COUNTY OF VENTURA

HUMAN SERVICES AGENCY & VENTURA COUNTY BEHAVIORAL HEALTH

Present a

Request for Proposals
RFP # 1617.02.Family Preservation

for

HOMEBUILDERS® INTENSIVE FAMILY PRESERVATION SERVICES

RELEASE DATE: 12/20/2016

DUE DATE: 02/01/2017
Must be delivered by 5 p.m. to Human Services Agency
855 Partridge Drive, Ventura, CA 93003
* Late proposal will not be accepted

BIDDERS CONFERENCE: 01/13/2017, 9:30 – 11:00 a.m.
Human Services Agency- Peppertree Room
855 Partridge Drive, Ventura, CA 93003
## TABLE OF CONTENTS

### SECTION I: PROGRAM INFORMATION

<table>
<thead>
<tr>
<th>Section</th>
<th>Item</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Introduction/Background</td>
<td>1</td>
</tr>
<tr>
<td>B</td>
<td>Program Overview</td>
<td>1</td>
</tr>
<tr>
<td>C</td>
<td>Scope of Services</td>
<td>4</td>
</tr>
<tr>
<td>D</td>
<td>Term of Contract</td>
<td>17</td>
</tr>
<tr>
<td>E</td>
<td>Funds Available Revenue Source and Type of Contract</td>
<td>17</td>
</tr>
<tr>
<td>F</td>
<td>Deliverable</td>
<td>18</td>
</tr>
<tr>
<td>G</td>
<td>Eligible Applicant</td>
<td>18</td>
</tr>
<tr>
<td>H</td>
<td>Solicitation</td>
<td>18</td>
</tr>
<tr>
<td>I</td>
<td>Bidder’s Conference/Technical Assistance</td>
<td>19</td>
</tr>
<tr>
<td>J</td>
<td>Award Process Timetable</td>
<td>19</td>
</tr>
</tbody>
</table>

### SECTION II: RFP GUIDELINES

<table>
<thead>
<tr>
<th>Section</th>
<th>Item</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Responsive Bidder</td>
<td>20</td>
</tr>
<tr>
<td>B</td>
<td>Acceptance of Proposal Content</td>
<td>20</td>
</tr>
<tr>
<td>C</td>
<td>Rejection of Proposals</td>
<td>20</td>
</tr>
<tr>
<td>D</td>
<td>Evaluation and Selection Process</td>
<td>20</td>
</tr>
<tr>
<td>E</td>
<td>Protest Rights</td>
<td>21</td>
</tr>
<tr>
<td>F</td>
<td>Award and Commencement of Work</td>
<td>21</td>
</tr>
<tr>
<td>G</td>
<td>Limitations</td>
<td>22</td>
</tr>
<tr>
<td>H</td>
<td>Method of Payment</td>
<td>22</td>
</tr>
<tr>
<td>I</td>
<td>Prohibition of Collusion</td>
<td>22</td>
</tr>
<tr>
<td>J</td>
<td>Proposals Property of County</td>
<td>22</td>
</tr>
<tr>
<td>K</td>
<td>Addenda and Supplement to RFP</td>
<td>22</td>
</tr>
<tr>
<td>L</td>
<td>Additional Requirements</td>
<td>22</td>
</tr>
</tbody>
</table>

### SECTION III: SUBMISSION PACKAGE

<table>
<thead>
<tr>
<th>Item</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Instructions</td>
<td>24</td>
</tr>
<tr>
<td>Attachment 1 – Executive Summary</td>
<td>27</td>
</tr>
<tr>
<td>Attachment 2 – Narrative Section</td>
<td>28</td>
</tr>
<tr>
<td>Attachment 3 – Budget Instructions</td>
<td>29</td>
</tr>
<tr>
<td>Attachment 4 – Link to IFD’s HOMEBUILDERS® Program Information</td>
<td>29</td>
</tr>
</tbody>
</table>
The County of Ventura, Human Services Agency (HSA) and Ventura County Behavioral Health (VCBH), hereinafter referred to as County, are requesting proposals from interested, qualified agencies for the provision of a comprehensive program of services as described in this RFP. Respondents to this RFP will compete for funds by complying with the requirements contained herein. The County intends to award only one contract for HOMEBUILDERS® Services (HBS) under this RFP. Respondents to this RFP must meet certification requirements as a Short-Doyle Medi-Cal organization providing Medi-Cal services in a California county for at least two years.

A. INTRODUCTION/BACKGROUND

HOMEBUILDERS® Services will support and serve families with open Voluntary Family Maintenance (VFM) cases under the Children and Family Services (CFS) Family Preservation Program. Family Preservation Program (FPP) services are short-term, family-focused services designed to assist families in crisis by improving parenting and family functioning while keeping children safe. While the Division 31 program name is Voluntary Family Maintenance, the term Family Preservation Program will be applied to these cases as activities and services are designed to preserve the family unit, focusing on maintaining children safely in their family home without court involvement.

HOMEBUILDERS® Services will also serve court dependent families soon to be or recently reunified.

B. PROGRAM OVERVIEW

Duration for Family Preservation Program services is a maximum of 90 days, however exceptions to increase service period will be considered on a case by case basis.

Criteria for opening a Family Preservation Program case:

1. A child appears to be at imminent risk of Juvenile Court action.
2. The family agrees to sign a case plan and is willing to accept non-court Family Preservation Program services.
3. There is reason to believe the family can resolve their problems without out of home placement and/or Juvenile Court action.
4. Family is assessed to have a “Very High” or “High” Structured Decision-Making (SDM) Risk Assessment Level. Families who are assessed at the level of “Moderate” will be considered for the Family Preservation Program on a case by case basis as a result of a Family Team Meeting (FTM) and with supervisory oversight. Families with prior dependencies or a prior Family Preservation Program case will be considered on a case by case basis.

HOMEBUILDERS® Overview

HOMEBUILDERS® is a nationally recognized, evidence-based program designed to strengthen families, keep children safe and prevent unnecessary out-of-home placement or safely reunify children with their family from foster care, group care, psychiatric hospitals, or correctional institution placements. HOMEBUILDERS® provides intensive, in-home crisis intervention, counseling and life-skills education for families who have children in imminent danger of placement, or have children in placement who cannot be reunified without
intensive services. The presenting problems may include child abuse, neglect, family conflict, juvenile delinquency, and child or parental developmental disabilities and/or mental health problems. Established in 1974 in Washington State, the HOMEBUILDERS® model has been implemented across the United States and internationally.

In 2006, the Washington State Institute for Public Policy (WSIPP) conducted a meta-analysis of the research about family preservation programs across the country, and concluded that programs with high fidelity to the HOMEBUILDERS® model significantly reduced out of home placement and produced $2.54 of benefits for each dollar spent. Programs with low fidelity to the model produced no significant effect on placement and no cost benefit. The 2015 WSIPP review of HOMEBUILDERS® concluded that the program now produced $5.84 of benefits for each dollar spent. The California Evidence-Based Clearinghouse for Child Welfare included the HOMEBUILDERS® model as one of only five programs identified as being effective in reunifying families. The U.S. Surgeon General recognized HOMEBUILDERS® as a model family strengthening program, and the Office of Juvenile Justice Delinquency Prevention (OJJDP) and Center for Substance Abuse Prevention (CSAP) designated HOMEBUILDERS® as a model program for preventing juvenile delinquency. Research consistently shows that 70% to 90% of referred families remain safely together six months to a year following services.

HOMEBUILDERS® Philosophy
The underlying philosophy of HOMEBUILDERS® is that it is best to raise children in their own family. Even when necessary due to imminent safety concerns, out of home placement is traumatic for children, and does not teach families how to keep their children safe in the future. In addition to this basic philosophy, a set of clearly articulated values and beliefs guide how therapists treat family members and how interventions are structured. Primary among these are the beliefs that all people can change and that many problems are the result of skill deficits. The program minimizes barriers to service, uses specific strategies to enhance family member motivation and participation in treatment, and teaches skills designed to improve family functioning and change the environment to diminish stress.

Families referred to HOMEBUILDERS® are typically experiencing multiple problems, some of which are chronic in nature. The program is not designed to help families resolve all of their problems. Rather, it is designed to keep children safe while helping the family reach a level of functioning at which it is possible for their children to remain safely at home. To reach this objective, therapists focus specifically on addressing those issues most related to the threat of placement, and helping families access any needed ongoing services and supports.

