



CONTRA COSTA COUNTY

FAMILY AND CHILDREN'S TRUST REQUEST FOR PROPOSAL (RFP) 1181

The Contra Costa County Employment and Human Services Department (EHSD) Family and Children's Trust (FACT) Committee is pleased to announce issuance of Request for Proposal (RFP) 1181 for Ann Adler Family and Children's Trust Funds, Child Abuse Prevention, Intervention and Treatment Program (CAPIT) Funds (AB 1733 Chapter 1398, Statutes of 1982), County Children's Trust Fund (AB 2994 Chapter 1399, Statutes of 1982), and Community-Based Child Abuse Prevention (CBCAP) Funds, seeking qualified community-based, non-profit organizations to deliver programs and services supporting the prevention of child abuse and/or neglect, or to serve abused and neglected children, or children at risk of abuse or neglect and to provide supportive services to their families. Through the support of prevention and intervention programs in the community, the county seeks to protect children, stabilize families, break the generational cycle of violence and promote and maintain healthy and productive family and community environments.

This RFP is a process by which the County solicits responses to build a list of qualified individuals/agencies that may be selected to enter into a contract with the County.

Please read this entire packet carefully.

**Interested parties are invited to attend the
Recommended Bidders' Conference Webinar
Scheduled for
Monday, November 29, 2021
Time: 10:00 a.m. to 12:00 p.m.**

Attendance at the Bidders' Conference is not required for a proposal to be considered. Bidders' Conference attendance is virtual via the EHSD RFP 1181 FACT Child Abuse Prevention Services Program Webinar. Agencies interested in attending the Bidders' Conference Webinar may RSVP to contractbid@ehsd.cccounty.us.

Final proposal submission will be due
by 5:00 p.m. on Wednesday, December 22, 2021

Call the Employment and Human Services Department, Contracts Unit
at (925) 608-4969 with any questions about the process for this RFP.

Thank you in advance for your effort in preparing your response.



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SECTION 1: LEGAL NOTICE

REQUEST FOR PROPOSAL 1181

FAMILY AND CHILDREN'S TRUST

The Contra Costa County Employment and Human Services Department (EHSD) and Family and Children's Trust Committee (FACT) is pleased to announce Request for Proposal (RFP) 1181 for the Ann Adler Family and Children's Trust Funds, Child Abuse Prevention, Intervention and Treatment Program (CAPIT) Funds (AB 1733 Chapter 1398, Statutes of 1982), County Children's Trust Fund (AB 2994 Chapter 1399, Statutes of 1982), and Community-Based Child Abuse Prevention (CBCAP) Funds, for family and child support services. FACT is seeking qualified community-based, non-profit organizations to deliver programs and services supporting the prevention of child abuse and/or neglect, or to serve abused and neglected children, or children at risk of abuse or neglect and to provide supportive services to their families. Through the support of prevention and intervention programs in the community, the county seeks to protect children, stabilize families, break the generational cycle of violence and promote and maintain healthy and productive family and community environments.

Total amount of program funding is estimated at \$700,000 for the period July 1, 2022 through June 30, 2023. The maximum award for any one prevention or intervention services project to a single agency **shall not exceed \$80,000 for the twelve (12) month contract year.** Funding includes local, state and federal dollars.

The County has the ability to award successful Bidder(s) a twelve (12)-month contract with the possibility of contract renewal and/or contract extension granted based upon the availability of funds, compliance with requirements, provision of quality performance and services and the achievement of successful outcomes.

A Recommended Bidders' Conference Webinar is scheduled for Monday, November 29, 2021, from 10:00 a.m. to 12:00 p.m. Attendance at the Bidders' Conference Webinar is not required for a proposal to be considered.

Bidders' Proposals are due by 5:00 p.m., Wednesday, December 22, 2021, without exception. For complete RFP details, Webinar registration instructions and submission requirements, a copy of the RFP is available on the EHSD website: www.ehsd.org/rfps or by calling (925) 608-4969.



SECTION 2: RFP 1181 TIMELINE

Event/Location	Date
RFP Published & Announced	November 11 – 13, 2021
Recommended Bidder's Conference Webinar	Monday, November 29, 2021 Time: 10:00 a.m. – 12:00 p.m.
Response to RFP Due	Wednesday, December 22, 2021 by 5:00 p.m.
EHSD Compliance Evaluation	December 27 - 29, 2021
EHSD Fiscal Evaluation	December 30, 2021 – January 12, 2022
FACT Committee Review & Evaluation	January 13 – February 2, 2022
Proposal Review/Funding Recommendations Meeting via Webinar	Monday, February 7, 2022 Time: 9:30 a.m. – 11:30 a.m.
FACT Award Notification Letter(s) Sent	Wednesday, February 9, 2022
Appeal Period (10 business days)	February 10 – 24, 2022
Contract Processing	February – April 2022
Board of Supervisors' Authorization	May 2022
Contract Start Date	July 1, 2022

All dates are subject to change as deemed in the best interest of EHSD.

Contact (RFP Process only): EHSD Contracts Unit
Contact Phone: (925) 608-4969 Contact Fax: (925) 313-1517
Contact Email: contractbid@ehsd.cccounty.us
Bidders Conference Webinar: Monday, November 29, 2021, 10:00 am – 12:00 pm

To attend Bidders' Conference via RFP 1181 FACT Webinar:

Please register for EHSD RFP 1181 Bidders' Conference at the following website address: <https://attendee.gotowebinar.com/register/2715689685857481997>

After registering, you will receive a confirmation email containing information about joining the webinar.



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Please have a copy of the RFP with you when joining the Webinar.

All attendees will be in listen mode only.

You can register at any time. Upon the registration approval, you can test your system in advance. You will need a sound enabled PC to hear the discussion. All questions will be entered via the keyboard.

If you have problems logging in, please contact the support page at www.gotowebinar.com.

If you have not used a GoToMeeting or GoToWebinar before, access a 4-1/2 minute YouTube video that can help guide you.

<https://www.youtube.com/watch?v=IQ3Xwwgbd8Y&t=5s>

Remember to use your computer audio for access during the webinar.



SECTION 3: RFP INTRODUCTION AND INFORMATION

3.1 Solicitation

The Contra Costa County Employment and Human Services Department (EHSD) on behalf of The Family and Children's Trust (FACT) Committee is seeking proposals resulting from this Request for Proposal (RFP), from qualified nonprofit agencies to deliver services and programs to prevent child abuse and neglect or to serve abused and neglected children, or children at risk of abuse or neglect and to provide supportive services to their families. Through the support of prevention and intervention programs in the community, the County seeks to protect children, stabilize families, break the generational cycle of violence, and promote and maintain healthy and productive family and community environments.

The FACT Committee, an advisory body of appointed community volunteers, was created by the Board of Supervisors in 1982, is responsible for the following:

- identify priority service needs,
- establish priorities for funding,
- review and rate submitted proposals, and,
- recommend successful bidders for contract award to the EHSD Director and the Board of Supervisors, including the level of funding for each contract.

EHSD has the responsibility for administering this RFP and the related contracting and fiscal policies and procedures.

Throughout the next funding cycle, FACT will make targeted recommendations to improve the systems and services for abused and neglected children and their families and to support and develop services to prevent child abuse and neglect in Contra Costa County. These investments will be granted through this RFP process. If additional funds become available during this funding cycle other investments, including, but not limited to, enhancement of existing programs, may be undertaken based on specific needs and opportunities identified by the FACT Committee.

The specific strategies and priorities for services included in this RFP were identified through a needs assessment process conducted by the FACT Committee, which leveraged available and current needs assessment data and literature. The selected services were determined to be of the highest priority and have the greatest degree of potential for success in preventing and ameliorating child abuse and neglect in the County.

Successful bidders awarded funding under this RFP are expected to enter into a standard Contra Costa County Purchase of Service contract for the period July 1, 2022 through June 30, 2023. Contractors may receive the opportunity for renewal for two (2) subsequent twelve (12) month cycles through June 30, 2025. However, the subsequent



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effective date of the renewed contract and the funding amount is dependent upon the availability of funds at the time the agreement is to go into effect and achievement of outcomes during the current contract period.

This RFP includes a schedule for proposal procedures and deadlines, describes the services required, provides instructions and forms for the preparation and submittal of the proposal, outlines the review process, and contains administrative and program information useful to prospective bidders.

3.2 Qualified Bidders

To be eligible to bid on this RFP, a bidder must be a **private, non-profit agency, tax exempt under IRS ruling 501(c)(3)**. Limited funding is available for public educational institutions and high school districts. Any other public entity (i.e. Police/Sheriff/Fire/Health Department(s), etc.) wishing to respond to this RFP may do so, but only in association with a 501(c)(3) organization that will serve as the **lead agency** and assume responsibility for the contract and the delivery of specified services.

Significant priority will be given to proposals received from organizations domiciled in Contra Costa County, and to organizations outside of Contra Costa County that can provide proof that the majority of its clients, directors and/or volunteers reside in the County.

Qualified bidders must demonstrate:

- Adequate controls and personnel to provide the program services requested within this RFP.
- A capacity for collaboration and interagency coordination.
- Attest to their qualifications on Addendum II, Bidders' Statement of Qualifications (see Section 7.2, Forms and Addendums).

3.3 Estimated Funding

Total amount of program funding is estimated at \$700,000 for the period July 1, 2022 through June 30, 2023. The maximum award for any one prevention or intervention services project to a single agency **shall not exceed \$80,000 for the twelve (12) month contract year**. The federal portion of the overall funding is estimated at \$40,000.

Joint proposals from two or more agencies that promote collaboration and cooperation among providers serving the same clients are strongly encouraged. While there is no stated limit to the amount awarded for a collaborative proposal, FACT would anticipate



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that some cost savings would accrue through agency collaboration. The total award amount for a collaboration proposal will be determined by the Committee and based on the number of agencies involved, the budget requested and their relative level of participation.

These funds derive from contributions to the County's Family and Children's Trust Fund in memory of Ann Adler, dedicated child advocate; State Office of Child Abuse Prevention Funds (Child Abuse Prevention, Intervention and Treatment Program Funds, (CAPIT), AB 1733 Chapter 1398, Statutes of 1982, Community-Based Child Abuse Prevention Funds (CBCAP)), and the County Children's Trust Fund (AB 2994 Chapter 1399, Statutes of 1982). **The largest share of these monies is allocated for the support of prevention and early intervention services to abused and neglected children, or to children at risk of abuse and neglect and their families.**

For the proposed project to be supported, no contract staff, paid or volunteer, who has been convicted or been arrested and is currently released on bail or is on his/her own recognizance pending trial for any sex crimes, drug crimes, or crimes of violence may knowingly be employed by the proposed project.

The Office of Child Abuse Prevention (OCAP) within the California Department of Social Services (CDSS) requires the following:

- That funds received will supplement, not supplant, other state and local funds and services.
- That anyone who has or will be awarded funds has not been suspended or debarred from participation in an affected program.
- Reports that include, but are not limited to, outreach activities, unduplicated participant race/ethnicity, unduplicated participant service counts, and measureable outcomes achieved.
- That agencies funded shall demonstrate the existence of a **10 percent cash or in-kind match**, other than funding provided by the State Department of Social Services.

The County has the ability to award selected agencies an initial twelve (12) month contract with the possibility of contract renewal in Fiscal Year (FY) 2023/2024 and 2024/2025 and/or contract extension granted based upon the availability of funds, compliance with requirements, provision of quality performance and services and the achievement of successful outcomes. EHSD will administer these funds.

3.4 Bidders' Conference



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A recommended Bidders' Conference for prospective bidders will be held on Monday, November 29, 2021, from 10:00 a.m. to 12:00 p.m. Bidders' Conference attendance is virtual via the EHSD RFP 1181 FACT Webinar.

The purpose of the Bidders' Conference is to clarify the contents of this RFP and the RFP process. Such clarifications may aid potential bidders in deciding whether to submit proposals. It is not intended to provide technical assistance to individual bidders on how to prepare their proposal responses. **Interested bidders are requested to RSVP via email to contractbid@ehsd.cccounty.us.**

Questions formulated prior to the Bidders' Conference can be submitted to contractbid@ehsd.cccounty.us and if possible will be answered at the Bidders' Conference. All questions submitted prior to and at the Bidders' Conference will be provided via email with corresponding answers to all attendees. **No programmatic questions will be responded to after the close of the Bidders' Conference.** After the close of the Bidders' Conference, all questions regarding the RFP process should be sent to contractbid@ehsd.cccounty.us.

3.5 Ex Parte Communication

EHSD will enforce the prohibition on *ex-parte* communication during this RFP process. The *ex-parte* communication restricts RFP bidders from contacting members of the FACT Committee, EHSD Staff, and/or Children and Family Services (CFS) Bureau Staff to provide information regarding this RFP to any Bidder.

3.6 Right to Amend or Cancel

EHSD reserves the right to delay, amend, or cancel all or any part of this RFP at any time without prior notice. EHSD also reserves the right to modify the RFP process and timeline as is deemed necessary. This RFP does not commit EHSD to accept any proposal, nor is EHSD responsible for any costs incurred by Bidders in the preparation of responses to this RFP.

EHSD reserves the right to reject any or all proposals, to accept or reject any or all items in the proposal and to award contracts in whole or in part as is deemed to be in the best interest of EHSD.

3.7 Restriction and Disclosure

Any information deemed confidential or proprietary by the Bidder must be clearly marked and identified by the Bidder as such and include an explanation of why such information is exempt from disclosure under applicable law. Such clearly marked and identified confidential or proprietary information will be protected and treated with confidentiality only to the extent permitted by law. Information not protected from disclosure by law will be considered a public record.



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Proposals will be received, maintained, and may be disclosed to the public consistent with the California Public Records Act and the Freedom of Information Act. Proposals will be exempt from disclosure until the evaluation and selection process has been completed. Bidders should be aware that EHSD is required by law to make its records available for public inspection and copying, with certain exceptions (see California Public Records Act, California Government Code Section 6250 et seq. and the Freedom of Information Act - 5 U.S.C. Sec. 552).

