COUNTY OF VENTURA

HUMAN SERVICES AGENCY
 Presents a
 Request for Proposals
 for

PATHWAYS: A DIFFERENTIAL RESPONSE PROGRAM
 FOR THE CHILD WELFARE SYSTEM
 (RFP #1718.05)

RELEASE DATE: February 12, 2018

DUE DATE: March 5, 2018, 5:00 p.m.

BIDDERS CONFERENCE*: February 21, 2018, 3:30 – 5:00 p.m.
Human Services Agency, Oak Room
855 Partridge Drive
Ventura, CA 93003
*RSVP requested
# 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>3</td>
</tr>
<tr>
<td>C</td>
<td>Revenue Source &amp; Contract Type</td>
<td>4</td>
</tr>
<tr>
<td>D</td>
<td>Period of Service</td>
<td>4</td>
</tr>
<tr>
<td>E</td>
<td>Scope of Work and Program Requirements</td>
<td>4</td>
</tr>
<tr>
<td>F</td>
<td>Performance Outcomes</td>
<td>12</td>
</tr>
<tr>
<td>G</td>
<td>Solicitation/Eligible Applicants</td>
<td>13</td>
</tr>
<tr>
<td>H</td>
<td>Bidders Conference/Technical Assistance</td>
<td>13</td>
</tr>
<tr>
<td>I</td>
<td>Award Process Timetable</td>
<td>14</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>15</td>
</tr>
<tr>
<td>B</td>
<td>Acceptance of Proposal Content</td>
<td>15</td>
</tr>
<tr>
<td>C</td>
<td>Rejection of Proposals</td>
<td>15</td>
</tr>
<tr>
<td>D</td>
<td>Evaluation and Selection Process</td>
<td>15</td>
</tr>
<tr>
<td>E</td>
<td>Protest Rights</td>
<td>16</td>
</tr>
<tr>
<td>F</td>
<td>Award and Commencement of Work</td>
<td>16</td>
</tr>
<tr>
<td>G</td>
<td>Limitations</td>
<td>17</td>
</tr>
<tr>
<td>H</td>
<td>Method of Payment</td>
<td>17</td>
</tr>
<tr>
<td>I</td>
<td>Prohibition of Collusion</td>
<td>17</td>
</tr>
<tr>
<td>J</td>
<td>Proposals Property of County</td>
<td>17</td>
</tr>
<tr>
<td>K</td>
<td>Addenda and Supplement to RFP</td>
<td>17</td>
</tr>
<tr>
<td>L</td>
<td>Additional Requirements</td>
<td>17</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>20</td>
</tr>
<tr>
<td>Attachment 1 – Executive Summary</td>
<td>21</td>
</tr>
<tr>
<td>Attachment 2 – Narrative Section</td>
<td>22</td>
</tr>
<tr>
<td>Attachment 3 – Program Budget</td>
<td>23</td>
</tr>
<tr>
<td>Attachment 4- Other Attachments</td>
<td>24</td>
</tr>
<tr>
<td>Attachment 5- Financial Audit</td>
<td>24</td>
</tr>
<tr>
<td>Application Checklist</td>
<td>24</td>
</tr>
</tbody>
</table>
The County of Ventura Human Services Agency (HSA) is requesting proposals from qualified organizations for the provision of Differential Response (DR) services as described in this Request for Proposals (RFP). Respondents to this RFP will compete for funds by complying with the requirements contained herein. HSA intends to award one contract for Pathways Services under this RFP.

A. INTRODUCTION/BACKGROUND

Differential Response is an approach that is guided by the belief that children are best served in the home with parents by providing services that include, but are not limited to, family engagement, early intervention and prevention efforts and community partnership. DR allows child welfare agencies to respond to reports of child abuse and neglect with different levels of intervention, specific to the level of need of each child and family. In Ventura County, Differential Response (PATHWAYS) began in 2008 with two levels or “paths” focused on prevention and early intervention, and a third which involved formal Child Welfare Services (CWS) case management, intervention or court intervention. PATHWAYS in Ventura County has been an approach to ensuring safety by expanding the ability of child welfare to respond to reports of possible child abuse and neglect. Involvement occurs through innovative community partnerships that help support families in need before further problems develop.

With this RFP, HSA will integrate expanded DR services, including an additional path type (Path 4), with the implementation of a neighborhood approach to family strengthening that includes strong community collaboration. Path types are as follows:

Path 1: Community Response:
This path is chosen when reports of child abuse or neglect do not meet legal definitions of child abuse or neglect, and there are no known safety concerns. The family may be experiencing difficulties or challenges that could be addressed by community services. Families are linked to services such as counseling, parenting classes or other supportive options to strengthen the family.

Path 2: Joint Child Welfare and Community Response:
This path is chosen when reported child abuse and neglect allegations meet the legal definitions of child abuse and neglect, and the risk level is determined to be moderate to high. Initial assessments indicate that with support, a family can benefit from services and have the opportunity to make needed improvements to enhance child safety and lower potential risk. Path 2 emphasizes teamwork between CWS and interagency or community partners, providing a multidisciplinary approach in working with families. This track includes:
- Community based services, in which the family is assessed, referred and linked to a community partner, and the CWS referral is closed.

