monthly face-to-face contact and interactions with siblings. * Describe what you will include in the Family engagement section of each Service Plan. * Detail how you will assist Children in family-finding efforts. * Describe how you will assist the Child in efforts to locate and connect with family and/or Positive Support Persons who may not be identified in the Case Permanency Plan. * Provide explicit detail on how you will work with RRTS contractors to help a Child live with a member of the Child’s Positive Support System with whom the Child has identified as someone they would like to live with. |
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| **10** | **Section 1.3.5.6 – Crisis Intervention and Stabilization Plan**  Please explain how you propose to execute the requirements listed in Section 1.3.5.6 in its entirety, including but not limited to the specific elements highlighted below, and describe all relevant experience.   * Confirm you will meet the Agency’s requirements for notification of Critical Incidents. * Provide explicit detail on your Contractor-specific Crisis Intervention and Stabilization Plan, including how they will follow the Guiding Principles, Agency’s Model of Practice, JCS’s Model of Practice, and Family-Centered Model of Practice. * Provide explicit detail on how you will develop a Child-specific Crisis Intervention and Stabilization Plan and integrate that plan into the Child’s overall Service Plan. |
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| **11** | **Section 1.3.5.7 – Transition Planning**  Please explain how you propose to execute the requirements listed in Section 1.3.5.7 in its entirety, including but not limited to the specific elements highlighted below, and describe all relevant experience.   * Provide an overview of how you will ensure Transition services will follow and encourage adherence to the Guiding Principles, Agency’s Model of Practice, JCS’s Model of Practice, and Family-Centered Model of Practice. * Provide explicit detail on how you will develop Child-specific Transition Plans, including how you will begin and execute Transition planning from the time a Child enters SAL. * Outline how you will make referrals to help meet a Child’s needs after Transition for various support services. * Explain how you will help a Child Transitioning out of SAL secure all appropriate records. * Explain how you will ensure continuity of the Child’s day-to-day life activities, such as, but not limited to, school, work, family relationships, health and mental health care, and additional services that are identified for the best interest of the Child. * Explain how you will advocate for a Child to participate in Aftercare, if the Child is eligible for Aftercare. * Outline your plan for when a Child transitions out of SAL including, but not limited to:   + How you will provide continuity of support services as a Child exits a facility;   + How you will ensure each Child has access to transportation; and   + How you will integrate SAL plans in partnership with the Agency and/or JCS, and with the Child and the Child's Positive Support System. |
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| **12** | **Section 1.3.5.8 – Education**  Describe how you plan to meet all education requirements listed in Section 1.3.5.8 in its entirety, including but not limited to the specific elements highlighted below.   * Provide explicit detail on how you will assist Children complete education and plan for post-secondary education or vocation before Transition into adulthood. Include how you will ensure Children are attending school and attaining a high school diploma or working toward a high school equivalency diplomat. * Describe how you will develop and incorporate an education and career planning/attainment component of each Child’s Service Plan * Explain how you will ensure Children have a balance between education and vocation, including how you will prevent a Child that is attending school from having to work in order to meet their maintenance needs. * Explain how you will ensure a Child remains at their school of origin whenever possible and how you will identify when a Child will not benefit by remaining in their school of origin. * Outline your plan to make the transition between schools as smooth as possible if a Child is unable to remain in their school of origin. * Detail your plan to facilitate transportation as necessary to attend school (including schools of origin), secure and maintain employment, or to participate in other activities. * Explain how you will monitor and address educational progress and needs. * Outline how you will provide an innovative approach to education including but not limited to access to supplemental educational support and/or alternative learning. * Describe how the provision of all education services will follow the Guiding Principles, Agency’s Model of Practice, JCS’s Model of Practice, and Family-Centered Model of Practice. |
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| **13** | **Section 1.3.5.9 – Physical Health**  Describe how you plan to meet all requirements listed in Section 1.3.5.9 in its entirety, including but not limited to the specific elements highlighted below, and describe all relevant experience.   * Outline your plan to provide the best possible physical health services for Children, including recording, scheduling, coordinating, and providing medical and dental care. Describe how your physical health services will lead to the best outcomes for children. * Explain how you will teach Children to begin assuming responsibility for managing their own physical health. * Detail your plan to gather sufficient standard health information for all Children at intake. * Explain how you will provide for 24-hour Emergency medical and dental health care. * Describe how the provision of all physical health services will follow the Guiding Principles, Agency’s Model of Practice, JCS’s Model of Practice, and Family-Centered Model of Practice. |