EHSD will not notify Bidder of requests for release of information or that EHSD released data unless EHSD receives a request for information previously marked and identified by Bidder as confidential or proprietary. If EHSD receives a request for release of such previously marked and identified confidential or proprietary information, EHSD will notify Bidder of such request to allow Bidder to challenge such request consistent with applicable law.



SECTION 4: PROGRAM DESCRIPTION

4.1 General

Children of families challenged with mental health issues, substance abuse, a history of abuse and neglect and/or poverty are more likely to enter the child welfare systems. In addition, national and state data reveal that children in low socioeconomic status families are seven times more likely to experience neglect, five times more likely to experience abuse and forty times more likely to enter child welfare systems than middle income families. Nearly $\frac{3}{4}$ of those children who are of a low socioeconomic status are children of color. The FACT Committee is committed to assisting to ameliorate these disparity challenges and address factors that contribute to child abuse and neglect in Contra Costa County.

The FACT Committee has identified specific guiding principles that are required of programs supported by the FACT Committee funds and that will be considered in the review of all program proposals, irrespective of the services proposed. The FACT Committee activities and funding strategies are informed by the following guiding priorities:

- **Promoting Strengths-Based Approaches:** Maltreatment has a profound impact on children. Adverse Childhood Experiences (ACE) shape the child's development and health both immediately and across a lifetime. The ACES Study findings suggest that adverse childhood experiences are major risk factors for the leading causes of illness, disability and death, as well as poor quality of life in the United States. Progress in preventing and recovering from the nation's worst health and social problems will benefit from the understanding that many of these problems arise as a consequence of adverse childhood experiences. Adults, particularly families, can be the lever for both prevention and amelioration of child maltreatment. The FACT Committee takes the position that resilient families, with knowledge of parenting and resources to meet their basic needs, are better equipped to address life's challenges and adversity in ways that also protect children. The FACT Committee promotes the incorporation of utilizing trauma informed service and family strengthening approaches, as essential prevention strategies.
- **Engaging and Empowering Parents:** Engagement of at-risk, marginalized and/or under-served parents is crucial to any significant change in child abuse and neglect rates. Parents are not only the beneficiaries of prevention-focused services but are critical stakeholders. Parent input is also essential to inform statewide prevention efforts.
- **Cultural Responsiveness and Relevance:** California is enriched with a culturally diverse population. Implicit culturally responsive practices and policies will be integrated in activities supported by the FACT Committee. Cultural



appropriateness is being defined as the direct involvement of staff members who have an in-depth knowledge of, and sensitivity to, the customs and values of families with diverse cultural identities stemming from race, structure, ethnicity, or heritage. Programs will take into account other barriers to services for families and provide ancillary services that facilitate access to programs (location, transportation, hours of operation, availability of childcare, etc.)

- **Effective, Data-Driven Approaches:** The FACT Committee will promote the use of evidence-based practices and policies whenever possible. It is expected that all prevention approaches advocated by the FACT Committee are the best available evidence and, at a minimum, are data-informed, implemented with fidelity and employ high-quality assessment strategies to monitor outcomes.
- **Building Prevention Partnerships and Collaboration:** The prevention of child abuse and neglect is the responsibility of all. A priority task will be the cultivation and development of effective collaborations to prevent child maltreatment. Joint proposals from two or more agencies that promote collaboration and cooperation among providers serving the same clients are strongly encouraged. Wraparound programs leverage a strength based, team approach to maximize resources for a greater return on investment, providing greater impact and stewardship or resources.

4.2 Target Population

Racial Equality: Priority will be given to organizations providing a methodology to reduce the gap for children of color (including but not limited to, African American, Native American/Indigenous, LatinX, as well as specific groups of Asian and Pacific Islander), and families who come to the attention of child welfare systems to ensure race does not predict success and to improve access to tools to reduce child neglect and abuse. FACT Committee will evaluate the organization's experience and expertise with respect to racial equity. Provide information describing your approach to developing racial equity capacity (e.g., facilitation process, training, etc.), your understanding and experience regarding racial equity frameworks, your understanding of the intersection of racial equity, child welfare and early childhood development and historical data evidencing the organization's commitment to closing this gap.

Priority funding will focus on prevention strategies to address the needs of the target population:

- Over-representation in child welfare systems
- Child neglect
- At-risk infants and children
- Vulnerable families with a history of mental illness, substance abuse or a history of abuse and neglect



4.3 Funding Priorities

All programs must support culturally and linguistically appropriate services. All programs must provide services to the target population, including, families involved with/or at risk of becoming involved with child welfare. All programs must demonstrate that the specific program proposed incorporates specific components of the Center for the Study of Social Policy's (CSSP)'s Protective and Promotive Family Framework (Addendum XIV). All programs must provide education and training about services funded by the FACT Committee to the broader community through general knowledge sharing and executive director training workshops through webinars and/or other outreach approach.

Proposals are requested in response to RFP #1181. All proposals must address one or more of the following priorities:

- **Parenting Education Services** including information and referral support services that focus on teaching new skills and knowledge to at-risk parents, families and individuals which include one or more of the following constructs:
 - Inclusion of education pertaining to systemic generational trauma as a means to halt the cycle of transgenerational emotional abuse/trauma, and/or,
 - Assessment of knowledge gained by the parent as a result of the education provided and/or,
 - Child growth and development with a focus on parental attitudes and satisfaction, parental communication, children's behavior and effective discipline techniques, and/or,
 - Locating programs which emphasize educational and enrichment services, and/or,
 - Bullying/gang violence awareness and prevention.
- **Support for Children with Special Needs and/or Mental Health Needs and Their Families** that focus on one or more of the following:
 - Afterschool programs which facilitate interactions between children with disabilities and typically developing peers to support social connections, youth resilience and social-emotional competence in youth, and/or,
 - Parent education and support for families of special needs children or children with mental health issues focusing on building the capacity of parents to engage in their children's' lives and advocate for their children's' treatment and education, and/or,



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- Other services which seek to reduce adverse childhood experiences and incorporate principles and competencies of the CSSP's Protective and Promotive Factors Framework.
- **Early Intervention Services** that focus on one or more of the following:
 - Prevention, early intervention and elimination of child maltreatment while in care, with an emphasis on reducing recurrence of maltreatment, and/or,
 - Prevention and early intervention of child abuse, and/or,
 - Prevention and early intervention of domestic or family violence (which includes child abuse).
- **Afterschool or School Based Programs** that:
 - Are evidenced based, evidence informed or based on best practice for children of families involved with or at-risk of becoming involved with child welfare and/or children in foster care, and/or,
 - Facilitate interactions between children to support social connections, youth resilience and social-emotional competence in youth, and/or,
 - Provide at risk families access to safe, nurturing, engaging afterschool programs and activities, which help reduce familial stressors and/or,
 - Provide access to programs within schools to increase prevention and awareness strategies, such as counseling, home based visitation, problem solving, effective communication, resisting peer pressure, substance abuse awareness, and/or
 - Decrease the technological divide amongst youth in marginalized communities.
- **Education and Training to agency and/or service providers on the CSSP's Protective and Promotive Factors Framework and Adverse Childhood Experiences Study**, with an emphasis on incorporating these approaches into agency or service provider programming, including training programs for agency staff.

4.4 Program Monitoring and Evaluation

EHSD will actively oversee implementation and delivery of services provided by agency(ies) awarded contract(s) through this RFP. In addition, the FACT Committee will conduct periodic contract monitoring visits to awarded agencies. At a minimum, for program monitoring and evaluation, the agency(ies) will be expected to:

- Perform all services without material deviation from an agreed-upon Service Plan.



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- Maintain adequate records of service provision to document compliance with Service Plan and complete any forms supplied by EHSD.
- Maintain Documentation/record keeping:
 - As required by CDSS, collect, measure, and provide a year-end program report using OCAP's Service Activity and Funding Stream Touchpoint Template (Addendum XIII) which includes, but is not limited to, outreach activities, unduplicated participant race/ethnicity, unduplicated participant service counts, and measurable outcomes achieved.
 - Gather statistical data for measuring progress on performance outcomes and goals and communicate to CFS.
 - Organize supporting program documentation and ability to share information with EHSD and/or the FACT Committee when requested, using the EHSD approved method of information sharing.\
 - Submit monthly billings to the county with monthly statistical reports tying back services provided and population served, as well as, complete and submit a mid-year report summary of services provided, year-end report summary, case log reports, and other information as requested from EHSD.
- Provide data for youth and family demographics served under the agreement, such as number of youth served, number of relatives identified, number of resource family approval assessments, number started, number completed, number approved, etc.
- Cooperate with the collection of other fiscal/administrative/service data as requested by EHSD, which may require active collaboration and cooperation with other agencies providing similar services.
- Utilize a web-based database and data reporting tools (minimum Excel format), to input service activities and other program related tasks and deliverables.
- Program monitoring by agency and county will include a collaborative review of client eligibility and progress, as well as a review of documentation reflecting progress toward meeting services and outcome objectives.
- Fiscal monitoring may include review of agency budget, cost allocation plan and procedures, audited financial statements, fiscal policy manual, supporting documentation for selected invoices, and any other related fiscal data that County may request.
- Ensure all known instances of child abuse or neglect are reported to a Child Protective agency as defined in Penal Code section 11165.7. This responsibility shall include:
 - A requirement that all employees, consultants or agents performing services under this Contract who are required by the Penal Code Section 11165.7 to report child abuse or neglect, sign a statement that he or she knows of the reporting requirements and will comply with them.



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- Establishing procedures to ensure reporting even when employees, consultants or agents who are not required to report child abuse under Penal Code 11165.7 gain knowledge of, or reasonably suspect that a child has been a victim of abuse or neglect.
- Upon contract award, EHSD will:
 - Provide information to the Contractor concerning additional State or County requirements not provided herein; and
 - Provide technical assistance to the Contractor, as requested, to help support program goals.



SECTION 5: REQUIRED PROPOSAL FORMAT

The bidder requirements in this section are mandatory. The proposal must clearly demonstrate the Bidder's ability to provide the requested services. The RFP provides information regarding the format in which proposals should be submitted, the requirements that must be met to be eligible for consideration, the Bidder's responsibilities, and the documents that must be included. Failure to comply with the required proposal format may deem a proposal as nonresponsive. Contra Costa County reserves the right to waive any nonmaterial variation.

5.1 General Submittal Requirements

Electronic Submission – RFP Proposal Submissions are accepted via email only. Submissions **must be separated into two (2) files**, first file for the agency Proposal and the second file for the agency's Financial documents.

File #1: Save as "RFP1181-Agency Name-Proposal". This file must contain agency proposal and all required attachments as specified in the RFP and must be signed by officials authorized to bind the bidder to the provisions of the RFP.

File #2: Save as "RFP1181-Agency Name-Financials". This file must contain all required financial documents as specified in the RFP.

Files that exceed 10MB must be compressed into a zip folder before sending.

Attach both RFP files to the email and send to Contract_clerk@ehsd.cccounty.us

The submission deadline is Wednesday, December 22, 2021 at 5:00 pm.

Be sure to **encrypt** the email before sending. You will receive an email response within 24 hours of receipt.

Any proposal received after the deadline will be rejected. Mail-in, hand-delivery, and faxed submissions are not acceptable.

As a component of the Financial Proposal package, Bidder must submit one (1) copy of the organization's most recent audited financial statements. If not available, a review or compilation of the financial statements prepared by a Certified Public Accountant (CPA) must be submitted in lieu of audited financial statements if the latter is not available. A copy of the latest filed tax return must be submitted if a review or compilation of the financial statements prepared by a CPA is not available.

If the organization is subject to the Single Audit requirements set forth in the Code of Federal Regulations, Title 2, Part 200, Subpart F, a copy the organization's most recent



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Single Audit must be submitted. If awarded a contract, bidders may be required to have audited financial statements during the period of performance.

Proposals and required attachments must be submitted as specified and must be signed by officials authorized to bind the bidder to the provisions of the RFP.

A proposal may be withdrawn in person by a bidder's authorized representative prior to **12:00 p.m. on Wednesday, December 22, 2021**. If withdrawing a proposal, the bidder's authorized representative must provide appropriate identification (i.e. driver's license) and sign a receipt attesting to withdrawal of the proposal.

Programmatic responses must be clear and in the order in which they appear on the Proposal Checklist. Proposals must set forth accurate and complete information as required in this RFP. Unclear, incomplete, and/or inaccurate documentation may not be considered for contract award. Falsification of any information may result in disqualification.

Proposals received are considered the property of EHSD and will not be returned.

All costs of proposal preparation shall be borne by the bidder. EHSD shall not be liable for any pre-contractual expenses incurred by bidders in the preparation and/or submission of the proposals. Proposals shall not include any such expenses as part of the proposed budget.

5.2 Formatting Requirements

Submissions in response to this RFP must be in the form of a proposal package containing the complete proposal and all the required supporting information and documents.

EHSD supports electronic submission of proposals as referenced in Section 5.1. Each bidder must submit **one proposal package with all attachments** included, unless otherwise noted in Section 5.4 and the Proposal Submittal Checklist, Section 5.5.

All narrative materials are to be single-spaced, 8 1/2" X 11" page size, with no less than 1" margins on each side of the page. Proposals are to use a typeface no less than size 11-point font and be easily readable.

Proposals should be without expensive artwork, unusual printing, or other materials not requested nor essential to the utility and clarity of the proposal. Information on evaluation criteria and weight factors are included in this RFP document.

Complete Proposal Narrative may not exceed **15** pages (this excludes proposal cover statement, proposal summary, table of contents, budget(s), fiscal management narrative(s), and required attachments).



All pages numbered consecutively with each section identified by an appropriate number.

5.3 Required Documents

Required forms as reflected in Section 7 and included in this RFP, must be completed fully and incorporated into the submitted proposal package.

All information and forms included in the proposal package must be presented in the order outlined in the Proposal Submission Checklist (see Section 5.5) and numbered sequentially (excluding the Fiscal Attachments). Electronic templates of the required forms will be emailed to all attendees after the Bidders' Conference.

