

DEPARTMENT OF SOCIAL SERVICES

744 P Street, Sacramento, CA 95814



March 21, 2003

TO: INTERESTED PARTIES**FROM:** SUSAN NISENBAUM, Chief
Office of Child Abuse Prevention**SUBJECT:** SMALL COUNTY INITIATIVE (SCI) PROJECT FUNDING AVAILABILITY

California Department of Social Services (CDSS), Office of Child Abuse Prevention (OCAP), is pleased to announce the availability of funds for capacity building and collaboration of child abuse prevention/family support resources in Small Counties in California. Up to 9 (See Attachment A for Eligible Counties) grants will be implemented statewide, funded from October 1, 2003 through September 31, 2006, subject to satisfactory performance and availability of funds. SCI grants will be for up to \$90,000 per year per County. These funds will be made available to the grantees through a competitive Request for Proposals (RFP) process, which will include, but is not limited to, a description of proposed activities, scope of work and budget.

Proposals/Responses must be received at the Department of Social Services no later than 4:00 p.m. on May 30, 2003.

Questions related to the RFP should be sent in writing to Susan Rodda, Program Manager, at OCAP, 744 P. St., MS 19-82, Sacramento, CA 95814 or by FAX to (916) 323-8103, and received no later than April 30, 2003. Responses to all questions will be sent to all bidders who have submitted questions and others who request the "Q&A" document in writing.

Sincerely,

*Original Signed By*SUSAN NISENBAUM, Chief
Office of Child Abuse Prevention

Attachment

CALIFORNIA DEPARTMENT OF SOCIAL SERVICES

OFFICE OF CHILD ABUSE PREVENTION

Request for proposals 03-06

**Small County Initiative II
Community Partnerships in Family Support:
Preventing Child Abuse and Neglect**

March 21, 2003

OFFICE OF CHILD ABUSE PREVENTION

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RFP TIMELINE

RFP 03-06 mailed to prospective bidders and Posted on Internet	March 21, 2003
Receipt of Questions by	April 30, 2003
Receipt of Proposals by	4:00 p.m., May 30, 2003
Proposal review	June 2 - 6
Posting of contingent awards	June 9
Receipt of "Intent to Protest" letter	June 16
Receipt of Protest of Awards Detail	June 18
Review of protest and determination of standing	June 18
Notification of proposed awards and denials	June 25*
Development and Negotiation of award agreements To include evaluation planning	July - Sept*
Start of projects	October 1*

* If no protest resolution process is required.

REQUEST FOR PROPOSALS: 03-06
SMALL COUNTY INITIATIVE II
COMMUNITY PARTNERSHIPS IN FAMILY SUPPORT – PREVENTING CHILD ABUSE AND NEGLECT

I. GENERAL OVERVIEW

A. INTRODUCTION

The mission of the California Department of Social Services (CDSS) is

...to serve, aid, and protect needy and vulnerable children and adults in ways that strengthen and preserve families, encourage personal responsibility, and foster independence.

The Office of Child Abuse Prevention (OCAP) was established within the California Department of Social Services to plan, improve, develop, and implement programs and activities to prevent child abuse and neglect as well as to promote healthy families and communities. California's small counties have unique needs due to limited resources and service providers, dispersed populations, extreme weather conditions hampering transportation, and other factors that limit optimum service delivery and collaboration. Therefore the Small County Initiative (SCI) was developed to assist counties that have populations of 70,000 or less to plan for and provide comprehensive, collaborative, and integrated services to children and their families to prevent child abuse and neglect.

Within each of the eligible counties there are special needs, underserved, or isolated individuals. Of the 20 counties eligible for SCI, all but six have one or more recognized Indian Tribes located within their boundaries. Other possible special needs populations within eligible small counties might include children and/or parents with disabilities, migrant workers, and/or non-English speaking residents. These and other populations have similar but unique needs. SCI is intended to provide funds to assist small counties to build a comprehensive and inclusive county wide child abuse prevention and family support system.

Nationwide there are increasing indications that the conventional methods in children welfare systems offer inadequate and insufficient responses to the escalating number of instances of child abuse and neglect. Experience and research tell us that preventing child abuse and neglect requires effective service delivery and consideration of closely related factors that erode parental capacity, such as substance abuse, domestic violence, family isolation, limited financial resources, and a general lack of family and community support. **Therefore, programs developed and/or augmented under the SCI must address these issues using a comprehensive integrative approach in providing services to families.**

Protecting children requires coordination of funding streams and collaboration of services. Involvement and coordination of agencies providing services to families along with a consideration of all possible funding sources can significantly improve services to strengthen families, and protect children from abuse and neglect. This is especially true for small counties where funding and services are often limited.

Improving service delivery for child and family well being also requires public and private

community organizations to build bridges between each other. This will develop a stronger, more cohesive approach to the prevention of child abuse and neglect as well as supporting and strengthening families. Additionally, research indicates that consumers of services are more likely to achieve success if they are actively involved in the planning and decision-making process of identifying service needs and establishing services priorities. Therefore, OCAP **requires a written community collaboration action plan with the involvement of parents and immediate child caregivers in the planning and implementation of programs developed under this initiative.**

Counties have identified a variety of service needs and strategies as part of their planning process for using state Child Abuse Prevention, Intervention, Treatment (CAPIT) and Children's County Trust Fund (CCTF), federal Community Based Family Resource Support (CBFRS), and Promoting Safe and Stable Families (PSSF) Funds. Therefore counties are encouraged to consider these needs and strategies when developing their SCI application. Additionally, the programs and services funded must focus on prevention versus treatment. Counties may augment prevention programs developed under CAPIT/CBFRS/PSSF/CCTF that were not fully implemented due to limited funding and/or develop new programs based on county specific needs.

The grant period will be from October 1, 2003- September 30, 2006. Enhanced funding and/or additional program sites may be possible, as funds become available to OCAP. Bidders will be selected based on a competitive review of proposals received in response to this Request for Proposals (RFP) which includes specific selection criteria.

Proposals/Responses must be received in the Department of Social Services, Office of Child Abuse Prevention, on or before but no later than 4:00 p.m. on Friday May 30, 2003. (See Section E Administrative Requirements for further detail).

B. BACKGROUND

Since 1977 The Office of Child Abuse Prevention has been testing, developing and evaluating a variety of family support programs and approaches to preventing child abuse and neglect. OCAP's mission is to help California families and communities protect children. One of OCAP's goals is to develop public/private partnerships that build community capacity to respond to the needs of children and families.

KEY CONCEPTS AND DEFINITIONS

The key concepts utilized by OCAP to promote the reduction of child abuse include the following:

Prevention: OCAP defines "prevention" as taking advance result-oriented measures against the possible or probable occurrences of abuse and neglect. One aspect of OCAP's focus has been to demonstrate the efficacy of programs and activities that prevent child abuse. This effort includes identifying and engaging at-risk families as well as identifying effective strategies for early intervention and prevention of abuse and neglect.

Evaluation: Decision-makers, policy-makers, direct service supervisors and staff require compelling evidence that “prevention” is effective. Programs are constructed with the knowledge of promising practices and effective strategies based on program results in the field. OCAP includes an evaluation and data gathering effort to determine the results of program activities for all new initiatives and programs. OCAP recognizes that funding formally structured research for all projects is not possible and, therefore, considers many forms of evaluation.

Family Support: Family support is a set of services, assistance, guidance, etc. provided to families and children at risk of abuse and neglect. Programs are developed to emphasize and increase family strengths, work with the entire family to promote self-determination and self-sufficiency, and provide opportunities for the family to participate in personal, program and community improvement. Family support can include efforts to remedy community problems and improve the distribution of services and resources. Family support encompasses a continuum or range of services.

Home Visiting: Aimed primarily at prenatal families and those with infants from birth to 5 years of age, home visiting is a program that provides an effective strategy for service delivery to at-risk families in their homes. It serves to reach the socially, physically, or culturally isolated. These programs aim to improve health, parenting skills, resources and social integration of the families. They feature integrated team case management, intensive individual and team supervision of home visitors, and attention to the health, child development and interpersonal needs of clients.

Family Resource Centers (FRC): These are community-based organizations that provide classes, recreation, resources, information and referral, and out-stationed community services to families at-risk. Based on nationally recognized premises and practices of family support, FRCs use a strength-based approach to engage parents, children, and communities in activities that improve outcomes for children. Family Resource Centers offer activities and services such as parenting groups, in-home visiting programs, community development projects, advocacy, safety and nutrition programs, and health outreach efforts. These centers are flexible and respond to community needs with an emphasis on parent and community participation at all levels. These FRCs are also effective conduits for the delivery of integrated services.

Systems Change: OCAP is in a position to stimulate the acceptance of new ideas and new forms of service delivery, both by providing information and by offering incentives and initiatives for the implementation of innovative program ideas in the form of grants and technical assistance. It is through the lessons learned from new and innovative programs that OCAP is able to impact the status quo and introduce more effective techniques in the delivery of services to children and their families. Evaluation of child welfare across the nation has shown that isolated systems and service providers are less effective and more costly than integrated and collaborative systems of care.

Comprehensive and Integrated Approach: Addressing family support and child abuse /neglect prevention from a multidisciplinary perspective weaving the fabric of public and private community activities to provide a strong but flexible safety and support network.

Community Partnerships/Collaboration: Public and private partnerships at all levels including the county, local, and neighborhood level. Private partnerships could include service clubs, private and private non-profit service providers as well as encouraging the local business community to contribute and/or participate. Collaboration can take many different forms and is not limited to large group meetings.

Strength-Based or Asset-Based Approach: Determining what is already working at the individual, family, community and county levels which can be built on or included in the foundation for family support and abuse/neglect prevention.

Additionally, Child Welfare Services (CWS) Stakeholders group in their May 2002 Redesign conceptual framework has identified the following as critical elements to building a prevention system.

A Common Mission is the foundation of an effective prevention strategy building a broad base of support and sense of common purpose at all levels. This mission must be understood and widely accepted by all agencies serving children and families and at the community level in order to achieve an effective prevention strategy.

Public-private Partnerships: Partnerships must be established to facilitate and support capacity-building to ensure that every community has adequate resources and core services to meet the needs of families and youth who self refer or have been identified as at-risk of abuse and neglect. Leaders are key to focusing partners on a common purpose.

Community Engagement and Shared Responsibility: Every citizen has a role and responsibility to promote the safeguarding of our children, strengthening our families and improving the health of our communities. An effective prevention strategy should create opportunities for meaningful participation by all segments of our society.

Funding: Prevention must have core funding to be an integral part of the community network of integrated services, supports and opportunities. Strategies on leveraging, redeployment, and development of new resources are necessary to build a comprehensive funding strategy for prevention.

Continuum of Interventions/Continuum of Care: Key to success is an integrated network of public/private services, supports and opportunities for families that begin with a strong foundation prenatally and continues through age 18 years. Active participation and support by CWS and community partners is critical at all levels of program development, funding, implementation, and evaluation. The continuum should also include non-traditional and informal supports for families (such as peer to peer models and the use of natural helpers).

CURRENT OCAP PROGRAMS AND APPROACHES

The OCAP programs and approaches described below feature the development and enhancement of Family Support/Home Visiting programs, Integrated Team Case Management, and the use of Family Resource Centers as the focus of community-based services.

- Early initiatives, such as the Community Empowerment Program and the Juvenile Crime Prevention Program emphasized community responsibility and ownership and demonstrated the advantages of embedding prevention and treatment programs in the community, using Family Resource Centers.
- Family Resource Centers have become a central feature of most recent OCAP initiatives, becoming hubs for service and community activities. FRCs are also recognized as viable and promising components in service delivery.
- California Safe and Healthy Families (CAL-SAHF): Home Visiting Family Support programs were primarily designed to test the efficacy of a home visiting model for at-risk families that featured trained paraprofessional Home Visitors, Multidisciplinary Team supervision, integrated team case management, and an enriched array of additional social services.
- Answers Benefiting Children (ABC): This initiative was county-based, and intended to encourage individual counties to expand and integrate their child abuse prevention planning and services. It continued the home visiting principles and implementation, within the additional support of the FRC context, philosophy and services.
- The California Alliance for Prevention is a public/private partnership that includes OCAP. OCAP funding is included in the “Strengthening Communities Through Partnership” initiative through which AmeriCorps and VISTA volunteers enhance child abuse prevention efforts. The program was designed to recruit, train and place 380 paraprofessionals in 19 participating counties to assist in a variety of social service-related activities, including home visiting, staffing family resource centers, health and Healthy Start activities.
- Small County Initiative (SCI) Small counties in California are generally found to have rural populations and limited services. The purpose of the SCI is prevention capacity building. This is achieved by implementing the following: Support and strengthen counties’ child abuse prevention systems, including promoting positive systemic changes; Facilitate the development of child abuse prevention systems in areas that do not currently have them; Increase the participation of Child Abuse Prevention Councils, local community members and parents as partners in the development, implementation and decision-making processes in child abuse prevention systems; and Strengthen families.
- Training and Technical Assistance
OCAP initiated special training and increased guidance to grantees to implement these state-of-the-art programs. OCAP has devoted funds to training and technical assistance (T&TA) programs to achieve positive program results and high quality performance. Training groups, including the *Strategies* project and the Sonoma State California Institute on Human Services, were funded to assure that OCAP grantees could understand and correctly implement the concepts and promising practices included in the initiatives. Conferences,

forums and training opportunities have been made available statewide for counties, community-based service agencies, interested individuals and decision-makers. OCAP's intent is to inform these groups about the concepts and promising practices included in the initiatives, and the outcomes of evaluations of the various programs.

