AGENDA SUMMARY
HEALTH AND WELFARE COMMITTEE

Dan Flores, Supervisor, District 2
Ron Sullenger, Supervisor, District 1
Larry Munger, Alternate, District 3
Jim Whiteaker, Alternate, District 4
Mat Conant, Alternate, District 5

The agenda and staff reports are posted on the Sutter County Website at:
Agenda items are available for review at the Department of Health and Human Services
located at 446 Second Street, Yuba City, during normal business hours.

DECEMBER 18, 2018

8:30 A.M.
1160 CIVIC CENTER BLVD.
YUBA CITY, CA

Rick Bingham, Assistant Director of Health & Human Services

1) Adopt Resolution Authorizing Application for No Place Like Home Competitive Allocation Funds to Support a Regional Housing Project in Partnership with the Regional Housing Authority and Yuba County, and Authorizing the Interim Local Mental Health Director to Execute the Application and all Related Documents on Behalf of the County

2) Approval to Release a Request for Proposal (RFP) For Funds for Child Abuse Prevention and Intervention Programs

Requests for assistive listening devices or other accommodations, such as interpretive services, should be made through the Health and Human Services Department at (530) 822-7327. Requests should be made at least 72 hours prior to the meeting. Later requests will be accommodated to the extent feasible.
HEALTH AND WELFARE COMMITTEE
Standing Committee Staff Report

To: Health and Welfare Committee
From: Nancy O'Hara, Director of Health & Human Services
Department: Health & Human Services
Subject: Adopt Resolution Authorizing Application for No Place Like Home Competitive Allocation Funds to Support a Regional Housing Project in Partnership with the Regional Housing Authority and Yuba County, and Authorizing the Interim Local Mental Health Director to Execute the Application and all Related Documents on Behalf of the County

Recommendation: It is recommended the Board of Supervisors adopt a Resolution authorizing application for No Place Like Home (NPLH) Competitive Allocation Funds to support a Regional Housing Project in partnership with the Regional Housing Authority and Yuba County. It is further recommended the Board authorize the Interim Local Mental Health Director to execute the application and all related documents on behalf of the County.

Background: On July 1, 2016, Governor Brown signed legislation enacting the No Place Like Home program to dedicate up to $2 billion in bond proceeds to invest in the development of permanent supportive housing for persons who are in need of mental health services and are experiencing homelessness, chronic homelessness, or who are at risk of chronic homelessness. The bonds are repaid by funding from the Mental Health Services Act (MHSA).

As of the Amended Notice of Funding Availability (NOFA) issued October 30, 2018, there is approximately $400 million available in Round 1 Competitive Allocation funds for the NPLH program.

Upon submission of a Competitive Allocation Application to and approval by the Department of Housing and Community Development, Sutter County will compete for a portion of $32 million in Small County Allocation funds. Any allocation awarded will be committed to a collaborative Regional Housing Project with Yuba County and the Regional Housing Authority. The Regional Housing Authority has identified property located at 3rd and A Streets, Marysville, (the Espanol Motel) as a potential site for permanent supportive housing for area homeless.

Sutter County’s Competitive Allocation application is separate from Yuba County’s Competitive Allocation application. The Yuba County Board of Supervisors will adopt a similar Resolution on January 8, 2019 and will dedicate Yuba County’s Competitive Allocation, if awarded, to the Regional Housing Project at 3rd and A Streets, Marysville.

The requested Resolution is a threshold Competitive Allocation application requirement.

Prior Board Action: This item has not been considered by the Board previously. On May 23, 2017 this Board adopted a Resolution authorizing application for No Place Like Home Technical Assistance
grant funds to support eligible activities that support the planning, design and implementation of permanent supportive housing for individual who suffer from serious mental illness and meet NPLH homelessness guidelines. On December 4, 2018, this Board adopted a Resolution authorizing application for and acceptance of NPLH Non-competitive allocation funds.

**Board Alternatives:** The Board could decide not to adopt the Resolution and not dedicate the NPLH Competitive Allocation to the Regional Housing Project, choosing instead to either dedicate the monies to an alternative project or not apply for the Competitive Allocation in its entirety. These alternatives are not recommended.

**Other Department or Agency Involvement:** Sutter County Counsel has reviewed the Resolution. The Regional Housing Authority and Yuba County Health and Human Services have worked collaboratively with Sutter County Health and Human Services to identify potential sites for permanent supportive housing for area homeless.

**Action Following Approval:** Sutter County Health and Human Services will continue to work with the Regional Housing Authority and Yuba County on finalizing a housing plan and development of a permanent supportive housing site located at 3rd and A Streets, Marysville.

**Fiscal Impact:** This Resolution has no impact on the County General Fund.

**Countywide Goals and/or Top Priorities Compliance:** This item helps to address Top Priority #4: Implement Long-Term Homeless Management Plan; Decide location, configuration, and initial services associated with a temporary shelter facility; and, Partner with other Yuba-Suter agencies to develop a permanent long-term shelter.

Respectfully Submitted,

S/ Nancy O'Hara
Director of Health & Human Services

**Attachments:**
1. NPLH Competitive Allocation Resolution
BEFORE THE BOARD OF SUPERVISORS
COUNTY OF SUTTER, STATE OF CALIFORNIA

A RESOLUTION OF THE SUTTER COUNTY )
BOARD OF SUPERVISORS AUTHORIZING )
PARTICIPATION IN THE NO PLACE LIKE HOME PROGRAM )
RESOLUTION NO. _______________

WHEREAS, the State of California, Department of Housing and Community Development (“Department”) issued a Notice of Funding Availability, dated October 15, 2018 as amended on October 30, 2018 (“NOFA”), under the No Place Like Home Program (“NPLH” or “Program”) authorized by Government Code section 15463, Part 3.9 of Division 5 (commencing with Section 5849.1) of the Welfare and Institutions Code, and Welfare and Institutions Code section 5890;

WHEREAS, the NOFA relates to the availability of approximately $400 million in Competitive Allocation funds under the NPLH Program; and

WHEREAS, the County of Sutter is a County and an Applicant, as those terms are defined in the NPLH Program Guidelines, dated July 17, 2017 (“Guidelines”).

NOW, THEREFORE, BE IT RESOLVED, that the Board of Supervisors for Sutter County does hereby determine and declare as follows:

SECTION 1. That Sutter County is hereby authorized and directed to apply for and if awarded, accept the NPLH Program funds, as detailed in the NOFA, up to the amount authorized by the Guidelines and applicable state law.

