



2020
Reentry/Rerooting Indigenous Community Healing
Request for Proposal
Amended 3/24/2020

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2020
Reentry/ Rerooting Indigenous Community Healing
Request for Proposal

GUIDELINES

I. Introduction

The Youth and Family Empowerment (YFE) Division of the City of Seattle Human Services Department (HSD) is seeking applications from organizations and coalitions interested in providing services to support Native/Indigenous people returning to their communities after incarceration. This RFP is open to any legally constituted entities that meet the standard [HSD Agency Minimum Eligibility Requirements](#) and any additional requirements outlined in Section IV of the Guidelines.

This funding opportunity was developed from the City of Seattle’s Reentry Workgroup led by the Seattle Office for Civil Rights (OCR). OCR’s vision is to liberate people in communities where systems of racism, oppression, and colonization historically held and/or continue to hold power and thrive. OCR’s mission is to end structural racism and discrimination through accountable community relationships and anti-racist organizing, policy development, and civil rights enforcement. This request for proposal (RFP) process is a collaboration between OCR and HSD.

This RFP is focused on reentry investments through Native/Indigenous-led community healing practices. Native/Indigenous-led healing practices may include cultural, spiritual, and/or ceremonial activities such as drumming circles, sweat lodges, canoe journey, woodcarving, and other practices that focus on healing, building connection and trust, and providing a sense of community.

The City of Seattle’s Reentry Workgroup’s recommendation to prioritize this type of investment comes from an acknowledgment that “reentry work” must first address the harms caused by colonization, genocide, and systemic racism that predisposes Native/Indigenous communities to incarceration and the resulting harm from incarceration itself. The term “reentry” is used to describe assisting people returning from incarceration to “reenter” systems and institutions they were never part of in a meaningful and/or successful way previously. “Rerooting” refers to the process of connecting people back to their cultural roots and community. Since much of incarceration is about isolating people, a process of rerooting is necessary to ground people despite of the systemic barriers that still exist.

The Workgroup recommended connecting to community and supporting an individual’s sense of belonging as necessary for healthy integration when returning from prison. Native/Indigenous-led community healing practices are approaches identified by the Workgroup that will best address these unique challenges faced by Native/Indigenous communities.

All funded applicants will be required to participate in a learning cohort that will meet regularly. This cohort will:

- Develop partnerships and share resources to support community best and promising practices to address issues related to reentry/rerooting; and
- Identify lessons learned that will inform future investments around reentry/rerooting and the criminal legal system.

Approximately \$250,000 is available for 2.5 years in this RFP. In 2020 \$50,000 is available. The remaining \$200,000 will be available in subsequent years, up to December 31, 2022.

HSD intends to fund one to two proposals. Initial awards will be made for the period of July 1, 2020 through December 31, 2020. While it is the City’s intention to follow the annual funding described above, continued funding will be contingent upon performance and funding availability.

All materials and updates to the RFP are available on [HSD’s Funding Opportunities webpage](#). HSD will not provide individual notice of changes. Applicants are responsible for regularly checking the web page for any updates, clarifications, or amendments.

If you have any questions about the Reentry/Rerooting Indigenous Community Healing RFP, please contact: Jules Posadas via email at Jules.Posadas@Seattle.gov or (206) 684-5296.

II. Timeline

Funding Opportunity Released	Tuesday, March 10, 2020
Information Session #1 *	Tuesday, March 17, 2020, 5:30pm-7pm Join Skype Meeting Trouble Joining? Try Skype Web App Or join by phone 206-386-1200; Conference ID# 47189784 Rainier Beach Community Center, Art Room 8825 Rainier Ave S. Seattle, WA 98118
Information Session #2 *	Join Skype Meeting Trouble Joining? Try Skype Web App or join by phone 206-386-1200, Conference ID#11045895
Last Day to Submit Questions	Tuesday, March 24, 2020 by 4:00 p.m. Tuesday, April 07, 2020 by 4:00 p.m.
Application Deadline	Tuesday, March 31, 2020 by 4:00 p.m. Tuesday, April 14, 2020 by 4:00 p.m.
Interviews, as applicable	Wednesday, April 8, 2020 – Thursday, April 9, 2020 Monday, April 27, 2020 – Wednesday, April 29, 2020
Planned Award Notification	Thursday, May 14, 2020 Friday, May 29, 2020
Contract Start Date	Wednesday, July 1, 2020

*Please contact the RFP coordinator for accommodation requests: Jules Posadas at Jules.Posadas@Seattle.gov

HSD reserves the right to change any dates in the RFP timeline.