In 2000, the California State Legislature passed AB 1740, establishing the Child Welfare Services Stakeholders Group. It was charged it with reviewing the existing California Child Welfare Services (CWS) and making recommendations for their improvement and possible redesign. Information about some of the approaches, best practices and experiences of the OCAP array of programs has been of use to the Stakeholders Group and to other groups and organizations wishing to implement or integrate effective prevention programs. This RFP includes many key components of the CWS Stakeholders Group Conceptual Framework, May 2002, which can be found on the Internet at <http://www.dss.cahwnet.gov/cws/pdf/progrpt2002.pdf>.

C. PURPOSE OF REQUEST FOR PROPOSAL (RFP)

The purpose of this RFP is to expand capacity and improve the delivery of services to support California small county communities, families, and children.

- ◆ Fund community collaboration with the intent of reducing child maltreatment.
- ◆ Aid the process of the California Stakeholders Group child welfare redesign with an increased focus on collaborative prevention.
- ◆ Promote public – private partnerships in protecting children and supporting families in the community.
- ◆ Strengthen agencies' and communities' ability to respond to and address the prevention needs of children and families.
- ◆ Allow for maximum flexibility to facilitate the development and implementation of prevention programs specifically designed to address the unique needs and resources of each eligible county.
- ◆ Maximize current resources and develop new ones.

It is anticipated that prevention services needs and resources vary from county to county. OCAP seeks the most significant changes and greatest impact possible under SCI. One example of a strategy that may be used to achieve this goal is to increase the use of federal funds and other available funding for prevention.

The RFP requirements are intended to serve as the catalyst for locally tailored programs that leverage resources, integrate systems, and improve collaboration as appropriate to the circumstances of each county. Therefore, OCAP encourages counties to develop an application that focuses fundamentally on developing new and strengthening existing county-specific structures, processes and services devoted to preventing child abuse and neglect of at-risk children between the ages of 0 to 18 years. **Only one proposal may be submitted per eligible county.**

It is OCAP's intent that SCI-funded services be provided as part of a comprehensive child abuse prevention effort that promotes integration, linkage and coordination among programs, service providers, professional and community groups and residents. No single service strategy,

program, or agency will solve all of the problems associated with child abuse and neglect. Also, as primary stakeholders, families and communities should be a major resource in addressing these problems.

D. PRIME GRANTEE ELIGIBILITY

Only counties with a population of 70,000 or less are eligible to apply for SCI grants. 20 counties have been identified as eligible for SCI funding (see Attachment A). It is OCAP's intent to fund up to 9 counties whose applications score the highest. The remaining county applications will be placed on a waiting list based on their scores. Should additional funding become available, OCAP reserves the right to amend or extend the existing grantees or fund additional counties from this list without issuing another RFP.

- ◆ Only one application will be accepted per county.
- ◆ The county public social service agency must submit the application. The county social service agency will be the prime grantee responsible for entering into contractual relationships with the State and with other partnership organizations.
- ◆ Applications must show evidence of a strong connection to existing community collaborative with education, health, law enforcement, public and private family services providers.
- ◆ Applications must contain evidence of community and client participation in planning, designing and operating programs, especially in developing the SCI proposed projects.
- ◆ The application must include the lead agency's organizational chart. The chart must show how this project will be included in the lead agency's existing organization. The organizational chart must also show the SCI funded staff positions.
- ◆ Applications must identify previous and current collaborative partner experiences, to include challenges, successes, and lessons learned.
- ◆ Identify collaborative partners and potential subcontractors for this project and describe their experience and ability to address specific components of the RFP. The applicant may reference information from the county's CAPIT/CBFRS/PSSF plan.

RESPONSIBILITIES OF PRIME GRANTEE

The Prime Grantee is responsible for program oversight, evaluation, reporting, fiscal claims and maintaining the integrity of the grant.

The Prime Grantee will be responsible for obtaining all data, program reports and fiscal claims from all organizations delivering services under all components, and providing these in the format and time frames required by the California Department of Social Services.

The Prime Grantee will also be the fiscal agent for the entire program. To accomplish these coordination and fiscal functions, prime grantees must enter into formal (contractual) relationships with all organizations providing services funded under this initiative.

All grantees will be required to submit periodic narrative reports, data collection, and an annual progress and activity report to OCAP as a provision for receipt of funds pursuant to this RFP.

All grantees must have a computer with on-line access (email), Internet, and data collection

capability. OCAP and the designated evaluation agency will develop an evaluation instrument and provide software and for scheduled data collection and submission.

Currently strong collaborative relationships have been developed at the regional, state and national level on a wide variety of projects. All grantees will engage in these efforts.

OCAP will convene regular all-project meetings for planning, training and informational purposes. Grantees should plan and budget to send 2-4 staff to two (2) annual meetings in Sacramento or other sites as needed, as well as attending all-site collaboration and planning meetings. Most meetings will occur via conference calls. Meetings that are face to face will include a training component.

E. FUNDING LEVEL AND GRANT PERIOD

Up to nine (9) grants will be awarded. Counties applying may budget up to, but not exceed, \$90,000 per State Fiscal Year over a 3-year grant period of October 1, 2003-September 31, 2006. Matching funds are not required. However, successful bidders shall be able to indicate how the project will be supported within the existing lead agency and collaborative.

F. DESCRIPTION/GOALS OF PROGRAM

OCAP has identified overall goals for the program that are consistent with the goals of the state and federal funding sources. The following goals include specific objectives for each goal. Bidders will describe how their activities will implement each of the goals and objectives.

GOAL 1: RECRUITMENT AND COMMITMENT OF KEY STAKEHOLDERS IN THE PLANNING AND DEVELOPMENT OF THE PROGRAM/PROJECT TO INCLUDE CHILD ABUSE PREVENTION COUNCIL (CAPC)

Building a strong broad base of stakeholders is extremely important for the sustainability and effectiveness of family support and prevention efforts. The primary purpose of this initiative is to facilitate working collaborative efforts to:

- ◆ Increase capacity for child abuse prevention and family support;
- ◆ Improve communication, efficiency, and effectiveness regarding child abuse prevention and family support;
- ◆ Increase the communities' long-term ability to collaboratively compete for future funding.

Possible stakeholders may include but are not limited to

- ◆ Consumers (parents, caregivers, guardians, families, grandparents)
- ◆ Public agencies (Mental Health, Public Health, Social Services, Education, Law Enforcement, etc), to include management as well as line staff.
- ◆ Neighborhood leaders and natural community helpers
- ◆ Community Organizations (schools, faith-based communities, tribal organizations, local service providers, etc.)
- ◆ Local business representatives
- ◆ Elected officials
- ◆ Other local councils and committees of county collaborative efforts
- ◆ Child care providers

- ◆ Local youth and senior citizens

The proposal must define how local stakeholders will be identified, engaged, supported and included in the planning and implementation process. **There is NO need to start a NEW collaborative. Counties are encouraged to build on the existing collaborative efforts within the county and where necessary, add those stakeholders that have not previously been involved.**

GOAL 2: COMMUNITY INVOLVEMENT, ENGAGEMENT and NETWORKING.

Describe how the SCI collaborative will network, train, inform, and encourage the community in order to improve local support of prevention efforts and sustainability.

Possible examples include:

- ◆ hiring or training personnel for grant-writing;
- ◆ hiring a consultant to assist the county in strategic planning and effective collaboration; conflict resolution and negotiation;
- ◆ investing in computerized networking of community/resource centers, teleconferencing, or video conferencing where distance and other barriers limit face to face communication;
- ◆ developing a community family support and prevent child abuse media campaign;
- ◆ training and supporting senior and/or grandparent mentors to assist new or struggling families toward self-sufficiency.
- ◆ developing parent and community leaders through training;
- ◆ establishing neighborhood school based family support programs or collaborative senior and child care programs.

Service Strategy/ Collaboration and Coordination:

The SCI is to facilitate and encourage services strategies focused toward achieving systemic changes that improve the county's child abuse prevention systems. Another SCI intent is to strengthen counties' existing child abuse prevention systems and increase the county's prevention capacity.

The SCI is also intended to facilitate collaborative, interagency and multidisciplinary approaches to child abuse prevention, including creation of public and private partnerships. It is OCAP's intent that the SCI will increase involvement of non-traditional partners such as Child Abuse Prevention Councils, Tribes and Tribal organization, faith based organizations, community members/residents and parents in developing child abuse prevention policy and strategies.

Counties are expected to use other funding sources to leverage strategies planned for the SCI.

GOAL 3: COMMITMENT TO SYSTEMIC CHANGE

The Public Child Welfare agency and the community at large must be receptive to approaching the problem of child abuse and neglect on a neighborhood or local community basis in order to meet local needs and improve local outcomes.

- ◆ Define the plan identified by the community for strategies focused toward achieving

systemic change.

- ◆ Include how SCI will assist the county in facilitating collaborative, interagency, and multidisciplinary approaches to child abuse prevention.
- ◆ Include public and private partnerships.
- ◆ Increase involvement of non-traditional partners such as community members, seniors and retirees, and tribal organizations.

GOAL 4: IMPROVE AND EXPAND OUTREACH TO ISOLATED AND SPECIAL NEEDS POPULATIONS

Identify outreach activities to the general public, interested agencies, stakeholders and decision-makers with a special focus on including special populations such as

- ◆ Families and communities in isolated areas.
- ◆ Currently unserved and underserved clients/populations
- ◆ Special needs populations and those with disabilities.
- ◆ Native American Tribes, Tribal Organizations, Indian families and other cultures, groups and/or individuals countywide.

In developing and implementing the SCI service strategies, counties must plan for outreach to geographically and socially isolated families. Counties must also ensure that the child abuse prevention system is culturally sensitive. Planning and implementing transportation and accessibility of services to isolated populations may also be included.

GOAL 5: PROGRAM EVALUATION:

Participate in OCAP evaluation of project with OCAP identified evaluator, participate in pre and post countywide surveys, and complete OCAP identified evaluation tools. Counties will not be expected to conduct their own evaluation process but are expected to identify a minimum of three (3) measurable outcomes the community hopes to achieve through this initiative.

It is OCAP's intent that the impact of the SCI be identifiable and measurable. Therefore, the county must identify specific outcomes that will result from the SCI. These outcomes must reflect the anticipated positive impact of the SCI after three years (i.e., the positive difference) and the measurable evidence of this impact (i.e., how will the state and the local community know there is a difference).

The SCI outcomes must specifically address systemic change, community capacity building, and strengthening families. For example, the county could use SCI funds to strengthen the county's prevention infrastructure by involving more non-traditional partners, such as tribal organizations and programs and/or volunteers to improve the capacity and increase resources for prevention services.

The outcomes must be directly related to and reflect the funded services strategies and applications funded under the SCI will be county-specific.

Grantees will be required to participate in an evaluation process with the OCAP identified evaluator.

II. PROPOSAL REQUIREMENTS

This section provides information regarding the mandatory requirements and policies that form the basis of the SCI.

Planning Process

Service strategies provided under the SCI must reflect the results of a comprehensive planning process that includes, but is not limited to representatives of the following: child abuse prevention councils; law enforcement; education; child protective services; the health care community; the faith community; tribal/cultural communities; and the business community. In addition, the planning process must include community members in general and parents.

Counties do not have to conduct an SCI-specific planning process IF service needs/strategies have already been identified via a needs-assessment or planning process that included the representatives described above. SCI is not considered a planning grant, thus it is expected that only a small amount of the funding will be used for that purpose, unless the applicant county can demonstrate that the needs of the community include significant planning and assessment. The submitted applications will be judged and scored on the basis of funding allowed for each aspect of the programs outlined.

To insure integration and reduce duplication of planning efforts, OCAP encourages the counties to build on current planning activities, such as CAPIT/CBFRS and PSSF. This includes planning from the CAPIT/CBFRS/PSSF three-year plans recently submitted to OCAP, the approved annual updates to these plans, and any other county wide funding or initiative planning such as proposition 10 services, drug and alcohol, education, etc.