5.4 Proposal Outline and Content

Assemble and arrange each proposal in the order reflected on the Proposal Submission Checklist and address the required content/questions. **The order in which items are presented is important**, as proposal reviewers will follow this order in looking for specific areas to evaluate. Refer to proposal evaluation criteria to assure adherence and responsiveness to scoring requirements.

1. **Proposal Cover Statement**

Complete the Proposal Cover Form (Addendum I). This form must be completed, signed in blue ink and will serve as the first page/cover of the agency's proposal. Officials authorized to bind the entity must sign. Do not place anything in front of this page.

2. **One-Page Program Summary**

Write a brief summary of your proposed program that:

- Concisely describes the proposed program, goals, population to be reached, and the proposed plan of action;
- Specifically identifies the FACT Funding Priorities (Section 4.3) supported by the proposed program; and
- Concisely identifies the impact(s) expected from the proposed program.
- Please note: Do **not** include a description of your agency here.



3. Program Narrative (maximum of 15 pages)

This information will be referenced in the FACT review process of funded agencies.

A. Statement of Need (maximum of 5 points)

- a. Briefly describe the community the agency intends to serve and the target population(s) who will participate in the proposed program.
- b. Explain why the program is needed (e.g., What are the issues, deficiencies, gaps, and other factors that show evidence of the need for this program in the agency's proposed service area?). **Include available data** such as local/state data, research studies, literature, surveys, etc... Include a source citation for each.

B. Agency Description/Capability (maximum of 5 points)

- a. Provide a brief history of the organization/agency that includes the date of establishment and examples of relevant prior accomplishments and current programs related to the purpose of this RFP.
- b. State how many people were served by your organization during 2020-2021 year to date, and approximately how many of these were children at risk of abuse and neglect and their families.
- c. Describe your agency's commitment to the proposed program and how the program described in this RFP fits your organization's mission and goals.
- d. Provide evidence of the agency's cultural/linguistic awareness and humility to work with the targeted population as described in Section 4.2 of this RFP.
- e. If a collaborative program is proposed, describe the relevant experience and strengths the partner group(s) offers the program and how services will be integrated.
- f. Describe the agency's experience and capacity to manage programs of the size and scope proposed. Include any information regarding trainings, seminars or education around the five protective factors of child abuse prevention they your staff have participated in.
- g. Provide Statement of Qualifications, (Addendum II) include as an Attachment as referenced in the Proposal Submission Checklist.



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- h. Include number and list of Agency staff that currently reside and/or work within Contra Costa County limits.
- i. Provide Agency Brochure, if applicable, include as an Attachment as referenced in the Proposal Submission Checklist.

C. Program Description (maximum of 35 points)

Program Narrative: For this narrative portion of the proposal, please address the following, as appropriate:

- a. Describe the proposed approach and the rationale for this approach. Provide evidence that the approach is appropriate to achieve results toward the selected indicator(s) and the target population. Provide evidence from studies, journal articles, and/or evaluations that indicate this approach is a "best practice". For more information, please refer to the California Evidence-Based Clearinghouse for Child Welfare found online at <http://www.cebc4cw.org/>
- b. Describe the proposed target population (age, sex, ethnicity, etc.). Describe the demographics of the agencies staff as it relates to the proposed target population to be served. Discuss the agencies staff education/training and support on cultural competency.
- c. Briefly describe the overall goals, outcome objectives and the key activities of the proposed program.
- d. State specifically how the program approach and methodologies build off of and incorporate the CSSP's Protective and Promotive Family Framework.
- e. Where applicable, discuss how the agency plans to reach and work with underserved/isolated communities to reduce barriers and increase utilization of services, e.g., hours of operation, interpreter services, transportation, child care and incentives.
- f. Identify the other collaborative organizations whose cooperation/participation is necessary to ensure the success of the agency proposed program, and the specific roles they will play. If collaborating, include the following as Attachments and as referenced in the Proposal Submission Checklist:
 - i. A letter of commitment or Memorandum of Understanding (MOU) from any such organizations, signed by an official authorized to bind the agency (see Addendum IX for sample outline).



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- ii. Current letters from public or private agencies demonstrating the existence of the collaborative relationship.

- g. Describe how the communities being served will be involved in the planning and evaluation of the proposed program.

D. Scope of Work: Program Objectives, Tasks, and Timeline

- a. Complete the Scope of Work Form, Addendum III to present the agency's key program objectives, tasks and timelines (This form will not be considered as part of the 15-page limit).
- b. Discuss any issues related to implementing the agency's proposed plan of action and how these might be addressed.

E. Service Estimates

- a. Complete Service Estimate Form, Addendum IV. Specify the length of time and the total number of each type of service unit the agency will provide to clients annually during the contract period, i.e., number and length of services, interventions, counseling sessions, education sessions, outreach activities, etc. Indicate how the delivery of service units will be monitored. In the narrative section, clearly describe/define each type of "service unit" to be provided.
- b. Complete the Demographics Data Form, Addendum V.
- c. If some or all of the proposed services are currently available, in the narrative describe how the proposed project enhances or improves existing services. Provide baseline numbers of clients currently served and describe how services will be integrated with existing services without duplicating services or supplanting funding.

F. Staff, Consultant and Subcontractor Qualifications (maximum of 10 points)

- a. Describe all current and/or projected staff that will work on this proposed program, including their job titles, their estimated full time equivalent, and experience they have had in planning and implementing similar programs as well as their experience working with diverse communities.
 - i. If the agency is proposing a subcontractor(s) to provide part of the deliverables, please address key staff qualifications for subcontractor(s).



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- b. Include and organizational chart illustrating the relationship between the lead agency and all program staff and collaborative partners, if appropriate. Place job descriptions and include resumes and the number of years of service with the agency for all staff included in the program budget, including subcontractors, as an Attachment and as referenced in the Proposal Submission Checklist.
- G. Evaluation Methodology and Accountability Plan – Program Outcomes and Performance Measures (maximum of 20 points)
 - a. Using the Evaluation Plan Form, Addendum VI, please identify the intended proposed program outcomes and performance measures that the agency will use to monitor its effectiveness in achieving its stated objectives. Be sure to include measurable, quantified outcomes where possible and also describe qualitatively important outcomes the agency is expecting to generate.
 - b. In this narrative portion of the proposal, address the following:
 - i. Describe what evaluative data will be collected and how it relates to the posed objectives/outcomes.
 - ii. Describe data collection tools and/or methods the agency plan to use.
 - iii. Describe how, when and by whom data will be collected and managed. Describe how data will be analyzed, when data will be analyzed and what reports will be generated.
 - iv. Describe any additional planning for evaluation that will be required.
 - c. Note: Successful Bidders who enter into FACT funded contracts with Contra Costa County EHSD resulting from this RFP will be required at the end of the contract period to report outcomes using a statewide Office of Child Abuse Prevention (OCAP) reporting template, sample attached hereto as Addendum XIII.

4. Fiscal Documentation, Narrative and Budget (maximum of 25 points)

- A. Complete and attach the Lead Agency Line Item Program Budget, Addendum VII, showing the amount and purpose of requested funds, and the other resources, including in-kind, available to the agency to support this proposed



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project. Budgets should reflect common business practices and be adequate to ensure the success of the proposed project. **Check your math.**

- a. **A 10% match of FACT funds is required in either cash or in-kind.** Reference the Instructions for Completing the Budget for additional details.
- b. The indirect cost/overhead line item is intended to cover costs that are necessary to conduct the contract, yet are not readily identified as direct program expenses (e.g. reporting costs, payroll processing, fund development, insurance, other administrative costs, etc...). Indirect costs are limited to 10% of personnel and operating costs and must be described in the budget narrative. (See Budget Instructions, Addendum VIII.)

B. Provide a Fiscal Management Narrative which includes:

- a. A brief description of the lead agency's accounting system and internal controls.
- b. Explain how the agency's fiscal system is administered and by whom. Include responsibilities of Board of Directors, Executive Director and fiscal staff in fiscal management. Describe experience and qualifications of fiscal staff. Complete Board of Directors Form (see Addendum X) and include as an Attachment as referenced in the Proposal Submission Checklist.
- c. Describe internal management and control systems.
- d. Discuss any additional sources of income that have been or will be added to support the proposed project.
- e. Describe how the agency will plan for the long-term sustainability of the proposed project.
- f. Describe all line items included in the budget and the justification for each line item in the budget including what the specific item is, how the specific item relates to the program and how the amount shown in the budget was arithmetically determined.

C. If applicable, complete a Line Item Program Budget (Addendum VI) for each subcontractor showing the amount and purpose of requested funds.

D. Provide a budget narrative describing all line items included in the subcontractor budget and the Justification for each line item in the budget.



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- E. Submit one (1) copy of the agency's most recent audit including any applicable corrective action plans, in the Attachments section referenced in the Proposal Submission Checklist.
 - a. A review or compilation of the financial statements prepared by a CPA may be submitted in lieu of an audit/audited financial statements if the latter are not available. A copy of the latest filed tax return must be submitted if a review or compilation is not available. Bidders who currently do not have audited financial statements must provide a certified letter stating that a financial statement audit will be performed during the period of performance should the bidder be awarded the contract.
- F. Submit one (1) copy of current Agency Operating Budget with revenues and expenses indicated.
- G. Describe fiscal procedures and policies, or attach a manual of fiscal procedures and policies in the Attachments section as referenced in the Proposal Submission Checklist.



5.5 Proposal Submission Checklist

All items listed below shall be completed and included in submittal package at time of submission to County as per the RFP. This list is intended to assist responding organizations. It is the sole responsibility of each responding organization to ensure that their proposal conforms to the requirements of the RFP. Forms are provided in Section 7.

Proposals must be submitted in the following order with documents as described (unless otherwise noted):

- ☐ **Proposal Cover Statement** (Addendum I)
- ☐ **Table of Contents**
- ☐ **Program Summary**
- ☐ **Proposal Narrative**
 - ☐ Bidder's Statement of Qualifications (Addendum II)
 - ☐ Scope of Work (Addendum III)
 - ☐ Service Estimates (Addendum IV)
 - ☐ Demographic Data (Addendum V)
 - ☐ Evaluation Plan (Addendum VI)
- ☐ **Fiscal Line Item Program Budget** (Addendum VII)
- ☐ **Fiscal Management Narrative**
 - ☐ Sub-Contractor Line Item Program Budget, if applicable (Addendum VII)
 - ☐ Sub-Contractor Fiscal Management Narrative, if applicable

Attachments (Additional Required Forms and Submissions)

- ☐ **Bidder's Organizational Chart** (with proposed project included)
- ☐ **Job Descriptions and Resumes** of Executive Director, Key Program and Fiscal staff/consultants
- ☐ **Memoranda of Understanding (MOU)**, if applicable
- ☐ **Letters of Support**, if applicable (include no more than 3)
- ☐ **Current Board of Directors Listing** (Addendum X)
- ☐ **Contracts and Grants Report** (Addendum XI)
- ☐ **Agency Brochure** (as available)

Fiscal Attachments

- ☐ Copy of **Bidder's IRS 501(c)(3) determination letter**
- ☐ Copy of **Bidder's Manual of Fiscal Procedures and Policies**, if available (Reference Section 5.4).
- ☐ Copy of **Bidder's Last Audited Financial Statement** (Reference Section 5.4 for alternate submission requirements if audited financial statements are not available).
- ☐ Copy of **Current Agency Budget** with revenues and expenses indicated.



SECTION 6: EVALUATION PROCESS AND CONTRACT AWARD

6.1 Evaluation Process and Scoring

Each proposal is subject to a four (4) stage evaluation process to determine responsiveness to the RFP requirements. Proposals will be stored in a designated secure location to insure confidentiality. No proposals will be opened until after the submission deadline identified in this RFP.

Stage I – EHSD RFP Compliance Review

Proposals must first pass the compliance review in order to be eligible for further evaluation. This is a pass/fail evaluation performed by EHSD Contracts and Grants Staff. To pass the RFP compliance review, the bidder agency must have included **all** required proposal components or provide a documented reason why not. Proposals that do not follow the Required Proposal Format found in Section 5 will be determined nonresponsive and will not be considered for further consideration nor contract award/funding. Minor irregularities in submissions may be waived. All proposals deemed responsive will be submitted for Stage II EHSD Fiscal Review.

Stage II – EHSD Fiscal Review

Proposals that pass the EHSD Compliance Review as referenced in Stage I above will be submitted for EHSD Fiscal Review by EHSD Fiscal Staff. The proposal must receive a fiscal review evaluation score of at least **70%** for the Budget/Fiscal Requirements (17.5 points) of the total available Budget/Fiscal category 25 points, if not; it will be eliminated from further review. Points will be awarded on the basis of the agency's demonstration of:

- Compliance with budget specifications,
- Adequate agency accounting systems and internal controls,
- Ability to administer financial system(s), and,
- Fiscal experience and agency solvency.

Proposals that do not provide the required audit or financial statements as outlined in Section 5, Required Proposal Format, will be determined nonresponsive and will not be considered for further consideration nor contract award/funding.

Proposals that do not pass this review will be considered unresponsive and will not be eligible for further consideration.

All proposals that score at least 70% and are deemed responsive will be submitted for Stage III FACT Committee Member Proposal Evaluation.

Stage III – FACT Committee Member Proposal Evaluation

RFP Proposals that successfully complete the Contracts Compliance Review (referenced in Stage I above) and the Fiscal Review (referenced in Stage II above), will



be submitted for FACT Committee Review. The FACT Committee Review includes individual assessment and scoring by each eligible FACT Committee voting member.

This is a scoring of the merits of each individual proposal only.

Stage IV – Overall FACT Committee Evaluation and Final Recommendations

The FACT Committee will meet to review and discuss the individual evaluation results from Stage III as a group and apply additional criteria as necessary (e.g. geographic distribution of services, breadth of services within each priority area, etc...) to determine the contract award recommendations to be forwarded to the EHSD Director and Board of Supervisors.