III. Investment Area Background & Program Requirements

A. Overview of Investment Area

Native/Indigenous communities have their own distinct tribal and political identities, and they also experience oppression through systemic racism similar to Black communities and other communities of color.

Oppression and systemic racism lead to the disproportionate representation of Native/Indigenous individuals in the criminal legal system. Nationally, Indigenous individuals are incarcerated at a rate 38% higher than the average rate of incarceration.¹ In the City of Seattle Reentry Report, the jail population is racially disproportionate: Black individuals only comprise 7% of the King County population, but account for 36% of the King County jail population; Native/Indigenous peoples only comprise 1% of the King County population, but account for 2.7% of the King County jail population.² Reentry/rerooting back into community is a significant barrier for Native/Indigenous individuals. In Seattle, Native/Indigenous peoples are seven times more likely to experience homelessness, more than any other racial group.³

For all individuals returning from incarceration, being part of a strong and connected community provides accountability and supports one's ability to thrive. This RFP for Indigenous community healing seeks to address the disconnect and contradiction between our stated public policies regarding "reentry" and our laws, rules, and practices that prevent people from successfully transitioning back into the community. This RFP seeks to contribute to undoing the historical institutional barriers that have created disparate outcomes around social, political, economic, health, employment, and education for Native/Indigenous communities.

This RFP will fund organizations to support Native/Indigenous communities with reentry and rerooting and provide them with the resources to address the generational trauma they have experienced from incarceration and systemic racism. This investment focuses on funding Native/Indigenous-led, community-rooted solutions because Native/Indigenous peoples are best positioned to serve their own communities' needs through culturally-based means and healing practices.

B. Service/Program Model

- Invest in culturally-relevant, Native/Indigenous-led practices, including but not limited to, drumming circles, sweat lodges, canoe journey, woodcarving, and other practices that focus on community healing and community building; and
- Invest in serving Native/Indigenous peoples currently incarcerated, returning from incarceration, or living with a criminal history.

C. Expected Service Components

- Conduct culturally responsive healing practices for Native/Indigenous people who have lived experience of incarceration;

¹ Lawrence A. Greenfield and Steven K. Smith, U.S. Dep't of Justice, Office of Justice Programs, Bureau of Justice Statistics, American Indians and Crime, P. viii (Feb. 1999), available at <https://bjs.gov/content/pub/pdf/aic.pdf>

² In October 2018 advocates from a collaborative group, Budget for Justice (BFJ), began organizing in community to influence the City in realigning its criminal legal system funding priorities. As a result of this and other organizing efforts, the City decided not to renew its jail contract in Snohomish County.

³ Lawrence A. Greenfield and Steven K. Smith, *ibid*

- Sustain and build accountable relationships with individuals currently inside of prisons and jails;
- Work in collaboration with other organizations staffed/serving people of color supporting people who are incarcerated, returning from incarceration, and/or living with criminal history; and
- Participate in a learning cohort that will meet regularly. This cohort will:
 - a. Develop partnerships and share resources to support community best and promising practices to address issues related to reentry/rerooting.
 - b. Identify lessons learned that will inform future investments around reentry/rerooting and the criminal legal system.

D. Expected Performance Commitments

- Awardees will be required to develop tools to measure and report on “How many?” (quantity), “How well?” (quality), and “Is anyone better off?” in collaboration with city staff; and provide the respective data to their designated city staff person.

E. Priority Population and Focus Population

1. Priority populations are identified as a group (or groups) comprising a specific demographic (seniors, youth, families, etc.) or having a specific issue in common (homelessness, mental health, violence involved, etc.).

Priority populations for this investment opportunity include:

- Individuals returning from incarceration or living with criminal history and who currently or seek to live or work in the City of Seattle

2. Focus populations are identified as specific racial or ethnic groups within the priority population and with data showing the highest disparities in the investment area. Priority populations and focus populations for this funding are based on HSD’s results-based accountability framework and ensure that the department’s investments are dedicated to addressing disparities in the population.