Path 3: Child Welfare Services Response:
Path 3 services are provided when a report of child abuse and neglect allegations meets statutory definitions of child abuse and neglect, initial assessment indicates a child is not safe, a child’s risk is moderate to high and Juvenile Dependency Court intervention is or may be necessary to protect the child. Actions may be taken with or without the family’s consent and can include the provision of Family Preservation, Court Family Maintenance (the child remains at home) and/or Court Family Reunification (the child is removed from parents/guardians and placed in out-of-home care) services. This track includes:
• Community based services, in which the family is assessed, referred and linked to a community partner(s), the CWS referral is closed, and a Family Preservation Program case is opened.

Path 4: Aftercare and Support Services:
It is the intent of HSA to develop a fourth path (PATH 4) that will focus on Aftercare Services for prevention of entry and/or re-entry of Family Preservation Program (FP) and Family Maintenance Program (FM) families into the child welfare system. PATH 4 services will be offered to families who have successfully completed a Family Preservation or Family Maintenance case plan and are transitioning to case closure.

Note: Family Preservation Program 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. The 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.

The selected bidder will be required to provide a broad range of services including, but not limited to: family engagement, needs assessment, case planning, case management, parent education, developmental screenings, resource and referral linkage, partaking in an extensive county/community network of services and any other services or support necessary to keep children safe, strengthen families and help families remain out of the Child Welfare system. Differential Response services are to be offered to families who reside in all areas of Ventura County, with distinct attention to providing services in and working in collaboration with municipal, educational, social service, health and early childhood education programs within the identified target zone.

For many years, with Office of Child Abuse Prevention (OCAP) funding, HSA convened leadership from non-profit, county and public agencies seeking citizen input regarding child welfare outcomes, through a Citizen Review Panel (CRP). The efforts of this citizen advisory group have evolved such that Children & Family Services (CFS) is beginning to implement a neighborhood approach to family strengthening that includes robust community partnerships.

As part of the neighborhood approach, families in need will be connected to a continuum of diverse services, both to prevent child welfare entry or re-entry (Paths 1 and 4), as well as provide direct intervention (Paths 2 and 3). The neighborhood approach will employ a diverse continuum of robust community partnerships. This includes targeted contracted services specific to an area of need, services available through other resources (e.g. leveraged services), and natural community supports (e.g. faith-based groups, support networks). A primary task for this project will be to facilitate the connection between the family and community services that can assist on an ongoing basis after contracted services are no longer provided.

Building and using a robust network of community support services requires coordination and collaboration. It is expected that the Contractor’s leadership personnel be a critical part of the coordination effort. At a minimum, leadership personnel should plan to attend 1) Children’s System of Care Meetings (quarterly), 2) weekly MDT meetings, and 3) Grantee Coordination meetings/Quarterly Meetings.
B. PROGRAM OVERVIEW

The hallmark of DR is both its flexibility and family engagement, which act as an umbrella for the various responses and services. Under the DR approach, child safety is the highest priority as more children and families can receive the support they need to keep children safely in their homes. The DR approach allows HSA to respond differently to accepted reports of child abuse and neglect allegations, based on factors such as the type and severity of the maltreatment, number and sources of previous reports, and willingness of the family to participate in services.

The National Quality Improvement Center on Differential Response in Child Protective Services (QIC-DR) describes core elements of differential response systems as:

1. Use of two or more discrete response pathways for cases that are screened in and accepted;
2. Establishment of discrete response pathways is codified in statute, policy or protocol;
3. Pathway assignment depends on an array of factors, such as the presence of imminent danger, level of risk, number of previous reports, source of the report, and/or presenting case characteristics, such as the type of alleged maltreatment and the age of the alleged victim;
4. Original pathway assignment can change, based on new information that alters risk level or safety concerns;
5. Services are voluntary in a non-investigative pathway;
   - Families can choose to receive the investigation response or families can accept or refuse the offered services if there are no safety concerns;
6. Families are served in a non-investigative pathway without a formal determination of child maltreatment; and the name of the alleged perpetrator is not entered into the central child abuse registry for those individuals who are served through a non-investigative pathway.

Suspected child abuse and neglect reports, received from both mandated reporters and community, that will be reviewed, assessed, identified appropriate and accepted for DR services include, but not limited to, the following allegation types:

- General Neglect regarding lack of basic necessities, inadequate supervision and unattended health/medical needs
- Chronic Neglect
- Parenting challenges which include, but not limited to, overwhelming/challenging teen/child behaviors and/or special needs
- Parent/Child Discord, Parental Discord/Child Present,
- Excessive Corporal Punishment which results in injuries
- Inappropriate expectations/discipline for developmental stage of child
- Teen Pregnancy
- Intimate Partner Violence
- Substance Abuse
- Mental Health needs of family members

Contract services will include:
- Participation in the weekly Multi-Disciplinary Team process
- Timely assignment and initial contact of the family
- Early and continuous engagement with the family
- Family assessments using an evidence-based assessment tool(s)
• Case planning with family involvement
• Case management services including but not limited to intake and assessment of needs, case planning, identification and securing resources, referral and linkage to services, case coordination, providing crisis intervention and management, engagement, support and advocacy efforts and evaluation
• Providing Parent Education information, based on curriculum as approved by HSA (must be evidence-based and co-selected with HSA contribution)
• Participation in Child, Family Team (CFT) and attending other miscellaneous meetings as scheduled and facilitated by the County
• Measuring family service satisfaction
• Exit interview with family
• Data collection to track outcomes of families/children as identified by the neighborhood approach strategy, this includes but is not limited to collection, input and submittal of data on a monthly/quarterly basis
• Communication, as appropriate, with the County Differential Response Administrator and CFS staff
• Ensure appropriate contracted staff training to fulfill contract expectations and attend training as requested by HSA
• Utilize funds from the contract budget to address resource/concrete needs of client children and families
• Participation in collaborative efforts or neighborhood approach network of services development
• Offer intervention and Aftercare Service efforts to address client populations overrepresented in the Child Welfare system; specifically Latino children/youth and children ages 0-5 years

