

**Harbor Regional Center**  
**REQUEST FOR PROPOSAL**  
**Fiscal Year 2021-2022**  
**Crisis Support Services: START Team**

**Submission Deadline: April 15th, 2022 by 11:59 PM PST**  
*Proposals submitted after the above deadline will not be accepted*

Total Startup funds available for this project: **\$300,000**

Ongoing rate to be negotiated determined in conjunction with Harbor Regional Center.

**Background Information**

Harbor Regional Center (HRC) is a private non-profit organization under contract with the California Department of Developmental Services (DDS). HRC is part of a statewide network of 21 Regional Centers responsible for the coordination and development of services to meet the needs of people with Intellectual and Developmental Disabilities in the South Bay, Long Beach, Bellflower, Norwalk, and Cerritos areas of Los Angeles County.

The Center for START Services, developed in 2009, is a national initiative based at the University of New Hampshire Institute on Disability/UCED that provides educational and capacity-building services, promotes, and evaluates evidence-informed practices and approaches, and facilitates START model program implementation across the United States with the aim of improving the lives of individuals with intellectual and developmental disabilities (IDD) and mental health needs.

START is a tertiary care research-based model of services and supports for individuals ages six and older diagnosed with IDD/MH needs. A START program's goal is to improve diagnosis and treatment, support effective services, create service linkages, promote health and wellness for both the individual with IDD and the caregiver, and decrease the need for emergency services.

**The START Model**

The START model was first developed in 1988 by Dr. Joan B. Beasley and her team to provide community-based crisis intervention and prevention for individuals with IDD/MH needs. The model is evidence-informed and utilizes a national database. It is a person-centered, solutions-focused approach that employs positive psychology and other evidence-based practices. By implementing the START model, programs across the US and their participants experience an array of benefits including:

- Reduced use of emergency services and state facility/hospital stays
- High rates of satisfaction by families and care recipients
- Cost-effective service delivery
- Increased community involvement and crisis prevention and intervention expertise in communities
- Strengthened linkages that enrich systems, increase resources, and fill in service gaps

The START Model provides prevention and intervention services to people with IDD/MH needs through crisis planning and response, education, consultation, and coaching. Services are based upon a comprehensive biopsychosocial and ecological assessment. The START model conceptualizes presenting problems within the context of the environment in which the person lives, works, and interacts with those around them. The goal of the START program is to

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improve diagnosis and treatment, support effective services, promote health and wellness, decrease the need for emergency services, and build capacity through relationships across service systems in order to help people remain in their homes and communities and enhance the ability of the community to best support them.

Learn more on the Center for START Services website: [www.centerforstartservices.org](http://www.centerforstartservices.org)

**Service Description**

HRC is seeking proposals from qualified agencies and organizations, which under the guidance of the National Center for START Services, will develop and implement the START (Systematic, Therapeutic, Assessment, Resources, and Treatment) model in the development of a Crisis Support Service Program with non-CPP General Fund Provider Startup funds for FY 2021-2022. Ongoing rate to be negotiated determined in conjunction with HRC Community Services Department.

**The START Team**

The selected applicant will develop and implement the local START Program for the Harbor Regional Center catchment area. Although START program development is tailored to meet regional needs, all programs must have a START clinical team.

Required staffing for the START clinical team is as follows:

**Program Director (Master's Degree)**

Provides full-time supervision & 24/7 support to the clinical team. Serves as liaison to community providers, coordinates all training activities, develops community linkages, and chairs Advisory Council.

**Clinical Director (Ph.D.)**

Provides full-time clinical oversight to clinical team and therapeutic support services, responsible for Clinical Education Team Meetings, provides consultation to community providers/psychologists.

**Medical Director (MD Psychiatrist)**

Provides part-time consultation and training to clinical team and to START therapeutic supports staff as needed; provides consult/outreach to physicians and prescribers treating individuals supported by START.

**START Coordinators (Master's Degree or equivalent)**

Provides direct, community based START clinical team services to individuals enrolled in the program, completes required assessments, evaluations, and plans, provides 24 hour on-call crisis support for enrolled individuals, regularly enters data into SIRS.