Families referred to HOMEBUILDERS® are provided with intensive, time-limited services. Therapists typically serve two families at a time, are available to clients twenty-four hours a day, seven days a week, and work with families in their homes and natural environment. Services typically last four to six weeks. Therapists provide a wide range of counseling services using research-based motivational interviewing and cognitive behavioral interventions to increase life skills and improve individual and family functioning. In addition, therapists help families enhance their social support network and access basic needs such as food, shelter, and clothing.

HOMEBUILDERS® is based on a clear set of values and beliefs which guide program design and staff behavior. It provides a framework for structuring interventions, making critical decisions and creating positive, supportive, and hopeful attitudes and behavior among staff
and also helps staff determine compatibility of the program with their own professional values and beliefs.

HOMEBUILDERS® Values and Beliefs:

- It is best for children to be raised by their own family whenever possible
- Safety is our highest priority
- The family is the focus of service
- Reducing barriers to service improves family outcomes
- Family members are our colleagues and partners
- Providing information and teaching skills empowers families to become self-sufficient
- We cannot predict which situations are most amenable to change
- It is our job to motivate families and instill hope
- All people have the ability to change
- A crisis is an opportunity for change
- We respect families for their diverse culture, ethnicity, and religious beliefs
- Family members do not usually intend to harm one another
- People are doing the best they can
- Inappropriate intervention can do harm

HOMEBUILDERS® is a time-limited service, averaging four (4) weeks of intensive services. There is an option for an extension (up to two weeks) if the risk of placement remains high and if an additional brief period of service delivery will decrease the likelihood of placement. Two booster sessions (up to five hours of face-to-face time over the two sessions) are available to families within six months from the date of intake to prevent crisis, reinforce skills/learning, or provide support/assistance with a planned future event.

Compliance Requirements
The Contractor will be expected to comply with Ventura County's plan for the provision of Family Preservation services found in Welfare and Institutions Code and Division 31 Regulations, 31-086.

The HOMEBUILDERS® Contractor must have the ability to maintain adequate files and records and meet statistical reporting requirements as well as have Internet access. The contractor must have Medi-Cal certification. In addition, the contractor must be in good standing, meaning that they have not have had previous HSA/VCBH contracts terminated for cause. The successful contractor shall have the administrative and fiscal capability to provide and manage the proposed services and to ensure an adequate audit trail for all expenses.

The HOMEBUILDERS service contractor shall obtain approval from County management to purchase assets, including software and hardware with this funding prior to incurring the expense. Equipment purchased with funds paid or provided to HOMEBUILDERS® Contractor will become the property of the County of Ventura. The County retains the right to have all such property returned upon conclusion of the contract period.

County Oversight/Coordination
The County will maintain oversight of the HOMEBUILDERS® Contractor to monitor administrative and fiscal integrity of the program as well as to ensure contractor continues
partnership, coordination, and collaboration with key stakeholders, families, and community-based agencies. Attendance at a monthly contractor meeting will be required.

C. SCOPE OF SERVICES

1. Description, Contract Capacity and Unit of Service

a. Service Description
HSA is seeking to contract with one Applicant to deliver HOMEBUILDERS® services in Ventura County. HOMEBUILDERS® is a nationally recognized evidence-based model designed to strengthen families, keep children safe and prevent unnecessary out-of-home placement, or safely reunify children with their family following a removal from home. HOMEBUILDERS® provides an intensive, in-home crisis intervention, counseling and life-skills education for families who have children at imminent risk of placement or have children in placement who cannot be reunified without intensive services. The HOMEBUILDERS® model also offers concrete services as a way to engage families (e.g., help with household tasks, transportation, etc.). The HOMEBUILDERS® model includes two different types of services interventions: family preservation and family reunification. The successful HOMEBUILDERS® Applicant will be expected to follow and adhere to all of the HOMEBUILDERS® model standards.

b. Contract Capacity
HSA will support one HOMEBUILDERS® team. A team will consist of two therapists and one supervisor. Each therapist will serve a minimum of eighteen (18) families annually. A team with two therapists will serve a minimum of thirty six (36) families annually, not including the families served by the team’s supervisor. The successful Applicant will be expected to reach this minimum capacity within one year of being awarded a contract.

The service delivery model will be two tiered.
- Tier 1, the traditional HOMEBUILDERS® service model, will service families whose children are at very high/high risk of danger in their home, face complicating factors in creating safety and imminent risk of removal from their home. Tier 1 will also service families whose children cannot return home without intensive services.
- Tier 2, a less intensive variation of the HOMEBUILDERS® service model will service families with fewer safety concerns, who can be at risk of removal from their home, which have open Voluntary Family Maintenance (VFM) cases and include those court dependent Family Reunification (FR) families soon to be or recently reunified, transitioning to Family Maintenance (FM) status.

The program focus in the first year (VFM vs. FR to FM) will be at county discretion.

The initial plan to support one team, serving a minimum of 36 families per year, is based upon the analysis of current families receiving “crisis in-home” at an intensity level on par with HOMEBUILDERS® standards. The possibility of adding teams to a contract in subsequent years will be explored if county-wide demand for the intervention exceeds the capacity of two therapists.

c. Unit of Service
i. Each HOMEBUILDERS® therapist will carry an average caseload of two (2) families. There may be a brief period of time when a therapist may have more than two (2) cases when they are about to close a case and a family may need fewer hours. HOMEBUILDERS® supervisors are required to complete a minimum of six (6) cases during the first year of implementation.

ii. HOMEBUILDERS® staff will provide an average of 8-10 hours of face-to-face contact with the family per week. Service intensity (hours per week and total hours per intervention) will vary across families based on their level of need. Families typically receive between 38-40 hours or more of face-to-face contact during the intervention.

iii. The successful Applicant will provide services in the family's home and community at times that are convenient to family, including weekends and holidays. The primary therapist and supervisor (who will provide back-up support) are available 24 hours a day, 7 days a week, for crisis intervention. This accessibility allows close monitoring of potentially dangerous situations and allows for greater flexibility based on the family's level of need.

iv. HOMEBUILDERS® is a time-limited service, averaging four (4) weeks of intensive services. There is an option for an extension (up to two weeks) if the risk of placement remains high and if an additional brief period of service delivery will decrease the likelihood of placement. Two booster sessions (up to five hours of face-to-face time over the two sessions) are available to families within six months from the date of intake to prevent crisis, reinforce skills/learning, or provide support/assistance with a planned future event.

2. Service Delivery Requirements

a. Target Population
The service delivery model will be two tiered. Tier 1, the traditional HOMEBUILDERS® service model, will service families whose children are at very high/high risk of danger in their home, face complicating factors in creating safety and imminent risk of removal from their home. Tier 1 will also service families whose children cannot return home without intense services.

Tier 2, a less intensive variation of the HOMEBUILDERS® service model will service families with fewer safety concerns, who can be at risk of removal from their home, which have open Voluntary Family Maintenance (VFM) cases and include those court dependent Family Reunification (FR) families soon to be or recently reunified, transitioning to Family Maintenance (FM) status.

Target population will include families whose children are victims of abuse and neglect, those who have been exposed to risk factors such as substance abuse, domestic violence, mental health and/or other disabling conditions of the parent. The target population for this service includes active Child Welfare Service families only. However referrals from the Probation Agency may be accepted, upon review and approval, on a case by case basis. This will be at the discretion of the County.

Families referred will need to meet the following eligibility criteria:
i. (Preservation) At least one child from birth to 17 years of age is at imminent risk of removal based on the identification of a safety factor, and approved by a Child Welfare Supervisor. HOMEBUILDERS® will be implemented immediately as part of the family’s safety plan to allow the child to safely remain in the home. Other eligibility factors include:

- The child would be able to remain in the home and without being at risk of imminent harm if intensive in-home services were provided.
- At least one parent is willing to meet with the HOMEBUILDERS therapist.
- The family is available to participate in an intensive, four-to-six week intervention.
- Less intensive services would not sufficiently reduce the risk of placement, are unavailable, or have been exhausted.

ii. (Reunification) There is a specific and immediate plan for the child’s return home within seven days and a belief that the family requires intensive in-home services for that reunification to occur successfully. Families will likely be of moderate or high risk and have complex needs, including but not limited to:

- Parents in the early stages of recovery from substance abuse
- Children with challenging/difficult behaviors and parents’ inability to manage these behaviors effectively
- Unresolved risk factors including mental health and domestic violence concerns
- Parental/child ambivalence about reunification
- Parents’ inability to effectively respond to the special needs of their children

In order to be referred to HOMEBUILDERS® for reunification services, children must be in out-of-home placement. The model can accommodate children who have been in placement for several months or years as long as: 1) the family has received some level of services to address presenting concerns; 2) parent/child visitation is occurring; 3) safety factors have been or are in the process of being mitigated; and 4) the family requires intensive services to address unresolved risk factors and support to achieve reunification. Prior to referral, CFS will have completed an initial assessment of the family to identify safety and risk concerns, their strengths, and service needs in order to make a determination whether a referral to HOMEBUILDERS® would be appropriate.