C. REVENUE SOURCE & CONTRACT TYPE
Funding for this contract is made available from Wraparound Reinvestment funds. A maximum of $401,000 is available through this procurement. A cost reimbursement contract will be developed. The contractor will be reimbursed monthly in arrears for approved and allowable contract costs incurred and paid in accordance with a detailed line item budget approved by the County.

D. PERIOD OF SERVICE
The contract is expected to be awarded in June 2018, for with a base performance period of July 1, 2018 through June 30, 2019. The contract may be renewed for additional option years.

Should for the contract be renewed for subsequent option 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. SCOPE OF WORK AND PROGRAM REQUIREMENTS

Service Description
The Contractor will be working in partnership with HSA, public community partners and other service providers to establish a comprehensive, system of networked service providers to provide DR services for a minimum of 260 families per contract period.
<table>
<thead>
<tr>
<th>Path</th>
<th>Number of Families to be Served</th>
</tr>
</thead>
<tbody>
<tr>
<td>Path 1</td>
<td>100</td>
</tr>
<tr>
<td>Path 2</td>
<td>50</td>
</tr>
<tr>
<td>Path 3</td>
<td>50</td>
</tr>
<tr>
<td>Path 4</td>
<td>60</td>
</tr>
<tr>
<td>Total</td>
<td>260 Families</td>
</tr>
</tbody>
</table>

Service delivery will result in a coordinated plan for serving low to high-risk children in the community while maximizing collective resources. The partnership will enable referrals of children and their families who are experiencing risk factors to access preventative and strengthening voluntary child-focused, community-based services, utilizing the established weekly Multi-Disciplinary Team meeting (MDT) and procedures.

Working from a strengths-based perspective, the Contractor, with the family, identifies the needs of family members and then links the family to resources/services within their community. Services are time limited with a suggested maximum number of days/hours, depending on Path type. Case management services are to include assessment of needs, short term interventions, referral/s to appropriate community providers, and supporting transition to community providers. The Contractor will not able to address chronic or long term mental health or substance abuse issues, however Contractor expertise and knowledge of intimate partner violence, mental health and substance abuse matters, assessment and treatment services, and impact on families is highly desirable. The Contractor will not provide direct mental health services, but will provide assistance and navigation to link families/individuals with mental health providers. The Contractor will also provide assistance and support to substance abuse recovery efforts.

Services are to be provided in a culturally competent manner, in the language preference of the family, and include, but are not limited to:

1. Contractor will provide prevention/early intervention services, when CFS assessments indicate that a family might benefit from PATH services, through one of the following paths:

   - **Path 1: Community Response:**
     This path type includes families, with no known safety concerns and typically includes referrals that are evaluated out. The Contractor duties and service protocol for this path type will include initial contact, assessment, referrals to community-based referrals and linkage of preventative services to alleviate stress and promote parental competencies and behaviors that will increase the ability of families to successful nurture their children, and helping families build connections to natural support and safety networks. Service intensity shall include 10 – 12 hours of direct (face to face or phone) contact with the client, and an estimated duration of 30 days.

   - **Path 2: Joint Child Welfare and Community Response:**
     This path type includes low and moderate risk families. The Contractor duties and service protocol for this path type will include initial contact, pre-assessment, referrals to community-based providers, linkage and case navigation of preventative services, case planning, case management and post assessment to families who are willing and likely to make needed changes to enhance child safety, lower risk and helping families build connections to natural support and safety networks. Service
intensity shall include 25 – 30 hours of direct (face to face or phone) contact with the client, and an estimated duration of 90 days.

- **Path 3: Child Welfare Services Response:**
  This path type includes high and very high risk families, and CWS department assessment has resulted in Family Preservation or Family Maintenance case status. The Contractor duties and service protocol for this path type will include initial contact, pre-assessment, referrals to community-based referrals, linkage and case navigation of preventative services, case planning, case management, crisis intervention, collaboration with a safety network, ongoing family engagement and post assessments and helping families build connections to natural support and safety networks. Service intensity shall include 25 – 30 hours of direct (face to face or phone) contact with the client, and an estimated duration of 90 days.

- **Path 4: Aftercare and Support Services:**
  This path type includes low and moderate risk families who have successfully completed a Family Preservation or a Family Maintenance case plan, and are pending closure and exit from the CWS system. Preference is to be given to Family Preservation families. The Contractor duties and service protocol will be similar to services offered in Path 1, with a focus on maintaining stability, through anticipated future triggers, preventing return to the CWS, conducting closing Child, Family Team (CFT) meetings separate from HSA and helping families build connections to natural support and safety networks. Families will be supported to continue to be able to successfully care for their children in their own home. Referrals to Path 4 should be made approximately 2 weeks before a case is closed. Service intensity shall include 10 – 12 hours of direct (face to face or phone) contact with the client, and an estimated duration of 60 days, with services extending two months post case closure.

