



CRDP Implementation Pilot Projects & Capacity Building Pilot  
Projects Call for Applications  
Bidders Conference

Prepared by:



ANDREW CHANG & Co, LLC

September 9, 2015

# Agenda: Housekeeping

<b>1:00 – 1:05</b>	<p><b><i>Housekeeping</i></b>          William Porter, MS, Contract Manager          Office of Health Equity, California Department of Public Health</p>
<b>1:05 – 1:15</b>	<p><b><i>Welcome &amp; Introductions</i></b>          Jahmal Miller, MHA, Deputy Director          Office of Health Equity, California Department of Public Health</p>
<b>1:15 – 1:30</b>	<p><b><i>California Reducing Disparities Project (CRDP) Overview</i></b>          Marina Augusto, MS Counseling, Staff Services Manager          Office of Health Equity, California Department of Public Health</p>
<b>1:30 – 1:45</b>	<p><b><i>Procurement Overview</i></b>          Andrew Chang, MBA/MPP, Consultant          Andrew Chang &amp; Company</p>
<b>1:45 – 2:00</b>	<p><b><i>Implementation Pilot Projects</i></b>          William Porter, MS, Contract Manager          Office of Health Equity, California Department of Public Health</p>
<b>2:00 – 2:15</b>	<p><b><i>Capacity Building Pilot Projects</i></b>          Kimberly Knifong, MBA, Health Program Specialist          Office of Health Equity, California Department of Public Health</p>
<b>2:15 – 2:25</b>	<p><b><i>Break</i></b></p>
<b>2:25 – 4:00</b>	<p><b><i>Q&amp;A</i></b>          All</p>

# Housekeeping

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- We will be recording the Bidders Conference. We ask that you use the microphones when speaking
- Out of respect for all participants, all questions will be held until the end of the conference, in the time allotted for Q&A. Questions and answers will be used to create a Frequently Asked Questions list that will appear on our website and on BidSync
  - Each speaker will be allotted two minutes. We ask that you identify yourself when speaking
- We will only address questions related to these procurements
  - A Bidders Conference was held on September 2<sup>nd</sup> for Statewide Evaluator and Technical Assistance Providers, FAQ from this conference will be available online
- Our staff have cards if you wish to write down your questions. You may also ask staff to pass them to us and we will read them for you. Please put your name on the card.
- Preliminary responses may be provided to questions verbally during this conference, however no responses will be considered final or binding until they have been posted in writing to the CDPH website and to BidSync
- Sign-in sheets and list of webinar participants will be shared

# Housekeeping

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- Restrooms, exits, refreshments
- Please turn off cell phone ringers
- Only bottled water allowed in this room
- Doors to the terrace will lock behind you.
- Allow presenters to finish presentations. There will be time at the end of the presentation for questions
- Listen actively. Respect others when they are talking
- If you are participating by WebEx/Dial-In and wish to submit a question or comment, please do so through the WebEx Q & A function. Staff will be monitoring the questions and provide time to address them in each Q & A session
- If you have any technical problems during the Forum, please email Dawn Munoz at [dawn.munoz@cdph.ca.gov](mailto:dawn.munoz@cdph.ca.gov) or call (916) 893-9946

# Agenda: Welcome & Introductions

**1:00 – 1:05**

***Housekeeping***

William Porter, MS, Contract Manager  
Office of Health Equity, California Department of Public Health

**1:05 – 1:15**

***Welcome & Introductions***

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***California Reducing Disparities Project (CRDP) Overview***

Marina Augusto, MS Counseling, Staff Services Manager  
Office of Health Equity, California Department of Public Health

**1:30 – 1:45**

***Procurement Overview***

Andrew Chang, MBA/MPP, Consultant  
Andrew Chang & Company

**1:45 – 2:00**

***Implementation Pilot Projects***

William Porter, MS, Contract Manager  
Office of Health Equity, California Department of Public Health

**2:00 – 2:15**

***Capacity Building Pilot Projects***

Kimberly Knifong, MBA, Health Program Specialist  
Office of Health Equity, California Department of Public Health

**2:15 – 2:25**

***Break***

**2:25 – 4:00**

***Q&A***

All



# Agenda: California Reducing Disparities Project (CRDP) Overview

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## Office of Health Equity was created with the goal of eliminating health and mental health disparities and inequities

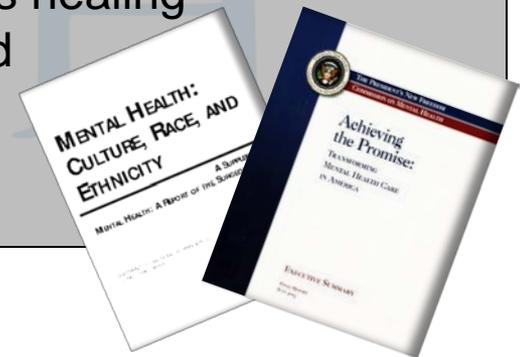
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- Achieve the highest level of health and mental health for all people, with special attention focused on those who have experienced socioeconomic disadvantage and historical injustice, including, but not limited to, vulnerable communities and culturally, linguistically, and geographically isolated communities.
- *Work collaboratively* with the Health in All Policies (HiAP) Task Force to *promote* work to prevent injury and illness through improved social and environmental factors that promote health and mental health.
- *Advise and assist* other state departments in their mission to increase access to, and the quality of, culturally and linguistically competent health and mental health care and services.
- Conducting policy analysis and developing strategic policies and plans regarding specific issues affecting vulnerable communities and vulnerable places to increase positive health and mental health outcomes for vulnerable communities and decrease health and mental health disparities and inequities.
- Establishing a comprehensive, cross-sectoral strategic plan to eliminate health and mental health disparities and inequities.

## CRDP's Vision is a California in which all individuals receive quality, culturally and linguistically competent mental health services

We envision a California in which all individuals, regardless of race, ethnicity, sexual orientation, or gender identity, receive quality mental health prevention and treatment services delivered in a culturally and linguistically competent manner.