In order to receive HOMEBUILDERS® services, the family must be willing and able to engage in the service. This program is voluntary and the family can refuse to participate. Should this occur, the Contractor will notify CFS immediately. The County will monitor capacity of the Contractor to engage difficult to engage families.

Referrals can only be generated from HSA Children and Family Services. (CFS), however referrals from the Probation Agency may be accepted, upon review and approval, on a case by case basis.

b. Referral Process

i. Referrals will be accepted for services only when there is available program capacity. Given the nature of HOMEBUILDERS® services and eligibility criteria, no wait list will
be maintained. All referrals will be made, reviewed and approved through a process determined by CFS.

ii. Upon receipt of the referral and eligibility determination, the family will be contacted by Contractor’s staff to set up the first visit. The first face-to-face visit should occur within 24 hours or one business day of the referral. In certain instances, a crisis will merit a faster response (within two hours) in order to engage the family, address immediate concerns and build a sustainable relationship.

c. Service Location and Operating Hours
The Contractor will provide services to families 52 weeks per year. The Contractor will provide services to families using a flexible schedule, traditional hours, after-hours and on weekends at the times that are convenient to the family. Services will be provided primarily in the home and other locations convenient to the family. In order to support families, program staff will need to be available to respond to crisis situations/emergencies twenty-four (24) hours a day and seven (7) days a week. These responses will occur through phone contact or in-person, depending on case circumstances.

The Contractor’s therapist(s) must be able to respond in person if required by case circumstances. The Contractor will be available to respond within 2 hours.

The Contractor should be prepared to serve a family anywhere in the county as the needs of the family dictate.

d. Staffing
i. Contractor’s team will consist of the following staff model:

<table>
<thead>
<tr>
<th>Position</th>
<th>Minimum Staffing Level Required and/or FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOMEBUILDER Therapist</td>
<td>2 FTE</td>
</tr>
<tr>
<td>HOMEBUILDER Supervisor</td>
<td>1 FTE</td>
</tr>
<tr>
<td>HOMEBUILDER Manager</td>
<td>TBD by Applicant</td>
</tr>
<tr>
<td>Support staff</td>
<td>TBD by Applicant</td>
</tr>
</tbody>
</table>

Dependent on program performance and department needs, there will be a possibility to increase staffing to 3 or more therapist positions at County discretion.

The County will assist with the flexible hiring of staff, with hiring to be intermittently.

ii. The Contractor will adhere to the following staffing requirements for the Contractor’s HOMEBUILDERS® staff:

a) Therapists must have a graduate degree in social work, psychology, counseling, or a closely related field and at least two years of experience working with children and families; licensed or licensed eligible with the Board of Behavioral Sciences is desirable.

b) The Supervisor must have a graduate degree in social work, psychology, counseling, or a closely related field and at least two years of experience
working with children and families; Supervisor must be registered with the Board of Behavioral Sciences. Supervisor with at least one year of supervisory experience is preferred. The Supervisor will receive referrals 24 hours a day, seven (7) days per week. The Supervisor will be available 24 hours a day, seven (7) days a week to client families, and to therapists for consultation and support, as well as to provide back-up coverage.

c) The Program Manager must have a graduate degree in social work, psychology, counseling, or a closely related field, and at least two years supervisory/management experience and have at least four years providing direct services to families, preferably intensive in-home services. The program manager will be available to the supervisor 24 hours a day, seven (7) days a week for consultation and support, as well as to arrange coverage when the supervisor is unavailable. The program manager will also provide client back-up for supervisor whenever needed.

iii. The Contractor must fully vet any staff hired to provide services under the HOMEBUILDERS® model. This includes completion of all necessary clearances, as required by County; it also includes confirmation that staff has an active social work or related license that is in good standing. HOMEBUILDERS® is an extremely intensive model and is highly demanding of its staff. HOMEBUILDERS® has guided interview tools, including role-play opportunities, to assist agencies in hiring (or considering reassignment of) staff for this service. The Contractor is required to use these processes, with the support of technical assistance provided by The Institute for Family Development. The County will establish a separate contract with The Institute for Family Development to provide technical assistance and training.

e. Model
The Contractor will provide core services structured through the HOMEBUILDERS® model. The HOMEBUILDERS® model is designed to eliminate barriers to service while using research-based interventions to improve parental skills, parental capabilities, family interactions, children's behavior, while promoting safety.

i. HOMEBUILDERS® goals include the following:
- Prevent unnecessary out-of-home placement of children
- Reduce length of time child is in out-of-home care
- Improve family functioning
- Enhance problem-solving skills
- Increase social supports
- Prevent/reduce child abuse and neglect

ii. The following are the primary intervention components of the model:
- Engaging and motivating family members
- Conducting holistic, behavioral assessments of strengths and problems
- Developing outcome-based goals
- Using evidence-based cognitive-behavioral interventions
- Teaching skills to facilitate behavior change
- Developing and enhancing ongoing supports and resources for the family
f. Program Standards
The HOMEBUILDERS® model has clearly defined standards that guide program implementation and clinical practice, and an ongoing training and quality enhancement system to ensure model fidelity and to provide the opportunity to evaluate the program on an ongoing basis to improve service delivery. Each standard has fidelity measures that document the structural and clinical standards of the model, the fidelity indicators related to those standards, and performance measures for each indicator. The Contractor will be required to follow these standards and deliver and implement services accordingly. Standards can be found on the HOMEBUILDERS® website at http://institutefamily.org/pdf/HOMEBUILDERS-Standards-4-1.pdf.

HOMEBUILDERS Program Structure Standards

- Specific Target Population – The HOMEBUILDERS® Program serves only families whose children are at imminent risk of out of home placement, or who are in placement and cannot be reunified without intensive in-home services.
- Values-Based Orientation - The HOMEBUILDERS® Program is based on a clearly articulated set of values and beliefs, which guides program design and staff behavior.
- Immediate Availability and Response to Referrals - The HOMEBUILDERS® Program accepts referrals 24 hours a day, seven days a week. A therapist meets with each family as soon as possible following referral, preferably on the day of referral, and no later than 24 hours after referral. (For Contractor clarification related to this RFP, the County will make determinations regarding referrals to the Contractor’s HOMEBUILDERS® program and the Contractor is expected to accept families immediately upon referral from the County.)
- Twenty –Four Hour Availability – The family’s primary therapist is available to family members 24 hours a day, seven days a week. The team supervisor is available 24/7 as the primary back up for the therapist. Other team members, familiar with the family’s service plan, also provide back up.
- Services Provided in the Client’s Natural Environment - The HOMEBUILDERS® services are provided primarily in the family’s home. Some client contact may occur in other community locations that are part of the clients natural environment.
- Service Intensity and Caseload – A full-time therapist typically services 18 families per year, working with two families at a time. Service intensity (hours per week and total hours per intervention) varies across families, based on their needs. Families typically receive 40 or more hours of face-to-face contact during the intervention.
- Brevity of Services - HOMEBUILDERS® is a time-limited service; interventions are concluded when the imminent danger of placement of re-placement has been averted. Client families are usually seen for four weeks, with an option for service extension to six weeks if the additional service time would significantly reduce the likelihood of placement.
- Single Therapist Operating within a Team - Contractor’s HOMEBUILDERS® therapists will operate within a team of two and a supervisor. Services are provided to families by a single therapist, with the clinical team providing back up. In rare circumstances, more than one therapist may serve a family.
- Supervision and Consultation – Consultation from a trained the Contractor’s HOMEBUILDERS® supervisor is available to therapists 24 hours a day, seven days a week. Supervisor-facilitated team consultation occurs at least weekly.
- Ongoing Quality Enhancement – Supervisors and therapists receive the initial and ongoing training, consultation and support necessary to deliver quality services. Programs
participate in ongoing quality enhancement processes to ensure fidelity to the HOMEBUILDERS® model. Data are used to evaluate and improve program outcomes.