2. The Contractor will have a process to respond to crisis situations/emergencies twenty-four (24) hours a day and seven (7) days a week. These responses will occur, at a minimum, through phone contact, depending on circumstances. The Contractor will call the twenty-four (24) hour Ventura County Child and Elder Abuse Hotline when crisis situations/emergencies include suspicion of suspected child/elder abuse and neglect.

3. Services will be provided in a “flexible” environment that can include in-home and other locations (such as the local Neighborhood for Learning Family Resource Center) convenient and appropriate to meet the family identified needs.

4. Consistent attendance and committed participation by a designated staff member in the weekly Multi-Disciplinary Team process for review and acceptance of referrals.

5. Timely assignment and contact with the family, within 3 business days of receiving initial referral.

6. Early and continuous engagement with the family and natural support system.

7. Pre and post assessments of family using the Protective Factors Survey.

8. Case planning with caregiver/parental involvement with a focus on healthy child development and family strengthening.
9. Timely identification, linkage and securing of appropriate services or concrete goods as needed by the family.

10. Providing case management services, support and working with family members towards completion of case plan activities to help alleviate concerns that brought them to the attention of the Child Welfare system.

11. Make joint home visits with Child Welfare Staff, Peer Partner or Parent Partner, when appropriate, or other community partners as identified to enhance early and continued family engagement.

12. Providing parent education information, based on curriculum as approved by HSA; must be evidence-based and co-selected with HSA contribution to enhance parenting skills.

13. Participation in Child, Family Team (CFT) and other miscellaneous meetings scheduled and facilitated by HSA as requested; conduct closing Child, Family Team (CFT) separate from HSA for Path 4.


15. Conduct data collection to track outcomes of families/children as identified by the neighborhood approach strategy; this includes but is not limited to collection, input and submittal of data on a monthly/quarterly basis.

16. Engage in frequent communication with HSA Differential Response Contract Administrator, MDT Facilitator, MDT and safety network participants, and CWS staff as needed.

17. Provide initial orientation/continuous training to new/existing DR staff, HSA program staff as requested, and attend training(s) as invited by HSA.

18. Maintain model fidelity of the DR program by conforming to DR service delivery practices and Community Partner collaboration responsibilities referenced in the neighborhood approach strategy as developed. Collaboration responsibilities will include, but not be limited to relationship building and partnering with an established diverse continuum of strong community partnerships. This includes contracted services, leveraged services available through other resources and natural community supports (e.g. faith-based groups, support networks) within the identified target area. A primary task will be to facilitate the connection between the family and community services that can assist on an ongoing basis after contracted services are no longer provided.

19. Provide weekly and consistent individual case supervision to contracted DR staff.

20. Ensure face to face contact frequency is appropriate with the child risk level and/or as recommended by CWS staff.

21. Budget for and utilize and manage Flex Fund ($10,000) from the contract budget to address and fulfill resource needs of the children or family, with usage to be assessed on
22. Attend quarterly contract meetings as scheduled and facilitated by the County.

23. Partake in collaborative efforts to establish and strengthen a system and network of strengthening/prevention service providers. This includes leveraged services available through other resources and natural community supports (e.g. faith-based groups, support networks) within the identified target area. A primary task will be to facilitate the connection between the family and community services that can assist on an ongoing basis after contracted services are no longer provided.

24. Provide intervention and aftercare service efforts to address entry/re-entry of families.

25. Cultivate a staff capacity to address and service client populations overrepresented within the County Child Welfare system, which include Latino children/youth, and children 0 – 5 years populations.

26. The Contractor will not be able to provide direct service for chronic or long term mental health or substance abuse issues, however expertise and knowledge of intimate partner violence, mental health and substance abuse matters, assessment and treatment services, and impact on families is highly desirable. The Contractor will also provide assistance and support related to substance abuse recovery efforts. The inclusion of a part-time Resource Specialist position, with expertise and knowledge in the above referenced topics, is highly desirable.

27. Maintain a Multi-Disciplinary Team (MDT) log and forward to HSA at the end of every month. The MDT log will be used for documenting PATH referrals, entering client data and tracking outcomes.

28. Deliver written (monthly) and phone (when appropriate) communication with the County Differential Response Administrator or assigned Child Welfare Social Worker or Child Welfare Supervisor to report progress or concerns; the Contractor will call the twenty-four (24) hour Ventura County Child and Elder Abuse Hotline, (805) 654-3200, as soon as possible, when concerns of crisis situations/emergencies include suspicion of suspected child/elder abuse and neglect.

29. Submit a quarterly progress report to HSA.

30. Create and maintain client case files which will include the following documentation:
   a. MDT Referral Form
   b. Intake form (core participant information)
   c. Consent forms
   d. Authorization for Release of Confidential Information Statement
   e. Pre and Post Family assessments
   f. Case management documentation describing services provided at each visit and contact with service providers and CFS staff
   g. Documentation as described in the PATH Referral Guidelines and protocol
   h. Discharge summary of client services and referrals
   i. Exit interview/Family Satisfaction Survey
**Contract Capacity**
HSA funding will support the Contractor’s team of 5 FTE Family Partner (Case Managers) and 1 FTE Family Partner Supervisor position. Each Family Partner Case Manager will carry an average caseload of 15 families at all times. It is the expectation the Family Partner Supervisor will carry 6 cases annually, provide weekly supervision to assigned Family Partner staff and fulfill training duties for new and ongoing staff. The Contractor’s team will serve a total of 260 families/referrals.