- Anticipated near-term (5-10 year) outcomes:
  - Numerous Community Defined Evidence Practices (CDEPs) funded in Phase 2 found to be effective
  - Validated CDEPs funded by county mental health departments throughout California using Mental Health Services Act (MHSA) funds
  - Relationship between unserved, underserved and inappropriately served communities and county mental health departments is healing
  - Underserved communities advocate for individual and collective needs locally and statewide



## The CRDP Strategic Plan includes four overarching themes and five goals

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### **Four Over Arching Themes:**

1. Address and incorporate cultural and linguistic competence at all levels
2. Implement Capacity Building at all levels
3. Improve data collection standards
4. Address social and environmental determinants of health

### **Five Goals:**

1. Increase Access
2. Improve the Quality of Services
3. Build on Community Strengths to Increase the Capacity of and Empower Unserved/Underserved/Inappropriately Served
4. Develop, Fund, and Demonstrate the Effectiveness of Population-Specific and Tailored Programs
5. Develop and Institutionalize Local and Statewide Infrastructure to Support the Reduction of Mental Health Disparities

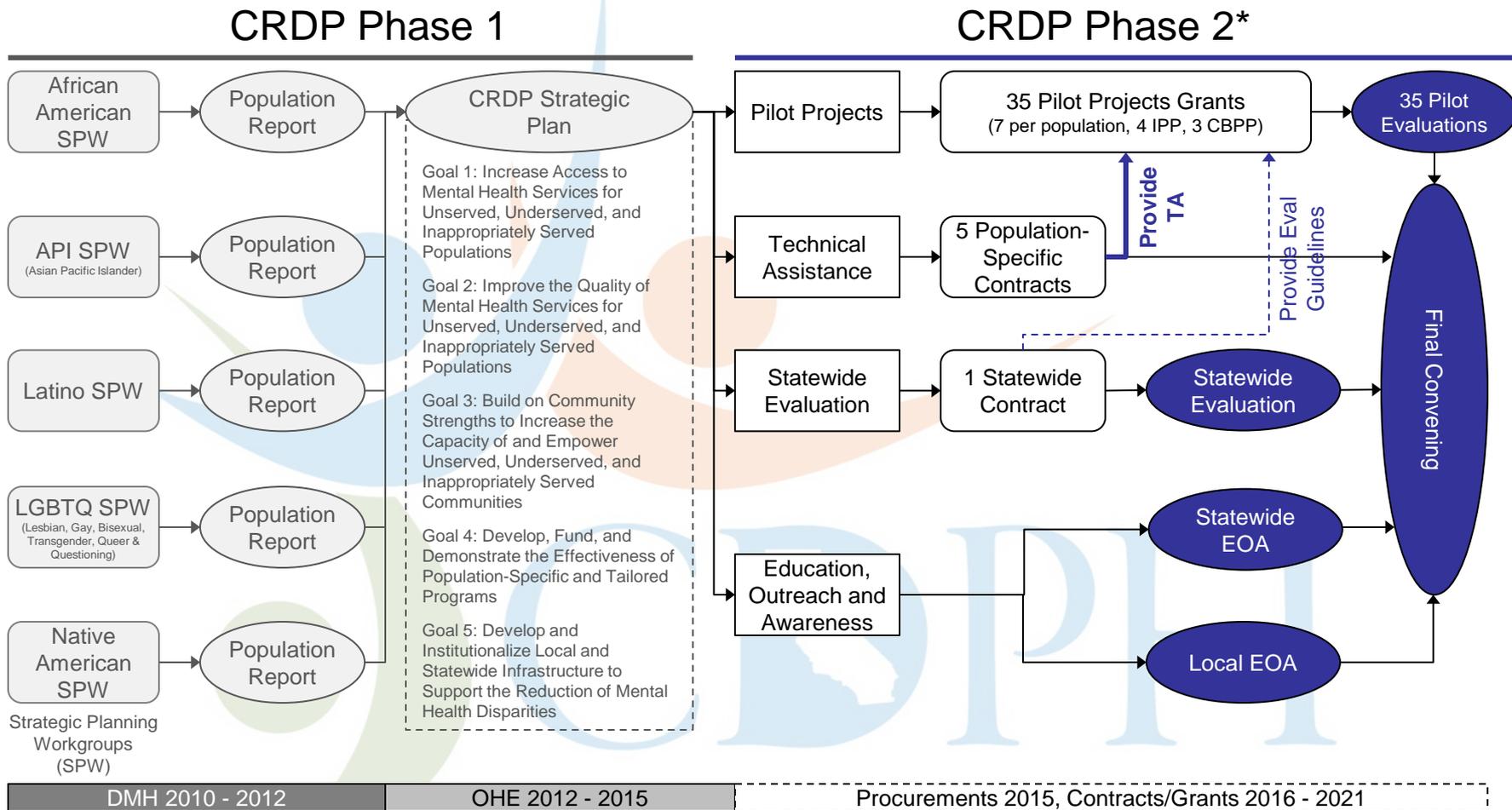
## CRDP Phase 1 Update

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The Draft CRDP Strategic Plan was extensively vetted:

- 35 day public comment period which included 5 Town Halls (Los Angeles, San Diego, Fresno, Oakland, and Eureka)
- CRDP Partners from each of the 5 populations / CA MHSA Multicultural Coalition
- Community
- State departments and other entities called to action in the Strategic Plan
  
- Timeline for Publication/Dissemination
  - A mock up of the Strategic Plan will be submitted this week to include graphic design
  - The final document will be submitted to CDPH leadership and CA Health & Human Services for review and approval
  - Once approved:
    - CPEHN posts on their website / Eblast Announcement
    - Office of Health Equity Press Release: Ethnic Media Outlets
    - Office of Health Equity Website & Eblast Announcement
    - CPEHN's Final Conference: Winter 2015-16

# CRDP Phase 2 consists of over 40 contracts and grants



\* In process, specific details subject to change



CRDP Phase II is focused on the demonstration and evaluation of promising practices

### What CRDP Phase II Is

- One-time demonstration of limited number of promising practices within targeted communities
- Opportunity to develop and implement new methods to gather data
- Exhibition of new community participatory program evaluation methods to prove effectiveness
- Effort to achieve system changes through concerted efforts

### What CRDP Phase II Is Not

- Comprehensive program to address all the mental health needs of targeted communities
- Statewide program that impacts populations beyond African American, Asian American/Pacific Islander, Latino, Native American and LGBTQ communities
- Continuous funding source for promising practices

## Demonstration pilot projects are seeking to validate community-defined evidence practices

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Community-Defined Evidence Practice: A set of bottom-up practices derived from a community's ideas of illness and healing or positive attributes of cultural or traditional practices. In addition, the practice has been used by the targeted community, which has determined it to yield positive results through community consensus. While some CDEPs may have been measured empirically, this is not necessary to show that there is a consensus in the community regarding its effectiveness. CDEPs can include a range of culturally tailored treatment approaches or support (Martinez, 2010; CIBHS, 2014; Community Defined Evidence Project Work Group, 2007). These services are often culture-specific practices that are supported by community experience but generally not yet recognized or funded by the public mental health system.