Positions that may be determined based upon need and capacity of services/program size:

**Assistant Director (Master's Degree; dependent on program size)**

Oversight of operations of clinical team, and therapeutic supports operations. Directly supervises team leaders, assists the program director as needed with the development of community linkages.

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**Clinical Team Leaders (Master’s Degree; number dependent on program size)**

Provides day-to-day administrative support and supervision to START Coordinators, may maintain small caseload and fills in as needed, provides back-up on-call support and coaching to Coordinators.

**Therapeutic Team Leaders (Master’s Degree; number of team leaders depends on program size; typically supervises up to 4 coaches)**

Provides day-to-day administrative support and supervision to START Coaches, may maintain small caseload and fills in as needed, provides supervision and support to Coaches.

**Therapeutic Coaches (Bachelor’s Degree; typically begin with 3-4 coaches at program development)**

Implements therapeutic interventions, training, and support in community setting to enrollees and primary caregivers, in collaboration with Coordinators and other team members.

The level of staffing lends itself to a 24/7 service model, ensuring support for afterhours crises that can result in a reduction of ER visits and hospitalizations over time.

The resulting contractor will also be expected to form a START advisory council, given the wide spectrum of individuals needing services, the changing landscape with regard to research and training, and the commitment to success across providers and systems. Successful proposals will address a plan or strategy to form an advisory council, with consultation and support from the National Center for START Services (NCSS).

The selected applicant will be expected to support HRC clients (ages 6 and over) with crisis planning and wraparound services to individuals at risk for acute crisis or loss of residential placement, and individuals who are currently experiencing crises in their family home, their home, or in community settings.

The local START Team provides:

- Whole-person intake and assessment (I/DD, mental health, medical, access to services, personal strengths, satisfaction, etc.),
- Consultation and Therapeutic supports,
- 24-hour case coordination to improve supports and service outcomes,
- 24-hour urgent crisis response and intervention,
- Individualized map of individual’s connections to others/systems,
- Cross-system linkages (connecting I/DD providers, crisis teams, mental health providers, first responders, hospital/psych staff, schools, etc.),
- Cross-systems Crisis Prevention and Intervention planning,
- Community education, and
- Family/staff/provider support and education (in-home therapeutic coaching).

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Once contracted, the selected applicant will receive extensive training and support from the NCSS to develop, implement, and achieve program certification over a four (4) year projected timeline. The NCSS is contracted and funded separately to provide such support. This support shall include training, mentoring, technical assistance, consultation on expanding community linkages, access to the START database, coordinator and program certification, quality assurance, and ongoing access to the national network, etc. Because fidelity and quality assurance are core components of initial training and coordinator certifications, preparation for program certification begins during the initial program implementation phase. Programs begin preparation by gaining an understanding and developing a mastery of START practices (positive psychology, biopsychosocial approach, trauma informed care, systems linkage), data informed practice, document review, supervision, and interdisciplinary collaboration. During years 3-4 of operation, programs typically begin preparing for the program certification application process, though this may vary depending on needs and development.

**START Coordinator Certification**

A START Coordinator is a masters-level professional who plays a vital role on a START Clinical Team. A START Coordinator does not replace any one member of an existing system of support. Rather, they collaborate and facilitate change through the way they understand, interact with, and respond to the individuals and systems they serve.

Based on the premise that there is no value in expertise if it is not shared with others, START Coordinators continuously share knowledge with teams and systems to build capacity. The goal of START Coordination is to help the person and system achieve stability making START services unnecessary. The way this goal is accomplished is through specialized support (ex: outreach), assessment, and intervention that build on the principles and practices of START.

START Coordinator Certification is a rigorous training program intended to provide team members with the knowledge and skills necessary to be effective specialists in the behavioral health aspects of IDD and to fully meet the mission of the START model. The purpose of certification is to ensure that participants are equipped with the necessary skills and tools to successfully implement strategies that improve supports and service outcomes for enrollees, their families, and systems of support. Certification confirms a START Coordinator's successful completion of the 90-hour training curriculum and verifies a thorough understanding of the START model, practices, and principles endorsed and valued by the Center for START Services.