6.2 Scoring Methodology

Program elements will be weighed as follows with a maximum score of 100 points using the following criteria guidelines:

RFP Scoring Methodology/Rating Sheet	Available Points
Statement of Need	5
Agency Description/Capability	5
Program Description	35
Approach/Methodology	
Outreach and Accessibility	
Collaboration and coordination w/other organizations	
Cultural Awareness and Humility	
Services Provided	
Scope of Work/Action Plan	
Staff, Consultant and Subcontractor Qualifications	10
Evaluation Methodology and Accountability	20
Program Budget and Budget Narrative	25
Required Agency/Project Budgets and Fiscal Review	
Total available points	100

Proposals that do not attain an average score of 70 points from the FACT Committee Review and Evaluation are unlikely to be eligible for further consideration for funding.

6.3 Appeals Process

Only bidders submitting a proposal in accordance with this RFP shall have an opportunity to appeal the funding decision of EHSD. **Proposals disqualified for not meeting the deadline for submission are not eligible for appeal.**



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All bidders will receive a written and emailed notice from EHSD informing them of the funding decisions. If a bidder wishes to appeal the selection or award decision, the bidder must submit a written appeal request within ten (10) working days of the postmarked date of the written letter of award status. The appeal will be conducted in accordance with the EHSD process.

All written letters of appeal must state the following:

- The issue(s) appealed,
- How the alleged issue detrimentally effects the appellant, and,
- The rectification sought by the appellant.

An appeal will only be considered valid if there has been a violation of one of the following criteria:

- The procurement process as outlined by the RFP was violated in some manner; and/or
- Federal, state, and/or EHSD procurement guidelines have been violated.

An appeal would not be allowed:

- To contest individual scores, the rating system, or dissatisfaction with the evaluation results unless there is a violation of the process as outlined above.

Letters of appeal must be sent to the Employment and Human Services Department Director c/o FACT, 40 Douglas Drive, Martinez, CA 94553 no later than 12:00 p.m. on February 24, 2022. Notification of a final decision on an appeal shall be made in writing to the bidder.

Appeals unresolved by the initial appeal process may be pursued with the Contra Costa County Board of Supervisors

6.4 Contract Award and Negotiations

Proposals will be judged on the overall quality of content and responsiveness to the purpose and specifications in this RFP. Proposals should be without expensive art work, unusual printing, or other materials not essential to the utility and clarity of the proposal. Evaluation criteria and weighted factors are described above.

A review panel consisting of all FACT Committee members will evaluate the proposals received. After that panel has made funding recommendations to the EHSD Director and the Board of Supervisors, bidders are notified of the decision in writing.

Successful bidders will be requested to promptly begin contract negotiation activities with EHSD. These activities may result in mutually agreed upon changes in plans or activities identified in the proposal. For example, the potential contractor may be asked to serve a different geographic area than originally proposed. As a result of these



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negotiation activities, the actual contract(s) may also include other agreements and clarifications regarding activities consistent with the intent of this RFP.

Services will begin upon the finalization of a contract and according to a mutually agreed upon start-up schedule. The County is not liable for any cost incurred by the contractor prior to the effective date and finalization of any contract.

The selected contractor(s) will be responsible for all services offered in their RFP proposal, whether or not contractor(s) performs them directly or through subcontractors in multiple agency collaborations.

EHSD will **actively** monitor implementation and delivery of services, and the FACT Committee will conduct periodic contract monitoring visits. Any violation of the stated contract requirements will constitute grounds by which to terminate the contract.

The contracting person or agency(ies) must state that there is agreement to support implementation of the County's alcohol/drug abuse prevention/treatment policy, policies related to the reporting of child abuse, and to comply with EHSD in monitoring and evaluation procedures.

The contracting agency(ies) receiving CBCAP and/or CAPIT specific funding awarded under this RFP must contractually comply with Part C of Public Law 103-227, the "Pro-Children Act of 1994".

The contracting agency(ies) receiving funding awarded under this RFP will be responsible for adhering to the then current and applicable County health orders and associated policies.

6.5 Contract Terms and Litigation Warranty

EHSD will negotiate contract agreements with the successful Bidder(s). Contracts resulting from this RFP will be for a twelve (12) month period (July 1, 2022 through June 30, 2023) with availability of funds, compliance requirements, provision of quality performance and services and the achievement of successful outcomes as a condition of any future contract renewal.

Bidders, by submitting a proposal, warrant that they are not currently involved in litigation nor arbitration concerning their performance as it relates to the same or similar services to be supplied pursuant to the referenced contract and that no judgments or awards have been made against the Bidders on the basis of their performance in supplying the same or similar services, unless such fact is disclosed to EHSD in the proposal. Disclosure will not automatically disqualify the Bidders; however, EHSD reserves the right to evaluate proposal(s) on the basis of facts surrounding such litigation or arbitration. These will be reviewed and decided upon at the discretion of EHSD.



SECTION 7: REQUIRED FORMS AND ADDENDUMS

All forms must be completed and attached to submitted proposals

<u>Addendum#</u>	<u>Form Title</u>	
7.1	I	Proposal Cover Statement
7.2	II	Bidder’s Statement of Qualifications
7.3	III	Scope of Work
7.4	IV	Service Estimate Instructions/Form
7.5	V	Demographics of Service Population
7.6	VI	Evaluation Plan
7.7	VII	Budget
7.8	VIII	Budget Instructions
7.9	IX	Memorandum of Agreement/Understanding Outline (sample)
7.10	X	Board of Directors
7.11	XI	Contracts and Grants Report
7.12	XII	EHSD Contract General Conditions
7.13	XIII	OCAP’s Service Activity and Funding Stream Touchpoint Template (sample)
7.14	XIV	Protective Factors Guideline



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7.1 Addendum I: Proposal Cover Statement

*Complete and attach as the **first page of proposal**. Original signatures must be submitted on cover page of one proposal.*

PROPOSAL COVER STATEMENT – RFP 1181	
BIDDER ORGANIZATION NAME:	
ADDRESS	Bidder Phone
	Bidder Fax
	Web Address
CONTACT PERSON	Contact Phone
	Contact E-mail
	Contact Fax
ADDRESS OF PROGRAM (if different than above)	
PROGRAM TITLE	PRIORITY FOCUS
COLLABORATIVE PARTNERS/SUBCONTRACTORS (If applicable)	
AMOUNT OF FUNDING REQUEST TOTAL AMOUNT REQUESTED \$ _____	
FEDERAL EMPLOYER NUMBER	501(C)(3) EXEMPTION EXPIRATION DATE _____
AGENCY PRIOR YEAR NET OPERATING BUDGET \$ _____	
AUTHORIZATION <i>We submit the attached response to the Notice of Request for Proposal No. 1181 dated _____, 2021 and all attachments and declare that: If this Response is accepted by the Board of Supervisors of Contra Costa County, I will enter into a standard contract with Contra Costa County to provide all work specified herein at the costs, which I have proposed, or in accordance with modifications required by Contra Costa County. Funds obtained through this contract will not be used to supplant or augment funding for other programs operated by the bidder/contractor unless stipulated within the proposal and accepted by the County.</i>	
AUTHORIZED REPRESENTATIVES: (two signatures required)	
Name: _____	Title: Executive Director
Signature: _____	Date: _____
Name: _____	Title: Board President
Signature: _____	Date: _____



7.2 Addendum II: Bidder's Statement of Qualifications

1. List any licenses or certifications held by the agency, with expiration dates.

2(a) Who administers your agency's fiscal system?

Name: _____ Phone: _____

Title: _____ Work Schedule: _____

2(b) Indicate the CPA firm that prepares the agency's annual audit.

Name: _____ Phone: _____

Address: _____

3. Number of year's bidder has been in business under the present business name.

List related prior business names, if any and time frame for each.

4. Number of years of experience bidder has had in providing the services described in this proposal or related services. _____

5. Has bidder failed or refused to complete any contract?

Yes

No

If yes, briefly explain.

6. Has there been any litigation in connection with contracts for services involving bidder or any principal officer of the agency?

Yes

No

If yes, briefly explain.

7. Does bidder have a controlling interest in any other firm(s)?

Yes

No

If yes, please list below.



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8. Does bidder have commitments or potential commitments, which may impact assets, lines of credit or otherwise affect agency's ability to fulfill this RFP?

Yes

No

If yes, specify below.

9. Supply names, addresses, and phone numbers of **two** references, one each in the areas of financial/administrative management and social service delivery to substantiate experience and qualifications.

Bidder specifies that all answers provided above are complete and accurate. Bidder also agrees to provide the County with any other information the County decides is necessary for an accurate determination of bidder's qualifications to perform proposed services.

Name and Title
(Executive Director or Board President)

Date



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7.3 Addendum III: Scope of Work

SCOPE OF WORK			
A. Measurable Objectives	B. Key Activities	Start Date	Completion Date



7.4 Addendum IV: Service Estimates Instructions

SERVICE ESTIMATES INSTRUCTIONS

Complete the Service Unit Form on the following page. Specify the length of time and the total number of each type of service unit the agency will provide to clients during the contract period, (i.e., number and length of services, e.g., counseling sessions, education sessions, outreach activities, etc.) Indicate how the performance of services will be monitored. Indicate number of unduplicated clients to be served.

EXAMPLE

Service Unit Type	Number of Units of Service	Time for Service Unit	Number Unduplicated Clients	Monitoring Tool
Risk Screening	500 screenings	1 hour	500 women	Screening Questionnaires Completed
Provider Training	3 sessions	40 minx3 = 2 hours	12 staff	Agenda Attendance sheets
Referral to SA Specialist	65 referrals		65 women	Referral forms
Needs Assessments	55 assessments	1 hour	55 women	Case mgmt files
Case Management	52 weekly	30 min each	52 women	Case mgmt files
Home visits	26 visits	1 hour	52 women	Case mgmt files



7.4 (Cont.) Addendum IV: Service Estimate Form

ESTIMATED UNITS OF SERVICE				
Service Unit Type	Number of Units of Service	Time for Service Unit	Number Unduplicated Clients	Monitoring Tool



7.5 Addendum V: Demographics of Service Population

DEMOGRAPHICS OF SERVICE POPULATION			
Clients by Age			
(1) Indicate number of each category of client served by your organization currently, (2) Indicate the estimated number to be served through the proposed program, (3) Indicate what % column #2 represents of the total number of clients currently served by your organization.	(1) Number Currently Served by Organization	(2) Number To Be Served by Proposed Program	(3) % of Overall Number Served by Organization
Expectant Women under 19 years of age			
Expectant Women over 19 years of age			
Parents under 19 years of age			
Parents over 19 years of age			
Children 0-5			
Children 6-12			
Adolescents 13-19			
Kinship caregivers			
Foster Parents			
Providers of Care			
Other (describe)			
Clients by Race and Ethnicity			
(1) Indicate number in each category of clients served by your organization currently, (2) Indicate the estimated number to be served through the proposed program, (3) Indicate what % each category represents of the total number to be served by your proposed program.	(1) Number Currently Served	(2) Number To Be Served by Proposed Program	(3) % Of Number To Be Served by Proposed Program
African American			
Latino/ Hispanic			
Asian/ Pacific Islander			
Native American/ Alaskan Native			
Caucasian			
Multiracial or Biracial			
Other (describe)			
Total			
Geographic Distribution			
County Areas	Areas	% of Overall Number To Be Served	
	East		
	Far East		
	West		
	Central		
	South		



7.6 Addendum VI: Evaluation Plan

EVALUATION PLAN		
Organization Name:	Project Name:	
Target Population:		
Outcomes <i>What is the measurable change that is anticipated in the target population as a result of the proposed activities?</i>	Indicators of Change	Method of Data Collection



7.7 Addendum VII: Program Budget

PROGRAM BUDGET July 1, 2022 to June 30, 2023				
Agency:		Program Title:		
REVENUES				
Project Revenue Sources	Cash Revenues	In-Kind Revenues	Total Project Revenues	
FACT				
Other: Identify Source				
Total Income				
COST CATEGORIES				
A. PERSONNEL				
1. ADMINISTRATIVE STAFF				
Title Position	Monthly Salary/Wage	% of time (FTE)	Total Cost	FACT Request
			\$	\$
			\$	\$
			\$	\$
			\$	\$
Subtotal			\$	\$
2. SERVICE DELIVERY STAFF				
Title Position	Monthly Salary/Wage	% of time (FTE)	Total Cost	FACT Request
			\$	\$
			\$	\$
			\$	\$
			\$	\$
			\$	\$
Subtotal			\$	\$
3. TAXES AND FRINGE BENEFITS				
FICA			\$	\$
SIU			\$	\$
Worker's Compensation			\$	\$
Other (Specify)			\$	\$
Subtotal Fringe Benefits			\$	\$
TOTAL PERSONNEL			\$	\$



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7.7 (Cont.) Addendum VII: Program Budget

PROGRAM BUDGET, cont. July 1, 2022 to June 30, 2023		
Agency:		Program Title:
B. Operating Costs		
Item	Total Cost	FACT Amount
1. Occupancy		
2. Utilities		
3. Telephone, Postage, Insurance		
4. Equipment, specify		
5. Materials and Supplies, specify		
6. Printing and Copying		
7. Client Incentives, specify		
8. Travel/Mileage		
9. Training		
10. Other Expenses, specify		
11. Consultants		
12. Subcontractors (attach separate budget if over \$5,000)		
Total Operating Costs	\$	\$
Total Personnel and Operating Costs	\$	\$
Total Indirect Costs (Up to 10% of total personnel and operating costs requested of FACT)		\$
Subtotal		\$
10% Match		\$
TOTAL FACT REQUEST (Total cost less 10% match)		\$



7.8 Addendum VIII: Budget Instructions

ADMINISTRATION/SALARIES/BENEFITS

Administration and Support

Include supervisors, directors, clerical support staff, administrative staff who have no service delivery responsibilities. Divide the salaries of staff that have both "Service Delivery" and "Administration" responsibilities in proportion to the time allotted for each activity. List such staff in both categories. Indicate titles, rate of pay, time allotted to program and full time equivalent (FTE). Explain in narrative.