# CRDP Phase 2 solicitations were drafted and vetted through a thorough public process



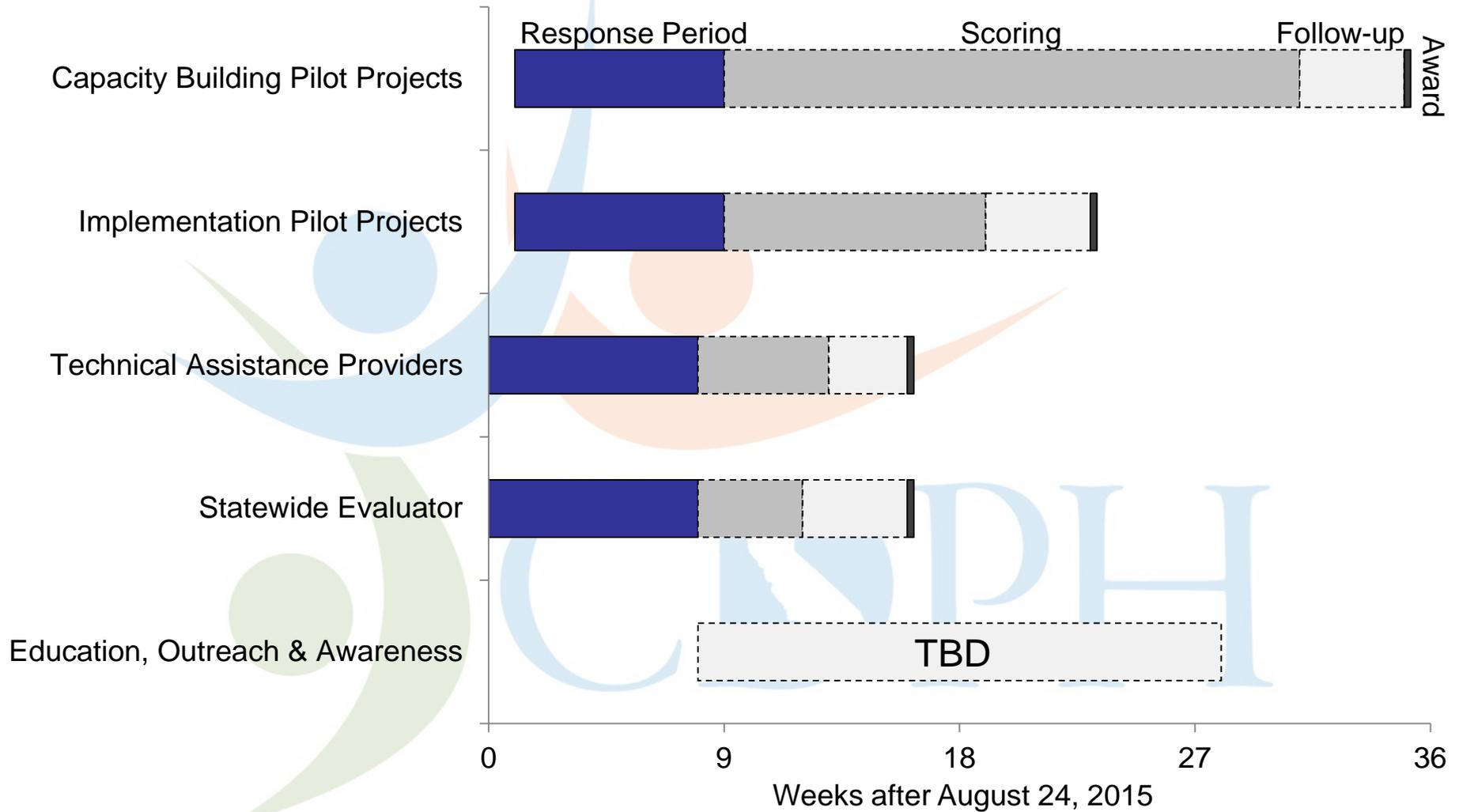
Timeline	April 2014 - Present	August 2014	December 2014	March 2015
	<ul style="list-style-type: none"> <li>Interviews conducted with internal and external informants</li> </ul>	<ul style="list-style-type: none"> <li>An informal advisory committee comprised of subject matter experts that provided feedback to CDPH regarding its planned design for Phase II.</li> <li>Approximately 6 Brain Trust members were selected based on their professional reputation in cultural competence and experience working with CRDP target populations.</li> </ul>	<ul style="list-style-type: none"> <li>Four community forums held across the state:                             <ul style="list-style-type: none"> <li>Oakland</li> <li>Los Angeles</li> <li>Fresno</li> <li>Online</li> </ul> </li> <li>Over 200 attendees</li> <li>Over 100 questions answered</li> </ul>	<ul style="list-style-type: none"> <li>Solicitations were made available for public comment for four weeks</li> <li>68 comments received from 28 individuals</li> </ul>



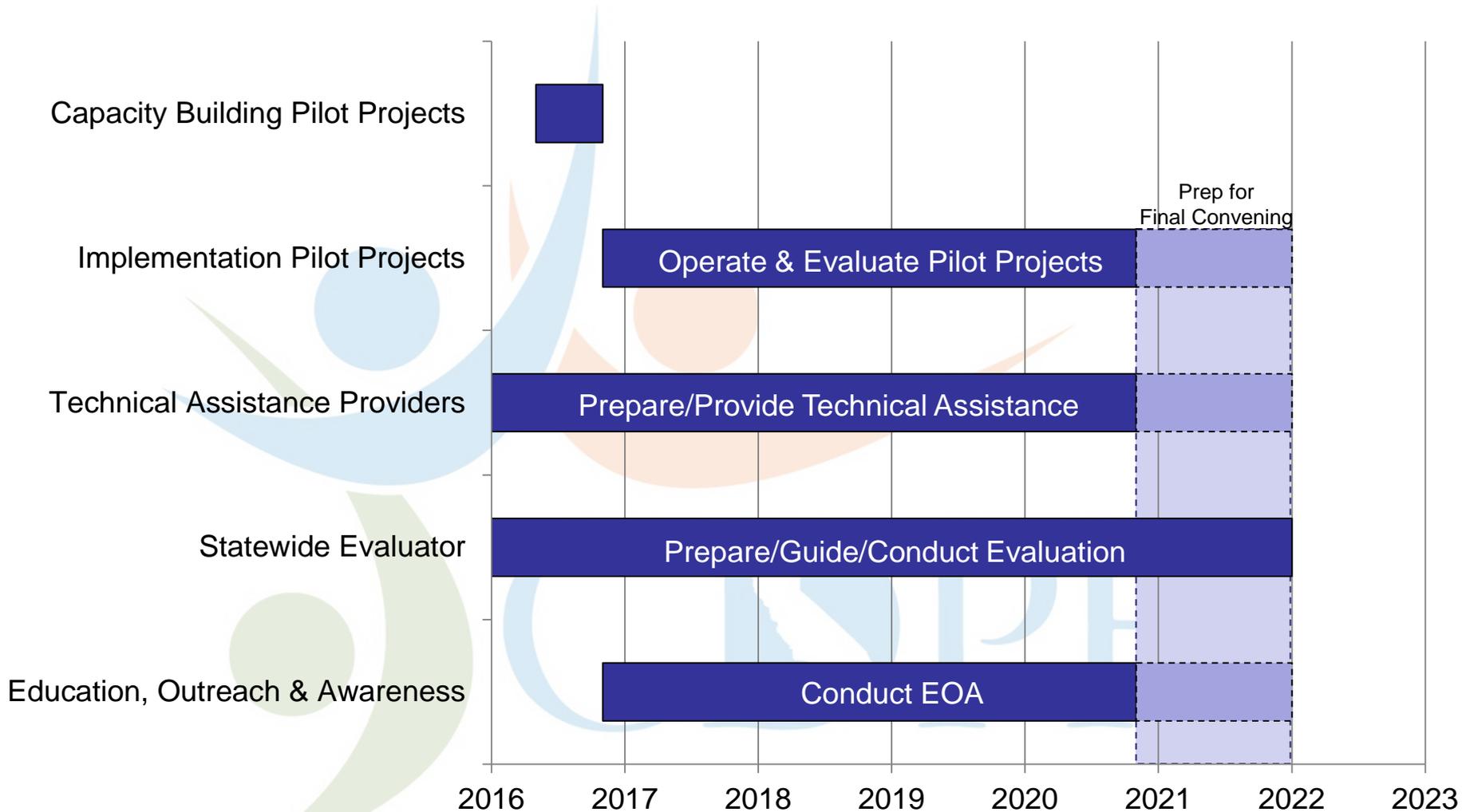
In total, over 40 solicitations will be completed with a budget of \$60,000,000