All START Clinical team members, except for Medical Directors, are required to achieve START Coordinator Certification. Resource Center Directors and Therapeutic Coaching Team Leaders must also achieve certification.

Full-time trainees typically become certified within 12 months. Certification is valid for two years and must be renewed through the Center for START Services prior to expiration.

**General Requirements and Expectations**

- Business office/license in HRC's service area required prior to vendorization by HRC;
- Program must meet all applicable Title 17 regulations;

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- Applicant will ensure that staff are able to communicate in English and speak the language of the people they support;
- Applicants must demonstrate fiscal responsibility by submitting 2 complete fiscal years and current fiscal year-to-date financial statements that detail all current and fixed assets and current and long-term liabilities. In addition, the applicant must document available line of credit and provide necessary information for verification.
- Proof of Liability Insurance: the selected applicant will be required to maintain general and professional liability insurance for all work performed on behalf of regional center clients and their families and to name Harbor Regional Center as an additional insured on all such policies.
- The selected applicant will develop a comprehensive service design that specifies evaluation and assessment procedures, education, training, mentoring and community outreach strategies to ensure effective implementation of this nationally recognized evidence based model.
- The selected applicant will adhere to the START program development timeline to complete all required trainings and achieve all necessary certifications.

**Minimum Qualifications Sought in a Service Provider**

The successful applicant will demonstrate a strong understanding of the challenges exhibited by the target client population, and be able to adapt fully to the START model and all of its entirety. The applicant must present strong organizational skills and leadership qualities.

Only proposals demonstrating the following minimum qualifications will be evaluated for consideration for the award of this contract:

- The applicant and its key personnel/consultants has relevant experience working within the crisis intervention field with individuals with IDD/MH and mental health support needs (attach any relevant resumes).
- The applicant and its key personnel/consultants must have experience developing relationships and working collaboratively with various community partners including mental health, behavioral health, criminal justice, and the developmental services systems in California. If applicant is a current service provider, applicant must be in good standing with the regional center;
- Proven history of financial responsibility, stability and soundness;
- Proven history demonstrating the ability to provide direct supervision or services/supports to individuals with developmental disabilities and mental/behavioral health support needs;
- Current and active credentials, licenses, training certificates and/or skills required for the proposed project or service;
- Demonstrate an understanding of Person Centered Practices, the IPP process, and the legal rights of people with developmental disabilities in California;

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- Proven history in the area of project development, including the ability to complete projects, meet project timelines and manage a project of this size and scope; and
- Demonstrate administrative capacity to complete the project and/or implement the service in a timely fashion.

**Eligible Applicants**

Any individual, partnership, corporation, association or private-for-profit or non-for-profit agency may submit a proposal. Employees of regional centers are not eligible to apply. Applicants must disclose any potential conflicts of interest per Title 17, Section 54500. Applicants, including members of governing boards, must be in good standing in regards to all services vendored with any regional center. For partnership submissions, all partners should have full knowledge of the contents of the proposal submitted and must demonstrate commitment to the project during start-up as well as on-going operations.

**Proposal Instructions and Submission Format**

All interested applicants are required to submit an electronic proposal to Harbor Regional Center. Proposals must be typed in 12-point Times New Roman, Arial, or Calibri font. Include a cover page, table of contents with page numbers, and an identifying footer with applicant's name and page numbers.

Electronic file names should be titled and sent as follows:

Applicant Name- Project Name- Document

Example: Harbor Regional Center- START- Proposal

All qualified proposals received by the deadline will be reviewed and scored by evaluators selected by HRC. Applicants who meet the proposal criteria may be invited to participate in the interview process, if required.

Complete proposals should be emailed to: [resource.development@harborrc.org](mailto:resource.development@harborrc.org).