The inclusion of a part-time Resource Specialist position, with expertise and knowledge in mental health, substance abuse, intimate partner violence resources and social services delivery systems, is highly desirable.

**Unit of Service**
Each Family Partner will carry an average caseload of 15 families at all times, and the Family Partner Supervisor will carry 6 cases annually. The Contractor’s team will serve a minimum of 260 families/referrals annually. Service intensity will vary between 12 – 30 hours of direct (face to face or phone) contact with the client, over an estimated duration of 30 - 90 days, depending on Path type.

- **Path 1: Community Response:**
  Service intensity shall include 10 – 12 hours of direct (face to face or phone) contact with the client, and an estimated duration of 30 days.

- **Path 2: Joint Child Welfare and Community Response:**
  Service intensity shall include 25 – 30 hours of direct (face to face or phone) contact with the client, and an estimated duration of 90 days.

- **Path 3: Child Welfare Services Response:**
  Service intensity shall include 24 – 30 hours of direct (face to face or phone) contact with the client, and an estimated duration of 90 days.

- **Path 4: Aftercare and Support Services:**
  Service intensity shall include 10 – 12 hours of direct (face to face or phone) contact with the client, and an estimated duration of 60 days, with services to extend two months post case closure.

**Target Population**
The service delivery model will serve families whose children are at low/moderate or high/very high risk of danger in their home, who are in need of community based prevention services, assessment, case management/case navigation and aftercare services to promote parental competencies, strengthen families and prevent entry or re-entry into the child welfare services system. Differential Response services are to be offered to families who reside in all areas of Ventura County, with distinct attention to providing services and working in collaboration with municipal, educational, social service, health and early childhood education programs within the identified target zone. The target zone includes the City of Oxnard neighborhoods within Northeast and Central Communities.

**Referral Process**
HSA will utilize a weekly Multi-Disciplinary Team (MDT) process to staff and review referrals to determine the appropriate Path type. MDT meetings are held in a HSA building located in Ventura,
California. Consistent attendance and committed participation by a designated staff member in the weekly Multi-Disciplinary Team process for review and acceptance of referrals is required.

**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, which includes traditional hours, after-hours and weekends, at times convenient to the family. Services will be provided in a “flexible” environment that can include in-home and other locations convenient and appropriate to meet the family identified needs. The Contractor will have a process to respond to crisis situations/emergencies twenty-four (24) hours a day and seven (7) days a week. These responses will occur, at a minimum, through phone contact, depending on circumstances. The Contractor will call the twenty-four (24) hour Ventura County Child and Elder Abuse Hotline when crisis situations/emergencies include suspicion of suspected child/elder abuse and neglect.

**Staffing and Qualifications**
The Contractor staff will be working in partnership with HSA, public community partners and other service providers to establish a comprehensive, system of networked service providers to provide parenting, intimate partner violence, early education/child development and prevention services. CFS staff will provide input on staff selection process and participate in interviews. The contract requires the hiring of the positions of DR Family Partners (case managers) and Supervisor who will be able to provide culturally and linguistically-competent and gender-responsive services to the diverse population in Ventura County. The inclusion of a part-time Resource Specialist position, with expertise and knowledge in mental health, substance abuse, intimate partner violence resources and social services delivery systems, is highly desirable.

The Contractor will coordinate, select, convene and train a service staff team which will include the following members, adhering to the staffing requirements as determined by HSA:

<table>
<thead>
<tr>
<th>Position</th>
<th>Minimum Staffing Level and/or FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Partner (Case Manager)</td>
<td>5 FTE</td>
</tr>
<tr>
<td>Resource Specialist</td>
<td>The inclusion of a part-time (.5 FTE) Resource Specialist position, with expertise and knowledge in mental health, substance abuse, intimate partner violence resources and social services delivery systems, is highly desirable. The focus of this position would be to identify and provide high quality, professional information and referral services to families, search online database for organizations that are capable of meeting those needs, actively keep a resource database updated with accurate information about community resources and display and demonstrate initiative in providing quality customer service.</td>
</tr>
<tr>
<td>Family Partner Supervisor</td>
<td>1 FTE</td>
</tr>
<tr>
<td>Manager</td>
<td>TBD by Contractor</td>
</tr>
<tr>
<td>Support Staff</td>
<td>TBD by Contractor</td>
</tr>
</tbody>
</table>
The qualifications and skills of each position are outlined below.

**DR Resource Specialist** qualifications and skills must include the following:
- Provide high quality, multidimensional information and referral services to families accepted for DR services.
- Actively keep resource database updated with accurate information about community resources.
- Attend training sessions and meetings as requested.
- Other duties as assigned.
- Bilingual (English/Spanish) **required**.
- Effective, accurate written communication required.
- Excellent customer service skills required.
- Minimum AA degree, preferably with a major in a social services related field from an accredited college/university.
- 1 to 2 years’ experience in similar position.
- Familiarity with social services delivery systems is preferred, knowledge in mental health, substance abuse, intimate partner violence resources and social services delivery systems, is highly desirable.
- Ability to work well in a team environment.
- Must show personal initiative for following guidelines and directions.
- Must have strong skills in use of computer and telephone communication and documentation.
- Must pass a criminal background check conducted by County, and HSA participation in reference checks.