SECTION 2. That the Local Mental Health Director, or his or her designee, is hereby authorized and directed to act on behalf of Sutter County in connection with an award of NPLH Program funds, and to enter into, execute, and deliver any and all documents required or deemed necessary or appropriate to evidence the loan of NPLH Program funds, Sutter County’s obligations related thereto, and the Department’s security therefore. These documents may include, but are not limited to, a State of California Standard Agreement (“Standard Agreement”), a regulatory agreement, a promissory note, a deed of trust and security agreement, and any and all other documents required or deemed necessary or appropriate by the Department as security for, evidence of, or pertaining to the NPLH Program funds, and all amendments thereto (collectively, the “NPLH Program Documents”).
SECTION 3. That Sutter County shall be subject to the terms and conditions that are specified in the Standard Agreement; that the application in full is incorporated as part of the Standard Agreement; that any and all activities funded, information provided, and timelines represented in the application are enforceable through the Standard Agreement; and that Sutter County will use the NPLH Program funds in accordance with the Guidelines, other applicable rules and laws, the NPLH Program Documents, and any and all NPLH Program requirements.

SECTION 4. That Sutter County will make mental health supportive services available to each project’s NPLH tenants for at least 20 years, and will coordinate the provision of or referral to other services (including, but not limited to, substance use services) in accordance with Sutter County’s relevant supportive services plan, and as specified in Section 202(n)(1) of the Guidelines.

PASSED AND ADOPTED by the Board of Supervisors of the County of Sutter, State of California, on this 8th day of January 2019 as follows:

AYES:

NOES:

ABSENT:

ABSTAIN:

___________________________________________
MAT CONANT, CHAIRMAN
BOARD OF SUPERVISORS

ATTEST:
DONNA M. JOHNSTON, COUNTY CLERK

BY: ________________________________
DEPUTY
HEALTH AND WELFARE COMMITTEE
Standing Committee Staff Report

To: Health and Welfare Committee
From: Nancy O'Hara, Director of Health & Human Services
Department: Health & Human Services
Subject: Approval to Release a Request for Proposal (RFP) For Funds for Child Abuse Prevention and Intervention Programs

**Recommendation:** It is recommended the Board of Supervisors approve the release of an RFP in order to solicit proposals for programs to be funded by Child Abuse Prevention, Intervention and Treatment (CAPIT), Community Based Child Abuse Prevention (CBCAP), and the County Children’s Trust Fund (CCTF). The total amount available from these sources for Fiscal Year 2018-19 is estimated to be $99,883. This total includes $75,883 from CAPIT; an estimated $14,000 from CBCAP; and $10,000 from the CCTF. Additionally, a portion of the Promoting Safe and Stable Families (PSSF) grant anticipated to be approximately $76,000 will continue to be used to provide in-house services with the remainder of the PSSF funds awarded to community agencies submitting proposals through a separate process.

**Background:** CAPIT, CBCAP and PSSF funds are made available to the County each year by the California Department of Social Services’ (CDSS) Office of Child Abuse Prevention (OCAP) to use on programs which reduce child abuse in the community. In addition, the CCTF, established in 1983 by AB 2994, was created to provide an additional permanent source of funding for prevention and intervention programs. The CCTF is funded in part from a portion of the money collected from the fees paid for birth certificates and from the purchase of “Kids Plate” license plates from the California Department of Motor Vehicles.

**Prior Board Action:** A request to release an RFP for funds for prevention and intervention programs is brought to your Board for approval each year. The RFP released for Fiscal Year 2017-18 was approved by your Board on December 5, 2017.

**Board Alternatives:** CBCAP and PSSF funds not used by Sutter County will revert to the State if not expended by the end of the fiscal year. The CAPIT program is part of the 2011 State Realignment. Funds not used from the CCTF will remain in that fund, but cannot be used for any purpose other than child abuse and neglect prevention and intervention activities.

**Other Department or Agency Involvement:** The majority of funds used to finance these RFPs are provided by the CDSS-OCAP. The CAPIT program is part of the 2011 State Realignment and CCTF is funded in part from a portion of the money collected from the fees paid for birth certificates and fees received from the purchase of “Kids Plate” license plates from the Department of Motor Vehicles.
**Action Following Approval:** Following the approval of this request, the Health and Human Services Department will release the RFP in order to solicit CAPIT, CBCAP and CCTF program proposals. The proposals received will be reviewed by the Sutter County Domestic Violence and Child Abuse Prevention Council, which was designated by your Board as the group to review and make recommendations regarding the proposals. After proposals for all grant funds are reviewed and evaluated, recommendations will be brought to your Board along with Memorandums of Agreement (MOAs) for the agencies recommended for funding.

**Fiscal Impact:** CBCAP, PSSF and CCTF have no County share. The CAPIT program is funded through Realignment and has no additional County share. All programs are included in the County Budget for Fiscal Year 2018-19.

**Countywide Goals and/or Top Priorities Compliance:** This item helps to address Countywide Goal D: Provide responsible and cost-effective social services (with measurable results) to an increasingly diverse and complex society.

Respectfully Submitted,

S/ Nancy O’Hara  
Director of Health & Human Services

**Attachments:**
1. CAPIT, CBCAP, CCTF RFP 2018-2019
Child Abuse Prevention

*Request for Proposal*

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I. Purpose

The Sutter County Department of Health and Human Services, Children’s Services Branch (Children’s Services) is soliciting proposals from public and private non-profit agencies for the provision of child abuse and neglect prevention, intervention and treatment services. This request defines the scope of services and outlines the requirements that must be met by all respondents interested in providing such services.

II. Focus

Priority will be given to programs which provide services which are identified as unmet needs in the Sutter County Self-Assessment.

In awarding these funds priority will be given to private non-profit organizations. Funds may be distributed to multiple agencies, based on the merits of proposals received.

III. Scope of Services

The County Self-Assessment was conducted by Sutter County in compliance with the California Child and Family Services Review. The County Self-Assessment serves as the operational agreement between the county and state, outlining how the county will improve its system to provide better outcomes for children, youth and families.

Priorities identified through the County Self-Assessment reiterated the community’s need for the following services:

- Individual and group counseling,
- Mentor/parent/peer providers,
- Parent and foster parent training and support services,
- Transportation to services,
- Substance abuse services including aftercare,
- Affordable housing to support children and families.