**Proposals are due by April 15<sup>th</sup>, 2022 by 11:59 PM PST.**

All additional inquiries regarding the application or requesting technical assistance should be directed to Angela Woods, MSW, Resource Developer, at: [Angela.Woods@harborrc.org](mailto:Angela.Woods@harborrc.org).

Proposals that are submitted after the deadline or that are incomplete, or that do not meet the basic requirements, will be disqualified. This RFP does not commit HRC to procure or contract for services or supports. HRC may elect to fund all, part, or none of the project, depending on funding availability as approved by the Department of Developmental Services and the quality of the proposals received.

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**RFP Timeline**

<b>Completion Dates</b>	<b>Activity</b>
February 11 <sup>th</sup> , 2022	Release of Request for Proposal
February 28 <sup>th</sup> , 2022 1:00-2:30 PM PST	START Open House Session via Zoom Register here: <a href="#">START Open House Registration</a>
March 11 <sup>th</sup> , 2022 by 5:00 PM	Proposal Submissions Due (original deadline)
March 23 <sup>rd</sup> , 2022	Request for Proposal extension announced
April 15 <sup>th</sup> , 2022 at 11:59 PM	Proposal Submissions Due (extended deadline)
Beginning the week of April 18 <sup>th</sup> , 2022	Evaluations of Proposals by Selection Committee
Beginning the week of April 25 <sup>th</sup> , 2022	Selected Applicant Interviews

**Proposal Content Requirements**

Each proposal should include the following (content not to exceed 20 pages):

1. A cover page listing the applicant’s name, address, phone number, email address, and the name of the person(s) preparing the proposal if other than applicant.
2. A table of contents with page numbers and all attachments must be labeled.
3. A description the applicant's experience, collaboration and familiarity with state and/or local agencies/systems of emergency response, crisis response, and IDD/MH services. In your response include information about any existing and active partnerships in which your agency is involved in.
4. A description of the applicant’s understanding of person-centered thinking/practices, why they are important, and why they are relevant when working with the target population.
5. A description of the applicant’s understanding of the START model and how this model might enhance the functions of applicant’s current agency/organization. Explain how the applicant perceives this model will be successfully implemented for the target population.
6. List the members of the proposed Project Development Team. Include names, titles, and qualifications of these proposed team members. At a minimum, this team should include the lead staff that will develop the response to the RFP, the service design and the individuals with the expertise in various evidence based practices you outlined in the proposed model of crisis intervention and stabilization. Please attach relevant resumes to the RFP application.
7. A description of the mission, values, and vision statements specific to the proposed project and providing services to the target population.
8. A description of the anticipated outcomes specific to the proposed project and how the achievement of outcomes will be measured.

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9. A description of how the applicant will collaborate with The Center for START Services and Harbor Regional Center, and share the qualities the applicant encompasses to ensure cohesive partnerships.
10. A description of how the applicant approaches cultural humility and bring an equity lens to their work.
11. A description of the plan to recruit, train, and retain quality staff. Provide examples of relevant training topics.
12. A description of the applicant's quality assurance policies and procedures which includes the monitoring of staff performance and the techniques used to evaluate service quality and satisfaction.
13. Share the plan to identify and recruit START advisory council members. What should the compilation of the advisory council should be? How would the applicant's organization engage an advisory council in implementing the START model?
14. Include a proposed work plan/timeline for completion of the proposed project.
15. Applicant Information page (Attachment B)
16. Statement of Obligation (Attachment C)
17. Financial Information (Attachment D)
18. Proposed Budget for Startup Costs- see **Allowable Use of Funds** (Attachment E)

**Allowable Use of Funds**

Startup costs are those costs which are necessary for the implementation of the service but not its on-going operation. Startup costs are usually incurred before the program is ready to begin actual services to clients. These funds may be utilized for site lease payments, site renovations, furnishings, supplies, employee wages/salaries, staff training, and related expenses.

Using the attached Proposed Budget Form for Startup Costs (**Attachment E**), break down all costs associated with the startup project. A proposed budget should be developed which details startup costs. The budget should be concise with all expenses sufficiently defined. Startup funds are not intended to cover 100 percent of the development costs. It is expected that the service provider will identify funds that along with startup funds, will demonstrate financial capacity to complete the project.

