



DEPARTMENT OF CHILDREN AND FAMILY SERVICES

REQUEST FOR PROPOSALS #25-0047 FOR PARTNERSHIP FOR FAMILIES SERVICES

**Prepared By
County of Los Angeles**

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- D Background and Resources: California Charities Regulation:** An information sheet intended to assist nonprofit agencies with compliance with SB 1262 - the Nonprofit Integrity Act of 2004 and identify available resources.

1.0 SOLICITATION INFORMATION AND MINIMUM MANDATORY REQUIREMENTS

RFP Release Date	October 1, 2026
RFP Contact	Tajia Joseph via email: josept@dcfs.lacounty.gov
Solicitation Requirements Review (SRR) Request Due	October 15, 2026
Virtual Proposer's Conference	October 29, 2026 @10:00 AM
Written Questions Due	October 29, 2026
Questions and Answers Released via Addendum	November 12, 2026
Proposals Due	On or before 12:00 PM (Pacific Standard Time) on December 18, 2026
Anticipated Contract Term	January 1, 2028, through December 31, 2028 with an option to extend for four (4) additional one (1) year periods from January 1, 2029 through December 31, 2032.
Minimum Mandatory Requirements (MMRs)	1. Proposer must submit their Proposal(s) for Partnerships for Families by 12:00 PM, PST, Friday, December 18, 2026. 2. Proposer must have, or be willing to establish, an administrative business office located within or adjacent to the County of Los Angeles. The address of proposer's administrative business office must be included in the Proposal. 3. Proposer must be a non-profit social service organization founded for religious, charitable or social welfare purposes or a public entity and be tax exempt under 501 (c)(3) of the Internal Revenue Code.

	4. Proposer must have a minimum of five (5) years of experience within the last seven (7) years providing social services to families or coordinating social services among other community providers similar to the services listed in Exhibit A, Statement of Work of Appendix A, Sample Contract for Partnerships for Families. 5. If proposer's compliance with a County contract has been reviewed by the Department of the Auditor-Controller within the last 10 years, proposer must not have unresolved questioned costs identified by the Auditor-Controller, in an amount over \$100,000.00, that are confirmed to be disallowed costs by the contracting County department, and remain unpaid for six months or more from the date of disallowance, unless such disallowed costs are the subject of current good faith negotiations to resolve the disallowed costs, in the opinion of the County. 6. In addition to the minimum requirements listed in this RFP, Proposers who are submitting proposals to serve the Native Hawaiian and Asian Pacific Islander or the American Indian and Alaskan Native communities must also meet the minimum requirements listed below: Minimum Requirements to Qualify to Provide PFF Services to Native Hawaiian and Asian Pacific Islander Communities • Proposer must have a minimum of five (5) years of experience during the last seven (7) years in providing social services to families or coordinating social services among other community providers, equivalent or similar to the services listed in Exhibit
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	A (Statement of Work) of Appendix A (Sample Contract) for Partnerships for Families, for the Asian Pacific Islander communities within Los Angeles County. Minimum Requirements to Qualify to Provide PFF Services to American Indian and Alaskan Native Communities Proposer must have a minimum of five (5) years of experience during the last seven (7) years in providing social services to families or coordinating social services among other community providers, equivalent or similar to the services listed in Exhibit A (Statement of Work) of Appendix A (Sample Contract) for Partnerships for Families, for the American Indian and Alaskan Native communities within Los Angeles County.
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2.0 INTRODUCTION

- 2.1** The County of Los Angeles (County) Department of Children and Family Services (DCFS) is issuing this Request for Proposals (RFP) to solicit proposals for contracts with organizations that are willing and able to provide Partnerships for Families services. A total of ten (10) contracts will be awarded. One (1) contract will be awarded for each Service Planning Area (SPA), and two (2) countywide contracts will be awarded to serve the Asian Pacific Islander (API) and the American Indian and Alaskan Native (AI/AN) communities within Los Angeles County.
- 2.2** Titles, captions and headings contained in this solicitation are inserted as a matter of convenience and for reference and are not intended and must not be deemed or construed to define, limit, extend or otherwise describe the scope or any provision of this solicitation.

3.0 PURPOSE

3.1 Statement of Work (SOW)

Contractor will be expected to implement the requirements outlined in Exhibit A, Statement of Work (SOW) and Attachments, of Appendix A (Sample Contract) of this RFP.

3.2 Contract: County Terms and Conditions

Contractor will be expected to implement the requirements outlined in Appendix A (Sample Contract) of this RFP.

3.2.1 Anticipated Contract Term

The Contract term is anticipated to be for an initial period of one (1) year with four (4) one-year options to renew. The Contract is anticipated to commence on January 1, 2028, following Board of Supervisors' award. Each option to renew will be exercised at the sole discretion of the Director of the Department of Children and Family Services (DCFS).

3.2.2 Contract Rates

The Contractor's rates will remain firm and fixed for the term of the contract.

The Maximum Annual Contract Amount for all ten contracts will be \$10,663,868, financed with 100 percent 2011 State Realignment funds. One (1) contract will be awarded for each Service Planning Area (SPA), and two (2) countywide contracts will be awarded to serve the Asian Pacific Islander (API) and the American Indian and Alaskan Native (AI/AN) communities within Los Angeles County.

The Partnerships for Families annual funding allocations per SPA are as follows:

SPA	PFF Funding Allocations per SPA
1	\$ 684,208.00
2	\$ 1,651,549.00
3	\$ 1,802,061.00
4	\$ 702,555.00
5	\$ 479,266.00
6	\$ 1,774,115.00
7	\$ 1,296,869.00
8	\$ 1,473,245.00
Countywide API	\$ 400,000.00
Countywide AI/AN	\$ 400,000.00

TOTAL	\$ 10,663,868.00
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Please note that the amounts above are subject to change based on funding availability.

3.2.3 Days of Operation

The contractor shall be required to provide Partnerships for Families services Monday - Friday and a minimum of four (4) hours on either Saturday or Sunday in the service area they are contracted to serve. Contractor shall adhere to the following hours of operation: Monday through Friday from 8:00 a.m. to 5:00 p.m. and non-traditional hours Monday through Friday from 5:00 p.m. to 8:00 p.m. and Saturdays or Sundays from 9:00 a.m. to 1:00 p.m. The contractor is not required to provide services on County-recognized holidays. The County's Program Manager will provide a list of the County holidays to the contractor at the time the contract is approved, and annually, at the beginning of the calendar year.

3.2.4 Indemnification and Insurance

Contractor will be required to comply with the provisions contained in Paragraph 8.23 (Indemnification) of Appendix A (Sample Contract). The Contractor must procure, maintain, and provide to the County proof of insurance coverage for all the programs of insurance along with associated amounts specified in Paragraph 8.24 (General Provisions for all Insurance Coverage) and Paragraph 8.25 (Insurance Coverage) of Appendix A (Sample Contract).

4.0 MINIMUM MANDATORY REQUIREMENTS

Interested and qualified Proposers that can demonstrate their ability and qualifications to successfully provide the required services outlined in Exhibit A (SOW and Attachments) of Appendix A (Sample Contract) are invited to submit a proposal(s), provided the firm submitting the proposal meets the following minimum mandatory requirements at the time of proposal submission:

- 4.1** Proposer must submit their Proposal(s) for Partnerships for Families by 12:00 PM, PST, Friday, December 18, 2026.
- 4.2** Proposer must have, or be willing to establish, an administrative business office located within or adjacent to the County of Los Angeles. The address of proposer's administrative business office must be included in the Proposal;
- 4.3** Proposer must be a non-profit social service organization founded for religious, charitable or social welfare purposes or a public entity and be tax exempt under 501 (c)(3) of the Internal Revenue Code;

- 4.4** Proposer must have a minimum of five (5) years of experience within the last seven (7) years, providing social services to families or coordinating social services among other community providers similar to the services listed in Exhibit A, Statement of Work for Partnerships for Families; and
- 4.5** If proposer's compliance with a County contract has been reviewed by the Department of the Auditor-Controller within the last 10 years, proposer must not have unresolved questioned costs identified by the Auditor-Controller, in an amount over \$100,000.00, that are confirmed to be disallowed costs by the contracting County department, and remain unpaid for six months or more from the date of disallowance, unless such disallowed costs are the subject of current good faith negotiations to resolve the disallowed costs, in the opinion of the County.
- 4.6** In addition to the minimum requirements listed in Sections 4.1, 4.2, 4.3, 4.4, and 4.5 of this RFP, Proposers who are submitting proposals to serve the Native Hawaiian and Asian Pacific Islander or the American Indian and Alaskan Native communities must also meet the minimum requirements listed in 4.7 and 4.8.
- 4.7 Minimum Qualifications to Provide Partnerships for Families services to American Indian and Alaskan Native, in addition to subsections 4.1 through 4.5:**
- Proposer must have a minimum of five (5) years of experience during the last seven (7) years in providing social services to families or coordinating social services among other community providers, equivalent or similar to the services listed in Exhibit A (Statement of Work) for Partnerships for Families, for the American Indian and Alaskan Native communities within Los Angeles County.
- 4.8 Minimum Qualifications to Provide Partnerships for Families services to Asian Pacific Islander, in addition to subsections 4.1 through 4.5:**
- Proposer must have a minimum of five (5) years of experience during the last seven (7) years in providing social services to families or coordinating social services among other community providers, equivalent or similar to the services listed in Exhibit A (Statement of Work) for Partnerships for Families, for the Asian Pacific Islander communities within Los Angeles County.

5.0 COUNTY'S RIGHTS AND RESPONSIBILITIES

5.1 Representations Made Prior to Contract Execution

The County is not responsible for representations made by any of its officers or employees prior to the execution of the contract unless such understanding or representation is included in the contract.

5.2 Final Contract Award by the Board of Supervisors

Notwithstanding a recommendation of a department, agency, individual, or other, the Board retains the right to exercise its judgment concerning the selection of a proposal and the terms of any resultant agreement and to determine which

proposal best serves the interests of the County. The Board is the ultimate decision-making body and makes the final determinations necessary to arrive at a decision to award, or not award, a contract.

5.3 County's Option to Reject Proposals

Proposers are hereby advised that this RFP is a solicitation for proposals only, and is not intended, and is not to be construed as, an offer to enter into a contract or as a promise to engage in any formal competitive bidding or negotiations pursuant to any statute, ordinance, rule, or regulation. The County may, at its sole discretion, reject any or all proposals submitted in response to this RFP or may, in its sole discretion, reject all proposals and cancel this RFP in its entirety. The County will not be liable for any costs incurred by the Proposer in connection with the preparation and submission of any proposal. The County reserves the right to waive inconsequential disparities in a submitted proposal.

5.4 County's Right to Amend Request for Proposals

The County has the right to amend the RFP by written addendum. The County is responsible only for that which is expressly stated in the solicitation document and any authorized written addenda thereto. Such addendum will be made available to each person or organization which County records indicate has received this RFP. Should such addendum require additional information not previously requested, failure to address the requirements of such addendum may result in the proposal being found non-responsive and not being considered, as determined in the sole discretion of the County. The County is not responsible for and will not be bound by any representations otherwise made by any individual acting or purporting to act on its behalf.

5.5 Background and Security Investigations

5.5.1 Background and security investigations of Contractor's staff may be required at the discretion of the County as a condition of beginning and continuing work under any resulting contract. The cost of background checks is the responsibility of the Contractor.

5.5.2 Contractor shall ensure that criminal clearances with subsequent arrest notification and background checks have been conducted for all contractor's staff and volunteers as well as all subcontractors' staff, prior to beginning and continuing work under any resulting contract. The cost of such criminal clearances and background checks is the responsibility of the contractor and subcontractors, whether or not the staff member passes or fails the background and criminal clearance investigations.

6.0 NOTIFICATION TO PROPOSERS

6.1 Public Records Act

6.1.1 Responses to this solicitation will become the exclusive property of the County. Absent extraordinary circumstances, the recommended

Proposer's proposal will become a matter of public record when 1) contract negotiations are complete; 2) the Department receives a letter from the recommended Proposer's authorized officer that the negotiated contract is the firm offer of the recommended Proposer; and 3) the Department releases a copy of the recommended Proposer's proposal in response to a Notice of Intent to Request a Proposed Contractor Selection Review under Board Policy No. 5.055 ([Services Contract Solicitation Protest](#)).

Notwithstanding the above, absent extraordinary circumstances, all proposals will become a matter of public record when the Department's Proposer recommendation appears on the Board agenda.

Exceptions to disclosure are those parts or portions of all proposals that are justifiably defined as business or trade secrets and plainly marked by the Proposer as "Trade Secret", "Confidential", or "Proprietary".

6.1.2 The County will not, in any way, be liable or responsible for the disclosure of any such record or any parts thereof, if disclosure is required or permitted under the California Public Records Act or otherwise by law. A blanket statement of confidentiality or the marking of each page of the proposal as confidential will not be deemed sufficient notice of exception. The Proposers must specifically label only those provisions of their respective proposal which are "Trade Secrets", "Confidential", or "Proprietary", in nature.

6.1.3 In the event the County is required to defend an action on a Public Records Act request for any of the aforementioned documents, information, books, records, and/or contents of a proposal marked "Confidential", "Trade Secrets", or "Proprietary", Proposer agrees to defend and indemnify County from all costs and expenses, including reasonable attorneys' fees, incurred in connection with any action, proceedings, or liability arising in connection with the Public Records Act request.

6.2 Contact with County Personnel

All contact regarding this RFP or any matter relating thereto must be in writing, and e-mailed to:

Department of Children and Family Services
Contracts Administration Division

Attention: Tajia Joseph, Contract Analyst

Email: josepT@dcfs.lacounty.gov

and copy:

Email: Kirkc@dcfs.lacounty.gov

If it is discovered that Proposer contacted and received information from any County personnel, other than the person specified above, regarding this solicitation, County, in its sole determination, may disqualify their proposal from further consideration.

Proposers are encouraged to monitor the DCFS website at:

<http://Contracts.dcfs.lacounty.gov/>

and/or

The Los Angeles County website at:

<https://camisvr.co.la.ca.us/LACoBids/BidLookUp/OpenBidList>

for additional information throughout the open period of this solicitation. Prospective Proposers assume all risks relying on information retrieved from unaffiliated (not posed by the County of Los Angeles) third-party websites as the information may be incomplete or inaccurate.

6.3 Mandatory Requirement to Register on County's WebVen

Prior to a contract award, all potential Contractors must register in the County's WebVen. WebVen contains the vendor's business profile and identifies the goods/services the business provides. Registration can be accomplished online via the Internet by accessing the County's home page at: <http://camisvr.co.la.ca.us/webven/>.

6.4 Protest Policy Review Process

6.4.1 Under Board Policy No. 5.055 ([Services Contract Solicitation Protest](#)) any prospective Proposer may request a review of the requirements under a solicitation for a Board-approved services contract, as described in Paragraph 6.4.3 (Grounds for Review) below. Additionally, any actual Proposer may request a review of a disqualification or of a proposed contract award under such a solicitation, as described respectively in the paragraphs below. It is the responsibility of the Proposer challenging the decision of a Department to demonstrate that the Department committed a sufficiently material error in the solicitation process to justify invalidation of a proposed contract award.

6.4.2 Throughout the review process, the County has no obligation to delay or otherwise postpone an award of contract based on a Proposer protest. In all cases, the County reserves the right to make an award when it is determined to be in the best interest of the County of Los Angeles to do so.

6.4.3 Grounds for Review

Unless state or federal statutes or regulations otherwise provide, the grounds for review of a solicitation for a Board-approved services contract provided for under Board Policy No. 5.055 ([Services Contract Solicitation Protest](#)) are limited to the following:

- 6.4.3.1** Solicitation Requirements Review (referenced in Paragraph 10.1)
- 6.4.3.2** Disqualification Review (referenced in Paragraph 10.2)
- 6.4.3.3** Department's Proposed Contractor Selection Review (referenced in Paragraph 10.3)
- 6.4.3.4** County Independent Review (referenced in Paragraph 10.4)

6.5 Conflict of Interest

No County employee whose position in the County enables them to influence the selection of a Contractor for this RFP, or any competing RFP, nor any spouse or economic dependent of such employees, will be employed in any capacity by a Proposer or have any other direct or indirect financial interest in the selection of a Contractor. Proposer must certify that they are aware of and have read [Section 2.180.010 of the Los Angeles County Code](#) as stated in Exhibit 2 (Certification of Compliance) of Appendix B (Required Forms).

6.6 Determination of Proposer Responsibility

- 6.6.1** A responsible Proposer is a Proposer who has demonstrated the attribute of trustworthiness, as well as quality, fitness, capacity, and experience to satisfactorily perform the contract. It is the County's policy to conduct business only with responsible proposers.
- 6.6.2** Proposers are hereby notified that, in accordance with [Chapter 2.202 of the County Code](#), the County may determine whether the Proposer is responsible based on a review of the Proposer's performance on any contracts, including but not limited to County contracts. Particular attention will be given to violations of labor laws related to employee compensation and benefits, and evidence of false claims made by the Proposer against public entities. Labor law violations which are the fault of the subcontractors and of which the Proposer had no knowledge must not be the basis of a determination that the Proposer is not responsible.
- 6.6.3** The County may declare a Proposer to be non-responsible for purposes of this Contract if the Board, in its discretion, finds that the Proposer has done any of the following: 1) violated a term of a contract with the County or a nonprofit corporation created by the County; 2) committed an act or omission which negatively reflects on the Proposer's quality, fitness or capacity to perform a contract with the County, any other public entity, or a nonprofit corporation created by the County, or engaged in a pattern or practice which negatively reflects on same; 3) committed an act or omission which indicates a lack of business integrity or business honesty; or 4) made or submitted a false claim against the County or any other public entity.
- 6.6.4** If there is evidence that the apparent highest ranked Proposer may not be responsible, the Department will notify the proposer in writing of the

evidence relating to the Proposer's responsibility, and its intention to recommend to the Board that the Proposer be found not responsible. The Department will provide the Proposer and/or the Proposer's representative with an opportunity to present evidence as to why the Proposer should be found to be responsible and to rebut evidence which is the basis for the Department's recommendation.

6.6.5 If the Proposer presents evidence in rebuttal to the Department, the Department will evaluate the merits of such evidence, and based on that evaluation, make a recommendation to the Board of Supervisors. The final decision concerning the responsibility of the Proposer will reside with the Board.

6.6.6 These terms will also apply to proposed Subcontractors of Proposers on County contracts.

6.7 Proposer Debarment

6.7.1 The Proposer is hereby notified that, in accordance with [Chapter 2.202 of the County Code](#), the County may debar the Proposer from bidding or proposing on, or being awarded, and/or performing work on other County contracts for a specified period of time, which generally will not exceed five (5) years but may exceed five (5) years or be permanent if warranted by the circumstances, and the County may terminate any or all of the Proposer's existing contracts with County, if the Board finds, in its discretion, that the Proposer has done any of the following: 1) violated a term of a contract with the County or a nonprofit corporation created by the County; 2) committed an act or omission which negatively reflects on the Proposer's quality, fitness or capacity to perform a contract with the County, any other public entity, or a nonprofit corporation created by the County, or engaged in a pattern or practice which negatively reflects on same; 3) committed an act or offense which indicates a lack of business integrity or business honesty; or 4) made or submitted a false claim against the County or any other public entity. These terms will also apply to proposed Subcontractors of Proposers on County contracts.

6.7.2 A listing of Contractors that are currently on the Debarment List for Los Angeles County may be obtained on the following website: <https://doingbusiness.lacounty.gov/listing-of-contractors-debarred-in-los-angeles-county/>.

6.8 Improper Considerations

6.8.1 Attempt to Secure Favorable Treatment

It is improper for any County officer, employee, or agent to solicit consideration, in any form, from a Proposer or their agents with the implication, suggestion or statement that the Proposer's or their agent's provision of the consideration may secure more favorable treatment for the Proposer in the award of the contract or that the Proposer's or their

agent's failure to provide such consideration may negatively affect the County's consideration of the Proposer's submission. A Proposer or their agent must not offer or give either directly or through an intermediary, consideration, in any form, to a County officer, employee, or agent for the purpose of securing favorable treatment with respect to the award of the contract.

6.8.2 Form of Improper Consideration

Among other items, improper consideration may take the form of cash, discounts, service, the provision of travel or entertainment, or tangible gifts.

6.8.3 Notification to County

A Proposer or their agent must immediately report any attempt by a County officer, employee, or agent to solicit such improper consideration. The report must be made to the Los Angeles County Fraud Hotline at (800) 544 6861, or fraud@auditor.lacounty.gov or <https://fraud.lacounty.gov/>. Failure to report such a solicitation may result in the Proposer's submission being eliminated from consideration.

6.9 County Lobbyist Ordinance

The County has enacted an ordinance regulating the activities of persons who lobby County officials. This ordinance, referred to as the "Lobbyist Ordinance", defines a County Lobbyist and imposes certain registration requirements upon individuals meeting the definition. The complete text of the ordinance can be found in [County Code Chapter 2.160](#). In effect, each person, corporation or other entity that seeks a County permit, license, franchise or contract must certify compliance with the ordinance. As part of this solicitation process, it will be the responsibility of each Proposer to review the ordinance independently as the text of said ordinance is not contained within this RFP. Thereafter, each person, corporation or other entity submitting a response to this solicitation, must certify that each County Lobbyist, as defined by [Los Angeles County Code Section 2.160.010](#), retained by the Proposer is in full compliance with [Chapter 2.160 of the Los Angeles County Code](#) and each such County Lobbyist is not on the Executive Office's List of Terminated Registered Lobbyists.

6.10 Consideration of GAIN/START Participants for Employment

6.10.1 As a threshold requirement for consideration for contract award, Proposers must demonstrate a proven record of hiring participants in the County's [Department of Public Social Services Greater Avenues for Independence \(GAIN\) or Skills and Training to Achieve Readiness for Tomorrow \(START\) Programs](#) or must attest to a willingness to consider GAIN/START participants for any future employment openings if they meet the minimum qualifications for that opening. Proposers must attest to a willingness to provide employed GAIN/START participants access to the Proposers' employee mentoring program, if available, to assist

these individuals in obtaining permanent employment and/or promotional opportunities.

- 6.10.2** Proposers who are unable to meet this requirement will not be considered for contract award. Proposers must submit a completed Exhibit 2 (Certification of Compliance) of Appendix B (Required Forms), along with their proposal.

6.11 Jury Service Program

- 6.11.1** The prospective contract is subject to the requirements of the County's Contractor Employee Jury Service Ordinance ("Jury Service Program") ([Los Angeles County Code, Chapter 2.203](#)). Prospective Contractors should carefully review Paragraph 8.8 (Compliance with the County's Jury Service Program) of Appendix A (Sample Contract), both of which are incorporated by reference into and made a part of this RFP. The Jury Service Program applies to both Contractors and their Subcontractors.

Proposals that fail to comply with the requirements of the Jury Service Program will be considered non-responsive and excluded from further consideration.

- 6.11.2** Contractor must certify compliance with County's Contractor Employee Jury Service Ordinance in Exhibit 2 (Certification of Compliance) of Appendix B (Required Forms). If a Contractor does not fall within the Jury Service Program's definition of "Contractor" or if it meets any of the exceptions to the Jury Service Program, then the Contractor must so indicate in Exhibit 2 (Certification of Compliance) of Appendix B (Required Forms) and include with its submission all necessary documentation to support the claim such as tax returns or a collective bargaining agreement, if applicable. Upon reviewing the Contractor's application, the County will determine, in its sole discretion, whether the Contractor falls within the definition of Contractor or meets any of the exceptions to the Jury Service Program. The County's decision will be final.

6.12 Pending Acquisitions/Mergers by Proposing Company

The Proposer must notify the County of any pending acquisitions/mergers of its company unless otherwise legally prohibited from doing so. If the Proposer is restricted from legally notifying the County of pending acquisitions/mergers, then it should notify the County of the actual acquisitions/mergers as soon as the law allows and provide to the County the legal framework that restricted it from notifying the County prior to the actual acquisitions/mergers. This information must be provided by the Proposer in Exhibit 1 (Organization Questionnaire/Affidavit) of Appendix B (Required Forms). Failure of the Proposer to provide this information may eliminate its proposal from any further consideration. Proposer will have a continuing obligation to notify the County and update any changes to its response

in Exhibit 1 (Organization Questionnaire/Affidavit) of Appendix B (Required Forms) during the solicitation.

6.13 Charitable Contributions Compliance

- 6.13.1** California's "Supervision of Trustees and Fundraisers for Charitable Purposes Act" regulates receiving and raising charitable contributions. Among other requirements, those subject to the Charitable Purposes Act must register with the Registry of Charitable Trusts, which is maintained by the California Attorney General's Office. The 2004 Nonprofit Integrity Act, as approved and codified in California Government Code, Sections [12580-12599.10](#), increased Charitable Purposes Act requirements. Prospective Contractors should carefully read Appendix D (Background and Resources: California Charities Regulation). These rules cover California public benefit corporations, unincorporated associations, and trustee entities and may include similar foreign corporations doing business or holding property in California. The Nonprofit Integrity Act contains substantive requirements affecting executive compensation, fund-raising practices and documentation. Charities with over two million dollars (\$2,000,000) of revenues (excluding funds that must be accounted for to a governmental entity) also have specific audit requirements.
- 6.13.2** All prospective Contractors must determine if they receive or raise charitable contributions which subject them to the Charitable Purposes Act and complete the certification form attached as Exhibit 2 (Certification of Compliance) in Appendix B (Required Forms). A completed Exhibit 2 (Certification of Compliance) of Appendix B (Required Forms) is a required part of any agreement with the County.
- 6.13.3** Prospective County Contractors that do not complete Exhibit 2 (Certification of Compliance) of Appendix B (Required Forms) as part of the solicitation process may, in the County's sole discretion, be disqualified from contract award. A County Contractor that fails to comply with its obligations under the Charitable Purposes Act is subject to either contract termination or debarment proceedings or both. ([County Code Chapter 2.202](#)).

6.14 Defaulted Property Tax Reduction Program

- 6.14.1** The prospective contract is subject to the requirements of the County's Defaulted Property Tax Reduction Program ("Defaulted Tax Program"), ([Los Angeles County Code, Chapter 2.206](#)). Prospective Contractors should reference the pertinent provisions in Paragraph 8.50 (Warranty of Compliance with County's Defaulted Property Tax Reduction Program) and 8.51 (Termination for Breach of Warranty to Maintain Compliance with County's Defaulted Property Tax Deduction Program) of Appendix A (Sample Contract), both of which are incorporated by

reference into and made a part of this solicitation. The Defaulted Tax Program applies to both Contractors and their Subcontractors.

- 6.14.2** Proposers will be required to certify that they are in full compliance with the provisions of the Defaulted Tax Program and must maintain compliance during the term of any contract that may be awarded pursuant to this solicitation or must certify that they are exempt from the Defaulted Tax Program by completing Exhibit 2 (Certification of Compliance) in Appendix B (Required Forms). Failure to maintain compliance, or to timely cure defects, may be cause for termination of a contract or initiation of debarment proceedings against the non-compliant Contractor ([Los Angeles County Code, Chapter 2.202](#)).
- 6.14.3** Proposals that fail to comply with the certification requirements of the Defaulted Tax Program will be considered non-responsive and excluded from further consideration.
- 6.15 County's Commitment to Zero Tolerance Policy on Human Trafficking**
 - 6.15.1** On October 4, 2016, the County approved a motion taking significant steps to protect victims of human trafficking by establishing a zero-tolerance policy on human trafficking. The policy prohibits Contractors engaged in human trafficking from receiving contract awards or performing services under a County contract.
 - 6.15.2** Contractors are required to complete Exhibit 2 (Certification of Compliance) in Appendix B (Required Forms), certifying that they are in full compliance with the County's Zero Tolerance Policy on Human Trafficking provision as defined in Paragraph 8.53 (Compliance with County's Zero Tolerance Policy on Human Trafficking) of Appendix A (Sample Contract). Further, Contractors are required to comply with the requirements under said provision for the term of any contract awarded pursuant to this solicitation.
- 6.16 Intentionally Omitted**
- 6.17 Default Method of Payment: Direct Deposit or Electronic Funds Transfer (EFT)**
 - 6.17.1** The County, at its sole discretion, has determined that the most efficient and secure default form of payment for goods and/or services provided under an agreement/contract with the County must be Electronic Funds Transfer (EFT) or direct deposit, unless an alternative method of payment is deemed appropriate by the Auditor-Controller (A-C).
 - 6.17.2** Upon contract award or at the request of the A-C and/or the contracting department, the Contractor must submit a direct deposit authorization request with banking and vendor information, and any other information that the A-C determines is reasonably necessary to process the

payment and comply with all accounting, record keeping, and tax reporting requirements.

6.17.3 Any provision of law, grant, or funding agreement requiring a specific form or method of payment other than EFT or direct deposit will supersede this requirement with respect to those payments.

6.17.4 Upon contract award or at any time during the duration of the agreement/contract, a Contractor may submit a written request for an exemption to this requirement. The A-C, in consultation with the contracting department(s), will decide whether to approve exemption requests.

6.18 Prohibition from Participation in Future Solicitation(s)

A Proposer, or a Contractor or its subsidiary or Subcontractor ("Proposer/Contractor"), is prohibited from submitting a bid or proposal in a County solicitation if the Proposer/Contractor has provided advice or consultation for the solicitation. A Proposer/Contractor is also prohibited from submitting a bid or proposal in a County solicitation if the Proposer/Contractor has developed or prepared any of the solicitation materials on behalf of the County. A violation of this provision will result in the disqualification of the Proposer/Contractor from participation in the County solicitation or the termination or cancellation of any resultant County contract. ([Los Angeles County Code, Chapter 2.202](#)).

6.19 Community Business Enterprise (CBE) Participation

The County has adopted a Community Business Enterprise (CBE) Program, which includes business enterprises certified as disadvantaged business enterprises disabled veteran-owned, minority-owned, women-owned, and lesbian, gay, bisexual, transgender, queer, and questioning-owned business types. The County has established a collective 25% participation goal for CBE certified firms, calculated on the eligible procurement dollars. The program maintains data on the types of businesses registered as CBEs and their utilization. The Proposer's CBE participation must be reflected in Exhibit 5 (Community Business Enterprise (CBE) Information) form in Appendix B (Required Forms).

All Proposers must document efforts it has taken to assure that CBEs are utilized, when possible, to provide supplies, equipment, technical services, and other services under this Contract. The Proposer must make documents related to these efforts available to the County upon request.

The County strongly encourages participation by CBEs; however, the final selection will be made without regard to race, color, creed, or gender. The final selection will be based on the Proposer's ability to provide the best service and value to the County.

To obtain a list of the County's CBE certified firms, e-mail the request to the County of Los Angeles Department of Economic Opportunity at CBESBE@opportunity.lacounty.gov with the subject "**Request for CBE Listing.**"

For additional information contact the Office of Small Business at: (844) 432-4900 or at OSB@opportunity.lacounty.gov.

6.20 Contribution and Agent Declaration

[Government Code Section 84308](#) requires a party to a contract proceeding to disclose any contribution of more than \$500 made to a County officer within the preceding twelve (12) months by the party or their agent. State regulations require this disclosure to be made at the time an application is filed, and, if a contribution is made during the contract proceeding, within 30 days of making a contribution or on the date on which the party first appears before or communicates with the agency regarding the proceeding after making the contribution, whichever is earliest. All Proposers are advised that they and all of their Subcontractors must complete and return as part of the proposal, the Contribution and Agent Declaration included in Exhibit 10 (Contribution and Agent Declaration Form) of Appendix B (Required Forms). Proposers are further advised that they and their Subcontractors must update the Contribution and Agent Declaration Form throughout the pendency of the solicitation if a contribution is made after the initial disclosure when the proposal is submitted, and as requested at any time by the County prior to contract award. Failure by the Proposer or any Subcontractor(s) to complete and submit the required Contribution and Agent Declaration Form in Exhibit 10, and failure by the Proposer or any Subcontractor(s) to update the declaration as required by law or as otherwise requested by the County, may eliminate the proposal from further consideration and/or the Proposer may be disqualified from a contract award, as determined in the County's sole discretion. Further, all Proposers and their Subcontractors are prohibited under [Government Code Section 84308](#) from making a contribution of more than \$500 to a County officer for twelve (12) months after the date a final decision is made in the contract proceeding involving this solicitation.

6.21 Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion – Lower Tier Covered Transactions (45 C.F.R. Part 76)

6.21.1 Pursuant to federal law, the County is prohibited from contracting with parties that are suspended, debarred, ineligible, or excluded, or whose principals are suspended, debarred, or excluded from securing federally funded contracts. At the time of Proposer's response to this RFP, Proposer must submit a certification, as set forth in Exhibit 11 (Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion – Lower Tier Covered Transactions [45 C.F.R. Part 76]) in Appendix B (Required Forms), attesting that neither it, as an organization, nor any of its owners, officers, partners, directors, or other principals are currently suspended, debarred, ineligible, or excluded from securing federally funded contracts. Should a proposal response to this RFP identify prospective Subcontractors, or should Proposer intend to use subcontractors in the provision of services under any subsequent contract, Proposer must submit a certification, completed by

each Subcontractor, attesting that neither the Subcontractor, as an organization, nor any of its owners, officers, partners, directors, or other principals are currently suspended, debarred, ineligible, or excluded from securing federally funded contracts.

- 6.21.2** Failure to provide the required certification may eliminate Proposer's response to RFP from consideration.
- 6.21.3** In the event that Proposer and/or its Subcontractor(s) is or are unable to provide the required certification, Proposer instead will provide a written explanation concerning its and/or its Subcontractor's inability to provide the certification. Proposer's written explanation must describe the specific circumstances concerning the inability to certify. It further must identify any owner, officer, partner, director, or other principal of the Proposer and/or Subcontractor who is currently suspended, debarred, ineligible, or excluded from securing federally funded contracts. Finally, the written explanation must provide that person's or those persons' job description(s) and function(s) as they relate to the contract which is being solicited by this RFP.
- 6.21.4** The written explanation will be examined by the County to determine, in its full discretion, whether further consideration of the proposal response to this RFP is appropriate under the federal law.

7.0 COUNTY'S PREFERENCE PROGRAMS

7.1 Overview of County's Preference Programs

- 7.1.1** The County has three preference programs: the Local Small Business Enterprise (LSBE), Disabled Veteran Business Enterprise (DVBE), and Social Enterprise (SE). The Board encourages business participation in the County's contracting process by continually streamlining and simplifying our selection process and expanding opportunities for these businesses to compete for County opportunities.
- 7.1.2** The Preference Programs (LSBE, DVBE, and SE) require that a business complete certification prior to requesting a preference in a solicitation. This program and how to obtain certification are further explained in Paragraphs 7.2, 7.3, and 7.4 of this solicitation. Additional information on the County's preference programs is also available on the Department of Economic Opportunity (DEO) website at: https://iddweb.isd.lacounty.gov/DCA_eComplaint/SmallBusinessCertifications.
- 7.1.3** In no case will the Preference Programs (LSBE, DVBE, and SE) price or scoring preference be combined with any other County preference program to exceed fifteen percent (15%) in response to any County solicitation.

- 7.1.4 Sanctions and financial penalties may apply to a business that knowingly, and with intent to defraud, seeks to obtain or maintain certification as a certified LSBE, DVBE, or SE when not qualified.

7.2 Local Small Business Enterprise (LSBE) Preference Program

- 7.2.1 The County will apply the LSBE preference during the solicitation process to businesses that meet the definition of an LSBE for solicitations not subject to the federal restriction on geographical preferences, consistent with [Chapter 2.204 of the Los Angeles County Code](#).
- 7.2.2 The business must be certified by the County prior to requesting the LSBE preference in a solicitation. To apply for certification as an LSBE, businesses should contact DEO at https://iddweb.isd.lacounty.gov/DCA_eComplaint/SmallBusinessCertifications.
- 7.2.3 Businesses requesting the LSBE preference must complete and submit Exhibit 3 (Request for Preference Consideration) in Appendix B (Required Forms) and submit their LSBE certification approval letter ("Certification for Non-Federally Funded Solicitations") from the County with their proposal.

7.3 Social Enterprise (SE) Preference Program

- 7.3.1 The County will apply the SE preference during the solicitation process to businesses that meet the definition of an SE for solicitations not subject to the federal restriction on geographical preferences, consistent with [Chapter 2.205 of the Los Angeles County Code](#).
- 7.3.2 The business must be certified by the County, prior to requesting the SE preference in a solicitation. To apply for certification as an SE, businesses should contact DEO at https://iddweb.isd.lacounty.gov/DCA_eComplaint/SmallBusinessCertifications.
- 7.3.3 Businesses requesting the SE preference must complete and submit Exhibit 3 (Request for Preference Consideration) in Appendix B (Required Forms) and submit their SE certification approval letter ("Certification for Non-Federally Funded Solicitations") from the County with their proposal.

7.4 Disabled Veteran Business Enterprise (DVBE) Preference Program

- 7.4.1 The County will apply the DVBE preference during the solicitation process to businesses that meet the definition of a DVBE, consistent with [Chapter 2.211 of the Los Angeles County Code](#).
- 7.4.2 The business must be certified by the County, prior to requesting the DVBE preference in a solicitation. To apply for certification as a DVBE,

businesses should contact DEO at https://iddweb.isd.lacounty.gov/DCA_eComplaint/SmallBusinessCertifications.

- 7.4.3** Businesses requesting the DVBE preference must complete and submit Exhibit 3 (Request for Preference Consideration) in Appendix B (Required Forms), and submit their DVBE certification approval letter from the County with their proposal.

7.5 Preference Program Enterprises (PPEs) - Prompt Payment Program

It is the intent of the County that Certified Preference Program Enterprises (PPEs) receive prompt payment for services they provide to County Departments. Prompt payment is defined as fifteen (15) calendar days after receipt of an approved, undisputed invoice which has been properly matched against documents such as a receiving, shipping, or services delivered report, or any other validation of receipt document consistent with Board Policy 3.035 ([Preference Program Payment Liaison and Prompt Payment Program](#)).

8.0 BUSINESS PROPOSAL REQUIREMENTS AND EVALUATION

This Paragraph contains key project activities, provides Proposers with proposal submission requirements and submittal instructions, and identifies evaluation criteria.

8.1 Truth and Accuracy of Representations

False, misleading, incomplete, or deceptively unresponsive statements in connection with a proposal will be sufficient cause for rejection of the proposal. The evaluation and determination in this area will be at the Department's sole judgment and their judgment will be final. All proposals must be firm and final offers and may not be withdrawn for a period of one hundred eighty (180) days following the final proposal submission date.

8.2 Proposers' Questions

- 8.2.1** Proposers may submit written questions regarding this RFP by e-mail to: Tajia Joseph at josept@dcfs.lacounty.gov and copy Corneitha Kirk at Kirkc@dcfs.lacounty.gov. All questions must be received by the date and time specified in Paragraph 1.0 (Solicitation Information and Minimum Mandatory Requirements). All questions, without identifying the submitting company, will be compiled with the appropriate answers and issued as an addendum to the RFP.

- 8.2.2** When submitting questions, please specify the RFP, paragraph number, and page number and quote the language that prompted the question. This will ensure that the question can be quickly found in the RFP. County reserves the right to group similar questions when providing answers.

8.3 Proposers' Conference

- 8.3.1 A Virtual Proposers' Conference will be held to discuss the RFP requirements. County staff will respond to questions from potential Proposers. The conference is scheduled as follows:

Date: October 29, 2026

Time: 10:00 AM (Daylight Savings Time)

WEBEX MEETING INFORMATION

Please ensure you check the DCFS website at:

<http://Contracts.dcfs.lacounty.gov> for Event Invitation Link. All conference participants must register prior to the event.

- 8.3.2 To register for the Virtual Proposer's Conference, please follow this link:
<http://Contracts.dcfs.lacounty.gov>

8.4 Preparation of the Proposal

Two (2) proposals must be submitted, consisting of a Business Proposal and a Cost Proposal in Portable Document Format (PDF), via electronic mail (e-mail) to: josepT@dcfs.lacounty.gov and copy KirkC@dcfs.lacounty.gov by the date and time listed in Paragraph 1.0 (Solicitation Information and Minimum Mandatory Requirements). All proposals must be submitted in the prescribed format. Any proposal that deviates from this format may be rejected as nonresponsive without review at the County's sole discretion.

All five (5) PDF files are required for each Service Planning Area the Proposer plans to provide Child Abuse Prevention, Intervention, and Treatment Services.

- 8.4.1 All proposals must be submitted via email in the prescribed format below:

- 8.4.1.1 Proposers must submit a total of five (5) electronic PDF files in their proposal submission email(s) as follows:

Business Proposal

- 1a) Narrative, Required Forms, Exhibit 13;
- 1b) Three (3) years of Financial Statements;
- 1c) Required Forms (Exhibits 1 through 12);
- 1d) Corporate Documents; and

Cost Proposal

- 2) Cost Proposal (Required Forms, Exhibits 14 through 16);

- 8.4.1.2 The electronic files must be titled as follows:

PFFRFP25-0047, the organization's name, and identify the files listed in 8.4.1.1 using the format below:

Business Proposal

- 1a) Business Proposal: PFFRFP25-0047- Proposer Name-SPA-BP
- 1b) Three years of Financial Statements: PFFRFP25-0047-Proposer Name-SPA-AFS
- 1c) Required Forms: PFFRFP25-0047-Proposer Name-SPA-Forms
- 1d) Corporate Documents: PFFRFP25-0047-Proposer Name-SPA-CorpDocs

Cost Proposal

- 2) Cost Proposal: PFFRFP25-0047- Proposer Name-SPA -CP

- 8.4.1.3** Each page must be clearly and consecutively numbered within each electronic file.
- 8.4.1.4** **Proposers should plan for any delays or computer system failure and avoid submitting proposals at minimum 30 minutes before the deadline. Any proposal(s) received at 12:01 PM on December 18, 2026, or any time after, will be immediately rejected.**
- 8.4.1.5** Proposers must set up a delivery receipt for each of their email submissions. Proposers must keep delivery receipts and acknowledgment email from DCFS for their records.

8.5 Business Proposal Requirements and Evaluation Criteria (80%)

Any reviews conducted during the evaluation of the proposal may result in a point reduction. The content and sequence of the proposal must be as follows:

Business Proposal Format:

Business Proposal Narrative Required Form, Exhibit 13 will be limited to 1,000 words per response.

8.5.1 Proposer's Qualifications (25%)

Proposer will be evaluated on their experience and financial capacity as a corporation or other entity to perform the required services based on information provided in this paragraph.

8.5.1.1 Proposer's Background and Experience

Provide a relevant background information to demonstrate that the Proposer meets or exceeds the minimum requirement(s) stated in Paragraph 4.0 (Minimum Mandatory Requirements) of this RFP and has the capability to perform the required services as a corporation or other entity.

- 8.5.1.1.1** Proposers should describe their history of providing case management, monitoring, crisis intervention, linkage and advocacy; concrete supports for basic needs, psychotherapy, health, parenting and/or education programs, or resources; structured parent-child and/or family centered activities; domestic violence; mental health or substance abuse related needs; access to early childcare and education; and capacity building.
- 8.5.1.1.2** Proposers should describe their history of serving the different target populations of at-risk pregnant women and fathers; DCFS referred families with closed, inconclusive, or substantiated referrals with moderate to very high risk; and Alternative Response clients.
- 8.5.1.1.3** Proposers should describe their experience with using a strength-based approach, such as use of the Protective Factors Framework, and incorporating it into their service delivery model.

8.5.1.2 Proposer's List of References

Proposer will be evaluated on the verification of references provided in Appendix B (Required Forms), Exhibit 7 (List of References). In addition to the references provided, a review will include the Contractor Alert Reporting Database, if applicable, reflecting past performance history on County or other contracts. This review may result in point deductions up to one hundred percent (100%) of the total points awarded in this evaluation subcategory (Proposer's List of References).

Proposer must provide five (5) references where the same or similar scope of services was provided as set forth in the Statement of Work (Exhibit A) to validate that the Proposer meets the minimum qualifications stated in Paragraph 4.0 (Minimum Mandatory Requirements).

Additionally, Proposer must include all public entities Contracts for the last three (3) years where the same or similar scope of services was provided. Proposer's completed form Exhibit 7 (List of References) and Exhibit 8 (List of Contracts), must be provided in file 1c (Required Forms) of Proposer's Business Proposal. Proposer may use additional sheets, if necessary.

It is the Proposer's sole responsibility to ensure that information provided for each reference is accurate.

The County will email an electronic survey to all references listed in Exhibit 7 (List of References) within 5-10 business days after the proposal submission deadline. Three (3) attempts will be made to reach a Proposer's reference during the business hours of Monday through Friday, from 8:00 a.m. to 5:00 p.m.

- a. The first attempt will be an email with a link to the electronic survey with a due date for a response.
- b. The second attempt will be a second email reminding the reference contact to access the survey link sent previously.
- c. The third attempt will be a phone call to the reference contact letting them know that they have received two (2) emails with a link to respond to the survey link, with a follow-up email from the caller. If the reference contact is not reached after three (3) attempts, the reference contact will be considered non-responsive.

County may disqualify a Proposer as non-responsive and/or non-responsible if:

- 8.5.1.2.1** references fail to substantiate Proposer's description of the services provided; or
- 8.5.1.2.2** references fail to support that Proposer has a continuing pattern of providing capable, productive and skilled personnel; or
- 8.5.1.2.3** the Department is unable to reach the point of contact with reasonable effort. It is the Proposer's responsibility to inform the point of contact of normal working hours.

8.5.1.3 Proposer's Debarment History and List of Terminated Contracts

The County will conduct a review of Proposer's terminated contracts and debarment history. Proposer must include contracts terminated within the past three (3) years with a reason for termination in Appendix B (Required Forms), Exhibit 4 (Debarment History and List of Terminated Contracts). Proposer's completed form Exhibit 4 (Debarment History and List of Terminated Contracts) must be provided in file 1c (Required Forms) of Proposer's business proposal.

8.5.1.4 Proposer's Financial Capability

The County will conduct a review of Proposer's financial capability. Proposer must provide copies of the company's most current and prior three (3) fiscal years financial statements (i.e., fiscal years ending 2025, 2024, and 2023). At least one (1) of the financial statements must be an audited financial statement within eighteen (18) months at the time of the proposal submission for this RFP. Statements should include the company's assets, liabilities and net worth and at a minimum should include the Balance Sheet, Statement of Income, and the Statement of Cash Flows. If audited statements are available, these should be submitted to meet this requirement. Do not submit Income Tax Returns to meet this requirement. Financial statements will be kept confidential if so stamped on each page.

8.5.1.5 Proposer's Pending Litigation and Judgments

The County will conduct a review of Proposer's pending litigation and judgements. Proposer must identify by name, case and court jurisdiction any pending litigation in which Proposer is involved, or judgments against Proposer in the past five (5) years. Additionally, Proposer must provide a statement describing the size and scope of any pending or threatening litigation against the Proposer or principals of the Proposer in Appendix B (Required Forms), Exhibit 9 (Pending Litigation and Judgments). Points may be deducted due to the magnitude of the pending litigation and judgments.

8.5.2 Proposer's Approach to Providing Required Services (60%)

Proposer will be evaluated on its description of the methodology to be used to meet the County's requirements based on information provided in this paragraph.

Proposer must present a description of the methodology the Proposer will use to meet contract work requirements. Describe in detail how the services will be performed to meet the requirements outlined in Exhibit A (SOW and Attachments).

Proposals responding to this RFP must address All of its outlined required elements and include the following:

8.5.2.1 Proposer should describe how they will assess and strengthen the family's Protective Factors.

8.5.2.2 Proposer should describe how they will address issues related to disproportionality within the target population to be served with DCFS referrals.

- 8.5.2.3** Proposer should describe and clearly specify a plan regarding the case management approach, including proposer's plan on how general counseling, PFF service planning, crisis intervention, linkage services and advocacy services will be provided.
- 8.5.2.4** Proposer should describe their plan to deliver psychotherapy services, including appropriate staff requirements.
- 8.5.2.5** Proposer should demonstrate approach to providing health, parenting, and/or other education programs or resources and structured parent-child and/or family-centered activities.
- 8.5.2.6** Proposer should demonstrate their plan to identify special family needs such as domestic violence, mental health and substance abuse issues and to collaborate with appropriate resource agencies.
- 8.5.2.7** Proposer should demonstrate how they will incorporate Motivational Interviewing into their service delivery plan.
- 8.5.2.8** Proposer should describe their plan to provide Early Care and Education (ECE) and their plan to collaborate with ECE programs and providers.