Given the data provided, focus population(s) for this investment opportunity are:

- Native/Indigenous

Applicants should demonstrate an intention and plan to address the disparities associated with the focus and priority populations of Native/Indigenous peoples returning from incarceration or living with criminal history, and currently or seeking to live or work in the City of Seattle.

F. Description of Key Staff and Staffing Level

Staff at all levels of the applying organization or coalition should reflect the lived experiences of those with whom they will engage in their proposal, be culturally relevant and responsive, and show the ability to empower others to lead change. In addition, strong applicants will show:

- Led by people with lived experienced of incarceration;
- Strong connection to Native/Indigenous communities;
- Knowledge of Native/Indigenous healing practices and traditions;
- Commitment to building power in the community and/or supporting healing from the impact of oppression;
- Sustained accountable relationships with individuals currently inside of prisons and jails; and
- A commitment to work in collaboration with other organizations/coalitions led by communities of color.



2020 Reentry/Rerooting Indigenous Community Healing Request for Proposals (RFP)

APPLICATION

Instructions and Materials

This Application Instructions and Materials packet contains information and materials for respondents applying for the 2020 Reentry/Rerooting Indigenous Community Healing RFP. The RFP Guidelines is a separate document that provides an overview of the RFP program requirements. [HSD's Funding Opportunities webpage](#) provides additional information on agency eligibility; data collection and reporting; contracting; appeals; expectations for culturally responsive services; and the process for selecting successful applications.

I. Submission Instructions & Deadline

Completed application packets are due by ~~4:00 p.m. on Tuesday, March 31, 2020~~ **Tuesday, April 14, 2020.**

Application packets must be received ~~in person~~, by mail, or electronic submission. No faxed or e-mailed proposals will be accepted. Proposals must be received, and date/time stamped by the 4:00 p.m. deadline on ~~Tuesday, March 31, 2020~~ **Tuesday, April 14, 2020.**

Late proposals or proposals that do not meet the minimum eligibility requirements outlined in this funding opportunity will not be accepted or reviewed for funding consideration.

Applicants must make arrangements to ensure that applications are received by HSD by the deadline, regardless of the submission method selected. When using HSD's Online Submission System, it is advisable to upload application documents several hours prior to the deadline in case you encounter an issue with your internet connectivity which impacts your ability to upload documents. HSD is not responsible for ensuring that applications are received by the deadline.

- Electronic Submittal: Application packets may be submitted electronically via HSD's Online Submission System at <http://web6.seattle.gov/hsd/rfi/index.aspx>.
- ~~Hand-Delivery or~~ US Mail: The application packet can be ~~hand-delivered or~~ mailed to:

Seattle Human Services Department
RFP Response – Reentry/Rerooting Indigenous Community Healing
Attn: Jules Posadas

Delivery Address
700 5th Ave., 5th Floor
Seattle, WA 98104-5017

Mailing Address
P.O. Box 34215
Seattle, WA 98124-4215

II. Proposal Narrative & Rating Criteria

The Reentry/Rerooting Indigenous Community Healing RFP proposal consists of the following sections and questions. Applicants should write a narrative response to sections A – C. Ensure that each response fully responds to the prompt.

The application narrative may not exceed a total of ~~four (4)~~ **six (6)** pages and should be typed or word processed on double-sided, letter-sized (8 ½ x 11-inch) sheets. Please use one-inch margins, single spacing, and minimum size 11-point font.

If your agency is proposing a new body of work, please attach a separate start-up timeline. This will not count towards the ~~four (4)~~ **six (6)** pages narrative limit.

NARRATIVE QUESTIONS

A. ORGANIZATION/COALITION OVERVIEW (35 points)

1. Describe your organization’s mission, history, and major accomplishments and how it centers on Native/Indigenous communities.
2. What are the communities most directly impacted by the issues your organization addresses? How are those communities involved in the leadership of your organization, and how does your organization remain accountable to those communities?
3. Describe your organization’s leadership body.

Rating Criteria – A strong application meets all of the criteria listed below.

- Effectively describes a mission, history, and major accomplishments centered on Native/Indigenous communities.
- Identifies Native/Indigenous peoples most directly impacted by mass incarceration and most involved in the organization/coalition leadership structure; and describes the ways the organization is accountable to those communities.
- Identifies Native/Indigenous and/or formerly incarcerated individuals in the leadership body.