The provider is required to keep receipts, cancelled checks, and financial data for 5 years from date of contract.

**Evaluation and Selection Procedures**

Proposals will be evaluated and reviewed for:

- Demonstration of successful related experience in the development and operation of crisis support services to the IDD/MH population;

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- Experience working with culturally and linguistically diverse groups and demonstrated approach to cultural humility and equity;
- Relevant experience and qualifications/education of the applicant;
- Completeness and responsiveness of the RFP proposal;
- Basic understanding of the START model and implementation;
- Proposed expenditure of funds;
- Demonstrated financial responsibility and stability of the applicant; and
- Reasonableness of timeline and cost to complete the project

All proposals received by the deadline will undergo a preliminary screening. Late or incomplete applications will not be accepted for review and rating. Proposals may be eliminated from further consideration due to inconsistency with state and federal guidelines, failure to follow RFP instructions, incomplete documents, or failure to submit required documents.

The evaluation process will include individual committee member evaluation and rating for each proposal, followed by committee discussion and ranking of proposals. Final funding for all proposals shall be upon recommendation of the review team and approval by the HRC Executive Director whose decision shall constitute the final decision level.

The final selection of HRC is not subject to appeal. All applicants will receive written notification of HRC's decision regarding their proposal and an announcement of the applicant awarded the project will be posted on the Center's website: [www.harborrc.org](http://www.harborrc.org).

In the event that no proposal is selected, HRC may elect to either not develop the service pending further analysis of alternatives to meet the expressed need, or to issue a new RFP to attempt to expand the pool of potential applicants.