**DR Family Partner** qualifications and skills must include the following:
- Ability to speak clearly and calmly.
- Ability to organize case files and record information accurately, legibly and concisely.
- Ability to engage with the family members and conduct an assessment in person.
- Must be very client oriented, culturally competent, bi-lingual in English/Spanish **required** and qualified to effectively carry out program services.
- Empathetic, culturally sensitive and efficient in obtaining information about sensitive topics.
- Demonstrated ability to be sensitive to families when discussing concerns of child abuse and neglect, skill level in de-escalating hostility in order to obtain pertinent information related to child abuse and have an awareness regarding confidentiality issues.
- Be trained and knowledgeable in relevant topics in child welfare, community collaboration, family strengthening topics.
- Must display a positive attitude, demeanor and professional behavior, even in challenging situations.
- Must pass a criminal background check conducted by County, and HSA participation in reference checks.
- Must have a minimum of a Bachelor’s degree, preferably with a major in a social services related field from an accredited college/university.
- Have vast knowledge of family strengthening, prevention community services; including Intimate Partner Violence, Mental Health, Substance Abuse and services for children 0 – 5; expertise and knowledge of mental health and substance abuse matters, assessment/treatment services and impact on families is highly desirable.
• Display positive interaction with all DR Team members, both County and community based agency colleagues. County staff and administration may include, but is not limited to Child Welfare Supervisors, Child Welfare Social Workers and Program Managers/Administrators.
• Ability and willingness to be flexible and have the ability to work evenings, weekends, with reliable attendance.
• Have experience in community collaboration development/service network delivery model, working with families from diverse backgrounds, identifying family strengths, family engagement, case planning, case management, making referrals and providing linkage to services, and securing concrete need resources.
• Ability to collect various levels of data and input the information into a database.

**DR Family Partner Supervisor** qualifications and skills must include the following:
• Meet staffing criteria for Family Partner.
• Must have a minimum of a Bachelor’s degree, preferably with a major in a social services related field from an accredited college/university, a Master of Social Work (MSW) degree is desirable.
• Must have a minimum of two years as a Family Partner or similar position experience.
• Must have a minimum of two years of supervisory experience with a DR, family strengthening or prevention program.
• Must be able to quickly assess a situation and act appropriately.
• Display positive interaction with all DR Team members, both County and community based agency colleagues and serve as a liaison between contracted agency and county staff and administration. County staff and administration may include, but not limited to Child Welfare Supervisors, Child Welfare Social Workers and Program Managers/Administrators.
• Ability and willingness to be flexible, assist county and community customers in timely manner, as requested.
• Must be able to interact appropriately with private, and public agencies.
• Must have positive communication and active listening skills.
• Ability to provide weekly individual supervision with assigned Family Partners.
• Ability to provide oversight of the use of the Flex Fund, review and approve requests, maintain a log of all requests.
• Must pass a criminal background check conducted by County, and HSA participation in reference checks.

**F. PERFORMANCE OUTCOMES**

Proposed Performance Outcomes will be reported quarterly, and include:
• 80% of the families will show an increase in Pre/Post family assessment scores, using the Protective Factors Survey.
• 80% of families who complete program services will indicate “Satisfied” level of satisfaction as measured by the Family Satisfaction Survey administered at the end of services.
• 80% of families who accept, will engage in and complete services, developing a support and safety network. A primary task will be to facilitate the connection between the family and community services that can assist on an ongoing basis after contracted services are no longer provided.
• Children from 80% of the families served will not enter out of home placement during DR service period.
• 80% of families will be contacted by Contractor within three business days of initial referral.
• Children from 80% of the families will have no recurrence of child maltreatment (substantiated referral) during DR service period, 6 months and 12 months after case closure.
• Children from 80% of the families will have no entry or re-entry into the CWS system at 6 months and 12 months after case closure.

Note: Additional outcomes may be negotiated with the implementation and evolving development of the neighborhood approach strategy.

Selected Contractor will be expected to report quarterly on the following:
1) Number of referrals carried over from previous fiscal year, by Path type
2) Number of referrals received, by Path type
3) Number of referrals received and refused services, by Path type
4) Reasons for refusal by Path type
5) Reasons for not completing the program
6) Number of Family Preservation cases
7) Number of families who completed services, by Path type
8) Number of families currently receiving services, by Path type

G. SOLICITATION/ELIGIBLE APPLICANTS
The County of Ventura Human Services Agency (HSA) is requesting proposals from interested and qualified organizations and 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. HSA intends to award only one contract for PATHWAYS services under this RFP.

To be considered for funding, all proposals submitted in response to this RFP must be received no later than 5:00 p.m. on March 5, 2018 with one original signature and nine (9) copies, 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 the proposal is received by the time and date and to the location as specified above. Postmarks will not be accepted in lieu of this requirement. Therefore, use of the U.S. Mail is at the bidder’s own risk. Proposals submitted to any other office will not be accepted.

H. BIDDERS CONFERENCE/TECHNICAL ASSISTANCE
A Bidders’ Conference to answer questions about the RFP, the application process, program specifications, and contract requirements will be held from 3:30 – 5:00 p.m. on February 21, 2018 in the Oak Room at Human Services Agency Offices at 855 Partridge Drive, Ventura, CA 93003. Please RSVP attendance to Bidder’s Conference via e-mail to Holly.Shaw@ventura.org, with your name, agency name and number attending.