Target Community/Population and Service Needs Assessment

It is OCAP's intent that the SCI identify and address local child abuse prevention service needs. Counties must identify the communities and population(s) that will be targeted by the SCI as well as their prevention services needs.

Certain factors are known to influence the extent of child abuse and neglect in a community. The following factors are often used to assess the health and well being of families and communities:

- ◆ Child abuse reports
- ◆ Out-of-home placements
- ◆ Law enforcement responses to 911 calls regarding domestic violence with children present in the home
- ◆ Drug and alcohol abuse among teens and adults
- ◆ Unwed teenage pregnancies
- ◆ Family isolation from community members and resources
- ◆ Unemployment rates /income level of households with children
- ◆ Education level of parents of children (ages 0-18) receiving services

The above list of factors is generic and not all-inclusive. Therefore, OCAP expects counties

will also use county-specific factors to assess service needs.

A. PROJECT NARRATIVE (15 double-spaced pages, 8.5” x 11”, 12-point type):

Goal Implementation. Please briefly describe the current situation/issues in your county with reference to child abuse and family support needs. Describe and discuss how you will carry out the goals to improve the conditions/situation. Include the following:

1. Define planned activities and outcomes.
2. Identify staffing required (on board or need to be hired), and if available, resume of Lead Staff.
3. Identify office/meeting spaces and equipment to be used and potential space/equipment requirements.
4. Discuss your county’s experience in public/private partnerships and promoting system change.
5. Discuss the lead agencies and the county/local community strengths and how their experience, resources and knowledge can help accomplish the goals of the SCI.
6. Discuss prior experience and ideas toward community participation and collaboration including successes, challenges, and lessons learned.
7. Discuss how the range of target populations from community members (including special needs populations) to county agencies will be addressed.
8. Discuss how the program will assist in building a family support and child abuse prevention system throughout the county.

Please Attach (not included in the 15-page limit):

Agendas and sign in sheets from past collaborative meetings as well as agendas and sign in sheets from the current collaborative meetings in planning this application.

B. SCOPE OF WORK (EXHIBIT A)

Applicants must submit a brief Scope of Work statement that clearly links implementation process and timelines to the application objectives.

Upon completion of the application process, successful applicants will be asked to develop a detailed Scope of Work as part of the grant negotiation and execution process

The Scope of Work is the work plan that sets forth the objectives, activities, time frames and progress evaluation for the goals contained in the Request for Proposals. It describes the steps you will take and the resources to be used in implementing the proposal. Bidders may copy the form and use as many spaces as required for each Goal. The form should be filled out to account for the entire three-year grant period, but should contain points of progress for each year.

Please develop specific objectives and activities for Goals 1-5.

C. INFORMATION ON LEAD AGENCY (Limit to 5 double-spaced pages, 8.5” x 11”, 12-point type.)

Please demonstrate the following requirements:

- Record of satisfactory performance on prior funded projects (history of previous projects)
- Experience in working collaboratively with local providers and community members
- Ability to implement projects per time schedule and within budget

D. BUDGET AND BUDGET NARRATIVE (These items are not subject to a page limit.)

All applicants are required to submit a budget narrative as part of the proposal budget. The narrative will describe the budgeted items that it will take to implement this program. The budget narrative must be typed and placed in the proposal in front of the budget pages. The applicant must submit a budget that reflects all applicable SCI costs. The budget shall be submitted in the format and accordance with the instructions contained in Exhibit B of this RFP. All applications must include a line item for \$2,000/year to cover costs for state-required SCI Program training's and meetings.

IN THE BUDGET NARRATIVE:

- a) Describe how the project's proposed budget supports the stated objectives and activities in the project.
- b) Discuss how funds are allocated to minimize administrative costs.
- c) List all personnel of the Prime Grantee who will be receiving a salary provided by this grant, their time on the program and whether they are new or existing staff. Show how personnel benefits and salaries are calculated.
- d) Include Duty Statements of project-funded staff, including any qualifications or education level necessary to the job assignment, and required supervision.
- e) Discuss how project-funded staff duties and time commitments support the proposed objectives and activities.
- f) Discuss any proposed staff commitment/percentage of time to other efforts, in addition to this project.
- g) Discuss the necessity for any subcontracts and any unusual expenditures.
- h) Discuss any anticipated salary range adjustments. (NOTE: Prior written approval is required for any change to salary.)

BUDGET PAGES (FOR FORMAT, SEE EXHIBIT B)

The budget is the basis for management, fiscal review, and audit. Project costs must be directly related to the objectives and activities of the project. In the budget, include only those items covered by grant funds. Projects may supplement grant funds with funds from other sources. However, since all approved line items are subject to audit, applicants should not include in the project budget any matching funds. Prior to grant execution, OCAP consultants may work with successful proponents to develop budget details.

Guidelines for preparing the budget are contained in Attachments C, D and E. Applicants are instructed to prepare a realistic and prudent budget. Strict adherence to all required and prohibited items is expected. **Where the applicant does not budget for a required item, the applicant assumes financial responsibility to complete it.** Failure of the applicant to include required items in the budget does not exclude responsibility to comply with those requirements during the implementation of the project.

Complete detailed budgets for Years 1- 3 (10/1/2003 - 9/31/2006), plus an overall summary of all 3 years. Bidders may copy and reproduce the format provided, expanding if necessary.

E. TECHNICAL & ADMINISTRATIVE REQUIREMENTS

1. Technical Requirements

- **Submitting the Proposal:** Proposals must be received at the California Department of Social Services on or before **Friday May 30, 2003, NO LATER THAN 4:00 p.m.** If delivering the RFP in person or utilizing the services of a mail courier, it is critical that sufficient time be allowed to find street parking and to locate the proper office. Note: CDSS is not responsible for the performance of mail carriers. Postmarks are not acceptable in lieu of receipt by CDSS. In addition, proposals submitted to any other office **WILL NOT BE ACCEPTED.** NO FAX or EMAIL copies will be accepted.

- **PROPOSALS SHOULD BE MAILED DELIVERED TO:**
CA. DEPT. OF SOCIAL SERVICES
OFFICE OF CHILD ABUSE PREVENTION
744 P STREET, MS 19-82
SACRAMENTO, CA 95814 **ATTENTION: RFP 03-06**

OR HAND DELIVERED TO:
CDSS Office of Child Abuse Prevention
1500 5th St. Room 300
Sacramento, CA 95814
Attention RFP 23-06

Additional Requirements:

- An original and four (4) complete copies of the proposal must be submitted.
- All proposals must be submitted on standard 8.5" x 11" white paper, with each page clearly, consecutively numbered (including all attachments) and in the order and format required by this RFP. Secure each copy with clips.
- The Project Narrative description is to be limited to a maximum of **15 double-spaced pages**, and the Information on Bidder to **5 double-spaced pages**.
- Proposals may be typewritten or computer generated using **no smaller than 12-point type**. Do not submit proposals in hardcover binders.

- The proposal must be submitted in the legal entity name of the Prime Grantee. The original copy **Cover Page** of the proposal must be signed by a corporate officer of the agency authorized by the organization. No signature or facsimile stamps will be accepted; only original signatures are acceptable.
- The bidder is solely responsible for any and all costs for developing proposals. These development costs can not to be recovered through the grant.
- If the cooperation, collaboration or subcontracting of other agencies or entities is required for project implementation, copies of any Memoranda of Understanding (MOUs) from those agencies must be submitted.
- Do not include any materials that are not requested in the RFP (e.g. agency brochures or letters of support). Non-requested materials will not be reviewed or returned, nor will they be considered in the scoring of the proposal.

NOTE: SUPPLANTING PROHIBITED. Funds received through RFP 03-06 may be used only to administer and provide services under this proposal. No supplantation of existing funds is allowed, and the contractor or any associated contractors under this grant may not use time or personnel paid under the grant to perform unrelated work for their parent organization. Grant funds must be used to supplement existing funds for program activities and not replace those funds that have been appropriated for the same purpose. If selected for funding, a written certification must be provided to OCAP that the grant funds will not be used to supplant state or local funds. Potential supplanting will be the subject of application review, post-award monitoring, and audit.

2. Information/Questions

Prospective bidders may submit questions by close of business April 30, 2003, regarding this RFP **in writing only** by letter, FAX, or email to:

Susan Rodda, Program Manager
CDSS/OCAP
744 P. Street, MS 19-82
Sacramento, Ca 95814

or: FAX to (916) 323-8103
or: susan.rodde@dss.ca.gov

These questions and their answers will be sent to all bidders who submitted questions, and other bidders who request this information. After April 30, no additional questions will receive any responses.

All proposals submitted become the property of the State of California and will not be returned. The State reserves the right to use any or all of the ideas or information submitted to the State.

Proposals must include all information, documents, statements, letters, etc., required by this RFP. Once proposals are submitted, no additional information will be accepted from

bidders after the proposal due date and time.

III. PROPOSAL SELECTION PROCESS

A. Technical Requirement Review

Each proposal that is received will be screened for completeness and adherence to the technical requirements. No proposals will be returned. Competitive points will be deducted for noncompliance with any technical requirement.

B. Team Review

The Proposal Review Form is attached as Exhibit D. Using this document, all accepted proposals will be reviewed by individuals experienced in one or more of the areas of training and technical assistance, family support, family resource centers, child abuse prevention, child development, infant and maternal health, substance abuse and treatment, home visiting and social services. Proposals will be ranked by the combined score of reviewers.

C. Contingent Approval Notification

Subject to the approval of the Director or delegated representative of the CDSS, and depending upon the funding available, the highest-ranking bidders will be selected and notified. The names of the selected sites will be posted at the Office of Child Abuse Prevention and mailed to all bidders. **All inquiries regarding RFP 03-06 must be directed to:**

Susan Rodda, Program Manager
California Department of Social Services
Office of Child Abuse Prevention
(916) 445-2771

D. Additional Funds/Waiting List

In the event that additional funds become available for this initiative, the CDSS may:

- 1) Augment existing project funds for additional activities; and/or
- 2) Fund additional proposal(s) utilizing the next highest scoring proposals that could not be funded because of funding limitations. Additional project(s) may be funded from this list without further RFP requirements.

E. Appeal Process and Requirements

The funding for all projects selected for funding is contingent pending resolution of any appeals of the selection process used for this RFP. CDSS has the discretion to reject all bid proposals.

- 1) A public notice of the proposed awards will be posted in the OCAP office for five (5) working days after the evaluation of proposals is completed. A protesting bidder(s) has five (5) working days from the date of the posting to protest the proposed award and to inform CDSS. A written Letter of Intent to Protest must be received by CDSS within the five (5) working days posting period. The Letter of Intent to protest may be sent by regular mail, fax, courier, or personal delivery. A postmark will not be accepted as meeting the deadline requirements. The

Letter of Intent to Protest should identify CDSS as the awarding agency, the RFP number, and the CDSS contact person. **If any protesting bidder(s) files a Letter of Intent to Protest the award of the grant, the grants will not be awarded until either the protest has been withdrawn, or CDSS has decided the protest.**

For the purpose of this RFP, the deadline to submit a Letter of Intent to Protest to the CDSS Children and Families Legal Unit is 4:00 p.m. **June 16, 2003**. All Letters of Intent to Protest should be mailed or delivered to:

Mark Ginsberg
Legal Division
California Department of Social Services
744 P Street, MS 4-161
Sacramento, California 95814

Within five (5) working days after filing the **Letter of Intent to Protest**, the protesting bidder shall file, with the aforementioned representative of the CDSS Children and Family Legal Unit, a full and complete written statement specifying the grounds for the protest (detailed protest statement).

Protests shall be limited to the following grounds:

- a) The CDSS failed to include in the RFP a clear, precise description of the work to be performed or the services to be provided, a description of the format which proposals shall follow and the elements they shall contain; the standards the agency will use in evaluating the proposals; the date on which proposals are due and the timetable the agency will follow in reviewing and evaluating them;
and/or
- b) proposals were not evaluated according to the procedures described in the Proposal Evaluation and Selection Process;
and/or
- c) the grant(s) was not awarded to the bidder(s) whose proposal was given the highest score(s) by the evaluation committee;
and/or
- d) the CDSS failed to apply correctly the standards for reviewing the format requirements or evaluating the proposals as specified in the RFP.

No detailed protest statements will be accepted after 4:00 P.M. on June 16, 2002. An oral protest statement will not be accepted, and it is the protesting bidder(s) responsibility to ensure receipt by the date, time and place indicated. A postmark will no be accepted as meeting the deadline requirements.