Wave	Procurement	Key Functions	# Awards	Total Funding	Funding Term	Avg per contract per year
I	Statewide Evaluator	<ul style="list-style-type: none"> <li>Statewide evaluation</li> <li>Establish guidelines for population based evaluations</li> <li>Establish guidelines for pilot project evaluations</li> </ul>	1	\$4,000,000	6 years	\$667,000
II	Population Based Technical Assistance	<ul style="list-style-type: none"> <li>Business and development technical assistance for pilot projects</li> <li>Evaluation technical assistance for pilot projects</li> </ul>	5	\$12,500,000	6 years	\$417,000
III	Population Based Capacity Building Pilot Projects	<ul style="list-style-type: none"> <li>Aimed at allowing less developed organizations to develop capacity to participate as CRDP phase II pilot projects</li> </ul>	15	\$600,000	6 months	\$40,000
IV	Population Based Implementation Pilot Projects	<ul style="list-style-type: none"> <li>Aimed at allowing population based CDEPs to operate for a year period to establish records of performance and effectiveness</li> </ul>	35 (Includes 15 CBPPs)	\$39,900,000	5 years	\$228,000
V	Education, Outreach & Awareness	<ul style="list-style-type: none"> <li>Aimed at providing education, outreach and awareness service to inform policy decision makers and stakeholders about issues impacting mental health disparities in population</li> </ul>	TBD	\$3,000,000	5 years	TBD
Total			40+	\$60,000,000		

We anticipate awarding all contracts and grants by early 2016



We anticipate the first contracts will begin in early 2016 and CRDP Phase 2 will conclude by the end of 2022



# Agenda: Procurement Overview

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Office of Health Equity, California Department of Public Health
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Kimberly Knifong, MBA, Health Program Specialist  
Office of Health Equity, California Department of Public Health
- 2:15 – 2:25**      **Break**
- 2:25 – 4:00**      **Q&A**  
All

## CRDP Phase 2 is in open procurement

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- Throughout the procurement process from public comment until the contracts are awarded, CDPH OHE must work to ensure all potential proposers have a level playing field and that the CDPH OHE operates in a manner that is accountable to the public
- CDPH OHE will not be able to take personal meetings or respond to telephone inquiries regarding the solicitations to ensure a level playing field, full transparency and the integrity of the solicitations
  - As described in the following slide, please direct all correspondences to [ohesolicitations@cdph.ca.gov](mailto:ohesolicitations@cdph.ca.gov)
- If you would like to be added to the OHE email announcement list, please subscribe at [OHE@cdph.ca.gov](mailto:OHE@cdph.ca.gov)

All correspondence, questions, inquiries should be made in writing

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- All correspondence, questions, inquiries should be made in writing via email to [ohesolicitations@cdph.ca.gov](mailto:ohesolicitations@cdph.ca.gov)
- Do not contact any other CDPH employee regarding this solicitation. All participants in this process are subject to applicable State and Federal codes regarding Public Officials and State of California bidding policies and codes
- Questions submitted by email will be made anonymous, responded to (as reviewed by CDPH team) and posted for all bidders to see
- Only written responses posted on BidSync and the CDPH website shall be considered binding
- Check bid posting site often!
- Alternately, if email is inconvenient, phone calls may be directed to (916) 445-4139. Questions will be transcribed and posted with answers on the CDPH website and on BidSync. No answers provided verbally shall be considered binding

# Proposers are responsible for regularly checking BidSync or the CDPH website for updates and FAQ

en Español  
 Su salud en su idioma

**Most Popular Links**

- Birth, Death, & Marriage Certificates
- Licensing and Certification
- WIC

**Quick Links**

- About Us
- CDPH Open Data Portal
- Decisions Pending & Opportunities for Public Participation
- Diseases & Conditions
- Job Opportunities
- Language Access Complaint Process
- Local Health Services
- Newsroom
- Public Availability of Documents

**Related Links**

- California Health and Human Services Agency
- Department of Health Care Services (includes Medi-Cal)
- State Agencies Directory

Home > Programs

**California Reducing Disparities Project (CRDP)**

**CRDP Phase II**

The focus of Phase II will be on demonstrating the effectiveness of community-defined evidence in reducing mental health disparities. CRDP Phase II is a multi-component program, funding selected approaches across the five CRDP-targeted populations with strong evaluation, technical assistance, and infrastructure support components.