HOMEBUILDERS® Intervention Activity Standards:

- Promoting Safety – Throughout the intervention, the therapist assesses child, family, therapist and community safety. The therapist structures the environment and uses clinical strategies designed to promote safety.
- Individually Tailored Services – The therapist tailors services and flexibly schedules session based on the family members’ needs, goals, values, culture, circumstances, learning styles and abilities.
- Engagement and Motivation Enhancement – The therapist develops and maintains a positive, collegial working relationship with family members. The therapist assumes responsibility for motivating family members, and employs a variety of motivation enhancement strategies.
- Comprehensive Assessment – The therapist conducts a behaviorally specific, interactive, ongoing, holistic assessment. The assessment includes information about family strengths, values, skills, problems, needs, and barriers to goal attainment.
- Goal Setting and Service Planning – The therapist collaborates with family members and referents in developing behaviorally specific, attainable intervention goals and corresponding service plans. Intervention goals and plans focus on factors directly related to the risk of the out-of-home placement.
- Cognitive and Behavioral Approach – The HOMEBUILDERS® model utilizes research-based interventions. The therapist applies cognitive and behavioral principles and strategies to facilitate behavior change.
- Teaching and Skill Development – The therapist uses a variety of teaching methods to help family members acquire, maintain, and generalize skills.
- Provision of Concrete Services – The therapist advocates for and provides concrete goods and services that are directly related to achieving the family’s goals, while teaching family members to meet these needs on their own.
- Collaboration and Advocacy – The therapist collaborates and advocates with formal and informal community resources and systems impacting the family, while teaching family members to advocate for themselves.
- Transition and Service Closure – Prior to the conclusion of services, the therapist and family members assess goal attainment, plan for the maintenance of progress, and collaborate with the referent to address ongoing service needs, per the CFS process, utilizing a Family Team Meeting.

3. Service Delivery

a. Assessment and Treatment Planning
Contractor’s staff will conduct behaviorally specific, interactive and holistic assessments of the family. Assessment is an ongoing process that begins at the time of referral and continues through the termination of services and includes, but is not limited to, the following:
- An assessment of safety and family functioning
- An assessment of family strengths and needs
- Identifying family resources and their informal/formal supports
• Exploring family values and beliefs
• Assessing skills
• Identifying problems and barriers to achieving the family's stated goals

The assessment integrates information collected from a variety of sources including but not limited to: direct observation, self-reports, CFS Conferencing and Teaming, and information obtained through collateral contacts.

The Contractor’s HOMEBUILDERS® Services are considered one component within the clients’ County Case Plan for all services provided and are to be supportive of the documented Case Plan goals. Services will be requested and assessed through a process to be determined by county, such as a multi-agency Review Committee (RC). The Contractor will develop a service plan, in collaboration with the family and others, within one week of the start of service. The service plan includes behaviorally specific intervention goals that focus on the issues contributing to the danger of placement or barriers to successful reunification and promote skill development and behavior change. The service plan is updated when needed to reflect changes in family circumstances/functioning and incorporate safety planning. The service plan completed by the Contractor should be consistent with the case plan developed through Conferencing and Teaming.

The Contractor will utilize an assessment tool to be determined and approved by the County, to identify family strengths and needs, to inform the assessment and the development of intervention goals and a written service plan.

The Contractor awarded a HOMEBUILDERS® contract will provide or assist families with accessing supports, services and items (e.g., food, housing, transportation, financial assistance and childcare) to reduce the likelihood of placement.

HOMEBUILDERS® values and goals are well aligned with the CFS practice model, Conferencing and Teaming. CFS expects the Contractor to participate fully in the Conferencing and Teaming process. Depending on when a family is referred to the Contractor’s HOMEBUILDERS® Services, (when first accepted for service or later in their child welfare experience) CFS will ask the family to invite some natural supports to be at the home when they are meeting with the Contractor’s HOMEBUILDERS® staff and the CWSW; utilizing the natural supports to help develop their plan and discuss the outcomes the family will need to address in the next 30 days. The purpose is to have a safety network already in place to help build upon the strengths of the family.

b. Scope of Work
In addition to adhering to HOMEBUILDERS® Standards and model, the Contractor will be responsible to:
• Provide HOMEBUILDERS® services, crisis intervention and management to clients 24 hours per day, seven days per week.
• Be flexible in providing services in terms of location, time of day, planning, and response based on needs of family; contractor staffing hours must include Saturday and Sunday as normal working hours.
• Ensure community-based intervention services (including delivery of highly coordinated and individualized, unconditional services addressing child and family needs and risks) and achieving positive outcomes.
• Utilize, develop and expand linkages of community-based resources including drug and alcohol prevention and treatment programs.
• Secure services from a network of providers and complete necessary service authorization and agreements.
• Utilize funds from the contract budget to address resource needs of the child or family, e.g., childcare, transportation or rental assistance. The Contractor will be required to budget $25,000 for flex funds; with usage to be assessed on a case by case basis.
• Provide intensive case management to ensure the needs of youth and families as identified in the Plan of Care have been met.
• Maintain regular and frequent communication with the County Child Welfare Social Worker(s) assigned to the child to ensure all services and activities are in concert with Case Plan goals.
• Adhere to a “no reject/no eject” policy. Provide services to families that have been accepted by RC (Review Committee) and not terminate services without RC or referring party approval.
• Work in collaboration with and support decisions made by stakeholders including, HSA, Probation, Behavioral Health, and parents.
• Provide HOMEBUILDERS services for families in program as described below:
  a. Court dependent Family Reunification (FR) families soon to be or recently reunified, transitioning to Family Maintenance (FM) status.
  b. Referrals from the Probation Agency may be accepted, upon review and approval, on a case by case basis. This will be at the discretion of the County.
• Attend joint visits with referring agency staff after referral has been approved and assigned by RC.
• Develop, coordinate and provide formal, natural supports and community services during intervention/after care services.
• Assess, monitor and ensure safety of child, family, and community.
• Coordinate each youth’s family needs and services with County agency, CFS staff, the courts, community members and schools.
• Attend Family Team Meetings as requested.
• Provide significant community support whenever needed.
• Provide progress notes on a monthly basis to the referring agency.
• Maintain case records and files on all children/families served.
• Make available limited transition assistance after discharge for services such as connection to Behavioral Health Services or other community services that will include two booster sessions (up to five hours of face-to-face time over the two sessions) are available to families within six months from the date of intake to prevent crisis, reinforce skills/learning, or provide support/assistance with a planned or unplanned future event.
• Employ and train adequate staff to facilitate the philosophical shift to achieve HOMEBUILDERS objectives, reflective of the cultural and linguistic needs of Ventura County.
• Coordinate, select, and convene a HOMEBUILDERS® team which will include the following members as determined by RC, adhering to the staffing requirements for the Contractor’s HOMEBUILDERS® staff.
<table>
<thead>
<tr>
<th>Position</th>
<th>Minimum Staffing Level Required and/or FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOMEBUILDERS Therapist</td>
<td>2 FTE</td>
</tr>
<tr>
<td>HOMEBUILDERS Supervisor</td>
<td>1 FTE</td>
</tr>
<tr>
<td>Manager</td>
<td>TBD by Applicant</td>
</tr>
<tr>
<td>Support staff</td>
<td>TBD by Applicant</td>
</tr>
</tbody>
</table>

- Collect, record and provide data as required by HOMEBUILDERS®.

c. Engagement and Motivation Enhancement
   The HOMEBUILDERS® model utilizes a strength-based approach to partner with families in the identification, development and prioritization of their goals by drawing upon the family's strengths and resources. Reflective listening, motivational interviewing and other engagement skills/strategies are used to engage and motivate families.

d. Collaboration and Advocacy
   i. The Contractor’s HOMEBUILDERS® therapists will collaborate with formal and informal community resources, services and systems to increase the level of supports available to the family. The therapist helps the family effectively navigate multiple systems and teaches them to advocate for themselves and access services and supports within their own community.

   ii. The Contractor will establish and maintain frequent contact and communication with CFS through phone calls, e-mail, Family Team Meetings and conferences. Updates will be provided on families’ progress towards goals, change in status, updates in service delivery, targeted interventions and other issues identified by the Contractor and CFS. The Contractor will participate fully in the Conferencing and Teaming process.
     - The Contractor will provide written reports and summaries at the request of CFS.
     - The Contractor agrees to make appropriate personnel available to appear in court for the purpose of testifying to facts surrounding a client’s or the Contractor’s involvement in services covered by the contract with the County. The Contractor will provide a written summary in preparation for a juvenile court hearing when requested.
     - The Contractor will immediately call the 24 hour Child and Elder Abuse Hotline with any concerns of suspected abuse and neglect.

   iii. To facilitate a smooth roll-out of HOMEBUILDERS® in Ventura County and to maintain a vehicle for communication and shared problem solving, the Contractor will work as a team with staff from the County—and the Institute for Family Development to identify and address any problems or adaptations that may need to be considered as the model is implemented within the context of the county’s child welfare system. This will be a collaborative process and important to the success of the model.
e. **Cognitive and Behavioral Approach**
Therapists use evidence-based practices, including motivational interviewing, behavioral parent training, cognitive-behavior therapy and relapse prevention strategies to help facilitate behavior change.

f. **Teaching and Skill Development**
Therapists teach family members a variety of skills, including child behavior management, effective discipline, positive behavioral support, communication skills, problem-solving skills, safety planning, and help the family establish daily routines through direct teaching, role playing/practice, coaching and prompting, audio/visual aids, written materials, and homework.

g. **Provision of Concrete Services**
Therapists provide a wide range of services to help families meet their basic needs by helping the family access concrete goods and services that are directly related to achieving the family's goals, while teaching them to meet these needs on their own. Each family will have access to funding for concrete goods and services to help meet their basic needs.