Program Staff

Include all staff involved in service delivery. Indicate titles, rate of pay, time allotted to program and FTE.

Payroll Fringe Benefits

The estimated cost of benefits, paid vacations, sick leave and training days shall be reported on the line-item budget. Narrative shall list staff by title, number (FTE), rate of pay and amount of time allocated. Include for each staff title by type (FICA, SUI, FUTA, Worker's Compensation, leave and health and other insurance), applicable rates or basis.

- Indirect/Administrative costs may not exceed 10% of total request.
- A financial audit for the project by an outside accountant will be required at the end of the contract term and is an allowable cost. (Total audit costs should be prorated among all agency programs.)

OPERATIONS

Occupancy

Describe all applicable factors (e.g. rent/leases) and basis for allocating costs to program.

Utilities

Describe all applicable factors and basis for allocating costs to program.

Telephone, Postage, Insurance,

List by type, justification of cost, and basis for allocating costs to program.

Printing/Photocopying

List cost by type and describe justification for costs and basis for allocating costs to program.

Materials

List by type and describe justification of costs.

Supplies

(Office and Program) List by type and describe justification of costs.



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Travel

Describe type, justification, and basis of costs. Include service delivery and administration mileage and transportation costs for clients. The bidder shall be allowed expenses as follows: mileage subject to adjustment under standard IRS mileage rules.

Miscellaneous

Indicate kinds of anticipated miscellaneous costs such as childcare for clients while receiving services. Items over \$100 should be individually explained.

Additional Funding

If FACT funding represents only a portion of the funds designated for this program, indicate other sources and amounts received or anticipated.

MATCHING FUNDS

- **A 10% match of FACT funds is required in either cash or in-kind.** Indicate amount, type and source of match including projected revenues in the narrative.
- Match may not include use of any State of California funds.

Example of Match Calculation:

Total Program Cost	\$ 66,000
Match	<u>- \$ 6,000</u>
Total FACT Funds Requested	\$ 60,000



7.9 Addendum IX: Memorandum of Agreement/Understanding Outline (sample)

Memorandum of Agreement/Understanding Outline

I. Partners

Identify the organizations that are subcontractors and partners in the collaboration and the individuals representing them.

Provide a statement which indicates that by signing the document, the organizations commit to executing the activities, supporting the achievement of outcomes and providing the resources detailed in the agreement.

II. Program Activities

Summarize the responsibilities and activities to be carried out by each organization relative to the proposed program.

III. Commitment of Resources

Delineate the resources each organization will provide to the program. Also indicate the amount of funds, if any, each organization will receive.

IV. Term of Agreement

Indicate the specific dates of the agreement. The term of the agreement should at least endure the term of the funding.

V. Signatures

A representative from the bidder organization and each subcontractor or partner organization in the collaboration must sign this document. The agreement must be signed by individuals with authority to bind the organizations contractually. An MOU with original signatures must accompany the original proposal submission. Copies of the original may accompany the proposal copies



7.10 Addendum X: Board of Directors

**CURRENT BOARD OF DIRECTORS
(BIDDER)**

1. Number of Board members required by agency's bylaws: _____
2. Number of members on current Board: _____
3. When and how often does the Board meet: _____
4. List current Board members below (or attach Board List in this format):

BOARD OF DIRECTORS

Member Name	Address	Occupation/ Affiliation	Board Position	# Years on Board



7.11 Addendum XI: Contracts and Grants Report

FINANCIAL SUPPORT: CONTRACTS AND GRANTS

1. List significant active contracts and subcontracts, including government contracts and/or grants:

Contract with contact information	Services Provided	Contract Amount	Effective Dates



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FINANCIAL SUPPORT: CONTRACTS AND GRANTS page 2

I. List primary sources of income for the past five years and amounts below:

Funding Sources	Services Provided	Contract Amount	Effective Dates

3. Bidder agrees to allow County to contact contractors for information relative to bidder's performance. **Sign below.**

Name and Title

Date



7.12 Addendum XII: General Conditions

GENERAL CONDITIONS

1. **Compliance with Law.** Contractor is subject to and must comply with all applicable federal, state, and local laws and regulations with respect to its performance under this Contract, including but not limited to, licensing, employment, and purchasing practices; and wages, hours, and conditions of employment, including nondiscrimination.
2. **Inspection.** Contractor's performance, place of business, and records pertaining to this Contract are subject to monitoring, inspection, review and audit by authorized representatives of the County, the State of California, and the United States Government.
3. **Records.** Contractor must keep and make available for inspection and copying by authorized representatives of the County, the State of California, and the United States Government, the Contractor's regular business records and such additional records pertaining to this Contract as may be required by the County.
 - a. **Retention of Records.** Contractor must retain all documents pertaining to this Contract for five years from the date of submission of Contractor's final payment demand or final Cost Report; for any further period that is required by law; and until all federal/state audits are complete and exceptions resolved for this Contract's funding period. Upon request, Contractor must make these records available to authorized representatives of the County, the State of California, and the United States Government.
 - b. **Access to Books and Records of Contractor, Subcontractor.** Pursuant to Section 1861(v)(1) of the Social Security Act, and any regulations promulgated thereunder, Contractor must, upon written request and until the expiration of five years after the furnishing of services pursuant to this Contract, make available to the County, the Secretary of Health and Human Services, or the Comptroller General, or any of their duly authorized representatives, this Contract and books, documents, and records of Contractor necessary to certify the nature and extent of all costs and charges hereunder.

Further, if Contractor carries out any of the duties of this Contract through a subcontract with a value or cost of \$10,000 or more over a twelve-month period, such subcontract must contain a clause to the effect that upon written request and until the expiration of five years after the furnishing of services pursuant to such subcontract, the subcontractor must make available to the County, the



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Secretary, the Comptroller General, or any of their duly authorized representatives, the subcontract and books, documents, and records of the subcontractor necessary to verify the nature and extent of all costs and charges thereunder.

This provision is in addition to any and all other terms regarding the maintenance or retention of records under this Contract and is binding on the heirs, successors, assigns and representatives of Contractor.

4. **Reporting Requirements.** Pursuant to Government Code Section 7550, Contractor must include in all documents and written reports completed and submitted to County in accordance with this Contract, a separate section listing the numbers and dollar amounts of all contracts and subcontracts relating to the preparation of each such document or written report. This section applies only if the Payment Limit of this Contract exceeds \$5,000.
5. **Termination and Cancellation.**
 - a. **Written Notice.** This Contract may be terminated by either party, in its sole discretion, upon thirty-day advance written notice thereof to the other, and may be cancelled immediately by written mutual consent.
 - b. **Failure to Perform.** County, upon written notice to Contractor, may immediately terminate this Contract should Contractor fail to perform properly any of its obligations hereunder. In the event of such termination, County may proceed with the work in any reasonable manner it chooses. The cost to County of completing Contractor's performance will be deducted from any sum due Contractor under this Contract, without prejudice to County's rights to recover damages.
 - c. **Cessation of Funding.** Notwithstanding any contrary language in Paragraphs 5 and 11, in the event that federal, state, or other non-County funding for this Contract ceases, this Contract is terminated without notice.
6. **Entire Agreement.** This Contract contains all the terms and conditions agreed upon by the parties. Except as expressly provided herein, no other understanding, oral or otherwise, regarding the subject matter of this Contract will be deemed to exist or to bind any of the parties hereto.
7. **Further Specifications for Operating Procedures.** Detailed specifications of operating procedures and budgets required by this Contract, including but not limited to, monitoring, evaluating, auditing, billing, or regulatory changes, may be clarified in



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a written letter signed by Contractor and the department head, or designee, of the county department on whose behalf this Contract is made. No written clarification prepared pursuant to this Section will operate as an amendment to, or be considered to be a part of, this Contract.

8. Modifications and Amendments.

- a. **General Amendments.** In the event that the total Payment Limit of this Contract is less than \$200,000 and this Contract was executed by the County's Purchasing Agent, this Contract may be modified or amended by a written document executed by Contractor and the County's Purchasing Agent or the Contra Costa County Board of Supervisors, subject to any required state or federal approval. In the event that the total Payment Limit of this Contract exceeds \$200,000 or this Contract was initially approved by the Board of Supervisors, this Contract may be modified or amended only by a written document executed by Contractor and the Contra Costa County Board of Supervisors or, after Board approval, by its designee, subject to any required state or federal approval.
- b. **Minor Amendments.** The Payment Provisions and the Service Plan may be amended by a written administrative amendment executed by Contractor and the County Administrator (or designee), subject to any required state or federal approval, provided that such administrative amendment may not increase the Payment Limit of this Contract or reduce the services Contractor is obligated to provide pursuant to this Contract.

9. Disputes. Disagreements between County and Contractor concerning the meaning, requirements, or performance of this Contract shall be subject to final written determination by the head of the county department for which this Contract is made, or his designee, or in accordance with the applicable procedures (if any) required by the state or federal government.

10. Choice of Law and Personal Jurisdiction.

- a. This Contract is made in Contra Costa County and is governed by, and must be construed in accordance with, the laws of the State of California.
- b. Any action relating to this Contract must be instituted and prosecuted in the courts of Contra Costa County, State of California.

11. Conformance with Federal and State Regulations and Laws. Should federal or state regulations or laws touching upon the subject of this Contract be adopted or revised during the term hereof, this Contract will be deemed amended to assure conformance with such federal or state requirements.



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12. **No Waiver by County.** Subject to Paragraph 9. (Disputes) of these General Conditions, inspections or approvals, or statements by any officer, agent or employee of County indicating Contractor's performance or any part thereof complies with the requirements of this Contract, or acceptance of the whole or any part of said performance, or payments therefor, or any combination of these acts, do not relieve Contractor's obligation to fulfill this Contract as prescribed; nor is the County thereby prevented from bringing any action for damages or enforcement arising from any failure to comply with any of the terms and conditions of this Contract.
13. **Subcontract and Assignment.** This Contract binds the heirs, successors, assigns and representatives of Contractor. Prior written consent of the County Administrator or his designee, subject to any required state or federal approval, is required before the Contractor may enter into subcontracts for any work contemplated under this Contract, or before the Contractor may assign this Contract or monies due or to become due, by operation of law or otherwise.
14. **Independent Contractor Status.** The parties intend that Contractor, in performing the services specified herein, is acting as an independent contractor and that Contractor will control the work and the manner in which it is performed. This Contract is not to be construed to create the relationship between the parties, or between County and any Contractor employee, of agent, servant, employee, partnership, joint venture, or association. Neither Contractor, nor any of its employees, is a County employee. This Contract does not give Contractor, or any of its employees, any right to participate in any pension plan, workers' compensation plan, insurance, bonus, or similar benefits County provides to its employees. In the event that County exercises its right to terminate this Contract, Contractor expressly agrees that it will have no recourse or right of appeal under any rules, regulations, ordinances, or laws applicable to employees.
15. **Conflicts of Interest.** Contractor covenants that it presently has no interest and that it will not acquire any interest, direct or indirect, that represents a financial conflict of interest under state law or that would otherwise conflict in any manner or degree with the performance of its services hereunder. Contractor further covenants that in the performance of this Contract, no person having any such interests will be employed by Contractor. If requested to do so by County, Contractor will complete a "Statement of Economic Interest" form and file it with County and will require any other person doing work under this Contract to complete a "Statement of Economic Interest" form and file it with County. Contractor covenants that Contractor, its employees and officials, are not now employed by County and have not been so employed by County within twelve months immediately preceding this Contract; or, if so employed, did not then and do not now occupy a position that would create a conflict of interest under Government Code section 1090. In addition to any indemnity provided by Contractor in this Contract, Contractor will indemnify, defend, and hold the County harmless from any and all claims, investigations, liabilities, or damages resulting from or related to any and all alleged conflicts of interest.



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Contractor warrants that it has not provided, attempted to provide, or offered to provide any money, gift, gratuity, thing of value, or compensation of any kind to obtain this Contract.

16. **Confidentiality**. To the extent allowed under the California Public Records Act, Contractor agrees to comply and to require its officers, partners, associates, agents and employees to comply with all applicable state or federal statutes or regulations respecting confidentiality, including but not limited to, the identity of persons served under this Contract, their records, or services provided them, and assures that no person will publish or disclose or permit or cause to be published or disclosed, any list of persons receiving services, except as may be required in the administration of such service. Contractor agrees to inform all employees, agents and partners of the above provisions, and that any person knowingly and intentionally disclosing such information other than as authorized by law may be guilty of a misdemeanor.
17. **Nondiscriminatory Services**. Contractor agrees that all goods and services under this Contract will be available to all qualified persons regardless of age, gender, race, religion, color, national origin, ethnic background, disability, or sexual orientation, and that none will be used, in whole or in part, for religious worship.
18. **Indemnification**. Contractor will defend, indemnify, save, and hold harmless County and its officers and employees from any and all claims, demands, losses, costs, expenses, and liabilities for any damages, fines, sickness, death, or injury to person(s) or property, including any and all administrative fines, penalties or costs imposed as a result of an administrative or quasi-judicial proceeding, arising directly or indirectly from or connected with the services provided hereunder that are caused, or claimed or alleged to be caused, in whole or in part, by the negligence or willful misconduct of Contractor, its officers, employees, agents, contractors, subcontractors, or any persons under its direction or control. If requested by County, Contractor will defend any such suits at its sole cost and expense. If County elects to provide its own defense, Contractor will reimburse County for any expenditures, including reasonable attorney's fees and costs. Contractor's obligations under this section exist regardless of concurrent negligence or willful misconduct on the part of the County or any other person; provided, however, that Contractor is not required to indemnify County for the proportion of liability a court determines is attributable to the sole negligence or willful misconduct of the County, its officers and employees. This provision will survive the expiration or termination of this Contract.
19. **Insurance**. During the entire term of this Contract and any extension or modification thereof, Contractor shall keep in effect insurance policies meeting the following insurance requirements unless otherwise expressed in the Special Conditions:
 - a. **Commercial General Liability Insurance**. For all contracts where the total payment limit of the contract is \$500,000 or less, Contractor will provide commercial general liability insurance, including coverage for business losses and for owned and non-owned automobiles, with a minimum combined single



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limit coverage of \$500,000 for all damages, including consequential damages, due to bodily injury, sickness or disease, or death to any person or damage to or destruction of property, including the loss of use thereof, arising from each occurrence. Such insurance must be endorsed to include County and its officers and employees as additional insureds as to all services performed by Contractor under this Contract. Said policies must constitute primary insurance as to County, the state and federal governments, and their officers, agents, and employees, so that other insurance policies held by them or their self-insurance program(s) will not be required to contribute to any loss covered under Contractor's insurance policy or policies. Contractor must provide County with a copy of the endorsement making the County an additional insured on all commercial general liability policies as required herein no later than the effective date of this Contract. For all contracts where the total payment limit is greater than \$500,000, the aforementioned insurance coverage to be provided by Contractor must have a minimum combined single limit coverage of \$1,000,000.