After successful completion of this multiyear investment in communities and to provide the state, and the nation, a model

**CRDP PHASE II Solicitations:**

*OHE cannot provide individual guidance about how to provide this email address to receive you OHE.Solicitations@cdph.ca.gov. This mailbox Frequently Asked Questions (FAQs) on the web parties.*

**CRDP Phase II Solicitations: BidSync.**

**CRDP Phase II Solicitations in PDF Forms: [Solicitation Form](#)**

**CRDP Phase II Frequently Asked Questions (FAQs): [Click here!](#)**

**CRDP Solicitations Tutorial: [Click here!](#)**

**CRDP Pilot Projects Tutorial: [Click here!](#)**

**Bid #15-10603 - CRDP Phase 2 Statewide Evaluator**

State of California, CA Public Health, Department of

[Register now for free!](#)

Time left: 45 days, 5 hrs  
 Bid started: Aug 24, 2015 12:50:19 PM PDT  
 Bid ends: Oct 16, 2015 3:00:00 PM PDT

[Download Bid Packet](#) [Add to My bids](#)

**Details Documents Pre-bid conference Vendor ads**

**Bid #15-10603 - CRDP Phase 2 Statewide Evaluator RFP**

Bid contact: [Please log in to view Bid contact information](#)  
 Issuing agency: State of California, CA [See other Bids by this agency](#)  
 Issuing department: Public Health, Department of [See other Bids by this department](#)  
 Description: The purpose of this Solicitation is to secure a Contractor to serve as the California Reducing Disparities Project (CRDP) Statewide Evaluator. The CRDP Statewide Evaluator is integral to Phase 2 and will work closely with the Pilot Projects, Technical Assistance providers, and the Statewide and Local Education, Outreach and Awareness Consultants, as well as CDPH staff. The Statewide Evaluator must provide services in a manner that is both culturally and linguistically competent and closely adheres to the guidelines as outlined in the American Evaluation Association Public Statement on Cultural Competence in Evaluation (Fairhaven, MA, Retrieved from <http://www.eval.org/picmid/92>). The Contractor will provide services throughout California. Please see the attached documents for more information.

Added on Aug 25, 2015:  
 A question and answer document has been added to the Bidder's Library documents.

Added on Aug 27, 2015:  
 The Bidders' Conference Information (containing web conferencing information) has been added to the documents.

Classification codes: [View classification codes](#)  
 Estimated Amount: \$4,000,000.00  
 Regions: [View regions](#)

[Standard disclaimer](#)

Please log in to see Bid details or to add this to My Bids. If you are not registered, [please register](#) for free.

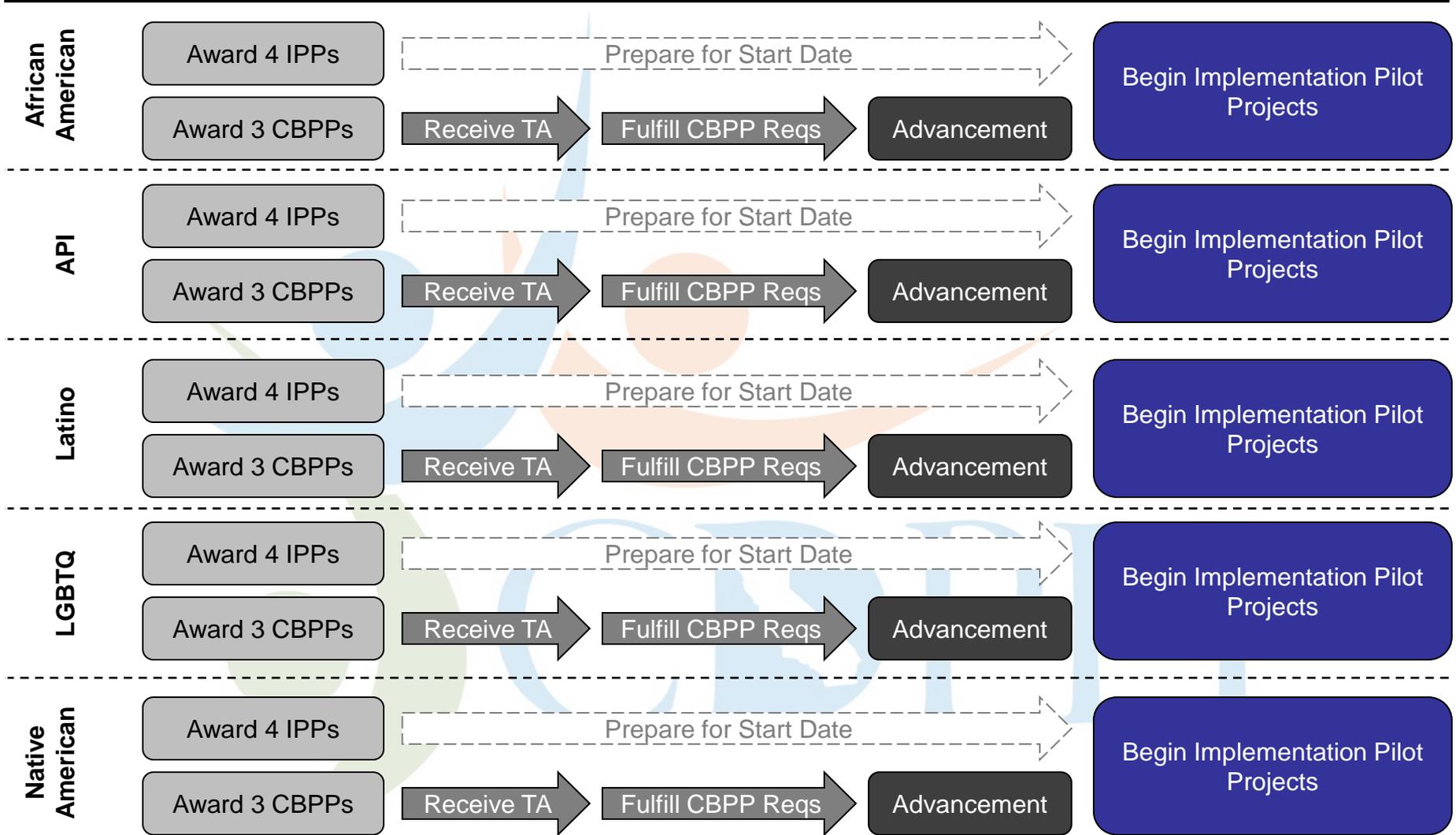
[Login](#) [Register now!](#) [Leave Feedback](#)

- Updates and Frequently Asked Questions (FAQ) will be posted to BidSync and the CDPH website: <https://www.cdph.ca.gov/programs/Pages/OHECaliforniaReducingDisparitiesProjectPhaseII.aspx>
- Questions submitted to CDPH will be posted anonymously and answered publicly in the FAQ so all potential bidders may benefit from the information
- Bidders are responsible for regularly checking BidSync or the CDPH website and is responsible for being aware of any updates and accounting for all updates in their response

# Agenda: Implementation Pilot Projects (IPP)

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<b>2:15 – 2:25</b>	<p><b><i>Break</i></b></p>
<b>2:25 – 4:00</b>	<p><b><i>Q&amp;A</i></b>          All</p>

# We will award 35 pilot project grants



## Implementation Pilot Project Responsibilities

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Implementation Pilot Projects will be responsible for:

- Evaluating CDEP effectiveness
- Expanding CDEP scale to facilitate evaluation (if necessary)
- Improving organization sustainability by strengthening operations and infrastructure
- Increasing awareness of the CDEP
- Project management & communication with CDPH

# Implementation Pilot Project Qualifications

## Minimum Qualifications

1. Applicant proposes to provide a CDEP that meets PEI requirements as outlined in Section I.B. Introduction.
2. Applicant is a 501(c)3 non-profit with an office in California, or a Tribal government.
3. Applicant certifies the organization possesses financial solvency and has the means to participate in CRDP Phase 2 under the conditions specified in this solicitation and resulting grant.