- The emergency fund is available to each family served by the HOMEBUILDERS® Services Contractor. The HOMEBUILDERS® model specifies that this funding be used to support the family's basic needs and/or expenditures that are related to specific HOMEBUILDERS® goals and service plan. The Contractor will be required to budget $25,000 for flex funds, with usage assessed on a case by case basis. Basic needs refer to those things that are necessary to sustain and maintain a standard of living. Basic needs consist of, but are not limited to: food, shelter clothing, health care, utilities, transportation and childcare.

h. **Transition and Service Closure**
Prior to the conclusion of services, the family and therapist assess progress, develop a written plan to maintain progress achieved, and identify unmet and/or ongoing service needs of the family. The therapist, in consultation with CFS, will assist the family in connecting to needed resources and services to support them following case closure. A Family Team Meeting will be part of this process to make sure there is agreement and accountability by all involved and to ensure that the family has supports in place and understands next steps. A HOMEBUILDERS® Service Summary (which includes the assessment tool post ratings) is completed and forwarded to CFS at time of case closure.

Two booster sessions (up to five hours of face-to-face time over the two sessions) are available to families within six months from the date of intake to prevent crisis, reinforce skills/learning, or provide support/assistance with a planned or unplanned future event.

i. **Satisfaction Surveys**
The Contractor is required to complete the HOMEBUILDERS® Client Feedback and Referent Surveys, which are required prior to case closure.

j. **Sub-Contracting**
There are no sub-contractors allowed as part of the HOMEBUILDERS® model.

k. Documentation
   The Contractor is required to maintain a case record on every family.

4. Data and Performance Measure Reporting Requirements

a. Reporting Requirements
   The Contractor will provide data as required by CFS. The Contractor will be required to use HOMEBUILDERS® Online Data Manager (ODM) system. This system contains all the paperwork and forms that are utilized in HOMEBUILDERS® in order to measure model fidelity, which will be reported back to CFS/the County and the Contractor. The costs of using this system should be built into the budget of the Contractor.

b. Data Collection and Evaluation
   The County will work with the Contractor’s HOMEBUILDERS® staff to determine required data collection items and evaluation processes.

   The Contractor will be expected to maintain a program of continuous data collection to assess and interpret not only quantitative information, but also qualitative information consistent with best practices. This data will be used to review services rendered and to ensure continuous quality improvement, incorporate new knowledge and practice, and to ensure the integrity of the program.

c. Performance Metrics
   The following performance measures have been established for the HOMEBUILDERS® Services contract and will be tracked:
   • The number of families/number of children served through the family preservation intervention
   • The number of families/number of children served through the family reunification intervention.
   • The number of families who successfully completed the HOMEBUILDERS® program
   • The percentage of children, whose families completed HOMEBUILDERS®, who remain safely in their home six months and twelve months following closure of intensive services, as defined by no new substantiations and no new entries into CYF care
   • The percentage of families connected to resources and services in the community to address their identified needs as measured by exit documentation in the HOMEBUILDERS® online data management system
   • The percentage of families who show progress on goal attainment rating for at least one goal at service closure (excluding ineligible referrals) as measured by exit documentation in the HOMEBUILDERS® online data management system
   • The percentage of families that have improved safety ratings at the time of NCFAS closing when the initial NCFAS rating is below baseline as measured by exit documentation in the HOMEBUILDERS® online data management system
   • The percentage of families that report that they use new skills as a result of the HOMEBUILDERS® intervention as measured in the HOMEBUILDERS® Client Feedback Survey
The following performance measures will be tracked by CFS/the County to evaluate how well HOMEBUILDERS® is implemented within CFS:

- The number of referrals to the HOMEBUILDERS® Services program

d. Outcome Measures

The following outcome measures have been established for HOMEBUILDERS® and will be tracked:

- The percentage of families whose child(ren) enter care while active in HOMEBUILDERS®; Children from 80% of the families served will not enter out of home placement during HOMEBUILDERS® service period, 6 months and 12 months after case closure.
- The percentage of families whose child(ren) enter care within one year of receiving HOMEBUILDERS®; Children from 80% of the families served will not enter out of home placement during HOMEBUILDERS service period, 6 months and 12 months after case closure.
- Therapists meet with families within 24 hours or one business day of referral approval; 90% of families receive their first face-to-face visit within 24 hours or one business day of approved referral from Review Committee.
- Meetings primarily occur in the family’s home or natural environment; 90% of sessions occur in the home or natural environment.
- Children served will be safe during the HOMEBUILDERS service period, 6 months and 12 months after case closure. There will be no recurrence of child maltreatment (substantiated referral) for children from 80% of the families served during HOMEBUILDERS service period, 6 months and 12 months after case closure.

e. Training and Quality Assurance

i. The Contractor will be required to work closely with the HOMEBUILDERS® consultant from the Institute for Family Development and cooperate with record reviews and onsite visits.

ii. The Contractor is expected to cooperate and participate in all training sessions, quality assurance and/or Quality Enhancement System (QUEST) activities as directed by CFS/the County and the Institute for Family Development.

- The staff of the Contractor will need to be trained on the Core Competencies of the HOMEBUILDERS® model before being assigned any cases.
- The HOMEBUILDERS® quality enhancement system, known as QUEST, is designed to assure quality through the development and continual improvement of the knowledge and skills necessary to obtain model fidelity and service outcomes.
  - The model includes a comprehensive training program, consultation and support necessary to deliver quality services.
  - Consultation includes ongoing telephone consultation, record reviews, on-site visits, and data and fidelity reports to ensure model fidelity and help evaluate program outcomes.

iii. During the first few years working with a supervisor and team, a HOMEBUILDERS® consultant collects and reviews program implementation data and provides feedback to agency staff.
• The Applicant awarded the HOMEBUILDERS® contract will be expected to send their staff to training prior to implementation, the costs of which will be included in the first year contract budget.
• Site visits are conducted two times a year, and a full site fidelity review (including client file reviews) is completed at the end of each year.
• The Contractor will establish an Individual Professional Development Plans for all staff with the supervisor and manager, and a Team Quality Enhancement Plan is also developed and monitored.
• The goal of QUEST is to build internal capacity of the Contractor to oversee implementation, review evaluation data, and provide feedback to their staff to improve the quality of services.

f. Additional Staff Training and Development Expectations
i. The Contractor must be prepared to serve families for whom English is not their primary language (including American Sign Language). While staff does not have to be bilingual, they should have an established plan and mechanism for meeting the needs of these families.

ii. The Contractor must ensure that, prior to the provision of direct services, staff will receive periodic and regular training about relevant child welfare topics including, but not limited to, substance abuse, adolescent development, psychotropic medication and medication management, working with families, concurrent child welfare permanency planning, domestic violence, teen relationship abuse, HIV/AIDS, behavior modification and management, child development disorders, Lesbian, Gay, Bi-sexual, Transgender and Questioning (LGBTQ), gender identity and expression, sexually acting-out, crisis intervention and trauma theory.

iii. The Contractor must provide training on how to recognize and assess child safety and risk.

iv. The Contractor shall provide training on worker safety to all therapeutic staff and supervisors.

D. TERM OF THE CONTRACT
One contract is expected to be awarded in June 2017 for operation from July 1, 2017, through June 30, 2018.

This initial year-long contract is expected to be renewed for additional years. Should a new contract be awarded for subsequent years, the County reserves the right to contract with the selected contractor for this service without the need for further competitive procurement, subject to approval by the Ventura County Board of Supervisors, the availability of sufficient funds and satisfactory performance by the contractor.

E. FUNDS AVAILABLE, REVENUE SOURCE AND TYPE OF CONTRACT

Budget
Ventura County, through HSA, will program-fund HOMEBUILDERS® for the initial year. A maximum of $550,000 (one year contract) from the combined HSA and VCBH funding sources will be available to provide services under this procurement. Bidders will submit one combined budget for both funding sources. The $550,000 per year contract will be allocated to support one Contractor’s HOMEBUILDERS® team.