Specific community service needs also identified related to adoption support are:

- Pre- and post-adoptive services as necessary to support adoptive families as well as activities designed to expedite the adoption process and support adoptive families.
- Funds for child welfare agencies to enable them to remove barriers which impede the process of adoption when children cannot be safely reunited with their families and to address the unique issues adoptive families and children may face.
IV. Child Abuse Programs

The following are the programs for which funds are available for the current fiscal year:

A. Child Abuse Prevention Intervention and Treatment (CAPIT):
Sutter County’s emphasis in awarding funds will be given to programs that specify that the needs of children at high risk of abuse or neglect and their families will be given a high priority for services, including but not limited to “No Cost” counseling for children who are either victims of family violence, witness of family violence or at risk of family violence; Domestic Violence Education for children and adults; and/or services to child victims of crime.

B. Community Based Child Abuse Prevention (CBCAP):
Sutter County’s emphasis in awarding funds will be given to community based programs serving the low-income and targeting young parents or parents with young children, particularly ages 0-5 years. This includes, but is not limited to, family resource and support programs which promote the strengthening of the network of preventive family resource support services, such as parent education and outreach services; Home Visiting programs based on a research based model of best practice, including intensive home visiting, center-based services, intensive training and supervision, with caseload limits and using the team approach. As required by the Federal Office of Management, programs funded by CBCAP must be rated on their effectiveness. To meet the OMB’s requirement, it is necessary that CBCAP funded programs providing a direct service to families meet the criteria for “Emerging and Evidence-Informed Programs and Practices” (EBP/EIP). Please review Exhibit H, the CBCAP Evidence-Based and Evidence Informed Programs and Practices Overview and Checklist.

C. County Children’s Trust Fund (CCTF):
Sutter County’s emphasis in awarding funds will be given to child abuse and nonprofit prevention and intervention programs operated by private nonprofit organizations or public institutions of higher education with recognized expertise in fields related to child welfare. This includes, but is not limited to, resource and support programs which promote the enhancement of parent education, outreach services and family support services.

V. Funding

The estimated amount of total funds available for FY 2018-19 is $99,883 provided from the following programs:
The granting period shall expire on June 30, 2019. Respondents are encouraged, when appropriate, to coordinate with other potential service providers in order to perform a cooperative effort.

VI. Cash or In-Kind Match Requirement  (CAPIT only)

The recipients of CAPIT funds will be required to contribute a 10% cash or in-kind match to support goals of child abuse and neglect prevention and intervention. All proposals must address how the agency plans to meet the match requirement.

VII. Emerging and Evidence-Informed Programs and Practices (CBCAP only)

As required by the Federal Office of Management, programs funded by CBCAP must be rated on their effectiveness. To meet the OMB’s requirement, it is necessary that all CBCAP funded programs providing a direct service to families meet the criteria for “Emerging and Evidence-Informed Programs and Practices (EBP/EIP). All proposals must include a completed Evidence-Based and Evidence Informed Program and Practices Checklist (Exhibit H).

VIII. Outcome Measures

The recipients of CAPIT/CBCAP/CCTF funds (Contractors) will be required to provide an annual report regarding the outcomes of programs and services. The annual reports shall include demographic information on the families and children served, attendance counts and evaluations by the consumers of services as defined below:

- **Engagement Outcomes**: Contractors will be asked to track engagement outcomes to report 1) how many Sutter County families are engaged in CBCAP funded services and 2) the number of first time contacts during the grant year. Contractors will be required to report these outcomes as part of quarterly progress reports provided to the Children’s Services Branch.

- **Short Term Outcomes**: The Contractors will provide quarterly reports within 30 calendar days from the end of each quarter to Children’s Services Branch demonstrating that families who received services have improved knowledge as a result of the service that has been delivered. Possible outcome measures may include measuring if the family knows more about available community resources than before receiving services from the Contractor, or if the family has greater knowledge of a specific parenting practice (i.e., positive
reinforcement, improving confidence, etc.). The progress reports will also have a financial and narrative report which meet the requirements of the State.

- **Intermediate Term Outcomes:** Contractors will be required to submit data regarding intermediate term outcomes to demonstrate that families and children receiving CBCAP services are utilizing skills gained through the program services they have received. Outcomes may be reported by the Contractors and/or the counselors and instructors interacting with the families and will indicate if clients are internalizing services and able to utilize skills learned. Contractors will expand on existing evaluation tools to provide specific intermediate term outcomes to be reported annually to Children’s Services Branch.

- **Long Term Outcomes:** Contractors will be required to collect data which informs Children’s Services Branch about long-term outcomes that families achieve as a result of their interaction with Contractor’s services. Long term outcome goals should be developed by the Contractor, approved by Children’s Services Branch, and ultimately demonstrate that families have decreased risk of child abuse or neglect as a result of services received. Long term outcomes will be measured on a rated scale and reported annually to ensure program goals are being met.

IX. Proposal Deadlines

Interested parties must submit five (5) complete copies of their proposal by the deadline stated on Exhibit A to:

Paula Kearns, Branch Director Children’s Services  
Sutter County Health and Human Services  
539 Garden Highway, Suite C  
Yuba City, CA 95991

Note: Fax proposals are not acceptable

Proposals must be labeled “CAPIT, CBCAP & CCTF” on the front of a sealed envelope. It is the sole responsibility of the respondent to see that the proposal is received at the Sutter County Department of Health and Human Services, Children’s Services Branch prior to the deadline. Proposals received beyond the deadline will not be considered.

X. Proposal’s Document Checklist

This Document Checklist is included for the respondent’s convenience. Its use will help ensure that all requirements are met.

- Proposal Cover Letter (Exhibit B)
☐ Respondent’s information, including Background, Organizational Structure, and Program Services Narrative

☐ Scope of Work (Exhibit C)

☐ Budget (Exhibit D)

☐ Assurances (Exhibit E)

☐ Emerging and Evidence-Informed Programs & Practices Checklist to be completed for proposed service (Exhibit H)

☐ Evidence of tax-exempt Status, Federal ID # (for non-profit organizations only)

☐ Articles of Incorporation (for non-profit organizations only)

XI. Proposal Format and Content

Proposals must include the following information:

A. Respondent’s Cover Letter

The Respondent’s Cover Letter (Exhibit B) must be attached as the front page of all submitted proposals. It must include the signature of an official authorized to commit the organization on a contractual basis.