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| **14** | **Section 1.3.5.10 – Mental and Behavioral Health and Clinical Supports**  Describe how you plan to meet all requirements listed in Section 1.3.5.10 in its entirety, including but not limited to the specific elements highlighted below, and describe all relevant experience.   * Provide explicit detail on how you will coordinate or provide mental, behavioral, and Clinical supports and arrange for required mental and behavioral health appointments. * Explain how you will assist the Child in gaining the skills necessary to manage the Child’s mental health needs including how to schedule and attend mental health appointments and how to manage mental health medications. * Outline your communication plan including, but not limited to how you will:   + Communicate concerns that arise at intake pertaining to mental health/behavioral health to the Agency or JCS;   + Coordinate SAL service planning with any plans developed by mental health or behavioral health providers;   + Remain aware of mental health and medication needs and formally link to mental health assessment and treatment as needed;   + Ensure a comprehensive medical intake screening is completed that identifies medications needed and dosage; and   + Provide relevant medical history to mental and behavioral health providers. * Describe how you will incorporate and educate Children and parents about mental or behavioral health treatment, including details about the Child’s medications, if applicable. * Describe how the provision of all mental and behavioral health services will follow the Guiding Principles, Agency’s Model of Practice, JCS’s Model of Practice, and Family-Centered Model of Practice. |
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| **15** | **Section 1.3.5.11– Training**  Describe how you plan to meet all training requirements listed in Section 1.3.5.11 in its entirety, including but not limited to the specific elements highlighted below, and describe all relevant experience.   * Provide an overview of your training plan and program. * Explain how your training will ensure staff are taught to promote the safety, Permanency, and well-being for each Child. * Outline your training for staff that will ensure each staff member is able to complete their mental and behavioral health duties. * Describe how your training will follow, and how you will ensure staff adhere to, the Guiding Principles, Agency’s Model of Practice, JCS’s Model of Practice, and Family-Centered Model of Practice. |
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| **16** | **Section 1.3.5.12 – Contractor Reports and Data**  Describe how you plan to meet all reporting and data requirements listed in Section 1.3.5.12 in its entirety, including but not limited to the specific elements highlighted below.   * Describe how you will use quantifiable data and qualitative reports to effectively measure and monitor the entire provision of SAL. * Outline how you will use reports to improve the SAL process. * Describe how reports and data will be used ensure SAL services are following the Guiding Principles, Agency’s Model of Practice, JCS’s Model of Practice, and Family-Centered Model of Practice. |
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| **17** | **Section 1.3.5.13 – Financial Management**  Describe how you plan to meet all financial management requirements listed in Section 1.3.5.13 in its entirety, including but not limited to the specific elements highlighted below.   * Describe how you will maintain sufficient documentation to substantiate the validity of all claims for payment submitted to the Agency. * Outline how you will use financial management to improve the SAL process. |
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| **18** | **Section 1.3.5.14 - Staffing**  Describe how you plan to meet all staffing requirements listed in Section 1.3.5.14 in its entirety, including but not limited to the specific elements highlighted below, and describe all relevant experience.   * Describe how you will ensure your staff have a strong desire to participate in the program, support, encourage, and help Children, and meet Agency goals. * Describe how you will train staff in the Guiding Principles, Agency’s Model of Practice, Family-Centered Model of Practice, JCS’s Model of Practice, and the Culturally and Linguistically Appropriate Service Standards. * Please provide a detailed staffing plan explaining how you will perform the services of this RFP. This plan should include, at the minimum, the following information:   + Organizational structure with two tables of organization illustrating the lines of authority:     - One showing overall operations; and     - Oneshowing staff who will provide services under the RFP .   + Staffing ratios;   + Staff training plans;   + Full-time equivalents (FTEs); and   + Salaries and benefits. * Include the names and credentials of the owners and executives of your organization and, if applicable, their roles on this project. * Include names of the current board of directors, or names of all partners, as applicable. * Include resumes for all key corporate, administrative, and supervisory personnel who will be involved in providing the services sought by this RFP. The resumes shall include: name, education, years of experience, and employment history, particularly as it relates to the scope of services specified herein. Resumes shall not include social security numbers. * Include names and credentials for the Program Director and any additional key project personnel who will be involved in providing services sought by this RFP. Include resumes for these personnel. The resumes shall include: name, education, and years of experience and employment history, particularly as it relates to the scope of services specified herein. Resumes shall also include the percentage of time the person would be specifically dedicated to this project, if the Bidder is selected as the successful Bidder. Resumes should not include social security numbers. * Include the Program Director’s experience managing subcontractor staff if the Bidder proposes to use subcontractors. * Include the percentage of time the Program Director and key project personnel will devote to this project on a monthly basis. * Describe how you will meet the requirements for Supervisors and Caseworkers. * Provide detail on the organizational structure of how you will provide all services described in the relevant Scope of Work, including subcontractors if applicable. Provide a description of who will provide and facilitate services for each section of this response. |
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| **19** | **Section 1.3.6.1 – Joint Quality Improvement Activities**  Describe how you plan to meet all joint quality improvement requirements listed in Section 1.3.6.1 in its entirety, including but not limited to the specific elements highlighted below, and describe all relevant experience.   * Describe how you will provide Quality Assurance throughout the provision of SAL services. * Detail how you will recruit team members to serve on Service Area Leadership teams. * Detail how you will use issues and examples discussed by Service Area Leadership Teams and in Local Quality Improvement Meetings to improve the provision of services. |
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| **20** | **Section 1.3.6.2– Dispute Resolution Protocol for Service Provision**  Describe and confirm your understanding of the dispute resolution protocol for service provision described in Section 1.3.6.2. |
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| **21** | **Section 1.3.6.3 – Implementation Activities**  Describe how you plan to conduct implementation activities as listed in Section 1.3.6.3 to ensure, to the greatest extent possible, there will be an unbroken continuation of services from the time the Contractor(s) is announced until the beginning of the new Contract. |
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| **22** | **Section 1.3.6.4 – Performance Improvement Plans**  Describe and confirm your understanding of the Performance Improvement Plans described in Section 1.3.6.4, including but not limited to the specific elements highlighted below.   * What efforts will you make to ensure that you are not placed on a Performance Improvement Plan? * If placed on a Performance Improvement Plan, what actions will you take to ensure that the issue is remedied in a timely manner? |
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| **23** | **Culturally and Linguistically Appropriate Service Standards**  Describe how you will meet the Culturally and Linguistically Appropriate Service Standards provided in Attachment I and referenced in Sections 1.3.5.2.2 and 1.3.5.11. Specifically, detail how you will ensure that the provision of all services described in the RFP will be effective, equitable, understandable, respectful, and responsive to diverse cultural beliefs and practices, preferred languages, health literacy, and other communication needs. |
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**Service Area Specific Questions:**The Bidder should complete the yellow shaded field associated with each Service Area in which they wish to submit a proposal. **A completed Service Area Specific Response is a requirement for each Service Area in which a Bidder wishes to submit a proposal.** The Bidder will answer the following questions as they apply to each Service Area in which they are submitting a bid:

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| **24** | | **Service Area Specific Questions**  Please explain how you propose to perform the services listed in this Scope of Work specifically in this Service Area. Provide explicit detail on how you will perform all SAL services referenced above in this Service Area given local needs, challenges, geography, and differences. Explain why you are particularly well suited to provide services in this Service Area. | |
| **24a** | **Service Area 1 - Western** | |
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| **24b** | **Service Area 2 - Northern** | |
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| **24c** | **Service Area 3 – Eastern** | |
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| **24d** | **Service Area 4 – Cedar Rapids** | |
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| **24e** | **Service Area 5 – Des Moines** | |
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