- b. **Workers' Compensation.** Contractor must provide workers' compensation insurance coverage for its employees.
 - c. **Certificate of Insurance.** The Contractor must provide County with (a) certificate(s) of insurance evidencing liability and worker's compensation insurance as required herein no later than the effective date of this Contract. If Contractor should renew the insurance policy(ies) or acquire either a new insurance policy(ies) or amend the coverage afforded through an endorsement to the policy at any time during the term of this Contract, then Contractor must provide (a) current certificate(s) of insurance.
 - d. **Additional Insurance Provisions.** No later than five days after Contractor's receipt of: (i) a notice of cancellation, a notice of an intention to cancel, or a notice of a lapse in any of Contractor's insurance coverage required by this Contract; or (ii) a notice of a material change to Contractor's insurance coverage required by this Contract, Contractor will provide Department a copy of such notice of cancellation, notice of intention to cancel, notice of lapse of coverage, or notice of material change. Contractor's failure to provide Department the notice as required by the preceding sentence is a default under this Contract.
20. **Notices.** All notices provided for by this Contract must be in writing and may be delivered by deposit in the United States mail, postage prepaid. Notices to County must be addressed to the head of the county department for which this Contract is made. Notices to Contractor must be addressed to the Contractor's address designated herein. The effective date of notice is the date of deposit in the mails or of other delivery, except that the effective date of notice to County is the date of receipt by the head of the county department for which this Contract is made.
21. **Primacy of General Conditions.** In the event of a conflict between the General Conditions and the Special Conditions, the General Conditions govern unless the Special Conditions or Service Plan expressly provide otherwise.



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22. **Nonrenewal.** Contractor understands and agrees that there is no representation, implication, or understanding that the services provided by Contractor under this Contract will be purchased by County under a new contract following expiration or termination of this Contract, and Contractor waives all rights or claims to notice or hearing respecting any failure to continue purchasing all or any such services from Contractor.
23. **Possessory Interest.** If this Contract results in Contractor having possession of, claim or right to the possession of land or improvements, but does not vest ownership of the land or improvements in the same person, or if this Contract results in the placement of taxable improvements on tax exempt land (Revenue & Taxation Code Section 107), such interest or improvements may represent a possessory interest subject to property tax, and Contractor may be subject to the payment of property taxes levied on such interest. Contractor agrees that this provision complies with the notice requirements of Revenue & Taxation Code Section 107.6, and waives all rights to further notice or to damages under that or any comparable statute.
24. **No Third-Party Beneficiaries.** Nothing in this Contract may be construed to create, and the parties do not intend to create, any rights in third parties.
25. **Copyrights, Rights in Data, and Works Made for Hire.** Contractor will not publish or transfer any materials produced or resulting from activities supported by this Contract without the express written consent of the County Administrator. All reports, original drawings, graphics, plans, studies and other data and documents, in whatever form or format, assembled or prepared by Contractor or Contractor's subcontractors, consultants, and other agents in connection with this Contract are "works made for hire" (as defined in the Copyright Act, 17 U.S.C. Section 101 et seq., as amended) for County, and Contractor unconditionally and irrevocably transfers and assigns to Agency all right, title, and interest, including all copyrights and other intellectual property rights, in or to the works made for hire. Unless required by law, Contractor shall not publish, transfer, discuss, or disclose any of the above-described works made for hire or any information gathered, discovered, or generated in any way through this Agreement, without County's prior express written consent. If any of the works made for hire is subject to copyright protection, County reserves the right to copyright such works and Contractor agrees not to copyright such works. If any works made for hire are copyrighted, County reserves a royalty-free, irrevocable license to reproduce, publish, and use the works made for hire, in whole or in part, without restriction or limitation, and to authorize others to do so.
26. **Endorsements.** In its capacity as a contractor with Contra Costa County, Contractor will not publicly endorse or oppose the use of any particular brand name or commercial product without the prior written approval of the Board of Supervisors.



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In its County-contractor capacity, Contractor will not publicly attribute qualities or lack of qualities to a particular brand name or commercial product in the absence of a well-established and widely accepted scientific basis for such claims or without the prior written approval of the Board of Supervisors. In its County-contractor capacity, Contractor will not participate or appear in any commercially produced advertisements designed to promote a particular brand name or commercial product, even if Contractor is not publicly endorsing a product, as long as the Contractor's presence in the advertisement can reasonably be interpreted as an endorsement of the product by or on behalf of Contra Costa County. Notwithstanding the foregoing, Contractor may express its views on products to other contractors, the Board of Supervisors, County officers, or others who may be authorized by the Board of Supervisors or by law to receive such views.

27. Required Audit.

- a. If Contractor expends \$750,000 or more in federal grant funds in any fiscal year from any source, Contractor must provide to County, at Contractor's expense, an audit conforming to the requirements set forth in the most current version of Code of Federal Regulations, Title 2, Part 200, Subpart F.
- b. If Contractor expends less than \$750,000 in federal grant funds in any fiscal year from any source, but the grant imposes specific audit requirements, Contractor must provide County with an audit conforming to those requirements.
- c. If Contractor expends less than \$750,000 in federal grant funds in any fiscal year from any source, Contractor is exempt from federal audit requirements for that year except as required by Code of Federal Regulations, Title 2, Part 200, Subpart F. Contractor shall make its records available for, and an audit may be required by, appropriate officials of the federal awarding agency, the General Accounting Office, the pass-through entity and/or the County. If an audit is required, Contractor must provide County with the audit.
- d. With respect to the audits specified in sections (a), (b) and (c) above, Contractor is solely responsible for arranging for the conduct of the audit, and for its cost. County may withhold the estimated cost of the audit or 10 percent of the contract amount, whichever is greater, or the final payment, from Contractor until County receives the audit from Contractor.

28. Authorization. Contractor, or the representative(s) signing this Contract on behalf of Contractor, represents and warrants that it has full power and authority to enter into this Contract and to perform the obligations set forth herein.



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29. **No Implied Waiver.** The waiver by County of any breach of any term or provision of this Contract will not be deemed to be a waiver of such term or provision or of any subsequent breach of the same or any other term or provision contained herein.



7.13 Addendum XIII: OCAP's Service Activity and Funding Stream Touchpoint Template (sample)

OCAP ANNUAL REPORT
Service Activity TouchPoint Template

SAMPLE

ETO TouchPoint Name: Service Activity and Funding Stream

County: Contra Costa

Completed by: [Click here to enter name of person completing form.](#)

Completed on behalf of: [Click here to enter name of person completing on behalf of.](#)

Service Activity Information Tab

State Fiscal Year: [Click here to enter State Fiscal Year.](#)

Service Category (Select Only One. Complete A New TouchPoint For Each Service Category)

- | | |
|--|--|
| <input type="checkbox"/> Adoptive Parent Recruitment | <input type="checkbox"/> Information & Referral |
| <input type="checkbox"/> Advocacy | <input type="checkbox"/> Legal Services |
| <input type="checkbox"/> Basic needs, concrete supports | <input type="checkbox"/> Live Scan |
| <input type="checkbox"/> Behavior health, mental health services | <input type="checkbox"/> Network Development |
| <input type="checkbox"/> Case management | <input type="checkbox"/> Parent Leadership Training |
| <input type="checkbox"/> Child care | <input type="checkbox"/> Parenting Education |
| <input type="checkbox"/> Crisis nursery | <input type="checkbox"/> Parenting/Sibling Visitation |
| <input type="checkbox"/> Differential Response | <input type="checkbox"/> Peer Support |
| <input type="checkbox"/> Disability services | <input type="checkbox"/> Public Awareness |
| <input type="checkbox"/> Domestic violence services | <input type="checkbox"/> Respite Care |
| <input type="checkbox"/> Early childhood services | <input type="checkbox"/> Substance Abuse Services |
| <input type="checkbox"/> Family Resource Center | <input type="checkbox"/> Team Decision Making/MDT |
| <input type="checkbox"/> Financial literacy education | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Health services | <input type="checkbox"/> Youth Programs |
| <input type="checkbox"/> Home visiting (0-5) | <input type="checkbox"/> Other (Please list. Limit 10 words) |
| <input type="checkbox"/> Housing services | |

Program Name (Limit 500 Characters)

[Click here to enter Program Name.](#)



Is This An Evidence-Based or Evidence-Informed Practice?

- ☐ Evidence-Based
☐ Evidence-Informed Practice
☐ Unknown
☐ No

Name of the Evidence-Based Practice: (Specify. Limit 100 characters) [Click here to enter name of practice.](#)

Name of the Evidence-Informed Practice: (Specify. Limit 100 characters) [Click here to enter name of practice.](#)

If this service was offered in a variety of curriculums, how many of the curriculums were considered evidence-based or evidence-informed? [Click here to enter number.](#)

Program Activity Description (Limit 8000 Characters)

[Click here to enter program description.](#)

Service Provider(s)

Is this service provided by one or multiple providers?

☐ One

Service Provider Name: (Limit 100 Characters) [Click here to enter provider name.](#)

☐ Multiple

Enter the number of estimated providers for this service: [Click here to enter number of providers.](#)



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Languages and Service Counts Tab

In What Languages Is This Service Offered? (Check All That Apply)

- | | | |
|--|-----------------------------------|--|
| <input type="checkbox"/> English | <input type="checkbox"/> Farsi | <input type="checkbox"/> Russian |
| <input type="checkbox"/> Arabic | <input type="checkbox"/> Hmong | <input type="checkbox"/> Spanish |
| <input type="checkbox"/> Armenian | <input type="checkbox"/> Korean | <input type="checkbox"/> Tagalong |
| <input type="checkbox"/> Cambodian | <input type="checkbox"/> Mandarin | <input type="checkbox"/> Vietnamese |
| <input type="checkbox"/> Cantonese | <input type="checkbox"/> Punjabi | <input type="checkbox"/> Sign Language |
| <input type="checkbox"/> Other Language(s) (Specify. Limit 100 characters) Click here to enter other language. | | |

Service Counts (Enter total client counts according to race/ethnicity. A service participant is counted as either an individual or family – not both)

For this service, do you record demographic data by individuals OR by families?

- ☐ Individuals
- ☐ Families



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If you count Individuals complete this table:

Individuals (children and parents/caregivers)	Children Without Disabilities	Children with Disabilities	Parents or Caregivers without Disabilities	Parents or Caregivers with Disabilities
White (Non-Hispanic) Children Served				
Hispanic or Latino Children Served				
Black or African American (Non-Hispanic) Children Served				
Asian Children Served				
American Indian or Alaska Native Children Served				
Native Hawaiian or Other Pacific Islander Children Served				
Two or More Race Children Served				
Other Children Served				
Total Individuals Served				
TOTAL INDIVIDUAL SERVICE COUNT FOR THIS SERVICE ACTIVITY				



**Contra Costa County
Children and Family Services**

**REQUEST FOR PROPOSALS (RFP) 1181
FAMILY AND CHILDREN'S TRUST (FACT)**

If you count Families complete this table:

FAMILIES	
White (non-Hispanic) Families	
Hispanic or Latino Families	
Black or African American (non-Hispanic) Families	
Asian Families	
American Indian or Alaska Native Families	
Native Hawaiian & Other Pacific Islander Families	
Two or More Race Families	
Other Families	
TOTAL FAMILY SERVICE COUNT FOR THIS SERVICE ACTIVITY	

Please provide insight into any increase or decrease in service counts (compared to last year) (Limit 250 characters) [Click here to explain.](#)



Activity Outcome Tab

Service Addressed which County Identified Need (What Need Identified In The CSA Is This Service Activity Trying To Address?)

- | | |
|--|---|
| <input type="checkbox"/> Behavioral Health/Mental Health | <input type="checkbox"/> Physical Abuse |
| <input type="checkbox"/> Disparities in access to services/resources | <input checked="" type="checkbox"/> Physical Health |
| <input type="checkbox"/> Domestic violence | <input type="checkbox"/> Poverty |
| <input type="checkbox"/> Emotional abuse | <input type="checkbox"/> Substance Abuse |
| <input type="checkbox"/> Isolation | <input type="checkbox"/> Unemployment |
| <input type="checkbox"/> Lack of services/resources | <input type="checkbox"/> Neglect |
| <input type="checkbox"/> Other | |

(Specify. Limit 100 characters) [Click here to enter other priority need.](#)

Desired Primary Outcome/Goal (Please Select Only One Primary Outcome For This Service activity)

- ☐ Children's social and emotional needs
- ☐ Families have concrete support in times
- ☐ Increased knowledge of parenting and child development
- ☐ Increased parental resilience
- ☐ Increased social connections
- ☐ Nurturing and Attachment
- ☐ No specified Primary Outcome
- ☐ Other

(Specify. Limit 100 Characters): [Click here to enter other desired primary outcome.](#)

What is the total number of individuals or families (not both) that achieved the outcome?

[Click here to enter number.](#)



How Was This Outcome Measured?