B. Respondent’s Information and Background

Briefly describe the organization’s purpose, goals, and philosophy and the date it was formed or incorporated. State whether the organization is private non-profit, public or some other organization.

Cite and briefly describe any activities relating to child abuse prevention, intervention and treatment in which the organization is involved. List professional affiliations or memberships of the organization’s involvement in cooperative and collaborative networks with other similar organizations.

C. Respondent’s Organization Structure

Provide an organization chart, including the proposed program and any governing board members or advisory boards. Indicate how the organization interacts with each.

Provide information demonstrating past fiscal responsibility, such as independent audits or a list of projects completed within budget. Respondent
should submit a copy of their latest financial report completed by a Certified Public Accountant within the last 18 months. If a statement of financial responsibility is unavailable, provide an explanation for its unavailability. Information about any failures or refusal to complete a grant or contract must also be provided. If deemed in the best interest of the county, financial stability must be documented prior to contract execution.

List, preferably in chart form, the source of any public funding received during the last three years, such as grants, contracts, etc. Identify these by:

- Program title
- Funding source
- Amount of funding

Indicate if the funding is ongoing or a one-time grant.

Describe any other pertinent information which will explain the organization's current or past experience in the area of child abuse prevention.

D. Ability to Meet the Community’s Defined Needs

Describe how the proposed program will meet the needs for services identified in Sutter County’s System Improvement Plan. Describe similar existing services within Sutter County and describe enhancements or expansions of services the program will provide without creating a duplication of services. Identify how the program will interrelate with other programs within Sutter County to meet the identified need. Describe how the program will include services to an ethnically diverse population, how the provision of these services will be accomplished and, based on the ethnic breakdown of Sutter County, will be culturally and linguistically appropriate.

E. Program Services Narrative

Briefly provide a description of the program that includes an explanation of the proposed program and how it will meet the identified needs of Sutter County for children who are at high risk of child abuse and neglect. Include a discussion of how the program will provide services addressing the cultural and linguistic needs of the population in Sutter County. Describe any coordination/networking efforts with other agencies in Sutter County.

Identify staff positions and other organizational resources that will be committed to fulfilling the responsibilities of this proposal. Include job descriptions, qualifications, and the percentage of time each position will devote to the project. Include resumes. If the use of subcontractors is contemplated, discuss their organizations and the services provided. Information should include the purpose and the subcontractor’s qualifications.
Subcontracts are subject to prior review and approval by Sutter County and are also subject to additional provisions. Discuss how current or proposed staff, proposed subcontractors, and other resources represent the geographic and cultural diversity of the service area(s).

F. Scope of Work

Use the “Scope of Work” form (Exhibit C) or copies. Failure to use this form may cause your proposal to be rejected.

This work plan is divided into five areas: goals, objectives, implementation activities, time line, and method of evaluation. The Scope of Work must be of such quality that it clearly explains the work to be accomplished throughout the grant period. It should state what the organization is going to do, how it will do it, when each aspect will be done, and how the organization will evaluate the process and outcome of its stated objectives.

Please review the following definitions prior to completion of the Scope of Work section. They are included to provide respondents with a common frame of reference.

1. **Goals** – Broad statements of intended accomplishment. Goals are not necessarily time-specific or measurable.

2. **Objectives** – Brief statements of proposed accomplishments during the funding period. Single sentences noting specific, measurable, achievable, realistic, time-bound achievements.

3. **Implementation Activities** – Specific steps necessary to accomplish a stated objective. The steps should be listed in a logical sequence and should also identify the staff to be used for each step.

4. **Time Lines** – Anticipated dates when each objective activity will start and finish.

5. **Method of Evaluation** – A means of determining that identified activities have occurred and objectives are met. The evaluation method must relate to the measurements identified in the objective and activities. Identify the staff persons (by position title) responsible for evaluating and reporting to Sutter County. Include in this section corrective actions to be taken if objectives are not met.

G. Budget and Budget Narrative

Use the Budget form (Exhibit D) or copies. Failure to use this form may cause your proposal to be rejected.
Specific Budget Guidelines – The purpose of these guidelines is to outline the function of each section of the budget. The following information should be reviewed prior to completing the budget and the budget narrative.

1. Each personnel position title must relate to the Scope of Work. If a specific credential or education level is necessary for a classification it must be identified in the program description and listed in the budget.

2. Staff – The project staff must devote enough time to the project to accomplish the objectives and provide assurances of adequate support in all areas. The percentages of time devoted to the program will be mutually agreed upon by the prospective Contractor and Sutter County at the time of negotiation. If proposed project staff is already committed for a percentage of time to other efforts, that percentage must be disclosed in the budget narrative. Project staff designated as working on a full-time basis must work 40 hours per week.

3. Travel – Travel and per diem rates are established and periodically adjusted by Sutter County. Proposed reimbursable expenditures for travel may not exceed those ceilings. Refer to Exhibit F for a listing of the current reimbursement rates. This line item covers the reimbursement of employees for use of their private vehicles for official duties, and for other travel expenses directly related to the project. Include a separate justification in the budget narrative for air travel, including the destination. Out of state travel will not be funded.

4. Equipment – Sutter County will not be providing equipment under the conditions of this RFP and resulting contracts.

5. Indirect Costs – Sutter County will not be reimbursing indirect costs under the conditions of this RFP and resulting contracts.

6. Subcontracts – A subcontract is an agreement for services between two parties for any specified amount. The use of subcontracts shall be justified during the negotiation session. The prospective Contractor is responsible for the work of any subcontractor. Subcontracts are subject to the same provisions of the prime grant. Pursuant to Section 10532 of the Government Code, all Sutter County 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 three (3) years after final payment.

7. Salary Adjustments – Mid-grant salary rate adjustments are possible provided the salary range is identified at the time of negotiation. Grant amendments solely for the purpose of increasing salary levels shall not be permitted.

8. Budget Narrative – Briefly discuss how the proposed budget supports and relates to the organization’s stated goals and objectives, minimizes administrative overhead, and provides maximum support to the program. Present justifications for any unusual expenditure or rates that have been established.
9. Emerging and Evidence-Informed Programs & Practices Checklist – Complete and attach pages 2 thorough 7 of the checklist provided in Exhibit H. In the Narrative, indicated the Level of the proposed program. If you are proposing more than one program complete one checklist for each program proposed.