An information copy of the Letter of Intent to Protest and the detailed protest also must be mailed to:

Susan Rodda, Program Manager
California Department of Social Services

OACAP
744 P Street, MS 19-82
Sacramento, California 95814

Protestors **MUST** submit details of protest no later than five (5) working days after filing the Letter of Intent to Protest. The latest date and time for acceptance of a detailed protest is 4:00 p.m., **June 18, 2003**. An oral protest will not be accepted; and it is the bidder's responsibility to ensure receipt by the date, time and place indicated. A postmark will not be accepted as meeting the deadline indicated.

The CDSS Children and Families Legal Unit representative, upon receipt of a protest, will review the Letter of Intent to Protest and the details of the protest submitted by the protestor and determine the "standing" within five (5) working days of receipt of these documents. Standing is established when the protestor(s) presents specific facts demonstrating that the criteria and priorities as specified within the RFP were not followed in making the funding decision. Standing shall not be granted solely because an appellant disagrees with the points given to their proposal.

If standing is granted, the CDSS Children and Families Legal Unit will forward the material to the CDSS Contracts Bureau, and will notify the protestor in writing. The Chief of the CDSS Contracts Bureau will determine whether the matter will be decided on the basis of written submission or public hearing. The Chief of the CDSS Contracts Bureau will decide the appeals. The decisions rendered by the Chief of the CDSS Contracts Bureau on both the processes used to decide the matter and the resulting decision are final.

If standing is not granted, CDSS will send a Letter of No Standing to the protestor. This decision is final and cannot be administratively appealed.

F. Final Notification and Grant Agreements

Following the announcement of the contingent awards, OCAP staff will contact the proposed grantees and identify what will be necessary to complete and execute a grant award. There will be a period of meetings to develop final grant agreements and refine the project Scope of Work. Grant agreements shall be consistent with CDSS standards to ensure compatibility for evaluation.

If there are no protests, or if the protests are resolved without changes to the proposed grantees, CDSS will process/execute the final grant awards. Once the grant awards are executed, projects may begin to expend funds under the provisions of the grant award.

Small County Initiative 03-06

Community Partnerships in Family Support: Preventing Child Abuse and Neglect

ELIGIBLE COUNTIES PER 2000 CENSUS COUNTIES UNDER 70,000

<u>County</u>	<u>Population</u>
Alpine	1,208
Amador	35,100
Calaveras	40,554
Colusa	18,804
Del Norte	28,100
Glenn	26,453
Inyo	17,945
Lake	58,309
Lassen	33,828
Mariposa	17,130
Modoc	9,449
Mono	12,853
Plumas	20,824
San Bonito	53,234
Sierra	3,555
Siskiyou	44,301
Tehama	56,039
Trinity	13,022
Tuolumne	54,501
Yuba	60,219

STANDARD AGREEMENT TERMS AND CONDITIONS

I. GENERAL PROVISIONS

- A. The Grantee agrees to indemnify, defend and save harmless the State, its officers, agents and employees from any and all claims and losses accruing or resulting to any and all contracts, subcontractors, materialmen, laborers and any other person, firm or corporation furnishing or supplying work, services, materials or supplies in connection with the performance of this grant, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged by the Grantee in the performance of this Agreement.
- B. The Grantee, and the agents and employees of Grantee, in the performance of this Agreement, shall act in an independent capacity and not as officers or employees or agents of the State of California.
- C. The State may terminate this Agreement and be relieved of the payment of any consideration to Grantee should Grantee fail to perform the covenants herein contained at the time and in the manner herein provided. In the event of such termination the State may proceed with the work in any manner deemed proper by the State. The cost to the State shall be deducted from any sum due the Grantee under this Agreement, and the balance, if any, shall be paid the Grantee upon demand.
- D. Without the written consent of the State, this Agreement is not assignable by Grantee either whole or part.
- E. Time is of the essence in this Agreement.
- F. No alteration or variation of the terms of this Agreement shall be valid unless made in writing and signed by the parties hereto, and no oral understanding or agreement not incorporated herein, shall be binding on any of the parties hereto.
- G. The consideration to be paid Grantee, as provided herein, shall be in compensation for all of Grantee's expenses incurred in the performance hereof, including travel and per diem, unless otherwise expressly so provided.
- H. This Agreement shall be governed and construed in accordance with all applicable laws of the State of California, in addition to any cited herein.
- I. This Agreement has no force or effect until signed by both parties and executed.
- J. This Agreement may be terminated without cause by either party by giving thirty (30) calendar days advance written notice by certified mail to the other party. The notification shall state the effective date of the termination.
- K. This Agreement may be amended in writing as agreed by the parties hereto. Specific details concerning amendments are addressed in Article A of this attachment.

- L. Failure by the Grantee to comply with any of the provisions, requirements, or conditions of this Agreement, including, but not limited to, reporting and evaluation requirements, shall be a violation of this Agreement. In such an event, the State may, in its sole discretion, notify the Grantee by certified mail of such noncompliance, nonperformance, or other breach, require remedial action and provide a date by which such remedial action must be accomplished, and/or discontinue reimbursement to the Grantee of an amount to be determined by the State for and during the period in which the Grantee is in violation.

In the event the violation is not remedied to the satisfaction of the State, this Agreement shall be terminated and reimbursement shall not be made for the period of noncompliance. The Grantee shall be notified by certified mail of the immediate termination. The State shall assume no fiscal liability after the termination date referenced in the certified letter.

- M. The State discourages the use of grant funds to purchase equipment. Any equipment, materials, supplies or property of any kind (including publications and copyrights, etc.) which has a single unit cost of at least five hundred dollars (\$500.00) including tax, and has a life of at least four (4) years, and purchased under this Agreement, or through any subcontract, shall be considered capital equipment. Capital equipment shall not be purchased by the Grantee without prior State written approval and shall be the property of the State.

1. With the final report for each grant year the Grantee shall submit an inventory of equipment furnished or purchased under the terms of this Agreement. The inventory shall include a description of the equipment, quantity, cost per unit and date purchased. No capital equipment shall be purchased during the fourth or last quarter of a grant term.
2. At the termination of this Agreement, the Grantee shall provide a final inventory to the State within 45 days of termination and shall at that time ask the State about the State's requirements, including the manner and method of returning said equipment to the State.

II. GRANTEE'S RIGHTS AND RESPONSIBILITIES

The Grantee shall:

- A. Designate an individual to have primary responsibility as a liaison with the State in carrying out the terms of this Agreement.
- B. Provide service in accordance with the Scope of Work made a part hereof by this reference.
- C. Comply with the state OCAP Contract Policies and Procedures and amendments thereto, made a part hereof by this reference.
- D. Promptly provide details of any and all expenditures (including those of subcontractors) under this Agreement when requested by the State.
- E. Maintain all records pertaining to service delivery and fiscal and administrative controls for three (3) years after final payment has been made under the terms of this Agreement, or until all pending county, state and federal audits are completed, whichever is later. Upon request, the Grantee shall promptly make these records available to the State or its representative including the State Auditor.
- F. Acknowledge the state OCAP as the funding agent, in writing, upon all educational and training materials, curricula, audio/visual aids, printed materials, and periodicals developed pursuant to this Agreement and with the prior approval of the State.

If any of the above (excepting video productions) are developed without prior approval from the State it shall be acknowledged thereon that the material does not necessarily represent the views of the OCAP or the California Department of Social Services.

Video productions shall not be undertaken without the full knowledge and written consent of OCAP at initial concept development and throughout production. No expenditures under this Agreement shall be incurred in the design and development of video productions prior to receipt of written OCAP approval.

- G. Ensure that all personnel as described in the Child Abuse and Neglect Reporting Act, Section 11165 et seq. of the Penal Code, are in compliance with the law. The law mandates certain personnel to report known or suspected instances of child abuse. This includes, but is not limited to, any person who is a social worker, or an administrator or presenter of, or a counselor in, a child abuse prevention program. The Grantee shall require each employee, volunteer, or subcontractor is a mandated reporter to sign a statement that he or she knows of the reporting requirements as defined in Section 1165 et seq. of the Penal Code.
- H. Comply with the provisions of Welfare and Institutions Code Section 10850, the CDSS Manual of Policy and Procedures Division 19 regulations, and federal statutes and regulations to assure (in partial summary) that:
 - 1. All records concerning an individual, made or kept by any public officer or agency in connection with the administration of provisions of the Welfare and Institutions Code for which Agreements are provided by this State, will be confidential and will not be

open to examination for any purpose not directly connected with administration, performance, compliance, monitoring or auditing of the Agreement.

2. No person will make public, disclose, use, or cause to be published, disclosed or used, any confidential information pertaining to any person receiving State-funded services.
 3. Persons who serve on a multidisciplinary team may disclose to one another information which is relevant to the prevention of abuse, identification, management, or treatment of any person receiving State-funded services.
 4. Any person knowingly and intentionally violating the provision of this subdivision is guilty of a misdemeanor.
- I. Ensure that no staff or other persons employed with state grant funds will conduct activities intended to influence legislation, administrative rule-making, or the election of public officials during time compensated under this Agreement or with grant funds. Nor may any such persons represent that such activities are being performed under the Agreement. The following guidelines shall be observed:
1. Meetings which include these activities shall not be represented as being prescribed or funded by the State.
 2. Any such meetings or conversations occur during time not compensated under state Agreements. Auditable records shall be kept indicating that the meetings or conversations occurred on personal, dock, vacation or other time not paid for with state funds.
 3. Office space leased, rented, or otherwise acquired with state grant funds shall not be used for any activities prohibited herein.
- J. Make all reasonable efforts to ensure that no conflict of interest exists between its officers, employees, or subcontractors. The Grantee shall make all reasonable effort to prevent employees, consultants, or members of governing bodies from using their positions for purposes that are, or give the appearance of being, motivated by a desire for private gain for themselves or others such as those with whom they have family, business, or other ties.

Officers, employees and agents of clients, counties, districts, and other local agencies are subject to applicable conflict of interest codes and state law, including Section 23-602 (Code of Conduct) of the CDSS Manual of Policies and Procedures.

In the event that the State determines that a conflict of interest situation exists, any increase in costs associated with the conflict of interest situation may be disallowed by the State and such conflict may constitute grounds for termination of this Agreement.

This provision shall not be construed to prohibit employment of persons with whom the Grantee's officers, employees, or agents have family, business or other ties so long as the employment of such persons does not result in increased costs over those associated with the employment of any other equally qualified applicant.

- K. As stipulated in Section 11105.3 of the Penal Code, ensure that no staff, paid or volunteer, are knowingly employed who have been convicted of any sex crime, drug crime, or crimes of violence.
- L. Ensure all services performed and employment practices of the Grantee shall be nondiscriminatory and in accordance with Article B of Exhibit D, Nondiscrimination Clause, which is incorporated herein by reference.
- M. As specified in Section 10353 of California Public Contract Code, every grantee receiving a Standard Agreement in excess of two hundred thousand dollars (\$200,000) shall give priority consideration in filling vacancies in positions funded by the Agreement to qualified recipients of aid under Chapter 2 commencing with Section 11200 of the Welfare and Institutions Code.
- N. Be responsible for the performance of any and all subcontractors in meeting the terms of this Agreement.
- O. As specified in Section 10296 of California Public Contract Code, private Grantees swear under penalty of perjury that no more than one final unappealable finding of contempt of court by a federal Court has been issued against the Grantee within the immediately preceding two-year period because of the Grantee's failure to comply with an order of a federal Court which orders the Grantee to comply with an order of the National Labor Relations Board.
- P. Be responsible to inform the State of any grantee or subcontractor address changes, contract cancellations, or new subcontractors during the course of the Agreement.

III. STATE RIGHTS AND RESPONSIBILITIES

The State shall:

- A. Provide program consultation and technical assistance to the Grantee.
- B. Monitor and evaluate the Grantee's performance, expenditures and service levels for compliance with the terms of this Agreement.
- C. Provide the Grantee with reporting forms and/or formats and time frames for submission of reports.
- D. Evaluate Grantee's annual report for compliance with the terms of this Agreement and provide a written response within thirty (30) calendar days of receipt if the report is determined to be unacceptable.
- E. Review all invoices submitted by Grantee for allowable costs and approve for payment as appropriate, conditioned on the availability of state funds.
- F. Have a royalty-free, nonexclusive, and irrevocable license with respect to any subject data which may be copyrighted throughout the world to translate or use, publish, duplicate or dispose of such data in any manner and for any purpose whatsoever and to have or permit others to do so. Such license shall be only to the extent that Grantee now has, or prior to completion or final settlement of this Agreement may acquire, the right to permit such license without becoming liable to pay compensation to other solely because of such permission.
- G. Retain ownership and have prompt access to any report, evaluations, preliminary findings, or data assembled/developed by Grantee under this Agreement.
- H. Retain the right to modify the program and this Agreement based on the results of its evaluation and review. In addition, the State may use the results in future grant decisions. The evaluation shall include, but is not limited to, Agreement compliance, effectiveness of planning, and program results.