8.5.3 Proposer's Quality Assurance Plan (15%)

The Proposer will be evaluated on its ability to establish and maintain a complete Quality Assurance Plan (QAP) to ensure the requirements of this Contract are provided as specified. Evaluation of the QAP must cover the proposed monitoring system of all services listed on the Performance Requirements Summary (PRS) based on information provided in this paragraph.

Proposer must present a comprehensive QAP to be utilized by the Proposer as a self-monitoring tool to ensure the required services are provided as specified in Exhibit A (SOW and Attachments) of Appendix A (Sample Contract).

The following factors may be included in the QAP:

- Activities to be monitored to ensure compliance with all contract requirements.
- Monitoring methods to be used.
- Frequency of monitoring.
- Samples of forms to be used in monitoring.
- Title/level and qualifications of personnel performing monitoring functions; and

- Documentation methods of all monitoring results, including any corrective action taken.

Proposals responding to this RFP must address All of its outlined required elements, which must also include how the Proposer will perform the following:

- 8.5.3.1** Proposer should describe how they will address the issue of self-monitoring to ensure that the required services are provided, documented, and adapted as needed.
- 8.5.3.2** Proposer should describe how their Quality Assurance Plan incorporates corrective actions to address the following (1) the time a problem was first identified; (2) a clear description of the problem; (3) the time elapsed between identifying the problem; (4) completing action to correct the problem; and (5) the ability to provide the County with its status upon request.
- 8.5.3.3** Proposer should describe their protocol to ensure uninterrupted services to DCFS in the event of a work stoppage, pandemic, or emergent staffing shortage due to illness, vacation and absences.

8.5.4 Exceptions to Terms and Conditions of Contract and/or Requirements of Statement of Work and Attachments

- 8.5.4.1** It is the duty of every Proposer to thoroughly review the Contract and Statement of Work to ensure compliance with all terms, conditions, and requirements. No exceptions to the Sample Contract or Statement of Work will be accepted.

Proposer will be evaluated on their willingness to accept the terms and conditions outlined in Appendix A (Sample Contract) and the requirements of the Statement of Work outlined in Exhibit A (SOW) of Appendix A (Sample Contract).

It is the County's expectation that in submitting a proposal the Proposers will accept, as stated, the County's terms and conditions in the Contract and the County's requirements in the Statement of Work.

Proposers are further notified that the County may, in its sole determination, disqualify any Proposer with whom the County cannot satisfactorily negotiate a contract.

The County reserves the right to make changes to the Contract and its appendices and exhibits at its sole discretion.

8.5.5 Business Proposal Required Forms and Corporate Documents

- 8.5.5.1** Proposal must include all completed, signed, and dated forms identified in Appendix B (Required Forms).

Required Forms (PDF File 1c)

Exhibit 1	Organization Questionnaire/Affidavit
Exhibit 2	Certification of Compliance
Exhibit 3	Request for Preference Consideration
Exhibit 4	Debarment History and List of Terminated Contracts
Exhibit 5	Community Business Enterprise (CBE) Information
Exhibit 6	Minimum Mandatory Requirements
Exhibit 7	List of References
Exhibit 8	List of Contracts
Exhibit 9	Pending Litigation and Judgments
Exhibit 10	Contribution and Agent Declaration Form
Exhibit 11	Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion – Lower Tier Covered Transactions (45 C.F.R. Part 76)
Exhibit 12	Declaration

Business Proposal (PDF File 1a)

Exhibit 13	Business Proposal (Narrative)
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Cost Proposal (PDF File 2)

Exhibit 14	PFF Funding Allocation
Exhibit 15	Line Item Budget
Exhibit 16	Budget Narrative

8.5.5.2 Corporate Documents (PDF File 1d)**8.5.5.2.1 Corporations or Limited Liability Company (LLC):**

The Proposer must submit the following documentation with the proposal:

- A copy of a “Certificate of Good Standing” with the state of incorporation/organization.
- A conformed copy of the most recent “Statement of Information” as filed with the California Secretary of State listing corporate officers or members and managers.

8.5.5.2.2 Limited Partnership:

The Proposer must submit a conformed copy of the Certificate of Limited Partnership or Application for Registration of Foreign Limited Partnership as filed with the California Secretary of State, and any amendments.

8.5.5.2.3 A copy of an Exemption Determination or Affirmation Letter:

The Proposer must submit a copy of an Exemption Determination or Affirmation Letter confirming the Proposer is tax exempt under 501(c)(3) of the Internal Revenue Code for a period of at least two (2) years prior to the proposal due date for this RFP.

8.6 Cost Proposal Requirements and Evaluation (20%)

Proposer must submit a separate Cost Proposal for each Service Planning Area for which they are applying, in the format described below, both as to the sequence and as to content. Failure to comply with these provisions may, at the sole discretion of the DCFS Director, result in disqualification of the proposal.

The Cost Proposal must contain sufficient detail and demonstrate that it is realistically based on reasonable costs specific to the Contract. Costs that are estimated or assumed must include a brief explanation of the underlying basis of the estimates or assumptions. County has an obligation to engage in cost effective undertakings to achieve potential savings.

All Proposers' Cost Proposals will be evaluated separately from the Business Proposals. The score of the Cost Proposal will then be combined with the score of the Business Proposal to determine the overall score and ranking of each proposal submission.

Cost proposal costs must be firm and fixed for the PFF program during the term of the contract. There will be no cost-of-living adjustments during the term of the contract.

8.6.1 Breakdown of Total Possible Points

The evaluation of a Cost Proposal consists of evaluation of the line item budget and budget narrative. Points for all criteria evaluated will be used to determine the overall score of a Cost Proposal. Evaluation of the Cost Proposal will be completed by subject matter experts.

Following instructions on PFF Funding Allocation (Exhibit 14), Proposers must demonstrate how they arrived at the total annual cost proposed by completing the Line Item Budget (Exhibit 15) and Budget Narrative (Exhibit 16). Proposals may be disqualified if the costs do not add up, or

if there is a discrepancy between Line Item Budget and the Budget Narrative. All information provided in the Line Item Budget and Budget Narrative will become part of the contract, if proposal is recommended.

8.6.2 Evaluation of the Line Item Budget

The line item budget, a detailed listing of funds that the Proposer allocates to each cost category, will be scored to determine if the proposed costs are reasonable and sufficient on an annual basis throughout the full Contract term. The proposer must ensure that all computations are correct.

8.6.2.1 Instructions for completing the Line Item Budget are as follows:

1. Proposer must furnish all personnel, labor and materials necessary for PFF. Said work must be done for the period prescribed and the manner set forth in the PFF Statement of Work.
2. Proposed budget must be inclusive of direct and indirect cost of providing services.
3. Exhibit 15 (Line Item Budget) must reflect how the Proposer arrived at the total cost.

8.6.3 Evaluation of the Budget Narrative

The budget narrative, explanation/descriptions of costs within each category of services, will be scored based on proposers' demonstration of how the cost will fulfill the requirements of the contract.

8.6.3.1 Instructions for completing the Budget Narrative are as follows:

1. Exhibit 16 (Budget Narrative) must reflect how the Proposer arrived at the total cost.

8.6.4 Preference Points

Should one or more of the Proposers request and be granted the preference under one of the County's applicable preference programs, the cost component points will be determined as follows:

Fifteen percent (15%) of the points awarded for the cost component will be added to the aggregate total points for all proposers who requested and were granted the preference.

In no case will any preference program be combined to exceed fifteen percent (15%) of the total cost points.

8.7 Firm Offer-Withdrawal of Proposal

Until the proposal submission deadline, errors in proposals may be corrected by a request in writing to withdraw the proposal and by submission of another set of proposals with the mistakes corrected. Corrections will not be accepted once the deadline for submission of proposals has passed.

8.8 Proposal Submission

Two (2) proposals must be submitted, consisting of a Business Proposal and Cost Proposal, by the date and time listed in Paragraph 1.0 (Solicitation Information and Minimum Mandatory Requirements), via electronic mail (e-mail) as follows:

To: Tajia Joseph, via email: JosepT@dcfs.lacounty.gov
and copy Corneitha Kirk: KirkC@dcfs.lacounty.gov

Subject: Proposal for PFF RFP #25-0047, Proposer's Name, SPA #.

8.8.1 Proposal(s) must include a total of five (5) separate electronic PDF files for each submission. Proposal(s) must be submitted by the date and time listed in Paragraph 1.0 (Solicitation Information and Minimum Mandatory Requirements), via electronic mail (e-mail) as follows:

8.8.1.1 Proposal files must state the title of the RFP (PFFRFP25-0047) the organization's name and SPA. All proposals must be submitted via email in the prescribed format below:

8.8.1.2 Proposers must submit five (5) electronic PDF files in their proposal submission email(s) as follows:

Business Proposal

1a) Business Proposal (Narrative, Required Form, Exhibit 13)

1b) Three (3) years of Financial Statements;

1c) Required Forms (Exhibits 1 through 12); and

1d) Corporate Documents

Cost Proposal

2) Cost Proposal (Required Forms, Exhibits 14 through 16)

8.8.1.3 Each page must be clearly and consecutively numbered within each electronic file.

8.8.1.4 Multiple proposals are required for multiple Service Planning Area submissions. Separate emails of all of the files are required for each proposal submission. For example, if Proposer submits proposals for three (3) separate Service Planning Area, three (3) separate emails are required for each of the proposal submissions, which must include all five (5) electronic files listed in 8.8.1.2.

8.8.1.5 **Proposals should plan for any delays or computer system failure and avoid submission proposals at minimum 30 minutes before the deadline. Any proposal(s) received at 12:01pm on December 18, 2026, will be immediately rejected.**

8.8.1.6 Proposers must ensure that delivery receipts are included with each of their emails when submitting their proposals.

Proposers must keep delivery receipts and acknowledgment email from DCFS for their records.

8.8.2 No hard copies delivered in person or facsimile (faxed) responses will be accepted. Only PDF files will be accepted. All proposal documentation must be attached, not linked.

8.8.3 Proposers must also include a redacted Business Proposal in searchable Adobe PDF, with all confidential, proprietary and trade secret information redacted, as part of its proposal submission. Proposers must specifically redact only those parts of the Business Proposal that are actual trade secrets, confidential, or proprietary in nature. Blanket or categorical redactions and/or statements of confidentiality, or the marking of each page of the proposal as "Trade Secret," "Confidential," or "Proprietary," are not acceptable, and will be rejected in the sole discretion of the County.

8.8.4 It is the sole responsibility of the submitting Proposer to ensure that its proposal is received before the submission deadline. Submitting Proposers will bear all risks associated with delays in delivery. Any proposals received after the scheduled closing date and time for receipt of proposals, as listed in Paragraph 1.0 (Solicitation Information and Minimum Mandatory Requirements), will not be accepted.

8.8.5 All proposals will be firm offers and may not be withdrawn for a period of one hundred eighty (180) days following the last day to submit proposals.

9.0 SELECTION PROCESS OVERVIEW

9.1 Adherence to Minimum Mandatory Requirements (Pass-Fail)

County will review Exhibit 1 (Organization Questionnaire/Affidavit), Exhibit 6 (Minimum Mandatory Requirements), Exhibit 7 (List of References), and Exhibit 8 (List of Contracts), in Appendix B (Required Forms) to determine if the Proposer meets the Minimum Mandatory Requirements as outlined in Paragraph 4.0 (Minimum Mandatory Requirements) of this RFP.

Failure of the Proposer to comply with the Minimum Mandatory Requirements may eliminate its proposal from any further consideration. The County may elect to waive any informality in a proposal if the sum and substance of the proposal is present.

9.2 Selection Process

The County reserves the sole right to judge the contents of the proposals submitted pursuant to this RFP and to review, evaluate and select the successful proposal(s).

The selection process will begin with receipt of the proposal on the date outlined in Paragraph 1.0 (Solicitation Information and Minimum Mandatory Requirements).

Evaluation of the proposals will be made by an Evaluation Committee selected by the Department. The Committee will evaluate the proposals and will use the evaluation approach described in this RFP to select a prospective Contractor.

9.2.1 Evaluation of Business and Cost Proposals

All proposals will be evaluated based on the criteria listed in Paragraph 8.0 (Business Proposal Requirements and Evaluation) and will be scored and ranked in numerical sequence from high to low.

9.2.2 Determination of Highest-Overall Rated Proposer

The County will combine each Proposer's business and cost proposal evaluation score to arrive at a total cumulative (or "final") score, which will be used to determine and select the highest-overall rated Proposer.

After a prospective Contractor has been selected, the County and the prospective Contractor(s) will negotiate a contract for submission to the Board for its consideration and possible approval. If a satisfactory contract cannot be negotiated, the County may, at its sole discretion, begin contract negotiations with the next qualified Proposer who submitted a proposal, as determined by the County.

The recommendation to award a contract will not bind the Board to award a contract to the prospective Contractor.

The County retains the right to select a proposal other than the proposal receiving the highest number of points if County determines, in its sole discretion, another proposal is the most overall qualified, cost-effective, responsive, responsible and in the best interests of the County.

10.0 PROTEST PROCESS OVERVIEW

10.1 Solicitation Requirements Review

Any person or entity may seek a Solicitation Requirements Review by submitting Appendix C (Solicitation Requirements Review (SRR) Request) to the Department conducting the solicitation. A request for a SRR may be denied, in the Department's sole discretion, if the request does not satisfy all the following criteria:

- 10.1.1** The request is made within the time frame identified in the solicitation document. For this RFP, the SRR is due by 5:00 PM (Pacific Daylight Saving Time) on October 15, 2026.
- 10.1.2** The request includes documentation (e.g., letterhead, business card, etc.), which identifies the underlying authority of the person or entity to submit a proposal.

10.1.3 The request itemizes in appropriate detail, each matter contested and factual reasons for the requested review; and

10.1.4 The request asserts either that:

10.1.4.1 application of the Minimum Mandatory Requirements, evaluation criteria and/or business requirements unfairly disadvantages the person or entity; or,

10.1.4.2 due to unclear instructions, the process may result in the County not receiving the best possible responses from prospective Proposers.

The SRR will be completed, and the Department's determination will be provided to the requesting person or entity, in writing, within a reasonable time prior to the proposal due date.

10.2 Disqualification Review

A proposal may be disqualified from consideration because a Department determined it was non-responsive at any time during the review/evaluation process. If a Department determines that a proposal is disqualified due to non-responsiveness, the Department will notify the Proposer in writing.

Upon receipt of the written determination of non-responsiveness, the Proposer may submit a written request for a Disqualification Review within the timeframe specified in the written determination.

A request for a Disqualification Review may, in the Department's sole discretion, be denied if the request does not satisfy all of the following criteria:

10.2.1 The request for a Disqualification Review is submitted timely (i.e., by the date and time specified in the written determination); and

10.2.2 The request for a Disqualification Review asserts that the Department's determination of disqualification due to non-responsiveness was erroneous (e.g. factual errors, etc.) and provides factual support on each ground asserted as well as copies of all documents and other material that support the assertions.

The Disqualification Review must be completed, and the determination will be provided to the requesting Proposer, in writing, prior to the conclusion of the evaluation process.

Proposer can also be disqualified for Paragraph 6.6 (Determination of Proposer Responsibility).

10.3 Department's Proposed Contractor Selection Review

10.3.1 Departmental Debriefing Process

Upon completion of the evaluation, the Department will notify the remaining Proposers in writing that the Department is entering negotiations with another Proposer. Upon receipt of the letter, any non-

selected Proposer may submit a written request for a Debriefing within the timeframe specified in the letter. A request for a Debriefing may, in the Department's sole discretion, be denied if the request is not received within the specified timeframe.

The purpose of the Debriefing is to compare the requesting Proposer's response to the solicitation document with the evaluation document. The requesting Proposer will be debriefed only on its response. Because contract negotiations are not yet complete, responses from other Proposers will not be discussed, although the Department may inform the requesting Proposer of its relative ranking.

During or following the Debriefing, the Department will instruct the requesting Proposer of the manner and timeframe in which the requesting Proposer must notify the Department of its intent to request a Proposed Contractor Selection Review (see Paragraph 10.3.2 Proposed Contractor Selection Review), if the requesting Proposer is not satisfied with the results of the Debriefing.

10.3.2 Proposed Contractor Selection Review

Any Proposer that has timely submitted a notice of its intent to request a Proposed Contractor Selection Review as described in this Paragraph may submit a written request for a Proposed Contractor Selection Review, in the manner and timeframe as will be specified by the Department.

A request for a Proposed Contractor Selection Review may, in the Department's sole discretion, be denied if the request does not satisfy all of the following criteria:

- 10.3.2.1** The request for a Proposed Contractor Selection Review is submitted timely (i.e., by the date and time specified by the Department);
- 10.3.2.2** The person or entity requesting a Proposed Contractor Selection Review asserts in appropriate detail with factual reasons one or more of the following grounds for review:
 - 1)** The Department materially failed to follow procedures specified in its solicitation document. This includes:
 - 1a) Failure to correctly apply the standards for reviewing the proposal format requirements.
 - 1b) Failure to correctly apply the standards, and/or follow the prescribed methods, for evaluating the proposals as specified in the solicitation document.

- 1c) Use of evaluation criteria that were different from the evaluation criteria disclosed in the solicitation document.
- 2) The Department made identifiable mathematical or other errors in evaluating proposals, resulting in the Proposer receiving an incorrect score and not being selected as the recommended Contractor.
- 3) A member of the Evaluation Committee demonstrated bias in the conduct of the evaluation.
- 4) Another basis for review as provided by state or federal law; and

10.3.2.3 The request for a Proposed Contractor Selection Review sets forth sufficient detail to demonstrate that, but for the Department's alleged failure, the Proposer would have been the lowest cost, responsive and responsible bid or the highest-scored proposal, as the case may be.

Upon completing the Proposed Contractor Selection Review, the Department representative will issue a written decision to the Proposer within a reasonable time following receipt of the request for a Proposed Contractor Selection Review, and always before the date the contract award recommendation is to be heard by the Board. The written decision will additionally instruct the Proposer of the manner and timeframe for requesting a County Independent Review (See Paragraph 10.4 (County Independent Review) below).

10.4 County Independent Review

Any Proposer that is not satisfied with the results of the Proposed Contractor Selection Review may submit a written request for a County Independent Review in the manner and timeframe specified by the Department in the Department's written decision regarding the Proposed Contractor Selection Review. Proposers that request a County Independent Review may not add new assertions or documentation to the assertions presented in their Proposed Contractor Selection Review. Any new assertions or documentation submitted by Proposer will not be considered or reviewed.

A request for County Independent Review may, in the County's sole discretion, be denied if the request does not satisfy all of the following criteria:

- 10.4.1** The request for a County Independent Review is submitted timely (i.e., by the date and time specified by the Department); and
- 10.4.2** The person or entity requesting review by a County Independent Review has limited the request to items raised in the Proposed Contractor

Selection Review as listed in Paragraph 10.3.2 (Proposed Contractor Selection Review) above.

Upon completion of the County Independent Review, Internal Services Department will forward the report to the Department, which will provide a copy to the Proposer.

APPENDIX A



SAMPLE CONTRACT

BY AND BETWEEN

COUNTY OF LOS ANGELES

AND

(CONTRACTOR)

FOR

PARTNERSHIP FOR FAMILIES SERVICES

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STANDARD EXHIBITS

- A** Statement of Work and Attachments
- B** Pricing Schedule
- C** Line Item Budget and Budget Narrative (Not Attached to Sample Contract)
- D** County's Administration
- E** Contractor's Administration
- F** Form(s) Required at the Time of Contract Execution
 - F1** Contractor Acknowledgement and Confidentiality Agreement
 - F2** Contractor Employee Acknowledgement and Confidentiality Agreement
 - F3** Contractor Non-Employee Acknowledgement and Confidentiality Agreement
- G** User Complaint Form
- H** Auditor-Controller's Handbook

UNIQUE EXHIBITS

- I** Charitable Contributions Certification
- J** Information Security and Privacy Requirements

**CONTRACT BETWEEN
COUNTY OF LOS ANGELES
AND**

FOR

This Contract ("Contract") is made and entered into on _____, by and between the County of Los Angeles, hereinafter referred to as "County," and _____, hereinafter referred to as "Contractor." _____ is located at _____, providing services in Service Planning Area (SPA) _____.

RECITALS

WHEREAS, pursuant to Government Code Sections 26227, 31000 and 53703, County is permitted to contract for services; and

WHEREAS, the Contractor is a public governmental entity or a non-profit social service organization founded for religious, charitable or social welfare purposes and is tax exempt under 501 (c) (3) of the Internal Revenue Code, specializing in providing Partnerships for Families services;

WHEREAS, County has determined that the services to be provided under this Contract are necessary to ensure the health and well-being of children and family members residing in Los Angeles County;

WHEREAS, Contractor warrants that it possesses the competence, expertise and personnel necessary to provide such service;

NOW THEREFORE, in consideration of the mutual covenants contained herein, and for good and valuable consideration, the parties agree to the following:

1.0 APPLICABLE DOCUMENTS

Exhibits A through J are attached to and form a part of this Contract. In the event of any conflict or inconsistency in the definition or interpretation of any word, responsibility, schedule, or the contents or description of any task, deliverable, goods, service, or other work, or otherwise between the base Contract and the Exhibits, or between Exhibits, such conflict or inconsistency will be resolved by giving precedence first to the terms and conditions of the Contract and then to the Exhibits according to the following priority.

Standard Exhibits:

Exhibit A	Statement of Work and Attachments
Exhibit B	Pricing Schedule
Exhibit C	Line Item Budget and Budget Narrative (Not attached to Contract)
Exhibit D	County's Administration
Exhibit E	Contractor's Administration
Exhibit F	Forms Required at the Time of Contract Execution
Exhibit G	User Complaint Form
Exhibit H	Auditor-Controller Handbook

Unique Exhibits:

Exhibit I	Charitable Contributions Certification
Exhibit J	Information Security and Privacy Requirements

This Contract constitutes the complete and exclusive statement of understanding between the parties, and supersedes all previous contracts, written and oral, and all communications between the parties relating to the subject matter of this Contract. No change to this Contract will be valid unless prepared pursuant to Paragraph 8.1 (Amendments) and signed by both parties.

2.0 DEFINITIONS

2.1 Standard Definitions

The headings herein contained are for convenience and reference only and are not intended to define the scope of any provision thereof. The following words as used herein must be construed to have the following meaning, unless otherwise apparent from the context in which they are used.

2.1.1 Board of Supervisors (Board): The Board of Supervisors of the County acting as governing body.

2.1.2 Contract: This agreement executed between County and Contractor. Included are all supplemental agreements amending or extending the

service to be performed. The Contract sets forth the terms and conditions for the issuance and performance of all tasks, deliverables, services, and other work.

- 2.1.3 Contractor:** The person or persons, sole proprietor, partnership, joint venture, corporation or other legal entity who has entered into an agreement with the County to perform or execute the work covered by this Contract.
- 2.1.4 Contractor's Program Manager:** The person designated by the Contractor to administer the Contract operations under this Contract. Person designated by County with authority for County on contractual or administrative matters relating to this Contract that cannot be resolved by the County's Program Manager.
- 2.1.5 County's Contract Analyst:** The person designated by the County to manage and facilitate the administrative functions of the Contract.
- 2.1.6 County's Program Manager:** Person designated by County's Program Director to manage the operations under this Contract.
- 2.1.7 County's Program Monitor:** Person with responsibility to oversee the day-to-day activities of this Contract. Responsibility for inspections of any and all tasks, deliverables, goods, services and other work provided by the Contractor.
- 2.1.8 County Observed Holidays:** Days on which County departments are closed for business in observance of significant events. A list of County observed holidays may be found on the County's website <https://lacounty.gov/government/about-la-county/about/>.
- 2.1.9 Day(s):** Calendar day(s) unless otherwise specified.
- 2.1.10 Department:** The County of Los Angeles Department of Children and Family Services, which is entering into this Contract on behalf of the County of Los Angeles.
- 2.1.11 Director:** Director of the Department of Children and Family Services.
- 2.1.12 Fiscal Year:** The twelve (12) month period beginning July 1st and ending the following June 30th.
- 2.1.13 Statement of Work:** A written description of the work to be performed by Contractor to meet the needs of the County, including special provisions pertaining to the method, frequency, manner, and place of performing the contract services.
- 2.1.14 Subcontract:** An agreement by the Contractor to employ a subcontractor to provide services to fulfill this Contract.
- 2.1.15 Subcontractor:** Any individual, person or persons, sole proprietor, firm, partnership, joint venture, corporation, or other legal entity furnishing

supplies, services of any nature, equipment, and/or materials to Contractor in furtherance of Contractor's performance of this Contract, at any tier, under oral or written agreement.

3.0 WORK

- 3.1** Pursuant to the provisions of this Contract, the Contractor must fully perform, complete and deliver on time, all tasks, deliverables, goods, services and other work as set forth in herein.
- 3.2** If the Contractor provides any tasks, deliverables, goods, services, or other work, other than as specified in this Contract, the same will be deemed to be a gratuitous effort on the part of the Contractor, and the Contractor must have no claim whatsoever against the County.

4.0 TERM OF CONTRACT

- 4.1** The term of this Contract will be 1 year, commencing after execution by County's Board, or January 1, 2028, whichever is later, unless sooner terminated or extended, in whole or in part, as provided in this Contract.
- 4.2** The County will have the sole option to extend this Contract term for up to four additional one (1) year periods and six (6) month to month extensions, for a maximum total Contract term of five (5) years and six (6) months. Each such extension option may be exercised at the sole discretion of the DCFS Director, or their designee.
- 4.3** The County maintains a database that tracks/monitors Contractor performance history. Information entered into the database may be used for a variety of purposes, including determining whether the County will exercise a contract term extension option.
- 4.4** The Contractor must notify Department when this Contract is within six (6) months of the expiration of the term as provided for hereinabove. Upon occurrence of this event, the Contractor must send written notification to Department at the address herein provided in Exhibit D (County's Administration).

5.0 CONTRACT SUM

5.1 Total Contract Sum

- 5.1.1** The Contractor's rates will remain firm and fixed for the term of the Contract.
- 5.1.2** The Contract Sum under this contract will be the total monetary amount payable by County to Contractor for supplying all the tasks, deliverables, goods, services and other work specified under this Contract. Contractor will provide services at the rates identified in Exhibit B (Pricing Schedule).

5.2 Written Approval for Reimbursement

The Contractor will not be entitled to payment or reimbursement for any tasks or services performed, nor for any incidental or administrative expenses whatsoever incurred in or incidental to performance hereunder, except as specified herein. Assumption or takeover of any of the Contractor's duties, responsibilities, or obligations, or performance of same by any person or entity other than the Contractor, whether through assignment, subcontract, delegation, merger, buyout, or any other mechanism, with or without consideration for any reason whatsoever, must not occur except with the County's express prior written approval.

5.3 Notification of 75% of Total Contract Sum

The Contractor must maintain a system of record keeping that will allow the Contractor to determine when it has incurred seventy-five percent (75%) of the total contract sum under this Contract. Upon occurrence of this event, the Contractor must send written notification to Department at the address herein provided in Exhibit D (County's Administration).

5.4 No Payment for Services Provided Following Expiration-Termination of Contract

The Contractor will have no claim against County for payment of any money or reimbursement, of any kind whatsoever, for any service provided by the Contractor after the expiration or other termination of this Contract. Should the Contractor receive any such payment it must immediately notify County and must immediately repay all such funds to County. Payment by County for services rendered after expiration-termination of this Contract will not constitute a waiver of County's right to recover such payment from the Contractor.

5.5 Invoices and Payments

5.5.1 The Contractor must invoice the County only for providing the tasks, deliverables, goods, services, and other work specified in Exhibit A (Statement of Work and Attachments) and elsewhere hereunder. The Contractor must prepare invoices, which will include the charges owed to the Contractor by the County under the terms of this Contract.

5.5.2 The Contractor's invoices must be priced in accordance with Exhibit B (Pricing Schedule). Contractor will be paid only for the tasks, deliverables, goods, services, and other work approved in writing by the County. If the County does not approve work in writing no payment will be due to the Contractor for that work.

5.5.3 The Contractor must submit the monthly invoices to the County by the 15th calendar day of the month following the month of service.

5.5.4 The Contractor must submit monthly invoices and required supporting documentation under this Contract to the DCFS County Program

Manager for review and approval. The Contractor must also submit an electronic copy via email to DCFS Accounting Services.

5.5.4.1 The electronic invoice must be emailed by a representative of the Contractor, whose email address has been approved by the Program Manager.

5.5.4.2 Invoices received from an email address not approved by the Program Manager will not be accepted.

5.5.4.3 Emails containing invoices must come from a contractor specific domain and not from a generic third-party platform (e.g. Gmail, Hotmail, etc.).

5.5.5 All invoices and supporting documentation under this Contract must be submitted to the following address:

County of Los Angeles
Department of Children and Family Services
Attention: Marcela Pizarro, Program Director
510 South Vermont Avenue, 10th Floor
Los Angeles, CA 90020
pizarm@dcfs.lacounty.gov

And a duplicate copy to:

County of Los Angeles
Department of Children and Family Services
Attention: Accounting Services, Contract Accounting Unit
510 South Vermont Avenue, 14th Floor
Los Angeles, CA 90020
Contractinvoices@dcfs.lacounty.gov

5.5.6 County Approval of Invoices

All invoices submitted by the Contractor for payment must have the written approval of the County's Program Manager prior to any payment thereof. In no event will the County be liable or responsible for any payment prior to such written approval. Approval for payment will not be unreasonably withheld.

5.5.7 Preference Program Enterprises - Prompt Payment Program

Certified Prompt Payment Enterprises (PPEs) will receive prompt payment for services they provide to County departments. Prompt payment is defined as fifteen (15) calendar days after receipt of an approved, undisputed invoice which has been properly matched against documents such as a receiving, shipping, or services delivered report,

or any other validation of receipt document consistent with Board Policy 3.035 ([Preference Program Payment Liaison and Prompt Payment Program](#)).

5.6 Unresolved Disallowed Costs

Contractor must not invoice the County for disallowed costs under the Contract. Correspondingly, the Contractor must not have unresolved disallowed costs in excess of One Hundred Thousand Dollars (\$100,000) that have been confirmed as disallowed costs by the contracting County department and remain unpaid for a period of six (6) months or more from the date of an Auditor-Controller (A-C) Report. Unless such disallowed costs are the subject of current good faith negotiations, as determined in the sole discretion of the County, non-compliance by Contractor regarding this provision will constitute a material breach of Contract and may result in termination for default, in addition to any other remedies available to the County. Further, if Contractor has been determined to have unresolved disallowed costs in excess of \$100,000 for longer than six months since the date of the A-C Report, they will be disqualified from future County solicitations unless such disallowed costs are the subject of good faith negotiations to resolve the disallowed costs, in the sole opinion of the County, or have been resolved.

5.7 Intentionally Omitted

5.8 Default Method of Payment: Direct Deposit or Electronic Funds Transfer

- 5.8.1** The County, at its sole discretion, has determined that the most efficient and secure default form of payment for goods and/or services provided under an agreement/contract with the County will be Electronic Funds Transfer (EFT) or direct deposit, unless an alternative method of payment is deemed appropriate by the Auditor-Controller (A-C).
- 5.8.2** The Contractor must submit a direct deposit authorization request via the website <https://directdeposit.lacounty.gov> with banking and vendor information, and any other information that the A-C determines is reasonably necessary to process the payment and comply with all accounting, record keeping, and tax reporting requirements.
- 5.8.3** Any provision of law, grant, or funding agreement requiring a specific form or method of payment other than EFT or direct deposit will supersede this requirement with respect to those payments.
- 5.8.4** At any time during the duration of the Contract, a Contractor may submit a written request for an exemption to this requirement. Such request must be based on specific legal, business or operational needs and explain why the payment method designated by the A-C is not feasible and an alternative is necessary. The A-C, in consultation with the contracting department(s), will decide whether to approve exemption requests.

6.0 ADMINISTRATION OF CONTRACT - COUNTY

6.1 County's Administration

A listing of all County Administration referenced in the following subparagraphs are designated in Exhibit D (County's Administration). The County will notify the Contractor in writing of any changes as they occur.

6.2 County's Program Manager

The role of the County's Program Manager is authorized to include:

- 6.2.1** Coordinating with Contractor and ensuring Contractor's performance of the Contract; however, in no event will Contractor's obligation to fully satisfy all of the requirements of this Contract be relieved, excused or limited thereby; and
- 6.2.2** Upon request of the Contractor, providing direction to the Contractor, as appropriate in areas relating to County policy, information requirements, and procedural requirements; however, in no event, will Contractor's obligation to fully satisfy all of the requirements of this Contract be relieved, excused or limited thereby.
- 6.2.3** Meeting with the Contractor's Program Manager on a regular basis; and
- 6.2.4** Inspecting any and all tasks, deliverables, goods, services, or other work provided by or on behalf of the Contractor; however, in no event will Contractor's obligation to fully satisfy all of the requirements of this Contract be relieved, excused or limited thereby.

The County's Program Manager is not authorized to make any changes in any of the terms and conditions of this Contract and is not authorized to further obligate County in any respect whatsoever.

6.3 County's Program Monitor

The role of the County's Program Monitor is to oversee the day-to-day administration of this Contract; however, in no event will Contractor's obligation to fully satisfy all of the requirements of this Contract be relieved, excused or limited thereby. The County's Program Monitor reports to the County's Program Manager.

6.4 County's Contract Analyst

The role of the County's Contract Analyst is to manage and facilitate the administrative functions of the Contract. The County's Contract Analyst reports to the County's Program Director.

7.0 ADMINISTRATION OF CONTRACT - CONTRACTOR

7.1 Contractor's Administration

A listing of all of Contractor's Administration referenced in the following paragraphs is designated in Exhibit E (Contractor's Administration). The Contractor will notify the County in writing of any changes as they occur.

7.2 Contractor's Program Manager

7.2.1 The Contractor's Program Manager is designated in Exhibit E (Contractor's Administration). The Contractor must notify the County in writing of any change to Exhibit E (Contractor's Administration), as changes occur.

7.2.2 The Contractor's Program Manager will be responsible for the Contractor's day-to-day activities as related to this Contract and will meet and coordinate with County's Program Manager and County's Program Monitor on a regular basis.

7.3 Approval of Contractor's Staff

County has the absolute right to approve or disapprove all of the Contractor's staff performing work hereunder and any proposed changes in the Contractor's staff, including, but not limited to, the Contractor's Program Manager.

7.4 Contractor's Staff Identification

Contractor will provide, at Contractor's expense, all staff providing services under this Contract with a photo identification badge.

7.4.1 Contractor is responsible to ensure that staff have obtained a County ID badge before they are assigned to work in a County facility. Contractor personnel may be asked by a County representative to leave a County facility if they do not have the proper County ID badge on their person and Contractor personnel must immediately comply with such request.

7.4.2 Contractor must notify the County within one business day when staff is terminated from working under this Contract. Contractor must retrieve and return staff's County ID badge to the County on the next business day after the staff has terminated employment with the Contractor.

7.4.3 If County requests the removal of Contractor's staff, Contractor must retrieve and return staff's County ID badge to the County on the next business day after the staff has been removed from working on the County's Contract.

7.5 Background and Security Investigations

7.5.1 Each of Contractor's staff performing services under this Contract, who is in a designated sensitive position, as determined by County in County's sole discretion, must undergo and pass a background

investigation to the satisfaction of County as a condition of beginning and continuing to perform services under this Contract. Such background investigation must be obtained through fingerprints submitted to the California Department of Justice to include State, local, and federal-level review, which may include, but will not be limited to, criminal conviction information. The fees associated with the background investigation will be at the expense of the Contractor, regardless of whether the member of Contractor's staff passes or fails the background investigation.

- 7.5.2** If a member of Contractor's staff does not pass the background investigation, County may request that the member of Contractor's staff be removed immediately from performing services under the Contract. Contractor must comply with County's request at any time during the term of the Contract. County will not provide to Contractor or to Contractor's staff any information obtained through the County's background investigation.
- 7.5.3** County, in its sole discretion, may immediately deny or terminate facility access to any member of Contractor's staff that does not pass such investigation to the satisfaction of the County or whose background or conduct is incompatible with County facility access.
- 7.5.4** These terms will also apply to subcontractors of County contractors.
- 7.5.5** Disqualification of any member of Contractor's staff pursuant to this Paragraph 7.5 will not relieve Contractor of its obligation to complete all work in accordance with the terms and conditions of this Contract.

7.6 Confidentiality

- 7.6.1** Contractor must maintain the confidentiality of all records and information in accordance with all applicable Federal, State and local laws, rules, regulations, ordinances, directives, guidelines, policies and procedures relating to confidentiality, including, without limitation, County policies concerning information technology security and the protection of confidential records and information.
- 7.6.2** Contractor must indemnify, defend, and hold harmless County, its officers, employees, and agents, from and against any and all claims, demands, damages, liabilities, losses, costs and expenses, including, without limitation, defense costs and legal, accounting and other expert, consulting, or professional fees, arising from, connected with, or related to any failure by Contractor, its officers, employees, agents, or subcontractors, to comply with this Paragraph, as determined by County in its sole judgment. Any legal defense pursuant to Contractor's indemnification obligations under this Paragraph will be conducted by Contractor and performed by counsel selected by Contractor and

approved by County. Notwithstanding the preceding sentence, County will have the right to participate in any such defense at its sole cost and expense, except that in the event Contractor fails to provide County with a full and adequate defense, as determined by County in its sole judgment, County will be entitled to retain its own counsel, including, without limitation, County Counsel, and to reimbursement from Contractor for all such costs and expenses incurred by County in doing so. Contractor will not have the right to enter into any settlement, agree to any injunction, or make any admission, in each case, on behalf of County without County's prior written approval.

- 7.6.3** Contractor must inform all of its officers, employees, agents and subcontractors providing services hereunder of the confidentiality provisions of this Contract.
- 7.6.4** Contractor must sign and adhere to the provisions of Exhibit F1 (Contractor Acknowledgement and Confidentiality Agreement).
- 7.6.5** Contractor will cause each employee performing services covered by this Contract to sign and adhere to the provisions of Exhibit F2 (Contractor Employee Acknowledgment and Confidentiality Agreement). Additionally, Contractor will cause each non-employee performing services covered by this Contract to sign and adhere to the provisions of Exhibit F3 (Contractor Non-Employee Acknowledgment and Confidentiality Agreement).

8.0 STANDARD TERMS AND CONDITIONS

8.1 Amendments

- 8.1.1** For any change which affects the scope of work, contract term, contract sum, payments, or any term or condition included under this Contract, an amendment to the Contract must be prepared and executed by the Contractor and by the DCFS Director, or their designee.
- 8.1.2** The County's Board or Chief Executive Officer or designee may require the addition and/or change of certain terms and conditions in the Contract during the term of this Contract. The County reserves the right to add and/or change such provisions as required by the County's Board or Chief Executive Officer. To implement such changes, an Amendment to the Contract must be prepared and executed by the Contractor and by the DCFS Director, or their designee.
- 8.1.3** The DCFS Director, or their designee, may at their sole discretion, authorize extensions of time as defined in Paragraph 4.0 (Term of Contract). The Contractor agrees that such extensions of time will not change any other term or condition of this Contract during the period of such extensions. To implement an extension of time, an Amendment to

the Contract must be prepared and executed by the Contractor and by the DCFS Director, or their designee.

8.2 Assignment and Delegation/Mergers or Acquisitions

8.2.1 The Contractor must notify the County of any pending acquisitions/mergers of its company unless otherwise legally prohibited from doing so. If the Contractor is restricted from legally notifying the County of pending acquisitions/mergers, then it should notify the County of the actual acquisitions/mergers as soon as the law allows and provide to the County the legal framework that restricted it from notifying the County prior to the actual acquisitions/mergers.

8.2.2 The Contractor must not assign, exchange, transfer, or delegate its rights or duties under this Contract, whether in whole or in part, without the prior written consent of County, in its discretion, and any attempted assignment, delegation, or otherwise transfer of its rights or duties, without such consent will be null and void. For purposes of this paragraph, County consent will require a written Amendment to the Contract, which is formally approved and executed by the parties. Any payments by the County to any approved delegate or assignee on any claim under this Contract will be deductible, at County's sole discretion, against the claims, which the Contractor may have against the County.

8.2.3 Any assumption, assignment, delegation, or takeover of any of the Contractor's duties, responsibilities, obligations, or performance of same by any person or entity other than the Contractor, whether through assignment, subcontract, delegation, merger, buyout, or any other mechanism, with or without consideration for any reason whatsoever without County's express prior written approval, will be a material breach of the Contract which may result in the termination of this Contract. In the event of such termination, County will be entitled to pursue the same remedies against Contractor as it could pursue in the event of default by Contractor.

8.3 Authorization Warranty

The Contractor represents and warrants that the person executing this Contract for the Contractor is an authorized agent who has actual authority to bind the Contractor to each and every term, condition, and obligation of this Contract and that all requirements of the Contractor have been fulfilled to provide such actual authority.

8.4 Budget Reductions

In the event that the County's Board adopts, in any fiscal year, a County Budget which provides for reductions in the salaries and benefits paid to the majority of County employees and imposes similar reductions with respect to County contracts, the County reserves the right to reduce its payment obligation under this

Contract correspondingly for that fiscal year and any subsequent fiscal year during the term of this Contract (including any extensions), and the services to be provided by the Contractor under this Contract will also be reduced correspondingly. The County's notice to the Contractor regarding said reduction in payment obligation will be provided within thirty (30) calendar days of the Board's approval of such actions. Except as set forth in the preceding sentence, the Contractor must continue to provide all of the services set forth in this Contract.

8.5 Complaints

The Contractor must develop and maintain operating procedures for receiving, investigating and responding to complaints.

8.5.1 Complaint Procedures

- 8.5.1.1** The Contractor will use the User Complaint Report (Exhibit G) to report complaints.
- 8.5.1.2** Within five (5) business days after the Contract effective date, the Contractor must provide the County with the Contractor's procedures for receiving, investigating and responding to user complaints.
- 8.5.1.3** The County will review the Contractor's procedures and provide the Contractor with approval of said procedures or with requested changes.
- 8.5.1.4** If the County requests changes in the Contractor's procedures, the Contractor must make such changes and resubmit the procedures within five (5) business days for County approval.
- 8.5.1.5** If, at any time, the Contractor wishes to change the Contractor's procedures, the Contractor must submit proposed changes to the County for approval before implementation.
- 8.5.1.6** The Contractor must preliminarily investigate all complaints and notify the County's Program Manager of the status of the investigation within five (5) business days of receiving the complaint.
- 8.5.1.7** The Contractor must preliminarily investigate all complaints and notify the County's Program Manager of the status of the investigation within five (5) business days of receiving the complaint.
- 8.5.1.8** When complaints cannot be resolved informally, a system of follow-through will be instituted which adheres to formal plans for specific actions and strict time deadlines.

8.5.1.9 Copies of all written responses must be sent to the County's Program Manager within five (5) business days of mailing to the complainant.

8.6 Compliance with Applicable Laws

8.6.1 In the performance of this Contract, Contractor must comply with all applicable Federal, State and local laws, rules, regulations, ordinances, directives, guidelines, policies and procedures, and all provisions required thereby to be included in this Contract are hereby incorporated herein by reference.

8.6.2 Contractor must indemnify, defend, and hold harmless County, its officers, employees, and agents, from and against any and all claims, demands, damages, liabilities, losses, costs, and expenses, including, without limitation, defense costs and legal, accounting and other expert, consulting or professional fees, arising from, connected with, or related to any failure by Contractor, its officers, employees, agents, or subcontractors, to comply with any such laws, rules, regulations, ordinances, directives, guidelines, policies, or procedures, as determined by County in its sole judgment. Any legal defense pursuant to Contractor's indemnification obligations under this Paragraph will be conducted by Contractor and performed by counsel selected by Contractor and approved by County. Notwithstanding the preceding sentence, County will have the right to participate in any such defense at its sole cost and expense, except that in the event Contractor fails to provide County with a full and adequate defense, as determined by County in its sole judgment, County will be entitled to retain its own counsel, including, without limitation, County Counsel, and to reimbursement from Contractor for all such costs and expenses incurred by County in doing so. Contractor will not have the right to enter into any settlement, agree to any injunction or other equitable relief, or make any admission, in each case, on behalf of County without County's prior written approval.

8.7 Compliance with Civil Rights Laws

The Contractor hereby assures that it will comply with Subchapter VI of the Civil Rights Act of 1964, 42 USC Sections 2000 (e) (1) through 2000 (e) (17), to the end that no person will, on the grounds of race, creed, color, sex, religion, ancestry, age, condition of physical handicap, marital status, political affiliation, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under this Contract or under any project, program, or activity supported by this Contract. Additionally, Contractor certifies to the County:

8.7.1 That Contractor has a written policy statement prohibiting discrimination in all phases of employment.

- 8.7.2 That Contractor periodically conducts a self-analysis or utilization analysis of its work force.
- 8.7.3 That Contractor has a system for determining if its employment practices are discriminatory against protected groups.
- 8.7.4 Where problem areas are identified in employment practices, the Contractor has a system for taking reasonable corrective action, to include establishment of goals or timetables.

8.8 Compliance with the County's Jury Service Program

8.8.1 Jury Service Program

This Contract is subject to the provisions of the County's ordinance entitled Contractor Employee Jury Service ("Jury Service Program") as codified in [Sections 2.203.010 through 2.203.090 of the Los Angeles County Code](#).

8.8.2 Written Employee Jury Service Policy

- 8.8.1.1 Unless the Contractor has demonstrated to the County's satisfaction either that the Contractor is not a "Contractor" as defined under the Jury Service Program ([Section 2.203.020 of the County Code](#)) or that the Contractor qualifies for an exception to the Jury Service Program ([Section 2.203.070 of the County Code](#)), the Contractor must have and adhere to a written policy that provides that its Employees will receive from the Contractor, on an annual basis, no less than five days of regular pay for actual jury service. The policy may provide that Employees deposit any fees received for such jury service with the Contractor or that the Contractor deduct from the Employee's regular pay the fees received for jury service.
- 8.8.1.2 For purposes of this paragraph, "Contractor" means a person, partnership, corporation or other entity which has a contract with the County or a subcontract with a County contractor and has received or will receive an aggregate sum of fifty thousand dollars (\$50,000) or more in any twelve (12) month period under one or more County contracts or subcontracts. "Employee" means any California resident who is a full-time employee of the Contractor. "Full-time" means forty (40) hours or more worked per week, or a lesser number of hours if: 1) the lesser number is a recognized industry standard as determined by the County, or 2) Contractor has a long-standing practice that defines the lesser number of hours as full-time. Full-time employees providing short-term, temporary services of ninety (90) days or less within a twelve (12) month period are not considered full-time for purposes of the Jury Service Program.

If the Contractor uses any subcontractor to perform services for the County under the Contract, the subcontractor will also be subject to the provisions of this paragraph. The provisions of this paragraph will be inserted into any such subcontract agreement and a copy of the Jury Service Program must be attached to the Contract.

8.8.1.3 If the Contractor is not required to comply with the Jury Service Program when the Contract commences, the Contractor will have a continuing obligation to review the applicability of its “exception status” from the Jury Service Program, and the Contractor must immediately notify the County if the Contractor at any time either comes within the Jury Service Program’s definition of “Contractor” or if the Contractor no longer qualifies for an exception to the Jury Service Program. In either event, the Contractor must immediately implement a written policy consistent with the Jury Service Program. The County may also require, at any time during the Contract and at its sole discretion, that the Contractor demonstrate, to the County’s satisfaction that the Contractor either continues to remain outside of the Jury Service Program’s definition of “Contractor” and/or that the Contractor continues to qualify for an exception to the Program.

8.8.1.4 Contractor’s violation of this paragraph of the Contract may constitute a material breach of the Contract. In the event of such material breach, County may, in its sole discretion, terminate the Contract and/or bar the Contractor from the award of future County contracts for a period of time consistent with the seriousness of the breach.

8.9 Conflict of Interest

8.9.1 No County employee whose position with the County enables such employee to influence the award of this Contract or any competing contract, and no spouse or economic dependent of such employee, will be employed in any capacity by the Contractor or have any other direct or indirect financial interest in this Contract. No officer or employee of the Contractor who may financially benefit from the performance of work hereunder will in any way participate in the County’s approval, or ongoing evaluation, of such work, or in any way attempt to unlawfully influence the County’s approval or ongoing evaluation of such work.