## Desired Qualifications

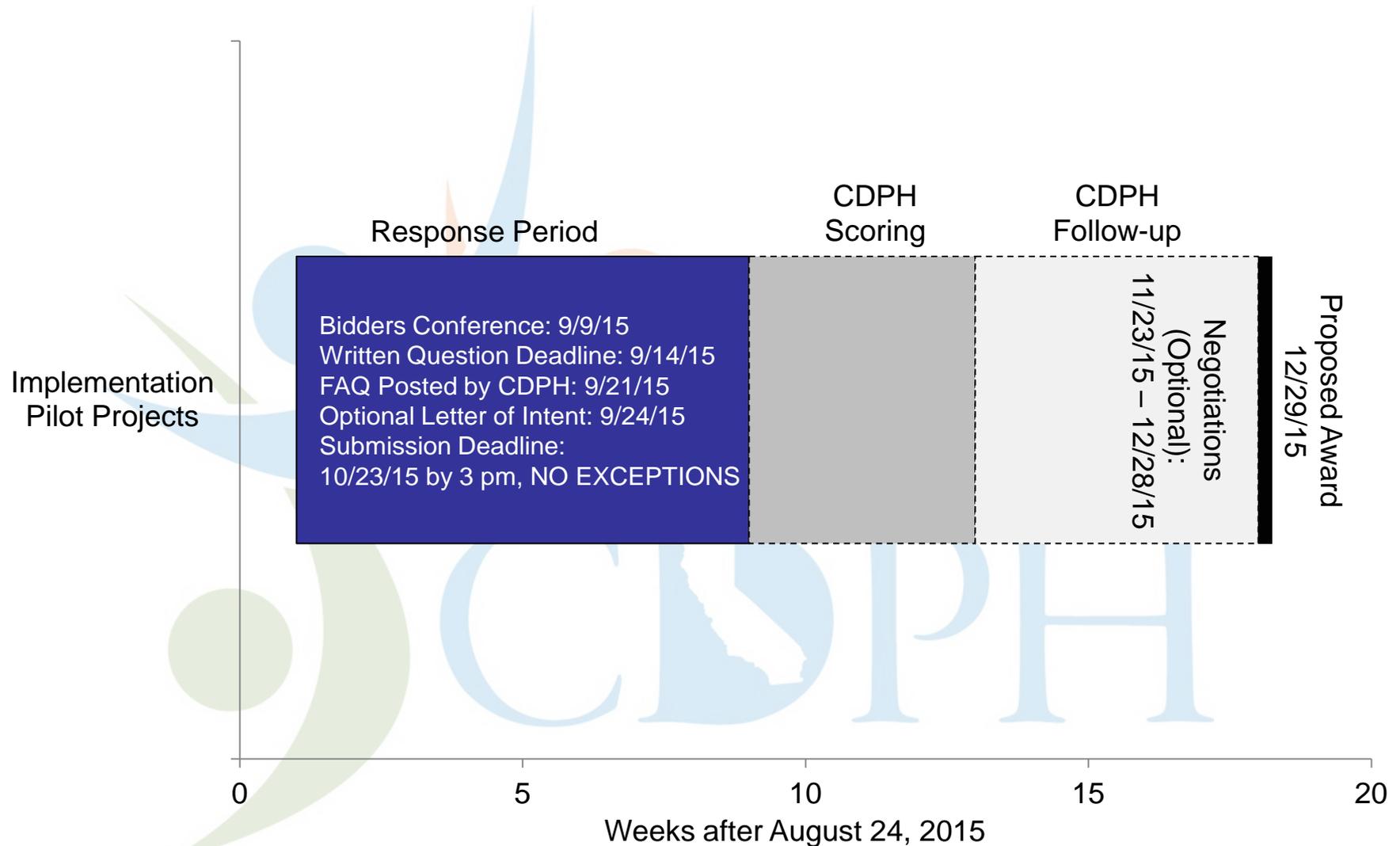
1. Applicant has significant experience as the direct provider of the proposed CDEP among California's targeted population.
2. Applicant is qualified to provide mental health services to California's targeted population intended to prevent mental illnesses from becoming severe and disabling, which includes:
  - Significant experience working to prevent mental illness and/or reduce its severity through, but not limited to:
  - Demonstrated ability to work in a culturally and linguistically appropriate manner with the California targeted population or subpopulation
  - Strong support from the community the Applicant serves. Examples of support could include, but is not limited to, financial and volunteer support by client/consumer/family members. Strong community engagement, including, but not limited to, specific roles for clients/consumers/family members in support of the applicant organization and/or the design and/or provision of the CDEP
  - If the applicant is a County, it should demonstrate its collaboration with local CDEPs in their provision of services, beyond financial support.
3. Applicant's CDEP has the potential to prevent and/or reduce the severity of mental illness in California's targeted population or subpopulation and has the potential to be effectively evaluated, which includes:
  - Addresses a community need identified as a finding or a recommendation in the draft CRDP Strategic Plan or the targeted Population Report
  - Has a strong basis for likelihood of effectiveness:
  - Has the potential for producing evidence of successful outcomes as demonstrated through the strength of the Proposed Evaluation Plan

# Implementation Pilot Project Application Requirements

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- Cover Letter
- Required Documents
  - Checklist
  - Application Cover Page
  - Narrative
  - Workplan
  - Evaluation Plan
  - Budget
  - Other Required Attachments

We anticipate announcing the proposed awards in late-December



# Agenda: Capacity Building Pilot Projects (CBPP)

<b>1:00 – 1:05</b>	<p><b><i>Housekeeping</i></b>          William Porter, MS, Contract Manager          Office of Health Equity, California Department of Public Health</p>
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<b>2:15 – 2:25</b>	<p><b><i>Break</i></b></p>
<b>2:25 – 4:00</b>	<p><b><i>Q&amp;A</i></b>          All</p>

## Capacity Building Pilot Projects Responsibilities

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Capacity Building Pilot Projects will receive intensive technical assistance over a short period and are responsible for building the capacity to fulfill CBPP requirements, including:

- Workplan
- Budget
- Evaluation Plan
- Financial Certification & Business Information Sheet

Successful Capacity Building Pilot Projects will advance to Implementation Pilot Project Status

# Capacity Building Pilot Project Qualifications

## Minimum Qualifications

1. Applicant proposes to provide a CDEP that meets PEI requirements as outlined in Section I.B. Introduction.
2. Applicant is a 501(c)3 non-profit with an office in California, or a Tribal government.
3. Applicant's annual operating expense budget has not exceeded \$500,000 on average during the past two years
4. Applicant would benefit from program development or technical assistance.