XII. Administrative Requirements

A. Submission of Proposals
   1. All proposals must be typed (double-spaced) and submitted on standard white paper 8 ½ by 11 inches.
   2. All pages must be numbered consecutively from beginning to end of the proposal. Handwritten numbers are acceptable.
   3. Proposals must be submitted in the name of the legal entity or an authorized agent. The Cover Letter (Exhibit B) must be signed by a corporate officer or an agent authorized by the organization. If signed by an unauthorized agent, a document authorizing this person’s signature must be included with the proposal. Only original signatures will be accepted. Please check each document for the required signatures.
   4. Omission of any required document or form, failure to use the required formats for response, or failure to respond to any specified item may lead to rejection of the proposal prior to evaluation. Responses should be limited to items identified in the RFP. This requirement allows the evaluation to be as objective as possible. Do not include any cover or title pages prior to the cover letter provided by Sutter County. The first page of the proposal must be the proposal cover letter. Please do not submit proposal in binders. Do not submit loose papers. Proposal must be stapled.
   5. No information regarding awards and/or denials will be provided prior to public release by the County of the results of the RFP.
   6. The respondent is solely responsible for any and all costs for developing and submitting proposals.
   7. Submission of a proposal does not ensure funding. Proposals will be competitively evaluated. Therefore, there is no guarantee that submission of a proposal will result in new or continued funding, that funding will be at the level requested, that a previous grantee will be funded, that an award will be at the level of a previous grant, or that if an award is made, the services will be exactly as proposed by the respondent.
   8. All proposals submitted become the property of Sutter County. The County reserves the right to use any or all ideas or concepts in any proposal submitted to the County. All proposals become subject to the California Public Information Act upon receipt by the County.
   9. A formal negotiation session will be conducted with all tentative award winners to finalize grant conditions and terms.

B. Required Documents, Statements and Letters
The proposal must include all documents required by this RFP. These will include, but are not limited to:
1. Cover Letter (Exhibit B)
2. Organization Information
3. Scope of Work (Exhibit C)
4. Budget (Exhibit D)
6. Articles of Incorporation (for non-profit entities only)
7. Assurance (Exhibit E)
8. Copy of Tax-Exempt Status with Federal Employer I.D.# (for non-profit entities only)
9. Board of Directors Signature Authorization (if applicable)

C. Requirement for the Capability to Transmit Information Electronically.
All Contractors must have the capability to transmit information electronically (e-mail). All agencies competing for funds must include in their proposals/budgets how they will meet this requirement.

XIII. Proposal Evaluation and Award/Denial

A. Prescreening of Proposals
Proposals will be prescreened based on criteria related to the information requested in the RFP.

B. Evaluation Committee
Each Proposal will be reviewed and evaluated by the Sutter County Domestic Violence Counsel/Child Abuse Prevention Counsel, with a recommendation for grant awards made to the Sutter County Board of Supervisors. Priority in selection will be given to programs serving children at high risk of child abuse and neglect and to those programs which meet the specific community services needs.

C. Right to Reject Any or All Proposals
The County of Sutter reserves the right to reject any or all proposals in its sole discretion and to waive any informalities or irregularities in the proposal.

D. Negotiation of the Contract
Although a proposed Contractor may be tentatively selected, the final award will not be offered until a successful negotiation is conducted. When necessary, Sutter County will contact the proposed Contractor and will identify issues to be included in a negotiation session. Successful completion of the negotiation will result in a mutually agreed upon Scope of Work, Budget, and other special provisions necessary for completion of the project.

E. Contract
The successful Contractor will be required to sign a contract with Sutter County, the terms and conditions of which will include relevant portions of the proposal, general insurance requirements established by Sutter County, and standard California Withholding Exemption Certificate Form 590. Sutter County will complete the appropriate document and guide the grant toward execution. The proposed Contractor may withdraw from the process and refuse the award at any time prior to execution of the grant by providing written notification.

XIV. Insurance Requirements:

Without limiting the Contractor’s indemnification of the County, the Contractor shall provide and maintain at its own expense, during the term of this Agreement, or as may be further required herein, insurance as outlined in Exhibit G.

1. Commercial General Liability (CGL): Insurance Services Office Form CG 00 01 covering CGL on an “occurrence” basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than $2,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.

2. Automobile Liability: ISO Form Number CA 00 01 covering any auto (Code 1), or if Contractor has no owned autos, hired, (Code 8) and non-owned autos (Code 9), with limit no less than $1,000,000 per accident for bodily injury and property damage.

3. Workers’ Compensation: as required by the State of California, with Statutory Limits, and Employer’s Liability Insurance with limit of no less than $1,000,000 per accident for bodily injury or disease.

4. Professional Liability (Errors and Omissions): Insurance appropriates to the Contractor’s profession, with limit no less than $2,000,000 per occurrence or claim, $2,000,000 aggregate.
XV. Exhibits

A. RFP Estimated Time Table

B. Proposal Cover Letter

C. Scope of Work

D. Budget

E. Assurances

F. Expense Reimbursement Rates

G. Insurance Requirements

H. CBCAP Evidence-Based & Evidence Informed Programs and Practices Overview and Checklist
EXHIBIT A

RFP Estimated Time Table

<table>
<thead>
<tr>
<th>DATE</th>
<th>ACTIVITY</th>
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<tbody>
<tr>
<td>1/9/2019</td>
<td>RFP mailed to prospective respondents: Public Announcement of RFP posted in weekend newspaper</td>
</tr>
<tr>
<td>2/1/2019</td>
<td>Final day for submission of proposals</td>
</tr>
<tr>
<td>3/12/2019</td>
<td>Award of contract(s) by Board of Supervisors</td>
</tr>
<tr>
<td>6/30/2019</td>
<td>End of Contract period</td>
</tr>
</tbody>
</table>
EXHIBIT B
RESPONDENT’S COVER LETTER

FY 2018-2019 SUTTER COUNTY

TO: Paula Kearns, Branch Director
   Sutter County Department of Health and Human Services
   Children’s Services Branch
   539 Garden Highway, Suite C
   Yuba City, CA 95991

Name of Respondent (Legal Entity)

Name of Parent Corporation (if applicable)

Address of Parent Corporation (if applicable)

Address of Respondent (Street, City, State and ZIP Code)

Contact Person

( ) ( )

Telephone Number Fax Number Email Address

Signature of Respondent or Authorized Agent

Federal Employer ID Number

TYPE OF AGENCY:

☐ Public Agency, other than County

☐ County Agency

☐ Private nonprofit organization
The GRANTEE shall work toward achieving the following goals and will accomplish the following objectives. This shall be done by performing the specified activities and evaluating the results using the listed methods to focus on process and/or outcome.