8.9.2 The Contractor must comply with all conflict of interest laws, ordinances, and regulations now in effect or hereafter to be enacted during the term of this Contract. The Contractor warrants that it is not now aware of any facts that create a conflict of interest. If the Contractor hereafter

becomes aware of any facts that might reasonably be expected to create a conflict of interest, it must immediately make full written disclosure of such facts to the County. Full written disclosure must include, but is not limited to, identification of all persons implicated and a complete description of all relevant circumstances. Failure to comply with the provisions of this paragraph will be a material breach of this Contract.

8.10 Consideration of Hiring County Employees Targeted for Layoffs or Who are on a County Re-Employment List

Should the Contractor require additional or replacement personnel after the effective date of this Contract to perform the services set forth herein, the Contractor must give first consideration for such employment openings to qualified, permanent County employees who are targeted for layoff or qualified, former County employees who are on a re-employment list during the life of this Contract.

8.11 Consideration of Hiring GAIN/START Participants

8.11.1 Should the Contractor require additional or replacement personnel after the effective date of this Contract, the Contractor will give consideration for any such employment openings to participants in the County's Department of Public Social Services Greater Avenues for Independence (GAIN) Program or Skills and Training to Achieve Readiness for Tomorrow (START) Program who meet the contractor's minimum qualifications for the open position. For this purpose, consideration will mean that the Contractor will interview qualified candidates. The County will refer GAIN/START participants by job category to the Contractor. Contractors must report all job openings with job requirements to: gainstart@dpss.lacounty.gov and BServices@opportunity.lacounty.gov and DPSS will refer qualified GAIN/START job candidates.

8.11.2 In the event that both laid-off County employees and GAIN/START participants are available for hiring, County employees must be given first priority.

8.12 Contractor Responsibility and Debarment

8.12.1 Responsible Contractor

A responsible contractor is a contractor who has demonstrated the attribute of trustworthiness, as well as quality, fitness, capacity and experience to satisfactorily perform the contract. It is the County's policy to conduct business only with responsible contractors.

8.12.2 Chapter 2.202 of the County Code

The Contractor is hereby notified that, in accordance with [Chapter 2.202 of the County Code](#), if the County acquires information concerning the performance of the Contractor on this or other contracts which indicates that the Contractor is not responsible, the County may, in addition to

other remedies provided in the Contract, debar the Contractor from bidding or proposing on, or being awarded, and/or performing work on County contracts for a specified period of time, which generally will not exceed five (5) years but may exceed five (5) years or be permanent if warranted by the circumstances, and terminate any or all existing contracts the Contractor may have with the County.

8.12.3 Non-responsible Contractor

The County may debar a contractor if the Board finds, in its discretion, that the Contractor has done any of the following: 1) violated a term of a contract with the County or a nonprofit corporation created by the County, 2) committed an act or omission which negatively reflects on the Contractor's quality, fitness or capacity to perform a contract with the County, any other public entity, or a nonprofit corporation created by the County, or engaged in a pattern or practice which negatively reflects on same, 3) committed an act or offense which indicates a lack of business integrity or business honesty, or 4) made or submitted a false claim against the County or any other public entity.

8.12.4 Contractor Hearing Board

8.12.4.1 If there is evidence that the Contractor may be subject to debarment, the Department will notify the Contractor in writing of the evidence which is the basis for the proposed debarment and will advise the Contractor of the scheduled date for a debarment hearing before the Contractor Hearing Board.

8.12.4.2 The Contractor Hearing Board will conduct a hearing where evidence on the proposed debarment is presented. The Contractor and/or the Contractor's representative will be given an opportunity to submit evidence at that hearing. After the hearing, the Contractor Hearing Board will prepare a tentative proposed decision, which will contain a recommendation regarding whether the Contractor should be debarred, and, if so, the appropriate length of time of the debarment. The Contractor and the Department will be provided an opportunity to object to the tentative proposed decision prior to its presentation to the Board.

8.12.4.3 The Contractor Hearing Board will conduct a hearing where evidence on the proposed debarment is presented. The Contractor and/or the Contractor's representative will be given an opportunity to submit evidence at that hearing. After the hearing, the Contractor Hearing Board will prepare a tentative proposed decision, which will contain a recommendation regarding whether the Contractor should be

debarred, and, if so, the appropriate length of time of the debarment. The Contractor and the Department will be provided an opportunity to object to the tentative proposed decision prior to its presentation to the Board.

8.12.4.4 If a Contractor has been debarred for a period longer than five (5) years, that Contractor may after the debarment has been in effect for at least five (5) years, submit a written request for review of the debarment determination to reduce the period of debarment or terminate the debarment. The County may, in its discretion, reduce the period of debarment or terminate the debarment if it finds that the Contractor has adequately demonstrated one or more of the following: 1) elimination of the grounds for which the debarment was imposed; 2) a bona fide change in ownership or management; 3) material evidence discovered after debarment was imposed; or 4) any other reason that is in the best interests of the County.

8.12.4.5 The Contractor Hearing Board will consider a request for review of a debarment determination only where 1) the Contractor has been debarred for a period longer than five (5) years; 2) the debarment has been in effect for at least five (5) years; and 3) the request is in writing, states one or more of the grounds for reduction of the debarment period or termination of the debarment, and includes supporting documentation. Upon receiving an appropriate request, the Contractor Hearing Board will provide notice of the hearing on the request. At the hearing, the Contractor Hearing Board will conduct a hearing where evidence on the proposed reduction of debarment period or termination of debarment is presented. This hearing will be conducted and the request for review decided by the Contractor Hearing Board pursuant to the same procedures as for a debarment hearing.

8.12.4.6 The Contractor Hearing Board's proposed decision will contain a recommendation on the request to reduce the period of debarment or terminate the debarment. The Contractor Hearing Board will present its proposed decision and recommendation to the Board. The Board will have the right to modify, deny, or adopt the proposed decision and recommendation of the Contractor Hearing Board.

8.12.5 Subcontractors of Contractor

These terms will also apply to subcontractors of County contractors.

8.13 Contractor's Acknowledgement and Notice to its Employees of the Safely Surrendered Baby Law

The Contractor acknowledges that the County places a high priority on the implementation of the Safely Surrendered Baby Law. The Contractor must notify and provide to its employees, and will require each Subcontractor to notify and provide to its employees, a [Fact Sheet](#) regarding the Safely Surrendered Baby Law, its implementation in Los Angeles County, and information on where and how to safely surrender a baby. Additionally, the Contractor understands that it is the County's policy to encourage all County contractors to voluntarily post the County's "[Safely Surrendered Baby Law Poster](#)" (available in [English/Spanish/Chinese/Korean](#)) in a prominent position at the Contractor's place of business. The Contractor will also encourage its subcontractors, if any, to post this poster in a prominent position in the subcontractor's place of business.

The Contractor, and its subcontractor(s), can access posters and other program material at babysafela.org.

8.14 Contractor's Warranty of Adherence to County's Child Support Compliance Program

8.14.1 The Contractor acknowledges that the County has established a goal of ensuring that all individuals who benefit financially from the County through contracts are in compliance with their court-ordered child, family and spousal support obligations in order to mitigate the economic burden otherwise imposed upon the County and its taxpayers.

8.14.2 As required by the County's Child Support Compliance Program ([County Code Chapter 2.200](#)) and without limiting the Contractor's duty under this Contract to comply with all applicable provisions of law, the Contractor warrants that it is now in compliance and will during the term of this Contract, maintain compliance with employment and wage reporting requirements as required by the Federal Social Security Act (42 USC Section 653a) and California Unemployment Insurance Code Section 1088.5, and will implement all lawfully served Wage and Earnings Withholding Orders or Child Support Services Department Notices of Wage and Earnings Assignment for Child, Family or Spousal Support, pursuant to Code of Civil Procedure Section 706.031 and Family Code Section 5246(b).

8.15 County's Quality Assurance Plan

The County or its agent(s) will monitor the Contractor's performance under this Contract on not less than an annual basis. Such monitoring will include assessing the Contractor's compliance with all Contract terms and conditions and performance standards. Contractor deficiencies which the County determines are significant or continuing and that may place performance of the Contract in jeopardy if not corrected will be reported to the Board and listed in the appropriate

contractor performance database. The report to the Board will include improvement/corrective action measures taken by the County and the Contractor. If improvement does not occur consistent with the corrective action measures, the County may terminate this Contract or impose other penalties as specified in this Contract.

8.16 Damage to County Facilities, Buildings or Grounds

8.16.1 The Contractor will repair, or cause to be repaired, at its own cost, any and all damage to County facilities, buildings, or grounds caused by the Contractor or employees or agents of the Contractor. Such repairs must be made immediately after the Contractor has become aware of such damage, but in no event later than thirty (30) days after the occurrence.

8.16.2 If the Contractor fails to make timely repairs, County may make any necessary repairs. All costs incurred by County, as determined by County, for such repairs must be repaid by the Contractor by cash payment upon demand.

8.17 Employment Eligibility Verification

8.17.1 The Contractor warrants that it fully complies with all Federal and State statutes and regulations regarding the employment of aliens and others and that all its employees performing work under this Contract meet the citizenship or alien status requirements set forth in Federal and State statutes and regulations. The Contractor must obtain from all employees performing work hereunder, all verification and other documentation of employment eligibility status required by Federal and State statutes and regulations including, but not limited to, the Immigration Reform and Control Act of 1986, (P.L. 99-603), or as they currently exist and as they may be hereafter amended. The Contractor must retain all such documentation for all covered employees for the period prescribed by law.

8.17.2 The Contractor must indemnify, defend, and hold harmless, the County, its agents, officers, and employees from employer sanctions and any other liability which may be assessed against the Contractor or the County or both in connection with any alleged violation of any Federal or State statutes or regulations pertaining to the eligibility for employment of any persons performing work under this Contract.

8.18 Counterparts and Electronic Signatures and Representations

This Contract may be executed in two or more counterparts, each of which will be deemed an original but all of which together will constitute one and the same Contract. The facsimile, email or electronic signature of the parties will be deemed to constitute original signatures, and facsimile or electronic copies hereof will be deemed to constitute duplicate originals.

The County and the Contractor hereby agree to regard electronic representations of original signatures of authorized officers of each party, when appearing in appropriate places on the Amendments prepared pursuant to Paragraph 8.1 (Amendments) and received via communications facilities (facsimile, email or electronic signature), as legally sufficient evidence that such legally binding signatures have been affixed to Amendments to this Contract.

8.19 Fair Labor Standards

The Contractor must comply with all applicable provisions of the Federal Fair Labor Standards Act and must indemnify, defend, and hold harmless the County and its agents, officers, and employees from any and all liability, including, but not limited to, wages, overtime pay, liquidated damages, penalties, court costs, and attorneys' fees arising under any wage and hour law, including, but not limited to, the Federal Fair Labor Standards Act, for work performed by the Contractor's employees for which the County may be found jointly or solely liable.

8.20 Force Majeure

8.20.1 Neither party will be liable for such party's failure to perform its obligations under and in accordance with this Contract, if such failure arises out of fires, floods, epidemics, quarantine restrictions, other natural occurrences, strikes, lockouts (other than a lockout by such party or any of such party's subcontractors), freight embargoes, or other similar events to those described above, but in every such case the failure to perform must be totally beyond the control and without any fault or negligence of such party (such events are referred to in this paragraph as "force majeure events").

8.20.2 Notwithstanding the foregoing, a default by a subcontractor of Contractor will not constitute a force majeure event, unless such default arises out of causes beyond the control of both Contractor and such subcontractor, and without any fault or negligence of either of them. In such case, Contractor will not be liable for failure to perform, unless the goods or services to be furnished by the subcontractor were obtainable from other sources in sufficient time to permit Contractor to meet the required performance schedule. As used in this subparagraph, the term "subcontractor" and "subcontractors" mean subcontractors at any tier.

8.20.3 In the event Contractor's failure to perform arises out of a force majeure event, Contractor agrees to use commercially reasonable best efforts to obtain goods or services from other sources, if applicable, and to otherwise mitigate the damages and reduce the delay caused by such force majeure event.

8.21 Governing Law, Jurisdiction, and Venue

This Contract will be governed by, and construed in accordance with, the laws of the State of California. The Contractor agrees and consents to the exclusive jurisdiction of the courts of the State of California for all purposes regarding this

Contract and further agrees and consents that venue of any action brought hereunder will be exclusively in the County.

8.22 Independent Contractor Status

- 8.22.1** This Contract is by and between the County and the Contractor and is not intended, and must not be construed, to create the relationship of agent, servant, employee, partnership, joint venture, or association, as between the County and the Contractor. The employees and agents of one party must not be, or be construed to be, the employees or agents of the other party for any purpose whatsoever.
- 8.22.2** The Contractor will be solely liable and responsible for providing to, or on behalf of, all persons performing work pursuant to this Contract all compensation and benefits. The County will have no liability or responsibility for the payment of any salaries, wages, unemployment benefits, disability benefits, Federal, State, or local taxes, or other compensation, benefits, or taxes for any personnel provided by or on behalf of the Contractor.
- 8.22.3** The Contractor understands and agrees that all persons performing work pursuant to this Contract are, for purposes of Workers' Compensation liability, solely employees of the Contractor and not employees of the County. The Contractor will be solely liable and responsible for furnishing any and all Workers' Compensation benefits to any person as a result of any injuries arising from or connected with any work performed by or on behalf of the Contractor pursuant to this Contract.
- 8.22.4** The Contractor must adhere to the provisions stated in Paragraph 7.6 (Confidentiality).

8.23 Indemnification

- 8.23.1** The Contractor must indemnify, defend and hold harmless the County, its Special Districts, elected and appointed officers, employees, agents and volunteers (County Indemnitees) from and against any and all liability, including but not limited to demands, claims, actions, fees, costs and expenses (including attorney and expert witness fees), arising from and/or relating to this Contract, except for such loss or damage arising from the sole negligence or willful misconduct of the County indemnitees.
- 8.23.2** Any legal defense pursuant to Contractor's indemnification obligations under this Agreement must be conducted by Contractor and performed by counsel selected by Contractor. County shall provide Contractor with immediate written notification of any such third-party claim, as well as information, reasonable assistance, and authority to defend or settle the claim. Notwithstanding the foregoing, County shall have the right to participate in any such defense at its sole cost and expense.

8.23.3 Contractor will pay the amount of any resulting adverse final judgment issued by a court of competent jurisdiction, or of any settlement made by Contractor in writing. Nothing herein shall be construed as a waiver of County's sovereign immunity

8.24 General Provisions for all Insurance Coverage

8.24.1 Without limiting Contractor's indemnification of County, and in the performance of this Contract and until all of its obligations pursuant to this Contract have been met, Contractor must provide and maintain at its own expense insurance coverage satisfying the requirements specified in Paragraphs 8.24 and 8.25 of this Contract. These minimum insurance coverage terms, types and limits (the "Required Insurance") also are in addition to and separate from any other contractual obligation imposed upon Contractor pursuant to this Contract. The County in no way warrants that the Required Insurance is sufficient to protect the Contractor for liabilities which may arise from or relate to this Contract.

8.24.2 Evidence of Coverage and Notice to County

8.24.2.1 Certificate(s) of insurance coverage (Certificate) satisfactory to County, and a copy of an Additional Insured endorsement confirming County and its Agents (defined below) has been given Insured status under the Contractor's General Liability policy, must be delivered to County at the address shown below and provided prior to commencing services under this Contract.

8.24.2.2 Renewal Certificates must be provided to County not less than ten (10) days prior to Contractor's policy expiration dates. The County reserves the right to obtain complete, certified copies of any required contractor and/or sub-contractor insurance policies at any time.

8.24.2.3 Certificates must identify all Required Insurance coverage types and limits specified herein, reference this Contract by name or number, and be signed by an authorized representative of the insurer(s). The Insured party named on the Certificate must match the name of the contractor identified as the contracting party in this Contract. Certificates must provide the full name of each insurer providing coverage, its NAIC (National Association of Insurance Commissioners) identification number, its financial rating, the amounts of any policy deductibles or self-insured retentions exceeding fifty thousand dollars (\$50,000), and list any County required endorsement forms.

8.24.2.4 Neither the County's failure to obtain, nor the County's receipt of, or failure to object to a non-complying insurance certificate or endorsement, or any other insurance documentation or information provided by the Contractor, its insurance broker(s) and/or insurer(s), will be construed as a waiver of any of the Required Insurance provisions.

8.24.2.5 Certificates and copies of any required endorsements must be sent to:

ContractorInsurance@dcfs.lacounty.gov

and copy: josept@dcfs.lacounty.gov

8.24.2.6 Contractor also must promptly report to County any injury or property damage accident or incident, including any injury to a Contractor employee occurring on County property, and any loss, disappearance, destruction, misuse, or theft of County property, monies or securities entrusted to Contractor. Contractor also must promptly notify County of any third-party claim or suit filed against Contractor or any of its subcontractors which arises from or relates to this Contract and could result in the filing of a claim or lawsuit against Contractor and/or County.

8.24.3 Additional Insured Status and Scope of Coverage

The County, its Special Districts, Elected Officials, Officers, Agents, employees and volunteers (collectively County and its Agents) must be provided additional insured status under Contractor's General Liability policy with respect to liability arising out of Contractor's ongoing and completed operations performed on behalf of the County. County and its Agents additional insured status will apply with respect to liability and defense of suits arising out of the Contractor's acts or omissions, whether such liability is attributable to the Contractor or to the County. The full policy limits and scope of protection also must apply to the County and its Agents as an additional insured, even if they exceed the County's minimum Required Insurance specifications herein. Use of an automatic additional insured endorsement form is acceptable providing it satisfies the Required Insurance provisions herein.

8.24.4 Cancellation of or Changes in Insurance

Contractor must provide County with, or Contractor's insurance policies must contain a provision that County will receive, written notice of cancellation or any change in Required Insurance, including insurer, limits of coverage, term of coverage or policy period. The written notice must be provided to County at least ten (10) days in advance of

cancellation for non-payment of premium and thirty (30) days in advance for any other cancellation or policy change. Failure to provide written notice of cancellation or any change in Required Insurance may constitute a material breach of the Contract, in the sole discretion of the County, upon which the County may suspend or terminate this Contract.

8.24.5 Failure to Maintain Insurance

Contractor's failure to maintain or to provide acceptable evidence that it maintains the Required Insurance will constitute a material breach of the Contract, upon which County immediately may withhold payments due to Contractor, and/or suspend or terminate this Contract. County, at its sole discretion, may obtain damages from Contractor resulting from said breach. Alternatively, the County may purchase the Required Insurance, and without further notice to Contractor, deduct the premium cost from sums due to Contractor or pursue Contractor reimbursement.

8.24.6 Insurer Financial Ratings

Coverage must be placed with insurers acceptable to the County with A.M. Best ratings of not less than A:VII unless otherwise approved by County.

8.24.7 Contractor's Insurance Must Be Primary

Contractor's insurance policies, with respect to any claims related to this Contract, must be primary with respect to all other sources of coverage available to Contractor. Any County maintained insurance or self-insurance coverage must be in excess of and not contribute to any Contractor coverage.

8.24.8 Waivers of Subrogation

To the fullest extent permitted by law, the Contractor hereby waives its rights and its insurer(s)' rights of recovery against County under all the Required Insurance for any loss arising from or relating to this Contract. The Contractor must require its insurers to execute any waiver of subrogation endorsements which may be necessary to effectuate such waiver.

8.24.9 Subcontractor Insurance Coverage Requirements

Contractor must include all subcontractors as insureds under Contractor's own policies or must provide County with each subcontractor's separate evidence of insurance coverage. Contractor will be responsible for verifying each subcontractor complies with the Required Insurance provisions herein and must require that each subcontractor name the County and Contractor as additional insureds on the subcontractor's General Liability policy. Contractor must obtain

County's prior review and approval of any subcontractor request for modification of the Required Insurance.

8.24.10 Deductibles and Self-Insured Retentions (SIRs)

Contractor's policies will not obligate the County to pay any portion of any Contractor deductible or SIR. The County retains the right to require Contractor to reduce or eliminate policy deductibles and SIRs as respects the County, or to provide a bond guaranteeing Contractor's payment of all deductibles and SIRs, including all related claims investigation, administration and defense expenses. Such bond must be executed by a corporate surety licensed to transact business in the State of California.

8.24.11 Claims Made Coverage

If any part of the Required Insurance is written on a claims made basis, any policy retroactive date must precede the effective date of this Contract. Contractor understands and agrees it will maintain such coverage for a period of not less than three (3) years following Contract expiration, termination or cancellation.

8.24.12 Application of Excess Liability Coverage

Contractors may use a combination of primary, and excess insurance policies which provide coverage as broad as ("follow form" over) the underlying primary policies, to satisfy the Required Insurance provisions.

8.24.13 Separation of Insureds

All liability policies must provide cross-liability coverage as would be afforded by the standard ISO (Insurance Services Office, Inc.) separation of insureds provision with no insured versus insured exclusions or limitations.

8.24.14 Alternative Risk Financing Programs

The County reserves the right to review, and then approve, Contractor use of self-insurance, risk retention groups, risk purchasing groups, pooling arrangements and captive insurance to satisfy the Required Insurance provisions. The County and its Agents must be designated as an Additional Covered Party under any approved program.

8.24.15 County Review and Approval of Insurance Requirements

The County reserves the right to review and adjust the Required Insurance provisions, conditioned upon County's determination of changes in risk exposures.

8.25 Insurance Coverage

8.25.1 Commercial General Liability insurance (providing scope of coverage equivalent to ISO policy form CG 00 01), naming County and its Agents as an additional insured, with limits of not less than:

General Aggregate:	\$2 million
Products/Completed Operations Aggregate:	\$1 million
Personal and Advertising Injury:	\$1 million
Each Occurrence:	\$1 million

8.25.2 Automobile Liability insurance (providing scope of coverage equivalent to ISO policy form CA 00 01) with limits of not less than \$1 million for bodily injury and property damage, in combined or equivalent split limits, for each single accident. Insurance must cover liability arising out of Contractor's use of autos pursuant to this Contract, including owned, leased, hired, and/or non-owned autos, as each may be applicable.

8.25.3 Workers Compensation and Employers' Liability insurance or qualified self- insurance satisfying statutory requirements, which includes Employers' Liability coverage with limits of not less than \$1 million per accident. If Contractor will provide leased employees, or, is an employee leasing or temporary staffing firm or a professional employer organization (PEO), coverage also must include an Alternate Employer Endorsement (providing scope of coverage equivalent to ISO policy form WC 00 03 01 A) naming the County as the Alternate Employer. The written notice must be provided to County at least ten (10) days in advance of cancellation for non-payment of premium and thirty (30) days in advance for any other cancellation or policy change. If applicable to Contractor's operations, coverage also must be arranged to satisfy the requirements of any federal workers or workmen's compensation law or any federal occupational disease law.

8.25.4 Unique Insurance Coverage

8.25.4.1 Sexual Misconduct Liability

Insurance covering actual or alleged claims for sexual misconduct and/or molestation with limits of not less than \$1 million per claim and \$1 million aggregate, and claims for negligent employment, investigation, supervision, training or retention of, or failure to report to proper authorities, a person(s) who committed any act of abuse, molestation, harassment, mistreatment or maltreatment of a sexual nature.

8.25.4.2 Professional Liability-Errors and Omissions

Insurance covering Contractor's liability arising from or related to this Contract, with limits of not less than \$1 million per claim and \$2 million aggregate. Further, Contractor understands and agrees it must maintain such coverage for a period of not less than three (3) years following this Contract's expiration, termination or cancellation.

8.25.4.3 Intentionally Omitted

8.25.4.4 Crime Insurance

A Fidelity Bond or Crime Insurance policy with limits of not less than \$ 100,000 per occurrence. Such coverage shall protect against all loss of money, securities, or other valuable property entrusted by County to Contractor, and apply to all of Contractor's directors, officers, agents and employees who regularly handle or have responsibility for such money, securities or property. The County and its Agents shall be named as an Additional Insured and Loss Payee as its interests may appear. This insurance shall include third party fidelity coverage, include coverage for loss due to theft, mysterious disappearance, and computer fraud/theft, and shall not contain a requirement for an arrest and/or conviction

8.25.4.5 Cyber Liability Insurance

The Contractor must secure and maintain cyber liability insurance coverage with limits of \$2 million per occurrence and in the aggregate during the term of the Contract, including coverage for: network security liability; privacy liability; privacy regulatory proceeding, defense, response, expenses and fines; technology professional liability (errors and omissions); privacy breach expense reimbursement (liability arising from the loss or disclosure of County Information no matter how it occurs); system breach; denial or loss of service; introduction, implantation, or spread of malicious software code; unauthorized access to or use of computer systems; and Data/Information loss and business interruption; any other liability or risk that arises out of the Contract. The Contractor must add the County as an additional insured to its cyber liability insurance policy and provide to the County certificates of insurance evidencing the foregoing upon the County's request. The procuring of the

insurance described herein, or delivery of the certificates of insurance described herein, will not be construed as a limitation upon the Contractor's liability or as full performance of its indemnification obligations hereunder. No exclusion/restriction for unencrypted portable devices/media may be on the policy.

8.25.4.6 Intentionally Omitted

8.26 Liquidated Damages

- 8.26.1** If, in the judgment of the Director, or their designee, the Contractor is deemed to be non-compliant with the terms and obligations assumed hereby, the Director, or their designee, at their option, in addition to, or in lieu of, other remedies provided herein, may withhold the entire monthly payment or deduct pro rata from the Contractor's invoice for work not performed. A description of the work not performed and the amount to be withheld or deducted from payments to the Contractor from the County, will be forwarded to the Contractor by the Director, or their designee, in a written notice describing the reasons for said action.
- 8.26.2** If the Director, or their designee, determines that there are deficiencies in the performance of this Contract that the Director, or their designee, deems are correctable by the Contractor over a certain time span, the Director, or their designee, will provide a written notice to the Contractor to correct the deficiency within specified time frames. Should the Contractor fail to correct deficiencies within said time frame, the Director, or their designee, may: (a) Deduct from the Contractor's payment, pro rata, those applicable portions of the Monthly Contract Sum; and/or (b) Deduct liquidated damages. The parties agree that it will be impracticable or extremely difficult to fix the extent of actual damages resulting from the failure of the Contractor to correct a deficiency within the specified time frame. The parties hereby agree that under the current circumstances a reasonable estimate of such damages will be agreed upon at such time and that the Contractor will be liable to the County for liquidated damages in said amount. Said amount will be deducted from the County's payment to the Contractor; and/or (c) Upon giving five (5) days notice to the Contractor for failure to correct the deficiencies, the County may correct any and all deficiencies and the total costs incurred by the County for completion of the work by an alternate source, whether it be County forces or separate private contractor, will be deducted and forfeited from the payment to the Contractor from the County, as determined by the County.
- 8.26.3** The action noted in Paragraph 8.26.2 must not be construed as a penalty, but as adjustment of payment to the Contractor to recover the

County cost due to the failure of the Contractor to complete or comply with the provisions of this Contract.

- 8.26.4** This Paragraph must not, in any manner, restrict or limit the County's right to damages for any breach of this Contract provided by law or as specified in the PRS or Paragraph 8.26.2, and must not, in any manner, restrict or limit the County's right to terminate this Contract as agreed to herein.

8.27 Most Favored Public Entity

If the Contractor's prices decline or should the Contractor at any time during the term of this Contract provide the same goods or services under similar quantity and delivery conditions to the State of California or any county, municipality, or district of the State at prices below those set forth in this Contract, then such lower prices must be immediately extended to the County.

8.28 Nondiscrimination and Affirmative Action

- 8.28.1** The Contractor certifies and agrees that all persons employed by it, its affiliates, subsidiaries, or holding companies are and will be treated equally without regard to or because of race, color, religion, ancestry, national origin, sex, age, physical or mental disability, marital status, or political affiliation, in compliance with all applicable Federal and State anti discrimination laws and regulations.

- 8.28.2** Contractor certifies to the County each of the following:

- 8.28.2.1** That Contractor has a written policy statement prohibiting discrimination in all phases of employment.
- 8.28.2.2** That Contractor periodically conducts a self-analysis or utilization analysis of its work force
- 8.28.2.3** That Contractor has a system for determining if its employment practices are discriminatory against protected groups.
- 8.28.2.4** Where problem areas are identified in employment practices, the Contractor has a system for taking reasonable corrective action, to include establishment of goals or timetables.

- 8.28.3** The Contractor must take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without regard to race, color, religion, ancestry, national origin, sex, age, physical or mental disability, marital status, or political affiliation, in compliance with all applicable Federal and State anti-discrimination laws and regulations. Such action must include, but is not limited to: employment, upgrading, demotion, transfer, recruitment or recruitment

advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.

8.28.4 The Contractor certifies and agrees that it will deal with its subcontractors, bidders, or vendors without regard to or because of race, color, religion, ancestry, national origin, sex, age, physical or mental disability, marital status, or political affiliation.

8.28.5 The Contractor certifies and agrees that it, its affiliates, subsidiaries, or holding companies will comply with all applicable Federal and State laws and regulations to the end that no person will, on the grounds of race, color, religion, ancestry, national origin, sex, age, physical or mental disability, marital status, or political affiliation, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under this Contract or under any project, program, or activity supported by this Contract.

8.28.6 The Contractor will allow County representatives access to the Contractor's employment records during regular business hours to verify compliance with the provisions of this Paragraph 8.28 (Nondiscrimination and Affirmative Action) when so requested by the County.

8.28.7 If the County finds that any provisions of this Paragraph 8.28 (Nondiscrimination and Affirmative Action) have been violated, such violation will constitute a material breach of this Contract upon which the County may terminate or suspend this Contract. While the County reserves the right to determine independently that the anti-discrimination provisions of this Contract have been violated, in addition, a determination by the California Civil Rights Department or the Federal Equal Employment Opportunity Commission that the Contractor has violated Federal or State anti-discrimination laws or regulations will constitute a finding by the County that the Contractor has violated the anti-discrimination provisions of this Contract.

8.28.8 The parties agree that in the event the Contractor violates any of the anti-discrimination provisions of this Contract, the County will, at its sole option, be entitled to the sum of five hundred dollars (\$500) for each such violation pursuant to California Civil Code Section 1671 as liquidated damages in lieu of terminating or suspending this Contract.

8.29 Non Exclusivity

Nothing herein is intended nor will be construed as creating any exclusive arrangement with the Contractor. This Contract will not restrict County from acquiring similar, equal or like goods and/or services from other entities or sources.

8.30 Notice of Delays

Except as otherwise provided under this Contract, when either party has knowledge that any actual or potential situation is delaying or threatens to delay the timely performance of this Contract, that party must, within one (1) business day, give notice thereof, including all relevant information with respect thereto, to the other party.

8.31 Notice of Disputes

The Contractor must bring to the attention of the County's Program Manager any dispute between the County and the Contractor regarding the performance of services as stated in this Contract. If the County's Program Manager is not able to resolve the dispute, the Director or designee will resolve it.

8.32 Notice to Employees Regarding the Federal Earned Income Credit

The Contractor must notify its employees, and will require each subcontractor to notify its employees, that they may be eligible for the Federal Earned Income Credit under the federal income tax laws. Such notice must be provided in accordance with the requirements set forth in Internal Revenue Service Notice No. 1015.

8.33 Notices

All notices or demands required or permitted to be given or made under this Contract must be in writing and will be hand delivered with signed receipt or mailed by first class registered or certified mail, postage prepaid, addressed to the parties as identified in Exhibits D (County's Administration) and E (Contractor's Administration). Addresses may be changed by either party giving ten (10) days prior written notice thereof to the other party. The Director or designee will have the authority to issue all notices or demands required or permitted by the County under this Contract.

8.34 Prohibition Against Inducement or Persuasion

Notwithstanding the above, the Contractor and the County agree that, during the term of this Contract and for a period of one year thereafter, neither party will in any way intentionally induce or persuade any employee of one party to become an employee or agent of the other party. No bar exists against any hiring action initiated through a public announcement.

8.35 Public Records Act

8.35.1 Any documents submitted by the Contractor; all information obtained in connection with the County's right to audit and inspect the Contractor's documents, books, and accounting records pursuant to Paragraph 8.37 (Record Retention and Inspection-Audit Settlement) of this Contract; as well as those documents which were required to be submitted in

response to the Request for Proposals (RFP) used in the solicitation process for this Contract, become the exclusive property of the County. All such documents become a matter of public record and will be regarded as public records except for those documents determined to be non-disclosable or exempt pursuant to [California Government Code sections 7921.000 et seq.](#) and which are marked “trade secret”, “confidential”, or “proprietary”. The County will not in any way be liable or responsible for the disclosure of any such records including, without limitation, those so marked, if disclosure is required by law, or by an order issued by a court of competent jurisdiction.

8.35.2 In the event the County is required to defend an action on a Public Records Act request for any of the aforementioned documents, information, books, records, and/or contents of a proposal marked “trade secret”, “confidential”, or “proprietary”, the Contractor agrees to defend and indemnify the County from all costs and expenses, including reasonable attorney’s fees, in action or liability arising under the Public Records Act.

8.36 Publicity

8.36.1 The Contractor must not disclose any details in connection with this Contract to any person or entity except as may be otherwise provided hereunder or required by law. However, in recognizing the Contractor’s need to identify its services and related clients to sustain itself, the County will not inhibit the Contractor from publishing its role under this Contract within the following conditions:

8.36.1.1 The Contractor must develop all publicity material in a professional manner; and

8.36.1.2 During the term of this Contract, the Contractor will not, and will not authorize another to, publish or disseminate any commercial advertisements, press releases, feature articles, or other materials using the name of the County without the prior written consent of the County’s Program Director.

8.36.2 The Contractor may, without the prior written consent of County, indicate in its proposals and sales materials that it has been awarded this Contract with the County, provided that the requirements of this Paragraph 8.36 (Publicity) will apply.

8.37 Record Retention and Inspection-Audit Settlement

8.37.1 The Contractor must maintain accurate and complete financial records of its activities and operations relating to this Contract in accordance with generally accepted accounting principles. The Contractor must also maintain accurate and complete employment

and other records relating to its performance of this Contract. The Contractor agrees that the County, or its authorized representatives, will have access to and the right to examine, audit, excerpt, copy, or transcribe any pertinent transaction, activity, or record relating to this Contract. All such material, including, but not limited to, all financial records, bank statements, cancelled checks or other proof of payment, timecards, sign-in/sign-out sheets and other time and employment records, and proprietary data and information, will be kept and maintained by the Contractor and will be made available to the County during the term of this Contract and for a period of five (5) years thereafter unless the County's written permission is given to dispose of any such material prior to such time. All such material must be maintained by the Contractor at a location in Los Angeles County, provided that if any such material is located outside of Los Angeles County, then, at the County's option, the Contractor will pay the County for travel, per diem, and other costs incurred by the County to examine, audit, excerpt, copy, or transcribe such material at such other location.

- 8.37.2** In the event that an audit of the Contractor is conducted specifically regarding this Contract by any Federal or State auditor, or by any auditor or accountant employed by the Contractor or otherwise, then the Contractor must file a copy of such audit report with the County's Auditor Controller within thirty (30) days of the Contractor's receipt thereof, unless otherwise provided by applicable Federal or State law or under this Contract. Subject to applicable law, the County will make a reasonable effort to maintain the confidentiality of such audit report(s).
- 8.37.3** Failure on the part of the Contractor to comply with any of the provisions of this subparagraph will constitute a material breach of this Contract upon which the County may terminate or suspend this Contract.
- 8.37.4** If, at any time during the term of this Contract or within five (5) years after the expiration or termination of this Contract, representatives of the County conduct an audit of the Contractor regarding the work performed under this Contract, and if such audit finds that the County's dollar liability for any such work is less than payments made by the County to the Contractor, then the difference must be either: a) repaid by the Contractor to the County by cash payment upon demand or b) at the sole option of the County's Auditor-Controller, deducted from any amounts due to the Contractor from the County, whether under this Contract or otherwise. If such audit finds that the County's dollar liability for such work is more than the payments made by the County to the Contractor, then the difference will be paid

to the Contractor by the County by cash payment, provided that in no event will the County's maximum obligation for this Contract exceed the funds appropriated by the County for the purpose of this Contract.

8.38 Recycled Bond Paper

Consistent with the Board policy to reduce the amount of solid waste deposited at the County landfills, the Contractor agrees to use recycled-content paper to the maximum extent possible on this Contract.

8.39 Subcontracting

8.39.1 The requirements of this Contract may not be subcontracted by the Contractor **without the advance approval of the County**. Any attempt by the Contractor to subcontract without the prior consent of the County may be deemed a material breach of this Contract.

8.39.2 If the Contractor desires to subcontract, the Contractor must provide the following information promptly at the County's request:

8.39.2.1 A description of the work to be performed by the subcontractor.

8.39.2.2 A draft copy of the proposed subcontract; and

8.39.2.3 Other pertinent information and/or certifications requested by the County.

8.39.3 The Contractor must indemnify, defend, and hold the County harmless with respect to the activities of each and every subcontractor in the same manner and to the same degree as if such subcontractor(s) were the Contractor employees.

8.39.4 The Contractor will remain fully responsible for all performances required of it under this Contract, including those that the Contractor has determined to subcontract, notwithstanding the County's approval of the Contractor's proposed subcontract.

8.39.5 The County's consent to subcontract will not waive the County's right to prior and continuing approval of any and all personnel, including subcontractor employees, providing services under this Contract. The Contractor is responsible to notify its subcontractors of this County right.

8.39.6 The County's Program Director is authorized to act for and on behalf of the County with respect to approval of any subcontract and subcontractor employees. After approval of the subcontract by the County, Contractor must forward a fully executed subcontract to the County for their files.

8.39.7 The Contractor will be solely liable and responsible for all payments or other compensation to all subcontractors and their officers, employees, agents, and successors in interest arising through services performed hereunder, notwithstanding the County's consent to subcontract.

8.39.8 The Contractor must obtain certificates of insurance, which establish that the subcontractor maintains all the programs of insurance required by the County from each approved subcontractor. Before any subcontractor employee may perform any work hereunder, Contractor must ensure delivery of all such documents to:

County of Los Angeles
Department of Children and Family Services
Partnership for Families Program Manager
510 South Vermont Avenue, 10th Floor
Los Angeles, CA 90020

8.40 Termination for Breach of Warranty to Maintain Compliance with County's Child Support Compliance Program

Failure of the Contractor to maintain compliance with the requirements set forth in Paragraph 8.14 (Contractor's Warranty of Adherence to County's Child Support Compliance Program) will constitute default under this Contract. Without limiting the rights and remedies available to the County under any other provision of this Contract, failure of the Contractor to cure such default within ninety (90) calendar days of written notice will be grounds upon which the County may terminate this Contract pursuant to Paragraph 8.42 (Termination for Default) and pursue debarment of the Contractor, pursuant to [County Code Chapter 2.202](#).

8.41 Termination for Convenience

8.41.1 This Contract may be terminated, in whole or in part, from time to time, when such action is deemed by the County, in its sole discretion, to be in its best interest. Termination of work hereunder will be effectuated by notice of termination to the Contractor specifying the extent to which performance of work is terminated and the date upon which such termination becomes effective. The date upon which such termination becomes effective will be no less than ten (10) days after the notice is sent.

8.41.2 After receipt of a notice of termination and except as otherwise directed by the County, the Contractor must stop work under this Contract on the date and to the extent specified in such notice.

8.41.3 All material including books, records, documents, or other evidence bearing on the costs and expenses of the Contractor under this

Contract must be maintained by the Contractor in accordance with Paragraph 8.37 (Record Retention and Inspection-Audit Settlement).

8.42 Termination for Default

8.42.1 The County may, by written notice to the Contractor, terminate the whole or any part of this Contract, if, in the judgment of County's Program Director:

8.42.1.1 Contractor has materially breached this Contract; or

8.42.1.2 Contractor fails to timely provide and/or satisfactorily perform any task, deliverable, service, or other work required either under this Contract; or

8.42.1.3 Contractor fails to demonstrate a high probability of timely fulfillment of performance requirements under this Contract, or of any obligations of this Contract and in either case, fails to demonstrate convincing progress toward a cure within five (5) working days (or such longer period as the County may authorize in writing) after receipt of written notice from the County specifying such failure.

8.42.2 In the event that the County terminates this Contract in whole or in part as provided in Paragraph 8.42.1, the County may procure, upon such terms and in such manner as the County may deem appropriate, goods and services similar to those so terminated. The Contractor will be liable to the County for any and all excess costs incurred by the County, as determined by the County, for such similar goods and services. The Contractor will continue the performance of this Contract to the extent not terminated under the provisions of this paragraph.

8.42.3 Except with respect to defaults of any subcontractor, the Contractor will not be liable for any such excess costs of the type identified in Paragraph 8.42.2 if its failure to perform this Contract arises out of causes beyond the control and without the fault or negligence of the Contractor. Such causes may include, but are not limited to: acts of God or of the public enemy, acts of the County in either its sovereign or contractual capacity, acts of Federal or State governments in their sovereign capacities, fires, floods, epidemics, quarantine restrictions, strikes, freight embargoes, and unusually severe weather; but in every case, the failure to perform must be beyond the control and without the fault or negligence of the Contractor. If the failure to perform is caused by the default of a subcontractor, and if such default arises out of causes beyond the control of both the Contractor and subcontractor, and without the fault or negligence of either of them, the Contractor will not be liable for any such excess costs for failure

to perform, unless the goods or services to be furnished by the subcontractor were obtainable from other sources in sufficient time to permit the Contractor to meet the required performance schedule. As used in this paragraph, the term "subcontractor(s)" means subcontractor(s) at any tier.

8.42.4 If, after the County has given notice of termination under the provisions of Paragraph 8.42 (Termination for Default) it is determined by the County that the Contractor was not in default under the provisions of Paragraph 8.42 (Termination for Default) or that the default was excusable under the provisions of subparagraph 8.42.3, the rights and obligations of the parties will be the same as if the notice of termination had been issued pursuant to Paragraph 8.41 (Termination for Convenience).

8.42.5 The rights and remedies of the County provided in this Paragraph 8.42 (Termination for Default) will not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract.

8.43 Termination for Improper Consideration

8.43.1 The County may, by written notice to the Contractor, immediately terminate the right of the Contractor to proceed under this Contract if it is found that consideration, in any form, was offered or given by the Contractor, either directly or through an intermediary, to any County officer, employee, or agent with the intent of securing the Contract or securing favorable treatment with respect to the award, amendment, or extension of the Contract or the making of any determinations with respect to the Contractor's performance pursuant to the Contract. In the event of such termination, the County will be entitled to pursue the same remedies against the Contractor as it could pursue in the event of default by the Contractor. The Contractor must immediately report any attempt by a County officer, employee, or agent to solicit such improper consideration. The report must be made to the Los Angeles County Fraud Hotline at (800) 544-6861, fraud@auditor.lacounty.gov or <https://fraud.lacounty.gov/>.

8.43.2 The Contractor must immediately report any attempt by a County officer, employee, or agent to solicit such improper consideration. The report must be made to the Los Angeles County Fraud Hotline at (800) 544-6861 or <https://fraud.lacounty.gov/>.

8.43.3 Among other items, such improper consideration may take the form of cash, discounts, services, the provision of travel or entertainment, or tangible gifts.

8.44 Termination for Insolvency

8.44.1 The County may terminate this Contract forthwith in the event of the occurrence of any of the following:

8.44.1.1 Insolvency of the Contractor. The Contractor will be deemed to be insolvent if it has ceased to pay its debts for at least sixty (60) days in the ordinary course of business or cannot pay its debts as they become due, whether or not a petition has been filed under the Federal Bankruptcy Code and whether or not the Contractor is insolvent within the meaning of the Federal Bankruptcy Code;

8.44.1.2 The filing of a voluntary or involuntary petition regarding the Contractor under the Federal Bankruptcy Code;

8.44.1.3 The appointment of a Receiver or Trustee for the Contractor; or

8.44.1.4 The execution by the Contractor of a general assignment for the benefit of creditors.

8.44.2 The rights and remedies of the County provided in this Paragraph 8.44 (Termination for Insolvency) will not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract.

8.45 Termination for Non-Adherence of County Lobbyist Ordinance

The Contractor, and each County Lobbyist or County Lobbying firm as defined in [County Code Section 2.160.010](#) retained by the Contractor, must fully comply with the County's Lobbyist Ordinance, [County Code Chapter 2.160](#). Failure on the part of the Contractor or any County Lobbyist or County Lobbying firm retained by the Contractor to fully comply with the County's Lobbyist Ordinance will constitute a material breach of this Contract, upon which the County may in its sole discretion, immediately terminate or suspend this Contract.

8.46 Termination for Non-Appropriation of Funds

Notwithstanding any other provision of this Contract, the County will not be obligated for the Contractor's performance hereunder or by any provision of this Contract during any of the County's future fiscal years unless and until the County's Board appropriates funds for this Contract in the County's Budget for each such future fiscal year. In the event that funds are not appropriated for this Contract, then this Contract will terminate as of June 30 of the last fiscal year for which funds were appropriated. The County will notify the Contractor in writing of any such non-allocation of funds at the earliest possible date.

8.47 Validity

If any provision of this Contract or the application thereof to any person or circumstance is held invalid, the remainder of this Contract and the application of such provision to other persons or circumstances will not be affected thereby.

8.48 Waiver

No waiver by the County of any breach of any provision of this Contract will constitute a waiver of any other breach or of such provision. Failure of the County to enforce at any time, or from time to time, any provision of this Contract will not be construed as a waiver thereof. The rights and remedies set forth in this paragraph 8.48 will not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract.

8.49 Warranty Against Contingent Fees

8.49.1 The Contractor warrants that no person or selling agency has been employed or retained to solicit or secure this Contract upon any Contract or understanding for a commission, percentage, brokerage, or contingent fee, excepting bona fide employees or bona fide established commercial or selling agencies maintained by the Contractor for the purpose of securing business.

8.49.2 For breach of this warranty, the County will have the right to terminate this Contract and, at its sole discretion, deduct from the Contract price or consideration, or otherwise recover, the full amount of such commission, percentage, brokerage, or contingent fee.

8.50 Warranty of Compliance with County's Defaulted Property Tax Reduction Program

Contractor acknowledges that County has established a goal of ensuring that all individuals and businesses that benefit financially from County through contract are current in paying their property tax obligations (secured and unsecured roll) in order to mitigate the economic burden otherwise imposed upon County and its taxpayers.

Unless Contractor qualifies for an exemption or exclusion, Contractor warrants and certifies that to the best of its knowledge it is now in compliance, and during the term of this contract will maintain compliance, with [Los Angeles County Code Chapter 2.206](#).

8.51 Termination for Breach of Warranty to Maintain Compliance with County's Defaulted Property Tax Reduction Program

Failure of Contractor to maintain compliance with the requirements set forth in Paragraph 8.50 "Warranty of Compliance with County's Defaulted Property Tax Reduction Program" will constitute default under this contract. Without

limiting the rights and remedies available to County under any other provision of this contract, failure of Contractor to cure such default within ten (10) days of notice will be grounds upon which County may terminate this contract and/or pursue debarment of Contractor, pursuant to [Los Angeles County Code Chapter 2.206](#).

8.52 Time Off for Voting

The Contractor must notify its employees and must require each subcontractor to notify and provide to its employees, information regarding the time off for voting law ([Elections Code Section 14000](#)). Not less than ten (10) days before every statewide election, every contractor and subcontractors must keep posted conspicuously at the place of work, if practicable, or elsewhere where it can be seen as employees come or go to their place of work, a notice setting forth the provisions of [Section 14000](#).

8.53 Compliance with County's Zero Tolerance Policy on Human Trafficking

Contractor acknowledges that the County has established a Zero Tolerance Policy on Human Trafficking prohibiting contractors from engaging in human trafficking.

If a Contractor or member of Contractor's staff is convicted of a human trafficking offense, the County will require that the Contractor or member of Contractor's staff be removed immediately from performing services under the Contract. County will not be under any obligation to disclose confidential information regarding the offenses other than those required by law.

Disqualification of any member of Contractor's staff pursuant to this paragraph will not relieve Contractor of its obligation to complete all work in accordance with the terms and conditions of this Contract.