B. RACE AND SOCIAL JUSTICE (30 points)

1. How does your organization work to rebuild communities and reclaim culturally-relevant Native/Indigenous practices to address the impact of colonization, genocide, and systemic racism?
2. How does the work described in this proposal connect to the criminalization of people’s lives based on their Native/Indigenous identity along with other identities related to race, poverty, gender, or disability?
3. Describe the commitment by leadership, relevant staff, and volunteers to participate in a training regarding decolonizing strategies and dismantling oppressive systems.

Rating Criteria – A strong application meets all of the criteria listed below.

- Effectively describes ways the applicant focuses on culturally-relevant Native/Indigenous practices as a way of building community and building a stronger connection to culture for individuals currently incarcerated, returning from incarceration, or living with criminal history.

- Effectively describes a connection between the proposed model and criminalization based on Native/Indigenous identity, along with other identities related to race, poverty, gender, or disability.
- Expresses a commitment to register and participate in training within a year of the award start date.

C. PROPOSAL DESCRIPTION (25 points)

1. What is your overall agency or program goals, objectives, and strategies for this upcoming year?
2. How will you sustain accountable relationships with Native/Indigenous individuals currently inside of prison and jails and/or living with criminal history?
3. How does your work build power in Native/Indigenous communities and support healing from the legacy of oppression and systemic racism?
4. Briefly describe the key people and any collaborative partnerships that will provide the work of the proposal.

Rating Criteria – A strong application meets all of the criteria listed below.

- Identifies the overall agency or program goals, objectives, and strategies that focus on culturally-relevant Native/Indigenous practices and serving Native/Indigenous peoples currently incarcerated, returning from incarceration, or living with criminal history.
- Effectively describes ways the applicant sustains accountable relationships with Native/Indigenous individuals currently inside of prison and jails and/or living with criminal history.
- Effectively describe ways the applicant will build power and support healing for Native/Indigenous peoples.
- Key people and collaborative partnerships have lived experience of incarceration; strong connection to Native/Indigenous communities; and knowledge of Native/Indigenous healing practices and traditions.

D. BUDGET (10 points)

1. Please describe how your proposal will be implemented within the grant period and complete:
 - Attachment 3 (Proposed Program Budget)
 - Attachment 4 (Proposed Personnel Budget)

Rating Criteria – A strong application meets all of the criteria listed below.

- The budget is specific and reasonable, and all items strongly align with the proposal.

Total = 100 points

III. Completed Application Requirements

AT APPLICATION SUBMITTAL

To be considered complete, your application packet must include all of the following items or the application may be deemed incomplete and may not be rated:

1. A completed and signed Application Cover Sheet (Attachment 2).
2. A completed Narrative response (see Sections I & II for instructions).
3. A completed Proposed Program Budget (Attachment 3).
4. A completed Proposed Personnel Detail Budget (Attachment 4).
5. Roster of your agency’s current Board of Directors. If your organization does not have a Board of Directors, please submit a roster of your comparable management or leadership team individuals.

Rosters should include first and last names, and any Board or leadership team title and/or role they hold (e.g. Treasurer, Chair, etc.)

6. Minutes from your agency's last three Board of Directors meetings. If you do not have Board of Directors meetings, please include comparable management or leadership team meeting minutes that demonstrate the overall fiscal health, stability, and solvency of your agency.
7. Current verification of nonprofit status or evidence of incorporation or status as a legal entity. Your agency must have a federal tax identification number/employer identification number.
8. If your agency has an approved indirect rate, a copy of proof that the rate is approved by an appropriate federal agency or another entity.
9. If your agency is proposing new body of work please attached a separate start-up timeline.

AFTER MINIMUM ELIGIBILITY SCREENING AND DETERMINATION OF A COMPLETED APPLICATION

If HSD does not already have them on file, any or all of the following documents may be requested after applications have been determined eligible for review and rating. Agencies have four (4) business days from the date of written request to provide requested documents to the RFP coordinator:

1. A copy of the agency's current fiscal year's financial statements reports, consisting of the Balance Sheet, Income Statement and Statement of Cash Flows, certified by the agency's CFO, Finance Officer, or Board Treasurer.
2. A copy of the agency's most recent audit report.
3. A copy of the agency's most recent fiscal year-ending Form 990 report.
4. A current certificate of commercial liability insurance. Note: if selected to receive funding, the agency's insurance must conform to MASA requirements at the start of the contract.