<table>
<thead>
<tr>
<th>Goal Number</th>
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<tr>
<th>MEASURABLE OBJECTIVE(S)</th>
<th>IMPLEMENTATION ACTIVITIES</th>
<th>TIMELINE</th>
<th>METHOD(S) OF EVALUATING PROCESS AND/OR OUTCOME OF OBJECTIVE(S)</th>
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<th>Goal Number</th>
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<th>MEASURABLE OBJECTIVE(S)</th>
<th>IMPLEMENTATION ACTIVITIES</th>
<th>TIMELINE</th>
<th>METHOD(S) OF EVALUATING PROCESS AND/OR OUTCOME OF OBJECTIVE(S)</th>
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<tr>
<th>PERSONNEL POSITION TITLES</th>
<th>PERCENT TIME ON PROJECT</th>
<th>TOTAL GRANTOR SUPPORT (SALARY &amp; BENEFITS)</th>
<th>GRANTEE MATCH (CAPIT Only)</th>
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(A) Total salary and Benefits Expenses

Page 1 of 2
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<thead>
<tr>
<th>OTHER EXPENSES</th>
<th>TOTAL GRANTOR SUPPORT</th>
<th>GRANTEE MATCH (IF APPLICABLE)</th>
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**SUBCONTRACTS: LIST**

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**(B) TOTAL SUBCONTRACTS EXPENSES**

**OPERATING EXPENSES:**

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<tr>
<td>TRAVEL EXPENSES</td>
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<td>SPACE RENTAL _____ SQUARE FEET</td>
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<tr>
<td>OTHER OPERATING EXPENSES (LIST)</td>
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**(C) TOTAL OPERATING EXPENSE**

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**(D) TOTAL GRANTOR SUPPORT (COLUMN 2, A+B+C)**

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**(E) TOTAL GRANTEE MATCH (COLUMN 3, A+B+C)**

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**(F) PERCENTAGE OF GRANTEE MATCH (E/DX100)**

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INSTRUCTIONS FOR COMPLETION OF THE BUDGET

Part 1

Use Exhibit D to prepare your budget. Please review these instructions before completing the budget forms. When entering line item amounts, use whole dollars as opposed to dollars and cents.

Page 1 of Exhibit D:

Grant Number
Leave blank.

Grantee
Enter the legal name of your organization.

Budget Period
Enter the actual grant period.

Column (1): Personnel Position Titles
List on separate lines the position titles for personnel to be employed on the project regardless of who is to pay for the item. List only one position title per line item, do not use abbreviations for position titles, and if a professional designation or academic degree is required for the position, please indicate.

Percent Time on Project
For each position title listed, enter the percent of time worked on the project based upon a full time equivalent. For purposes of completing this form, full time equivalent is defined as a 40-hour work week.

Column (2): Total Grantor Support (Salaries and Benefits)
For each position listed, enter the total salary including benefits, if applicable, the agency wants the County to pay for. This amount represents the maximum that will be paid by the County.

Column (3): Grantee Match (if applicable)
Enter the amount per line item the agency wishes to contribute in support of the project.

Line (A): Total Salary and Benefits Expense
Enter the total salary and benefits of the listed amount for all positions.
### INSTRUCTIONS FOR COMPLETION OF THE BUDGET

**PART 2**

**Page 2 of Exhibit D:** This is for the display of other expenses such as subcontracts, travel, space rental, etc.

**Column (1):** Subcontractors
- List and identify as separate line item(s) each subcontractor(s) appropriate to the project.

**Operating Expenses**
- Itemize on separate line items those costs appropriate to the project.

  - **Travel Expenses**
    - Enter the total travel expenses. This includes mileage, per diem and/or air fare costs. Costs per mile and per diem cannot exceed the current County of Sutter authorized rates.

  - **Space Rental**
    - Indicate the number of square feet. If utilities are included in the space rental, separate the utilities from the space rental and include under “Other Operating Expenses” below.

  - **Other Operating Expenses**
    - List as separate line items all additional costs appropriate to the project such as telephone, postage, utilities, office supplies, duplication, etc.

**Column (2):** Total Grantor Support
- For each line item, enter the amount the agency wants the County to pay for. This amount represents the maximum that will be paid by the County.

**Column (3):** Grantee Match (if applicable)
- Enter the amount per line item the agency wishes to contribute in support of this project.

**Line (B):** Total Subcontractors Expenses
- Enter the sum of all subcontracts expense itemized in Columns (2) and (3).

**Line (C):** Total Operating Expenses
- Enter the sum of all expenses itemized in Columns (2) and (3).

**Line (D):** Total Grantor Support
- Enter the sum of Column 2, Lines A + B + C.

**Line (E):** Total Grantee Match (if applicable)
- Enter the sum of Column 3, Lines A + B + C.

**Line (F):** Percent of Grantee Match (if applicable)
- Enter the percent of Grantee Match, Divide Line (E) by Line (D) and multiply by 100. Round off to two decimals.
EXHIBIT E

ASSURANCES

Each of the following assurances must be signed and dated by the respondent or authorized agent submitting the proposal.

1. RFP/Program Compliance

   The undersigned hereby assures the intent to meet the requirements specified in the RFP and assures the statements contained in the proposal are true and complete to the best of the applicant’s knowledge and accepts as a condition of any reasonable grant award the obligation to comply with the applicable state and federal requirements, policies, standards and regulations. The undersigned realizes this is a public document open to public inspection under provisions of the Information Practices Act and that all documents submitted become the property of Sutter County.

   ________________________________       __________________
   Original Signature                Date

   ________________________________
   Title

2. Fiscal Compliance

   The undersigned hereby affirms the agency utilizes commonly accepted accounting procedures and maintains internal controls and procedures necessary for the monitoring of any resultant grant award.

   ________________________________       __________________
   Original Signature                Date

   ________________________________
   Title
EXHIBIT E

ASSURANCES – CONTINUED

3. Statement of Compliance

Agency Name

(Hereinafter referred to as “prospective Contractor”) hereby certifies, unless specifically exempted, compliance with Government Code Section 12990 and California Administrative Code, Title II Division 4, Chapter 5 in matters relating to the development, implementation and maintenance of a nondiscriminatory program. Prospective Contractor agrees not to unlawfully discriminate against any employee or applicants for employment because of race, religion, color, national origin, ancestry, physical handicap, medical condition, martial statue, sex or age (over forty).