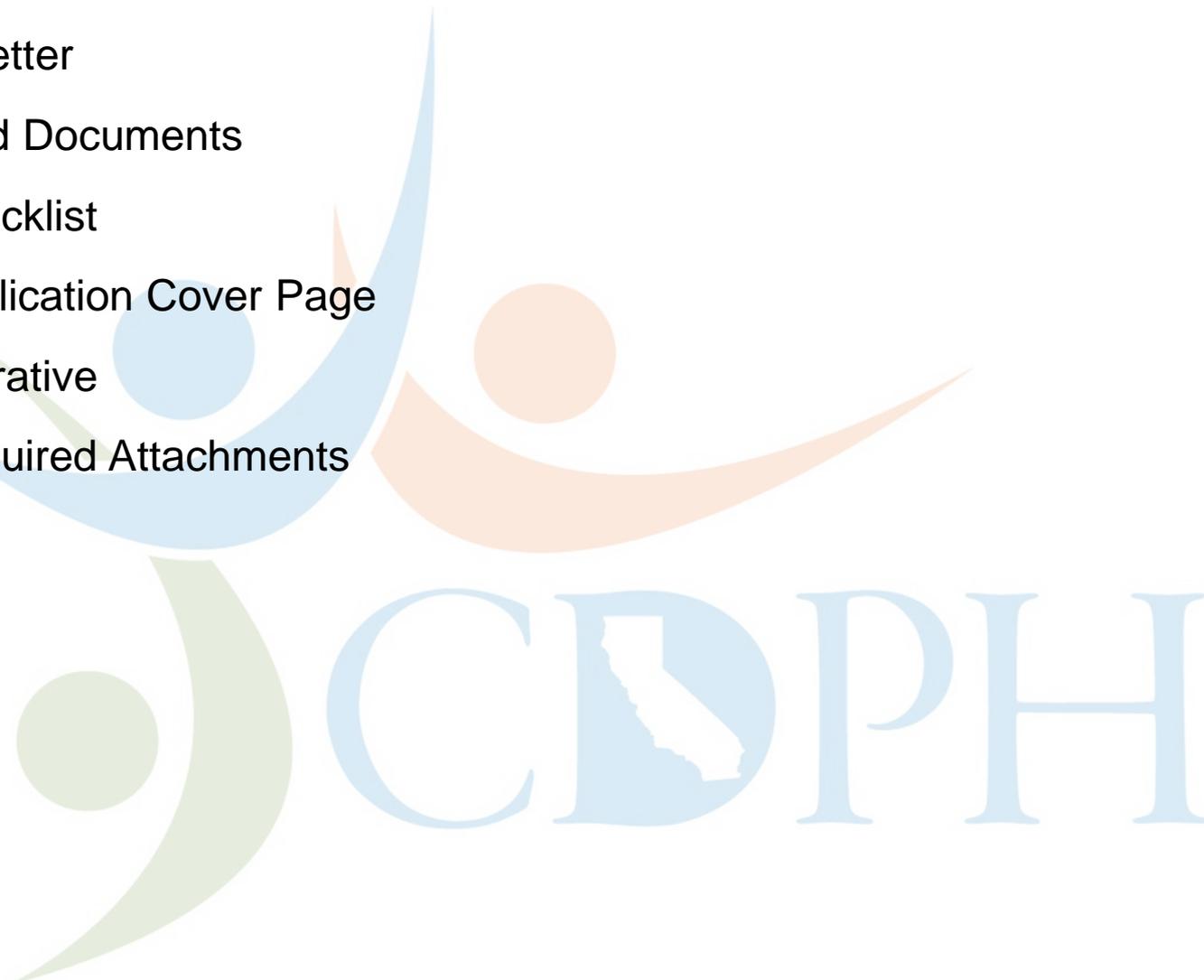
## Desired Qualifications

1. Applicant has significant experience as the direct provider of the proposed CDEP among California's targeted population.
2. Applicant is qualified to provide mental health services to California's targeted population, which includes:
  - Significant experience working to prevent mental illness, through but not limited to: *(See Call for Application)*
  - Strong support from the community that the applicant serves. Examples of support could include but is not limited to: financial; volunteer by client/consumer/family members; and general support. Strong support will be documented through letters of support from a client, family member or member of the targeted community that explains the depth and breadth of impact for the targeted population
  - Strong community engagement, including, but not limited to, specific roles for clients/consumers/family members of (or representing) the targeted community in support of the applicant organization and/or the design and/or provision of the CDEP Demonstrated collaboration in a meaningful manner with the mental or behavioral health department/agency in the applicant's county to provide the CDEP service. This would include operational partnerships in the provision of CDEP services, beyond financial support.
3. Applicant would benefit from Technical Assistance.
4. Applicant's CDEP has the potential to significantly impact mental health in California's targeted population and has the potential to be effectively evaluated, which includes:
  - Addresses a community need identified as a finding or a recommendation in the draft CRDP Strategic Plan
  - Evidence exists to suggest program effectiveness. This could include findings from limited or informal evaluations that have been conducted, case studies and/or surveys or testimonies from program participants, family members, community members and/or other stakeholders
  - Has the potential for producing evidence of successful mental health outcomes among individuals at increased risk of mental illness or with recent onset of mental illness.