Proposers are asked to complete a proposed one-year budget for one HOMEBUILDERS® team of two therapists, one supervisor, one clerical support staff (TBD by applicant) and one part time manager (TBD by applicant). Applicants should incorporate the all related staffing, travel, flex funds and other necessary costs into their budgets. The County will provide funding directly to Institute for Family Development for the direct costs of IFD delivery of the required HOMEBUILDERS® training. Applicants should also use the HOMEBUILDERS® Standards Manual (http://institutefamily.org/pdf/HOMEBUILDERS-Standards-4-1.pdf) to help complete the budget. Applicants may have different budgets based upon their actual costs.

The contract will be established on both a cost reimbursement basis for the HSA portion and reimbursed for approved Short-Doyle/Medi-Cal (SD/MC) units of service provided to Ventura County Medi-Cal clients at the agreed upon provisional rates for the VCBH portion.

For Medi-Cal and Early Periodic Screening, Diagnosis and Treatment, (EPSDT)-eligible services such as; mental health, case management and crisis intervention services, the successful contractor shall maintain compliance with VCBH and Department of Health Care Services (DHCS) policies and regulations and will be required to obtain and maintain Medi-Cal certification/eligibility of children served for the provision and payment of such services. For purposes of this RFP bidders should assume 100% of children/youth referred will be Medi-Cal eligible. The successful contractor shall maximize EPSDT resources as appropriate considering the overall needs of the family.

F. DELIVERABLE
The Contractor will be implementing HOMEBUILDERS® at full capacity and full fidelity by the end of a full year of implementation. For more information about fidelity measures, see http://www.institutefamily.org/pdf/HOMEBUILDERS-Fidelity-Measures-Abridged-3.0.pdf.

G. ELIGIBLE APPLICANTS
This RFP is made available to interested applicants from non-profit organizations or for-profit organizations, and public agencies with direct or related experience in managing services required by this RFP. Though for-profits are eligible to apply, the contractor may not profit from the contract and will be paid for actual costs-incurred only. The County may request additional documentation to ensure no profit is garnered from the contract.

If deemed necessary, the County reserves the right to conduct a pre-award interview, site inspection and/or telephone conference call to verify information contained in the proposal, and to determine if the proposed facilities are appropriate for the services to be provided. The bidder agrees to provide the County with any information the County determines as necessary for an accurate determination of the prospective contractor's qualifications to perform services.

H. SOLICITATION
Respondents to this RFP will compete for funds by complying with the requirements contained herein.
To be considered for funding, all proposals submitted in response to this RFP must be received no later than 5 p.m. on February 1, 2017 with one original signature and ten copies, (11 total) either delivered in person or mailed to:

Tina Knight, Contracts & Grants Manager
Human Services Agency
855 Partridge Drive, Ventura, CA 93003

NOTE: It is the responsibility of the bidder to ensure that the proposal is received by the time and date specified above. Postmarks will not be accepted in lieu of this requirement. Therefore, use of the U.S. Postal Service is at the bidder’s own risk. Proposals submitted to any other office will not be accepted.

I. BIDDERS CONFERENCE/TECHNICAL ASSISTANCE
A Bidders’ Conference to answer questions about the RFP, the application process, program specifications and contract requirements will be held at 9:30 – 11:00 a.m. on January 13, 2017 in the Peppertree Room at HSA’s offices located at 855 Partridge Drive, Ventura, CA, 93003. If, as a result of the Bidders’ Conference, there are any significant interpretations, direction, or revisions to the RFP, such information will be posted on the Agency’s website.

Attendance at the Bidders’ Conference is recommended. All inquiries regarding this RFP must be submitted in writing no later than January 19, 2017, to allow sufficient time for preparing responses. Submit questions to Tina Knight, HSA Contracts & Grants Manager at the address specified above or by e-mail to Tina.Knight@ventura.org. Questions and answers regarding this RFP will be posted continually throughout the application process on the HSA website. Questions are not accepted after the 01/19/17 deadline.

J. AWARD PROCESS TIMETABLE

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP Release Date*</td>
<td>12/20/2016</td>
</tr>
<tr>
<td>Bidders’ Conference*</td>
<td>01/13/2017, 9:30 – 11:00 a.m.</td>
</tr>
<tr>
<td>Last Date to Submit Questions</td>
<td>01/19/2017</td>
</tr>
<tr>
<td>Proposal Submission Deadline**</td>
<td>02/01/2017, 5 p.m.</td>
</tr>
<tr>
<td>Notification to Selected Contractors</td>
<td>Approx. 03/10/2017</td>
</tr>
<tr>
<td>Contract Approval by the Board of Supervisors (tentative)**</td>
<td>June 2017</td>
</tr>
<tr>
<td>Contract Start Date</td>
<td>07/01/2017</td>
</tr>
</tbody>
</table>

* Human Services Agency, Administrative Offices, 855 Partridge Dr., Ventura, CA 93003
** County of Ventura, Hall of Administration, 800 So. Victoria Ave., Ventura, CA 93003
SECTION II – RFP GUIDELINES

A. RESPONSIVE BIDDER
A “responsive bidder” means one whose bid or proposal substantially complies with all requirements of the RFP and shows evidence that the bidder will adhere to all required State and County regulations, insurance requirements, contract conditions and reporting requirements governing the proposed activity.

Any proposal may be declared non-responsive if it fails to conform to the essential requirements of the RFP.

The bidder agrees to provide the County with any other information the County determines as necessary for an accurate determination of the prospective contractor’s qualifications to perform services.

B. ACCEPTANCE OF PROPOSAL CONTENT
The contents of a successful proposal will become contractual obligations if procurement action ensues. Failure of a successful bidder to accept these obligations in a contractual agreement may result in cancellation of the award. The County of Ventura reserves the right to negotiate additional provisions to those stipulated in the proposal, recommend and/or award in amount(s) less than stated in the RFP and negotiate a reduction or increase in service levels commensurate with funding availability.

The successful bidder must have the ability to negotiate the terms of the contract agreement with the County within thirty days following selection. The County of Ventura Board of Supervisors will make the final decision on contract award.

C. REJECTION OF PROPOSALS
Failure to furnish all information requested in this RFP, or to follow the proposal format requested, may disqualify the proposal. Any exceptions to the Scope of Services required by this RFP must be justified in the proposal.

The County reserves the sole and exclusive right to reject any or all proposals received in response to this RFP, or to cancel this RFP, in whole or in part, with or without cause, if it is in the best interest of the County to do so.

A bidder’s submitted proposal may be withdrawn by written request prior to the proposal submission deadline.

D. EVALUATION AND SELECTION PROCESS
All proposals will be subject to a standard review process. County staff will conduct an initial review of all proposals received to determine if they are complete, in the required format and comply with all requirements of this RFP. Failure to meet all of these requirements may result in a rejected proposal.

Each proposal that passes the initial review will be evaluated and scored by a selection panel. The selection panel will review and score each proposal on the basis of a 100-point scale, using the assigned weights listed below.
<table>
<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Point Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Standards</td>
<td>30</td>
</tr>
<tr>
<td>Overcoming Challenges</td>
<td>20</td>
</tr>
<tr>
<td>Organizational Experience</td>
<td>40</td>
</tr>
<tr>
<td>Fiscal Responsibility and Budget</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100 Points</strong></td>
</tr>
</tbody>
</table>

Narrative responses to each of the sections and the completed budget forms will be reviewed to determine compliance with the requested information and the feasibility and reasonableness of proposed program design, cost, and expected outcomes. Each evaluation criterion is described in full in Section III-Submission Package, Narrative section.

It is County of Ventura policy that evaluators will not solicit or receive any oral communication from any potential contractor regarding any proposal under consideration.

**E. PROTEST RIGHTS**

Upon written request, any unsuccessful bidder is entitled to an explanation as to why its proposal may have been irregular and/or the basis for the award of the contract to the successful bidder. **Protests shall be in writing and received within ten (10) calendar days following the announcement of intent to award contract.**

It is the bidder’s responsibility to ensure receipt by County at the designated address. **A postmark will NOT be accepted as meeting the deadline requirements.** No extensions may be provided to this protest provision. Protests shall be addressed to:

Tina Knight, Contracts & Grants Manager  
County of Ventura  
Human Services Agency  
855 Partridge Dr.  
Ventura, CA 93003  
Tina.Knight@ventura.org

The protest shall state the reason for the protest, citing the law, rule, regulation, or practice on which the protest is based. A written response will generally be sent to the protester within ten (10) business days after receipt of the written protest. Prior to the award of a contract, if any bidder files protest against the awarding of the contract, the contract may not be awarded until either the protest has been withdrawn or HSA has decided the matter.