8.54 Intentionally Omitted

8.55 Compliance with Fair Chance Employment Hiring Practices

Contractor, and its subcontractors, must comply with fair chance employment hiring practices set forth in California Government Code [Section 12952](#), the California Code of Regulations [Section 11017.1](#), and County Code [Chapter 8.300](#) (Fair Chance Ordinance for Employers). Contractor, and its subcontractor(s), can access fair chance employment resources, including a Fair Chance [Fact Sheet](#) and Workplace Posters ([English/Spanish](#)), and other program material at <https://dcba.lacounty.gov/fairchance/>. Additional compliance resources, including an [Employer Toolkit](#) (Fair Chance Hiring: An Employer's Guide to Hiring System-Impacted Individuals), can be accessed at <https://opportunity.lacounty.gov/fair-chance-hiring-campaign/>.

Contractor's violation of this paragraph of the Contract may constitute a material breach of the Contract. In the event of such material breach, County may, in its sole discretion, issue administrative penalties and/or seek

additional remedies as provided within [Section 8.300.100](#) of the Fair Chance Ordinance for Employers, and/or terminate the Contract.

8.56 Compliance with the County Policy of Equity

The Contractor acknowledges that the County takes its commitment to preserving the dignity and professionalism of the workplace very seriously, as set forth in the County Policy of Equity (CPOE) (<https://ceop.lacounty.gov/>). The Contractor further acknowledges that the County strives to provide a workplace free from discrimination, harassment, retaliation and inappropriate conduct based on a protected characteristic, and which may violate the CPOE. The Contractor, its employees and subcontractors acknowledge and certify receipt and understanding of the CPOE. Failure of the Contractor, its employees or its subcontractors to uphold the County's expectations of a workplace free from harassment and discrimination, including inappropriate conduct based on a protected characteristic, may subject the Contractor to termination of contractual agreements as well as civil liability.

8.57 Prohibition from Participation in Future Solicitation(s)

A Proposer, or a Contractor or its subsidiary or Subcontractor ("Proposer/Contractor"), is prohibited from submitting a bid or proposal in a County solicitation if the Proposer/Contractor has provided advice or consultation for the solicitation. A Proposer/Contractor is also prohibited from submitting a bid or proposal in a County solicitation if the Proposer/Contractor has developed or prepared any of the solicitation materials on behalf of the County. A violation of this provision will result in the disqualification of the Contractor/Proposer from participation in the County solicitation or the termination or cancellation of any resultant County contract.

8.58 Injury and Illness Prevention Program

Contractor will be required to comply with the State of California's Cal OSHA's regulations. [California Code of Regulations Title 8 Section 3203](#) requires all California employers to have a written, effective Injury and Illness Prevention Program (IIPP) that addresses hazards pertaining to the particular workplace covered by the program.

8.59 Campaign Contribution Prohibition Following Final Decision in Contract Proceeding

Pursuant to [Government Code Section 84308](#), Contractor and its Subcontractors, are prohibited from making a contribution of more than \$500 to a County officer for twelve (12) months after the date of the final decision in the proceeding involving this Contract. Failure to comply with the provisions of [Government Code Section 84308](#) and of this paragraph, may be a material breach of this Contract as determined in the sole discretion of the County.

9 UNIQUE TERMS AND CONDITIONS

9.1 Child Abuse Prevention Reporting

9.1.1 Contractor agrees that the safety of the child will always be the first priority. To ensure the safety of children, Contractor will immediately notify County and the Child Abuse Hotline at 1-800-540-4000 or the Child Abuse Reporting Electronic System at <https://reportchildabusela.org> whenever Contractor reasonably suspects that a child has been a victim of abuse or is in danger of future abuse. The Contractor will remain with the child if imminent risk is present.

9.1.2 Contractor must ensure that all known or suspected instances of child abuse are reported to a child protection agency as defined in Section 11164, et. Seq. of the Penal Code. This responsibility must include:

9.1.2.1 A requirement that all employees, consultants, or agents performing services under this Contract, who are required by the California Penal Code to report child abuse, sign a statement that he or she knows of the reporting requirements and will comply with them.

9.1.2.2 The establishment of procedures to ensure reporting even when employees, consultants or agents who are not required to report child abuse under California Penal Code gain knowledge of, or reasonably suspect that a child has been a victim of abuse or neglect.

9.1.2.3 The assurance that all employees of Contractor and subcontractors understand that the safety of the child is always the first priority.

9.2 Conduct of Program

Contractor must abide by all terms and conditions imposed and required by this Contract and must comply with all subsequent revisions, modifications, and administrative and statutory changes made by the State, and all applicable provisions of State and federal regulations ("Contract Changes"). In the event of Contract Changes, an amendment to the Contract must be prepared by DCFS and executed by Contractor and County. Failure by Contractor to comply with provisions, requirements or conditions of this Contract, including, but not limited to, performance documentation, reporting and evaluation requirements, must be a material breach of this Contract and may result in the withholding of payments, financial penalties, and/or termination as stated herein.

9.3 Contract Accounting and Financial Reporting

9.3.1 Contractor must establish and maintain an accounting system include internal controls and financial reporting, which must meet the minimum requirements for Contract accounting as described in Exhibit H, Auditor-Controller Contract Accounting and Administration Handbook.

9.3.2 Contractor must maintain supporting documentation for all accruals reported. Accruals which are not properly supported may be disallowed upon audit.

9.4 Contract Mandatory Meetings

Contractor Program Manager must attend continuous quality improvement (CQI) meetings for the Safe Children and Strong Families service delivery model. Safe Children and Strong Families CQI meeting participants must include all other Safe Children and Strong Families Contractors, County Program Managers and DCFS Regional Office Representatives.

9.5 Contract Mandatory Orientation

Contractor must attend a mandatory orientation that must be provided by County within thirty (30) days of the Contract Start Date. The orientation must consist of a review of contract requirements, deliverables and other pertinent Contract components. Contractor must be notified at least two weeks in advance of the date, time, and location of the orientation.

9.6 Contract Negotiations

Contractor must not schedule or conduct any meetings or negotiations under this Contract on behalf of the County or DCFS.

9.7 Contractor Alert Reporting Database (CARD)

9.7.1 Contractor agrees that the safety of the child will always be the first priority. To ensure the safety of children, Contractor will immediately notify County and the Child Abuse Hotline at 1-800-540-4000 or the Child Abuse Reporting Electronic System at <https://reportchildabusela.org> whenever Contractor reasonably suspects that a child has been a victim of abuse or is in danger of future abuse. The Contractor will remain with the child if imminent risk is present.

9.7.2 Contractor must ensure that all known or suspected instances of child abuse are reported to a child protection agency as defined in Section 11164, et. Seq. of the Penal Code. This responsibility must include:

9.7.1.1 A requirement that all employees, consultants, or agents performing services under this Contract, who are required by the California Penal Code to report child abuse, sign a

statement that he or she knows of the reporting requirements and will comply with them.

9.7.1.2 The establishment of procedures to ensure reporting even when employees, consultants or agents who are not required to report child abuse under California Penal Code gain knowledge of, or reasonably suspect that a child has been a victim of abuse or neglect.

9.7.1.3 The assurance that all employees of Contractor and subcontractors understand that the safety of the child is always the first priority.

9.8 Contractor's Charitable Activities Compliance

The County seeks to ensure that all County Contractors which receive or raise charitable contributions comply with California law, including the "Nonprofit Integrity Act of 2004", as approved and codified in California Government Code, [Sections 12580-12599.10](#), in order to protect the County and its taxpayers. The Supervision of Trustees and Fundraisers for Charitable Purposes Act regulates entities receiving or raising charitable contributions. A Contractor which receives or raises charitable contributions without complying with its obligations under California law commits a material breach subjecting it to either contract termination or debarment proceedings or both. ([County Code Chapter 2.202](#))

9.9 Data Destruction

Contractor(s) that have maintained, processed, or stored the County data and/or information, implied or expressed, have the sole responsibility to certify that the data and information have been appropriately destroyed consistent with the National Institute of Standards and Technology (NIST) Special Publication SP 800-88 titled Guidelines for Media Sanitization. Available at:

<http://csrc.nist.gov/publications/PubsDrafts.html#SP-800-88> Rev.%201

The data and/or information may be stored on purchased, leased, or rented electronic storage equipment (e.g., printers, hard drives) and electronic devices (e.g., servers, workstations) that are geographically located within the County, or external to the County's boundaries. The County must receive within ten (10) business days, a signed document from Contractor(s) that certifies and validates the data and information were placed in one or more of the following stored states: unusable, unreadable, and/or indecipherable.

Contractor(s) must certify that any County data stored on purchased, leased, or rented electronic storage equipment and electronic devices, including, but not limited to printers, hard drives, servers, and/or workstations are destroyed consistent with the current National Institute of Standard and Technology (NIST) Special Publication SP-800-88, Guidelines for Media Sanitization.

Contractor(s) must provide County with written certification, within ten (10) business days of removal of any electronic storage equipment and devices that validates that any and all County data was destroyed and is unusable, unreadable, and/or indecipherable.

9.10 Disabled Veteran Business Enterprise (DVBE) Preference Program

9.10.1 This Contract is subject to the provisions of the County's ordinance entitled DVBE Preference Program, as codified in [Chapter 2.211 of the Los Angeles County Code](#).

9.10.2 Contractor must not knowingly and with the intent to defraud, fraudulently obtain, retain, attempt to obtain or retain, or aid another in fraudulently obtaining or retaining or attempting to obtain or retain certification as a DVBE.

9.10.3 Contractor must not willfully and knowingly make a false statement with the intent to defraud, whether by affidavit, report, or other representation, to a County official or employee for the purpose of influencing the certification or denial of certification of any entity as a DVBE.

9.10.4 If Contractor has obtained certification as a DVBE by reason of having furnished incorrect supporting information or by reason of having withheld information, and which knew, or should have known, the information furnished was incorrect or the information withheld was relevant to its request for certification, and which by reason of such certification has been awarded this contract to which it would not otherwise have been entitled, Contractor will:

9.10.4.1 Pay to the County any difference between the contract amount and what the County's costs would have been if the contract had been properly awarded;

9.10.4.2 In addition to the amount described in subdivision (1) above, the Contractor will be assessed a penalty in an amount of not more than 10 percent of the amount of the contract; and

9.10.4.3 Be subject to the provisions of [Chapter 2.202 of the Los Angeles County Code](#) (Determinations of Contractor Non-responsibility and Contractor Debarment).

Notwithstanding any other remedies in this Contract, the above penalties will also apply to any business that has previously obtained proper certification, however, as a result of a change in their status would no longer be eligible for certification, and fails to notify the State and the Department of Economic

Opportunity of this information prior to responding to a solicitation or accepting a contract award.

9.11 Employee Benefits and Taxes

9.11.1 Contractor must be solely responsible for providing to, or on behalf of its employees, all legally required salaries, wages, benefits, or other compensation.

9.11.2 County must have no liability or responsibility for any taxes, including, without limitation, sales, income, employee withholding and/or property taxes, which may be imposed in connection with or resulting from this Contract or Contractor's performance hereunder.

9.12 Fixed Assets

Title to all fixed assets purchased with County funds designated by the County for that purpose under this Contract must remain with County. A "Fixed Asset" is defined hereunder as an equipment costing Ten Thousand Dollars (\$10,000) or more, with a useful life of more than one year. Such assets must be maintained and repaired by Contractor during the term of this Contract. Contractor must provide an accounting of such assets at the termination or expiration of this Contract and must deliver same to County upon County's written request. Contractor must have an option upon the expiration or termination of the Contract to acquire such assets at a price to be mutually agreed upon by County and Contractor.

9.13 Former Foster Youth Considerations

9.13.1 Should Contractor require additional or replacement personnel after the effective date of this Contract to perform services set forth herein, Contractor must give consideration (after County employees, and GAIN/START participants as described in Section 8.11) for any such position(s) to qualified former foster youth. Contractor must notify County of any new or vacant position(s) within Contractor's firm by sending via U.S. mail or email, a list denoting any position(s) for which hiring is anticipated to:

County of Los Angeles
Department of Children and Family Services
Attention: Division Chief, Youth Development Services
1933 S. Broadway, 6th Floor, Los Angeles, CA 90007
youthds@dcfs.lacounty.gov

9.13.1.1 The notice sent by Contractor must indicate the position(s)/title(s) for vacant or new employment opportunity, description of same, requirements/qualifications for position(s), anticipated pay

rate or salary schedule, the location where application(s)/requests for application(s) may be sent, final date of acceptable for applications, and any special circumstances relevant to the hiring procedure for said position(s).

9.13.1.2 Contractor is exempt from the provisions of this Section if it is a governmental entity.

9.14 Hours of Operation

9.14.1 Contractor will adhere to the following hours of operations:

9.14.1.1 Service delivery regular hours Monday through Friday from 8:00 a.m. to 5:00 p.m.

9.14.1.2 Contractor's delivery sites will, to remove barriers, make services available during non-traditional hours for family participation.

9.14.2 Contractor may request approval from the County Program Manager to modify the hours of operation as necessary to meet the needs of the community served.

9.14.3 Contractor's Program Director or his/her designate will have full authority to act for Contractor on all matters relating to the daily operation of this Contract, and will be available during the County's regular business hours of Monday through Friday from 8:00 a.m. to 5:00 p.m. to respond to County inquiries and to discuss problem areas.

9.15 Information Security and Privacy Requirements

Contractor must comply with the requirements set forth in Exhibit J (Information Security and Privacy Requirements).

9.16 Local Small Business Enterprise (LSBE) Preference Program

9.16.1 This Contract is subject to the provisions of the County's ordinance entitled LSBE Preference Program, as codified in [Chapter 2.204 of the Los Angeles County Code](#).

9.16.2 The Contractor will not knowingly and with the intent to defraud, fraudulently obtain, retain, attempt to obtain or retain, or aid another in fraudulently obtaining or retaining or attempting to obtain or retain certification as a LSBE.

9.16.3 The Contractor will not willfully and knowingly make a false statement with the intent to defraud, whether by affidavit, report, or other representation, to a County official or employee for the purpose of influencing the certification or denial of certification of any entity as a LSBE.

9.16.4 If the Contractor has obtained certification as a LSBE by reason of having furnished incorrect supporting information or by reason of having withheld information, and which knew, or should have known, the information furnished was incorrect or the information withheld was relevant to its request for certification, and which by reason of such certification has been awarded this contract to which it would not otherwise have been entitled, will:

9.16.4.1 Pay to the County any difference between the contract amount and what the County's costs would have been if the contract had been properly awarded;

9.16.4.2 In addition to the amount described in subdivision (1), be assessed a penalty in an amount of not more than ten (10) percent of the amount of the contract; and

9.16.4.3 Be subject to the provisions of [Chapter 2.202 of the Los Angeles County Code](#) (Determinations of Contractor Non-responsibility and Contractor Debarment).

The above penalties will also apply to any business that has previously obtained proper certification, however, as a result of a change in their status would no longer be eligible for certification, and fails to notify the State and the Department of Economic Opportunity of this information prior to responding to a solicitation or accepting a contract award.

9.17 Ownership of Materials, Software and Copyright

9.17.1 County will be the sole owner of all right, title and interest, including copyright, in and to all software, plans, diagrams, facilities, and tools (hereafter "materials") which are originated or created through the Contractor's work pursuant to this Contract. The Contractor, for valuable consideration herein provided, must execute all documents necessary to assign and transfer to, and vest in the County all of the Contractor's right, title and interest in and to such original materials, including any copyright, patent and trade secret rights which arise pursuant to the Contractor's work under this Contract.

9.17.2 During the term of this Contract and for five (5) years thereafter, the Contractor must maintain and provide security for all of the Contractor's working papers prepared under this Contract. County will have the right to inspect, copy and use at any time during and subsequent to the term of this Contract, any and all such working papers and all information contained therein.

9.17.3 Any and all materials, software and tools which are developed or were originally acquired by the Contractor outside the scope of this Contract, which the Contractor desires to use hereunder, and which the Contractor considers to be proprietary or confidential, must be specifically identified

by the Contractor to the County's Program Manager as proprietary or confidential, and must be plainly and prominently marked by the Contractor as "Proprietary" or "Confidential" on each appropriate page of any document containing such material.

9.17.4 The County will use reasonable means to ensure that the Contractor's proprietary and/or confidential items are safeguarded and held in confidence. The County agrees not to reproduce, distribute or disclose to non-County entities any such proprietary and/or confidential items without the prior written consent of the Contractor.

9.17.5 Notwithstanding any other provision of this Contract, the County will not be obligated to the Contractor in any way under subparagraph 9.17.4 for any of the Contractor's proprietary and/or confidential items which are not plainly and prominently marked with restrictive legends as required by subparagraph 9.17.3 or for any disclosure which the County is required to make under any state or federal law or order of court.

9.18 Shred Documents

9.18.1 Contractor must ensure that all confidential documents and papers, as defined under state law (include, but not limited to Welfare and Institutions Code Section 10850) relating to this Contract must be shredded and not put in trash containers when Contractor disposes of these documents and papers. All documents and papers to be shredded are to be placed in a locked or secured container/bin/box and labeled "shred" until they are destroyed. No confidential documents and papers are to be recycled.

9.18.2 Documents for record and retention purposes in accordance with Subsection 8.37.1 (Record Retention and Inspection-Audit Settlement) of this Contract are to be maintained for a period of five (5) years.

9.19 Social Enterprise (SE) Preference Program

9.19.1 This Contract is subject to the provisions of the County's ordinance entitled SE Preference Program, as codified in [Chapter 2.205 of the Los Angeles County Code](#).

9.19.2 Contractor must not knowingly and with the intent to defraud, fraudulently obtain, retain, attempt to obtain or retain, or aid another in fraudulently obtaining or retaining or attempting to obtain or retain certification as a SE.

9.19.3 Contractor must not willfully and knowingly make a false statement with the intent to defraud, whether by affidavit, report, or other representation, to a County official or employee for the purpose of influencing the certification or denial of certification of any entity as a SE.

9.19.4 If Contractor has obtained County certification as a SE by reason of having furnished incorrect supporting information or by reason of having withheld information, and which knew, or should have known, the information furnished was incorrect or the information withheld was relevant to its request for certification, and which by reason of such certification has been awarded this contract to which it would not otherwise have been entitled, Contractor will:

9.19.4.1 Pay to the County any difference between the contract amount and what the County's costs would have been if the contract had been properly awarded;

9.19.4.2 In addition to the amount described in subdivision (1) above, the Contractor will be assessed a penalty in an amount of not more than ten percent (10%) of the amount of the contract; and

9.19.4.3 Be subject to the provisions of [Chapter 2.202 of the Los Angeles County Code](#) (Determinations of Contractor Non-responsibility and Contractor Debarment).

The above penalties will also apply to any entity that has previously obtained proper certification, however, as a result of a change in their status would no longer be eligible for certification, and fails to notify the Department of Economic Opportunity of this information prior to responding to a solicitation or accepting a contract award.

9.20 State Energy Conservation Plan

Contractor must be in compliance with the mandatory standards and policies related to energy efficiency in the State Conservation Plan (Title 24, California Administrative Code), Section 306 of the Federal Clean Air Act (42 USC 1857 (h)), Section 508 of the Clear Water Act (33 USC 1386), Executive Order 11738 and Environmental Protection Agency Regulations (40 CFR Part 15).

9.21 Use of Funds

All uses of funds paid to Contractor and other financial transactions related to Contractor's provision of services under this Contract are subject to review and/or audit by DCFS, County's Auditor-Controller or its designee, and the State of California. In the event of Contract is subject to audit exceptions, Contractor must pay to County the full amount of Contractor's liability for such audit exceptions, as determined by DCFS, upon demand by County.

10 Survival

In addition to any terms and conditions of this Contract that expressly survive expiration or termination of this Contract by their terms, the following provisions will survive the expiration or termination of this Contract for any reason:

Paragraph 1.0	Applicable Documents
Paragraph 2.0	Definitions
Paragraph 3.0	Work
Paragraph 5.4	No Payment for Services Provided Following Expiration-Termination of Contract
Paragraph 7.6	Confidentiality
Paragraph 8.1	Amendments
Paragraph 8.2	Assignment and Delegation/Mergers or Acquisitions
Paragraph 8.6	Compliance with Applicable Law
Paragraph 8.19	Fair Labor Standards
Paragraph 8.20	Force Majeure
Paragraph 8.21	Governing Law, Jurisdiction, and Venue
Paragraph 8.23	Indemnification
Paragraph 8.24	General Provisions for all Insurance Coverage
Paragraph 8.25	Insurance Coverage
Paragraph 8.26	Liquidated Damages
Paragraph 8.33	Notices
Paragraph 8.37	Record Retention and Inspection-Audit Settlement
Paragraph 8.41	Termination for Convenience
Paragraph 8.42	Termination for Default
Paragraph 8.47	Validity
Paragraph 8.48	Waiver
Paragraph 8.57	Prohibition from Participation in Future Solicitation
Paragraph 8.59	Campaign Contribution Prohibition Following Final Decision in Contract Proceeding
Paragraph 9.5	Information Security and Privacy Requirements--
Paragraph 9.9	Data Destruction
Paragraph 9.17	Ownership of Materials, Software and Copyright
Paragraph 10.0	Survival

**COUNTY OF LOS ANGELES
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

IN WITNESS WHEREOF, the Board of Supervisors of the COUNTY of Los Angeles has caused this Contract to be subscribed on its behalf by the Director of the Department of Children and Family Services and (CONTRACTOR) has caused this Contract to be subscribed on its behalf by its duly authorized officer(s) as of the day, month and year first above written. The person(s) signing on behalf on (CONTRACTOR) warrants under penalty of perjury that he or she is authorized to bind (CONTRACTOR) in this Contract.

COUNTY OF LOS ANGELES

CONTRACTOR

By: _____
Lisa E. Mandel, Interim Director
Department of Children and Family Services

Name of Agency

By:

Name

Title

Tax Identification Number

APPROVED AS TO FORM:

BY THE OFFICE OF COUNTY COUNSEL
DAWYN R. HARRISON, COUNTY COUNSEL

By: _____
David Beaudet, Senior Deputy County Counsel

COUNTY OF LOS ANGELES
DEPARTMENT OF CHILDREN AND FAMILY SERVICES
Community-Based Support Division (CBSD)

STATEMENT OF WORK
(RFP #25-0047)

PARTNERSHIPS FOR FAMILIES (PFF)

COUNTY OF LOS ANGELES DEPARTMENT OF
CHILDREN AND FAMILY SERVICES
PARTNERSHIPS FOR FAMILIES (PFF)
STATEMENT OF WORK
(RFP # 25-0047)

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STATEMENT OF WORK PARTNERSHIPS FOR FAMILIES (PFF)

SECTION A - PREAMBLE

The County of Los Angeles seeks to collaborate with its community partners to enhance the capacity of the health and human services system to improve the lives of children and families. These efforts require, as a fundamental expectation, that the County's contracting partners share the County and community's commitment to provide health and human services that support achievement of the County Shared Core Practice Model, Strategic Plan Mission, Values, Goals and Performance Outcomes.

The vision of the Department of Children and Family Services (DCFS) is that children thrive in safe families and supportive communities. To achieve this vision DCFS intends to practice a uniform service delivery model that measurably improves child safety, permanency, and access to effective and caring services by providing responsive, efficient, and high-quality public services that promote the self-sufficiency, well-being, and prosperity of individuals, families and communities. The philosophy of teamwork and collaboration is anchored in the County's shared values of: 1) Integrity; 2) Inclusivity; 3) Compassion; and 4) Customer Orientation.

These shared values are encompassed in the County's Strategic Plan's Three Goals: I) Make Investments That Transform Lives; II) Foster Vibrant and Resilient Communities; and III) Realize Tomorrow's Government Today and is reflected in the Countywide Prevention Plan.

SECTION B – PROJECT FOUNDATION

1.0 PURPOSE

Partnerships for Families (PFF) consists of interventions designed to (1) prevent child maltreatment and increase child safety within the home, (2) facilitate the preservation of families at moderate to very high risk of child abuse and neglect, (3) develop and strengthen the community safety net, and (4) develop and strengthen parental protective factors.

1.1 The Protective Factors

The Five Protective Factors listed below are the foundation of the Strengthening Families approach. Extensive research supports the common-sense notion that when these Protective Factors are present and robust in a family, the likelihood of child abuse and neglect diminish. Please see Strengthening Families Protective Factors Framework, Technical Exhibit A-23, as shown at the Center for the Study of Social Policy's Strengthening Families™ Approach. For more information, visit <https://www.cssp.org/>.

1. Parental resilience: Parents who are emotionally healthy are able to maintain a positive attitude, creatively solve problems, and effectively rise to the

challenges that emerge in every family's life.

2. Social connections: Everyone benefits from a strong network of extended family, friends, neighbors and others who provide healthy relationships, support and problem solving.
3. Knowledge of parenting and child development: Parents who understand the usual course of child development are more likely to nurture their children's healthy development and less likely to be abusive or harmful to their children.
4. Concrete support in times of need: Families need to have basic needs (such as shelter, food, clothing, health care) met to ensure a child's healthy development.
5. Social and Emotional Competence of Children: A child's emerging ability to interact positively with others, self-regulate their behavior and effectively communicate their feelings has a positive impact on their relationships with their family, other adults, and peers.

In Los Angeles County, two (2) additional Protective Factors include:

1. Economic Development: Parents who have the knowledge and means to plan for and provide for the ongoing financial security of their families can focus on nurturing and supporting their children.
2. Social and Emotional Competence of Adults: A child benefits from parents and caregivers who are emotionally available and able to regulate their behaviors and demonstrate patience, kindness, empathy, and compassion.

Development of each client family's Protective Factors should achieve the following objectives:

1. Prevention of maltreatment;
2. Prevention of child abuse and neglect in families at risk by providing supportive family services;
3. Increased child safety within the family home; and
4. Prevent further involvement with the public child welfare system.

The County may opt to measure different protective factors based on the tools available at the time.

2.0 TARGET POPULATIONS

Partnerships for Families (PFF) targets the following demographic:

- 2.1 DCFS referred moderate to very high-risk families who are pregnant and/or have a child age five or younger and have an inconclusive or substantiated closed referral. Non-minor dependents or Expectant and Parenting Youth (EPY) in the foster care system who have a child age five (5) or younger. The child age five or younger

must not have an open DCFS case unless approved by the County Program Manager. Upon request of the County Program Manager (CPM), Contractor must accept all DCFS referred families, regardless of risk or age of children, with inconclusive or substantiated closed referrals.

- 2.2 Community referred families who are pregnant and/or have a child age five or younger and who have risk factors for child maltreatment.

These risk factors include:

- 2.2.1 Young Age (i.e., teen mothers and fathers);
 - 2.2.2 Domestic violence related issues;
 - 2.2.3 Substance abuse related issues; and
 - 2.2.4 Mental health related issues.
- 2.3 Families who meet PFF eligibility requirements as described in 2.1 and 2.2 and are determined to be eligible candidates for Family First Prevention Services (FFPS)-related funding, as determined by the County
 - 2.3.1 FFPS eligible candidates are families experiencing risk factors that create imminent risk of foster care placement.

SECTION C – SERVICE DESCRIPTION

3.0 SCOPE OF WORK

- 3.1 PFF services are short-term, family centered interventions designed to diminish factors known to be associated with child abuse and neglect. Collaboration with community partners, including stakeholders and other community-based organizations, is a critical component of PFF that facilitates service provision that effectively meets the needs of children and families in Los Angeles County.
- 3.2 The success of PFF services can be determined by the enhancement of the Protective Factors and/or subsequent family involvement with DCFS during and/or after service provision, as well as the level of said involvement with DCFS. This data is gathered by the County through the Child Welfare Services California Automated Response and Engagement System (CWS-CARES) and through a County approved tool, such as the Protective Factors Survey.
- 3.3 Contractor must provide the services and supports delineated in the scope of work to treat the consequences of child maltreatment; to promote and enhance the Protective Factors and prevent subsequent referrals generated by the Child Protection Hotline, substantiated allegations of child abuse and/or neglect, newly opened child welfare cases, child removals and placement in out-of-home care among PFF clients.
- 3.4 Contractor must have a physical location in the service area they are contracted to serve within 30 days from the contract start date.

- 3.5 Contractor must coordinate and collaborate with other DCFS Contractors to facilitate successful client navigation across the service delivery continuum.
- 3.6 The Contractor must deliver services to families in a way that aligns with the Department's Core Practice Model. According to DCFS Shared Core Practice Model, Technical Exhibit A-5, "Teaming is the practice of building and strengthening the child and family's support system, whose members meet, communicate, plan together and coordinate their efforts in a unified fashion to address critical issues/needs." Effective teaming continues the process of engaging. Coordination of the activities of everyone involved is essential and is most effective and efficient when the family team has regular face-to-face meetings.
- 3.7 Partnerships for Families services are provided to the family unit for six (6) to twelve (12) months and include the following components:
1. Case Management Services including Linkage Services;
 2. Concrete Support Services for Basic Family Needs;
 3. Psychotherapy Services;
 4. Motivational Interviewing;
 5. Health, Parenting, and/or Education Programs or Resources;
 6. Structured Parent-Child and/or Family Centered Activities;
 7. Intensive Services for families with Domestic Violence, Mental Health, Substance Abuse Related Needs; and,
 8. Early Care and Education.
- 3.7.1 CPM has the discretion to extend PFF services beyond twelve months under extraordinary circumstances and on a case-by-case basis. Contractor must not extend PFF services beyond twelve months without written approval from CPM.
- 3.8 Capacity Building: a maximum of ten percent (10%) of the total contract award must be utilized for Capacity Building. Every effort should be made to build both internal (agency) and external (community) capacity.

4.0 REFERRALS

- 4.1 Contractor must be available to receive Partnerships for Families Referral Services Authorization Form, Technical Exhibit A-1, via the DCFS approved referral transmission mode (Family Centered Services (FCS) portal or email). Contractor's receipt of DCFS designated referral forms must constitute an official referral of the case to the Contractor for PFF services. The Contractor's proof of receipt for the referral must be the time of the FCS email alert, timestamp of the data system, or email referral time. Contact may be made with the Contractor by telephone or other means prior to the referral being sent via data system.
- 4.2 Contractor must maintain a log of all referrals received, and must attach the Monthly Referral Log, Technical Exhibit A-3, to a Monthly Services Report, as described in Section 14.0 – Reports and Record Keeping, of this SOW.

- 4.3 Contractor must receive automatic notification of the referral via FCS. Contractor must notify the County designee within one business day if unable to access the PFF referral. In the event of system issues, Contractor must receive referrals through other means, such as email.
- 4.4 Contractor must ensure that the Case Manager/Home Visitor makes contact with the family within five business days following the receipt of the referral. This includes a minimum of three telephone and text/email attempts, and at least one face-to-face home visit attempt if unable to successfully reach the family through phone, text, or email. If contact is unsuccessful, Contractor must contact the County designee within two business days. Contractor must leave an Attempted Contact Letter, Technical Exhibit A-6, at the residence when the attempted face-to-face is made. Attempted contacts and visits must be documented on the FCS system. The Attempted Contact Form, Technical Exhibit A-7, must be kept in the case record. The Attempted Contact Form must be made available to the County designee upon request.
- 4.5 Contractor must terminate the PFF referral within eight business days after the attempted face-to-face visit if a response has not been received from the family. Contractor may request approval from CPM to keep a referral open beyond the prescribed timelines on a case-by-case basis. DCFS reserves the right to make the final decision regarding closing the referral.
- 4.6 Once initial contact is made and a family accepts services, Contractor has five business days to meet face-to-face with the family, depending on family's schedule. Best efforts must be made to meet at a time and location that is convenient to the family.
- 4.7 Within one business day after the initial home visit, Contractor must inform the County designee if: 1) the family refused services; and/or 2) the Case Manager/Home Visitor believes the family is inappropriate for services.
 - 4.7.1 If after assessing the family, Contractor regards them as inappropriate for PFF Services, Contractor must notify the Children's Social Worker (CSW) and Community-Based Liaison (CBL). If the CSW is not available, Contractor must contact the Supervising Children's Social Worker (SCSW) and/or the Assistant Regional Administrator (ARA). When a CSW and Contractor do not agree regarding the appropriateness of the family for PFF Services, Contractor must utilize and confer with the DCFS Regional Office chain of command, including the County Regional Administrator, ARA, SCSW, and DCFS Contract Program Manager (CPM).
- 4.8 Contractor must document services and attempts to provide services in the case records and electronic data system (FCS), within five (5) business days of attempted or successful contact.
- 4.9 Contractor must document all efforts to visit the family, including documentation of attempted visits to the family's home on the Attempted Contact Form, Technical Exhibit A-7, and the FCS system. Contractor must also document subsequent

telephone calls with the family and case carrying CSW and document these efforts in the case record(s). Contractor must leave an Attempted Contact Letter, Technical Exhibit A-6, at the residence.

5.0 MOTIVATIONAL INTERVIEWING (MI)

Contractor must use Motivational Interviewing to service and support PFF families.

5.1 Motivational Interviewing (MI) Data Collection

- 5.1.1 Contractor must collect and submit data for MI in accordance with purveyor/model developer guidance and CDSS-issued guidance regarding data collection, which includes, but may not be limited to the EBP Continuous Quality Improvement (CQI) Briefs, Technical Exhibit A-26.
- 5.1.2 Contractor must track service delivery and utilization data on an ongoing basis and enter monthly capacity and reach data into the County-determined database.
- 5.1.3 Contractor must use measurement tools for MI in alignment with CDSS requirements, which include, but may not be limited to the MI CQI Brief.

5.2 Motivational Interviewing (MI) Training Components

- 5.2.1 Contractor must comply with training requirements for MI as specified in guidance from CDSS and the MI CQI Brief.
 - 5.2.1.1 All staff delivering MI are expected to participate in MI skill practice, e-learning activities, and MI coding sessions to support ongoing skill development. This may include instructor-led training from a state-approved curriculum or the asynchronous e-training modules.
 - 5.2.1.2 Once a staff member has reached 'Competent,' Proficient,' or 'Good,' ongoing (booster) training is no longer required. However, annual refresher training is recommended to reinforce competency, support ongoing skill growth, and maintain the quality and effectiveness of their MI delivery over time. Supervisors may determine the frequency of additional training based on needs and locally determined schedule.
- 5.2.2 Contractor delivering MI will use the approved fidelity monitoring tool, which is included as part of the training, 1) Motivational Interviewing Competency Assessment (MICA) 3.2 or 2) Motivational Interviewing Treatment Integrity (MITI) 4.2.1, and will ensure staff receive regular coding and coaching based on their performance.
 - 5.2.2.1 Staff who receive a score below 'Competent' on the MICA or below 'Good' on the MITI following the completion of training, must receive coding and coaching every 6 months. To support more timely skill development, staff are encouraged to participate

in additional coding and coaching sessions between required intervals until they reach the expected proficiency level.

- 5.2.2.2 Contractor must provide ongoing (booster) training to help staff build competence in MI and to prevent skill drift over time. Ongoing (booster) training depends on each staff member's demonstrated proficiency.

5.3 Motivational Interviewing (MI) Service Delivery

- 5.3.1 Contractor must deliver MI in accordance with the MI CQI Brief as part of the case management activities outlined in Section 5.0.

- 5.3.2 Contractor must:

1. Confirm client eligibility or candidacy for FFPS-related funding by completing a Candidacy Determination Request in CARES or through a process determined by the County for any Community Pathway referral, Technical Exhibit A-25. MI can and should be provided regardless of candidacy approval.
2. Deliver MI as part of the Partnerships for Families program to address the effects of child maltreatment, strengthen Protective Factors, and reduce future child welfare involvement.
3. Provide MI to the target populations outlined in Section 2.0 consistent with all applicable age, system involvement, and county eligibility criteria.

6.0 CASE MANAGEMENT SERVICES

- 6.1 Contractor must provide home-based case management services. Subcontracting of case management services is permissible. Home-based services are in line with Core Practice Model (Technical Exhibit A-5) value of family-centered practice.
- 6.2 Contractor must ensure professional level staff (Case Manager/Home Visitor) provide case management services.
- 6.3 Contractor must ensure professional level staff maintain a maximum monthly caseload of 12-16 families per Case Manager/Home Visitor unless prior approval is received from the CPM.
- 6.4 Contractor must provide at minimum, three hours of case management visits each month during the first two (2) months of service. The three hours must be completed through a minimum of three (3) or more visits each month. Thereafter, upon consultation with the Contractor's Clinical Director/Supervisor, visits can be reduced to a minimum of two (2) hours each month, completed through no less than two visits each month for each family receiving PFF services. The consultation must be documented in the case records. These sessions must take place primarily in the home, but may take place at the agency or any other location preferred by

the family and agreeable to the Case Manager/Home Visitor. Case management sessions must include face-to-face meetings between the Case Manager/Home Visitor and all participants in PFF services, and include the focus child(ren), with an effort to create a trust-based working relationship with the family. Timely engagement of families is fundamental and consistent with DCFS Shared Core Practice Model, Technical Exhibit A-5.

6.5 Case management sessions must include the following services and activities:

1. General Counseling Services, as described within this SOW;
2. PFF Service Planning, as described within this SOW;
3. Ongoing assessment of client progress toward service plan goals and adapting of service plan as needed;
4. Crisis Intervention, as necessary;
5. Parent-child centered activities as appropriate;
6. Systems Navigation/Linkage Services; and
7. Advocacy.

6.6 Case Management: General Counseling Services

6.6.1 General counseling services are not psychotherapeutic services. General counseling services include face-to-face interventions designed to:

1. Help identify and assist in solving family problems;
2. Identify substance abuse issues and refer for treatment;
3. Identify and refer to treatment for mental health, domestic violence and/or anger management related issues;
4. Help identify personal, vocational and educational goals; and
5. Assess and assist in building protective capacities using the Protective Factors Surveys (PFS) Technical Exhibit 30.
6. Core Practice Model activities of engaging, teaming, assessing and planning are requirements of General Counseling Services.

6.7 Case Management: PFF Service Planning

6.7.1 Contractor must, at the time of initial contact with the family, begin completing a Screening and Needs Assessment, Technical Exhibit A-8, to be adapted as necessary throughout the life of the case and as determined by the CPM. DCFS may modify the screening and needs assessment. Service Planning must include Core Practice Model activities of assessment, planning, tracking and adapting. Service Planning must assess for and develop a plan to address any needs within the Protective Factors of parental resilience, social connections, knowledge of parenting and child development, concrete support in times of need, social and emotional competence of children, as well as the two additional protective factors used in Los Angeles County, social and emotional competence of adults and economic development.

6.7.1.1 Contractor must ask families to complete a County approved

Protective Factors Survey (PFS) Technical Exhibit 30 or other County approved assessment tool once families have received a minimum of six months of home visitation services, at six-month intervals or at the time of case closure, whichever comes first. DCFS may modify the survey and dates of administration for the surveys. Contractor must provide data on results of the surveys and must enter Protective Factors Survey (PFS) data into a survey link provided by the County.

- 6.7.2 Contractor must utilize Screening and Needs Assessment Form, Technical Exhibit A-8, approved by DCFS for use in the PFF program. Timelines for completion of the assessment must be consistent with intended use of the tool. Contractor may incur some cost for use of a standardized tool selected by DCFS and Contractor must provide staff with training on the use of tool at the time of implementation.
- 6.7.3 Within 45 calendar days of the first face-to-face contact with the family, Contractor must, in collaboration with the family, develop the PFF Service Plan, Technical Exhibit A-9, which must: 1) determine which family members are to receive services; 2) assess the functional strengths of the family; 3) outline the services, intervention, and/or items to be provided; 4) identify short and long-term goals that will assist in meeting identified goals; and 5) decide who will provide the services. Subsequent changes to the PFF service plan must be agreed upon by the client and the provider. All service plans must include the signatures of the clients and the provider to confirm their agreement with the service plan.
- 6.7.4 Best efforts must be made to empower families in the creation of their service plan. Families should be given voice and choice in as much of the service planning as possible.
- 6.7.5 Contractor must review information contained in the DCFS referral to develop a PFF service plan for DCFS referred clients.
- 6.7.6 Contractor must administer the Ages and Stages Questionnaire-3 (ASQ-3) and the ASQ Social Emotional-2 (ASQ- SE-2) for children five and under who are part of the service plan. The ASQs must be administered as soon as possible but no later than 75 calendar days from the date of the first home visit. Contractor must determine timeframes for administering later ASQs based on the needs of the child and family. The ASQ must be shared with the family and copies maintained in the Contractor's files. Information from the ASQ must be incorporated into the service plan or service plan updates as needed. Contractor must revise the PFF Service Plan as necessary based on the results of the ASQ. DCFS reserves the right to update the required version of the ASQ.
- 6.7.7 Contractor must ensure that parent(s)/caregiver(s), child(ren) age 12 and older (if receiving PFF services), Case Manager/Home Visitor, and Clinical Director/Supervisor sign and date the PFF Service Plan, Technical Exhibit

A-9, and PFF Service Plan Addendum, Technical Exhibit A-10, and all subsequent changes made to the PFF Service Plan agreement.

6.8 Case Management: Crisis Intervention

Within 30 days of contract start date, Contractor must provide a crisis intervention plan for approval by CPM. The crisis intervention plan must include training requirements and a 24-hour availability of professional level staff on an as-needed basis. Training requirements must include, but not be limited to: segments on evaluating and understanding levels of crisis; identifying and working with suicidal and homicidal family members, including awareness and development of natural support systems and as-needed Psychiatric Mobile Response Team (PMRT) resource; family and staff safety standards and procedures; field handouts with emergency contact information and protocols for emergent situations; and a crisis calling tree (a clearly prioritized phone list of staff to contact during emergent situations) for back-up field supervision.

- 6.9 Contractor must inform the CPM, as soon as information becomes available, either by telephone, electronically or in-person, of any serious PFF child or family incident or fatality for all families receiving PFF services. Contractor must deliver to the CPM copies of all PFF related records within 24 hours.

6.10 Case Management: Linkage Services

- 6.10.1 Contractor must, when unable to provide services to meet a family's needs, as assessed with the needs assessment tool, link families with services identified to meet said needs.

6.10.1.1 Contractor must refer the family to viable Home Visitation or Mental Health Evidenced Based Practice services within the FFPS Program, Technical Exhibit A-25

- 6.10.2 Contractor must ensure that clients are linked with service providers that are culturally competent to meet the needs of marginalized and underserved communities, Contractor must ensure services are easily accessible to clients via public or private transportation and with hours of operation which offer availability to meet clients' diverse needs, including evening and weekend hours (as specified in the Contract Section Unique Terms and Conditions, Section 9.0, Unique Terms and Conditions, Subsection 9.14, Hours of Operation).

- 6.10.3 Contractor must demonstrate best efforts toward Eliminating Racial Disproportionality and Disparity (ERDD) by using the Core Practice Model standard of cultural humility and viewing the family through their cultural lens and ensuring equitable practices are provided.

- 6.10.4 Contractor must engage stakeholders and community to address the needs of children and families by conducting outreach and capacity building as referenced in section 12.0 Capacity Building and Outreach.

- 6.10.5 Contractor's services must be responsive to client's culture and communication style, including but not limited to the use of translation services in order to help meet the needs of the family.
- 6.10.6 Contractor must provide follow-up services to ensure that all families referred to a linkage service receive the necessary service and/or resource within five (5) business days of the referral date. In the event that the client has been placed on a wait list with the only available resource, Contractor must document the circumstances in the Case Notes, Technical Exhibit A-4.
- 6.10.7 Contractor must document all linkage referrals on the Linkages Log, Technical Exhibit A-12. Please refer to Technical Exhibit A-22 for a list of possible linkage services that include but are not limited to Department of Public Social Services (DPSS) resources, Regional Center, food pantries, etc.
- 6.11 Contractor must terminate any referral in which all family members have more than two consecutive or three total unexcused absences from case management sessions. An absence is considered unexcused when the Contractor had a scheduled visit with the family and one or more of the scheduled family members were not present at that scheduled meeting. Contractor may request approval from CPM to keep a referral open beyond the prescribed timelines on a case-by-case basis.
- 6.12 Concrete Support Services
- 6.12.1 Contractor must provide Concrete Support Services for basic family needs such as food, adequate housing, transportation, clothing, and medical care, as identified in the family's needs assessment Technical Exhibit A-8. This service category aligns with the Protective Factors' goal of maintaining stable family homes to assist with ensuring a safe and healthy environment for raising children.
- 6.12.2 A maximum of ten percent (10%) of the total contract award must be used to assist families with Concrete Support Services. Contractor must be reimbursed for allowable Concrete Support Services for basic needs listed below. Contractor must not utilize Concrete Support Services for any supports not listed without prior County Program Manager approval. Allowable support must be specific to the family's need and may include:
1. Clothing, utilities, food, furniture, household items, or school items;
 2. Transportation services, i.e., TAP Cards/bus passes/ride share;
 3. Minor home, car, appliance repair and gasoline;
 4. Emergency childcare with a licensed provider;
 5. Housing assistance must be limited to a maximum of two (2) months. Contractor may request approval from CPM to provide additional housing assistance.

- 6.12.3 Contractor must provide assistance with obtaining concrete supports only if aid is unavailable through any other means to the family. Efforts to obtain assistance through other means must be documented on the Concrete Support Services Request Form, Technical Exhibit A-14.
- 6.12.4 These services must prevent/reduce the risk of family disruption and must be directly related to the PFF service plan goals.
- 6.12.5 Concrete support must not exceed two thousand five hundred dollars (\$2,500) per family, per 12 months of service. CPM has the discretion to approve Concrete Support in excess of \$2,500 per family, per 12 months of service under extraordinary circumstances and on a case-by-case basis. Contractor must not provide Concrete Support in excess of \$2,500 per family, per 12 months of service without written approval from CPM.
- 6.12.6 Concrete Support Services must not be the sole service provided to the family.
- 6.12.7 Contractor must document in the case record and on the Concrete Support Services Request Form, Technical Exhibit A-14, the following:
 - 1. All PFF services that the family is receiving;
 - 2. Alternate resources and support explored;
 - 3. The type of concrete support provided;
 - 4. The reason for providing the concrete support;
 - 5. Family Budget Worksheet; and
 - 6. All original receipts with dollar amount and date of services or items purchased.
- 6.12.8 Contractor must make completed Concrete Support Services Request Forms, Technical Exhibit A-14, available to CPM upon request. The Concrete Support Services Request forms must be submitted in the format included herein and must not be modified without permission from the CPM.
- 6.12.9 Contractor must, on a monthly basis, submit all completed Concrete Support Services Request Forms, Technical Exhibit A-14, for items purchased, with a copy of all receipts attached. Contractor must provide all original receipts upon request.
- 6.12.10 Contractor must document all concrete support services provided on the Concrete Support Services Monthly Log, Technical Exhibit A-14, and include said log in the monthly invoice.
- 6.12.11 Direct distribution of PFF monies to families by Contractor is prohibited.

7.0 PSYCHOTHERAPY SERVICES

- 7.1 Contractor must fund psychotherapy services for PFF clients. Psychotherapy services may be subcontracted.
- 7.2 When unable to provide directly, Contractor must provide and/or fund psychotherapy services, as indicated by the needs assessment, through subcontracting. Contractor must request approval from CPM to use linkage services for psychotherapy; CPM's written approval is required.
- 7.3 Psychotherapy is a distinct service to address clients' underlying needs, which are identified after thoughtful assessment and meaningful engagement with clients. Psychotherapy services must be provided to individuals or families via face-to-face meetings and/or interventions by a therapist, as identified in the needs assessment and to:
1. Address mental health issues;
 2. Help raise self-awareness;
 3. Help to solve problems; and;
 4. Assist in the development of insight;
 5. Help address unresolved trauma;
 6. Increase parental resilience and emotional health.
- 7.4 Psychotherapy services may be provided in the home or any other location preferred by the family and agreeable to the therapist. Psychotherapy services must be provided in an appropriate environment that is safe and conducive to the therapeutic process.
- 7.5 Psychotherapy services must be provided by therapists that meet one of the following requirements:
- 7.5.1 Currently licensed as a Licensed Clinical Social Worker (LCSW), a Licensed Marriage and Family Therapist (LMFT), or Licensed Clinical Psychologist, recognized by the California Board of Behavioral Science Examiners.
- 7.5.2 Possess a Master's Degree in social work, psychology, marriage and family counseling or a closely related field and currently registered with the Board of Behavioral Sciences for licensure as an LMFT, LCSW or equivalent license and supervised by an LCSW, LMFT or Licensed Clinical Psychologist.
- 7.6 Contractor must ensure that non-licensed therapists receive clinical supervision by a licensed therapist/psychologist at a minimum of once per week.

8.0 HEALTH, PARENTING, AND/OR OTHER EDUCATION PROGRAMS OR RESOURCES

- 8.1 Contractor must ensure the provision of health, parenting and/or other education programs or resources through direct provision, subcontracting and/or linkage services. These services are provided by paraprofessional level staff or higher to assist families in attaining and maintaining optimal functioning and family health.