IV. FISCAL PROVISIONS

- A. The maximum amount of this agreement shall be in accordance with the State's "Standard Agreement" Form (Gen 1187), subject to the availability of funds.
- B. Grantee shall maintain accurate and complete financial records of costs and operating expenses. Such records shall reflect the actual cost of services described herein for which reimbursement is requested. Grantee shall submit regular invoices to the State monthly, quarterly, or semi-annually as agreed upon in each program.
- C. Grantee shall maintain contract records in accordance with generally accepted Accounting Principles established by the American Institute of Certified Public Accountants (AICPA).
- D. Upon satisfactory performance of the services provided by Grantee under this Agreement, the State agrees to pay, depending on when the invoices are submitted, monthly or quarterly, in arrears. Payment will be made on the basis of the Budget (Attachment B) made a part hereof by this reference and subject to the availability of funds.

- E. Changes may be made in individual line items in the Budget pursuant to Article 4 of the Budget Guidelines.
- F. Invoices shall be submitted on the State's claim forms, identified herein as SOC 338B (California Department of Social Services Claim for Reimbursement). For private nonprofit organizations, the invoice must be signed by the individual who signed this agreement, or the authorized designee as pursuant to the Authorized Signature Designee Form (Exhibit C). Invoices shall be mailed to the designated OCAP Project Consultant at the following address:

California Department of Social Services
Office of Child Abuse Prevention
744 P Street, MS 19-82
Sacramento, CA 95814

- G. All invoices submitted to the State shall identify the correct Standard Agreement Number assigned to this Agreement. Invoices which do not contain this information will be returned with a request for the Standard Agreement Number.
- H. Final invoices must be submitted within ninety (90) calendar days after the end of each contract year or the termination of this agreement, whichever comes first. Failure to comply with this provision will jeopardize payment unless the Grantee has received written approval of an extension from the State prior to the expiration of the 90 day period.
- I. All private non-profit Grantees shall be responsible for financial and compliance audits of their organization and any subcontractors. The audits shall be made by independent auditors in accordance with generally accepted auditing standards. The audit shall be completed and sent to the State not later than six months after completion of each year of the Standard Agreement. Such audits shall be in compliance with Health and Safety Code, Division 25, Chapter 5, Sections 38040 and 38041.

Audits carried out pursuant to this section must be audits of the entire organization responsible for the project, not an audit of that portion of the organization funded by the State. Grantees that receive twenty five thousand dollars (\$25,000) or more in a State Fiscal Year from any state agency must complete an audit annually. A Grantee that receives less than twenty-five thousand dollars (\$25,000) in a State Fiscal Year from any state agency is required to conduct an audit biennially for Standard Agreements funded with State General Funds.

- J. For Standard Agreements funded with State General Funds, this Agreement is valid and enforceable only if sufficient funds are made available by the Budget Act(s) for the State Fiscal Year(s) applicable to the term of this Agreement.

This Agreement is subject to any additional restrictions, limitations or conditions enacted by the Legislature and contained in the Budget Act(s) or any statute enacted by the Legislature, which may affect the provisions, terms, or funding of this Agreement in any manner.

- K. If the Budget Act(s) does not appropriate sufficient funds for the program, this Agreement shall be invalid and of no further force and effect. In this event the State shall have no

liability to pay the funds whatsoever to the Grantee, or to furnish any other considerations under this Agreement and the Grantee shall not be obligated to perform any provisions of this Agreement. The parties to this agreement may choose to mutually amend this agreement to reflect any legislative delays or reductions in funding.

- L. All Standard Agreements, except for State construction projects, which are funded in whole or in part by the federal Government, will contain a 30-day cancellation clause and the following provisions:
1. It is mutually understood between the parties that this Standard Agreement may have been written before ascertaining the availability of congressional appropriation of funds, for the mutual benefit of both parties in order to avoid program and fiscal delays which would occur if the Standard Agreement were executed after that determination was made.
 2. This Standard Agreement is valid and enforceable only if sufficient funds are made available to the State by the United States Government for the purpose of this program. This Standard Agreement is subject to any additional restrictions, limitations, or conditions enacted by the Congress or any statute enacted by the Congress which may affect the provisions, terms or funding of this Standard Agreement in any manner.
 3. It is mutually agreed that if the Congress does not appropriate sufficient funds for the program, this Standard Agreement shall be amended to reflect any reduction of funds.
 4. The Department has the option to void the Standard Agreement under the 30-day cancellation clause or to amend the Standard Agreement to reflect any reduction of funds.

V. SPECIAL PROVISIONS

OCAP POLICIES AND PROCEDURES

The Office of Child Abuse Prevention (OCAP) has adopted specific policies for the implementation and ongoing support of contracts. The following are OCAP contract policies that will apply to your agency.

1. Project Consultant

A State Project Consultant will be assigned to each grantee. The Consultant will be the primary contact responsible for consultation and assistance to the project. OCAP is dedicated to the successful completion of contract requirements and will assist the Grantee toward that goal. If further program consultation is necessary, the Project Consultant can draw upon a wide variety of program and administrative expertise. Please feel free to ask for assistance from your Project Consultant whenever necessary.

2. Grant Terms

The terms of this grant are concurrent with the period on the Standard Agreement. A grant is not legally in effect until approved by the official State agent and the authorized Grantee agent, a process termed "execution." Grant funds may not be obligated to a period prior to the start date on the Standard Agreement.

3. Grant Monitoring

Grant monitoring is accomplished by a variety of methods. Monitoring can be informal, such as telephone conversations, or formal, such as site visits. During a site visit the Project Consultant may review materials, publications or curriculum used by the project, and all fiscal, group plan or client records developed by the program.

(4-a – added 3/12/98; re-number if you want to use) Advance Payments

Advance payments may be made to private, nonprofit organizations. Public agencies, such as County governments or universities, are not eligible for advance payments.

When the State determines that an advance payment to a community based private nonprofit agency is essential for the effective implementation of a program, it may advance funds to the grantee based on the following:

- a. Advances shall be made only if the State determines that the grantee has modest reserves and potential cash flow problems during start-up activities.
- b. Advances shall not exceed 25% of the yearly grant amount. A grant which exceeds \$400,000, making the potential advance \$100,000 or more must be cleared with the Department of Finance.
- c. Advances must be limited to one each fiscal year.
- d. Advances shall be limited to the minimum amounts needed and shall be timed to be in accord with the actual immediate cash requirements of the recipient organization in carrying out the purposes of the grant.

- e. Each grantee to which an advance has been made shall report actual expenditures monthly to the State, no later than 30 days after the close of the report month.
- f. The grantee shall supply the State with sufficient information to enable a determination based on subparagraphs *a* through *d* above.
- g. Any interest earned by the grantee from deposit of the advance funds to an interest-bearing account shall be returned to the State of California.

A request for an advance shall be written on agency letterhead. This request must specify the amount requested and provide a justification for the request. The State will assess the project's actual immediate cash needs in fulfilling the requirements of the grant and limit the advance to the amount needed. Advances may be requested only after the Grant Award has been fully executed.

Recovery or liquidation of the advance will take place during the grant year according to a schedule determined by the State. The advance must be fully liquidated before the end of the grant year.

4. Line Item Transfers

Changes to the line-item budget may be made within a funding year provided the Grantee adequately documents the need for change, all of the following requirements are met and CDSS approves the changes in writing:

- a.) Adjustments in the aggregate to any individual line item cannot exceed \$20,000 (or 10 percent, whichever is less) of the grant maximum;
- b.) The total amount of the grant does not change;
- c.) Grantee shall submit a written request to the state project consultant for budget/program modification, explain the need for change(s) and specifically identify the item(s) to be reduced or increased;

and

- d.) The State approves such change(s) in writing prior to implementation. The State reserves the right to deny requests for reimbursement in excess of any line item in the budget.
- e.) Any budget change not meeting the above conditions shall be made by amendment to the grant.

5. Grant Amendments

Grant Amendments are required for (a) budget changes outside the limits of line item transfers, (b) new budget line items, (c) changes to the grant term or allocation, (d) changes to the "MEASURABLE OBJECTIVES" in the Scope of Work, or (e) any other substantive changes as determined by the State.

Amendments to the grant must be initiated in writing by either the State or the Grantee

and must be approved in writing by both parties. Actual implementation of the proposed changes cannot occur prior to the effective date of the amendment. Reimbursement will not be made for services provided before an amendment is executed.

Amendments require the same approval process as the original grant and take approximately six (6) to eight (8) weeks to execute. It is unproductive to amend a grant late in the grant period. Therefore, Grantees are encouraged to anticipate the need for an amendment and to discuss it with the Project Consultant as early in the grant term as possible.

6. Subcontracts

Grantees are required to provide a copy of subcontracts to the State, but these subcontracts are not subject to written approval from the State.

If the subcontract is for any amount over two thousand five hundred dollars (\$2,500) or ten percent of the grant, whichever is less, the subcontract must be approved in writing by the State prior to reimbursement. Subcontracts for less than the two thousand five hundred dollars (\$2,500) or the ten percent amount as stated above, must be included in the Budget but do not require State approval. The use of this type of subcontract must be justified by the Grantee at the negotiation session. The State reserves the right to request a copy of any such subcontract.

7. Costs

The State will pay for the reasonable cost of activities specified in the Scope of Work, and set forth in the Budget. This includes the administrative costs directly associated with such activities. Payment will be made for such costs as salaries, employee benefits, travel, office space, phone and utility expenses, and the operating expenses of subcontracts complying with the provisions of this grant.

8. Conferences

The State will not reimburse costs associated with conference organization or sponsorship unless the Grantee requests and receives State's prior written approval of agenda and cost items.

9. Cash/In-kind Match

Match is any contribution to total project cost that is not paid for by State funds and demonstrates a Grantee's fiscal commitment to the project. RFP 03-06 does not require a cash or in-kind match.

10. Invoices

Grantees will be reimbursed for services provided in accordance with the grant through the invoice process. Invoices will be submitted on a monthly, quarterly or semi-annually in-arrears basis as indicated in the grant or by agreement between the grantee and the State. Invoices must be submitted on SOC 338B (Claim for Reimbursement) and must be

consistent with the grant budget.

Minor corrections on invoices, such as mathematical errors, may be made by the State. Invoices that require major corrections such as improper completion of the invoice, invoices without authorized signatures, or invoices which have been altered by correction tape or whiteout will not be processed and will be returned to the Grantee with an explanation of the problem. This may delay payment of the invoice.

Program reports, Quarterly reports, and data forms completed and submitted as specified in the grant from the Grantee are an integral part of the State requirements. Completion of annual reports and data forms is the Grantee's responsibility. Invoice payment will be conditioned upon the timely receipt by the State of acceptable reports or data forms. If acceptable reports or forms are not received or a request for extension of a due date has not been granted by the State, invoices will not be processed and will be returned to the Grantee.

The State invoice payment process is complex. The process for payment of invoices takes approximately sixty (60) calendar days. A monthly, quarterly or semi-annually in-arrears invoicing process has been established to maintain a consistent cash flow for the Grantee. This process depends on the availability of state funds as well as on the Grantee's submitting invoices on a regular basis as soon as possible after each month or quarter ends.

If the Grantee submits invoices well after the month, quarter or semi-annual period ends, fails to submit invoices on a regular basis, submits invoices for several months as one, or fails to provide acceptable quarterly report data forms, a cash flow problem may result for the Grantee. No provision will be made for special problems that may result for the Grantee. No provision will be made for special handling of invoices submitted outside of a regular monthly or quarterly in-arrears basis. All such invoices will be processed in the regular manner. It is, therefore, to the Grantee's advantage to submit invoices on a timely basis.

NOTE: Invoices are due to the OCAP Program Consultant the 10th working day following the period to be invoiced.

11. Travel

Reimbursement for transportation and per diem costs to persons who are not State employees shall not exceed Department of Personnel Administration reimbursement rates for State employees (Attachment E). The grantee will be notified of changes in the current rates at the negotiation session. No expenses for out-of-state travel will be allowed unless they are identified in the approved Budget as a separate line item.

12. Grievance Procedure

If a Grantee disputes an OCAP action regarding performance under this grant, the Grantee shall provide a written dispute notice to OCAP within fifteen (15) calendar days after the date of OCAP's action.

The written dispute notice shall contain the following information:

- a.) The matter under dispute.
- b.) The reason(s) Grantee believes the action of OCAP to have been in error.
- c.) Identification of all documents and substance of all oral communication which supports Grantee's position.
- d.) The dollar amount in dispute (if applicable).