**F. AWARD AND COMMENCEMENT OF WORK**

Recommendation for award is contingent upon successful negotiation of the contract and resolution of any protests. The successful bidder shall be required to sign the negotiated contract, which will be in the form and content as approved by County.

The final authority to award a contract rests solely with the County of Ventura. The successful bidder shall not be allowed to begin work under any negotiated contract until such time as the contract has been approved by the County of Ventura. The successful bidder must agree to all terms, insurance coverage provisions, and conditions of the contract with HSA.
If only one proposal is received and it is deemed that such proposal meets requirements for funding, County reserves the option to award such entity a contract on a sole-source basis. In the event no proposals are received, or proposals received do not meet requirements for funding under this RFP, County reserves the right to be the contractor of last resort, or to designate another qualified entity to operate the program on a sole-source basis.

G. LIMITATIONS
This RFP does not obligate the County of Ventura to award a contract, to pay for any costs incurred in the preparation of a proposal or to procure or contract for services or supplies.

The County reserves the sole and exclusive right to accept or reject any or all proposals received as a result of this RFP, to negotiate with all qualified sources, or to cancel in part or in its entirety this RFP, with or without cause, or to issue a new RFP, if it is in the interest of the County to do so. A bidder may be required to enter into negotiations and to submit any price, technical or other revisions of the proposal as may result from negotiations.

H. METHOD OF PAYMENT
Contractor will be paid separately by Human Services Agency and Ventura County Behavioral Health. Contract will be on both a cost reimbursement (for HSA portion) and units of service rates (for VCBH portion). For the cost-reimbursable portion, the contractor will be reimbursed monthly in arrears for approved and allowable contract costs in accordance with a detailed line item budget approved by the County. Contractor will be paid for Medi-Cal eligible expenses billed at approved unit-rates based on required cost-reporting and for non-Medi-Cal expenses (HSA portion) against the line item budget. Invoice forms and procedures will be included in the contract. The County may choose to negotiate other contract payment methods. Applicants must have the ability to maintain sufficient cash flow (i.e. lines of credit, cash reserve on hand) to meet ongoing financial obligations of program operation, pending reimbursement monthly from the County, in arrears net 30 days, of approved and allowable claims for services rendered by HSA and net 45 days for VCBH. No cash advances are provided.

I. PROHIBITION OF COLLUSION
Respondents to this Request For Proposals shall not engage in any actions, conversations or agreements with other parties that would be considered in restraint of free and open competition. Such activities that are intended to limit open competition by deceiving, misleading, or attempting to otherwise divide the market for the services being requested through this RFP are prohibited. If collusion is determined, it may be grounds for disqualification from the competitive process.

J. PROPOSALS PROPERTY OF COUNTY
All proposals become the property of the County of Ventura when they are opened and shall not be returned to the bidder. Proposals shall remain confidential until the evaluation process is completed and tentative award has been posted by HSA.

K. ADDENDA AND SUPPLEMENT TO RFP
If revisions or additional information to this RFP become necessary, HSA will post such addenda or supplements to bidders on the RFP portion of its website at www.vchsa.org.

L. ADDITIONAL REQUIREMENTS

1. The selected contractor shall operate the project continuously throughout the term of the
contract with HSA. Personnel shall be qualified in accordance with the applicable requirements of the agreement and any future amendments thereto.

2. All bidders responding to this RFP are specifically prohibited from soliciting letters of support from HSA staff. Bidders are hereby notified that HSA maintains a policy that prohibits its employees from providing letters of support, recommendations or advocacy for an outside agency, firm, or individual engaged in a competitive procurement process managed by HSA.

3. The County shall have the right to review the work being performed by the Contractor at any time during the Contractor’s usual working hours.

4. If bidder is selected for contract award under this RFP, bidder shall be required to sign certifications regarding compliance with Drug Free Workplace certification pursuant to 20 CFR Section 667.200(d), Debarment and Suspension pursuant to regulations implementing Executive Order 12549, and prohibition of lobbying pertaining to federal funds, as outlined in the “Additional Submission/Certification Items for Finalists and/or Selected Contractors” section of this RFP. Copies of the referenced certifications are available upon request and can be found in HSA’s Contracts Manual.

5. Any contractor funded as a result of this procurement shall be required to comply with all applicable County insurance coverage types and limits as identified in in the “Additional Submission/Certification Items for Finalists and/or Selected Contractors” section of this RFP.

6. The recommended Contractor will be subject to the County of Ventura Living Wage Ordinance. The Ordinance requires the payment of a living wage and accompanying paid time off to all covered employees engaged in providing services pursuant to a service contract as defined in Sec. 4952(f) of the County’s Living Wage Ordinance.

7. Misrepresentation during the procurement or contracting process in order to secure the contract will disqualify a bidder or contractor from further consideration in the procurement or contracting process. Failure to comply with contract requirements once a contract has been awarded will constitute a material breach of the contract and may result in the suspension or termination of the affected contract and debarment from future County contracting opportunities for a period not to exceed three years. Other penalties may also apply.

8. The County may also request an interview with applicants, if deemed necessary by reviewers. County will also have the right to site visits and on-site programmatic and fiscal monitoring during the contract period.
SECTION III – SUBMISSION PACKAGE

APPLICATION INSTRUCTIONS
Applications submitted in response to this RFP must include the items and be in the order as listed below. All of the items combined comprise your completed Application pursuant to this RFP. One original and ten (10) copies of the completed application must be submitted to the Human Services Agency at the time, date and location as specified below.

INITIAL SUBMISSION PACKAGE (ITEMS 1-5)

1. Executive Summary - Please complete the required Executive Summary Form. One original signature sheet signed by an authorized representative of your agency must be submitted. You may also download the Executive Summary at http://www.ventura.org/human-services-agency/request-for-proposal-rfps, then click on Executive Summary.

2. Narrative Section - Provide a response to each section to fully address the criteria listed. Your narrative must be typed using 12 point font, 8 1/2” x 11” white paper with each page clearly and consecutively numbered. Narrative responses limited to 15 pages.

3. Program Budget - Please complete and submit the required line item RFP1617.002 Family Preservation RFP Budget Template for the services proposed. An electronic version of the EXCEL budget worksheet is available at www.vchsa.org; click on the “Partners and Providers” icon, then click the link for Requests for Proposals, then click on the link for the RFP Budget Template.

No other budget forms will be accepted. Budgetary expenses are to be divided into two categories: administrative costs and program costs. Administrative costs cannot exceed 15% of Total Direct Costs. Leveraged funds (e.g., in-kind costs) should be identified in the budget and in the budget section of the Proposal Narrative. The budget should be reasonable and accurate and provide a clear and concise description of your costs relating to the proposed project. Applicants may provide supplemental information to clarify further their budget, as needed.

4. Audit and Financials - Please include the following:
   - Audited financial statements for the most recently completed fiscal year, and
   - Cash flow statements (Income and Expense and Assets and Liabilities) for the past three completed fiscal years.

If within the last three years there has been an audit exception, material weaknesses, disallowed cost and/or questioned costs for the performance of any government (i.e., Federal, State, County) contract or grant, applicant must provide an explanation and corrective action plan along with the audit.

5. Additional Items (Optional) - Other Exhibits, Attachments, and/or Appendices, as applicable, e.g., resumes - Please include any supplemental information that will provide further explanation about the proposal, as applicable. Please include only additional items that directly relate to the contractor’s ability to implement and manage the proposed program.

ADDITIONAL SUBMISSION/CERTIFICATION ITEMS FOR FINALISTS AND/OR SELECTED CONTRACTORS:
6. **Supplemental Requests for Finalists** - As applicable, finalists will also submit to the County prior to contract award, but not required as part of the initial application process, the following documents:

- Articles of Incorporation or business license
- Grievance procedures for participants
- Handicapped Access Survey

7. **Pre-Contract Documentation** - Any bidder recommended for contract award under this RFP will be required to certify and provide certain documents as identified below prior to contract award.

   Signed copies of each of the following forms:
   - Drug Free Workplace certification pursuant to 20 CFR Section 667.200(d)
   - Debarment and Suspension pursuant to regulations implementing Executive Order 12549
   - Certification Regarding Prohibition on Lobbying using federal funds.