Contractor must ensure provision of health, parenting and/or other education programs or resources to clients as identified by the needs assessment.

Provision of these services correlates with Protective Factors goals of increasing parental resilience and improving knowledge of parenting and child development in order to improve family functioning and decrease the likelihood of child abuse and neglect. The health, parenting and/or other education programs or resources must be provided to assist in the improvement of:

- 8.1.1 Parenting skills;
 - 8.1.2 Problem solving and communication skills;
 - 8.1.3 Coping with stress;
 - 8.1.4 Financial literacy;
 - 8.1.5 Household management and budgeting; and
 - 8.1.6 Other social determinants of health.
- 8.2 Contractor must link children from birth to age five (5) to resources to encourage routine well child exams in accordance with the Child Health & Disability Prevention (CHDP) periodicity schedule. Technical Exhibit A-15, Periodicity Schedule for Health Assessment Requirements by Age Groups, must be used for reference.
- 8.3 Contractor must link PFF clients who are pregnant to resources to increase access to prenatal care.

9.0 STRUCTURED PARENT-CHILD AND/OR FAMILY-CENTERED ACTIVITIES

- 9.1 Contractor must ensure the provision of structured parent-child and/or family centered activities through direct provision, subcontracting, and/or linkage services.
- 9.2 These services are provided by Case Aide level staff or higher to improve parent-child and/or family relationships. These activities may include recreational and social activities such as field trips, and holiday gatherings and:
- 9.2.1 Teach families to spend quality time together;
 - 9.2.2 Facilitate positive parent-child and family interaction;
 - 9.2.3 Increase parenting knowledge through information and experience sharing; and
 - 9.2.4 Facilitate positive interaction with the community. These structured activities align with the Core Practice Model concept of Intervening: the implementation of planned activities and practices that decrease risk, provide for safety, heal trauma, enhance normative behaviors, and promote permanence, well-being and self-sufficiency. Additionally, the activities align with the Protective Factors goals of improving the social and emotional competency of children and knowledge of child development.

10.0 INTENSIVE SERVICES FOR SPECIAL FAMILY NEEDS: DOMESTIC VIOLENCE, MENTAL HEALTH AND SUBSTANCE ABUSE

- 10.1 Contractor must ensure that services are provided to identify and treat unique family needs pertaining to domestic violence, mental health, and substance abuse related issues, as identified in the PFF Service Plan. These services align with the Core Practice Model (Technical Exhibit A-5) activities of Assessing, Planning, Tracking and the Protective Factors goals of enhancing parental resilience, and strengthening social connections.
- 10.2 Contractor must, at a minimum, collaborate with and include resources from the following types of agencies:
 - 1. Department of Public Health Substance Abuse Prevention and Control (SAPC) approved vendors for alcohol and substance abuse assessment/treatment;
 - 2. Mental health providers (especially those certified to bill Medi-Cal);
 - 3. Child and family therapists; and
 - 4. Domestic violence providers and shelters.
- 10.3 Contractor's community service partners, subcontractors, and linkage resources are subject to CPM approval.

11.0 EARLY CARE AND EDUCATION (ECE)

- 11.1 Access to quality child care and early education programs, such as Head Start, strengthen protective factors to facilitate child safety and well-being by: 1) allowing parents to pursue employment and education, with the goal of improving family circumstances and ultimately reducing economic stress; 2) helping children develop socially and emotionally; and 3) positively impacting the way that parents and their children interact.
- 11.2 Contractor must link families to safe, affordable and high-quality early care and education through direct provision of and/or partnerships with ECE providers to meet the needs of the PFF participants, including the most vulnerable of the population. Contractor's ECE community partner(s), subcontractor(s), and/or linkage resource is subject to CPM approval. These services align with the goals of Eliminating Racial Disparity and Disproportionality as these services target the most vulnerable of the PFF population.
 - 11.2.1 Contractor must document in the case record and Linkages Log, Technical Exhibit A-11, all efforts to link families to safe, affordable and high-quality early care and education.
- 11.3 Contractor must link pre-school aged children to accessible early education program(s).
- 11.4 Contractor must collaborate with early care and education programs that can:
 - 1. Facilitate friendships and mutual support;

2. Strengthen parenting;
3. Respond to family crisis;
4. Link families to services and opportunities;
5. Value and support parents;
6. Facilitate children's social and emotional development;
7. Observe and respond to early warning signs of child abuse and neglect; and
8. Align with the Protective Factors goals of increasing parental resilience, and social and emotional competence of children, which are embedded throughout the core services of ECE.

12.0 CAPACITY BUILDING/OUTREACH

- 12.1 Contractor must utilize a maximum of ten percent (10%) of the total contract award for Capacity Building activities. Every effort must be made to arrange both internal and external capacity building activities. Any unused funds must be utilized for the provision of direct services.
 - 12.1.1 Total internal and external capacity building expenditures must not exceed \$50,000 per contract term without prior CPM approval.
 - 12.1.2 External capacity building must constitute a minimum of 2/3 or 66.7 percent of the total capacity building expenditures each contract term.
- 12.2 Contractor must maintain documentation to support all capacity building activities. All capacity building activities must be documented on the Capacity Building Activities form, Technical Exhibit A-13, which includes a description of proposed capacity building activities, including associated costs and outcome measures. The Capacity Building Activities form must be submitted for approval to the CPM at minimum two weeks prior to the activity. The form and any additional supporting documentation must be made available to CPM upon request.
- 12.3 Internal (Agency) Capacity Building
 - 12.3.1 Contractor must engage in *internal* capacity building efforts for its staff, interns, and volunteers to increase the capacity to recruit and retain at-risk families and achieve positive child and family outcomes specified by this contract.
 - 12.3.2 Contractor must, at a minimum of once quarterly, engage in internal capacity building activities that may include one of the following:
 1. Creation of opportunities for ongoing staff development to enhance skill and knowledge in the prevention and treatment of child abuse and neglect for the contract's target populations;
 2. Increasing information sharing and cross training related to child maltreatment prevention;
 3. Improving administrative systems that impact client outcomes;
 4. Increasing knowledge of evidence-based practice designed to prevent and treat child abuse and neglect;

5. Improving practices related to internal data collection and utilization;
6. Increasing knowledge and practices related to eliminating Racial Disparity and Disproportionality;
7. Ensuring all staff and volunteers have training on best practices related to Eliminating Racial Disparity and Disproportionality including cultural humility and implicit bias; and
8. Ensuring all staff and volunteers have training on best practices related to LGBTQ+ equitable services.

12.3.3 All internal capacity building attendance at conferences or meetings that will incur lodging or flight expenses must be pre-approved by the CPM.

12.4 External (Community) Capacity Building

12.4.1 Contractor must participate in *external* capacity building, and advocacy efforts to engage informal family supports and community members in the prevention of child maltreatment.

12.4.2 Contractor must at a minimum of three times annually engage in one or more of the following external capacity building activities. A minimum of two external capacity building activities must include community families as part of the target population for the event.

1. Provide ongoing opportunities for positive connections between families, social service providers, and communities;
2. Develop and employ positive messaging and outreach techniques that result in increased utilization of prevention programs and services;
3. Develop and employ strategies that build supportive leadership and a shared commitment to improve policies and practices related to the prevention of child abuse and neglect;
4. Engage local families in community-based problem solving; and
5. Provide opportunities to engage in cultural awareness related to racial disparity and disproportionality.

12.4.2.1 Examples of external capacity building/outreach activities include but are not limited to:

- Attending stakeholder meetings, community events, health fairs, and resource fairs;
- Distributing flyers, brochures, and PFF informational materials;
- Conducting presentations to community groups; and
- Collaborating with schools, healthcare providers, faith-based organizations, and other community partners.
- Using social media and community networks to share information about PFF services.
- Targeting families that are disproportionately represented in

the child welfare system.

The Protective Factors goals of increasing social connections, knowledge of parenting and child development can be enhanced through community capacity building.

- 12.4.3 Contractor may collaborate with other Contractors or community partners in external capacity building activities.
- 12.4.4 Contractor must engage in monthly external capacity building or outreach activities if Contractor's overall Case Manager/Home Visitor caseloads are below eighty percent (80%) capacity for two subsequent months, as approved by the County Program Manager in the annual work plan. These activities must be designed to increase utilization of the program's prevention services. These monthly activities are in addition to the three annual required activities in 11.4.2.
 - 12.4.4.1 Monthly activities must continue until a minimum of ninety percent (90%) of caseload capacity is reached.
 - 12.4.4.2 If the Contractor remains below eighty (80%) capacity for four or more months, Contractor must engage in a minimum of two monthly external capacity building or outreach activities. At least one of these activities must be conducted to directly outreach to community families that may qualify for services.
 - 12.4.4.3 Contractor must provide monthly reports on external capacity building activities by the 15th of the following month to the CPM until ninety percent (90%) of caseload capacity is reached.
- 12.4.5 Contractor must maintain documentation to support its capacity building efforts. Documentation must include but not be limited to meal reimbursement as permitted by the County. This documentation must be made available to the CPM upon demand.
- 12.4.6 Contractor must note on conference, training, and promotional materials advertising external capacity building activities, such as bulletins, brochures, and social media announcements, that these activities were funded by Los Angeles County DCFS and utilize a Partnerships for Families logo approved by DCFS.

13.0 WAIT LIST

- 13.1 In the event that the Contractor is at capacity for home visitation services, the Contractor must give families the option to be on a "Wait List." While families are waiting, they will be invited to participate in other available activities, resources, and supports such as parenting or other classes, until a Case Manager/Home Visitor becomes available to service the family.
 - 13.1.1 If there is a wait list of three (3) or more families, the Contractor must inform the County immediately and include information in the monthly

report on steps taken to remedy the wait list. If there is a wait list of more than five (5) families, the Contractor must also develop an immediate plan to address the wait list and submit to the CPM within three business days of exceeding five families.

- 13.2 Contractor must contact the families on the wait list at least once a month to check in with the family until the family is assigned a Case Manager/Home Visitor.
- 13.3 Contractor must provide a monthly Partnerships for Families agency "Wait List" report to the CPM with the names of participants and referral sources and must document all contacts with the family and the expected length of time to start of services.
- 13.4 Contractor must submit the monthly "Wait List" report by the 15th day of the following month to the CPM or designee.

14.0 REPORTS AND RECORD KEEPING

- 14.1 Contractor must provide DCFS with monthly service reports for the previous month indicating the work and activities performed and any ad hoc reports on work performed. DCFS may periodically make changes to service reports and timeframes for submission.
 - 14.1.1 Contractor must provide a Monthly Invoice, Technical Exhibit A-16, and required expenditure report. Said report must be transmitted by e-mail, mailed or delivered to: DCFS Contract Accounting Section, 510 S Vermont Ave, 14th Floor, Los Angeles, CA 90020 or submitted via a DCFS approved data system.
 - 14.1.2 Contractor must track client demographic data, including, but not limited to race, ethnicity, gender, and sexual orientation/gender expression, and provide monthly reports detailing this data on the 15th calendar day of the month following the reporting month.
 - 14.1.3 Contractor must attach the Monthly Referral Log, Technical Exhibit A-3, to the monthly reports.
- 14.2 Monthly Reports, Subcontractor, and Budget Approval Requests
 - 14.2.1 Contractor must complete a Monthly Progress Report, Technical Exhibit A-11, for each family receiving PFF services by the Case Manager and reviewed, approved, and signed by the Contractor's Clinical Supervisor/Director.
 - 14.2.2 Contractor must submit a PFF Monthly Service Counts, Technical Exhibit A-17, to DCFS Community Based Support Division, no later than the 15th calendar day after the month the services were provided. DCFS may periodically make changes to the report to capture other elements needed to measure program outcomes.

- 14.2.3 Contractor must maintain monthly reports and make available to CPM upon request all program and client records including the following:
 - 14.2.3.1 Linkages to contracted and non-contracted community providers;
 - 14.2.3.2 Concrete Support Services Request Forms, Technical Exhibit A-14;
 - 14.2.3.3 Screening and Needs Assessments;
 - 14.2.3.4 PFF Service Plans; and
 - 14.2.3.5 Supervision logs, agendas, and any other supervision materials.
 - 14.2.3.6 Outreach supply log, Technical Exhibit A-28.
- 14.2.4 Contractor must provide CPM requested monthly reports on Evidence Based Practices (EBPs) and other data or outcome reports approved by the CPM for implementation.
- 14.2.5 Contractor must provide ad-hoc reports on families and program outcomes upon request.
- 14.2.6 When requesting annual budget approval or requesting a budget modification, Contractor must provide a Budget Summary Coversheet, Budget Line Item, Budget Modification History report, and Budget Narrative, Technical Exhibit A-20.
- 14.2.7 When requesting approval for SUBCONTRACTOR services, Contractor must provide the following: PFF Request for Subcontract Approval and Contractor Acknowledgement Form; Subcontractor Agreement; Certificates of Insurance; Contractor Non-Employee Acknowledgement and Confidentiality Agreement, Technical Exhibit A-21, and other forms required by the County. All subcontractors must be pre-approved prior to start of services and a complete subcontractor approval packet must be submitted by the 15th of the month before the anticipated start month of services.

15.0 SEMI-ANNUAL AND ANNUAL REPORTS

- 15.1 Contractor must submit an agency PFF Work Plan for approval by the CPM, Technical Exhibit A-18, on the due dates set by the CPM.
- 15.2 Contractor must submit with the PFF Work Plan a strategic communications plan that outlines goals, strategies and tactics intended to promote services to children and families by way of social and digital media, media relations, events and community outreach.

- 15.3 Contractor must provide DCFS with semi-annual and annual reports in a format approved by the CPM, Technical Exhibit A-19. The CPM reserves the right to modify the form.
- 15.4 The semi-annual report must be submitted electronically by the 15th calendar day of the seventh month of the contract period. The content of the semi-annual report Technical Exhibit A-19 must be approved by the CPM.
- 15.5 The annual report must be submitted electronically within 20 calendar days of the month following the end of the contract period, in a format and content approved by the CPM.

16.0 MEETINGS

- 16.1 Contractor's Program Manager, or appropriate representative, must attend all Partnerships for Families meetings as determined by COUNTY. Meetings will be scheduled by COUNTY at a minimum of ten times annually.
- 16.2 Contractor must hold quarterly Subcontractor/Network meetings to discuss and review their services.

17.0 CASE RECORDS

- 17.1 Contractor must maintain case records on each client and family served. Case records must include, but not be limited to, Partnerships For Families Service Authorization (Form 800, on the Family Centered Services database), Technical Exhibit A-1; Consent to Release and Exchange Information, Technical Exhibit A-2; Monthly Progress Report, Technical Exhibit A-11, and other documentation as necessary.
- 17.2 Contractor must utilize the serial number and/or child identification number designated by DCFS for identifying each DCFS referred family and case record, such as the FCS referral number.
- 17.3 Contractor must utilize a County approved designated identifier for community or self-referred families in the case records.
- 17.4 Contractor must maintain records of all efforts made to obtain assistance for referred families.
- 17.5 Contractor must document and maintain in its case record all of Contractor's notes, records, and any needed approvals for services provided. All services provided must be documented on the PFF Progress Notes Report, Technical Exhibit A-11.
- 17.6 Contractor must maintain Protective Factor Surveys, client satisfaction surveys, and other surveys or assessments in case records.

18.0 TRANSFER OF RECORDS

18.1 Prior to contract termination or non-renewal of contract, Contractors must, at no additional cost to County, cooperate in transitioning active cases to new Contractors, including providing all original case files and electronic records. Contractor must keep copies of all transferred cases for their own records. The transitional plan must be made in consultation with the CPM at least one month in advance of the contract termination or as soon as possible in the event of non-renewal.

18.2 Initial Transfer of Records

18.2.1 At the start of a new contract, Contractor must accept transitioned cases from the prior Contractors. The new Contractor must submit a plan of coverage to the CPM for the transitioned cases within 30 days of the start of the new contract or within 30 days of receipt of transitioned cases from the prior Contractors. The plan of coverage must include: (1) telephonic contact with the family within three weeks of the 30-day transitional period; (2) a face-to-face contact with the family within five business days from the telephonic contact; and (3) an initial case plan for the family within 45 calendar days from the initial face-to-face contact with the family.

19.0 STAFFING

19.1 Contractor must ensure that the following staff and volunteer requirements are met, which must also be met by all staff of Subcontractors performing services under this Contract.

19.1.1 Criminal Clearances: Contractor must ensure that criminal clearances with subsequent arrest notification and background checks have been conducted for all Contractor's staff and volunteers as well as all Subcontractors' staff, prior to beginning and continuing work under any resulting Contract. The cost of such criminal clearances and background checks is the responsibility of the Contractor and Subcontractors, whether or not the staff member passes or fails the background and criminal clearance investigations.

19.1.2 Language Ability: Contractor's personnel, as well as all Subcontractor staff who are performing services under this Contract, must be able to read, write, speak, and understand English in order to conduct business with the County or DCFS. In addition to having competency in English, the Contractor must ensure there is a sufficient number of bilingual staff to meet the language needs of the community served. Language preferences must be assessed for the Asian and Pacific Islander language-speaking families. These families can be serviced by an awarded countywide Contractor. Best efforts must be made regarding eliminating Racial Disparity and Disproportionality and full adherence to the Core Practice Model.

19.1.3 Service Delivery: Contractor must ensure all staff, interns, volunteers, and subcontractors providing program services are able to provide services in

a manner that effectively responds to differences in cultural beliefs, behaviors and learning, and communication styles within the community Contractor proposes to provide services. Best efforts must be made regarding eliminating Racial Disparity and Disproportionality concerns (as detailed in Section 5.9), and full adherence to the Core Practice Model.

- 19.1.4 Driver's License: Contractor must maintain copies of current driver's licenses, including current copies of proof of auto insurance of staff providing transportation on an as-needed basis to clients. Contractor must ensure all Subcontractors meet this requirement as well.
- 19.1.5 Driving Record: Contractor must maintain copies of driver's Department of Motor Vehicles printouts for all Contractor's drivers providing service under this Contract. Contractor must ensure its Subcontracts meet this requirement as well. Reports must be available to the CPM on request. County reserves the option of doing a DMV check on Contractor's drivers once a year, and Contractor must ensure the same with its Subcontractors.
- 19.2 Contractor must be responsible for securing and maintaining staff who meet the minimum qualifications below and who possess sufficient experience and expertise required to provide services required in this SOW. Contractor must have all positions required to fulfill required services within the first three (3) months of the contract start date. Contractor must obtain written verification for staff with foreign degrees that the degrees are recognized as meeting established standards and requirements of an accrediting agency authorized by the U.S. Secretary of Education. Contractor must ensure the same requirements are met with its Subcontractors.
 - 19.2.1 Case Aide: Case Aides must be paid employees and at minimum have a high school diploma or GED.
 - 19.2.2 Paraprofessional Staff: Paraprofessional staff must possess, at minimum, a Bachelor's Degree in Social Work, Psychology, Marriage and Family Counseling or a closely related field.
 - 19.2.3 Professional Staff/Case Managers/Home Visitors: Professional staff must possess, at minimum, a Master's Degree in Social Work, Psychology, Marriage and Family Counseling or a closely related field. Consideration may be considered by County Program Manager for those who are close to completing a Master's of Social Work program and have three (3) or more years of experience, within the last five (5) years. No more than 25% of Contractor professional staff/Case Manager/Home Visitors must be exempted without County Program Manager approval.
 - 19.2.4 Clinical Supervisor/Director: The Clinical Supervisor/Director must be one of the following: 1) a Licensed Clinical Social Worker (LCSW) with a current license from the California Board of Behavioral Sciences; or 2) a Licensed Marriage and Family Therapist (LMFT) with a current license

from the California Board of Behavioral Sciences; or 3) a licensed Psychologist with a current license from the California Board of Psychology. The Clinical Director must also have a minimum of two (2) years experience, during the last five (5) years providing direct client services or direct supervision of an intern or trainee providing direct services similar to the services listed in the Scope of Work.

- 19.2.5 Program Manager: must have, at minimum, a Bachelor's degree in a social science or a closely related field and a minimum of two (2) years full-time management experience in a social service agency.

20.0 STAFF TRAINING, RECORDS AND REPORTING

- 20.1 Contractor must train all staff, interns and volunteers providing program services within 30 business days from their start date. This training must consist of a minimum of 40 hours to include: 1) Identifying child safety issues; 2) instructing staff and volunteers in mandated reporting requirements; 3) working with families affected by abuse and neglect; 4) learning methods of identifying and building family strengths; 5) helping parents build on their own skills and confidence; 6) promoting positive parent-child and family interaction; 7) protective factors; 8) physical, social, and emotional developmental milestones of children; 9) learning record keeping procedures and accurate completion of linking families to community services and resources.
- 20.2 Contractor must ensure all staff, interns, volunteers, and Subcontractors' staff providing Program services receive regular, ongoing in-service training and supervision in child abuse and neglect treatment, in addition to other child welfare related topics. Contractor's staff must receive a minimum of four (4) hours of training each quarter of the Contract term. Internal capacity building activities may satisfy this requirement.
- 20.3 During the term of the Contract, the CPM or designee will conduct reviews of all training to ensure staff has been adequately trained or have appropriate degree(s) or license(s). The Contractor agrees that the County's judgment as to the adequacy or inadequacy of the training, degree, or license of the Contractor's staff must be final.
- 20.4 In the event that the CPM finds staff is not adequately trained, Contractor must provide re-training in a manner that the CPM deems satisfactory; furthermore, re-training must be completed within thirty (30) days from the date of the CPM's notice to the Contractor.
- 20.5 Contractor's Clinical Director/Supervisor must hold weekly supervision reviews with all staff and interns and all other staff who provide home visitation services under this contract. Contractor must ensure that Subcontractors meet this requirement. This may include the Board of Behavioral Science (BBS) mandated clinical supervision requirement.
- 20.6 Contractor must hold monthly supervision reviews with all staff, mentors and

volunteers who provide program services. Supervision reviews may be held individually or as a group.

- 20.7 Contractor must attend a mandatory Orientation that must be provided by County within 30 days of the Contract Start Date. Contractor must be notified at least two weeks in advance of the date, time and location of the orientation. Contractor must ensure that all Subcontractors attend this mandatory orientation as well.
- 20.8 Contractor must maintain documentation in the personnel files of all professional and paraprofessional staff, registered interns, and volunteers: 1) all training hours and topics; 2) copies of resumes, degrees, and professional licenses; and 3) current criminal clearances. Contractor must ensure similar staff documentation is maintained by its Subcontractors.
- 20.9 The County reserves the right to designate up to 16 hours of additional training per year as determined by the County. Up to 16 hours may or may not be required by DCFS in any given year. Training needs will be researched, paid, and implemented by the Contractor as necessary.
 - 20.9.1 In addition to items 20.1 – 20.8 above, the Contractor must ensure that all staff, interns, and volunteers, participate in training, activities, and supports aimed at Eliminating Racial Disproportionality and Disparity (ERDD). Training must be such that it defines the concepts of ERDD and Cultural Competence/Humility, improves awareness and knowledge of ERDD, addresses the need for ERDD, discusses barriers to ERDD, including education and awareness of implicit biases and how these biases negatively impact people of color, LGBTQ+ communities, women and girls, and provides suggestions for implementing ERDD. This training must be provided and may be included as part of the required 40 hours of training, or in addition to the required 40 hours of training described in Section 20.1.
 - 20.9.2 In addition to items 20.1 – 20.8 above, the Contractor must ensure that all staff, interns, and volunteers are trained in best practices relating to LGBTQ+ equitable services. Contractor must ensure that training meets a minimum of six (6) hours of Sexual Orientation/Gender Identity and Expression (SOGIE) by a qualified trainer with knowledge of the specific needs of the LGBTQ+ community. This training must be provided and may be included as part of the required 40 hours of training, or in addition to the required 40 hours of training described in Section 20.1.
 - 20.9.3 In addition to Contractor's staff, interns, volunteers, and interns providing direct support to children, youth, families, and caregivers, Contractor must ensure service providers receive the required 40 hours of training described in Section 20.1 as well as specialized training, as relevant, for the purpose of preparing them to meet the needs of children and families linked to them for services.
 - 20.9.4 Contractors must participate in the California Department of Social

Services (CDSS) FFPSA training plan, in accordance with CDSS requirements and timelines.

- 20.10 Contractor must provide the CPM, at the beginning of each Contract term and within 15 days of any staff change(s) a roster of all staff that includes: 1) name and positions; 2) work schedule; and 3) email, fax and telephone numbers. Contractor must ensure same requirement is met by its Subcontractors.
- 20.11 Contractor must request approval from the CPM in writing of any change(s) in Contractor's key personnel at least three (3) business days before proposed change(s), including name and qualifications of new personnel. Contractor must ensure that no interruption of services occurs as a result of the change in personnel.
- 20.12 Contractor must notify the CPM, within one business day, when key personnel are terminated from working on this Contract.

21.0 HOURS OF OPERATION

- 21.1 Contractor must adhere to the following hours of operation: Monday through Friday from 8:00 a.m. to 5:00 p.m., non-traditional hours Monday through Friday from 5:00 p.m. to 8:00 p.m., and Saturdays or Sundays from 9:00 a.m. to 1:00 p.m.
- 21.2 Contractor may request approval from the County Program Manager to modify the hours of operation as necessary to meet the needs of the community served. Contractor must obtain written approval from CPM or their designee.
- 21.3 Contractor must be available to respond to referrals and calls from DCFS, calls from families, and be available to provide crisis intervention during County and Federal holidays.

22.0 GREEN INITIATIVES

- 22.1 Contractor must use reasonable efforts to initiate "green" practices for environmental and energy conservation benefits.
- 22.2 Contractor must notify County's Program Manager of Contractor's new green initiatives prior to the contract commencement.

23.0 QUALITY ASSURANCE PLAN (QAP)

- 23.1 Tracking and Adapting are critical components of the DCFS Shared Core Practice Model, Technical Exhibit A-5. The Contractor must establish and maintain a Quality Assurance Plan (QAP) which provides comprehensive tracking and adapting strategies, and which assures the requirements of the contract are met.
- 23.2 Contractor's draft QAP must demonstrate how all the requirements of the Contract

will be met including work performed by any subcontractors. A finalized copy of the plan must be provided to the CPM within 30 days of the Contract Start Date and as changes occur.

23.3 The original QAP and any revisions thereto must include the following:

23.3.1 A description for how the Contractor's service delivery model components align with the Strengthening Families Protective Factors Framework, Technical Exhibit A-23 (*Source material: Center for the Study of Social Policy (CSSP) at: www.strengtheningfamilies.net or www.cssp.org*), which includes parental resilience, social connections, knowledge of parenting and child development, concrete support in times of need and social and emotional competency of children and youth.

23.3.2 A description of how the protective factors framework outcomes will be measured.

23.3.3 A description of how racial disproportionality will be addressed (to include equity tenets, training requirements, and demographic data tracking, as described in other sections of this Contract/SOW).

23.3.4 A description for how the Contractor's service delivery model will align with the DCFS Shared Core Practice Model, which includes providing children and families access to mental health services, including assessment and individualized treatment that creates a coherent and all-inclusive approach to service planning and delivery.

23.3.5 A description of how the Contractor service delivery model will align with the DCFS Shared Core Practice Model, which includes engaging, teaming, assessment and understanding, planning and intervening, and tracking and adapting.

23.4 Methods used to ensure that the quality of service performed fully meets the performance requirements set forth in the SOW, including methods used to conduct monitoring of work performed by any Subcontractors, with at minimum one full annual subcontractor review and report. Contractor must include methods for identifying and preventing deficiencies in the quality of service performed before the level of performance becomes unacceptable.

23.4.1 Contractor must provide the following information to all service participants at the start of service delivery: Contractor's Program Manager and other staff's contact information and the Contractor's complaint process. The process must include the County Program Manager's contact information if the participant is unable to reach a resolution with the Contractor.

23.5 Methods for ensuring uninterrupted service to DCFS in the event of a strike by Contractor's employees, unforeseen absences, medical leaves, vacations, pandemics, or any other potential disruption in service.

- 23.6 Contractor must not utilize any employee or Subcontracted Network Partner whose work has been deemed deficient and unacceptable by DCFS.
- 23.6.1 Contractor must ensure that all approval requests for Subcontractors include all necessary information and are submitted by the 15th of the month prior to the Subcontractor's expected start of services.
- 23.7 A record of all inspections conducted by the Contractor, any corrective action taken, the time a problem was first identified, a clear description of the problem, and the time elapsed between identification and completed corrective action, must be provided to the County upon request.
- 23.8 The QAP will be reviewed annually by the Contractor and CPM and revised if needed.

24.0 QUALITY ASSURANCE MONITORING

- 24.1 The CPM, or other personnel authorized by DCFS, will monitor and evaluate Contractor's performance under this contract using the quality assurance procedures specified in this SOW. All monitoring will be conducted in accordance with RFP for PFF Sample Contract, subparagraph 8.15, County's QAP, of the Contract.
- 24.2 Contractor will be subject to a program review by DCFS, at a minimum of once per year, for the period of the contract. Contractor must make available to DCFS, upon request, the following records for Technical Review:
1. Personnel records, pertaining to current paid, volunteer, and Subcontractor staff;
 2. Client Case Records; and
 3. Financial Records.
- 24.3 If Contractor's performance requirements are not met, the CPM may call or email the Contractor, and/or send Contractor a User Complaint Report (UCR), Contract Standard Exhibit G. Contractor must respond to a call or email within one hour and respond to a UCR within 24 hours of receipt. All performance requirement issues will be reported to the CPM.
- 24.4 Contractor must submit to the CPM a response to the Corrective Action Plan (CAP) for any areas found to be deficient as a result of the Technical Review, including billing deficiencies, within 10 business days of the receipt of the Technical Review Findings.
- 24.5 A Quality Service Review (QSR) component, which includes interviews with serviced families, will be developed by DCFS and must be implemented by the Contractor during the second year of the Contract.
- 24.6 Contractor must fully cooperate with and participate in implementation of any proposed QSR. The CPM will review and have the final approval authority over the QSR component and its implementation process.

- 24.7 Contractor must actively participate in annual performance reviews to assess achievement of performance measures. Contractor must collect and share client identifying information such as name, date of birth, and any assigned agency identification numbers. Family Centered Services/Community-Based Support Division performance-based contracts must be evaluated subsequent to year two of contract implementation to assess programmatic effectiveness in achieving desired outcomes, as well as to inform continuous quality improvement efforts. Community-Based Support Division evaluations must be County directed.
- 24.8 Contractor must actively participate in County and DCFS Community-Based Support Division evaluation activities. Said evaluation activities include, but are not limited to, collection and sharing of data on:
1. Program implementation;
 2. Participant characteristics; and
 3. Participant Outcomes.

25.0 PERFORMANCE OUTCOME SUMMARY

Contractor must adhere to the measures established in Sections D of this SOW.

Community-Based Support Division (CBSD)
SECTION D – Performance Outcome Summary
 PARTNERSHIPS FOR FAMILIES (PFF)

Performance Outcome Measures
 Partnerships for Families

SERVICE CATEGORY TARGET GROUP			
The target population is children and families who are in need of services to prevent future child maltreatment and/or DCFS involvement.			
DCFS OUTCOME	OUTCOME INDICATOR	PERFORMANCE TARGET PER YEAR	DATA COLLECTION AND MONITORING METHOD
Goal: WELL-BEING	OUTCOME INDICATOR	PERFORMANCE TARGET PER YEAR	DATA COLLECTION AND MONITORING METHOD
Improve participating families' wellbeing by increasing their protective factors	1. Of the families who successfully complete PFF services, parent(s)/caregiver(s) will demonstrate increased knowledge and development of protective factors as measured by the Protective Factors Survey or other DCFS approved assessment tool.	1. Overall, protective factors must improve from pre-to-post survey scores for participants who successfully complete the program. 2.	1. Protective Factors Survey

Increased parent/caregiver engagement	Number of community pathway families that had one or more contacts a month.	N/A	Provider Outcomes & Fidelity Report Template completed each month
	Number of community pathway families where staff documented MI was used each month	N/A	Provider Outcomes & Fidelity Report Template completed each month

County of Los Angeles, Department of Children and Family
Services Community-Based Support Division (CBSD)

LIST OF EXHIBITS FOR STATEMENT OF WORK
Appendix B- Partnerships for Families

EXHIBIT	
A-1	Family Centered Services Request – Service Authorization (Form 800)
A-2	Consent to Release and Exchange Information
A-3	Monthly Referral Log
A-4	Case Notes-Fax and Telephone Log
A-5	DCFS Shared Core Practice Model
A-6	Attempted Contact Letter
A-7	Attempted Contact Form
A-8	Screening and Needs Assessment Form
A-9	PFF Service Plan
A-10	PFF Service Plan Addendum
A-11	PFF Monthly Progress Notes
A-12	Linkages Log
A-13	Capacity Building Activities Form
A-14	Concrete Support Services Request Form
A-15	Periodicity Schedule for Health Assessment Request by Age Groups
A-16	Monthly Invoice
A-17	Monthly Service and Ethnicity, Linkages, and Overview Reports
A-18	Partnerships for Families Work Plan
A-19	Partnerships for Families Annual Report
A-20	Budget and Budget Modification Forms
A-21	Subcontractor Approval Forms
A-22	Linkage Services
A-23	Strengthening Families Protective Factors Framework
A-24	Partnerships for Families Monthly Progress Report
A-25	Families First Prevention Services Glossary
A-26	Motivational Interviewing CQI Brief
A-27	Partnerships for Families Semi-annual Report

A-28	Outreach Supply Log
A-29	Partnerships for Families Glossary
A-30	Protective Factors Survey (PFS)

PARTNERSHIP FOR FAMILY - SERVICE AUTHORIZATION (Page 1 of 3)

The Safety of A Child is our First Priority

PARTNERSHIP FOR FAMILY

Does the Family include at least one child 0-5? Is a ☐ Yes ☐ NO			
parent pregnant? ☐ Yes ☐ No			
Is the parent an Expectant and/or Parenting Youth (EPY) in foster care or have an open DCFS case? ☐ Yes ☐ NO			
Does the EPY's child have an open case? ☐ Yes ☐ NO			
Is the EPY pregnant and/or is the EPY's child 0-1 years old? ☐ Yes ☐ NO			
<i>If the child is older than one, the EPY is not eligible unless an investigation shows an SDM risk level of high or very high risk.</i>			
<i>If PFF services for the EPY are desired without an open investigation, please contact the PFF team for possible eligibility.</i>			
What is the SDM Level ☐ Very High ☐ High ☐ Moderate ☐ Low			

REFERRED FOR:	STATE ID/ SERIAL#		
CHILD LAST	FIRST	PFF #	
FAMILY LAST	FIRST	REFERRAL/CASE#	

A. SERVICE TYPE/ASSIGNMENT

REFERRAL START DATE	ASSIGN DATE	FINAL STATUS
SERVICE START DATE	TERMINATION DATE	REASON

B. AGENCY ASSIGNMENT

AGENCY NAME

C. CAREGIVER PARTICIPATING IN REFERRED SERVICES

NAME	CAREGIVER OTHER NAME	ETHNICITY	LANGUAGE ☐ ENGLISH ☐ SPANISH ☐ OTHER
DOB	PHONE	ALTERNATE PHONE	RELATIONSHIP TO CHILD
ADDRESS			

D. REFERRAL INFORMATION

CASE NAME	ETHNICITY	DOB	LANGUAGE ☐ ENGLISH ☐ SPANISH ☐ OTHER
CSW NAME	CSW PHONE	CSW ALTERNATE PHONE	CSW EMAIL
CSW FILE NO	CSW FAX NO	OFFICE	SPA
SCSW NAME	SCSW PHONE	SCSW ALTERNATE PHONE	SCSW EMAIL
CBL/PFF DESIGNEE NAME	CBL/PFF DESIGNEE PHONE	CBL/PFF DESIGNEE FAX	

E. ADULTS IN HOME

Last Name	First Name	DOB	Gender	Relationship	Ethnicity	Language

F. CHILD INFORMATION

Last Name	First Name	DOB	Age	Gender	Relationship	Open DCFS

G. FAMILY FUNCTIONAL STRENGTHS

H. ISSUES CURRENTLY IMPACTING THE FAMILY

☐ Attachment-Bonding	☐ Sexual Abuse	☐ Poverty
☐ Domestic Violence	☐ Substance Abuse	☐ Other _____
☐ Mental Health	☐ Physical Abuse	

I. FAMILY UNDERLYING NEEDS

J. PRELIMINARY ASSESSMENT OF THE PROTECTIVE FACTOR(S) THAT THE FAMILY MAY WANT TO ADDRESS

☐ Parental Resilience	☐ Concrete Support in Times of Need	☐ Economic Development Services
☐ Social Connections	☐ Social and Emotional Competence of Children	☐ Social and Emotional Competence of Adults
☐ Knowledge of Parenting and Child Development		

K. PRELIMINARY ASSESSMENT OF SERVICES THAT MAY BE HELPFUL IN ADDITION TO HOME VISITATION

- | | |
|---|--|
| ☐ Child Care | ☐ Parenting Education |
| ☐ Concrete Supports (food, clothing, emer. housing, etc) | ☐ Social Network |
| ☐ Domestic Violence Treatment | ☐ Substance Abuse Treatment |
| ☐ Family Structured Activities | ☐ Therapy |

Linkages:

L. ADDITIONAL INFORMATION

M. SIGNATURE

CSW Signature:	Date:
SCSW Signature:	Date:

CONSENT TO RELEASE AND EXCHANGE INFORMATION

1. Case Name	2. Case Number
3. Parent's/Guardian's Names (if different from Case Name)	4. Date of Birth
5. Parent's/Guardian's Names (if different from Case Name)	6. Date of Birth
7. Name(s) of Children	8. Date(s) of Birth
1 _____	-
2 _____	-
3 _____	-
4 _____	-
5 _____	-
6 _____	-
9. CONSENT STATEMENT <i>I/we understand that as a necessary part of my/our participation in the Community Based Program (PFF), the agencies involved must have access to records pertaining to my/our family. Therefore, I/we give permission to the Department of Children and Family Services (DCFS) to release, disclose, and/or exchange information about myself and my child(ren) listed above with a Community Based Agency and the participating agencies which may include, but are not limited to: the Departments of Health Services, Mental Health, Public Social Services and Education. This consent includes both written and oral communication about social, medical, developmental, psychological, educational, behavioral and other individual and family issues.</i> This signed consent form will remain in effect for the duration of my/our family's participation in the program.	
10. Signature of Parent(s) Guardian(s)	11. Date of Signature
_____	_____
_____	_____
12. CSW's Signature	13. Date of Signature
_____	_____
☐ PFF _____	
☐ Other _____	

CONSENTIMIENTO PARA REVELAR Y CAMBIAR INFORMACIÓN

1. Nombre del Caso	2. Número del Caso
3. Nombre de Padre(s) / Madre(s) o Guardianes <i>(Si es diferente al Nombre del Caso)</i>	4. Fecha de Nacimiento
5. Nombre de Padre(s) / Madre(s) o Guardianes	6. Fecha de Nacimiento
7. Nombre(s) de Niño(s) y Niña(s)	8. Fecha(s) de Nacimiento
1 _____	_____
2 _____	_____
3 _____	_____
4 _____	_____
5 _____	_____
6 _____	_____
9. DECLARACIÓN DE CONSENTIMIENTO PARA REVELAR INFORMACIÓN Yo/nosotros entiendo/entendemos que cómo una parte necesaria de mi/nuestra participación en la Agencia de Programa Comunitarias, las agencias involucradas tienen que tener acceso a los archivos pertinentes a mi/nuestra familia. Por lo tanto, yo/nosotros le damos nuestro permiso al Departamento de Servicio para Niños y Familias (DCFS) para revelar, divulgar, y/o intercambiar información sobre mi persona y mi niño(s)/niña(s) los antes mencionados con la Agencia de Programa Comunitaria y las agencias participantes que pueden incluir, pero no son limitadas a los Departamentos de: Servicios de Salud, Salud Mental, Servicios Sociales Públicos y de Educación. Este consentimiento incluye tanto la comunicación por escrito como la comunicación oral pertinente a los asuntos sociales, médicos, de desarrollo, psicológicos, educativos, de compartimiento u otros asuntos individuales o familiares. Este consentimiento firmado continuará vigente durante la participación de mi familia en el programa.	
10. Firma de Padre(s) / Madre(s) o Guardianes	11. Fecha de Firma
_____	_____
_____	_____
12. Firma del Trabajador Social para Niños	13. Fecha de Firma
_____	_____
☐ PFF _____	
☐ Otro _____	

**PFF
MONTHLY REFERRAL LOG**

Agency: _____

Month/Year: _____

Referral Date/Time	Referring Agency or DCFS Office	Case Name	Primary Language	Number of Family Members	Comments

Submit this form with the Monthly Reports on the 15th of each month

[illegible]

DCFS SHARED CORE PRACTICE MODEL

Our Departments have developed a shared and evolving model of practice to better integrate services and supports for children, youth, families and communities. Our commitment and approach are cemented in the crucial elements of community partnership, teamwork, family voice and choice, cultural competence, respect, accountability, continuous quality improvement and implementation of best practice.

Key Outcomes: *Safety, Permanence, Well-Being, Self Sufficiency, Organizational Excellence*

Shared Values and Guiding Principles

- **Child Protection & Safety:** Children and youth have the right to live in a safe environment, free from abuse, and neglect.
- **Permanent, Lifelong, Loving, Families:** Children and youth need and are entitled to a safe, nurturing and permanent family environment ideally in their own home.
- **Strengthening Child & Family Well-Being and Self Sufficiency:** Identifying the unique strengths of children, youth and families allows services and supports to be individualized and tailored.
- **Child Focused Family Centered Practice:** Focusing on the child's individualized, underlying needs and strengths, and the strengths and capacities of families provide the best guide to effective intervention and lasting change.
- **Community-Based Partnerships:** Services and interventions for children, youth and families are delivered collaboratively by agencies, providers, community and informal and naturally occurring supports in order to meet each family's needs.
- **Cultural Competency:** We maintain an attitude of cultural humility; honoring and respecting the beliefs and values of all families and recognizing that the cultural, ethnic and spiritual roots of the child, youth and family are a valuable part of their identity.
- **Best Practice and Continuous Learning:** We commit to developing an environment of continuous listening and learning and to ensuring that policy and practice decisions are based on reliable data as well as evidence, research and feedback.

The Practice Wheel - Operationalizing the Shared Practice Model

Our values and guiding principles are applied through a set of practice activities depicted by the Practice Wheel.

- **Engaging** is the practice of creating trustful working relationships a child and their family by increasing their participation, validating their unique cultural perspective, and hearing their voice and choice.
- **Teaming** is the practice of building and strengthening the child and family's support system, whose members meet, communicate, plan together, and coordinate their efforts in a unified fashion to address critical issues/needs.
- **Assessing** is the practice of collaborating with a family's team to obtain information about the salient events impacting children and families and the underlying causes bringing about their situation.
- **Planning and Intervening** is the practice and process of tailoring and implementing plans to build on strengths and protective capacities in order to meet individual needs for each child and family.
- **Tracking, Adapting and Transitioning** is the practice of evaluating the effectiveness of the plan, assessing circumstances and resources, reworking the plan, celebrating successes, adapting to challenges and organizing after-care supports as needed for the child and family.



ATTEMPTED CONTACT LETTER AGENCY'S LETTERHEAD

To: [Client Name]
[Client Address]

From: [Home Visitor]
[Agency Name]
[Agency Address]
[Agency Telephone Number]
[Home Visitor email]

Date:

Dear ☐ Mr. ☐ Ms. _____,

I attempted to contact you ☐ by phone at _____ on _____ ; and/or ☐ in person at _____
(Phone #) (Date)

your last known address: _____ on _____
(street / city / zip) (Date)

I would like to meet with you regarding Partnerships for Families services; however, I have been unable to reach you.

Please contact me as soon as possible at the phone number or email above so that we may schedule an appointment. I look forward to hearing from you soon.

Sincerely,

Staff Name Title Date



PFF ATTEMPTED CONTACT FORM

Agency Name:	Site:	Home Visitor:	Telephone:
Case Name/Unique ID Number::	Case #:	Date:	

Initial Contact Due Date: _____

CONTACT ATTEMPTS

Initial telephone contact was attempted on (date/time) _____ at (telephone #) _____

Summary of first contact attempt:

Second telephone/text/email contact was attempted on (date/time) _____ at (telephone #/email address) _____

Summary of second contact attempt:

Third telephone/text/email contact was attempted on (date/time) _____ at (telephone #/email address) _____

Summary of third contact attempt:

Face-to-face contact was attempted on (date/time) _____ at (address) _____

Summary of face-to-face contact attempt:

Notice was given on (date/time) _____ to County designee _____ via (telephone/email) _____ that attempted contacts were unsuccessful.

Agency Staff signature

Agency Staff signature

Date

Date



PARTNERSHIPS FOR FAMILIES

Los Angeles County
Department of Children and Family Services

SCREENING AND NEEDS ASSESSMENT TOOL

AGENCY

Agency: Click or tap here to enter text.



Click or tap here to enter text.



Click or tap here to enter text.



Click or tap here to enter text.



Click or tap to enter a date.

PARTICIPANT INFORMATION

Participant's Name: Click or tap here to enter text.

Parent's Name(s): Click or tap here to enter text.

PFF ID #: Click or tap here to enter text.

Street Address: Click or tap here to enter text.

Phone: Click or tap here to enter text.

Alternate Phone: Click or tap here to enter text.

Email: Click or tap here to enter text.

EPY INFORMATION

Is the parent an expecting or parenting youth (EPY)? ☐ Yes ☐ No

If yes, is the EPY in foster care? ☐ Yes ☐ No

CHILDREN INFORMATION

Child 1 (Youngest child)

Name: Click or tap here to enter text. **ID#:** Click or tap here to enter text. **DOB:** Click or tap here to enter text.

Sex: ☐ Male ☐ Female

Gender: ☐ Male ☐ Female ☐ Transgender Male ☐ Transgender Female

Race (Check all that apply): ☐ American Indian or Alaskan Native ☐ Asian ☐ Black/African American

☐ Native Hawaiian/Pacific Islander ☐ White ☐ Declined ☐ Unknown ☐ Other: Click or tap here to enter text.

☐ Hispanic or Latinx

Child's Residence:

☐ With parent ☐ In foster care ☐ In adoptive home ☐ With Legal Guardian ☐ Other: Click or tap here to enter text.

Is child FFPSA Eligible? ☐ Yes ☐ No

Child 2

Name: Click or tap here to enter text. ID#: Click or tap here to enter text. DOB: Click or tap here to enter text.

Sex: ☐ Male ☐ Female

Gender: ☐ Male ☐ Female ☐ Transgender Male ☐ Transgender Female

Race (Check all that apply): ☐ American Indian or Alaskan Native ☐ Asian ☐ Black/African American

☐ Native Hawaiian/Pacific Islander ☐ White ☐ Declined ☐ Unknown ☐ Other: Click or tap here to enter text.

☐ Hispanic or Latinx

Child's Residence:

☐ With parent ☐ In foster care ☐ In adoptive home ☐ With Legal Guardian ☐ Other: Click or tap here to enter text.

Is child FFPSA Eligible? ☐ Yes ☐ No

Child 3

Name: Click or tap here to enter text. ID#: Click or tap here to enter text. DOB: Click or tap here to enter text.

Sex: ☐ Male ☐ Female

Gender: ☐ Male ☐ Female ☐ Transgender Male ☐ Transgender Female

Race (Check all that apply): ☐ American Indian or Alaskan Native ☐ Asian ☐ Black/African American

☐ Native Hawaiian/Pacific Islander ☐ White ☐ Declined ☐ Unknown ☐ Other: Click or tap here to enter text.

☐ Hispanic or Latinx

Child's Residence:

☐ With parent ☐ In foster care ☐ In adoptive home ☐ With Legal Guardian ☐ Other: Click or tap here to enter text.

Is child FFPSA Eligible? ☐ Yes ☐ No

INSTRUCTIONS

•This screen is designed to identify a family's areas of strength/need to inform care planning and to provide the appropriate linkages and referrals.

•For each item, check the box that correspond with the participant's level of need and level of interest

Level of Need:

▪**Stable/Strength:** Family is stable or demonstrates strength and are able to make use of their family assets.

▪**Vulnerability:** Family is at-risk or demonstrates an area of unmet need.