- ☐ CWS/CMS
- ☐ Family Development Matrix
- ☐ Pre - and/or Post-survey developed in-house
- ☐ Protective factors survey
- ☐ Validated assessment tool
(Specify. Limit 100 Characters): [Click here to enter validated tool.](#)
- ☐ This outcome was not tracked and/or measured
- ☐ Other
(Specify. Limit 100 Characters): [Click here to enter other tool.](#)

Did you experience any unexpected challenges with this activity?

- ☐ Yes ☐ No

Explain Challenges experienced with this activity (Limit 8,000 characters)

[Click here to explain challenges.](#)

Did you experience any unexpected benefits with this activity?

- ☐ Yes ☐ No

Explain Unexpected Benefits (Limit 8,000 characters)

[Click here to enter unexpected benefits.](#)

Please share one participant success story related to this program. Include client demographics, present issues, and the specific success the participant achieved as a result of this program. (Limit 8,000 characters)

[Click here to enter participant success story.](#)

Additional comments (Limit 2,000 characters)

[Click here to enter additional comments.](#)

If you would like to share any photos, flyers, etc. (jpg), articles (pdf) or media links about the success of your program please upload or email attachments to OCAP-PND@dss.ca.gov. We may feature your County in our next OCAP Newsletter!



Target Population Tab

Child Welfare Category

- ☐ Families with open CPS
- ☐ Non-CPS involved
- ☐ Both

What percentage was Non-CPS? [Click here to enter percentage.](#)

Target Population

- | | |
|---|--|
| <input type="checkbox"/> Children | <input type="checkbox"/> Providers |
| <input type="checkbox"/> Families | <input type="checkbox"/> Community At-Large |
| <input type="checkbox"/> At-risk Children | <input type="checkbox"/> Special Populations |
| <input type="checkbox"/> At-risk Parents | <input type="checkbox"/> At-risk Families |
| <input type="checkbox"/> Other (Specify. Limit 10 words) Click here to enter other. | |

Specify Special Population(s) (Limit 100 characters) [Click here to enter special population.](#)



Program Collaboration Tab

Program Collaboration

Program Collaboration

Who does the county collaborate with, coordinate and/or involve to prevent child abuse and neglect for this program. Check ALL that apply.

- ☐ Afterschool and/or child care programs
- ☐ Alcohol and other drug programs
- ☐ Behavior health, and mental health
- ☐ Child Abuse Prevention Council
- ☐ Court system
- ☐ Disability-focused organizations (includes regional centers, public or private agencies)
- ☐ Domestic violence organization
- ☐ Early childhood programs (e.g. Early Head-Start, Head Start, Pre-K, etc.)
- ☐ Education (K-12, higher education)
- ☐ Faith-based community
- ☐ Family support organization
- ☐ First 5 Commission
- ☐ Healthcare sector (health systems, hospitals, clinics, private providers)
- ☐ Justice system, law enforcement
- ☐ Parents or kin (formal or informal groups)
- ☐ Private foundations
- ☐ Probation and/or parole (juvenile, adults)
- ☐ Public benefit agencies (e.g. CalFresh, CalWORKs, Section 8, General Assistance, etc.)
- ☐ Public health (includes Maternal Child Health, Child Health Disability Prevention, etc.)
- ☐ Tribal-focused public and/or private organizations
- ☐ Youth (formal or informal groups)
- ☐ Other

Other County Collaborations, please explain:

Show the nature of collaborations. Check ALL that apply. *

- ☐ Collaborative Meeting
- ☐ Coordinated Case Planning
- ☐ Data Sharing Agreements
- ☐ Joint Funding Project
- ☐ MOU
- ☐ Outreach
- ☐ Referral/Source
- ☐ Shared Funding
- ☐ Shared Resources
- ☐ Shared Responsibilities for Delivery of the Program
- ☐ Workgroups

Please explain in more detail *how* you collaborate based on your selection(s) above



**Contra Costa County
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FAMILY AND CHILDREN'S TRUST (FACT)**

7.14 Addendum XIV: Protective Factors Guidelines

See Page 67

PARENTAL RESILIENCE

PROTECTIVE & PROMOTIVE FACTORS

Being a parent can be a very rewarding and joyful experience. But being a parent can also have its share of stress. Parenting stress is caused by the pressures (stressors) that are placed on parents personally and in relation to their child:

- *typical events and life changes* (e.g., moving to a new city or not being able to soothe a crying baby)
- *unexpected events* (e.g., losing a job or discovering your child has a medical problem)
- *individual factors* (e.g., substance abuse or traumatic experiences)
- *social factors* (e.g., relationship problems or feelings of loneliness and isolation)
- *community, societal or environmental conditions* (e.g., persistent poverty, racism or a natural disaster)

Numerous researchers have concluded that how parents respond to stressors is much more important than the stressor itself in determining the outcomes for themselves and their children. Parents are more likely to achieve healthy, favorable outcomes if they are resilient. Resilience is the process of managing stress and functioning well even when faced with challenges, adversity and trauma.

Some stressors parents face can be managed easily so that problems get resolved; for example, calling a relative or friend to pick-up a child from school when a parent is delayed. But some stressors cannot be easily resolved. For example, parents cannot “fix” their child’s developmental disability, erase the abuse they suffered as a child or be able to move out of a crime-plagued neighborhood. Rather, parents are resilient when they are able to call forth their inner strength to proactively meet personal challenges and those in relation to their child, manage adversities, heal the effects of trauma and thrive given the unique characteristics and circumstances of their family.

Demonstrating resilience increases parents’ self-efficacy because they are able to see

evidence of both their ability to face challenges competently and to make wise choices about addressing challenges. Furthermore, parental resilience has a positive effect on the parent, the child and the parent-child relationship. By managing stressors, parents feel better and can provide more nurturing attention to their child, which enables their child to form a secure emotional attachment. Receiving nurturing attention and developing a secure emotional attachment with parents, in turn, fosters the development of resilience in children when they experience stress.

Sometimes the pressures parents face are so overwhelming that their ability to manage stress is severely compromised. This is the case with parents who grew up in environments that create **toxic stress**. That is, as children, they experienced strong, frequent and prolonged adversity without the buffering protection of nurturing adult support. As a result, these parents may display symptoms of depression, anxiety, or other clinical disorders that inhibit their ability to respond consistently, warmly and sensitively to their child’s needs. For example, depressive symptoms in either mothers or fathers are found to disrupt healthy parenting practices so that the child of a depressed parent is at increased risk of poor attachments, maltreatment and poor physical, neurological, social-emotional, behavioral and cognitive outcomes. However, numerous research studies show parents can be helped to manage clinical symptoms and reactions to their own histories of poor attachments and trauma, to protect children from adversity and trauma as best they can and to provide more nurturing care that promotes secure emotional attachment and healthy development in their children.

All parents experience stress from time-to-time. Thus, parental resilience is a process that all parents need in order effectively manage stressful situations and help ensure they and their families are on a trajectory of healthy, positive outcomes.

PARENTAL RESILIENCE: ACTION SHEET

Your role

Your daily interactions with parents can help them to build their resilience and their belief in themselves as parents and capable decision-makers. You can:

- Projecting a positive and strengths-based approach to all families
- Support parents as key decision-makers for their families and provide opportunities for decision-making that affects the program or community
- Encourage parents to take care of themselves, particularly during stressful times
- Normalize the fact that parenting is stressful and help the parent plan proactively about how to respond to stressful parenting situations
- Validate and support good decisions

Questions to ask

- Where do you draw your strength?
- How does this help you in parenting?
- What are your dreams for yourself and family?
- What kind of worries and frustrations do you deal with during the day? How do you solve them?
- How are you able to meet your children's needs when you are stressed?
- How does your spouse, partner, or closest friend support you? When you are under stress, what is most helpful?
- What do you do to take care of yourself when you are stressed?

What to look for

- Problem solving skills
- Ability to cope with stress
- Self-care strategies
- Help-seeking behavior
- Receiving mental health or substance abuse services if needed
- Not allowing stress to impact parenting

Activities to do with parents

- Ask the parent to write down their self-care strategies and ensure that they are taking time for self-care each day.
- Ask the parent to identify situations they find stressful and make a plan in advance for how they will keep themselves calm and centered in these circumstances.

SOCIAL CONNECTIONS

PROTECTIVE & PROMOTIVE FACTORS

People need people. Parents need people who care about them and their children, who can be good listeners, who they can turn to for well-informed advice and who they can call on for help in solving problems. Thus, the availability and quality of social connections are important considerations in the lives of parents. **Parents' constructive and supportive social connections—that is, relationships with family members, friends, neighbors, co-workers, community members and service providers—are valuable resources who provide:**

- *emotional support* (e.g., affirming parenting skills or being empathic and non-judgmental)
- *informational support* (e.g., providing parenting guidance or recommending a pediatric dentist)
- *instrumental support* (e.g., providing transportation, financial assistance or links to jobs)
- *spiritual support* (e.g., providing hope and encouragement)

When parents have a sense of connectedness they believe they have people who care about them as individuals and as parents; they feel secure and confident that they have others with whom they can share the joy, pain and uncertainties that come with the parenting role; they seek timely assistance from people they have learned to count on when faced with challenges; and they feel empowered to “give back” through satisfying, mutually beneficial relationships. **Several research studies have demonstrated that—for both mothers and fathers—high levels of emotional, informational, instrumental or spiritual support is associated with positive parental mood; positive perceptions of and responsiveness to one's children; parental satisfaction, well-being and sense of competence; and lower levels of anger, anxiety and depression.**

Conversely, inadequate, conflicting or dissatisfying social connections can be the source of parental stress, rather than a buffer. For example, maternal and paternal grandparents may be very willing sources of informational and instrumental support to new parents, but their advice and manner of caregiving may be at odds

with the new parents' beliefs and preferences. At the extreme end of the continuum of poor social connections are social isolation (i.e., the lack of available and quality relationships) and loneliness (i.e., feelings of disconnectedness from others). Social isolation is a risk factor consistently associated with disengaged parenting, maternal depression and increased likelihood of child maltreatment. Similarly, loneliness may be a major stressor that inhibits parents' ability to provide consistent, nurturing, responsive care to their children.

It may seem that increasing the number of people who could provide constructive social support to parents would be the “cure” for social isolation and loneliness. Providing opportunities for parents to create and strengthen sustainable, positive social connections is necessary but alone is not sufficient. Parents can feel lonely and isolated even when surrounded by others if relationships lack emotional depth and genuine acceptance. Thus, parents need opportunities to forge positive social connections with at least one other person that engender emotional, informational, instrumental or spiritual support so that meaningful interactions may occur in a context of mutual trust and respect.

Constructive and supportive social connections help buffer parents from stressors and support nurturing parenting behaviors that promote secure attachments in young children. Therefore, parents' high quality social connections are beneficial to both the adults and the children.

SOCIAL CONNECTIONS: ACTION SHEET

Your role

You can help parents to think critically about their social network and how they could utilize it more effectively, as well as the skills and tools they need to expand it. The following strategies may assist you in engaging families in developing social connections:

- Model good relational behavior and use your interactions with families as an opportunity to help parents develop stronger relational skills
- When engaging the family's broader network in teaming or other supports, be sensitive to the quality of existing relationships and help the family identify supporters in their network who will contribute positively
- Invite parents to events where they can get to know each other – with or without their kids – and reach out especially to those parents that may be socially isolated
- If there are specific issues that serve as barriers for the family in developing healthy social connections such as anxiety or depression, encourage the family to address them

Questions to ask

- Do you have friends or family members that help you out once in a while?
- Are you a member of any groups or organizations?
- Who can you call for advice or just to talk? How often do you see them?
- What kind of social support do you need?
- Do you find it easy or challenging to make friends? If it is challenging, what specific things represent a barrier for you?
- What helps you feel connected?

What to look for

- Does the parent have supportive relationships with one or more persons (friends, family, neighbors, community, faith-based organizations, etc.)?
- Can the parent turn to their social network for help in times of need (for instance, when they need help with transportation, childcare or other resources)?
- Is the parent willing and able to accept assistance from others?
- Does the parent have positive relationships with other parents of same-age kids?
- Does the parent have skills for establishing and maintaining social relationships?
- Does the parent provide reciprocal social support to peers?

Activities to do with parents

- Work with the parent to develop an EcoMap showing the people and institutions that are sources of support and/or stress in his or her life.
- Role play with the parent to help them practice skills in approaching another parent to develop a friendship. Have the parent choose a realistic scenario such as starting a conversation at a school event, on the playground or at a place of worship.

KNOWLEDGE OF PARENTING AND CHILD DEVELOPMENT

PROTECTIVE & PROMOTIVE FACTORS

No parent knows everything about children or is a “perfect parent.” An understanding of parenting strategies and child development helps parents understand what to expect and how to provide what children need during each developmental phase. All parents, and those who work with children, can benefit from increasing their knowledge and understanding of child development, including:

- physical, cognitive, language, social and emotional development
- signs indicating a child may have a developmental delay and needs special help
- cultural factors that influence parenting practices and the perception of children
- factors that promote or inhibit healthy child outcomes
- discipline and how to positively impact child behavior

Gaining more knowledge about child development and developing greater skills in parenting are particularly important given the recent advances in the fields of neuroscience, pediatrics and developmental psychology. Scientists in these fields have provided much evidence of the critical importance of early childhood as the period in which the foundation for intellectual, social, emotional and moral development is established. Furthermore, numerous research studies show this foundation is determined by the nature of the young child’s environments and experiences that shape early brain development.

Developing brains need proper nutrition, regularly scheduled periods of sleep, physical activity and a variety of stimulating experiences. Developing brains also need attuned, emotionally available parents and other primary caregivers who recognize and consistently respond to the needs of young children, and interact with them in an affectionate, sensitive and nurturing manner. Such care gives rise to the development of a secure attachment between the child and the adult. Young children with secure attachments develop a sense of trust, feel safe, gain self-confidence and are able to explore their environments because they feel they have a secure base.