4. I______________________________ hereby swear

(Name of Official)

that I am duly authorized to legally bind the prospective Contractor to the above certification. I am fully aware that this certification executed on ___________

(Date)

in the county _____________ is made under penalty of perjury under the laws of

(County)

the State of California.

__________________________________________       ______________________
Original Signature                       Date

__________________________________________       ______________________
Title
EXHIBIT F

EXPENSE REIMBURSEMENT RATES

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<tr>
<td>Breakfast</td>
<td>$ 10.00</td>
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<tr>
<td>Lunch</td>
<td>15.00</td>
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<tr>
<td>Dinner</td>
<td>31.00</td>
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Reimbursement for costs of meals will be only for the actual cost incurred, including tips, up to the maximum daily rate listed. Receipts shall be required to verify claims.

No reimbursement will be allowed for meals purchased within Yuba or Sutter Counties.

Mileage
Not to exceed 54.5 cents per mile.
EXHIBIT G
CONTRACTOR INSURANCE REQUIREMENTS

Contractor shall maintain at its sole cost and expense, and keep in force during the term of this agreement, the following insurance coverages:

Commercial General Liability (CGL): Insurance Services Office Form CG 00 01 covering CGL on an “occurrence” basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than $2,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.

Commercial Automobile Liability Insurance: ISO Form Number CA 00 01 covering any auto (Code 1), or if Contractor has no owned autos, hired, (Code 8) and non-owned autos (Code 9), with limit no less than $1,000,000 per accident for bodily injury and property damage.

Workers' Compensation Insurance: as required by the State of California, with Statutory Limits, and Employer’s Liability Insurance with limit of no less than $1,000,000 per accident for bodily injury or disease.

Professional Liability (Errors and Omissions): Insurance appropriates to the Contractor’s profession, with limit no less than $2,000,000 per occurrence or claim, $2,000,000 aggregate.

All policies of insurance shall provide for the following:

(i) Name Sutter County, members of the Board of Supervisors of Sutter County, its officers, agents and employees, as additional insureds except with respect to Workers’ Compensation.

(ii) Be primary and non-contributory with respect to all obligations assumed by Contractor pursuant to this Agreement or any other services provided. Any insurance carried by Sutter County shall not contribute to, or be excess of insurance maintained by Contractor, nor in any way provide benefit to Contractor, its officers, agents and employees.

(iii) Include a severability of interest clause and cross-liability coverage where Sutter County is an additional insured.

(iv) Provide a waiver of subrogation in favor of Sutter County, members of the Board of Supervisors of Sutter County, its officers, agents and employees.

Upon execution of this Agreement and each extension of the Term thereafter, Contractor shall cause its insurers to issue certificates of insurance evidencing that the coverages and policy endorsements required under this Agreement are maintained in force and that not less than 30 days written notice shall be given to Sutter County prior to any material modification, cancellation, or non-renewal of the policies. Certificates shall expressly confirm at least the following: (i) Sutter County’s additional insured status on the general liability and auto liability policies; (ii) and the waiver of subrogation applicable to the workers’ compensation. Contractor shall also furnish Sutter County with endorsements effecting coverage required by this insurance requirements clause. The endorsements are to be signed by a person authorized by the Insurer to bind coverage on its behalf. The certificate of insurance and all required endorsements shall be delivered to Sutter County’s address as set forth in the Notices provision of this Agreement. All endorsements are to be received and approved by the County of Sutter before work commences. However, failure to do so shall not operate as a waiver of these insurance requirements.

The coverage types and limits required pursuant to this Agreement shall in no way limit the liability of Contractor.
EXHIBIT H:

CBCAP Evidence Based & Evidence Informed Practices Checklist

CBCAP EVIDENCE-BASED AND EVIDENCE INFORMED PROGRAMS AND PRACTICES CHECKLIST

Directions: Review the documentation and information regarding the program/practice being considered and place a check mark for each item under YES or NO. Programs/practices must receive a YES answer for every item in order to be categorized as Evidence-based or Evidence-informed for the CBCAP PART Efficiency measure.

Name of Program/Practice being evaluated:

Reviewed by: ____________________________ Date: __________________________

EMERGING PROGRAMS AND PRACTICES

PROGRAMMATIC CHARACTERISTICS

YES NO

☐ ☐ The program can articulate a theory of change which specifies clearly identified outcomes and describes the activities that are related to those outcomes. This is represented through a program logic model or conceptual framework that depicts the assumptions for the activities that will lead to the desired outcomes.

☐ ☐ The program may have a book, manual, other available writings, training materials, OR may be working on documents that specifies the components of the practice protocol and describes how to administer it.

☐ ☐ The practice is generally accepted in clinical practice as appropriate for use with children and their parents/caregivers receiving child abuse prevention or family support services.

1 These categories were adapted from material developed by the California Clearinghouse on Evidence-Based Practice in Child Welfare and the Washington Council for the Prevention of Child Abuse and Neglect.

System Improvement Plan Process Guide
Version 7.0
2009
RESEARCH & EVALUATION CHARACTERISTICS

YES  NO

☐ ☐ There is no clinical or empirical evidence or theoretical basis indicating that the practice constitutes a substantial risk of harm to those receiving it, compared to its likely benefits.

☐ ☐ Programs and practices have been evaluated using less rigorous evaluation designs that have no comparison group, including “pre-post” designs that examine change in individuals from before the program or practice was implemented to afterward, without comparing to an “untreated” group.

OR an evaluation is in process with the results not yet available.

☐ ☐ The program is committed to and is actively working on building stronger evidence through ongoing evaluation and continuous quality improvement activities.

PROMISING PROGRAMS AND PRACTICES

PROGRAMMATIC CHARACTERISTICS

YES  NO

☐ ☐ The program can articulate a theory of change which specifies clearly identified outcomes and describes the activities that are related to those outcomes. This is represented through presence of a program logic model or conceptual framework that depicts the assumptions for the activities that will lead to the desired outcomes.

☐ ☐ The program may have a book, manual, other available writings, and training materials that specifies the components of the practice protocol and describes how to administer it. The program is able to provide formal or informal support and guidance regarding program model.