▪**Urgent Need:** Family is experiencing a dire need or in need of immediate assistance.

Level of Interest

No Interest: Family does not currently express interest for further support.

▪**Interest for Future:** Family is not currently interested and may be interested in the future.

▪**High/Immediate:** Family expresses a clear interest for further support to address their need.

•The *Notes* and *Actions Taken* section are expected to be completed any time **Urgent Need** and/or **High/Immediate Interest** is indicated. A referral is expected to be provided whenever both an Urgent Need and High/Immediate Interest are indicated. ○ *Notes: Why is this urgent?* ○ *Actions Taken: What referrals were made and for who?*

- Each main item has bulleted questions that can guide your conversation with the youth and parent/caregiver. You do not need to record an exact response to each question. You do not need to ask each question during the first meeting.

PART 1: PARENT/CAREGIVER-SPECIFIC STRENGTHS/INTERESTS/NEEDS

INCOME BUILDING • Do you have enough money/financial resources to meet all of your family's basic needs? • Click or tap here to enter text.?	Level of Need ☐ Stable/Strength ☐ Vulnerable ☐ Urgent Need	Level of Interest ☐ No Interest ☐ Some Interest ☐ High Interest
NOTES Click or tap here to enter text.		
ACTIONS TAKEN Click or tap here to enter text.		

HOUSING ASSISTANCE • Are you comfortable/satisfied with your current housing situation? • Is there a risk for eviction or homelessness? • Is your home comfortable? • Click or tap here to enter text.?	Level of Need ☐ Stable/Strength ☐ Vulnerable ☐ Urgent Need	Level of Interest ☐ No Interest ☐ Some Interest ☐ High Interest
NOTES Click or tap here to enter text.		
ACTIONS TAKEN Click or tap here to enter text.		

TRANSPORTATION

- Do you have reliable transportation?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

SAFETY

- Do you feel safe in your neighborhood?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

INCARCERATION & RE-ENTRY

- Have you or a family member ever been incarcerated?
- Are there challenges you or a family member have experienced as a result of incarceration?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

LEGAL SERVICES

- Do you have any legal concerns (e.g. child custody, restraining orders, victim of crime compensation, immigration, etc.)?
- Click or tap here to enter text.

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

SOCIAL SUPPORTS

- Tell me about your friendships/relationships.
- How often do you socialize? Barriers?
- Do you have someone you feel comfortable turning to in times of need?
- Do you have a reliable social support system?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

SUBSTANCE USE

- Do you have concerns about your or another caregiver's use of alcohol or drugs?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

PHYSICAL HEALTH

- Do you have health insurance?
- Do you have a primary care doctor?
- Do you have vision care?
- When you or someone in your family is ill, are you comfortable seeking medical care?
- Is there someone in your home with a health issue that is not being well treated?
- Are you currently using birth control?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

MENTAL HEALTH SERVICES

- Are you or another caregiver experiencing depression, anxiety or having difficulty dealing with feelings or behaviors?
- What mental health services have you (and/or your partner) received?
- What was the diagnosis?
- Current medications for mental health diagnoses.
- Are you or another caregiver satisfied with the progress made with the mental health services you received?
- Have you ever had thoughts of hurting yourself and/or someone else?
- If yes, when was the last time you had those thoughts? What was the plan?
- Have you ever felt so upset that you harmed yourself on purpose?
- Have you noticed more anxious thoughts since your youngest was born?
- Have you lost interest in things that you used to enjoy?
- Do you find yourself crying often?
- Do you feel like things will get better?
- [Click or tap here to enter text.?](#)

Reminder: Check for Perinatal Mood and Anxiety Disorders

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

[Click or tap here to enter text.](#)

ACTIONS TAKEN

[Click or tap here to enter text.](#)

EMPLOYMENT

- Are you satisfied with your current job, career, wages, and work hours?
- [Click or tap here to enter text.?](#)

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

[Click or tap here to enter text.](#)

ACTIONS TAKEN

[Click or tap here to enter text.](#)

EDUCATION

- Are you happy with your educational attainment?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

RELATIONSHIP OR MARRIAGE

- Are you comfortable/satisfied with your marriage/significant other relationship?
- Are you happy with how you and your partner communicate to make major decisions or resolve conflicts?
- Do you feel support from your partner during times of need?
- How does your partner help you?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

PARENTING

- Are you happy with your relationship with your child(ren)?
- Are you comfortable in your role as a parent?
- Do you have challenges with parenting your child?
- What changes would you like to see for yourself? For your family? How would you like to be similar or different from your own parents?
- How does your partner feel about being/becoming a parent?
- How often do you play with your child(ren)? Examples?
- How often do you have "Family Time"? Examples?
- Who provides/will provide child care?
- [Click or tap here to enter text.?](#)

Level of Need

- ☐ **Stable/Strength**
- ☐ **Vulnerable**
- ☐ **Urgent Need**

Level of Interest

- ☐ **No Interest**
- ☐ **Some Interest**
- ☐ **High Interest**

NOTES**ACTIONS TAKEN****CO-PARENTING**

- Are you and your child's other parent involved in supporting your children, for example, with parenting, childcare and school?
- Are you happy/satisfied with the level of support being provided by your child's other parent?
- Are you and your child's other parent sharing the financial responsibility of care for your child?
- [Click or tap here to enter text.?](#)

Level of Need

- ☐ **Stable/Strength**
- ☐ **Vulnerable**
- ☐ **Urgent Need**

Level of Interest

- ☐ **No Interest**
- ☐ **Some Interest**
- ☐ **High Interest**

NOTES

[Click or tap here to enter text.](#)

ACTIONS TAKEN

[Click or tap here to enter text.](#)

INTIMATE PARTNER VIOLENCE - Tell me about a time when your partner was controlling (financially, socially, emotionally, sexually, etc.) - Has your intimate partner/spouse ever said or done anything that scared you or made you feel unsafe? - Has your partner/spouse ever threatened you or your children with violence in order to control your choices or behaviors? - Click or tap here to enter text.?	Level of Need ☐ Stable/Strength ☐ Vulnerable ☐ Urgent Need	Level of Interest ☐ No Interest ☐ Some Interest ☐ High Interest
NOTES Click or tap here to enter text. ACTIONS TAKEN Click or tap here to enter text.		

TRAUMA HISTORY - Have you experienced traumatic events, like violence at home, community violence, death of a loved one, serious injury or illness, or abuse as a child? - Click or tap here to enter text.?	Level of Need ☐ Stable/Strength ☐ Vulnerable ☐ Urgent Need	Level of Interest ☐ No Interest ☐ Some Interest ☐ High Interest
NOTES Click or tap here to enter text. ACTIONS TAKEN Click or tap here to enter text.		

PART 2: CHILD-SPECIFIC STRENGTHS/INTERESTS/NEEDS

FRIENDS/SOCIAL SUPPORTS - Does your child have reliable and positive friends? - Is your child negatively influenced by peers? - Click or tap here to enter text.?	Level of Need ☐ Stable/Strength ☐ Vulnerable ☐ Urgent Need	Level of Interest ☐ No Interest ☐ Some Interest ☐ High Interest
NOTES		

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

PHYSICAL HEALTH

- Does your child have health insurance?
- Does your child have a primary care doctor?
- When your child is ill, are you comfortable seeking medical care?
- Does your child have a health issue that is not being well treated?
- Does your child regularly see a dentist?
- Does your child have untreated dental needs?
- Does your child have untreated vision needs?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

MENTAL HEALTH SERVICES

Reminder: For children 0-5 consider results of ASQ-SE if one has been done.

- Is your child experiencing depression, anxiety or having difficulty dealing with feelings or managing their behavior?
- Are you or another caregiver satisfied with the progress made with the mental health services your child received?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

YOUTH EMPLOYMENT

- Are you (Is your child) currently working or interested in getting a job?
- Are you (Is your child) pursuing a career or interested in college or career-related guidance?
- Are you (Is your child) currently volunteering or interested in volunteer opportunities?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

SCHOOLING

For children 0-5:

- Are your children enrolled in preschool or is this of interest?

For children of all ages:

- Are your children engaged and happy in school?
- Are your children doing well in school?
- Do your children have the supplies and technology necessary for school?

Special needs and/or an IEP:

- Do any of your children have special needs that have been identified by the school?
- Do you have any concerns about your child's ability to learn, for example dyslexia?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

AFTER SCHOOL INTERESTS/ACTIVITIES

- Is your child involved in after school activities?
- Does your child have extracurricular interests like arts, science, drama, sports?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

CHILD CARE

- Do you have reliable/affordable childcare you trust?
- Question?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

PRENATAL NEEDS (FOR PREGNANT PARTICIPANTS)

- Are you receiving regular prenatal care?
- Are you enrolled in childbirth classes?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

INFANTS

- Are you breast-feeding or bottle feeding?
- Are you encountering any feeding difficulties?
- Do you have concerns about your child's eating habits or sleeping patterns?
- What is your child's temperament?
- Click or tap here to enter text.?

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

CHILD DEVELOPMENT (0-5)

Reminder: Consider results of the ASQ if already administered.

- What age did your baby begin crawling, walking, babbling, etc.?
- Was your baby born prematurely?
- Do you have concerns about your child meeting their developmental milestones, such as speech or motor movement?
- Has your child ever been assessed by Regional Center?
- Click or tap here to enter text.

Level of Need

- ☐ Stable/Strength
- ☐ Vulnerable
- ☐ Urgent Need

Level of Interest

- ☐ No Interest
- ☐ Some Interest
- ☐ High Interest

NOTES

Click or tap here to enter text.

ACTIONS TAKEN

Click or tap here to enter text.

INTIMATE PARTNER VIOLENCE (OLDER YOUTH) • Are you (Is your child) dating? • Has your (Has your child's) intimate partner ever said or done anything that scared you (them) or made you (them) feel unsafe? • Has your (Has your child's) intimate partner ever threatened you (your child) with violence in order to control you (their) choices or behaviors? • Has your (Has your child's) intimate partner ever prevented you (your child) from contacting or spending time with loved ones or those in your (their) support system? • Click or tap here to enter text.	Level of Need ☐ Stable/Strength ☐ Vulnerable ☐ Urgent Need	Level of Interest ☐ No Interest ☐ Some Interest ☐ High Interest
NOTES Click or tap here to enter text. ACTIONS TAKEN Click or tap here to enter text.		

TRAUMA HISTORY • Has your child experienced traumatic events, like violence at home, community violence, death of a loved one, serious injury or illness, or abuse?	Level of Need ☐ Stable/Strength ☐ Vulnerable ☐ Urgent Need	Level of Interest ☐ No Interest ☐ Some Interest ☐ High Interest
NOTES Click or tap here to enter text. ACTIONS TAKEN Click or tap here to enter text.		

HEADING • Question?	Level of Need ☐ Stable/Strength ☐ Vulnerable ☐ Urgent Need	Level of Interest ☐ No Interest ☐ Some Interest ☐ High Interest
NOTES ACTIONS TAKEN		

Reminder: Use the information gathered to create the initial PFF Services Plan within 45 days of first face-to-face contact.

PFF AGENCY SIGNATURES

Name of staff completing form: Click or tap here to enter text.

Signature of Staff: _____

Date: Click or tap to enter a date.

Name of Supervisor: Click or tap here to enter text.

Signature of Staff: _____

Date: Click or tap to enter a date.



PFF SERVICE PLAN

Agency Name: Click or tap here to enter text.

Home Visitor: Click or tap here to enter text.

Supervisor: Click or tap here to enter text.

Case Aide: Click or tap here to enter text.

Use the information from interviews, observations, the Screening and Needs Assessment, and ASQs to create an individualized Case Plan with the participants.

FAMILY INFORMATION

Case Name: Click or tap here to enter text.

PFF Number: Click or tap here to enter text.

Estimated Length of Services: Click or tap here to enter text.

Date of Plan: Click or tap to enter a date.

Participants (add more rows as needed)

Name	Relationship

Protective Factors

(1) Parental Resilience (2) Social Connections (3) Concrete Supports in Times of Need (4) Knowledge of Parenting and Child Development (5) Children's Social-Emotional Competence (6) Family Economic Stability (7) Social-Emotional Competence of Adults

Family Strengths

Click or tap here to enter text.

Technical Exhibit A-9

GOALS What family would like to improve in their words Determine if short- or long-term goal	OBJECTIVES How to meet goal Include provider, timeframe	PARTICIPANT	PROTECTIVE FACTORS TARGETED	TARGET COMPLETION DATE
Example (delete when completing): Dad wants to be less stressed and communicate with mom and kids without shouting or cursing (Long term goal)	Actively participate in agency's weekly Young Dads program for four to six months to learn coping and communication skills	John Lee	1, 2, 7	

ACKNOWLEDGEMENTS (Add more signature lines as needed)

Name of Staff: _____

Signature of Staff: _____

Date: Click or tap to enter a date.

Name of Clinical Sup: _____

Signature of Clinical Sup: _____

Date: Click or tap to enter a date.

Name of Participant: _____

Signature of Participant: _____

Date: Click or tap to enter a date.

Name of Participant: _____

Signature of Participant: _____

Date: Click or tap to enter a date.



**PARTNERSHIPS
FOR
FAMILIES**
Los Angeles County
Department of Children and Family Services

**PARTNERSHIPS FOR FAMILIES
SERVICE PLAN ADDENDUM**

Agency Name:	Site:	Case Manager:	Telephone:
Case Name/ Unique ID Number:	Case #:	Date:	

Attach this form to back of most recent PFF Service Plan when additions or modifications are made before the next scheduled service plan. All additions or modifications should still be documented in the case record.

ADDENDUM MADE (be specific; identify how each Participant will be affected; what changes to most recent service plan will be affected):

_____ Participant	_____ Signature	_____ Date
_____ Participant	_____ Signature	_____ Date
_____ Child	_____ Child Signature	_____ Date
_____ Case Manager Name (Print)	_____ Signature	_____ Date
_____ Clinical Supervisor Name (Print)	_____ Signature	_____ Date



PFF PROGRESS NOTES

Client Name		Staff Name:	
PFF Number:		Date:	
Start and End time:			
Persons Present:			
If children were not present, explain below.			

Service Format	
	In Person – Home
	In Person – Community
	Phone
	Telehealth
	Consultation (CSW, Therapist, Other Service Provider, etc.) with:
	No Contact
	Drop Off Only

Session Summary	
GOAL Focus of session as it pertains to Service Plan	
INTERVENTION Describe strategies used to address client needs and work towards goal attainment	
RESPONSE Describe the participants response to your intervention	
PLAN Describe next step(s)	

ADDITIONAL OBSERVATIONS AND NOTES	
--	--

STAFF SIGNATURES		
Name of Staff: _____	Signature of Staff: _____	Date: Click or tap to enter a date.
Clinical Supervisor: _____	Signature of Clinical Supervisor: _____	Date: Click or tap to enter a date.



TECHNICAL EXHIBIT A-12

PARTNERSHIPS FOR FAMILIES LINKAGES LOG

AGENCY:	
CASE NAME:	PFF CASE NUMBER:

[illegible]



PARTNERSHIPS FOR FAMILIES CAPACITY BUILDING ACTIVITIES FORM

Select Type of Activity

☐ INTERNAL CAPACITY BUILDING ☐ EXTERNAL CAPACITY BUILDING

AGENCY:	PROGRAM MANAGER:
COMPLETED BY:	TELEPHONE: DATE SUBMITTED:

DESCRIBE THE ACTIVITY:

WHO WILL PARTICIPATE IN THE ACTIVITY? INCLUDE THE NUMBER OF EXPECTED PARTICIPANTS:

WHEN AND WHERE WILL THE ACTIVITY TAKE PLACE?

 Date and Time:

 Location:

DETAIL THE COSTS ASSOCIATED WITH THE ACTIVITY:

 PRIOR EXPENDITURES ON CAPACITY BUILDING: \$ _____

HOW WILL THE ACTIVITY IMPACT YOUR AGENCY'S ABILITY TO ADDRESS CHILD MALTREATMENT AND IMPROVE PROTECTIVE FACTORS? HOW WILL THE IMPACT BE MEASURED?

PFF AGENCY PROGRAM MANAGER'S SIGNATURE

DATE

DCFS USE ONLY

☐ REQUEST APPROVED ☐ REQUEST DENIED	_____ DCFS CSA II SIGNATURE	_____ DATE
	_____ DCFS PROGRAM MGR/CSA III SIGNATURE	_____ DATE



PFF CONCRETE SUPPORT SERVICES REQUEST FORM

SECTION 1: AGENCY INFORMATION

AGENCY:	DATE:
CASE MANAGER:	TELEPHONE:

SECTION 2: FAMILY INFORMATION

PRIMARY CAREGIVER:	DATE:
PFF CASE#:	REFERRAL SOURCE: DCFS ☐ COMMUNITY ☐

Has the family received Concrete Support Services (CSS) in the past 12 months? YES ☐ NO ☐

If yes, how much CSS was provided? \$ _____

PARTICIPANT NEEDS STATEMENT Why are you making this request? What are the current family circumstances?

OTHER NO COST/LOW COST RESOURCES EXPLORED Efforts to obtain assistance through other means

CASE MANAGER'S NEEDS ASSESSMENT STATEMENT

Include the following information:

How many home visits have you made? Why does this family need assistance? What has been the family's progress?

Request Status:

EMERGENCY ☐	PRIORITY ☐	OTHER ☐ _____
------------------------------------	-----------------------------------	--------------------------------------

SECTION 3: BUDGET

Complete and attach the FAMILY BUDGET WORKSHEET

- Attach required SUPPORTING DOCUMENTATION

SECTION 4: ITEM/VENDOR INFORMATION

DESCRIBE ITEM REQUESTED:		
COST OF ITEM:	CLIENT CONTRIBUTION:	TOTAL REQUEST AMOUNT:
VENDOR NAME:(Check payable to)		
VENDOR ADDRESS:		
CHECK AMOUNT:		

DESCRIBE ITEM REQUESTED:		
COST OF ITEM:	CLIENT CONTRIBUTION:	TOTAL REQUEST AMOUNT:
VENDOR NAME:(Check payable to)		
VENDOR ADDRESS:		
CHECK AMOUNT:		

DESCRIBE ITEM REQUESTED:		
COST OF ITEM:	CLIENT CONTRIBUTION:	TOTAL REQUEST AMOUNT:
VENDOR NAME:(Check payable to)		
VENDOR ADDRESS:		
CHECK AMOUNT:		

SECTION 5: APPROVAL

REQUEST APPROVED ☐	AMOUNT APPROVED \$	REQUEST DENIED ☐	Reason:
--	-----------------------	--	---------

Item(s) requested will aid in the prevention of child abuse and/or neglect and facilitate family self sufficiency. The participant cannot afford to purchase and/or otherwise obtain the requested item(s) and all other resources have been explored/or exhausted. Attached you will find the completed Family Budget Work Sheet, supporting documents, and any necessary price quotes. **NOTE FOR PARTICIPANT: Please be aware that completion of the Concrete Support Services Request Form does not guarantee approval.** Final determination will be based on need, availability of funding and qualification of request.

Client Signature Date

Case Manager Signature Date

Agency Program Manager Signature Date

If the request is over \$1,500, County Program Manager pre-approval is required.

County Program Monitor Signature Date

County Program Manager Signature Date

PFF Family Budget Worksheet

INCOME	
Employment (empleo)	
CalWorks	
CalFresh	
Social Security	
Child Support (mantencion de los hijos)	
SSI	
Case Assistance	
Other-list (otra-lista)*	
TOTAL:	

EXPENSES	
Rent (renta)	
Food (comida)	
Electric (electricidad)	
Gas	
Water (agua)	
Telephone/cell	
Laundry & Cleaning (lava de ropa y limpieza)	
Hygiene Supplies (hygiene personal)	
Recreation (recreacion)	
Medical (gastos medicos)	
Education (educacion)	
Child Care (cuidado de los niños)	
Charge Accounts (cuenta de cargo)	
Transportation	
Car Payment & Insurance (auto y seguro de auto)	
Other (otra)*	
TOTAL:	

BALANCE	
Income Total	
-Expenses	
TOTAL:	

*Add other lines as needed

REQUIRED SUPPORTING DOCUMENTATION	
As applicable. Supporting documents should be reflective of the most recent month(s) prior to the request. Other required documentation may be requested. Please also refer to the CSS Protocol list.	
☐ Income Verification ☐ W-9 and/or Rental Agreement ☐ Rent Receipts ☐ Utility Bills	☐ Phone/Cell Phone Bills ☐ Price Quotes ☐ LA County resident ☐ Other _____

**Partnerships for Families (PFF)
Concrete Support Services
(CSS) Monthly Log**

Agency Name: _____

Billing Month/Year: _____

	Primary Caregiver	Amount	Category of Item Purchased	Receipts Attached (Yes/No*)
1		\$ -		
2		\$ -		
3		\$ -		
4		\$ -		
5		\$ -		
6		\$ -		
7		\$ -		
8		\$ -		
9		\$ -		
10		\$ -		
11		\$ -		
12		\$ -		
13		\$ -		
14		\$ -		
15		\$ -		
16		\$ -		
17		\$ -		
18		\$ -		
19		\$ -		
20		\$ -		
21		\$ -		
22		\$ -		
23		\$ -		
24		\$ -		
25		\$ -		
26		\$ -		
27		\$ -		
28		\$ -		
29		\$ -		
30		\$ -		
	TOTAL CSS:	\$ -		

Notes:

Only CSS categories listed in the Statement of Work are eligible for reimbursement.

Total CSS should match the Invoice CSS line item amount.

Attach all CSS request forms and supporting documents to this log.

*If receipts for goods and services are not available, the County has no obligation to pay.

**+++++PERIODICITY SCHEDULE FOR
HEALTH ASSESSMENT REQUIREMENTS BY AGE GROUPS**

SCREENING REQUIREMENT	AGE OF PERSON BEING SCREENED														
	Under 1 mo.	1-2 mo.	3-4 mo.	5-6 mo.	7-9 mo.	10-12 mo.	13-15 mo.	16-23 mo.	2 yr.*	3 yr.*	4-5 yr*.	6-8 yr*.	9-12 yr*.	13-16 yr*.	17-20 yr*.
Interval Until Next Exam	1 mo.	2 mos.	2 mos.	2 mos.	3 mos.	3 mos.	3 mos.	6 mos.	1 yr.	1 yr.	2 yr.	3 yr.	4 yr.	4 yr.	None
HISTORY AND PHYSICAL EXAMINATION	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Anticipatory Guidance	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Dental Assessment	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Development/Behavioral	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Nutritional Assessment	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Pelvic Exam 1														X	X
Tobacco Assessment		X	X	X	X	X	X	X	X	X	X	X	X	X	X
MEASUREMENTS															
Blood Pressure										X	X	X	X	X	X
Head Circumference	X	X	X	X	X	X	X	X							
Height/Length and Weight	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
SENSORY SCREENING															
Audiometric 2										X	X	X	X	X	X
Clinical Observation	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Non-audiometric	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Visual Activity Test (Snellen)2										X	X	X	X	X	X
PROCEDURES/TESTS															
Blood Lead Risk Assessment				X	X	X	X	X	X	X	X				
Blood Lead Test						X			X						
Hematocrit or Hemoglobin					X		X		X	X	X	X	X	X	X
TB Exposure Risk Assessment	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Tuberculin Test											X		X	X	
Urine Dipstick or Urinalysis											X	X	X	X	X
OTHER LABORATORY TESTS															
Chlamydia Test	To be done when health history and/or physical examination warrants														
Gonorrhea Test	To be done when health history and/or physical examination warrants														
Ova and Parasites	To be done when health history and/or physical examination warrants														
Papanicolaou (Pap) Smear	To be done when health history and/or physical examination warrants														
Sickle Cell	To be done when health history and/or physical examination warrants														
VDRL RPR, or ART	To be done when health history and/or physical examination warrants														
IMMUNIZATIONS	Administer as necessary to make status current														

*One check-up per year for foster children between the ages of 2 and 19 years
 9.0 Recommended for sexually active females and females age 18 years and older.
 10.0 Snellen testing and audiometric testing should start at age 3 ye

Recommendations for Preventive Pediatric Health Care

Bright Futures/American Academy of Pediatrics

Each child and family is unique; therefore, these Recommendations for Preventive Pediatric Health Care are designed for the care of children who are receiving nurturing parenting, have no manifestations of any important health problems, and are growing and developing in a satisfactory fashion. Developmental, psychosocial, and chronic disease issues for children and adolescents may require more frequent counseling and treatment visits separate from preventive care visits. Additional visits also may become necessary if circumstances suggest concerns. These recommendations represent a consensus by the American Academy of Pediatrics (AAP) and Bright Futures. The AAP continues to emphasize the great importance of continuity of care in comprehensive health supervision and the need to avoid fragmentation of care.

Refer to the specific guidance by age as listed in the *Bright Futures Guidelines* (Hagan JF, Shaw JS, Duncan PM, eds. *Bright Futures: Guidelines for Health Supervision of Infants, Children, and Adolescents*. 4th ed. American Academy of Pediatrics; 2017). The recommendations in this statement do not indicate an exclusive course of treatment or serve as a standard of medical care. Variations, taking into account individual circumstances, may be appropriate. The Bright Futures/American Academy of Pediatrics Recommendations for Preventive Pediatric Health Care are updated annually.

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AGE ¹	INFANCY								EARLY CHILDHOOD								MIDDLE CHILDHOOD						ADOLESCENCE											
	Prenatal ²	Newborn ³	3-5 d ⁴	By 1 mo	2 mo	4 mo	6 mo	9 mo	12 mo	15 mo	18 mo	24 mo	30 mo	3 y	4 y	5 y	6 y	7 y	8 y	9 y	10 y	11 y	12 y	13 y	14 y	15 y	16 y	17 y	18 y	19 y	20 y	21 y		
HISTORY	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
Initial/Interval	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
MEASUREMENTS																																		
Length/Height and Weight		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
Head Circumference		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
Weight for Length		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
Body Mass Index ⁵																●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
Blood Pressure ⁶		★	★	★	★	★	★	★	★	★	★	★	★	★	★	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
SENSORY SCREENING																																		
Vision ⁷		★	★	★	★	★	★	★	★	★	★	★	★	★	★	●	●	●	★	●	★	●	★	●	★	●	★	●	★	★	★	★		
Hearing ⁸		● ⁹	● ⁹	→	→	→	→	→	→	→	→	→	→	→	→	●	●	●	●	●	●	●	→	→	→	→	→	→	→	→	→	→		
DEVELOPMENTAL/SOCIAL/BEHAVIORAL/MENTAL HEALTH																																		
Maternal Depression Screening ¹⁰				●	●	●	●																											
Developmental Screening ¹¹							●				●		●																					
Autism Spectrum Disorder Screening ¹²											●		●																					
Developmental Surveillance		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
Behavioral/Social/Emotional Screening ¹³		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
Tobacco, Alcohol, or Drug Use Assessment ¹⁴											●	●	●	●	●	●	●	●	●	●	●	●	★	★	★	★	★	★	★	★	★	★		
Depression and Suicide Risk Screening ¹⁵																							★	★	★	★	★	★	★	★	★	★		
PHYSICAL EXAMINATION ¹⁶		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
PROCEDURES ¹⁷																																		
Newborn Blood ¹⁸		● ¹⁹	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→	→		
Newborn Bilirubin ²⁰		●																																
Critical Congenital Heart Defect ²¹		●																																
Immunization ²²	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		
Anemia ²³						★				★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★		
Lead ²⁴						★	★	★	● or ★ ²⁵	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★		
Tuberculosis ²⁶				★			★		★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★		
Dyslipidemia ²⁸												★		★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★		
Sexually Transmitted Infections ²⁷																						★	★	★	★	★	★	★	★	★	★	★		
HIV ²⁹																						★	★	★	★	★	★	★	★	★	★	★		
Hepatitis B Virus Infection ³⁰		★																																
Hepatitis C Virus Infection ³¹																																		
Sudden Cardiac Arrest/Death ³²																						★	★	★	★	★	★	★	★	★	★	★		
Cervical Dysplasia ³³																																●		
ORAL HEALTH ³⁴							● ³⁵	● ³⁶	★		★	★	★	★	★	★	★																	
Fluoride Varnish ³⁷							←				●		★			→																		
Fluoride Supplementation ³⁸							★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★	★							
ANTICIPATORY GUIDANCE	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●		

1. If a child comes under care for the first time at any point on the schedule, or if any items are not accomplished at the suggested age, the schedule should be brought up to date at the earliest possible time.
2. A prenatal visit is recommended for parents who are at high risk, for first-time parents, and for those who request a conference. The prenatal visit should include anticipatory guidance, pertinent medical history, and a discussion of benefits of breastfeeding and planned method of feeding, per "The Prenatal Visit" (<https://doi.org/10.1542/peds.2018-1218>).
3. Newborns should have an evaluation after birth, and breastfeeding should be encouraged (and instruction and support should be offered).
4. Newborns should have an evaluation within 3 to 5 days of birth and within 48 to 72 hours after discharge from the hospital to include evaluation for feeding and jaundice. Breastfeeding newborns should receive formal breastfeeding evaluation, and their mothers should receive encouragement and instruction, as recommended in "Breastfeeding and the Use of Human Milk" (<https://doi.org/10.1542/peds.2011-3552>). Newborns discharged less than 48 hours after delivery must be examined within 48 hours of discharge, per "Hospital Stay for Healthy Term Newborn Infants" (<https://doi.org/10.1542/peds.2015-0699>).

5. Screen, per "Expert Committee Recommendations Regarding the Prevention, Assessment, and Treatment of Child and Adolescent Overweight and Obesity: Summary Report" (<https://doi.org/10.1542/peds.2007-2329C>).
6. Screening should occur per "Clinical Practice Guideline for Screening and Management of High Blood Pressure in Children and Adolescents" (<https://doi.org/10.1542/peds.2017-1904>). Blood pressure measurement in infants and children with specific risk conditions should be performed at visits before age 3 years.
7. A visual acuity screen is recommended at ages 4 and 5 years, as well as in cooperative 3-year-olds. Instrument-based screening may be used to assess risk at ages 12 and 24 months, in addition to the well visits at 3 through 5 years of age. See "Visual System Assessment in Infants, Children, and Young Adults by Pediatricians" (<https://doi.org/10.1542/peds.2015-3596>) and "Procedures for the Evaluation of the Visual System by Pediatricians" (<https://doi.org/10.1542/peds.2015-3597>).
8. Confirm initial screen was completed, verify results, and follow up, as appropriate. Newborns should be screened, per "Year 2007 Position Statement: Principles and Guidelines for Early Hearing Detection and Intervention Programs" (<https://doi.org/10.1542/peds.2007-2333>).
9. Verify results as soon as possible, and follow up, as appropriate.

10. Screen with audiometry including 6,000 and 8,000 Hz high frequencies once between 11 and 14 years, once between 15 and 17 years, and once between 18 and 21 years. See "The Sensitivity of Adolescent Hearing Screens Significantly Improves by Adding High Frequencies" (<https://www.sciencedirect.com/science/article/pii/S1053910X06000483>).
11. Screening should occur per "Incorporating Recognition and Management of Perinatal Depression into Pediatric Practice" (<https://doi.org/10.1542/peds.2018-3259>).
12. Screening should occur per "Promoting Optimal Development: Identifying Infants and Young Children With Developmental Disorders Through Developmental Surveillance and Screening" (<https://doi.org/10.1542/peds.2019-3449>).
13. Screening should occur per "Identification, Evaluation, and Management of Children With Autism Spectrum Disorder" (<https://doi.org/10.1542/peds.2019-3447>).

(continued)

KEY: ● = to be performed ★ = risk assessment to be performed with appropriate action to follow, if positive ← or → = range during which a service may be provided

BFNC-2022-PSJUN
3-361/0622

TECHNICAL EXHIBIT A-16

Contact Person: _____
 Phone Number: _____
 Email: _____

Agency Name: _____
 Billing Month: _____
 Invoice number: _____

<u>Cost Categories</u>	<u>Actual January</u>	<u>Actual February</u>	<u>Actual March</u>	<u>Actual April</u>	<u>Actual May</u>	<u>Actual June</u>	<u>Actual July</u>	<u>Actual August</u>	<u>Actual September</u>	<u>Actual October</u>	<u>Actual November</u>	<u>Actual December</u>	YTD Actual Total	Approved Budget Total	Budget Balance
(1) Personnel Cost															
(2) Contracted Services															
(3) Equipment															
(4) Printing/Copying															
(5) Space															
(6) Telephone															
(7) Postage															
(8) Supplies															
(9) Employee Mileage & Travel															
(10) Training Expenses (not covered in CB)															
(11) Evaluation															
(12) Concrete Supports															
(13) External Capacity Building															
(14) Internal Capacity Building															
(15) Other Expenses* (Attach detailed list)															
(16) Indirect Costs **															

*List all "Other Expenses" on a separate sheet **Indirect costs cannot exceed 10% of expenditures

I certify that this claim is in all respects true, correct, and supportable by available documentation, and in compliance with all terms, conditions, laws, and regulations governing its payment.

PFF CONTRACTOR

DCFS

Prepared By: _____ Date: _____
 Title: _____
 Approved By: _____ Date: _____
 Title: _____

FINANCE STAFF	CBSD
Signature: _____ Reviewed by: _____ Date: _____	Signature: _____ Reviewed by: _____ Date: _____
Signature: _____ Approved by: _____ Date: _____	Signature: _____ Approved by: _____ Date: _____

PFF MONTHLY SUMMARY

Report Month/Year:
 Agency Name:
 Agency Address:

Completed By:
 Phone:
 Email:

A: Number of New Participants Enrolled (Report Month)

	Expectant Families	Families with a child 0-5 (DCFS)/ 0-1 (Comm)	Total Families	Adults	Teen Parents	Children 0-5	Children 6+
DCFS Referred			0				0
Community			0				
Total	0	0	0	0	0	0	0

B: Number of Continuing Participants Enrolled (Report Month)

	Expectant Families	Families with a child 0-5 (DCFS)/ 0-1 (Comm)	Total Families	Adults	Teen Parents	Children 0-5	Children 6+
DCFS Referred			0				
Community			0				
Total	0	0	0	0	0	0	0

C: Number of Total Unduplicated Participants (Contract Term/Year)

	Expectant Families	Families with a child 0-5 (DCFS)/ 0-1 (Comm)	Total Families	Adults	Teen Parents	Children 0-5	Children 6+
DCFS Referred			0				
Community			0				
Total	0	0	0	0	0	0	0

D: DCFS Referrals Received (Report Month)

# of Referrals Received	# of Referred Families who Declined Services	# of Referred Families Unable to Contact	# of Referred Families Pending
		3	

E:

Closed Cases (Report Month)

DCFS Families	Community Families

F: Waitlist & Available Slots

Number of DCFS Families on Waitlist	# of Community Families on Waitlist	Are you at Capacity? (yes/no)	# of PFF Slots Available (Range OK)

Comments:

Protective Factors Surveys Completed									
	DCFS Referred/Involved				Community				Total PFS Surveys
	Initial DCFS Surveys For Report Month	Follow-up and/or Termination DCFS Surveys For Report Month	Prior Months DCFS Surveys	Total	Initial Community Surveys For Report Month	Follow-up and/or Termination Community Surveys For Report Month	Prior Months Community Surveys Total	Total	
# Adults Completing Surveys				0				0	0
#Teen Parents Completing Surveys				0				0	0
#Families				0				0	0
# Children in Families				0				0	0

Comments

PFF Internal and External Capacity Building Events

Tables A & B are only for Capacity Building Events; please do not include structured family activities.

Internal (I) Limited to your agency's staff

External (E) Event focuses on external partners (e.g., other social services agencies) and outreach to families

Internal/External (I/E) A mixture of the above

A) Report Month Activities/Events

			Participants					
Internal (I), External (E), or Both (I/E)	Date of Event	Name of Activity or Event	No. of Agency Staff	No. of External Staff/Partners	Families	Teen Parents	Adults	Children

B) Planned Activities and Events for the Current Month

Internal (I), External (E), or Both (I/E)	Date of Event	Name of Activity or Event	Target Participants

C) Comments: Please provide additional information not captured above. This can include information on 1) internal and external capacity events scheduled for the future months, 2) structured parent-child/family activities for the report month not included in the above tables, or 3) any other events/activities you wish DCFS to know about.

TECHNICAL EXHIBIT A-17

PFF Monthly Service Counts

This report should reflect an **unduplicated** count of the number of people who directly received **each** service.

Please note that the categories may be changed to capture the services by your agency. Services must align with the services in the state report.

SERVICE: Home Visitation

Language(s) service provided in:

Participant Characteristics:	New Participants This Month				Previous YTD				YTD Total			
	Adults		Children		Adults		Children		Adults		Children	
	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability
Asian												
Black (non-Hispanic)												
Hispanic												
Native American or American Indian												
Native Hawaiian or Other Pacific Islander												
White (non-Hispanic)												
Two or More Race Children												
Other (specify)–Bi-Racial												
Totals												

SERVICE: Case Management

Language(s) service provided in:

Participant Characteristics:	New Participants This Month				Previous YTD				YTD Total			
	Adults		Children		Adults		Children		Adults		Children	
	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability
Asian												
Black (non-Hispanic)												
Hispanic												
Native American or American Indian												
Native Hawaiian or Other Pacific Islander												
White (non-Hispanic)												
Two or More Race Children												
Other (specify)–Bi-Racial												
Totals												

SERVICE: Concrete Support Services

Language(s) service provided in:

	New Participants This Month				Previous YTD				YTD Total			
Participant Characteristics:	Adults		Children		Adults		Children		Adults		Children	
	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability
Asian												
Black (non-Hispanic)												
Hispanic												
Native American or American Indian												
Native Hawaiian or Other Pacific Islander												
White (non-Hispanic)												
Two or More Race Children												
Other (specify)--Bi-Racial												
Totals												

SERVICE: Parenting Education

Language(s) service provided in:

	New Participants This Month				Previous YTD				YTD Total			
Participant Characteristics:	Adults		Children		Adults		Children		Adults		Children	
	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability
Asian												
Black (non-Hispanic)												
Hispanic												
Native American or American Indian												
Native Hawaiian or Other Pacific Islander												
White (non-Hispanic)												
Two or More Race Children												
Other (specify)--Bi-Racial												
Totals												

SERVICE: Peer Support Groups

Language(s) service provided in:

	New Participants This Month				Previous YTD				YTD Total			
Participant Characteristics:	Adults		Children		Adults		Children		Adults		Children	
	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability
Asian												
Black (non-Hispanic)												
Hispanic												
Native American or American Indian												

Native Hawaiian or Other Pacific Islander												
White (non-Hispanic)												
Two or More Race Children												
Other (specify)–Bi-Racial												
Totals												

SERVICE: Domestic Violence

Language(s) service provided in:

Participant Characteristics:	Adults		Children		Adults		Children		Adults		Children	
Asian												
Black (non-Hispanic)												
Hispanic												
Native American or American Indian												
Native Hawaiian or Other Pacific Islander												
White (non-Hispanic)												
Two or More Race Children												
Other (specify)–Bi-Racial												
Totals												

SERVICE: Early Childhood Services

Language(s) service provided in:

Participant Characteristics:	Adults		Children		Adults		Children		Adults		Children	
Asian												
Black (non-Hispanic)												
Hispanic												
Native American or American Indian												
Native Hawaiian or Other Pacific Islander												
White (non-Hispanic)												
Two or More Race Children												
Other (specify)–Bi-Racial												
Totals												

SERVICE: Mental Health Services (Therapy)

Language(s) service provided in:

					Previous YTD				YTD Total			
--	--	--	--	--	--------------	--	--	--	-----------	--	--	--

Participant Characteristics:	Adults		Children		Adults		Children		Adults		Children	
	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability
Asian												
Black (non-Hispanic)												
Hispanic												
Native American or American Indian												
Native Hawaiian or Other Pacific Islander												
White (non-Hispanic)												
Two or More Race Children												
Other (specify)--Bi-Racial												
Totals												

SERVICE: Structured Family Activities

Language(s) service provided in:

Participant Characteristics:	New Participants This Month				Previous YTD				YTD Total			
	Adults		Children		Adults		Children		Adults		Children	
	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability
Asian												
Black (non-Hispanic)												
Hispanic												
Native American or American Indian												
Native Hawaiian or Other Pacific Islander												
White (non-Hispanic)												
Two or More Race Children												
Other (specify)--Bi-Racial												
Totals												

SERVICE: Infant Massage

Language(s) service provided in:

Participant Characteristics:	New Participants This Month				Previous YTD				YTD Total			
	Adults		Children		Adults		Children		Adults		Children	
	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability
Asian												
Black (non-Hispanic)												
Hispanic												
Native American or American Indian												
Native Hawaiian or Other Pacific Islander												
White (non-Hispanic)												

Two or More Race Children												
Other (specify)--Bi-Racial												
Totals												

SERVICE: Nurturing Fatherhood

Language(s) service provided in:

Participant Characteristics:	New Participants This Month				Previous YTD				YTD Total			
	Adults		Children		Adults		Children		Adults		Children	
	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability	w/o disability	with disability
Asian												
Black (non-Hispanic)												
Hispanic												
Native American or American Indian												
Native Hawaiian or Other Pacific Islander												
White (non-Hispanic)												
Two or More Race Children												
Other (specify)--Bi-Racial												
Totals												

Linkages to Resources/Services

	In-Network Linkages						
	DCFS-Referred				Community		
	Families	Adults	Children		Families	Adults	Children
Child Care							
Concrete Supports							
Counseling/MH Services							
Education							
Employment							
Health Services							
Housing							
Legal Services							
Other County Dept							
Parenting							
Substance Use/DV							
Tutoring/Mentoring							
Other							

	Out-of-Network Linkages						
	DCFS-Referred				Community		
	Families	Adults	Children		Families	Adults	Children
Child Care							
Concrete Supports							
Counseling/MH Services							
Education							
Employment							
Health Services							
Housing							
Legal Services							
Other County Dept							
Parenting							
Substance Use/DV							
Tutoring/Mentoring							
Other							

PFF Services	DCFS	Community
Number of home visits		
Number of families participating in Parenting Programs		
Number of families who received CSS		
Number of families participating in ECE		
Number of families participating in Domestic Violence Services		
Number of families participating in Mental Health Services		
Number of families participating in Substance Abuse Services		
Totals		

Note: The tables above may contain duplicated numbers for families, adults, and children. Please indicate all linkages provided.

Agency Name: _____

PFF Work Plan Contract Term 2024

Please respond to each item.

1. In the chart below please share the names of the PFF team member providing direct services and their proposed scope of practice. Only include persons that are billed to the PFF program and provide direct services to families. Increase space and rows as needed.

[illegible]

2024 STRATEGIES

2. **2024 Planned Strategies and Activities. Describe all planned activities and events.** Please note that a capacity building activity can be noted as both internal and external. Please make every effort to include activities aimed at increasing the social connections for parents that can endure beyond the home visiting component of their services, i.e., open Mommy/Daddy & Me groups. Include the expected number of participants for each activity.

Strategy	January - March	April – June	July - September	October - December
External Capacity Building (Anyone outside of PFF staff. Minimum three times annually, two of which must include community families)	Description: # participants:	Description: # participants:	Description: # participants:	Description: # participants:
Communication Plan Outline goals, strategies intended to promote services to children and families by way of social and digital media, media relations, events (other than those listed in the ECB) and community outreach.	Description: # participants:	Description: # participants:	Description: # participants:	Description: # participants:
Internal Capacity Building	Description: # participants:	Description: # participants:	Description: # participants:	Description: # participants:

(PFF staff, minimum quarterly.)				
Psychotherapy	Description: # participants:	Description: # participants:	Description: # participants:	Description: # participants:
Health, Parenting, and Education Programs	Description: # participants:	Description: # participants:	Description: # participants:	Description: # participants:
Structured Parent-Child and/or Family Centered Activities	Description: # participants:	Description: # participants:	Description: # participants:	Description: # participants:
Early Care and Education	Description: # participants:	Description: # participants:	Description: # participants:	Description: # participants:

3. Quality Standards Status Update

Please provide an update on your program's implementation of each Quality Standard at the end of 2023 and the plans for 2024. *Note:* For the initial contract term, only one column is required to be completed.

Agreed Upon Standard	Current Status - 2023	Plan for 2024 including specific timeframes
1. Program Design and Structure • 12-16 Caseload • Minimum three hours and/or bi-weekly visits • Protective Factors Survey • ASQ • Parenting education models (should be approved by County Program Manager)		
2. Staff Qualifications • Master's Degree Home Visitors. Please indicate if you have vacancies going into 2024 and/or anticipate staffing challenges.		
3. Staff Supervision • Reflective Supervision for all staff providing services to PFF enrolled families • Weekly Supervision for staff providing home visitation services • Monthly group or individual supervision for Clinical Supervisors and all other PFF program staff including volunteers and mentors		
4. Monitoring, Evaluation and Oversight Monthly Summary Reports, Semiannual and Annual Tracking. Annual LACPECHVC (Consortium) Data Outcome and Descriptive Measures. Subcontractor reviews. Indicate if the agency is administering the following: • PHQ-9 • GAD-7 • AAPI pre and post • List other tools used		
5. Cultural Sensitivity and ERDD		

• Every agency has their own training. (Indicate training name, length and name of trainer)		
6. Participant Recruitment and Enrollment Every PFF agency is required to offer three external capacity building activities per year which can include recruitment efforts. • Include recruitment efforts planned for 2024, including any DCFS office presentations; include number of participants expected		
7. Family Engagement • Standardized Customer Satisfaction Surveys to be completed by PFF participant families at exit. • Other Family Engagement Strategies		
8. Workforce Development List the standard trainings for all Home Visitors. For each of the trainings below, include the number of staff trained in 2023 and the number of staff that need to be trained in 2024. Please include required training as written in SOW Section 19.0 as well as the below if applicable: • Touch Points • Reflective Supervision • Maternal Mental Health • ASQ • PHQ-9 • List other tools or EBP trainings	Training name/Description: Number of staff:	Training name/Description: Number of staff:

4. 2024 Estimated Families: How many **unduplicated** families do you expect to serve in 2024? Please ensure this equals or exceeds your RFP bid.

RFP annual new families bid: _____

New DCFS Referred Families:		Continuing DCFS Referred Families:	
New Community Referred Families:		Continuing Community Referred Families:	
Total:		Total:	

If this is an **increase or decrease of more than 5% from the numbers in your 2023 Work Plan**, please provide the reason below. N/A for initial term.

5. 2024 Proposed Subcontractors and Services. Add more rows as needed.

Subcontractor Name	Services

Your signature confirms the accuracy of the information in the report.

PFF Agency Signatures:

PFF Clinical Supervisor Name	Signature	Date
PFF Program Manager Name	Signature	Date

DCFS USE ONLY

DCFS Reviewers:

_____ Children Services Administrator I	_____ Signature	_____ Date
_____ Children Services Administrator II	_____ Signature	_____ Date
_____ Program Manager/Children Services Administrator III	_____ Signature	_____ Date

PARTNERSHIPS FOR FAMILIES (PFF)
Annual Report



Agency Name: _____

Please respond to each item. Please feel free to add additional descriptions on another page if more space is needed.

_____ **CONTRACT TERM 202X** _____

1. **202X Activities:** Please list the activities completed and the number of participants during the 202X term by indicating when events occurred. Please note that a capacity building event can be noted as both internal and external. Please make every effort to include activities aimed at increasing the social connections for parents that can endure beyond the home visiting component of their services, i.e., open mommy/daddy & me groups.

Strategy	January - March	April-June	July - September	October - December
Outreach				
Capacity Building (Internal - for PFF staff)				
Capacity Building (External - anyone outside PFF staff)				
Health, Parenting, and/or Education Program				

PARTNERSHIPS FOR FAMILIES (PFF) Annual Report



Structured Parent-Child and/or Family Centered Activities (Open Mommy/Daddy & me Group(s) here)				
--	--	--	--	--

2. **Evidence Based Programs:** On the table below, please provide the names of any evidence based programs that your agency utilized in 202X that are listed in either the federal Prevention Services Clearinghouse or the California Evidence Based Clearinghouse. Indicate the number of PFF families who participated. Please add rows as needed.

Evidence Based Program/Intervention	Number of PFF families served

3. **202X Families Served:** How many *unduplicated* families were served in 202X?