Numerous longitudinal studies have demonstrated that parental behaviors that lead to early secure attachments—and which remain warm and sensitive as children grow older—lay the foundation for social-emotional, cognitive and moral competencies across developmental periods. For example, when a young child solicits interaction through babbling or facial expressions and a parent responds in a similar manner, this type of parent-child interaction helps to create neural connections that build later social-emotional and cognitive skills. In addition, advances in brain research have shown that parental behaviors that forge secure emotional attachments help young children learn to manage stress. Secure attachments can offset some of the damage experienced by highly stressed young children as a result of trauma (e.g., maltreatment or exposure to violence.)

In contrast, parental care that is inconsistent, unresponsive, detached, hostile or rejecting gives rise to insecure attachments. Young children who experience insecure attachments display fear, distrust, anxiety or distress and are at risk for long-term adverse effects on brain development including developmental delays, cognitive impairments, conduct problems, psychopathology and relationship challenges. For example, young children who have limited adult language stimulation and opportunities to explore may not fully develop the neural pathways that support learning.

What parents do and how they treat children is often a reflection of the way they were parented. Acquiring new knowledge about parenting and child development enables parents to critically evaluate the impact of their experiences on their own development and their current parenting practices, and to consider that there may be more effective ways of guiding and responding to their children. Furthermore, understanding the mounting evidence about the nature and importance of early brain development enables both parents and those who work with children to know what young children need most in order to thrive: nurturing, responsive, reliable and trusting relationships; regular, predictable and consistent routines; interactive language experiences; a physically and emotionally safe environment; and opportunities to explore and to learn by doing.

KNOWLEDGE OF PARENTING AND CHILD DEVELOPMENT: ACTION SHEET

Your role

Each contact you have with the family provides an important opportunity to link them to parenting resources, provide child development information and model and validate effective caregiving. You can:

- Connect parents to parenting education classes or home visiting as appropriate for their situation
- Model appropriate expectations for the child
- Engage parents in dialogue when their expectations are not in line with the child's developmental phase
- Underline the importance of nurturing care to help the parent in valuing the importance of their own role
- Provide "just in time" parenting education: crucial information a parent needs at the time when parenting issues arise
- Help the parent identify a series of trusted informants that they can turn to when they need parenting information

Questions to ask

- What does your child do best and what do you like about your child?
- What do you like about parenting? What do you find challenging about parenting?
- How have you learned about parenting skills?
- How do you continue to learn about your child's development?
- What has helped you learn about yourself as a parent?
- Are there things that worry you about your child's development or behavior?
- Have other people expressed concern about your child?

What to look for

- Does the parent understand and encourage healthy development?
- Is the parent able to respond and manage their child's behavior?
- Does the parent understand and demonstrate age-appropriate parenting skills in their expectations, discipline, communication, protection and supervision of their child?
- Does the child respond positively to the caregivers' approaches?
- Does the parent understand and value their parenting role?
- Does the parent have a reliable source for parenting information when issues come up?
- Does the parent know how to encourage social-emotional development and apply a range of age-appropriate disciplinary strategies?
- Is the parent involved in their child's school, preschool or other activities?
- Does the parent understand the child's specific needs (especially if the child has special developmental or behavioral needs)?

Activities to do with parents

- Ask the parent what their hopes and dreams are for their child(ren). Discuss any worries the parent has about ensuring those hopes and dreams are met. Then discuss what the parent is doing today (or wants to do) to help achieve those hopes and dreams.

CONCRETE SUPPORT IN TIMES OF NEED

PROTECTIVE & PROMOTIVE FACTORS

All parents need help sometimes—help with the day-to-day care of children, help in figuring out how to soothe a colicky baby, help getting to the emergency room when a bad accident happens, help in managing one's own temper when fatigued or upset. When parents are faced with very trying conditions such as losing a job, home foreclosure, substance abuse, not being able to feed their family or trauma, they need access to concrete support and services that address their needs and help to minimize the stress caused by very difficult challenges and adversity. **Assisting parents to identify, find and receive concrete support in times of need helps to ensure they and their family receive the basic necessities everyone deserves in order to grow (e.g., healthy food, a safe environment), as well as specialized medical, mental health, social, educational or legal services.**

When parents are faced with overwhelmingly stressful conditions they need to seek help, but for some parents asking for help is not an easy thing to do. It may be embarrassing for some parents because it feels like an admission of incompetence; that they don't know how to solve their own problems or take care of their family. Other parents may not seek help because they don't know where to go for help, or the services needed have a stigma associated with them such as mental health clinics and domestic violence or homeless shelters. **Thus, parents need experiences that enable them to understand their rights in accessing services, gain knowledge of relevant services and learn how to navigate through service systems.** Family and child-serving programs must clearly communicate to parents that seeking help is not an indicator of weakness or failure as a parent. **On the contrary, seeking help is a step toward improving one's circumstances and learning to better manage stress and function well—even when faced with challenges, adversity, and trauma. When parents ask for help, it is a step toward building resilience.**

When parents seek help, it should be provided in a manner that does not increase stress. Services should be coordinated, respectful, caring and strengths-based. Strengths-based practice is grounded in the beliefs that:

- It is essential to forge a trusting relationship between parents and service providers and among service providers working with the same families
- Regardless of the number or level of adverse conditions parents are experiencing, they have assets within and around them, their family and their community that can be called upon to help mitigate the impact of stressful conditions and to create needed change
- Parents have unrealized resources and competencies that must be identified, mobilized and appreciated
- Parents must be active participants in the change process and not passive recipients of services
- Parents must first be guided through, and subsequently learn how to navigate, the complex web of health care and social service systems
- In addition to addressing each parent's individual difficulties, strengths-based practitioners must understand—and work to change—the structural inequities and conditions that contribute to these difficulties

A strengths-based approach helps parents feel valued because they are acknowledged as knowledgeable and competent. They develop a sense of self-confidence and self-efficacy because they have opportunities to build their skills, experience success and provide help to others. Thus, access to concrete support in times of need must be accompanied by a quality of service coordination and delivery that is designed to preserve parents' dignity and to promote their and their family's healthy development, resilience and ability to advocate for and receive needed services and resources.

CONCRETE SUPPORT IN TIMES OF NEED: ACTION SHEET

Your role

As a professional working with families, your role is not just to provide referrals to needed services, but to identify any barriers the families may have in accessing those services. Helping families overcome those barriers is crucial to ensuring that their concrete needs are met. Such help may entail:

- Encouraging help seeking behavior
- Working with the family to understand their past experience with service systems and any stigma they attach to certain services
- Helping the family to navigate complex systems by explaining eligibility requirements, filling out forms or making a warm handoff to an individual who can help them negotiate getting access to the services they need
- Helping the parent understand their role as an advocate for themselves and their child
- Giving parents opportunities to help meet concrete needs of other families in the program or the community, to encourage reciprocity

Questions to ask when a family is in need

- What do you need to _____ (stay in your house, keep your job, pay your heating bill etc.)?
- What have you done to handle the problem? Has this worked?
- Are there community groups or local services that you have worked with in the past? What has been your experience accessing their services?
- Are there specific barriers that have made it difficult for you to access services in the past?
- How does dealing with these issues impact the way you parent?

What to look for

- Is the parent open to accessing and utilizing services?
- Has the parent had positive experiences with services in the past?
- Does the parent have specific barriers (literacy, lack of transportation, etc.) that will make it difficult to access services?
- Are there personal behavioral traits (e.g., punctuality, willingness to share personal information, etc.) that the parent could address to more effectively utilize services?
- Does the parent try to buffer the child from the stress caused by the family's concrete needs?

Activities to do with parents

- Ask the parent to identify one concrete need that, if met, would lighten his or her burden. Come up with a list of at least three possible avenues to get that need met (e.g., agencies to approach, people to ask for help, cutting back on other expenses).
- Talk to the parent about what their family's socioeconomic status was in their childhood and what effect that had on them. Discuss things their parents did or did not do to buffer them from the stress of poverty, to teach them the value of money or to make sure their needs were met.

SOCIAL-EMOTIONAL COMPETENCE OF CHILDREN

PROTECTIVE & PROMOTIVE FACTORS

Early childhood is a period of both great opportunity and vulnerability. Early childhood experiences set the stage for later health, well-being and learning. In the past, most of the focus was on building young children's academic skills in an effort to ensure they were prepared for school. However, in recent years a growing body of research has demonstrated the strong link between young children's social-emotional competence and their cognitive development, language skills, mental health and school success. The dimensions of social-emotional competence in early childhood include:

- **self-esteem** - good feelings about oneself
- **self-confidence** - being open to new challenges and willing to explore new environments
- **self-efficacy** - believing that one is capable of performing an action
- **self-regulation/self-control** - following rules, controlling impulses, acting appropriately based on the context
- **personal agency** - planning and carrying out purposeful actions
- **executive functioning** - staying focused on a task and avoiding distractions
- **patience** - learning to wait
- **persistence** - willingness to try again when first attempts are not successful
- **conflict resolution** - resolving disagreements in a peaceful way
- **communication skills** - understanding and expressing a range of positive and negative emotions
- **empathy** - understanding and responding to the emotions and rights of others
- **social skills** - making friends and getting along with others
- **morality** - learning a sense of right and wrong

These dimensions of social-emotional competence do not evolve naturally. The course of social-emotional development—whether healthy or unhealthy—depends on the quality of nurturing attachment and stimulation that a child experiences. Numerous research studies show that a relationship with a consistent, caring and attuned adult who actively promotes the

development of these dimensions is essential for healthy social-emotional outcomes in young children. Actively promoting social-emotional competence includes activities such as:

- Creating an environment in which children feel safe to express their emotions
- Being emotionally responsive to children and modeling empathy
- Setting clear expectations and limits (e.g., "People in our family don't hurt each other.")
- Separating emotions from actions (e.g., "It's okay to be angry, but we don't hit someone when we are angry.")
- Encouraging and reinforcing social skills such as greeting others and taking turns
- Creating opportunities for children to solve problems (e.g., "What do you think you should do if another child calls you a bad name?")

Children who have experiences such as these are able to recognize their and others' emotions, take the perspective of others and use their emerging cognitive skills to think about appropriate and inappropriate ways of acting. Conversely, research shows children who do not have adults in their lives who actively promote social-emotional competence may not be able to feel remorse or show empathy and may lack secure attachments, have limited language and cognitive skills and have a difficult time interacting effectively with their peers. Evidence shows, however, that early and appropriate interventions that focus on social-emotional development can help to mitigate the effects of negative experiences in ways that lead to improved cognitive and social-emotional outcomes.

SOCIAL AND EMOTIONAL COMPETENCE OF CHILDREN: ACTION SHEET

Your role

It is important to increase parents' awareness of the importance of early relationships and of their role in nurturing their child's social-emotional development by:

- Providing concrete tips and resources to parents to help them build their skills
- Modeling developmentally appropriate interactions with children that help them to recognize and manage their emotions and build other social and emotional skills
- Connecting families to resources that can help support their children's social-emotional development—these might be simple (such as classes like Second Step, or books and games that help children to name or recognize their emotions) or more intensive (such as mental health counseling)
- Staying attuned to trauma and how it impacts the child's behaviors and relationships, including taking time to explain and discuss children's behavior with parents when they are "acting out" due to trauma

Questions to ask

- How is the emotional relationship between you and your child?
- How do you express love and affection to your child?
- How do you help your child express his or her emotions?
- In what situations are your child's emotions hard for you to deal with?

What to look for

- Does the child feel safe to express emotions in the relationship with the parent?
- Is the parent emotionally responsive to the child?
- Does the parent model empathy?
- Does the parent set clear expectations and limits (e.g., "People in our family don't hurt each other")?
- Does the parent separate emotions from actions (e.g., "It's okay to be angry, but we don't hit someone when we are angry")?
- Does the parent encourage and reinforce social skills such as greeting others and taking turns?
- Does the parent create opportunities for children to solve problems? (e.g., "What do you think you should do if another child calls you a bad name?")?

Activities to do with parents

- Have the parent sketch out (or write out) an interaction with their child. Begin with an experience that typically makes the child happy, sad, frustrated or angry. Then have the parent illustrate or describe what the child does when he or she feels those emotions, how the parent responds and how the child responds. Identify and talk through positive or negative patterns in the interaction.
- Ask the parent to think of an adult who they loved as a child. What was it about the relationship with that adult that made it so important? Ask them what elements of that relationship they can replicate in their relationship with their child(ren).

CSSP'S PROTECTIVE AND PROMOTIVE FACTORS

The Center for the Study of Social Policy (CSSP) works to create new ideas and promote public policies that produce equal opportunities and better futures for all children and families, especially those most often left behind. The foundation of all of CSSP's work is a child, family and community well-being framework that includes a focus on protective and promotive factors. Using an ecological perspective:

- **protective factors** are conditions or attributes of individuals, families, communities or the larger society that **mitigate or eliminate risk**
- **promotive factors** are conditions or attributes of individuals, families, communities or the larger society that **actively enhance well-being**

Taken together, protective and promotive factors increase the probability of positive, adaptive and healthy outcomes, even in the face of risk and adversity.

The **Strengthening Families™** and **Youth Thrive™** frameworks exemplify CSSP's commitment to identify, communicate and apply research-informed ideas that contribute to the healthy development and well-being of children, youth and families. As numerous studies affirm the importance of early childhood experiences in influencing adolescent and adult behavior, these frameworks provide a view of two interrelated phases of the lifespan developmental continuum: Strengthening Families focuses on families of young children (0-5 years old) and Youth Thrive on youth ages 11-26.

The Strengthening Families Protective Factors	The Youth Thrive Protective and Promotive Factors
<ul style="list-style-type: none"> • Parental Resilience • Social Connections • Knowledge of Parenting and Child Development • Concrete Support in Times of Need • Social-Emotional Competence of Children 	<ul style="list-style-type: none"> • Youth Resilience • Social Connections • Knowledge of Adolescent Development • Concrete Support in Times of Need • Cognitive and Social-Emotional Competence in Youth

Parents, system administrators, program developers, service providers and policymakers can each benefit from learning about and using the Strengthening Families and Youth Thrive frameworks in their efforts to ensure that children, youth and families are on a path that leads to healthy development and well-being.