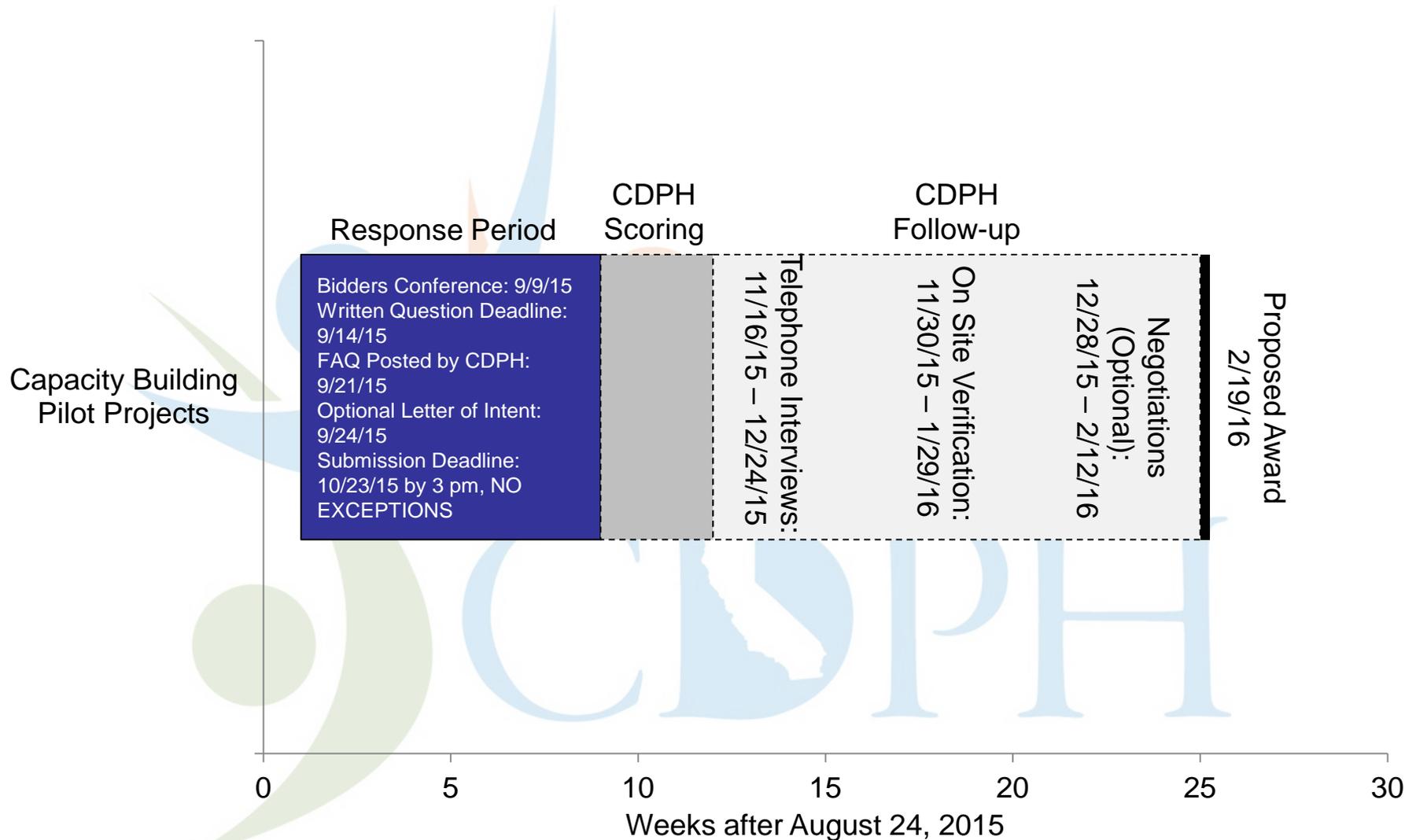
# Capacity Building Pilot Project Application Requirements

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- Cover Letter
- Required Documents
  - Checklist
  - Application Cover Page
  - Narrative
  - Required Attachments



We anticipate announcing the proposed awards in mid-February



## Agenda: Break

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<b>1:00 – 1:05</b>	<p><b><i>Housekeeping</i></b>          William Porter, MS, Contract Manager          Office of Health Equity, California Department of Public Health</p>
<b>1:05 – 1:15</b>	<p><b><i>Welcome &amp; Introductions</i></b>          Jahmal Miller, MHA, Deputy Director          Office of Health Equity, California Department of Public Health</p>
<b>1:15 – 1:30</b>	<p><b><i>California Reducing Disparities Project (CRDP) Overview</i></b>          Marina Augusto, MS Counseling, Staff Services Manager          Office of Health Equity, California Department of Public Health</p>
<b>1:30 – 1:45</b>	<p><b><i>Procurement Overview</i></b>          Andrew Chang, MBA/MPP, Consultant          Andrew Chang &amp; Company</p>
<b>1:45 – 2:00</b>	<p><b><i>Implementation Pilot Projects</i></b>          William Porter, MS, Contract Manager          Office of Health Equity, California Department of Public Health</p>
<b>2:00 – 2:15</b>	<p><b><i>Capacity Building Pilot Projects</i></b>          Kimberly Knifong, MBA, Health Program Specialist          Office of Health Equity, California Department of Public Health</p>
<b>2:15 – 2:25</b>	<p><b><i>Break</i></b></p>
<b>2:25 – 4:00</b>	<p><b><i>Q&amp;A</i></b>          All</p>

## Agenda: Q&A

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<b>1:00 – 1:05</b>	<b><i>Housekeeping</i></b> William Porter, MS, Contract Manager Office of Health Equity, California Department of Public Health
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<b>2:15 – 2:25</b>	<b><i>Break</i></b>
<b>2:25 – 4:00</b>	<b><i>Q&amp;A</i></b> All

## Q&A

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- Preliminary responses may be provided to questions verbally during this conference. However, no responses will be considered final or binding until they are posted in writing, online in the FAQ
- All questions submitted verbally, through note cards, WebEx or email will be answered in writing, online in the FAQ and/or amended in the solicitations, which will be posted on the CDPH website and BidSync. The written responses will supersede any verbal responses given
- Each speaker will be allotted two minutes. We ask that you identify yourself when speaking
- We will only address questions related to these procurements. A Bidders Conference was held on September 2<sup>nd</sup> for Statewide Evaluator and Technical Assistance Providers, FAQ from this conference will be available online
- Our staff have cards if you wish to write down your questions. You may also ask staff to pass them to us and we will read them for you. Please put your name on the card
- If you are participating by WebEx/Dial-In and wish to submit a question or comment, please do so through the WebEx Q & A function. Staff will be monitoring the questions and provide time to address them in each Q & A session

Thank you for participating

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**Additional questions, comments or feedback:  
[ohesolicitations@cdph.ca.gov](mailto:ohesolicitations@cdph.ca.gov)**

**To be added to the announcements email list:  
[ohesolicitations@cdph.ca.gov](mailto:ohesolicitations@cdph.ca.gov)**

**Please take brief the post-conference survey:  
<https://www.surveymonkey.com/r/3HNGFP7>  
(paper copies available)**