Unduplicated Families	# DCFS Families	# DCFS Families Continuing from 202X	# Community Families	# Community Families Continuing from 202X
Number of Referred Families				
Number who Enrolled in Services				
Number who Successfully Completed PFF in 202X				
Number who are Continuing PFF services in 202X				

4. **Evaluations:** Please attach any *internal or external evaluations* conducted showing outcomes achieved by PFF families that your agency served.
- ☐ Click/check if evaluations are attached

PARTNERSHIPS FOR FAMILIES (PFF)
Annual Report



Your signature confirms the accuracy of the information in the report.

PFF Agency Signatures:

_____	_____	_____
PFF Clinical Supervisor Name	Signature	Date
_____	_____	_____
PFF Program Manager Name	Signature	Date

DCFS USE ONLY

DCFS Reviewers:

_____	_____	_____
Children Services Administrator I	Signature	Date
_____	_____	_____
Children Services Administrator II	Signature	Date
_____	_____	_____
Children Services Administrator III	Signature	Date

Partnership for Families (PFF) Budget Summary

Agency Name:
☐ **Annual Budget** ☐ **Budget Modification**
Effective Date: _____

Cost Categories	Contract Year 202x
(1) Personnel Cost	
(2) Contracted Services	
(3) Equipment	
(4) Printing/Copying	
(5) Space	
(6) Telephone	
(7) Postage	
(8) Supplies	
(9) Employee Mileage & Travel	
(10) Training Expenses	
(11) Evaluation	
(12) Concrete Support Services	
(13) External Capacity Building	
(14) Internal Capacity Building	
(15) Other Expenses	
(16) Indirect Costs	
TOTAL	\$ -

Please explain any significant changes from your previously approved budget in this area:

Your signature certifies the above is true and accurate.

Please provide your contact information for questions.

Contact Person: _____

Phone Number: _____

Email: _____

Signature: _____

For DCFS Use

Rec'd Date:
Analysis:
DCFS Program Monitor Signature: _____

Date: _____

DCFS PFF Program Manager: _____

Marcela Pizarro,
CSA III

Date: _____

Partnerships for Families (PFF)
LINE ITEM BUDGET
CALENDAR YEAR _____

DIRECT COST (List each staff classification)

Payroll:	FTE*	Hourly Rate	Monthly Salary
Employee	Classification	\$ _____	\$ _____
Employee	Classification	\$ _____	\$ _____
Employee	Classification	\$ _____	\$ _____
Others (Please continue to list)			

Total Salaries and Wages \$ _____

***FTE = Full Time Equivalent Positions**

Employee Benefits	No. of Employees	Monthly Cost per FTE
Medical Insurance	_____	\$ _____
Dental Insurance	_____	\$ _____
Life Insurance	_____	\$ _____
Other (list)	_____	\$ _____
Total Benefits		\$ _____

Payroll Taxes (List all appropriate, e.g., FICA, SUI, Workers' Compensation, etc.)

_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____

Total Payroll Taxes \$ _____

Insurance (List Type/Coverage. See Sample Contract, Sub-paragraph 8.25, Insurance Coverage Requirements)

_____	\$ _____
_____	\$ _____
_____	\$ _____
Vehicles	\$ _____
Office Supplies	\$ _____
Office Equipment	\$ _____

Telephone/Utilities \$ _____
 Other (please continue to list) \$ _____

Total Insurance/Misc. S & S \$ _____

Other:

TOTAL DIRECT COSTS \$ _____

ADMINISTRATIVE & INDIRECT COSTS [10% of Maximum Contract Amount] (List all appropriate)

General Accounting/Bookkeeping \$ _____
 Management Overhead (Specify) \$ _____
 Other (Specify) \$ _____

TOTAL INDIRECT COSTS \$ _____

TOTAL DIRECT AND INDIRECT COST \$ _____

TOTAL MONTHLY COSTS \$ _____

\$ _____

**Worksheet: Budget Modification
History**

Agency Name:

Cost Categories	Original Budget 2021	Adjustments 1	Budget Modification 1	Adjustments 2	Budget Modification 2	Adjustments 3
(1) Personnel Cost	\$	\$				
(2) Contracted Services	\$	\$				
(3) Equipment/Facility Maintenance	\$	\$				
(4) Printing/Copying	\$	\$				
(5) Space	\$	\$				
(6) Telephone	\$	\$				
(7) Postage	\$	\$				
(8) Supplies	\$	\$				
(9) Employee Mileage & Travel	\$	\$				
(10) Concrete Supports	\$	\$				
(11) Internal Capacity Building	\$	\$				
(12) External Capacity Building	\$	\$				
(13) Evaluation	\$	\$				
(14) Other Expenses/COVID19 Supplies	\$	\$				
(15) Indirect Costs			\$ -			
TOTAL	\$ -	\$ -				

PARTNERSHIPS FOR FAMILIES
Budget Narrative Calendar Year _____

DIRECT COSTS

Salaries & Employee Benefits

Salaries

[Title] [Duties][Costs]

[Title] [Duties][Costs]

[Title] [Duties][Costs]

Etc.

Employee Benefits

Medical Dental

Life Insurance Retirement Payroll Taxes

FICASUI

Worker's Compensation, etc.

Facility Rent/Lease/Depreciation

Equipment and/or Other Assets Leases

Services and Supplies

Utilities Insurance

Office Supplies and Expenses Maintenance and Repairs Telephone

Postage and Delivery Charges

Mileage

Audit Fees

Recruitment Staff Training

Concrete Support Services

Capacity Building (Internal and External)

Other

EXAMPLE: Subcontractors

ADMINISTRATIVE & INDIRECT COSTS (10% of Expenditures)

TOTAL GROSS COST OF PROGRAM

Department of Children & Family Services (DCFS)
County of Los Angeles

PARTNERSHIPS FOR FAMILIES (PFF)

Request for Subcontract Approval and Contractor Acknowledgement Form

This form is to be submitted by the Partnerships for Families (PFF) Contracted Agency to the designated DCFS staff when requesting approval proposed subcontractor under the prime PFF Contract. The following should also be attached to all requests: a draft copy of the subcontract evidence of insurance coverage, [a copy of the subcontractor's business and/or professional license](#) and, if applicable, the Fictitious Name State when the subcontractor is conducting business under a different name (e.g. "DBA").

By signing in the appropriate area below, the Contractor's Executive Director verifies that the subcontractor is in compliance with each of the spec requirements and requests approval of the proposed subcontract, prior to the execution of the subcontract.

Contracted Agency		Proposed Subcontractor	
--------------------------	--	-------------------------------	--

1. _____ [Contracted Agency] has verified that the proposed subcontractor meets all requirements specified in the PFF Contract. includes, but is not limited to, compliance with the following requirements (Place an "X" to acknowledge completion and indicate the date completion):

Requirement	Reference*	Mark with an "X"	Date Completed
-------------	------------	------------------	----------------

CONFIDENTIALITY

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> ▪ Informed subcontractor of the confidentiality provisions of the PFF Contract. ▪ Secured the signed "Contractor's Non-Employee Acknowledgement & Confidentiality Agreement" (Attachment E) for each non-employee engaged by the Subcontractor who is to provide PFF services. | <p>Contract T&C's, 8.40.7.1</p> <p>Standard Section</p> | ☐

☐ |
|---|---|--|

TECHNICAL EXHIBIT A-21

CRIMINAL CLEARANCES

- Ensured that criminal clearances and background checks for subcontractor's employees, contractors and volunteers have been conducted, including request for subsequent arrest notifications.
- Ascertained arrest and conviction records for subcontractor's employees, contractors and volunteers as permitted by law to inform the determination of employment eligibility.

Contract	Standard	☐
T&C's, Section 7.4		
Contract	Standard	☐
T&C's, Section 7.4.6		
		☐

TECHNICAL EXHIBIT A-21

EMPLOYMENT ELIGIBILITY

- Obtained all verification and documentation required by the PFF Contract, as per Federal and State statutes, including the requirements related to the Immigration Reform and Control Act of 1986.

Contract Standard
T&C's, Section 8.17

☐

INSURANCE

- Received documentation that indicate coverage for the following:
 - Commercial General Liability
 - Auto Liability
 - Workers Compensation & Employers Liability
 - Professional Liability
 - Sexual Misconduct Liability

Contract Standard
T&C's, Section 8.25

☐

Requirement	Reference*	Mark with an "X"	Date Complet
-------------	------------	------------------	--------------

INTERNAL REVENUE SERVICE (IRS)

- Obtained subcontractor's Tax Identification Number in compliance with IRS requirements. (For individual subcontractor's, the Social Security Number is their Tax Identification Number.)

Contract Standard
T&C's, Section
8.40.7.3

☐

LANGUAGE ABILITY

- Verified that the subcontractor has sufficient staff to meet the cultural and linguistic needs of the community served.

SOW, Section 17.1.2

☐

SUBCONTRACTING

- Acknowledged adherence to Subcontracting requirements of the PFF contract.

Contract Standard
T&C's, Section 8.40

☐

- A. _____ [Contracted Agency] acknowledges that all relevant documentation is on file to demonstrate that the subcontractor meets requirement listed (*unless an insurance exception has been requested above in the Insurance section of this document*).
- B. _____ [Contracted Agency] agrees to make the pertinent documentation available for inspection by DCFS upon request.
- C. _____ [Contracted Agency] is attaching the proposed subcontract in draft form.
- D. _____ [Contracted Agency] will attach a copy of the PFF contract as an exhibit to the proposed subcontract.

UNCHECKED BOXES OR MISSING INFORMATION: (Please explain here; limit 400 characters): _____

EXECUTIVE DIRECTOR ACKNOWLEDGMENT:

I, _____, Executive Director, or Authorized Signatory, of _____ [Contracted Agency], have verified that the proposed subcontractor, _____, meets all the requirements of the PFF contract, including, but not limited to, those items listed above.

--	--

Signature

Date

Understanding the ACORD Certificate of Insurance

PRODUCER
Insurance Agent/Broker who issues certificate.

NAME OF INSURED
Must be the legal name of the contracting party.

ADD'L INSRD
Basic each required coverage this block should be marked - This indicates you are an Additional Insured on the referenced policy.

INSR LTR
The letter entered here indicates the company providing this coverage from the list of "Insurers Affording Coverage" previously listed.

TYPES OF INSURANCE
Indicates coverages provided.

POLICY FORM
"Claims made" or "occurrence" form; "see definition below."

GEN'L AGGREGATE LIMIT
This indicates that the coverage limit applies to the policy, project or location.

SUBROGATION WAIVED
If the block is marked, the insured's right to subrogate is waived for that policy.

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (mm/dd/yyyy)	
THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.					
IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).					
PRODUCER ACME Insurance Agency 100 Agent Street Anytown, NC 28000		CONTACT Mr. Agent Phone: 800-123-4567 Fax: 800-987-6543 E-mail: mr.agent@acmeinsurance.com		DATE (mm/dd/yyyy) 09/01/2009	
INSURED ABC Company 999 Policyholder Ave Anytown, NC 28000		INSURERS AFFORDING COVERAGE INSURER A: Best Insurance of NC INSURER B: Star Insurance INSURER C: State Insurance Company INSURER D: INSURER E: INSURER F:		MAIC #	
COVERAGES		CERTIFICATE NUMBER:		REVISION NUMBER:	
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.					
TYPE OF INSURANCE		POLICY NUMBER		EFFECTIVE DATE	
GENERAL LIABILITY CLAIMS MADE ☒ OCCUR ☒		GL1234567		07/01/2009 07/01/2010	
AUTOMOBILE LIABILITY ANY AUTO ☒ OWNED AUTOS ☒ NON-OWNED AUTOS ☒		BA-27582-09		08/07/2009 04/20/2010	
UMBRELLA LIAB EXCESS LIAB ☒ CLAIMS MADE ☒		2751-62-0953 UM		06/15/2009 06/15/2010	
EMPLOYERS LIABILITY RETENTION \$ 10,000		WC-94165-09		08/07/2010 09/07/2010	
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)					
CERTIFICATE HOLDER County of Los Angeles (Your Department Name) (Your Department Address)		CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Bill Smith			

DATE
Actual date certificate was issued.

PRODUCER INFO
Contact information.

INSURERS AFFORDING COVERAGE
Name of insurance companies that provide coverages.

LIMITS OF INSURANCE
Should be equal or greater to limits on your policy.

POLICY EXPIRATION DATE
If occurrence form, date must be on or after termination of contract.

POLICY EFFECTIVE DATE
Must be prior to or coincidental with effective date of contract.

POLICY NUMBER
Actual policy number must be provided.

CERTIFICATE HOLDER
Should be the County of Los Angeles

DESCRIPTION OF OPERATIONS
Identifies operations, locations and special provisions for this certificate.

NOTICE OF CANCELLATION
Policy provisions typically state that the notice of cancellation will be sent to the first named insured only.

AUTHORIZED REPRESENTATIVE
Must be signed by agency personnel, not stamped.

* For "occurrence" form coverage, date should be on or after the termination date of contract; if "claims-made coverage," coverage must survive for a period not less than three years following termination of contract and should provide for a retroactive date of placement prior to or coinciding with the effective date of contract.

TECHNICAL EXHIBIT A-21



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

PRODUCER	THIS CERTIFICATION IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.	
	INSURERS AFFORDING COVERAGE	NAIC #
INSURED	INSURER A:	
	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	

COVERAGES

THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. AGGREGATE LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR ADD'L LTR INSRD	TYPE OF INSURANCE	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YY)	POLICY EXPIRATION DATE (MM/DD/YY)	LIMITS
	GENERAL LIABILITY ☐ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS MADE ☐ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☐ PRO-JECT ☐ LOC				EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ ALL OWNED AUTOS ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ☐ NON-OWNED AUTOS				COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
	GARAGE LIABILITY ☐ ANY AUTO				AUTO ONLY - EA ACCIDENT \$ OTHER THAN EA ACC \$ AUTO ONLY: AGG \$
	EXCESS/UMBRELLA LIABILITY ☐ OCCUR ☐ CLAIMS MADE ☐ DEDUCTIBLE RETENTION \$				EACH OCCURRENCE \$ AGGREGATE \$ \$ \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? If yes, describe under SPECIAL PROVISIONS below				WC STATUTORY LIMITS ☐ OTH-ER ☐ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
	OTHER				

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES / EXCLUSIONS ADDED BY ENDORSEMENT / SPECIAL PROVISIONS

CERTIFICATE HOLDER

CANCELLATION

City of Los Angeles Office of the City Administrative Officer, Risk Management 200 North Main Street, Room 1240 Los Angeles, CA 90012	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, THE ISSUING INSURER WILL ENDEAVOR TO MAIL _____ DAYS WRITTEN NOTICE TO THE CERTIFICATE HOLDER NAMED TO THE LEFT, BUT FAILURE TO DO SO SHALL IMPOSE NO OBLIGATION OR LIABILITY OF ANY KIND UPON THE INSURER, ITS AGENTS OR REPRESENTATIVES. AUTHORIZED REPRESENTATIVE
--	---

ACORD 25 (2001/08)

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LINKAGE SERVICES

Linkage Services is an interdepartmental service coordination partnership between the Department of Children and Family Services (DCFS) and the Department of Public Social Services (DPSS) to address common barriers that limit parents' ability to parent and their ability to work. Families that meet certain eligibility requirements may be eligible for some or all of the following programs/services:

CalFresh: (formerly known as Food Stamps) was established to improve the nutrition of people in low-income households. It does that by increasing their food-buying power, so they are able to purchase the amount of food their household needs. CalFresh benefits issued via an Electronic Benefit Transfer (EBT) card are used instead of money at the grocery store.

California Work Opportunity and Responsibilities to Kids (CalWORKs) - A time-limited program that provides financial assistance to eligible needy families with (or expecting) **children** to help pay for housing, food, utilities, clothing, medical care, and other necessary expenses. Generally, families are eligible to receive cash aid and services when:

- The **eligible** children are deprived of parental support or care due to:
 - Death;
 - Incapacity;
 - Unemployment/underemployment; or
 - Continued absence of one or both parents.
- A needy or non-needy caretaker provides care for foster children.

The program also provides assistance with the following types of services:

- Homeless Assistance;
- Cal-Learn, a teen parent program;
- Welfare-to-Work services by participating in the Greater Avenues for Independence (GAIN) program which provides the following types of assistance:
- Job preparation and work opportunities;
- Child care; **and**
- Specialized supportive services such as Domestic Violence, treatment for mental health and substance abuse problems, and Family Preservation Program/GAIN Service Coordination.

Receiving many of the above services enables parents receiving CalWORKs assistance to become self-sufficient.

Family Centered Services (FCS) System– DCFS automated system provides DCFS and agency staff with a powerful tool for making and managing Family Preservation requests and cases.

Family Centered Services System – Linkages Enhancements – The FP referral process and coordination of the Multidisciplinary Case Planning Committee (MCPC) meetings for FP Linkages families is automated utilizing DCFS' FCS web based system. This has allowed for the process to move from a manual to an automated process. Note: The following partners are to secure access to the FCS – Linkages Enhancements Section of the FCS System. These include, but are not limited to DPSS FP Liaisons, GAIN Services Supervisors (GSS), FP GAIN Services Workers GSWs), DPSS Managers over FP (on DPSS side), FP community contracted lead agencies and their subcontractors (whomever has responsibility [lead and subcontractor] to enter online information, e.g., FP agency liaison responsible for scheduling MCPCs), DCFS Community Based Liaisons (CBLs), CBLs Support Staff and/or CBL Designees.

DCFS/DPSS Linkages Partnership FP Program Activities – may be counted towards a CalWORKs/GAIN participant's Welfare-to-Work (WtW) participation requirement. Additionally, while participating in acceptable WtW FP Program activities, a GAIN participant may be eligible to receive supportive services such as child care, transportation and Specialized Supportive Services such as mental health, substance use disorder and domestic violence assessment and treatment services. These activities are sometimes a part of the DCFS Case Plan.

Department of Public Social Services (DPSS) - County of Los Angeles, Department of Public Social Services. DPSS serves an ethnically and culturally diverse community through programs designed to both alleviate hardship and promote health, personal responsibility, and economic independence. The Department provides the following benefits and services to low-income residents of Los Angeles County:

- Temporary financial assistance and employment services for families and individuals.
- Free and low-cost health care insurance for families with children, pregnant women and aged/blind/disabled adults;
- Food benefits for families and individuals;
- In-home services for elderly and disabled individuals; and
- Financial assistance and advocacy for federal disability benefits for disabled individuals.

These services are provided locally throughout the many communities that comprise Los Angeles County.

Greater Avenues for Independence (GAIN): provides employment focused services to CalWORKs participants to help them prepare for and find employment. Employment services include employment workshops, supervised job search, vocational assessment and training, remedial education and work experience. Post-Employment Services are also available to full-time employed participants to assist them in retaining employment, provide them with continued education and/or skills upgrade and help them move toward economic self-sufficiency.

Additionally, participants are assisted with supportive services as follows:

- a) Ancillary/Work-Related Expenses
- b) Transportation Expenses
- c) Child Care Expenses
- d) Specialized Supportive Services: Domestic Violence, Mental Health, Substance Use Disorder

GAIN services also include Family Preservation (FP)/GAIN Service Coordination and Family Reunification (FR)/GAIN Service Coordination services. FP/GAIN Service Coordination involves the integration of DPSS expertise into DCFS' FP Multi-Disciplinary Case Planning committee meetings. FR/GAIN Service Coordination applies when DCFS parents on CalWORKs at the time their children are removed from the home and who have a DCFS FR Case Plan; the parents can continue to receive services through GAIN (but not cash aid).

General Relief (GR): a program that provides temporary financial assistance to needy adults who are ineligible for State or Federal Assistance. Emancipated foster youth or a parent from whom all children have been removed could also qualify for GR.

General Relief Opportunities for Work (GROW): provides employment and training services to assist employable GR participants to obtain employment and achieve economic self-sufficiency. GROW services mirrors services provided through GAIN.

Health Care: Free and low-cost health care programs and services that are available to qualifying low-income residents of Los Angeles County. Comprehensive preventive care services, primary and specialty care, medical office visits, vision and dental care, mental health services, hospitalization and prescription medicines are available.

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CORE MEANINGS OF THE STRENGTHENING FAMILIES PROTECTIVE FACTORS

Protective Factor	Core Meaning
Parental Resilience: Managing stress and functioning well when faced with challenges, adversity and trauma.	<u>Resilience Related to General Life Stressors</u> a. managing the stressors of daily life b. calling forth the inner strength to proactively meet personal challenges, manage adversities and heal the effects of one's own traumas c. having self-confidence d. believing that one can make and achieve goals e. having faith; feeling hopeful f. solving general life problems g. having a positive attitude about life in general h. managing anger, anxiety, sadness, feelings of loneliness and other negative feelings i. seeking help for self when needed <u>Resilience Related to Parenting Stressors</u> a. calling forth the inner strength to proactively meet challenges related to one's child b. not allowing stressors to keep one from providing nurturing attention to one's child c. solving parenting problems d. having a positive attitude about one's parenting role and responsibilities e. seeking help for one's child when needed
Social Connections: Positive relationships that provide emotional, informational, instrumental and spiritual support.	a. Building trusting relationships; feeling respected and appreciated b. Having friends, family members, neighbors and others who: - provide emotional support (e.g., affirming parenting skills) - provide instrumental support/concrete assistance (e.g., providing transportation) - provide informational support/serve as a resource for parenting information - provide spiritual support (e.g., providing hope and encouragement) - provide an opportunity to engage with others in a positive manner - help solve problems - help buffer parents from stressors - reduce feelings of isolation - promote meaningful interactions in a context of mutual trust and respect c. Having a sense of connectedness that enables parents to feel secure, confident and empowered to "give back" to others

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CORE MEANINGS OF THE STRENGTHENING FAMILIES PROTECTIVE FACTORS

Protective Factor	Core Meaning
Knowledge of Parenting and Child Development: Understanding child development and parenting strategies that support physical, cognitive, language, social and emotional development.	Seeking, acquiring and using accurate and age/stage-related information about: - parental behaviors that lead to early secure attachments - the importance of - being attuned and emotionally available to one's child - being nurturing, responsive and reliable - regular, predictable and consistent routines - interactive language experiences - providing a physically and emotionally safe environment for one's child - providing opportunities for one's child to explore and to learn by doing - appropriate developmental expectations - positive discipline techniques - recognizing and attending to the special needs of a child
Concrete Support in Times of Need: Access to concrete support and services that address a family's needs and help minimize stress caused by challenges.	- being resourceful - being able to identify, find and receive the basic necessities everyone deserves in order to grow (e.g., healthy food, a safe environment), as well as specialized medical, mental health, social, educational or legal services - understanding one's rights in accessing eligible services - gaining knowledge of relevant services - navigating through service systems - seeking help when needed - having financial security to cover basic needs and unexpected costs
Social and Emotional Competence of Children: Family and child interactions that help children develop the ability to communicate clearly, recognize and regulate their emotions and establish and maintain relationships.	<u>Regarding the parent:</u> - having a positive parental mood - having positive perceptions of and responsiveness to one's child - responding warmly and consistently to a child's needs - being satisfied in one's parental role - fostering a strong and secure parent-child relationship - creating an environment in which children feel safe to express their emotions - being emotionally responsive to children and modeling empathy - talking with one's child to promote vocabulary development and language learning - setting clear expectations and limits - separating emotions from actions - encouraging and reinforcing social skills such as greeting others and taking turns - creating opportunities for children to solve problems <u>Regarding the child:</u> - developing and engaging in self-regulating behaviors - interacting positively with others - using words and language skills - communicating emotions effectively

PARENTAL RESILIENCE

PROTECTIVE & PROMOTIVE FACTORS

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

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

Numerous researchers have concluded that how parents respond to stressors is much more important than the stressor itself in determining the outcomes for themselves and their children.

Parents are more likely to achieve healthy, favorable outcomes if they are resilient.

Resilience is the process of managing stress and functioning well even when faced with challenges, adversity and trauma.

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

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

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

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

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

1 OF 5

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PARENTAL RESILIENCE: ACTION SHEET

Your role

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

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

Questions to ask

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

What to look for

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

Activities to do with parents

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

SOCIAL CONNECTIONS

PROTECTIVE & PROMOTIVE FACTORS

People need people. Parents need people who care about them and their children, who can be good listeners, who they can turn to for well-informed advice and who they can call on for help in solving problems. Thus, the availability and quality of social connections are important considerations in the lives of parents.

Parents' constructive and supportive social connections—that is, relationships with family members, friends, neighbors, co-workers, community members and service providers—are valuable resources who provide:

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

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

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

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

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

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



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SOCIAL CONNECTIONS: ACTION SHEET

Your role

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

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

Questions to ask

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

What to look for

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

Activities to do with parents

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

KNOWLEDGE OF PARENTING AND CHILD DEVELOPMENT

PROTECTIVE & PROMOTIVE FACTORS

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

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

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

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

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

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

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

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KNOWLEDGE OF PARENTING AND CHILD DEVELOPMENT: ACTION SHEET

Your role

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

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

Questions to ask

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

What to look for

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

Activities to do with parents

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

CONCRETE SUPPORT IN TIMES OF NEED

PROTECTIVE & PROMOTIVE FACTORS

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

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

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

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

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

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CONCRETE SUPPORT IN TIMES OF NEED: ACTION SHEET

Your role

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

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

Questions to ask when a family is in need

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

What to look for

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

Activities to do with parents

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

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SOCIAL-EMOTIONAL COMPETENCE OF CHILDREN

PROTECTIVE & PROMOTIVE FACTORS

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

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

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

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

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

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

SOCIAL AND EMOTIONAL COMPETENCE OF CHILDREN: ACTION SHEET

Your role

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

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

Questions to ask

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

What to look for

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

Activities to do with parents

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



CSSP'S PROTECTIVE AND PROMOTIVE FACTORS

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

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

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

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

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

The Strengthening Families Protective Factors - Parental Resilience - Social Connections - Knowledge of Parenting and Child Development - Confidence in Support in Times of Need - Social-Emotional Competence of Children	The Youth Thrive Protective and Promotive Factors - Youth Resilience - Social Connections - Knowledge of Adolescent Development - Confidence in Support in Times of Need - Cognitive and Social-Emotional Competence in Youth
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Parents, system administrators, program developers, service providers and policymakers can each benefit from learning about and using the Strengthening Families and Youth Thrive frameworks in their efforts to ensure that children, youth and families are on a path that leads to healthy development and well-being.



PFF MONTHLY PROGRESS REPORT

Client Name	Click or tap here to enter text.	Staff Name:	Click or tap here to enter text.
PFF Number:	Click or tap here to enter text.	Report Month/Year:	Click or tap here to enter text.

Monthly Service Plans Goals Summary	
GOAL Click or tap here to enter text.	Completed: ☐ In Progress: ☐ Revised: ☐ Summary: Click or tap here to enter text.
GOAL Click or tap here to enter text.	Completed: ☐ In Progress: ☐ Revised: ☐ Summary: Click or tap here to enter text.
GOAL Click or tap here to enter text.	Completed: ☐ In Progress: ☐ Revised: ☐ Summary: Click or tap here to enter text.
GOAL Click or tap here to enter text.	Completed: ☐ In Progress: ☐ Revised: ☐ Summary: Click or tap here to enter text.
SAFETY CONCERNS List any safety concerns addressed this month	Click or tap here to enter text.
ADDITIONAL NOTES	Click or tap here to enter text.

STAFF SIGNATURES

Name of Staff: _____ Signature of Staff: _____ Date: Click or tap to enter a date.
Name of Clin Sup: _____ Signature of Supervisor: _____ Date: Click or tap to enter a date.



Family First Prevention Services (FFPS) Glossary

EVIDENCE BASED PROGRAM	PROGRAM DESCRIPTION
Motivational Interviewing (MI)	A cross-cutting case management tool that strengthens family engagement by reducing ambivalence and supporting collaborative decision-making.
Nurse Family Partnership (NFP)	A home visiting program serving young, first-time, low-income mothers from early pregnancy through their child's first two years.
Healthy Families America (HFA)	A home visiting program serving expectant families and families with children up to age 5 who are at increased risk of child abuse or neglect.
Parents as Teacher (PAT)	A home visiting program for expectant parents, continuing through kindergarten entry, who are living in high-risk environments.
Functional Family Therapy (FFT)	A mental health program for youth ages 11 to 18 who have been referred for emotional or behavioral challenges.
Multisystemic Therapy (MST)	A mental health program serving youth ages 12 to 17 experiencing serious emotional or behavioral challenges, delivered in collaboration with their families.
Parent Child Interaction Therapy (PCIT)	A mental health program serving families with children ages 2 to 7 who are experiencing emotional or behavioral challenges.
FFPS Definitions	
Community Pathway	An avenue through which children, youth, and families can access early intervention and prevention services as early as possible, while minimizing stigma associated with direct involvement with the child welfare agency. Families may self-refer or be referred by

	community partners or a Title IV-E agency. A contracted service provider completes an intake and assessment to identify the family's strengths and needs and determine potential eligibility for Title IV-E prevention services.
Candidacy Determination	The process by which a local service provider recommends a child for Title IV-E prevention services and the Title IV-E agency reviews and determines candidacy with appropriate family consent, confirming the child's eligibility for evidence-based services under the Family First Prevention Services program. Following determination, prevention planning and coordination of services are initiated with the family and, when applicable, the child's Tribe(s), in collaboration with the Title IV-E agency.
Motivational Interviewing Treatment Integrity (MITI)	A validated behavioral coding system used to quantify how closely a clinician adheres to the foundational principles of Motivational Interviewing.
Motivational Interviewing Competency Assessment (MICA)	A competency based coding and coaching tool designed to evaluate a practitioner's ability to demonstrate the core intentions and strategies of Motivational Interviewing.

CQI BRIEF FOR CALIFORNIA COUNTIES AND EBP PROVIDERS

INTRODUCTION

As California continues to strive for excellence in child welfare, the implementation of evidence-based practices (EBPs) is a fundamental component of the Family First Prevention Services (FFPS) prevention plan. Motivational Interviewing (MI) is a well-supported EBP approved by the Family First Prevention Services Clearinghouse for addressing the diverse needs of at-risk youth and families.

This policy brief guides counties and providers in applying Continuous Quality Improvement (CQI) activities to support the effective implementation of MI under [California's Five-Year State Prevention Plan](#). It outlines requirements for data collection, reporting, and review to meet both **federal CQI requirements under the Family First Prevention Services Act (FFPSA)** and **state expectations for CQI activities outlined in California's CQI Plan**. Together, these activities support real-time program monitoring, data-driven decision-making, and compliance with IV-E reimbursement standards.



Counties and agencies delivering MI should use this brief as a guide for measuring the success of MI in their local context, applying required CQI activities, and ensuring implementation meets federal IV-E reimbursement requirements. This brief supports local discussions, outlines the data tracking and sharing requirements established in the CQI Plan, and establishes feedback loops that inform program delivery and continuous improvement. The CQI prompts are designed to support reflection on program effectiveness, address implementation challenges, and guide data-driven decision-making to better meet the needs of children and families.

The information in this brief—including service descriptions, target populations, data requirements, and CQI expectations—has been informed by national guidance on Motivational Interviewing, input from trainers and subject matter experts, and discussions with the California Family First Prevention Services CQI Subcommittee, Family First Prevention Services Advisory Committee, Community Pathway Advisory Committee, and IV-E Advisory Committee.

Key Term

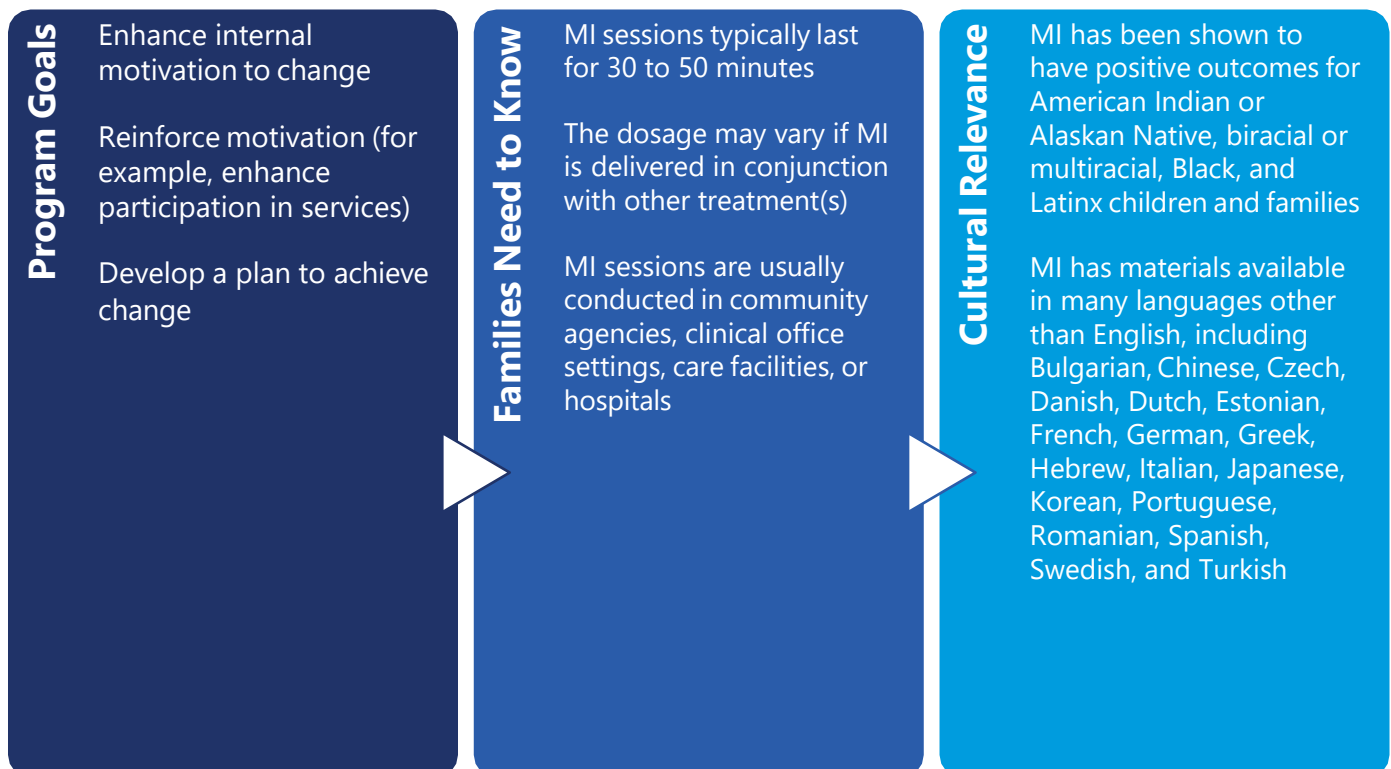
Provider: The individual or organization delivering the EBP services directly to children and families.

MOTIVATIONAL INTERVIEWING PROGRAM OVERVIEW

Motivational Interviewing (MI) is a collaborative, strengths-based approach to engaging individuals and supporting behavior change. It is designed to help people explore and resolve ambivalence, strengthen their motivation and commitment, and move toward self-directed, meaningful change. MI uses core strategies such as open-ended questions, reflective listening, and affirmations to evoke an individual's own reasons, values, and confidence for making change and empower them to have an active role in establishing and achieving goals.

Who is Eligible?

MI can be used on its own or alongside other services, and it is applicable across a wide range of settings and populations. In the context of Family First, MI is often used to support youth and families who are navigating complex challenges related to child welfare involvement, mental health, or substance use. Its flexibility makes it a valuable tool for prevention-focused interventions.



DATA REQUIREMENTS FOR CQI

CQI is a critical part of implementing EBPs as part of California's Family First Prevention Services (FFPS) Prevention Plan. The California CQI Plan outlines expectations for counties and EBP providers to collect, analyze, and use data to monitor program delivery and support continuous improvement.

To guide this work, the CQI Plan identifies four core categories of data collection, each essential to understanding implementation and driving progress.

Key Metrics for Continuous Quality Improvement (CQI)

To support continuous improvement and federal IV E compliance, agencies delivering evidence based programs (EBPs) must regularly collect and review data across four core categories:

- 1 **Capacity** *Measures the staffing, infrastructure, and resources required to deliver services effectively. Capacity data tracks the number of trained staff, supervisors, and service sites, helping counties and providers assess whether programs are adequately resourced to meet the needs of families.*
- 2 **Reach** *Tracks the extent to which eligible children, youth, and families are identified, referred, and engaged in services. Reach data helps ensure services are accessible and equitably distributed, identifying gaps in engagement or disparities in service delivery.*
- 3 **Outcomes** *Captures the impact of services on children, youth, and families, including measures of engagement, behavior change, and safety outcomes. Outcome data helps counties and providers understand whether services are achieving their intended goals and where additional support or adjustments may be needed.*
- 4 **Fidelity** *Monitors whether services are delivered as intended, using approved fidelity monitoring tools or guidelines. Fidelity data helps ensure staff are meeting competency standards and following model expectations, which is critical for achieving desired outcomes and maintaining IV E compliance.*

These metrics provide a comprehensive view of program effectiveness and should be used to guide local CQI activities and inform state level monitoring.

More information on this framework can be found here:

[Measurement Framework for Implementing and Evaluation Preventive Services.](#)

Together, these categories form the foundation for EBP-related CQI activities. Regularly reviewing data across these areas helps counties and EBP providers assess performance, surface barriers, and make informed adjustments to better support children and families.

Detailed definitions, indicators, and reporting expectations for each category specific to MI are provided in [Appendix A](#).

MI-SPECIFIC DATA REQUIREMENTS

The [MI Measurement Framework](#) outlines how counties and EBP providers delivering MI should collect and use data across the four CQI domains—capacity, reach, outcomes, and fidelity. This section builds on the general data expectations by specifying how these requirements apply to MI and providing additional detail on fidelity monitoring, training, and coaching.

Data Collection, Reporting and Use

Child Welfare Agencies, Probation Agencies, and Community-Based Organizations (CBOs) delivering MI must track utilization daily.

Site-Level Capacity Data

- **Collection:** Entered into CARES for child welfare and probation-involved families and entered into the CARES Provider Portal for families served by CBOs. Elements are listed in **Table 3** of [Appendix A](#).
- **Use:** CARES capacity reports will be pulled by County CQI Workgroup leads in preparation for their county CQI Workgroups and by the CDSS for statewide monitoring.

Individual-Level Reach Data

- **Collection:** Entered into CARES for child welfare and probation-involved families and entered into the CARES Provider Portal for families served by CBOs. Elements are listed in **Table 4** of [Appendix A](#).
- **Use:** CARES reach reports will be pulled by County CQI Workgroup leads in preparation for their county CQI Workgroups and by the CDSS for statewide monitoring.

Individual-Level Fidelity and Outcomes Data

- **Collection:** Partially collected and entered into CARES for child welfare and probation-involved families and entered into the CARES Provider Portal for families served by CBOs. Some outcome and all fidelity data elements are not captured in CARES and must be tracked separately. These elements are listed in [Appendix A](#) and [Appendix C](#).
- **Use:** MI providers will prepare and share this data quarterly with County CQI Workgroup leads, using either the standardized template or exports from their own database management system or spreadsheets.

Aggregate-Level Fidelity and Outcomes Data

- **Collection:** MI providers will submit aggregate fidelity and outcomes data to the CDSS biannually for upload into the backend of CARES.
- **Use:** County CQI Workgroup leads will access aggregate-level fidelity and outcomes Tableau dashboards in CARES every six months for use in county CQI Workgroups.

For counties and EBP providers using Lyssn¹, **Lyssn will generate a custom CQI report that mirrors all state-required MI fidelity data elements outlined in [Appendix A](#) and [Appendix C](#). The data will be accessible on-demand and updated in real-time as data is collected.** Additionally, the CDSS and Lyssn will determine a set of data points accessible on-demand to appropriate users at the state and county levels to eliminate or minimize the need to collate and share data manually through other means.

The CDSS will upload provider fidelity data from Lyssn into the CARES backend to support state and county CQI activities.

MI Fidelity Requirements and Implementation Supports

Fidelity data is directly influenced by training completion, monitoring practices, and the frequency of coding and coaching. The following sections outline required activities that support fidelity measurement for MI, including expectations for training, use of fidelity monitoring tools, and how staff performance is reviewed and supported through coaching. These components help ensure that fidelity data reflects meaningful and actionable insight into MI delivery across agencies.

Training

All staff delivering MI within the FFPS Program must complete both MI Foundational and Advanced Skills Training. Supervisors must complete MI Foundational Training and Supervisor Advanced Skills Training. This may include instructor-led training from a state-approved curriculum or the asynchronous Lyssn-based training modules.

Ongoing (booster) training is provided to help staff build competence in MI and to prevent skill drift over time. Ongoing (booster) training frequency depends on each staff member's demonstrated proficiency.

- Staff who receive a **score below 'Competent' on the MICA** or **below 'Good' on the MITI** must complete **ongoing (booster) training every six months**.
- Once a staff member has reached **'Competent,' Proficient,' or 'Good,' ongoing (booster) training is no longer required**. However, annual refresher training is recommended to reinforce competency, support ongoing skill growth, and maintain the quality and effectiveness of their MI delivery over time. Supervisors may determine the frequency of additional training based on needs and locally determined schedule.

Fidelity Monitoring

Agencies delivering MI must select one of the approved fidelity monitoring tools, the **Motivational Interviewing Competency Assessment (MICA) 3.2** or the **Motivational Interviewing Treatment Integrity (MITI) 4.2.1**, and ensure staff receive regular coding and coaching based on their performance.

The Lyssn platform may be used as a tool to support fidelity monitoring, including coding and coaching, using either the MICA or the MITI. Lyssn is not a separate fidelity instrument, but a system that generates fidelity scores based on these two approved coding systems. It allows providers to assess practitioner performance, generate reports, and support CQI using standardized MICA or MITI scoring.

¹ The CDSS recognizes Lyssn as an MI training and fidelity monitoring option for FFPSA. Use of the platform for these purposes may be subject to state and federal approval requirements. In some cases, alternative funding sources such as State Block Grant (SBG) may be required. See [Appendix C](#) for more information about Lyssn.

Coding and Coaching

Coding and coaching are key strategies for maintaining fidelity and supporting ongoing CQI in the delivery of MI. Coding involves a structured review of a staff member's MI performance through the use of one of the approved fidelity monitoring tools. Coaching uses the coding data to provide targeted feedback to staff to increase their skill in the practice of MI.

Coding and coaching may be delivered by a variety of supports, including the **Lyssn Learn & Practice (Training) platform, Lyssn's Quality Improvement (QI) platform, a Regional Training Academy (RTA), the county, community agencies, or an external consultant/contractor.** For Lyssn users, coding and coaching will consist of either **additional skill practice on the Learn & Practice platform** or **recording brief role plays on Lyssn QI.** Staff will complete a self-reflection coaching exercise in consultation with their supervisor.

Frequency of coding and coaching depends on a practitioner's demonstrated proficiency:

- Staff who receive a **score below 'Competent' on the MICA** or **below 'Good' on the MITI** must receive **coding and coaching every 6 months.** To support more timely skill development, staff are encouraged to participate in additional coding and coaching sessions between required intervals until they reach the expected proficiency level.
- Once a staff member has reached **'Competent,' 'Proficient,' or 'Good,' coding and coaching are required annually,** though supervisors may increase frequency if needed.

For a full list of required MI measures and indicators, see [Appendix A](#). Counties and providers not using Lyssn must also use the standardized templates in [Appendix B](#) to submit data to the CDSS.

CQI TRAINING

To support the implementation of California's FFPS CQI Plan and the MI program, required training will be provided to county FFPS leads and MI providers. This training will be delivered over the course of up to three days and is designed to build the knowledge and skills needed to effectively engage in CQI activities. Additional information about the required CQI training is available in the [California Family First Prevention Services Continuous Quality Improvement Implementation Plan](#).

RESOURCES

Review the Fact Sheet and Training Plan: For additional information about Motivational Interviewing, review the Fact Sheet: <https://cfpic.org/wp-content/uploads/2026/01/MI-Training-Fact-Sheet-v1.1.pdf> and the Statewide Training Plan: <https://cfpic.org/wp-content/uploads/2025/09/MI-Training-Plan-v1-090825.pdf>.

Agencies Contact MINT: Reach out to the Motivational Interviewing Network of Trainers (MINT). Contact information can be found on their website: <https://motivationalinterviewing.org/>. Initiate a conversation to discuss your interest in implementing MI and to seek guidance on the next steps.

Agencies Contact Lyssn: To learn more about Lyssn's products and to request a demonstration, contact california@lyssn.io, and a Lyssn representative will follow up with you.

Agencies and County Leaders Contact Your Local CPP Lead: EBP providers or counties interested in implementing MI for IV-E reimbursement should begin by reaching out to your local Comprehensive Prevention Planning (CPP) lead to discuss your plans for implementing MI to ensure that your efforts align with state and federal requirements, including IV-E reimbursement guidelines. Follow this link to determine your point of contact: <https://cdss.ca.gov/Portals/9/CCR/FFPSA/ffps-title-iv-e-agency-county-contact-list.pdf>

You can also submit additional questions to the FFPS Inbox at
FFPSAPreventionServices@cdss.ca.gov

STAY CONNECTED!

The [California Family First Prevention Services Continuous Quality Improvement \(CQI\) Plan](#) was developed with input from the CDSS leadership, counties, and advisory subcommittees across the state. It outlines core CQI structures, guidance, and tools to support counties and providers.

California will continue to build on this work through the [CQI Implementation Plan](#) and other prevention resources. Check for updates at [Prevention Resources – Child and Family Policy Institute of California](#), and reach out to FFPSAPreventionServices@dss.ca.gov to share questions, experiences, or lessons learned.

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APPENDIX A: MI MEASUREMENT FRAMEWORK

This appendix outlines the data elements, indicators, reporting expectations, and CQI prompts for each of the four core measurement domains: capacity, reach, fidelity, and outcomes. The included CQI prompts are intended to guide county teams in using the data to support shared learning, highlight successes, identify barriers, and improve service delivery.

Capacity

Capacity refers to the resources dedicated by the agency or program to effectively deliver services to children and families, including staffing, infrastructure, and service availability. Adequate capacity is essential for successful implementation of MI and influences the program's ability to meet community needs.

Table 3 outlines key capacity measures required to monitor program implementation. **MI providers will submit capacity data monthly for each provider site through the CARES Provider Portal.** Counties should review capacity data and conduct CQI activities monthly.

Table 1. Description of MI Capacity Data Elements

Note: All indicators listed apply to both families being served by the IV-E agency and/or community-based EBP providers. The table uses color shading to distinguish the slightly different data submission required for each entity. Rows shaded in gray reflect IV-E agency expectations; rows shaded in blue reflect CBO/EBP provider expectations.

Measure	Indicator	Data Collection & Submission Responsibility	Data Collection Frequency	Data Submission Level (Counties & CDSS)	Data Submission Format (Counties & CDSS)	Data Reporting Cadence	
						Counties	CDSS
Staffing	Total # of provider agency sites	IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
		CBO/EBP Provider	Monthly	Individual-level	CARES Provider Portal	Monthly	Monthly
	Total # of full-time model-trained practitioners ²	IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
		CBO/EBP Provider	Monthly	Individual-level	CARES Provider Portal	Monthly	Monthly
	Total # of part-time model-trained practitioners ²	IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
		CBO/EBP Provider	Monthly	Individual-level	CARES Provider Portal	Monthly	Monthly
	Total # of supervisors	IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
		CBO/EBP Provider	Monthly	Individual-level	CARES Provider Portal	Monthly	Monthly
	Total # of internal coaches	IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly

² Staff must meet the requirements outlined in the California Statewide Training Standards for Motivational Interviewing (MI) to be considered "model-trained."