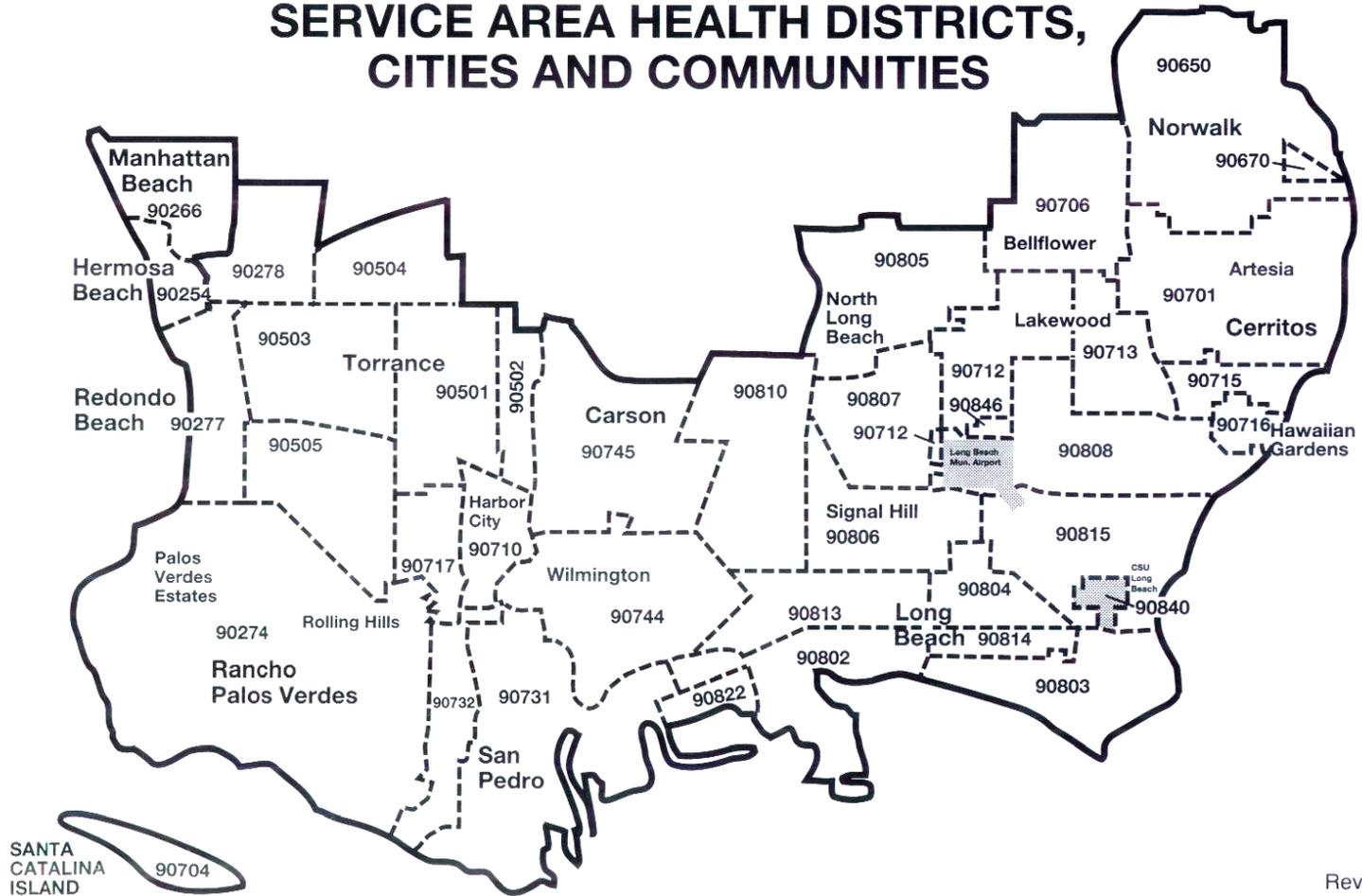
**Reservation of Rights**

HRC reserves the right to request or negotiate changes to a proposal, to accept all or part of a proposal, or to reject any or all proposals. HRC may, at our sole and absolute discretion, select no provider for these services if, in its determination, no applicant is sufficiently responsive to the need. HRC reserves the right to withdraw this Request for Proposal (RFP) and/or any item within the RFP at any time without notice. HRC reserves the right to disqualify any proposal which does not adhere to the RFP instructions.

# HARBOR REGIONAL CENTER SERVICE AREA MAP



## SERVICE AREA HEALTH DISTRICTS, CITIES AND COMMUNITIES



**HARBOR REGIONAL CENTER  
APPLICANT INFORMATION**

Applicant/Agency Name: \_\_\_\_\_

Address: \_\_\_\_\_

Applying for  Crisis Support Services: START Team  
 Non-Profit Corporation       For-Profit Corporation       Partnership  
 Other (please specify) \_\_\_\_\_

Contact Person's Name and Job Title: \_\_\_\_\_

Work Phone/Cell Phone: \_\_\_\_\_

Email Address: \_\_\_\_\_

NAME OF PARENT CORPORATION (IF APPLICABLE)  
\*(must identify, if any, excluded individuals-attach additional sheet)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Provide current or previous services implemented by the applicant/agency that provide evidence of experience related to your proposal. Include the service name, the dates that services started (and ended if not currently being provided), and a one sentence description of the type/purpose of the indicated service:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

List three references, including job title and agency affiliation that can be contacted in regards to applicant's experience, qualifications and ability to implement this proposal:

1. \_\_\_\_\_

**HARBOR REGIONAL CENTER  
APPLICANT INFORMATION**

2. \_\_\_\_\_

3. \_\_\_\_\_

\_\_\_\_\_  
AUTHOR OF PROPOSAL

Knowingly and willfully failing to fully and accurately disclose the information requested may result in rejection of proposal.

By signing, you hereby certify and swear under penalty of perjury that (a) you have knowledge concerning the information above, and (b) the information above is true and accurate. You agree to inform the Regional Center, in writing, within 30 days of any changes or if additional information becomes available.