IV. List of Attachments & Related Materials

- Attachment 1: Application Checklist
- Attachment 2: Application Cover Sheet
- Attachment 3: Proposed Program Budget
- Attachment 4: Proposed Personnel Detail Budget

2020 Reentry/Rerooting Indigenous Community Healing Request for Proposal (RFP)

This checklist is to help you ensure your application is complete prior to submission. Please do not submit this form with your application.

HAVE YOU....

- Read and understood the following additional documents found on the [Funding Opportunities Webpage](#)?**
- Proprietary and Confidential Information
 - HSD Agency Minimum Eligibility Requirements
 - HSD Client Data and Program Reporting Requirements
 - HSD Contracting Requirements
 - HSD Fiscal Sponsor Requirements
 - HSD Funding Opportunity Selection Process
 - HSD Appeal Process
 - HSD Commitment to Funding Culturally Responsive Services
 - HSD Guiding Principles
 - HSD Master Agency Services Agreement Sample
- Completed and signed the 2-page Application Cover Sheet (Attachment 2)?***
- If your application names specific partner agencies, representatives from these agencies must also sign the application cover sheet.
 - If your application names a fiscal sponsor, authorized representatives from this agency must have read and understood the HSD Fiscal Sponsor Requirements document and must sign the application cover sheet.
- Completed each section of the Narrative response?**
- Must not exceed ~~4 pages~~ **6 pages** (8 ½ x 11), single spaced, double-sided, size 11 font, with 1-inch margins.
 - Page count does not include the required forms (Attachments 2, 3 and 4) and supporting documents requested in this funding opportunity.
 - A completed narrative response addresses all of the following:
 - Organization/Coalition Overview (35 Points)
 - Race and Social Justice (30 Points)
 - Proposal Description (25 Points)
 - Budget (10 Points)
- Completed the full Proposed Program Budget (Attachment 3)?***
- Completed the full Proposed Personnel Detail Budget (Attachment 4)?***
- Attached the following supporting documents?***
- Roster of your current Board of Directors or comparable roster as outlined in Section IV of the application.

- Minutes from your agency's last three Board of Directors meetings or comparable minutes as outlined in Section IV of the application.
- Current verification of nonprofit status or evidence of incorporation or status as a legal entity
- If your agency has an approved indirect rate, have you attached a copy of proof that the rate is approved by an appropriate federal agency or another entity?

If you are proposing to provide any new services for your agency, have you attached a start-up timeline for each service, beginning Wednesday, July 1, 2020.

**These documents do not count against the 4-6-page limit for the RFP narrative section.*

All applications are due to the City of Seattle Human Services Department by **4:00 p.m. on Tuesday, ~~March 31, 2020~~ Tuesday, April 14, 2020**. Application packets received after this deadline will not be considered. See Section I for submission instructions.



**City of Seattle
Human Services Department**

**2020 Reentry/Rerooting Indigenous Community Healing RFP
Application Cover Sheet**

1. Applicant Agency:			
2. Agency Executive Director:			
3. Agency Primary Contact			
Name:	Title:		
Address:			
Email:			
Phone #:			
4. Organization Type			
<input type="checkbox"/> Non-Profit <input type="checkbox"/> For Profit <input type="checkbox"/> Public Agency <input type="checkbox"/> Other (Specify):			
5. Federal Tax ID or EIN:		6. DUNS Number:	
7. WA Business License Number:			
8. Proposed Program Name:			
9. Priority Population(s) program will serve:			
10. Focus Population(s) program will serve:			
11. Funding Amount Requested:			
12. # of clients to be served:			
13. In which City Council District is your program located? Council district search page			
14. Partner Agency (if applicable):			
Contact Name:	Title:		
Address:			
Email:	Phone Number:		

Description of partner agency proposed activities:

Signature of partner agency representative: _____ Date: _____

15. Partner Agency (if applicable):

Contact Name:

Title:

Address:

Email:

Phone Number:

Description of partner agency proposed activities:

Signature of partner agency representative: _____ Date: _____

Add additional sections if more than two partner agencies are applying.

16. Fiscal Sponsor (if applicable):

Contact Name:

Title:

Address:

Email:

Phone Number:

I have read and understood the Fiscal Sponsor Requirements document and will comply with all obligations if the applicant is awarded funding.