If, as a result of the Bidders’ Conference, there are any significant interpretations, direction, or revisions to the RFP, such changes will be posted to the HSA web page along with the questions
and answers from the Bidder’s conference. Attendance at the Bidder’s Conference is optional, but strongly recommended.

All inquiries regarding this RFP must be submitted in writing no later than 4:00 p.m. on February 22, 2018 to allow sufficient time for preparing responses. Submit questions to Tina Knight, HSA Contracts & Grants Manager at the address specified above, by e-mail at tina.knight@ventura.org or by fax at (805) 477-5490.

I. AWARD PROCESS TIMETABLE

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bidders’ Conference*</td>
<td>February 21, 2018, 3:30 – 5:00 p.m.</td>
</tr>
<tr>
<td>Last Date to Submit Questions</td>
<td>February 22, 2018, 4:00 p.m.</td>
</tr>
<tr>
<td>Proposal Submission Deadline*</td>
<td>March 5, 2018, 5:00 p.m.</td>
</tr>
<tr>
<td>Notification to Selected Contractors</td>
<td>by April 1, 2018</td>
</tr>
<tr>
<td>Contract Approval by the Board of Supervisors (tentative)</td>
<td>June 2018</td>
</tr>
<tr>
<td>Contract Start Date</td>
<td>July 1, 2018</td>
</tr>
</tbody>
</table>

* Human Services Agency, Administrative Offices, 855 Partridge Dr., 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 Services</td>
<td>30</td>
</tr>
<tr>
<td>Overcoming Challenges and Program Implementation</td>
<td>20</td>
</tr>
<tr>
<td>Organizational Experience</td>
<td>35</td>
</tr>
<tr>
<td>Fiscal Responsibility and Budget</td>
<td>15</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 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 Drive  
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
A cost reimbursement contract will be developed. The contractor will be reimbursed monthly in arrears for approved and allowable contract costs incurred and paid in accordance with a detailed line item budget approved by the County. 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. 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 upon opening 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. All proposals will be considered public documents, subject to review and inspection by the public at the County’s discretion, in accordance with the Public Records Act.

K. ADDENDA AND SUPPLEMENT TO RFP
If revisions or additional information to this RFP become necessary, HSA will provide addenda or supplements to bidders, as needed.

L. ADDITIONAL REQUIREMENTS
1. The selected contractor(s) 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(s) at any time during the Contractor’s usual working hours.

4. If a bidder is recommended for contract award under this RFP, they shall 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.

5. The recommended bidder will need to submit evidence of the following insurance requirements effective on or before start of the contract:

   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. Click on the Partners & Providers link on the left navigation bar; then click on the Request for Proposals link for RFP-related items.

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. As applicable, the successful bidder shall also submit to the County prior to contract award the following documents:
   - Most recent Audit
   - Articles of Incorporation or business license
   - Grievance procedures for participants
   - Handicapped Access Survey
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.

1. Executive Summary: Please complete as indicated.

2. Narrative Section: Please provide a response to the following narrative section questions that fully addresses each of the evaluation criteria listed. The narrative must be typed using 12 point font, 8½” x 11” white paper with each page clearly and consecutively numbered. Limit narrative section to 15 pages.

3. Program Budget (15 points): Please complete and submit the attached line item budget forms for the services proposed (note - an electronic version of the EXCEL budget worksheet is available at http://www.ventura.org/human-services-agency/request-for-proposal-rfps). No other budget forms will be accepted. Budgetary expenses are to be divided into two categories: administrative costs and program costs. Administrative costs should not exceed 15% of the total budget. Leveraged/matching resources (i.e., in-kind contributions or cash match) as well as their source should be identified in the budget. 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 further clarify their budget, as needed.

4. Other Attachments, as applicable (optional): Please include only supplemental information that will provide further information about the proposal or your firm’s qualifications, as applicable (e.g. position descriptions, staff resumes, sample evaluations/forms, etc.).

5. Financial Audit/Fiscal Responsibility: Please submit one copy of your most recent financial audit prepared in accordance with the applicable requirements of your fund source(s). If an audit has not been completed for the most recent fiscal year, you may submit your prior year’s audit and current IRS tax return (form 990). The audit will be reviewed to determine applicant’s financial position, compliance with regulatory requirements and documentation of solvency. If within the last three years there has been an audit exception, 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 along with the audit.

It is the responsibility of the bidder to ensure the proposal is submitted by the time and date and to the location as specified. Postmarks will not be accepted in lieu of this requirement. Therefore, use of the U.S. Mail is at the bidder’s own risk. Proposals submitted to any other office or after the deadline will not be accepted. To be considered for funding, all proposals submitted in response to this RFP must be received no later than 5:00 p.m. on March 5, 2018, with one (1) complete application package with original signature and nine (9) copies excluding audit documents, either delivered in person or mailed to:

Tina Knight, Contracts & Grants Manager
Human Services Agency
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></td>
</tr>
<tr>
<td>E-mail Address</td>
<td></td>
</tr>
</tbody>
</table>

2. Program Name:

3. Funding Requested: $

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

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></td>
</tr>
</tbody>
</table>

7. Legal Status Information

<table>
<thead>
<tr>
<th>Federal Employer Identification Number (EIN)</th>
<th>DUNS Number (If applicable. Required for federal subawards.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>California Tax 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. Narrative should not exceed 15 pages, using a minimum 12 point font with 1 inch margins.