Upon receipt of the written dispute notice, OCAP will examine the matter and issue a written decision to the Grantee within fifteen (15) calendar days.

The written decision of OCAP shall contain the following information:

- a.) A description of the dispute.
- b.) A reference to pertinent grant provisions.
- c.) A statement of the factual areas of agreement or disagreement.
- d.) A statement of OCAP's decision with supporting rationale.

This decision of OCAP shall be final unless within thirty (30) days from the date of receipt of OCAP's final decision, the Grantee files with CDSS a notice of appeal addressed to:

California Department of Social Services
Attn: Chief, Office of Child Abuse Prevention
744 P Street, MS 19-82
Sacramento, CA 95814

The Chief of OCAP shall immediately forward the notice of appeal to the Office of Administrative Hearings, Department of General Services, which will then conduct a formal administrative appeal process pursuant to Health and Safety Code Section 38057.

ATTACHMENT D

BUDGET GUIDELINE

The budget component of the RFP consists of a Budget Summary, Budget pages and a Budget Narrative. The Budget forms will be found in Exhibit B. The purpose of these guidelines is to outline the content of the line item budget and to explain the use of each part. Please review this information before completing the budget forms. This information reflects, and in some cases, expands upon the fiscal guidelines in the Standard Agreement Terms and Conditions.

BUDGET DETAILS AND POLICIES

A. PERSONNEL SERVICES AND BENEFITS

Personnel services and benefits must be detailed on the Personnel section of the Budget forms for each program year and the totals brought forward to the Budget Summary. Personnel costs include benefits.

- 1) List all personnel associated with and paid by the project. If a specific credential or educational level is necessary for a job assignment, please identify it in the Budget Narrative.
- 2) The project staff must devote enough time to the project to accomplish the objectives and provide assurance of adequate support in all areas. If proposed project staff are already committed for a percentage of time to other efforts please disclose that percentage of time in the Budget Narrative.
- 3) If there are additional staff associated with the project but paid (or time donated) by other sources, add them to the list and detail costs under the "Match" column.
- 4) For purposes of this RFP, project staff designated as working on a "full time equivalent" basis must work at least 35 hours per week.
- 5) List the cost detail of all fringe benefits.
- 6) Mid-year salary rate adjustments are possible provided that the salary range is identified in the narrative section of the Personnel Budget. Grant amendments providing solely for the increase in salary levels shall not be permitted.

B. SUBCONTRACTS

A subcontract results when a grantee issues an agreement for services with another party. Subcontracts over two thousand five hundred dollars (\$2,500) or ten percent of the total grant amount, whichever is less, require prior written approval from OCAP. The use of subcontracts shall be justified in the Project Narrative and the Budget Narrative.

The prospective grantee is responsible for the work of any subcontractor. Subcontracts are subject to the same provisions as the prime grant agreement and should therefore contain written reference to the provisions of the prime grant agreement. Pursuant to Section 10532 of the Government Code, all subcontracts must contain a clause that notifies the subcontractor that they must make their records available to examination and audit of the Auditor General for (3) years after final payment.

C. OPERATING/EQUIPMENT EXPENSES

Operating/equipment expenses must be outlined in detail in the Budget Narrative and the totals carried forward to the Budget Summary.

1) Travel

Travel and per diem rates are established and periodically adjusted by the State Department of Personnel Administration. Proposed reimbursable expenditures for travel may not exceed those ceilings. A copy of these rates is provided in Attachment D.

Expenses for Out-of-state travel will not be allowed without prior written approval by CDSS.

Bidders should include expenses for travel to Sacramento. Sacramento travel plans will include participation in 2 meetings per year with OCAP staff. (Note: If funds are available, additional meetings may be scheduled.)

2) Space

Estimated costs for space may be based on the full or prorated amount expected to be paid in rent. Where the facility is owned by the prospective grantee, costs may be reimbursed on the basis of depreciation or a use allowance. When space is rented, indicate whether the charge also provides for services such as utilities or parking.

3) Capital Equipment

Except in unusual cases, OCAP will not purchase, or provide for the lease/purchase of capital equipment. Equipment should be provided by the prospective grantee. "Capital equipment" is defined as any equipment, materials, supplies, or property of any kind (including publications, copyrights, etc.) which have the following characteristics:

- a) A unit cost of five hundred dollars (\$500) or more including tax;
- b) A normal useful life of more than four years.

However, if approved in writing by OCAP, after a written request has been submitted with adequate justification, capital equipment may be purchased with grant funds. The justification must be based on clear demonstration that the equipment is essential to project success and must document efforts that have been made to secure the needed item(s) from other than CDSS sources. Any capital equipment purchased with grant funds becomes the property of the State of California upon completion of the grant.

4) Equipment Rental

The amount expected to be paid for the rental of equipment may be included in the budget.

5) Consumable Supplies

Items such as paper, forms, folders, pens, pencils, etc.

6) Printing

Costs incurred specifically for the program are allowable and include printing, photocopying and other reproductive services.

7) Communication

It is expected that all grantees will have telephone, telephone conferencing, and email capabilities. This category includes telephones, fax, computers (email), postage, etc. State type of service to be provided, number of telephones, basis for payment, etc.

8) Utilities

Utilities that are not provided with space rent or use, such as power, water, electricity, gas, etc.

9) Indirect Costs

Indirect costs are strongly discouraged. All components of indirect costs must be detailed by line item. Any use of indirect costs must be justified in the Budget Narrative. OCAP typically will not approve indirect costs in excess of 10% of the total grant.

10) Other Expenses

Any expenses not covered in the above categories must be fully explained and justified.

(a) Professional Development

Training of personnel can be considered for inclusion under Other Operating Expenses, depending on the nature of the contract and the type of training involved. Examples of the type of training OCAP would consider acceptable would be the training of volunteers and auxiliary personnel to perform certain objectives, or training of professionals in a specific program area to further their expertise. Training for the specific purpose of maintaining license/certificate requirements is considered either the professional's responsibility or an indirect cost associated with the overall operation of the agency.

C. AUDIT

Grantees are expected to provide a copy of any annual audit of their agency or prime sponsor. Funds may be allocated to pay for the project's fair (proportional) share of audit expenses.

D. GRANTEE CONTRIBUTION/MATCH

No specific match amount is required for this contract. However, bidders are expected to provide support and/or other relevant services under other funding sources. Funding for these services is to be noted in the Match column of the Budget. Match is any contribution to the total project cost that is not paid for by funds of the CDSS and demonstrates any organization's fiscal commitment to the project.

E. BUDGET FORMAT AND SUMMARY

EXHIBIT B is the format for all budgets. The proposal should contain 4 budgets that cover the time periods/Fiscal years of the grant. One "Budget Summary" should summarize expenses for all of the projected grant years.

- 1) All Project Years (10/1/03-9/31/06) Budget Summary
- 2) Year I: (10/1/03 – 9/31/04)
- 3) Year II (10/01/04-9/31/05)
- 4) Year III: (10/1/05 – 9/31/06)

F. BUDGET NARRATIVE

Briefly explain and link the amount of funding requested to the costs associated with each item. This is used to justify costs. Bidders may submit a narrative developed in-house. All costs of each line item must be identified, where appropriate, and must match totals quoted in the Budget Summary.

- 1) Briefly describe how the project's proposed budget supports the stated program design and provides maximum support to the projects during each stage of the evaluation process.
- 2) Provide detail on each budget line item.
- 3) Present justification for any unusual expenditures.
- 4) Show how funds augment but do not supplant existing funding.
- 5) Identify services and estimated match provided from other funding sources.

ATTACHMENT E

**TRAVEL AND PER DIEM GUIDELINES
(REVISED 5/1999)**

California State Travel Program
Non-Represented Employees

Short Term Travel - Commercial Reimbursement Rates - In-State

Applicable when State business requires an overnight stay and the employee uses a good, moderately priced commercial lodging establishment (hotel, motel, bed and breakfast) that caters to the short term traveler, and for day trips of less than 24 hours that do not include an overnight stay. **KEEP YOUR RECEIPTS.**

Lodging

With a receipt, up to \$79.00 plus tax.

Meals and Incidentals (each 24 hour period)

Breakfast, actual to	\$ 6.00
Lunch, actual to	\$ 10.00
Dinner, actual to	\$18.00
Incidentals, actual to	\$ 6.00

Time Frames

First Day:

Trip of more than 24 hours:		
Trip begins at or before 6:00 a.m.,	--	may claim breakfast
Trip begins at or before 11:00 a.m.,	--	may claim lunch
Trip begins at or before 5:00 p.m.,	--	may claim dinner

Fractional Day after 24 hours of travel:

Trip ends at or after 8:00 a.m.,	--	may claim breakfast
Trip ends at or after 2:00 p.m.,	--	may claim lunch
Trip ends at or after 7:00 p.m.,	--	may claim dinner

Fractional Day Trip of less than 24 hours of travel:

Trip must begin at or before 6:00 a.m. and end at or after 9:00 a.m., in order to claim breakfast.

Trip must begin at or before 4:00 p.m. and end at or after 7:00 p.m., in order to claim dinner.

No lunch or incidentals may be claimed.

NOTE: Full meals included in airfare, or hotel and conference fees, or otherwise provided may not also be claimed for reimbursement. The same meal may not be claimed more than once on any date. Continental breakfasts of rolls, coffee and juice are not considered full meals.

Receipts are not required for regular travel meals or incidentals.

Mileage Reimbursement Rates

All privately owned vehicle mileage driven on State business is subject to advance approval by the appointing authority. The rate claimed shall be considered full reimbursement for all costs related to the operation and maintenance of the vehicle, including both liability and comprehensive insurance.

Automobile	31 cents per mile
Special vehicle with certification up to	37 cents per mile
Private aircraft up to	50 cents per mile
Bicycle up to	4 cents per mile

If dropped off and picked up at a common carrier and no parking expense is claimed, mileage to and from the common carrier may be claimed at the above appropriate rate times twice the number of miles you actually occupy the vehicle (pays for each round trip).

Projects may use their own travel expense claim forms.

If local mileage reimbursement rates differ from State rates, grantees may augment the rate by other funds, but may only reimburse up to the State level.

**OFFICE OF CHILD ABUSE
PREVENTION**

**EXHIBIT A
SCOPE OF WORK**

**GRANT NUMBER
GRANTEE**

Small County Initiative 03-06

GRANT PERIOD 10/1/03-9/30/06

GOAL 1: Recruitment and commitment of Key Stakeholders on planning, development, and implementation of project.

OBJECTIVES	ACTIVITIES	TIME FRAME	EVALUATION OF PROGRESS

GOAL 2: Community Involvement, Engagement, and Networking

OBJECTIVES	ACTIVITIES	TIME FRAME	EVALUATION OF PROGRESS

GOAL 3: Commitment to systemic Change

OBJECTIVES	ACTIVITIES	TIME FRAME	EVALUATION OF PROGRESS

GOAL 4: Improve and Expand outreach to Isolated and Special Needs Populations

OBJECTIVES	ACTIVITIES	TIME FRAME	EVALUATION OF PROGRESS

GOAL 5: Program Evaluation

OBJECTIVES	ACTIVITIES	TIME FRAME	EVALUATION OF PROGRESS

Exhibit C

**OFFICE OF CHILD ABUSE PREVENTION
REQUEST FOR PROPOSALS: 03-06
Small county Initiative II
Community Partnerships in Family Support: Preventing Child Abuse & Neglect**

PROPOSAL COVER

**To: Susan Rodda, Program Manager
OCAP RFP 03-06
744 P Street, MS 19-82
Sacramento, California 95814**

Subject: OCAP Request for Proposals 03-06

From: _____
Name of organization submitting proposal

Address: _____

County: _____

Contact Person: _____ **Phone:** _____

Fax: _____ **EMAIL:** _____

Signature of Organization's authorized agent

List Subcontractors/collaborators:

Please use this form as the top page of the proposal

Office of Child Abuse Prevention
Scoring for RFP OCAP 03 - 06

APPLICANT _____

IDENTIFYING NUMBER _____

Basic Proposal Maximum Possible Points: Total Points scored ____ Deductions ____ Final Score ____

I. ELIGIBILITY/MANDATORY REQUIREMENTS

If NO is the response to ANY of these requirements, the proposal is not eligible for funding consideration.