Signature of fiscal sponsor representative: _____ Date: _____

Authorized physical signature of applicant/lead organization

To the best of my knowledge and belief, all information in this application is true and correct. The document has been duly authorized by the governing body of the applicant who will comply with all contractual obligations if the applicant is awarded funding.

Name and Title of Authorized Representative: _____

Signature of Authorized Representative: _____ Date: _____

**2020 Reentry/Rerooting Indigenous Community Healing
Proposed 6-Month Program Budget**

Out of the \$250,000 available for this funding, approximately **\$50,000** is allocated for the first 6 months from July 1, 2020 - December 31, 2020. Provide a proposed 6-month program budget using a \$50,000 allocated amount.

Excel versions of the budget templates can be found on the application page of the [HSD Funding Opportunity Webpage](#)

Applicant Organization Name:	
Proposal Name:	

Item	Amount by Fund Source			Total Project
	One Year Requested HSD Funding	Other ¹	Other ¹	
1000 - PERSONNEL SERVICES				
1110 Salaries (Full- & Part-Time)				\$
1300 Fringe Benefits				\$
1400 Other Employee Benefits ²				\$
SUBTOTAL - PERSONNEL SERVICES	\$	\$	\$	\$
2000 - 4000 - SUPPLIES, OTHER SERVICES & CHARGES				
2100 Office Supplies				\$
2200 Operating Supplies ³				\$
2300 Repairs & Maintenance Supplies				\$
3100 Expert & Consultant Services				\$
3140 Contractual Employment				\$
3150 Data Processing				\$
3190 Other Professional Services including collective member subcontract(s) ⁴				\$
3210 Telephone				\$
3220 Postage				\$
3300 Automobile Expense				\$
3310 Convention & Travel				\$
3400 Advertising				\$
3500 Printing & Duplicating				\$
3600 Insurance				\$
3700 Public Utility Services				\$
3800 Repairs & Maintenance				\$
3900 Rentals - Buildings				\$
Rentals - Equipment				\$

4210 Education Expense					\$
4290 Other Miscellaneous Expenses ⁵					\$
4999 Administrative Costs/Indirect Costs ⁶					\$
SUBTOTAL - SUPPLIES, OTHER SERVICES & CHARGES	\$	\$	\$	\$	\$
TOTAL EXPENDITURES	\$	\$	\$	\$	\$

¹ Identify specific funding sources included under the "Other" column(s) above:

	\$
	\$
	\$
	\$
Total	\$

² Other Employee Benefits - Itemize below:

	\$
	\$
	\$
	\$
Total	\$

³ Operating Supplies - Itemize below (Do Not Include Office Supplies):

	\$
	\$
	\$
	\$
Total	\$

⁴ Other Professional Services including collective member subcontracts - Itemize below:

	\$
	\$
	\$
	\$
Total	\$

⁵ Other Miscellaneous Expenses - Itemize below:

	\$
	\$
	\$
	\$
Total	\$

⁶ Administrative Costs/Indirect Costs - Itemize below:

	\$
	\$
	\$
	\$
Total	\$

⁶ Administrative Costs/Indirect Costs: Human Services Department policy places a fifteen percent (15%) cap on reimbursement for agency indirect costs, based on the total contract budget. Restrictions related to federal approved rates and grant sources still apply.

Does the agency have a federally approved rate?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
If yes, provide the rate.		

**2020 Reentry/Rerooting Indigenous Community Healing
Proposed 6-Month Personnel Detail Budget**

Out of the \$250,000 available for this funding, approximately \$50,000 is allocated for the first 6 months from July 1, 2020 - December 31, 2020. Provide a proposed 6-month program budget using the \$50,000 allocated amount.

Applicant Name:	
Proposal Name:	

Agency's Full-Time Equivalent (FTE) = hours/week					Amount by Fund Source(s)				
Position Title	Staff Name	FTE	# of Hours Employed	Hourly Rate	One Year Requested HSD Funding	Other Fund Source	Other Fund Source	Other Fund Source	Total Proposal
Subtotal – Salaries & Wages									
Personnel Benefits:									
FICA									
Pensions/Retirement									
Industrial Insurance									
Health/Dental									
Unemployment Compensation									
Other Employee Benefits									
Subtotal – Personnel Benefits:									
TOTAL PERSONNEL COSTS (SALARIES & BENEFITS):									