8. **Insurance Requirements** - The recommended bidder will need to submit a Certificate of Insurance, listing County of Ventura as additionally insured, providing evidence of insurance coverage requirements effective on or before the start date of the contract.

   For HSA, insurance requirements include:

   A. Commercial General Liability "occurrence" coverage, naming the County of Ventura as additionally insured, in the minimum amount of $1,000,000 combined single limit (CSL) bodily injury & property damage each occurrence and $2,000,000 aggregate, including personal injury, broad form property damage, products/completed operations, broad form blanket contractual and $50,000 fire legal liability.

   B. Commercial Automobile Liability coverage in the minimum amount of $1,000,000 CSL bodily injury & property damage, including owned, non-owned, and hired automobiles. Also to include Uninsured/Underinsured Motorists coverage in the minimum amount of $100,000 when there are owned vehicles. Contractor must have on file evidence of auto insurance in the minimum amount of $100,000 CSL bodily injury & property damage for all employees and volunteers associated with the contract.

   C. Workers' Compensation coverage, including a Waiver of Subrogation in full compliance with California statutory requirements, for all employees of Contractor and Employer's Liability in the minimum amount of $1,000,000.

   D. Professional Liability coverage in the minimum amount of $500,000 each occurrence and $1,000,000 aggregate (if applicable).

   Additional information regarding insurance requirements can be found in the Human Services Agency Contracts Manual. A copy of the Contracts Manual is available at www.vchsa.org on the Request for Proposals page.
For VCBH, insurance requirements include:

1) General Liability "occurrence" coverage in the minimum amount of $3,000,000 combined single limit (CSL) bodily injury & property damage each occurrence and $5,000,000 aggregate, including personal injury, broad form property damage, products/completed operations, broad form blanket contractual and $50,000 fire legal liability.

2) Commercial Automobile Liability coverage in the minimum amount of $1,000,000 CSL bodily injury & property damage, including owned, non-owned, and hired automobiles. Also to include Uninsured/Underinsured Motorists coverage in the minimum amount of $100,000 when there are owned vehicles.

3) Workers' Compensation coverage, in full compliance with California statutory requirements, for all employees of Contractor and Employer's Liability in the minimum amount of $1,000,000.

4) Professional Liability coverage in the minimum amount of $1,000,000 each occurrence and $2,000,000 aggregate. (Does not apply to all contractors)

**Submission. Late proposals are not accepted.** To be considered for funding, all proposals submitted in response to this RFP must be **received no later than 5 p.m. on February 1, 2017, with one original signature and ten (10) copies**, either delivered in person or mailed to:

Tina Knight, Contracts & Grants Manager  
Human Services Agency  
County of Ventura  
855 Partridge Drive, Ventura, CA 93003
### Attachment 1—EXECUTIVE SUMMARY

1. **Bidders Legal Name**
   
<table>
<thead>
<tr>
<th>Firm Name</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Address</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>Website address:</td>
</tr>
</tbody>
</table>

2. **PROGRAM NAME:**

3. **Amount of Funding Requested:** $

4. **Briefly summarize your proposed program design (700 character max):**

   Region(s): ________________________________ Number of Clients to be served: _______

5. **Chief Executive Contact**

<table>
<thead>
<tr>
<th>Name of Chief Executive</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>email:</td>
</tr>
</tbody>
</table>

6. **Primary Application Contact**

<table>
<thead>
<tr>
<th>Name of Primary Contact</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>email:</td>
</tr>
</tbody>
</table>

7. **Legal Status Information**

<table>
<thead>
<tr>
<th>Federal Employer Identification (FIN)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>California Taxpayer I.D. No.</td>
<td></td>
</tr>
</tbody>
</table>

**An unsigned proposal will be rejected**

I certify that the information provided in this proposal is true and correct to the best of my knowledge and that I have been duly authorized by applicants’ governing body or other authority to file this proposal. This proposal is submitted as firm and fixed offer valid for 120 days of the submission date.

Signature: ___________________________ Date: _______________________

Printed Name and Title: ________________________________________________
Attachment 2 – NARRATIVE

Please provide a written response to each section. Your proposal will be reviewed and scored according to the following evaluation criteria. All proposals will be reviewed for demonstrated capacity to provide the services/activities sought through this solicitation.

1. Program Standards (30 points):
Describe your strategy to meet the HOMEBUILDERS® Standards (Appendix D). Please include at least the following information:

- Twenty-four Hour Availability: Describe your proposed geographic catchment area that would allow staff to travel to most family homes within 2 hours. How will you manage 24 hour availability within the confines of the small number of team members?
- Ongoing Quality Enhancement: Describe your system(s) for monitoring and evaluating services, including efforts at incorporating best practices, gathering, aggregating and reviewing client specific and program data and efforts to improve practice based on those data.
- Staffing: Describe your strategy for the recruitment and retention of staff. How will you attract and retain quality staff with the experience required by HOMEBUILDERS® services? If you have existing staff that you expect to implement HOMEBUILDERS®, please include a description of their qualifications for the proposed role.
- Family Engagement and Motivation Enhancement: What specific strategies have you implemented in the past to successfully engage and motivate parents, other family members and significant others as well as other service providers involved with the family in planning?
- Interventions: What experience do you have implementing research-based cognitive and behavioral interventions? What experience does your agency have using a variety of teaching methods, tailored to each family, to help a family acquire, maintain and generalize skills?
- Collaboration and Advocacy: Describe your strategy working with other service providers, County caseworkers and the judicial system within the context of the HOMEBUILDERS® model.

2. Overcoming Challenges (20 points):
What challenges do you foresee in implementing the HOMEBUILDERS® model in Ventura County; and what strategies would you employ to address these challenges?

3. Organizational Experience: (40 points)
- Describe your experience working with the target population.
- Describe your experience with family preservation interventions (“in-home”) or related services.
- Describe your experience delivering an evidence-based program. Include a description of experiences in having quality assurance provided by an external entity (if any).
- Describe your experience measuring and achieving outcomes with families. Please be specific and identify data that provides evidence of the impact of your services in areas such as engagement, family functioning and long-term sustainability.
- Describe your experience providing culturally-competent, linguistically competent, and gender-responsive services. Include specific information on staff training, how staff skills and proficiency are assessed in this area, and what steps supervisors and managers
take to ensure that services delivered meet these criteria. Discuss, if applicable, any progress you have made to improve these competencies over the past three years.

- Describe your history with health and human services contracts. Please include information on any public contract cancelled, sanctioned, put on hold, or requiring corrective status (if any).

4. Fiscal Responsibility and Budget (10 Points)

Demonstration of ability to maintain accountability for contract funds; cost effectiveness of the project, including the ability to leverage funds (cash or in-kind) through collaboration and/or resource contribution to augment and maximize support for, adequate cash flow/financial resources. Budget will be reviewed along with the narrative response to this section. Please address the following:

- Your agency’s history in successfully managing government contracts, including a list of any current publicly-funded contracts (e.g. county, state, federal)
- The budget should clearly relate to HOMEBUILDERS® service delivery model and the narrative. Narrative section should document how costs are reasonable and directly related to successfully carrying out the program. Any costs not outlined specifically in the RFP should have sufficient rationale for County consideration.
- Audited financial statement from the most recently completed fiscal year should be included in Additional Items. The narrative should address any audit findings and detail the contractor’s corrective action plan to address any prior findings noted in the audit.
- Proof of financial stability in the form of financial statements (income & expense and assets & liabilities) for the past three fiscal years should be included in Additional Items. The narrative should address how the financial statements document evidence that you are capable of meeting the requirements of this RFP and have sufficient cash flow and reserves to manage the cost-reimbursable nature of the contract.

**Total Points 100**

Attachment 3 – BUDGET

Complete the line item HSA required budget form. Click the link [RFP1617.002 Family Preservation RFP Budget Template](http://www.ventura.org/human-services-agency/request-for-proposal-rfps) to download the budget template, or visit [http://www.ventura.org/human-services-agency/request-for-proposal-rfps](http://www.ventura.org/human-services-agency/request-for-proposal-rfps) and click on the RFP1617.002 Family Preservation Budget Template link.

Attachment 4 – LINKS TO IFD’S HOMEBUILDERS® PROGRAM INFORMATION

**HOMEBUILDERS® IFPS homepage** can be found at [http://www.institutefamily.org/programs_ifps.asp](http://www.institutefamily.org/programs_ifps.asp)

**HOMEBUILDERS® Program Structure Standards and Intervention Activity Standards** can be found at [http://institutefamily.org/pdf/HOMEBUILDERS-Standards-4-1.pdf](http://institutefamily.org/pdf/HOMEBUILDERS-Standards-4-1.pdf)