- a. Letter of Interest received? ___ Yes ___ No
- b. Was Proposal received by REQUIRED TIME AND DUE DATE? ___ Yes ___ No

Proposal Accepted _____

Proposal Rejected _____

II. TECHNICAL REQUIREMENTS

A 5-point reduction in applicant's total score will be taken for each item that is either missing or not completed as identified below (see Exhibit F – RFP Checklist – for requirements):

- a. Are all required administrative documents completed? ___ Yes ___ No # deducted ___
If no, which document(s) is missing? _____
(Deduct 5 points for each missing document)
- b. Is the proposal typewritten or computer-generated with characters no smaller than 12-point type? ___ Yes ___ No
- c. Is the proposal on 8.5" x 11" paper? ___ Yes ___ No
- d. Is the proposal double spaced as required? ___ Yes ___ No
- e. Is the proposal narrative no longer than 15 pages? ___ Yes ___ No
- f. Are all required budgets completed? ___ Yes ___ No
- g. Is there a budget narrative? ___ Yes ___ No

EXHIBIT D

3/21/03
OCAP 03-06

OFFICE OF CHILD ABUSE PREVENTION

**REQUEST FOR PROPOSALS: SMALL COUNTY INITIATIVE; COMMUNITY PARTNERSHIPS IN FAMILY SUPPORT 03-06
PROPOSAL RATING MATRIX**

MAXIMUM POINTS: 225

HIGHEST SCORE: 31-40 = MAKES A STRONG CASE	MIDDLE SCORE: 21-30 = MAKES AN ADEQUATE CASE	MIDDLE SCORE: 11-20 = MAKES A SERIOUSLY LIMITED CASE	LOW SCORE: 1-10 = FAILS TO MAKE A CASE	DOES NOT ADDRESS ISSUE= 0
<p>I. EXPERIENCE/BIDDER'S QUALIFICATIONS Credibility of organization is fully established. Organization demonstrates high levels of collaborative efforts county-wide. Organization has wide background in working with target communities and organizations. Organization shows dedication to system change. Demonstrates clear understanding of Community Partnerships.</p>	<p>I. EXPERIENCE/BIDDER'S QUALIFICATIONS Credibility of organization is established. Organization demonstrates moderate collaborative experience. Organization has limited background in working with target communities and organizations. Organization has moderate dedication to system change. Demonstrates moderate understanding of Community Partnerships.</p>	<p>I. EXPERIENCE/BIDDER'S QUALIFICATIONS Credibility of organization is not well established. Organization demonstrates limited collaborative experience. Poor background in working with target communities and organizations. Limited dedication to system change. Demonstrates limited understanding of Community Partnerships.</p>	<p>I. EXPERIENCE/ BIDDER'S QUALIFICATIONS Fails to establish credibility of organization. Organization does not demonstrate collaborative experience and ability to work with target communities. Organization does not demonstrate dedication to system change. Demonstrates poor understanding of Community Partnerships.</p>	<p>I. EXPERIENCE/ BIDDER'S QUALIFICATIONS Insignificant or no mention of most issues.</p>
<p>II. UNDERSTANDING OF OCAP PROGRAMS AND APPROACHES Demonstrates high technical and programmatic understanding of key OCAP programs. Knows philosophical and research underpinnings. Understands quality assurance issues.</p>	<p>II. UNDERSTANDING OF OCAP PROGRAMS AND APPROACHES Demonstrates some technical and programmatic understanding of key OCAP programs. Some knowledge of philosophical and research underpinnings. Some understanding of quality assurance issues</p>	<p>II. UNDERSTANDING OF OCAP PROGRAMS AND APPROACHES Demonstrates low technical and programmatic understanding of key OCAP programs. Limited knowledge of philosophical and research underpinnings. Limited understanding of quality assurance issues as they relate</p>	<p>II. UNDERSTANDING OF PROGRAMS AND APPROACHES Unable to demonstrate technical and programmatic understanding of key OCAP programs. Poor knowledge of philosophical and research underpinnings. Poor understanding of quality assurance issues.</p>	<p>II. UNDERSTANDING OF OCAP PROGRAMS AND APPROACHES Insignificant or no mention of issue.</p>

EXHIBIT D

3/21/03
OCAP 03-06

31-40 =MAKES A STRONG CASE	21-30 =MAKES AN ADEQUATE CASE	11-20= MAKES A LIMITED CASE	1-10 = FAILS TO MAKE A CASE	0=DOES NOT ADDRESS ISSUE
<p>III. ABILITY TO IMPLEMENT QUICKLY Key staff in place or easily accessed to begin project. Collaborative relationships in place to facilitate immediate implementation.</p>	<p>III. ABILITY TO IMPLEMENT QUICKLY Key staff not in place but easily accessed to begin project. Some collaborative relationships in place.</p>	<p>III. ABILITY TO IMPLEMENT QUICKLY Key staff not in place or easily accessed to begin project. Limited collaborative relationships in place.</p>	<p>III. ABILITY TO IMPLEMENT QUICKLY Key staff not in place and no access to begin project. No collaborative relationships in place.</p>	<p>III. ABLE TO IMPLEMENT QUICKLY Insignificant or no mention of issue.</p>
<p>IV. IMPLEMENTATION PLAN Realistic estimates of jobs to be done and staff time required. Strong knowledge outreach and networking strategies. Effective plan to cover county, including isolated/rural populations. Includes ideas/features that are not required but strengthen design.</p>	<p>IV. IMPLEMENTATION PLAN Realistic estimates of jobs to be done. Some knowledge of outreach and networking strategies. Less thorough plan to cover county, including isolated/rural populations. Limited ideas/features that are not required but strengthen design included.</p>	<p>IV. IMPLEMENTATION PLAN Unrealistic estimates of jobs to be done. Limited knowledge of outreach and networking strategies. Limited plan to cover county, including isolated/rural populations. Does not include ideas/features that are not required but strengthen design.</p>	<p>IV. IMPLEMENTATION PLAN Unable to estimate jobs to be done. Poor knowledge of outreach and networking strategies. Poor/no plan to cover county, including isolated/rural populations. Does not include ideas or features that are not required but strengthen design.</p>	<p>IV. IMPLEMENTATION PLAN No mention or estimate of jobs to be done.</p>
<p>V. REQUIRED DOCUMENTS Budget and Budget Narrative completed correctly. Budget is reasonable with no inappropriate costs and demonstrates high understanding of program requirements. Narrative clearly describes activities, products and time lines. All required documents included.</p>	<p>V. REQUIRED DOCUMENTS Budget and Budget Narrative completed correctly. Budget is reasonable and demonstrates understanding of program requirements. Narrative describes activities, products and time lines. All required documents included.</p>	<p>V. REQUIRED DOCUMENTS Budget and Budget Narrative not completed correctly. Budget contains inappropriate costs and demonstrates limited understanding of program requirements. Narrative is limited in describing activity, products and time lines. One or more required documents omitted.</p>	<p>V. REQUIRED DOCUMENTS Budget and Budget Narrative not completed correctly and incomplete. Budget contains inappropriate costs, errors and demonstrates poor understanding of program requirements. Narrative is poor in describing activities, products and time lines. One or more required documents omitted.</p>	<p>V. REQUIRED DOCUMENTS Most required documents omitted.</p>

EXHIBIT D

VI. MAKES A STRONG CASE: 13-25 PTS.	VI. MAKES A LIMITED CASE: 1-12 PTS.	VI. NO APPARENT ASSOCIATION – 0 PTS.
Current community collaborative efforts Is currently Involved in strong collaborative efforts	Current community collaborative efforts Has been involved in collaborative efforts in the past,	Current community collaborative efforts Had limited experience with or Is not currently in collaborative efforts.

MATRIX SCORING:

SECTION	I. EXPERIENCE/ QUALIFICATIONS	II. UNDERSTANDING OF OCAP PROGRAMS AND APPROACHES	III. ABILITY TO IMPLEMENT QUICKLY	IV. IMPLEMENTA TION PLAN	V. REQUIRED DOCUMENTS	VI. COLLABORATI ON	TOTAL ALL SECTIONS
SCORE							

EXHIBIT E-1

Below is an excerpt from the National Center on Child Abuse and Neglect (NCCAN) Cross-Site Evaluation Report. //Evaluation of Nine Comprehensive Community-Based Child Abuse and Neglect Prevention Programs//. CD-23923 CSR, Inc., Washington, DC. Technical Report 66 pp. Copyright **November 1996 Publication Information:** CSR, Inc., Washington, DC **Distributed by:** Clearinghouse on Child Abuse and Neglect Information, 330 C St., SW, Washington, DC 20447 (800) 394-3366 Fax: 703 385-3206 nccanch@calib.com <http://www.calib.com/nccanch/>

This excerpt summarizes the findings of an evaluation of nine demonstration projects funded by NCCAN to promote community collaboration for comprehensive program development. NCCAN requested that the projects involve public awareness programs about positive parenting techniques; prenatal health care and parenting education for new parents; support services for at-risk parents; school-based prevention education for children; linkages between domestic violence and child abuse programs; therapeutic services; and substance abuse prevention. Emphasis was placed on community representation and public and private partnerships for program planning and implementation. The report describes the approach used by each program, barriers faced, and success with institutionalization. Difficulties with data collection and program evaluation are highlighted. The most effective programs were found to have a high degree of involvement and ownership by the community; a community-based advisory council; and focus on family and community strengths. Successful programs also began with limited activities while working toward a larger objective.

VITAL PROGRAM ELEMENTS

The experiences of the nine NCCAN projects strongly support the finding that the following program practices are important ingredients in community-based prevention programs: emphasizing community involvement and ownership, employing a positive approach, starting on a small scale, and implementing a strong evaluation and using it as a program management tool.

Be of the Community, Not Just in the Community

Community collaboration and ownership must be an integral part of a project's design. Community residents and community-based organizations must contribute ideas and be involved in choosing, designing, and implementing services throughout the life of the project so the project reflects community values and norms as well as addresses the real needs of the community. Community organizations must be enlisted as collaborators to avoid service fragmentation and to enhance rather than duplicate existing resources. The projects found that achieving the necessary collaborative relationships required them to stress, from the beginning, that they were a collaborative effort; to emphasize the resources that the community already had; and to strive to enhance the use of the existing resources. The nine projects implemented the following strategies for achieving community collaboration and ownership and encountered several barriers to be overcome.

Use a Community-Based Advisory Council. — All the projects reported that the development of and ongoing commitment to an independent community-based advisory council or task force was a key element in achieving community cooperation, involvement, and ownership. These advisory councils were responsible for guiding and monitoring all project activities, and they helped to ensure that communities were involved in making decisions about the projects' interventions. The projects used the following strategies to create effective advisory councils:

EXHIBIT E-1

- Require members to participate in developing goals and objectives, ask them to take responsibility and, in some cases, share the costs for at least one objective;
- Maintain a strong commitment to empowering other community agencies to better coordinate and deliver services to the community;
- Include members from all levels of organizations, not just executive directors;
- Include parents and community members who are not staff with other agencies;
- Develop a spirit of camaraderie and gain cooperation through annual weekend retreats; and
- Require members to attend a mandatory number of meetings to remain in good standing.

Reflect Community Characteristics.— Another element critical to programmatic success was that the project interventions, staff, evaluation methods, and program implementation and adaptation acknowledged the cultural, linguistic, and social uniqueness and characteristics of the target communities. The projects found that it was advantageous to hire staff indigenous to the community, people who were known to the community and who had community organizing and outreach skills. These individuals shared the experiences of the target populations they lived in the same neighborhoods, were ethnically and socially compatible with the target populations, and knew what would be successful. The projects often hired people who "graduated" from the project itself because these individuals were accepted by the families in the community and knew how the target community was likely to respond to the interventions. The projects also confirmed that curricula developed for parenting education and for school-based programs must be culturally appropriate. When a curriculum fostered cultural awareness and pride among participants, it met with greater acceptance and appeared to have more impact.

Develop Partnerships by Crossing Boundaries.— Becoming an integral part of the target community often required crossing agency and hierarchical boundaries. It required attitude shifts on the part of staff, community organizations, neighborhoods, and families. Staff had to move beyond understanding their role as experts to thinking of themselves as partners with the families and with other organizations. Community residents and families had to shift from being recipients of services to being participants in the program's design and implementation. One project included, as part of the program structure, periodic focus group discussions with various groups of parents (e.g., working parents, teenage parents, new parents, and low-income parents) to find out what the parents' concerns and needs were and the best ways to address them. Another project maintained its collaborative structure by not becoming an incorporated entity; member organizations served as fiscal agents for the collaborative's funding, and decisions were reached through the consensus of all collaborative members.

Devise Creative Strategies.— The NCCAN projects used many other creative ways to involve the communities and enhance community ownership. These included the following strategies:

- Awarding mini-grants to grassroots community-based organizations to enable the organizations to provide needed community services and activities;
- Using community volunteers in neighbor-to-neighbor approaches, town meetings, cable television programs, parent support groups, community events, and conferences planned and implemented by local youth;
- Developing close collaborations or partnerships with organizations that the target communities held in high esteem and that could vouch for the project;
- Establishing partnerships with and placing services in local schools and churches;

EXHIBIT E-1

- Obtaining donations and involvement from the local business community;
- Co-sponsoring community events and other programs with community organizations, especially those providing positive family experiences at little or no cost to participants;
- Participating in community referral networks, including agencies involved with the task forces or advisory councils;
- Employing a sensitive, friendly approach in all contacts with community organizations;
- Making all project activities easily accessible to the target community and including transportation and/or child care; and
- Addressing pressing needs of the target families, such as food, housing, laundry, and recreation.