☐ ☐ The practice is generally accepted in clinical practice as appropriate for use with children and their parents/caregivers receiving services for child abuse prevention or family support services.
RESEARCH & EVALUATION CHARACTERISTICS

YES  NO

☐  ☐ There is no clinical or empirical evidence or theoretical basis indicating that the practice constitutes a substantial risk of harm to those receiving it, compared to its likely benefits.

☐  ☐ At least one study utilizing some form of control or comparison group (e.g., untreated group, placebo group, matched wait list) has established the practice's efficacy over the placebo, or found it to be comparable to or better than an appropriate comparison practice, in reducing risk and increasing protective factors associated with the prevention of abuse or neglect. The evaluation utilized a quasi-experimental study design, involving the comparison of two or more groups that differ based on their receipt of the program or practice. A formal, independent report has been produced which documents the program's positive outcomes.

☐  ☐ The local program is committed to and is actively working on building stronger evidence through ongoing evaluation and continuous quality improvement activities. Programs continually examine long-term outcomes and participate in research that would help solidify the outcome findings.

☐  ☐ The local program can demonstrate adherence to model fidelity in program or practice implementation.

SUPPORTED PROGRAMS AND PRACTICES

PROGRAMMATIC CHARACTERISTICS

YES  NO

☐  ☐ The program articulates a theory of change which specifies clearly identified outcomes and describes the activities that are related to those outcomes. This is represented through the presence of a detailed logic model or conceptual framework that depicts the assumptions for the inputs and outputs that lead to the short, intermediate and long-term outcomes.

☐  ☐ The practice has a book, manual, training, or other available writings that specifies the components of the practice protocol and describes how to administer it.

System Improvement Plan Process Guide
Version 7.0
2009

Packet Pg. 35
The practice is generally accepted in clinical practice as appropriate for use with children and their parents/caregivers receiving child abuse prevention or family support services.

**RESEARCH & EVALUATION CHARACTERISTICS**

**YES**  **NO**

There is no clinical or empirical evidence or theoretical basis indicating that the practice constitutes a substantial risk of harm to those receiving it, compared to its likely benefits.

The research supporting the efficacy of the program or practice in producing positive outcomes associated with reducing risk and increasing protective factors associated with the prevention of abuse or neglect meets at least one or more of the following criterion:

- At least two rigorous randomized controlled trials (RCTs) in highly controlled settings (e.g., university laboratory) have found the practice to be superior to an appropriate comparison practice. The RCTs have been reported in published, peer-reviewed literature. **OR**
- At least two between-group design studies using either a matched comparison or regression discontinuity have found the practice to be equivalent to another practice that would qualify as supported or well-supported; or superior to an appropriate comparison practice.

**SUPPORTED PROGRAMS AND PRACTICES (continued)**

**RESEARCH & EVALUATION CHARACTERISTICS**

**YES**  **NO**

The practice has been shown to have a sustained effect at least one year beyond the end of treatment, with no evidence that the effect is lost after this time.

Outcome measures must be reliable and valid, and administered consistently and accurately across all subjects.

---

*System Improvement Plan Process Guide*

*Version 7.0*

*2009*
If multiple outcome studies have been conducted, the overall weight of evidence supports the efficacy of the practice. [If not applicable, you may skip this question.]

The program is committed and is actively working on building stronger evidence through ongoing evaluation and continuous quality improvement activities.

The local program can demonstrate adherence to model fidelity in program implementation.

*Note: For purposes of OMB PART reporting, programs and practices at Supported Program and Practices and Well Supported Programs and Practices will be given the same weight.

**WELL SUPPORTED PROGRAMS AND PRACTICES**

**PROGRAMMATIC CHARACTERISTICS**

YES  NO

The program articulates a theory of change which specifies clearly identified outcomes and describes the activities that are related to those outcomes. This is represented through the presence of a detailed logic model or conceptual framework that depicts the assumptions for the inputs and outputs that lead to the short, intermediate and long-term outcomes.

The practice has a book, manual, training or other available writings that specify components of the service and describes how to administer it.

The practice is generally accepted in clinical practice as appropriate for use with children and their parents/caregivers receiving child abuse prevention or family support services.
RESEARCH & EVALUATION CHARACTERISTICS

YES   NO

☐  ☐ Multiple Site Replication in Usual Practice Settings: At least two rigorous randomized controlled trials (RCT's) or comparable methodology in different usual care or practice settings have found the practice to be superior to an appropriate comparison practice. The RCTs have been reported in published, peer-reviewed literature.

☐  ☐ There is no clinical or empirical evidence or theoretical basis indicating that the practice constitutes a substantial risk of harm to those receiving it, compared to its likely benefits.

☐  ☐ The practice has been shown to have a sustained effect at least one year beyond the end of treatment, with no evidence that the effect is lost after this time.

☐  ☐ Outcome measures must be reliable and valid, and administered consistently and accurately across all subjects.

☐  ☐ If multiple outcome studies have been conducted, the overall weight of the evidence supports the effectiveness of the practice.

WELL SUPPORTED PROGRAMS AND PRACTICES (continued)

RESEARCH & EVALUATION CHARACTERISTICS

YES   NO

☐  ☐ The program is committed and is actively working on building stronger evidence through ongoing evaluation and continuous quality improvement activities.

☐  ☐ The local program can demonstrate adherence to model fidelity in program implementation.
Note: For purposes of OMB PART reporting, programs and practices at Supported Program and Practices and Well Supported Programs and Practices will be given the same weight.

PROGRAMS AND PRACTICES LACKING SUPPORT OR POSITIVE EVIDENCE/UNDETERMINED/HARMFUL
Programs or practices that do not meet the threshold for Emerging and Evidence-informed will be counted in this category for purposes of reporting for the CBCAP Efficiency measure.

PROGRAMMATIC CHARACTERISTICS

The program is not able to articulate a theory of change which specifies clearly identified outcomes and describes the activities that are related to those outcomes.

The program does not have a book, manual, other available writings, training materials that describe the components of the program.

RESEARCH & EVALUATION CHARACTERISTICS

Two or more randomized, controlled trials (RCTs) have found the practice has not resulted in improved outcomes, when compared to usual care.

OR

If multiple outcome studies have been conducted, the overall weight of evidence does NOT support the efficacy of the practice.

OR

No evaluation has been conducted. The program may or may not have plans to implement an evaluation.