\_\_\_\_\_  
SIGNATURE OF PERSON AUTHORIZED TO BIND ORGANIZATION

\_\_\_\_\_  
DATE

**HARBOR REGIONAL CENTER  
STATEMENT OF OBLIGATION**  
*(please attach additional pages if needed)*

1. The applicant is presently providing services to individuals with intellectual and developmental disabilities:

No       Yes

If **Yes**, indicate name, location, type and capacity of service(s):

2. The applicant is presently providing services to individuals other than those with intellectual and developmental disabilities:

No       Yes

If **Yes**, indicate name, location, type and capacity of service(s):

3. Is the applicant currently receiving grant/funds from any source to develop services for individuals with intellectual and developmental disabilities?

No       Yes

If **Yes**, indicate funding source and scope of grant project.

4. Is the applicant currently applying for grant/funds from any source to develop services for Fiscal Year 2021/22?

No       Yes

If **Yes**, indicate funding source and scope of grant project.

5. The applicant is planning to expand existing services (through a Letter of Intent and with or without grant funds) from a source other than Harbor Regional Center during Fiscal Year 2021/22:

No       Yes

If **Yes**, please provide details.

6. Describe other professional/business obligations. Include name, location, type, and capacity of service/obligation. Do not include services you expect to provide through this grant.

**HARBOR REGIONAL CENTER  
STATEMENT OF OBLIGATION**  
*(please attach additional pages if needed)*

7. Has the applicant or any member of the applicant's organization received a citation from a regional center or State Licensing agency within the last 2 years?

No       Yes

If **Yes**, explain in detail.

8. Has the applicant or a member of the applicant's organization or staff ever received a citation from any agency for abuse?

No       Yes

If **Yes**, explain in detail.

**HARBOR REGIONAL CENTER  
FINANCIAL INFORMATION**

Applicant/Agency Name: \_\_\_\_\_

Project: \_\_\_\_\_

Line of Credit Available?     Yes             No            Amount: \$ \_\_\_\_\_

Please provide the most recent audited financial statement (preferred) or a current financial statement that includes all of the information listed below:

FINANCIAL STATUS AS OF: \_\_\_\_\_, 20\_\_\_\_\_

**ASSETS:**

Cash on hand and in commercial and savings account	\$
Notes and Receivables	\$
Inventory, Equipment, Furniture and Furnishings	\$
Real Estate (Market Value)	\$
Other Assets	\$
<b>TOTAL ASSETS</b>	\$

**FIXED ASSETS:**

Buildings and/or Structures	\$
Real Estate Holdings	\$
Long Term Investments	\$
Potential Judgements and Liens	\$

**LIABILITIES:**

Accounts and Notes Payable (Balance Due)	\$
Salaries and Wages Payable	\$
Real Estate Loans or Mortgages (Balance Due)	\$
Payroll and Real Estate Taxes Payable	\$

<b>LINE OF CREDIT AVAILABLE</b>	\$
<b>TOTAL LIABILITIES</b>	\$

Reference who may be contacted regarding applicant's/agency's qualifications and experience in financial management:

Name/Title: \_\_\_\_\_

Agency/Company: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Budget/Financial Information Submitted by:

Name \_\_\_\_\_ Date \_\_\_\_\_

**HARBOR REGIONAL CENTER  
PROPOSED BUDGET FOR START-UP COSTS**

<b>ITEM</b>	<b>PROJECTED COST</b>
Office Lease (if new to HRC area)	
Office Supplies	
Office Furniture	
Utilities (trash, gas, water, electricity, telephone)	
Communication	
Staff Recruitment Costs (e.g., advertising, finger printing)	
Staff Training	
Consultant Fees	
Travel	
Insurance	
Licensing Fees	
Fire and Safety Costs (sprinkler, alarms, etc.)	
Other General Expenses (Specify)	
Administrative Overhead (not to exceed 15% of direct costs)	
<b>TOTAL PROJECTED START-UP COSTS</b>	

In addition to the projected cost for each item, be sure to include a detailed breakdown/description of how each line item was constructed. (If necessary, adjust outline to your program needs, but address requested line items.) The RFP amount should not cover the entire cost of project. Please include the financial investment you will bring to this project.