Use Patience and Consistency in Overcoming Barriers.— In many economically stressed communities, service providers jealously guard their turf and fiercely compete for limited resources. In addition, community residents often are distrustful of new programs because they have seen many programs come and go due to the vagaries of funding. In some cases, the NCCAN projects found that the community distrusted the grantee organization (i.e., they perceived insensitivity to or lack of involvement in important community issues), which hampered their ability to implement and operate their programs. Finally, the projects found that the involvement of some community agencies often depended on the interest, personality, and contacts of particular individuals in the agencies; if those individuals left or their interest or availability decreased, the involvement of that agency ceased. These factors made collaboration a slow process that required patience, time, consistency, and a constant focus on visibility and credibility in the community. In addition, some projects decided to refrain from implementing services until they were certain they could provide them on a long-term basis, so as not to exacerbate community suspicions about the "fly-by-night" nature of social service programs. These factors presented barriers to the projects in achieving their long-term goals.

Emphasize the Positive

The NCCAN projects found that positive programming that identified and built on family and community strengths was more effective than prescriptive approaches. The following strategies were used to emphasize the positive.

Use a Positive-Sounding Name.— The NCCAN projects confirmed that a positive approach began with their project name. They found that they had to avoid using a name that contained the term "child abuse" because many people would not associate with a program with such a name. They also had to avoid using the term "prevention" in their names because people would wonder what the program intended to prevent. Many of the grantees recast their names to more positive forms that connoted support and collaboration. Projects began using such names as "Project Maine Families," "Families First," "Family Support Initiative," and "I CARE." The name changes indicated a broadening of the programs' focus—from preventing child abuse to providing support for the entire family. The projects viewed this shift as a critical step toward achieving their goals and objectives within their communities.

Recognize and Build on Community Strengths.— The projects emphasized that even at-risk, highly stressed communities had strengths and resources that could support the projects' efforts. Although it may have required concerted efforts to uncover these strengths, the payoff in

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community empowerment made the efforts worthwhile. Community strengths brought out by the projects included:

- (1) strong neighbor networks built on the sharing of a cultural background;
- (2) energetic and dedicated volunteers who were determined to make a difference in their communities;
- (3) struggling families who cared deeply about raising healthy children;
- (4) influential and respected community leaders who believed in the importance of family issues; and
- (5) vibrant and creative community organizations (e.g., churches, health centers, drug treatment programs, Head Start programs, and social service agencies) that were providing urgently needed services under difficult conditions. Recognizing and accessing these community resources was critical in establishing effective projects.

Provide Family Recreational Opportunities.— The projects found that incorporating fun and recreational events geared toward the entire family into their programs was essential to building program participation and achieving program goals. People were not likely to participate in activities that were held in a place where they were uncomfortable (e.g., many target parents did not feel comfortable in schools), nor were they likely to attend programs that focused on difficult topics such as disciplining children, unless there were opportunities for enjoyment and relaxation. Project staff found that sharing fun and laughter strengthened their bonds with the families and enhanced their sense of community. These events also encouraged growth of informal friendships and development of stronger social networks, which decreased the social and geographical isolation that often correlated with child maltreatment.

Anticipate Potential Negative Consequences.—The projects' efforts sometimes were sabotaged in unanticipated ways. For example, public service announcements about child maltreatment raised public awareness about child abuse but, in some cases, upset children or created a judgmental atmosphere about "good" and "bad" parents that drove parents away from the programs. Several projects held activities in local schools, believing that the schools were a convenient, familiar, and comfortable location, but some found that target parents were uncomfortable in schools and avoided the projects' activities because of their own unpleasant experiences as students. Finally, CSR's findings suggest that the involvement of the local police department and the presence of police officers at project activities helped families in some communities feel safer and thus increased program participation but, in other communities, drove away families who felt uncomfortable with or suspicious of the police.

Think Big and Start Small

Implementing comprehensive community-based prevention programs such as the nine NCCAN projects was a complex undertaking. Developing relationships with community organizations and families required a great deal of time, patience, and persistence. The projects found that it was necessary to "think big and start small" so that goals would be manageable and staff would not be overwhelmed. Starting one neighborhood at a time, obtaining the involvement of that neighborhood, discovering its unique resources and needs, and making mistakes and then adjusting the program allowed projects to work out strategies and interventions targeted at the neighborhood and led to successful program implementation. Success in one neighborhood generated interest in other parts of the community.

The projects found that a community would find a way to continue the project's activities beyond the NCCAN grant period if the activities were built on a small enough scale to be consistent with the community's level of resources and if community institutions were involved in their development. Six of the nine projects institutionalized at least some of their activities so that the prevention efforts they began continued after NCCAN funding ceased.

EXHIBIT E-2

CWS REDESIGN: CONCEPTUAL FRAMEWORK, MAY 2002 CWS STAKEHOLDERS GROUP

BUILDING A PREVENTION SYSTEM

Every community will have a broadly based prevention partnership for families and children that will encompass child protection, child development, and family support.

OVERVIEW

The Prevention and Community Partnerships Workgroup began its work on proposed strategies for the CWS Redesign in November 2001 to further the concepts identified by the Stakeholders Group in their first year. The Workgroup's finding is that **the prevention of child abuse and the support of families are cost effective strategies to protect and nurture children and maximize the quality of life of the residents of the State of California.**

The Workgroup's developed a Prevention Strategy based on:

• Vision

- Every community will have a broadly based prevention partnership for families and children that will encompass child protection, child development, and family support.

• Goals

- To ensure a comprehensive prevention system of services, supports and opportunities that would serve all families and children.
- To build community capacity to support existing and new programs all along the continuum of integrated supports and services.
- To develop a framework for prevention that would guide State, local and neighborhood level action to integrate prevention activities throughout the CWS system, across all public and private agencies providing services to children and families, and within the community.
- To develop prevention strategies that permeate all aspects of the CWS Redesign rather than isolating prevention programs from intervention and treatment services.
- To embed prevention into all aspects of the community, sharing responsibility for child protection across systems and all segments of the community.

The **key concepts** of the proposed Prevention Strategy include:

- State, local and neighborhood-based partnerships develop human and fiscal resources to support prevention strategies.
- Core funding for prevention is required.
- CWS leaders are at the forefront of the movement and key to focusing partners on the common purpose.
- Prevention is a key element of the CWS Redesign.
- Family support principles are embedded into standard child welfare practice and into the practice of public and private agencies that serve children and families.
- Families are full and active partners in all aspects of prevention.
- The prevention of child abuse rests on the ability of parents to care for their children. A prevention system must have the resources to help parents fulfill their parenting role.
- All families should have access to information, quality services and supports to promote optimal child development and to prevent abuse and neglect.
- Services and supports must be responsive, accessible and reliable.

- Increased community capacity to respond to the needs of children and their families is necessary.
- Effective prevention strategies require that every member of a community share responsibility for child safety and child and family well being.
- In concert with the community, child protection is a shared responsibility among public and private agencies.
- Prevention is the optimal protection strategy.

The Workgroup developed the following six **Prevention Strategies**:

- 1) Formalize the role of Child Welfare Services and partner agencies in prevention.
- 2) Establish a collaborative prevention strategy based on public-private partnerships at the State, local, and neighborhood level with shared investment in outcomes and accountability.
- 3) Engage community residents, especially parents and other caregivers, in all partnership and prevention activities. Examples of prevention activities are those that enhance parenting and assist families at the first sign of abuse or neglect.
- 4) Utilize a strengths-based universal approach to prevention that supports all families.
- 5) Secure support for a collaborative prevention strategy from legislative and executive branches of state and local government and the general public.
- 6) Develop dedicated sustained funding that supports universal, selective and indicated prevention strategies.

The Workgroup's vision, goals, principles, key concepts and prevention strategies create a **framework for prevention** for implementation at the state, local and neighborhood level. This framework incorporates prevention throughout the CWS system, resulting in the following **significant differences to the current CWS system**:

- ◆ Consistent and focused approaches to prevention. A State level partnership will provide leadership and direction for structure, outcomes and accountability.
- ◆ State, local and neighborhood based partnerships that are cross-systems, integrated prevention efforts. Partnerships will provide long-term support and oversight of the implementation of the CWS Redesign. Partnerships will generate public concern and an increased commitment to the protection of all children at the policy, community and individual level. This will result in a change of the community context to shared responsibility for prevention and protection.
- ◆ Partnerships working together to maximize funding resources for prevention activities, supports and services. At both the state and local level, public agencies will integrate their strategies and funding for prevention. For example, the TANF program and the Title V Maternal and Child Health Block Grant have goals (the formation and maintenance of two parent families and the reduction of infant and child deaths) that are key elements of an effective CWS prevention strategy.
- ◆ The six prevention strategies applied throughout the CWS system, with a high level of attention and response to families at the earliest signs of potential abuse and neglect situations.
- ◆ A new leadership role established for the Child Welfare Agency in community prevention and services coordination. The Child Welfare Agency will advocate for children and their families and support community engagement in prevention efforts. CWS leadership will support CWS social workers' new role in community partnerships.

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- ◆ State, local and neighborhood partnerships building community capacity and supports a wide range of prevention services and creates multiple engagement opportunities for families. Partnerships support existing effective services, develop new services for what doesn't exist now, and increase capacity for both formal services and informal supports.
- ◆ Partnerships will develop an array of services that can be accessed by all families including those receiving CWS services such as emancipating youth, families receiving adoption services, families whose children are in placement and families participating in aftercare programs.
- ◆ Core funding for prevention is secured by the creation of sustainable funding streams and integrating or "braiding" together current funding that can be used to support prevention programs. Funding for prevention is not limited to services but supports resources that can keep children safe in their families. Allocation of resources is tied to community need.
- ◆ Family support principles guide the standard practice of CWS staff and public and private service providers.

APPROACH

Child abuse is not a new phenomenon and neither is child abuse prevention. Prevention is something we do, in part, because we must. Independent of our ability to reduce abuse rates, most find it untenable to believe that the best we can do in the area of child protection is offer assistance only after a child has been harmed.

Fortunately, prevention as a concept and as a field has come a long way in the past 100 years. Prevention practitioners, advocates and researchers have a greater appreciation for the complexity of the problem and what is actually within the realm of possibility. Prevention efforts have established stronger, more diversified partnerships that are engaging more people and institutions.

Prevention research is more rigorous in terms of methods and measures and is more frequently cited in the articulation of specific program and policy decisions. It is widely understood and accepted across the nation that prevention is good business and cost effective. **The cost of doing nothing far exceeds the cost of implementing effective prevention strategies.**

The Stakeholders' Prevention and Community Partnerships Workgroup has identified prevention as a key element of the Child Welfare Services Redesign effort in California. At the core of the prevention strategy is the belief that prevention is not a stand alone project or activity. Rather it is integrated throughout the CWS system and community into all aspects of services and supports. Prevention is a shared responsibility across all systems and among all citizens.

In an effort to put this belief into action, the Workgroup proposes two **new approaches**. The first is to create opportunities for all members of our communities to support prevention efforts by establishing new and innovative partnerships at the state, county and neighborhood levels. The second is to develop community capacity for an integrated array of services and supports that respond to the needs of children and their families. The following details the Workgroup's proposed strategy to achieve State, local and neighborhood partnerships that can build and sustain an effective prevention system.

EXHIBIT E-2

PARTNERSHIPS

The Prevention and Community Partnerships Workgroup is aware that there are many existing groups but felt that collaboration is very important in order for agencies and individuals to do their jobs better and to share funding. The partnership approach is critical to developing and sustaining a continuum of services and supports. Three sets of partnerships are essential to the achievement of an effective prevention strategy – state, local, and neighborhood. The goal of these partnerships is cross-systems, integrated prevention efforts.

The purpose of the partnerships is:

- Joint planning and coordinated budgeting authority, improving fiscal collaboration to increase capacity for smarter spending and increased ability to leverage federal revenue.
- Capacity building to ensure that every community has adequate resources and core services to meet the needs of all families, especially when there is potential for abuse and neglect.

RFP CHECKLIST

- ❑ Cover Page
- ❑ Table of Contents
- ❑ Project Narrative
- ❑ Scope of Work
- ❑ Budget Narrative
- ❑ Budget
- ❑ Letters of Cooperation
- ❑ Agendas from collaborative meetings to include participants and community collaboration action plan
- ❑ An original plus four copies of the complete proposal