Program Services (30 points):

- How will you manage 24 hour availability within the confines of the DR team and supports?
- Describe your strategy for the recruitment and retention of culturally competent, multi-lingual trained and qualified staff to effectively carry out program services as described in the Scope of Work.
- Describe your systems for monitoring and evaluating services, including efforts at developing and incorporating best practices, gathering, aggregating and reviewing client and program data and efforts to improve practice based on data.
- What specific strategies have you implemented in the past to successfully engage, motivate parents, other family members, significant others and service providers involved with the family in case planning and linkage to services?
- Describe your strategy and experience working with the other service providers, County HSA staff and families within the context of DR, and in developing a services system and network
- Describe how your agency’s experience, if applicable, in working successfully with County of Ventura Children and Family Services ensures that the DR program objectives, specifically reduction in the recurrence of child maltreatment, was achieved. If there is no past agency experience, describe how your proposed service delivery will be successful in the reduction of child maltreatment. Also, include in detail your current use of an evidence-based family assessment tool and how this tool will be used. Describe your plan to provide services to families using a flexible schedule, which includes traditional hours, after-hours and weekends, at the times that are convenient to the family. Describe your plan to provide services in a “flexible” environment that can include in-home and other locations convenient and appropriate to meet the family identified needs. Describe your ability to be both creative and flexible in delivering services to families as described in the RFP.

Overcoming Challenges and Program Implementation (20 points):

- What challenges do you foresee in implementing DR services to the Child Welfare Services system as described in the Program Description, and what strategies would you employ to address these challenges? Address specifically implementing new programs or adapting existing intervention programs.

Organizational Experience (35 points):

- Describe your experience working with the target population.
- Describe your experience with DR services or related services, working with community based collaborative or a network of service providers within an identified service area.
- Describe the level of staff/organizational knowledge of community based resources/services, and the resource and referral service delivery practices and tools used by staff; also include expertise and knowledge of mental health and substance abuse matters, assessment, recovery and treatment services and impact on families.
- 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 the areas of engagement, family strengthening/functioning and long-term sustainability. What successful outcomes can you share?
- Describe your experience providing culturally and linguistically-competent and gender-responsive services. Include specific information of staff training, how staff skills and proficiency are assessed in this area and steps supervisors/managers take to ensure services are delivered and meet these criteria. Discuss, if applicable, progress you have made to improve these competencies over the past 3 years.
- Describe your to capacity to address and service client populations overrepresented within the County Child Welfare system, which include Latino youth and children 0 – 5 years.
- Describe your knowledge of the neighborhood approach strategy and target area and your capacity to work within a coordinated system and network of services (Municipal, County and community based) to strengthen families.
- Address your capacity to partake in collaborative efforts to establish and strengthen a system and network of strengthening/prevention service providers. This includes leveraged services available through other resources and natural community supports (e.g. faith-based groups, support networks) within the identified target area. (Note: A primary task will be to facilitate the connection between the family and community services that can assist on an ongoing basis after contracted services are no longer provided.)

5. Fiscal Responsibility and Budget (15 points)
Provide a budget narrative that addresses your ability to maintain accountability for contract funds; outlines prior experience managing governmental contracts; demonstrates and costs are reasonable and necessary to carry out the project; outlines the cost effectiveness of the project, including the ability to leverage other resources (cash match or in-kind services provided) to augment services; and your ability to adequately manage cash flow/financial resources. Please outline any audit findings and resulting corrective actions resulting from your most recent audit.

Total = 100 points

Attachment 3- PROGRAM BUDGET (15 points): Please complete and submit the HSA Contract line item budget forms for the services proposed (the EXCEL budget worksheet is available at http://www.ventura.org/human-services-agency/request-for-proposal-rfps). No other budget forms will be accepted. Budgetary expenses are to be divided into two categories: administrative costs and program costs. Administrative costs should not exceed 15% of the total budget. Leveraged/matching resources (i.e., in-kind contributions or cash match) as well as their source should be identified in the budget. 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 further clarify their budget, as needed.
Attachment 4- OTHER ATTACHMENTS, AS APPLICABLE (OPTIONAL): Please include only supplemental information that will provide further information about the proposal or your firm’s qualifications, as applicable (e.g. position descriptions, staff resumes, training curriculum, sample evaluations/forms, etc.).

Attachment 5- FINANCIAL AUDIT/FISCAL RESPONSIBILITY: Please submit one copy of your most recent financial audit prepared in accordance with the applicable requirements of your fund source(s). For example, compliance with the Single Audit Act and 2 CFR 200 may be for entities receiving over $750,000 in federal funds. If an audit has not been completed for the most recent fiscal year, you may submit your prior year’s audit and current IRS tax return (form 990). The audit will be reviewed to determine applicant’s financial position, compliance with regulatory requirements and documentation of solvency. If within the last three years there has been an audit exception, 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 along with the audit.

APPLICATION CHECKLIST

The following are required for a complete application package:

One Original Master Packet includes:
- Signed Executive Summary Cover Page- on required form
- Application Narrative
- Budget- on required form
- Other Attachments (Optional)
- Audited Financial Statements

Nine (9) Application Packet copies includes:
- Signed Executive Summary Cover Page (copies accepted)
- Application Narrative
- Budget- on required form
- Other Attachments (Optional)