	Total # of internal model trainers	CBO/EBP Provider	Monthly	Individual-level	CARES Provider Portal	Monthly	Monthly
		IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
	Total # of external coaches	CBO/EBP Provider	Monthly	Individual-level	CARES Provider Portal	Monthly	Monthly
		IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
	Total # of external model trainers	CBO/EBP Provider	Monthly	Individual-level	CARES Provider Portal	Monthly	Monthly
		IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
	Total # available model slots	CBO/EBP Provider	Monthly	Individual-level	CARES Provider Portal	Monthly	Monthly
		IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
Supervisor / Practitioner Ratio³	Average supervisor-to-practitioner ratio	IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
		CBO/EBP Provider	Monthly	Individual-level	CARES Provider Portal	Monthly	Monthly
Caseload⁴	Average monthly caseload per full-time practitioner	IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
		CBO/EBP Provider	Monthly	Individual-level	CARES Provider Portal	Monthly	Monthly
	Average monthly caseload per part-time practitioner	IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
		CBO/EBP Provider	Monthly	Individual-level	CARES Provider Portal	Monthly	Monthly
Service Duration	N/A – As needed	IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
		CBO/EBP Provider	Monthly	Individual-level	CARES Provider Portal	Monthly	Monthly

Capacity CQI Prompts:

- **Assess Practitioner Capacity:** Review the number of full time and part time model trained MI practitioners across county and provider agencies to determine whether staffing is sufficient to meet service needs.
- **Evaluate Supervision and Coaching Support:** Review supervisor to practitioner ratios to assess whether current supervision structures are adequate. Supervisors may also support coaching activities, so this measure can help inform broader staff development efforts.
- **Review Caseload Trends:** Analyze average monthly caseloads for full time and part time MI practitioners to understand workload distribution and identify where adjustments may be needed to maintain service quality.
- **Monitor Model Trained Staffing:** Track the number of full time and part time staff who meet California's MI training standards. Use trends to inform ongoing training needs or identify areas where additional training support may be needed.
- **Assess Coaching and Training Resources:** Review the number of internal and external coaches and model trainers available to support MI implementation. Identify whether current capacity is sufficient to meet local training and coaching needs.
- **Track Provider Site Coverage:** Monitor the number of provider sites delivering MI to assess geographic distribution and ensure equitable access to services across the county.

Reach

Reach refers to the extent to which the program engages its target population by ensuring eligible children and families are identified, referred to, and actively enrolled in services.

Table 4 lists the reach data elements to be tracked for effective outreach and engagement. **MI providers will submit reach data monthly through the CARES Provider Portal.** Counties should review reach data and conduct CQI activities monthly.

Table 2. Description of MI Reach Data Elements

Measure	Indicator	Data Collection & Submission Responsibility	Data Collection Frequency	Data Submission Level (Counties & CDSS)	Data Submission Format (Counties & CDSS)	Data Reporting Cadence	
						Counties	CDSS
Eligible Child Welfare & Probation Candidates⁵	Total # of FM/VFM/602 youth who come to the attention of the agency	Title IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
	Total # identified as a Family First candidate - FM – Family Maintenance - VFM – Voluntary Family Maintenance 602 WIC Petition⁶	Title IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
	Total # identified as a Family First pregnant or parenting youth in care (PPY)	Title IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
	Total # not identified as a candidate	Title IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
Eligible Community Pathway Candidates⁵	Total # of community pathway children granted IV-E agency candidacy approval	Title IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly
	Total # of community pathway children denied IV-E agency candidacy approval - Reason for denial - MH, SA, or PS imminent risk/need not identified	Title IV-E Agency	Monthly	Individual-level	CARES	Monthly	Monthly

⁵ This data will come from the Title IV-E agency.

⁶ Youth referred to Probation by a Law Enforcement Agency for alleged involvement in delinquent behavior that could result in a WIC 602 petition.

Reach CQI Prompts:

- **Review MI Use by Intervention Type:** Examine whether MI is being applied for case management, substance use, or both. Use this analysis to understand current patterns and identify opportunities for expansion where appropriate.
- **Compare Reach Across Candidate Populations:** Analyze MI use among eligible child welfare/probation and community pathway candidates to identify variation in application across systems.
- **Identify Gaps in MI Delivery:** Compare the number of eligible Family First candidates to those receiving MI to assess whether the model is reaching all appropriate populations.
- **Explore Alignment Between Service Needs and MI Use:** Use denial reason data to assess whether children with identified needs – such as substance use, mental health, or parenting support – are being connected to MI where applicable.
- **Identify Opportunities to Expand MI Use:** Review trends in IV E candidacy denials and MI utilization to explore missed opportunities for application in eligible or underutilized areas.

Outcomes

Outcomes refer to the measurable impacts of the program on children and families, demonstrating whether MI is achieving its intended goals. These metrics help assess program effectiveness and inform continuous quality improvement efforts.

Table 5 outlines the key outcome measures needed to monitor and evaluate program success. **Individual-level outcome data is partially collected and entered into CARES for child welfare and probation-involved families and entered into the CARES Provider Portal for families served by CBOs. Aggregate outcome data will be reported to the CDSS biannually using the standardized EBP Provider Template in Appendix B.** Counties should review outcome data and conduct CQI activities quarterly.

Table 3. Description of MI Outcome Data Elements

Note: All indicators listed apply to both families being served by the IV-E agency and/or community-based EBP providers. The table uses color shading to distinguish the slightly different data submission required for each entity. Rows shaded in gray reflect IV-E agency expectations; rows shaded in blue reflect CBO/EBP provider expectations.

Measure	Indicator	Data Collection Instrument	Data Collection & Submission Responsibility	Data Collection Frequency	Data Submission Level		Data Submission Format		Data Reporting Cadence	
					Counties	CDSS	Counties	CDSS	Counties	CDSS
Increased Parent/Caregiver Engagement	# of families with an open child welfare, probation, or community pathway case that had one or more in-person contacts. ⁷	CARES – included in case contact	IV-E Agency	Monthly	Individual-level	Aggregate	CARES	CARES	Quarterly	Biannually
		Provider Portal	CBO/EBP Provider	Monthly	Individual-level	Aggregate	Provider Portal	Provider Portal	Quarterly	Biannually
	# of families with an open child welfare, probation, or community pathway case where staff documented MI was used during the monthly contact. ⁸	CARES – included in case contact	IV-E Agency	Monthly	Individual-level	Aggregate	CARES	CARES	Quarterly	Biannually
		Provider Portal	CBO/EBP Provider	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff delivering MI that Demonstrate 'Competent', 'Proficient', or 'Good' work on the relevant measurement tool in the last month.	MICA 3.2 or MITI 4.2.1	IV-E Agency	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
Increased Substance Use Treatment Engagement⁸	# of adolescents receiving MI for substance abuse in the last month.	Agency-specific	IV-E Agency	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
		Agency-specific	CBO/EBP Provider	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of adults receiving MI for substance abuse in the last month.	Agency-specific	IV-E Agency	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
		Agency-specific	CBO/EBP Provider	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
Long-Term Outcomes	# of adolescents who received MI, whose Child Specific Prevention Plan (CSPP) ended, and who entered foster care within 12 months.	CARES	IV-E Agency / CSW or PO	Monthly	Individual-level	Aggregate	CARES	CARES	Quarterly	Biannually
		Provider Portal	EBP Provider	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of adolescents who received MI, whose Child Specific Prevention Plan (CSPP) ended, and who entered	CARES	IV-E Agency / CSW or PO	Monthly	Individual-level	Aggregate	CARES	CARES	Quarterly	Biannually
		Provider	EBP Provider	Monthly	Individual-level	Aggregate	County-specific	EBP Provider	Quarterly	Biannually

⁷ This data will be automated from CARES.

⁸ This will **not** be automated from CARES; providers will need to collect and report on this data separately.

Measure	Indicator	Data Collection Instrument	Data Collection & Submission Responsibility	Data Collection Frequency	Data Submission Level		Data Submission Format		Data Reporting Cadence	
					Counties	CDSS	Counties	CDSS	Counties	CDSS
	foster care within 24 months.	Portal			level		specific	Template		
	# of adults who received MI, whose Child Specific Prevention Plan (CSPP) ended, and their child entered foster care within 12 months.	CARES	IV-E Agency / CSW or PO	Monthly	Individual-level	Aggregate	CARES	CARES	Quarterly	Biannually
		Provider Portal	EBP Provider	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of adults who received MI, whose Child Specific Prevention Plan (CSPP) ended, and their child entered foster care within 24 months.	CARES	IV-E Agency / CSW or PO	Monthly	Individual-level	Aggregate	CARES	CARES	Quarterly	Biannually
		Provider Portal	EBP Provider	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually

Outcomes CQI Prompts:

- **Evaluate MI Documentation Rates:** Compare the number of documented MI contacts to the total family contacts to identify any compliance or utilization gaps. If discrepancies are found, consider implementing additional training or support.
- **Review Fidelity and Outcomes Together:** Examine staff fidelity scores (e.g., MICA/MITI) alongside family outcome trends such as documented MI use or in person contacts to explore whether higher quality delivery is associated with better engagement. Use findings to guide coaching and training supports.
- **Disaggregate Outcome Data to Identify Disparities:** Break down outcome measures by key demographic and case characteristics (e.g., race, ethnicity, gender, case type, pathway) to uncover disparities or unintended differences in MI delivery or outcomes. Use this analysis to inform equity focused CQI strategies.
- **Track Progress Over Time:** Compare MI related outcome data to pre implementation baselines or prior reporting periods. Identify patterns that signal progress or regression and use this to support continuous improvement efforts.
- **Use Data to Tell the Story:** Pair quantitative data with family, youth, or staff reflections to contextualize what the numbers mean. Data storytelling can help build shared understanding and support system learning around MI implementation and impact.
- **Monitor MI Use in Substance Use Cases:** Review the number of adolescents and adults receiving MI for substance use intervention. If usage is low, explore whether referral practices, staff training, or documentation procedures are limiting appropriate application.
- **Examine Foster Care Outcomes Following Case Closure:** Examine foster care entry outcomes for children whose Child Specific Prevention Plans (CSPPs) ended. Use this data to identify whether MI was used in those cases and discuss whether earlier or more intensive use might have supported better outcomes.

Fidelity

Fidelity is the extent to which the service is carried out with adherence to the intended approach. Maintaining high fidelity is crucial for achieving positive outcomes and ensuring program integrity.

Table 6 outlines the fidelity measures required to assess program adherence. **Individual-level fidelity data is partially collected and entered into CARES for child welfare and probation-involved families and entered into the CARES Provider Portal for families served by CBOs. Aggregate fidelity data will be reported to the CDSS biannually using the EBP Provider Template in Appendix B.** Counties should review outcome data and conduct CQI activities quarterly.

Table 64. Description of MI Fidelity Data Elements

Measure	Indicator	Data Collection Instrument	Data Collection & Submission Responsibility	Data Collection Frequency	Data Submission Level		Data Submission Format		Data Reporting Cadence	
					Counties	CDSS	Counties	CDSS	Counties	CDSS
Provider Received & Maintained Required Training⁹	# of staff who have completed approved MI Foundational Training.	Agency-specific	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff who have completed approved MI Advanced Training.	Agency-specific	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of supervisors who have completed approved MI Foundational Training.	Agency-specific	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of supervisors who have completed approved MI Supervisor Training.	Agency-specific	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff who received a 'Client-Centered' score and participated in ongoing training every six months.	Agency-specific	IV-Agency or CBO/EBP Provider	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff who received a 'Generally Inconsistent' score and participated in ongoing training every six months.	Agency-specific	IV-Agency or CBO/EBP Provider	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff who received a 'Fundamentally Inconsistent'	Agency-specific	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually

⁹ This will **not** be automated from CARES; providers will need to collect and report on this data separately.

Measure	Indicator	Data Collection Instrument	Data Collection & Submission Responsibility	Data Collection Frequency	Data Submission Level		Data Submission Format		Data Reporting Cadence	
					Counties	CDSS	Counties	CDSS	Counties	CDSS
	score and participated in ongoing training every six months.									
			IV-Agency or CBO/EBP Provider	Monthly						
			IV-Agency or CBO/EBP Provider	Monthly						
	Total # of qualified MI trainers (if applicable).	Agency-specific	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually

The following tables outline the fidelity monitoring and data submission requirements for the two approved Motivational Interviewing fidelity tools: MICA 3.2 (Table 7) and MITI 4.2.1 (Table 8). Counties and EBP providers must select one of these tools for fidelity monitoring and ensure their data collection, reporting cadence, and submission formats align with the corresponding requirements. These tables detail what must be tracked, how frequently, and how data should be submitted at both the county and state levels.

Table 5. Description of MI Fidelity Monitoring Requirements for the MICA 3.2

Measure	Indicator	Data Collection Instrument	Data Collection & Submission Responsibility	Data Collection Frequency	Data Submission Level		Data Submission Format		Data Reporting Cadence	
					Counties	CDSS	Counties	CDSS	Counties	CDSS
Meets Fidelity Monitoring Requirements (MICA) ¹⁰	# of staff delivering MI who achieved a 'Proficient' coding score.	MICA	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff delivering MI who achieved a 'Competent' coding score.	MICA	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff delivering MI who achieved a 'Client-Centered' coding score.	MICA	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff delivering MI who achieved a 'Generally Inconsistent' coding score.	MICA	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff delivering MI who achieved a 'Fundamentally Inconsistent' coding score.	MICA	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff delivering MI who received coding/coaching within six months after receiving a 'Client-Centered' coding score.	MICA	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff delivering MI who received coding/coaching within six months after receiving a 'Generally Inconsistent' coding score.	MICA	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff delivering MI who received coding/coaching within six months after receiving a 'Fundamentally Inconsistent' coding score.	MICA	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff delivering MI who received ongoing coding/ coaching annually after receiving a 'Competent' coding score.	MICA	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff delivering MI who received ongoing coding/ coaching annually after receiving a 'Proficient' coding score.	MICA	IV-Agency or CBO/EBP Provider	Monthly	Individual -level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually

¹⁰ This will **not** be automated from CARES; providers will need to collect and report on this data separately.

Table 6. Description of MI Fidelity Monitoring Requirements for the MITI 4.2.1

Measure	Indicator	Data Collection Instrument	Data Collection & Submission Responsibility	Data Collection Frequency	Data Submission Level		Data Submission Format		Data Reporting Cadence	
					Counties	CDSS	Counties	CDSS	Counties	CDSS
Meets Fidelity Monitoring Requirements (MITI) ¹¹	# of staff delivering MI who achieved a 'Good' coding score	MITI	IV-Agency or CBO/EBP Provider	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff delivering MI who achieved a 'Fair' coding score.	MITI	IV-Agency or CBO/EBP Provider	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff delivering MI who received coding/coaching every six months after receiving a 'Fair' coding score.	MITI	IV-Agency or CBO/EBP Provider	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually
	# of staff delivering MI who received ongoing coding/ coaching annually after receiving a 'Good' coding score.	MITI	IV-Agency or CBO/EBP Provider	Monthly	Individual-level	Aggregate	County-specific	EBP Provider Template	Quarterly	Biannually

Fidelity CQI Prompts:

- **Monitor Training Compliance and Maintenance:** Regularly review training completion data (Foundational, Advanced, Supervisor, and ongoing six month training) to ensure staff and supervisors meet required standards. Use this review to flag gaps in completion and plan additional training opportunities.
- **Assess Fidelity Scores and Follow Up Support:** Analyze MICA or MITI scores across staff to identify trends in fidelity (e.g., "Client Centered," "Fair," "Proficient"). Review whether staff receiving lower scores are receiving timely follow up coaching, and adjust coaching capacity or structure as needed.
- **Evaluate Trainer and Coach Qualifications:** Review who is providing training and coaching (e.g., RTA, MINT, Lyssn based, other) to ensure alignment with required qualifications. Use this information to inform system level decisions about expanding or improving training supports.
- **Track Coaching and Coding Follow Up:** Monitor whether required follow up coaching is occurring within designated timeframes for staff who receive lower coding scores (e.g., "Fundamentally Inconsistent," "Generally Inconsistent," "Fair"). Use this to ensure consistency and reinforce fidelity expectations.
- **Review Fidelity Trends Across Time and Providers:** Compare fidelity scores over time and across agencies or provider sites to identify implementation strengths and areas that may need targeted support or retraining.

¹¹ This will **not** be automated from CARES; providers will need to collect and report on this data separately.

APPENDIX B: STANDARDIZED PROVIDER TEMPLATE

This template is optional. MI providers and CBOs will either pull all of the fidelity and outcome data fields depicted in the tables below from their own systems or spreadsheets on a quarterly basis for review during county CQI Workgroup meetings, or complete the MI Fidelity and Outcomes Report Template, which can be downloaded from the Child and Family Policy Institute of California (CFPIC) website at [this link](#). The standardized template can be used to examine differences in the indicators by gender, race, and ethnicity as defined in Technical Bulletin #1 which is necessary for identifying potential disparities in program outcomes and addressing them through the county CQI Workgroup.

Below are sample screenshots of a portion of the outcome and fidelity data captured at the individual level in the standardized template.

Fidelity: Training		
Agency Name:		Site Name:
Provider Received & Maintained Required Training		Meets Trainer Qualification Requirements
# of staff who have completed approved MI Advanced Training.	# of staff who have completed approached MI Foundational Training.	Total # of qualified MI trainers.

Outcomes											
Agency Name:											
Child Identifier											
DCFS/Probation Unique Identifier	Program ID (if receiving MI from an outside agency)	Child Date of Birth	Child Sex	Child Hispanic or Latino Ethnicity	Child Race: White	Child Race: Black or African American	Child Race: Asian	Child Race: Native Hawaiian or Other Pacific Islander	Child Race: American Indian or Alaska Native	Child Race: Declined	Child Race: Unknown

Outcomes		
Was there an open case (child welfare, probation, or community pathway) for this child during the quarter?	How many in-person contacts occurred with a parent or caregiver during the quarter?	Did each of these in-person contacts with a parent or caregiver have MI use documented?

APPENDIX C: PROVIDER OUTCOME & FIDELITY TEMPLATES

This template must be used by counties and EBP providers delivering MI who are not using the Lyssn platform for data reporting. Providers will complete the aggregate fidelity and outcomes templates provided below and will submit these to the CDSS biannually. The CDSS will upload them into the backend of CARES. Counties will be able to access this data in aggregate through Tableau dashboards.

Agencies using Lyssn should refer to [Appendix A](#) for aligned measures but are not required to complete this template manually for Lyssn-generated data.

MI Outcome Measures

Motivational Interviewing (MI)

Outcomes data should be collected at the individual-level (e.g., family or staff) on a monthly basis. County CQI Implementation Workgroups will review these data during quarterly meetings. EBP providers will send aggregate data to the CDSS for each provider site every 6 months using this EBP Provider Template.

Measure	Increased Parent/Caregiver Engagement				
Indicator	# of families with an open child welfare, probation, or community pathway case that had one or more in-person contacts in last month.	# of families with an open child welfare, probation, or community pathway case where staff documented MI was used in last month.	# of staff delivering MI who achieved a ' Proficient ' coding score (on the MICA) in the last month.	# of staff delivering MI who achieved a ' Competent ' coding score (on the MICA) in the last month.	# of staff delivering MI who achieved a ' Good ' coding score (on the MITI) in the last month.
Target Level	N/A	N/A	N/A	N/A	N/A
Automated from CARES? ¹²	Yes	Yes	No	No	No
Site 1					
Site 2					
Site 3					

¹² For the indicators with "Yes" in the "Automated from CARES" row, these data will be reported and stored in CARES. For CQI activities, agencies delivery MI will pull these values from CARES and enter the values in this EBP Provider Template.

Motivational Interviewing (MI)

Outcomes data should be collected at the individual-level (e.g., adolescent or adult) on a monthly basis. County CQI Implementation Workgroups will review these data during quarterly meetings. Providers will send aggregate data to the CDSS for each provider site every 6 months using this EBP Provider Template.

Measure	Completion of Substance Use Treatment		Long-Term Outcomes			
Indicator	# of adolescents receiving MI for substance abuse in the last month.	# of adults receiving MI for substance abuse in the last month.	# of adolescents who received MI, whose Child Specific Prevention Plan (CSPP) ended, and who entered foster care within 12 months.	# of adolescents who received MI, whose Child Specific Prevention Plan (CSPP) ended, and who entered foster care within 24 months.	# of adults who received MI, whose Child Specific Prevention Plan (CSPP) ended, and their child entered foster care within 12 months.	# of adults who received MI, whose Child Specific Prevention Plan (CSPP) ended, and their child entered foster care within 24 months.
Target Level	N/A	N/A	N/A	N/A	N/A	N/A
Automated from CARES? ¹³	No	No	Yes	Yes	Yes	Yes
Site 1						
Site 2						
Site 3						

¹³ For the indicators with "Yes" in the "Automated from CARES" row, these data will be reported and stored in CARES. For CQI activities, agencies delivery MI will pull these values from CARES and enter the values in this EBP Provider Template.

MI Fidelity Measures

Motivational Interviewing (MI)

Fidelity data should be collected at the staff-level on a monthly basis. County CQI Implementation Workgroups will review these data during quarterly meetings. Providers will send aggregate data to the CDSS for each provider site every 6 months using this EBP Provider Template.

Measure	Provider Received and Maintained Required Training								Meets Trainer Qualification Requirements	
Indicator	# of staff who have completed approved MI Foundational Training.	# of staff who have completed approved MI Advanced Training.	# of supervisors who have completed approved MI Foundational Training.	# of supervisors who have completed approved MI Supervisor Training.	# of staff who received a 'Client-Centered' score and participated in ongoing training every six months.	# of staff who received a 'Generally Inconsistent' score and participated in ongoing training every six months.	# of staff who received a 'Fundamentally Inconsistent' score and participated in ongoing training every six months.	# of staff who received a 'Fair' score and participated in ongoing training every six months.	Who is training your staff? (e.g., RTA, MINT trainers, Lyssn-based training, other)	Total # of qualified MI trainers.
Target Level	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Automated from CARES?	No	No	No	No	No	No	No	No	No	No
Site 1										
Site 2										
Site 3										

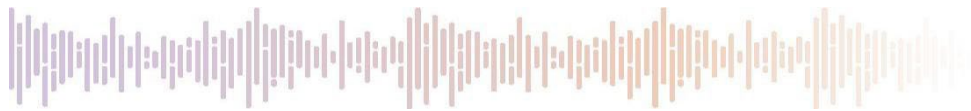
Motivational Interviewing (MI)

Fidelity data should be collected at the staff-level on a monthly basis. County CQI Implementation Workgroups will review these data during quarterly meetings. Providers will send aggregate data to the CDSS for each provider site every 6 months using this EBP Provider Template.

Measure	Meets Fidelity Monitoring Requirements (MICA)									
Indicator	# of staff delivering MI who achieved a 'Proficient' coding score (on the MICA) in the last month.	# of staff delivering MI who achieved a 'Competent' coding score (on the MICA) in the last month.	# of staff delivering MI who achieved a 'Client-Centered' coding score (on the MICA) in the last month.	# of staff delivering MI who achieved a 'Generally Inconsistent' coding score (on the MICA) in the last month.	# of staff delivering MI who achieved a 'Fundamentally Inconsistent' coding score (on the MICA) in the last month.	# of staff delivering MI who received coding/coaching within six months after receiving a 'Client-Centered' coding score.	# of staff delivering MI who received coding/coaching within six months after receiving a 'Generally Inconsistent' coding score.	# of staff delivering MI who received coding/coaching within six months after receiving a 'Fundamentally Inconsistent' coding score.	# of staff delivering MI who received ongoing coding/coaching annually after receiving a 'Competent' coding score.	# of staff delivering MI who received ongoing coding/coaching annually after receiving a 'Proficient' coding score.
Target Level	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Automated from CARES?	No	No	No	No	No	No	No	No	No	No
Site 1										
Site 2										
Site 3										

Measure	Meets Fidelity Monitoring Requirements (MITI)			
Indicator	# of staff delivering MI who achieved a 'Good' coding score (on the MITI) in the last month.	# of staff delivering MI who achieved a 'Fair' coding score (on the MITI) in the last month.	# of staff delivering MI who received coding/coaching within six months after receiving a 'Fair' coding score.	# of staff delivering MI who received ongoing coding/coaching annually after receiving a 'Good' coding score.
Target Level	N/A	N/A	N/A	N/A
Automated from CARES?	No	No	No	No
Site 1				
Site 2				
Site 3				

APPENDIX D: LYSSN PRIMER



Lyssn Platform: A Quick Overview Primer

WHAT IS LYSSN?

Lyssn is an AI-powered platform that helps child welfare agencies meet Family First Prevention Services Act (FFPSA) training and skill practice for Motivational Interviewing (MI) along with model fidelity monitoring. Lyssn utilizes audio data, so users verbally engage with the platform to complete the tasks.

The CDSS recognizes Lyssn as an MI training and fidelity monitoring option for FFPSA¹⁴ and has reviewed workflows that align with California's CQI and fidelity expectations. Lyssn provides on-demand access to custom MI reports tailored to the CDSS's FFPSA and CQI reporting requirements to make data collection and reporting quick and easy. The platforms are ready to use with no technical setup required. To learn more about their products/request a demo, contact California@lyssn.io and a Lyssn representative will follow up.

Counties using Lyssn can access two products and flexible pre-approved workflows to fit their needs:

Learn & Practice (Training): An AI-based skill practice platform that offers:

- MI training content with expert videos and child welfare-specific scenarios
- Interactive client vignettes for skill practice and demonstration
- Immediate AI feedback on responses
- Flexible, self-paced learning and fidelity checks

Lyssn Quality Improvement (QI): A platform that evaluates full-length conversations for EBP fidelity, providing:

- Speech-to-text transcripts
- Analysis of over 75 quality metrics
- Reports at individual and organizational levels

IMPLEMENTATION BENEFITS

- **Easy Adoption**: Minimal bandwidth requirements
- **High Accuracy**: 92.4% agreement with human MI raters
- **Secure**: HIPAA and SOC 2 compliant
- **Flexible**: Standalone or API integration with existing systems
- **Scalable**: Monitor every interaction, not just a small sample
- **Versatile**: Suitable for diverse HHS professionals of all backgrounds.

ADDITIONAL CONSIDERATIONS

- Lyssn can rate English and Spanish spoken language for MI fidelity
- Participating counties receive dedicated support for adoption, setup, and ongoing technical help.
- The platform meets state requirements on its own or as part of a hybrid training/CQI plan

v.062025

¹⁴ Use of the platform for training or fidelity monitoring may be subject to state and federal approval requirements. In some cases, alternative funding sources such as State Block Grant (SBG) may be required.

PARTNERSHIPS FOR FAMILIES (PFF) **Semi-Annual Report**



Agency Name: _____

Please respond to each item. Please feel free to add additional pages if more space is needed.

_____ **CONTRACT TERM XXXX** _____

1. **2026 Activities:** Please list the activities completed and the number of participants during the 2026 term by indicating when events occurred. Please note that a capacity building event can be noted as both internal and external. Please make every effort to include activities aimed at increasing the social connections for parents that can endure beyond the home visiting component of their services, i.e., open mommy/daddy & me groups.

Strategy	January - March	April-June	July – September	October - December
Outreach				
Internal Capacity Building (for PFF staff)				
External Capacity Building (anyone outside of PFF staff)				
Health, Parenting and Education Programs				



Structured Parent-Child and/or Family Centered Activities				
---	--	--	--	--

2. **Evidence Based Programs:** On the table below, please provide the names of any evidence-based programs that your agency utilized in 2026 that are listed in either the federal Prevention Services Clearinghouse or the California Evidence Based Clearinghouse. Indicate the number of PFF families who participated. Please add rows as needed.

Evidence Based Program/Intervention	Number of PFF Families Served

3. **Families Served:** Number of families served in 2026, including families continuing from 2025? (add total in yellow highlighted area)

Unduplicated Families	# DCFS Families 2026	# DCFS Families Continuing from 2025	# Community Families 2026	# Community Families Continuing from 2025
Number of Referred Families		N/A		N/A
Number who Enrolled in Services				
Number who Successfully Completed PFF in 2026				
Number who continued PFF services as of July 1, 2026				

4. **Evaluations:** Please describe and attach any *internal or external evaluations* conducted showing outcomes achieved by PFF families that your agency served.



☐ **Click/check if evaluations are attached**



Your signature confirms the accuracy of the information in the report.

PFF Agency Signatures:

_____	_____	_____
PFF Clinical Supervisor Name	Signature	Date
_____	_____	_____
PFF Program Manager Name	Signature	Date

DCFS USE ONLY

DCFS Reviewers:

_____	_____	_____
Children Services Administrator I	Signature	Date
_____	_____	_____
Children Services Administrator II	Signature	Date
_____	_____	_____
Children Services Administrator III	Signature	Date

[illegible]



Partnerships for Families (PFF) Glossary

Ages & Stages Questionnaire (ASQ)	A standardized developmental screening tool used to identify whether a young child is meeting expected developmental milestones or may need additional evaluation or early intervention.
Ages & Stages Questionnaire Social Emotional (ASQ-SE)	A standardized screening tool used to identify young children who may have concerns with their social-emotional development and behavior. It helps determine whether a child should be referred for further evaluation or services.
Capacity Building	Activities that strengthen the ability of contractors, their staff, and community partners to better support children and families; focus on improving the agencies and community's long-term ability to deliver high-quality prevention and supportive services to families.
Concrete Support Services (CSS)	Short-term, tangible goods and assistance provided to help meet a family's immediate basic needs when those needs create a barrier to child safety, family stability, or achieving the goals in the family's PFF Service Plan.
Eliminating Racial Disparity & Disproportionality (ERDD)	Core equity initiative that aims to reduce and eliminate the overrepresentation of certain racial and ethnic groups – particularly Black/African American children and families-in the child welfare system and improve equitable outcomes for all families. For PFF – it's an approach that should be reflected in every assessment, home visit, referral linkage, and interaction with families.
Families First Prevention Services Act (FFPSA)	Federal legislation redirecting federal funding toward prevention services to strengthen families and keep them together. It invests in evidence-based interventions for children and youth who are considered at risk" for entry into child welfare. PFF program is aligned with the goals of FFPSA, as it provides prevention services to families who are at risk of child maltreatment but do not have an open child welfare case.
Linkage	Actively connecting families to community resources and services they need; then following up to ensure the family accesses those services – not only giving families a referral.



Los Angeles County
Department of Children
and Family Services

Partnerships for Families (PFF) Protective Factors Survey (English)

About This Survey

We are conducting this survey to better understand how our program has supported you and your family. Your feedback will help us improve our services.

The survey will ask you about your experiences as a parent and your general outlook on life. It should take approximately 5 minutes to complete.

Your participation is completely voluntary. All your responses will be kept strictly confidential. To help keep your responses private, please do not write your name or any other identifying information anywhere on the survey. Your responses will only be used in a summary report shared with participating DCFS community agencies. Individual answers will not be identifiable.

If you have any questions about the DCFS PFF Program, please feel free to contact Marcela Pizarro at pizarm@dcfs.lacounty.gov

If you have any technical questions about this survey, please feel free to contact the DCFS Research Section at research@dcfs.lacounty.gov

Thank you again for your time to share your feedback.



Los Angeles County
Department of Children
and Family Services

PFF Protective Factors Survey (English)

* Household's Unique Identifier:

* Agency Name:

* This survey is being administered at:

- ☐ Initial survey
- ☐ Follow-up survey
- ☐ The final termination survey at the end of PFF services



Los Angeles County
Department of Children
and Family Services

PFF Protective Factors Survey (English)

Child/ren Relation

* How are you related to your child/ren?

☐ Mother (Birth)

☐ Father (Birth)

☐ Adoptive Parent

☐ Adult Sibling

☐ Grandparent

☐ Other Relative

☐ Foster Parent

☐ Other (please specify)



Los Angeles County
Department of Children
and Family Services

PFF Protective Factors Survey (English)

Program Participation

* Length of participation in program.

☐ less than 4 months

☐ 4- 6 months

☐ more than 6 months but less than 12 months

☐ more than 12 months but less than 18 months

☐ 18 months or over

* As a parent/caretaker, what made you want to participate in this program? (check all that apply)

☐ Learning new ways to cope.

☐ How to better communicate with others.

☐ Ways to have a closer relationship with my child/ren.

☐ Other (please specify)

☐ How I can support my child/ren when they are having a hard time.

☐ Ways to meet my child/ren's needs.

☐ Where to go when I need help.

* Please enter your ZIP code:



PFF Protective Factors Survey (English)

Program Experience

How has this program helped you build or strengthen your parenting skills?

Please take a few moments to reflect and share your thoughts about your experience in the program and beyond.

* As a parent/caretaker, I...

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
am better able to cope with challenging situations.	☐	☐	☐	☐	☐
now see strengths in myself that I had not seen before.	☒	☒	☒	☒	☒
am hopeful about the future.	☐	☐	☐	☐	☐



Los Angeles County
Department of Children
and Family Services

PFF Protective Factors Survey (English)

Program Experience

* As a parent/caretaker, I...

Strongly
Disagree

Disagree

Neither agree
nor disagree

Agree

Strongly Agree

am better able to
reach out to others
when I want to talk
about my problems
or successes.

☐☐☐☐☐

have a better
understanding of the
importance of having
supportive
relationships.

☐☐☐☐☐

have at least one
person I can reach
out to for support
when I am having a
hard day.

☐☐☐☐☐



Los Angeles County
Department of Children
and Family Services

PFF Protective Factors Survey (English)

Program Experience

* As a parent/caretaker, I...

Strongly
Disagree

Disagree

Neither agree
nor disagree

Agree

Strongly Agree

am better able to
seek assistance if my
family needs food,
clothing, housing or
financial help.

☐☐☐☐☐

am more confident
about my ability to
find or keep a job.

☒☒☒☒☒

have a better
understanding about
my financial
situation.

☐☐☐☐☐



Los Angeles County
Department of Children
and Family Services

PFF Protective Factors Survey (English)

Program Experience

* As a parent/caretaker, I...

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
am better able to listen to my child's experience or feelings.	☐	☐	☐	☐	☐
am more connected to my child/ren.	☒	☒	☒	☒	☒
spend more quality time with my child/ren doing activities they enjoy.	☐	☐	☐	☐	☐



Los Angeles County
Department of Children
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PFF Protective Factors Survey (English)

Program Experience

* As a parent/caretaker, I...

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
am better able to help my child/ren learn and grow.	☐	☐	☐	☐	☐
have a better understanding of my child/ren's behaviors.	☒	☒	☒	☒	☒
now recognize how my behavior may influence my child/ren's development.	☐	☐	☐	☐	☐



Los Angeles County
Department of Children
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PFF Protective Factors Survey (English)

Program Experience

* As a parent/caretaker, I...

Strongly
Disagree

Disagree

Neither agree
nor disagree

Agree

Strongly Agree

can better
appreciate my
child/ren's unique
talents or
preferences.

☐☐☐☐☐

am more confident
in asking for help
when my child is
struggling with
school, friendships,
or other challenges.

0

0

0

0

0

am better able to
comfort my child/ren
when they are upset.

☐☐☐☐☐



Los Angeles County
Department of Children
and Family Services

PFF Protective Factors Survey (English)

Staff Support

* How was the survey completed?

- ☐ In a face-to-face interview
- ☐ By the participant with assistance available from program staff to explain items as needed
- ☐ By the participant without program staff present



PFF Protective Factors Survey (English)

Customer Satisfaction Survey (To Be Completed By Parent/Caretaker)

We are constantly striving to improve our services. Please take a moment to share your honest experiences; your feedback is incredibly valuable to us.

Please indicate your level of agreement with the following statements about your overall experience with the program.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I felt treated with respect.	☐	☐	☐	☐	☐
The staff were helpful.	0	0	0	0	0
I felt listened to.	0	0	0	0	0
The staff were knowledgeable.	0	0	0	0	0
The staff made an effort to understand my situation.	☐	☐	☐	☐	☐
The staff recognized and valued my family's strengths.	0	0	0	0	0
I participated in making my own case plan goals.	☐	☐	☐	☐	☐
Overall, the program was helpful to me.	0	0	0	0	0
I would recommend this program to others.	☐	☐	☐	☐	☐

Please share what you liked most about the program.

Please tell us how we can improve.



Los Angeles County
Department of Children
and Family Services

PFF Protective Factors Survey (English)

End of Survey

You have reached the end of this survey. Your feedback will help us serve our parents and families better. Please click **DONE** below to submit your responses. Thank you!

PARTNERSHIP FOR FAMILIES PRICING SCHEDULE

IN-HOME VISITATION/ CASE MANAGEMENT BASE RATE (HOME VISITOR/CASE MANAGER) (Three visits per family per month minimum, unless approval is provided for two visits per month per family) (Includes mileage and indirect costs). If families require more than four visits monthly, it must pre-approved by the County Program Manager.	RATES	UNITS
Base rate includes the following activities:	\$564	Per Visit
Intake/Screening		
Needs Assessment/ Ages and Stages Questionnaire/ Protective Factors Surveys		
Case Planning/ Discharge Planning		
Linkages/referrals to services and supports		
General Counseling/Coaching		
Parenting Education/Fatherhood		
Infant Massage		
Substance Abuse Treatment		
Domestic Violence Treatment		
Psychotherapy	+\$30	Per visit if psychotherapy is provided during the home visit.
OTHER SERVICES* If not provided during the home visits		
Health, Parenting, & Other Educational Program/Fatherhood Program	\$ 43	hourly per person
Child Focused Activities	\$ 54	hourly per person
Parent-Child Structured Activities	\$ 54	hourly per family
Transportation	\$ 75	hourly
Doula Services	\$ 162	Per visit
Infant Massage – group	\$ 43	Hourly per family
Crisis Intervention	\$195	Hourly per family
CASE SUPERVISION		
Individual	\$195	Per session
Group	\$65	Per session per person
PSYCOTHERAPY (excludes Substance Abuse Treatment and DV/Anger Management)* If not provided during the home visits		
Counseling - Individual	\$195	hourly
Counseling - Family/Couples	\$195	hourly
Counseling - Group	\$65	hourly per person
DOMESTIC VIOLENCE & ANGER MANAGEMENT* If not provided during the home visits		
DV Assessment	\$195	hourly
DV Treatment - Individual	\$195	hourly
DV - Group	\$65	Hourly per person
SUBSTANCE ABUSE* If not provided during home visits		
Substance Abuse Assessment	\$195	hourly
Substance Abuse Treatment - Individual Counseling	\$195	hourly

PARTNERSHIP FOR FAMILIES PRICING SCHEDULE

Substance Abuse Treatment - Group Counseling	\$65	Hourly per person
CAPACITY BUILDING (Includes outreach and internal/external capacity building) (\$50,000 maximum, 66.6% External Capacity Building minimum and 33.3% Internal Capacity Building maximum)		
External Capacity Building/ Outreach (Targeted to increase PFF utilization and to prevent child maltreatment)	Actual Expenditures	
Internal Capacity Building	Actual Expenditures	
CONCRETE SUPPORT SERVICES (Maximum 10% of Contract Allocation)(Family assistance with basic needs such as clothing, food, utilities, household items/furniture, transportation, and housing.		
Concrete Support	Actual Expenditures \$ 1,500 Maximum	Per family, per contract year (may be higher with Program Manager approval)

LINE ITEM BUDGET AND BUDGET NARRATIVE

NOT ATTACHED TO CONTRACT

COUNTY'S ADMINISTRATION

CONTRACT NO.

COUNTY'S PROGRAM DIRECTOR:

Name: _____
Title: _____
Address: _____

Telephone: _____
Facsimile: _____
E-mail Address: _____

COUNTY'S PROGRAM MANAGER:

Name: _____
Title: _____
Address: _____

Telephone: _____
Facsimile: _____
E-mail Address: _____

COUNTY'S PROGRAM MONITOR:

Name: _____
Title: _____
Address: _____

Telephone: _____
Facsimile: _____
E-mail Address: _____

CONTRACTOR'S ADMINISTRATION

CONTRACTOR'S NAME:

CONTRACT NO.

CONTRACTOR'S PROGRAM MANAGER:

Name: _____

Title: _____

Address: _____

Telephone: _____

Facsimile: _____

E-mail Address: _____

CONTRACTOR'S AUTHORIZED OFFICIAL(S):

Name: _____

Title: _____

Address: _____

Telephone: _____

Facsimile: _____

E-mail Address: _____

Name: _____

Title: _____

Address: _____

Telephone: _____

Facsimile: _____

E-mail Address: _____

NOTICES TO CONTRACTOR:

Name: _____

Title: _____

Address: _____

Telephone: _____

Facsimile: _____

E-mail Address: _____

CONFIDENTIALITY AGREEMENT FORMS

- F1 CONTRACTOR ACKNOWLEDGEMENT AND CONFIDENTIALITY AGREEMENT
- F2 CONTRACTOR EMPLOYEE ACKNOWLEDGEMENT AND CONFIDENTIALITY
AGREEMENT
- F3 CONTRACTOR NON-EMPLOYEE ACKNOWLEDGEMENT AND CONFIDENTIALITY
AGREEMENT

CONTRACTOR ACKNOWLEDGEMENT AND CONFIDENTIALITY AGREEMENT

Contractor Name: _____

Contract No _____

GENERAL INFORMATION:

The Contractor referenced above has entered into a contract with the County of Los Angeles to provide certain services to the County. The County requires the Corporation to sign this Contractor Acknowledgement and Confidentiality Agreement.

CONTRACTOR ACKNOWLEDGEMENT:

Contractor understands and agrees that the Contractor employees, consultants, Outsourced Vendors and independent contractors (Contractor's Staff) that will provide services in the above referenced agreement are Contractor's sole responsibility. Contractor understands and agrees that Contractor's Staff must rely exclusively upon Contractor for payment of salary and any and all other benefits payable by virtue of Contractor's Staff's performance of work under the above-referenced contract.

Contractor understands and agrees that Contractor's Staff are not employees of the County of Los Angeles for any purpose whatsoever and that Contractor's Staff do not have and will not acquire any rights or benefits of any kind from the County of Los Angeles by virtue of my performance of work under the above-referenced contract. Contractor understands and agrees that Contractor's Staff will not acquire any rights or benefits from the County of Los Angeles pursuant to any agreement between any person or entity and the County of Los Angeles.

CONFIDENTIALITY AGREEMENT:

Contractor and Contractor's Staff may be involved with work pertaining to services provided by the County of Los Angeles and, if so, Contractor and Contractor's Staff may have access to confidential data and information pertaining to persons and/or entities receiving services from the County. In addition, Contractor and Contractor's Staff may also have access to proprietary information supplied by other vendors doing business with the County of Los Angeles. The County has a legal obligation to protect all such confidential data and information in its possession, especially data and information concerning health, criminal, and welfare recipient records. Contractor and Contractor's Staff understand that if they are involved in County work, the County must ensure that Contractor and Contractor's Staff, will protect the confidentiality of such data and information. Consequently, Contractor must sign this Confidentiality Agreement as a condition of work to be provided by Contractor's Staff for the County.

The following data and information shall not be considered confidential information: (1) is publicly known at the time of the disclosure to the receiving party; (2) after disclosure becomes publicly known otherwise than through a breach by the receiving party, its officer, employees, agents or subcontractors; (3) can be shown by reasonable proof by the receiving party to be reached its hands otherwise than by being communicated by the other party, including being known to it prior to disclosure, or having been developed by or for it wholly independently of the other party or having obtained from a third party without any restrictions on disclosure on such third party of which the recipient is aware, having made due inquiry; (4) is required by law, regulation or order of a competent authority (including any regulatory or governmental body or securities exchange) to be disclosed by the receiving party, provided that, where practicable, the disclosing party is given reasonable advance notice of the intended disclosure and provided that the relaxation of the obligations of confidentiality shall only last for as long as necessary to comply with the relevant law, regulation or order and shall apply solely for the purposes of such compliance; or (5) is approved for release, in writing, by an authorized representative of the disclosing party. Confidential information must be specifically marked as "confidential," or, if disclosed orally, reduced to writing within 5 business days of disclosure and marked as "confidential."

Contractor and Contractor's Staff hereby agrees that they will not divulge to any unauthorized person any confidential data or information obtained while performing work pursuant to the above-referenced contract between Contractor and the County of Los Angeles. Contractor and Contractor's Staff agree to forward all requests for the release of any confidential data or information received to County's Project Manager.

Contractor and Contractor's Staff agree to keep confidential all health, criminal, and welfare recipient records and all data and information pertaining to persons and/or entities receiving services from the County, and any design concepts, algorithms, programs, formats, documentation that have been specifically marked as confidential, Contractor proprietary information that has been specifically marked as confidential and all other original materials produced, created, or provided to Contractor and Contractor's Staff under the above-referenced contract that have specifically marked as confidential. Contractor and Contractor's Staff agree to protect these confidential materials against disclosure to other than Contractor or County employees who have a need to know the information. Contractor and Contractor's Staff agree that if proprietary information supplied by other County vendors is provided to me during this employment, Contractor and Contractor's Staff must keep such information confidential.

Contractor and Contractor's Staff agree to report any and all violations of this agreement by Contractor and Contractor's Staff and/or by any other person of whom Contractor and Contractor's Staff become aware.

Exhibits for Contract

CONTRACTOR ACKNOWLEDGEMENT AND CONFIDENTIALITY AGREEMENT

Contractor and Contractor's Staff acknowledge that violation of this agreement may subject Contractor and Contractor's Staff to civil and/or criminal action and that the County of Los Angeles may seek all possible legal redress.

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____

POSITION: _____

CONTRACTOR EMPLOYEE ACKNOWLEDGEMENT AND CONFIDENTIALITY AGREEMENT

Contractor Name: _____ Contract No _____

Employee Name: _____

GENERAL INFORMATION:

Your employer referenced above has entered into a contract with the County of Los Angeles to provide certain services to the County. The County requires your signature on this Contractor Employee Acknowledgement and Confidentiality Agreement.

EMPLOYEE ACKNOWLEDGEMENT:

I understand and agree that the Contractor referenced above is my sole employer for purposes of the above-referenced contract. I understand and agree that I must rely exclusively upon my employer for payment of salary and any and all other benefits payable to me or on my behalf by virtue of my performance of work under the above-referenced contract.

I understand and agree that I am not an employee of the County of Los Angeles for any purpose whatsoever and that I do not have and will not acquire any rights or benefits of any kind from the County of Los Angeles by virtue of my performance of work under the above-referenced contract. I understand and agree that I do not have and will not acquire any rights or benefits from the County of Los Angeles pursuant to any agreement between any person or entity and the County of Los Angeles.

I understand and agree that I may be required to undergo a background and security investigation(s). I understand and agree that my continued performance of work under the above-referenced contract is contingent upon my passing, to the satisfaction of the County, any and all such investigations. I understand and agree that my failure to pass, to the satisfaction of the County, any such investigation will result in my immediate release from performance under this and/or any future contract.

CONFIDENTIALITY AGREEMENT:

I may be involved with work pertaining to services provided by the County of Los Angeles and, if so, I may have access to confidential data and information pertaining to persons and/or entities receiving services from the County. In addition, I may also have access to proprietary information supplied by other vendors doing business with the County of Los Angeles. The County has a legal obligation to protect all such confidential data and information in its possession, especially data and information concerning health, criminal, and welfare recipient records. I understand that if I am involved in County work, the County must ensure that I, too, will protect the confidentiality of such data and information. Consequently, I understand that I must sign this agreement as a condition of my work to be provided by my employer for the County. I have read this agreement and have taken due time to consider it prior to signing.

I hereby agree that I will not divulge to any unauthorized person any data or information obtained while performing work pursuant to the above-referenced contract between my employer and the County of Los Angeles. I agree to forward all requests for the release of any data or information received by me to my immediate supervisor.

I agree to keep confidential all health, criminal, and welfare recipient records and all data and information pertaining to persons and/or entities receiving services from the County, design concepts, algorithms, programs, formats, documentation, Contractor proprietary information and all other original materials produced, created, or provided to or by me under the above-referenced contract. I agree to protect these confidential materials against disclosure to other than my employer or County employees who have a need to know the information. I agree that if proprietary information supplied by other County vendors is provided to me during this employment, I must keep such information confidential.

I agree to report to my immediate supervisor any and all violations of this agreement by myself and/or by any other person of whom I become aware. I agree to return all confidential materials to my immediate supervisor upon completion of this contract or termination of my employment with my employer, whichever occurs first.

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____

POSITION: _____

CONTRACTOR NON-EMPLOYEE ACKNOWLEDGEMENT AND CONFIDENTIALITY AGREEMENT

Contractor Name: _____ Contract No _____

Non-Employee Name: _____

GENERAL INFORMATION:

The Contractor referenced above has entered into a contract with the County of Los Angeles to provide certain services to the County. The County requires your signature on this Contractor Non-Employee Acknowledgement and Confidentiality Agreement.

NON-EMPLOYEE ACKNOWLEDGEMENT:

I understand and agree that the Contractor referenced above has exclusive control for purposes of the above-referenced contract. I understand and agree that I must rely exclusively upon the Contractor referenced above for payment of salary and any and all other benefits payable to me or on my behalf by virtue of my performance of work under the above-referenced contract.

I understand and agree that I am not an employee of the County of Los Angeles for any purpose whatsoever and that I do not have and will not acquire any rights or benefits of any kind from the County of Los Angeles by virtue of my performance of work under the above-referenced contract. I understand and agree that I do not have and will not acquire any rights or benefits from the County of Los Angeles pursuant to any agreement between any person or entity and the County of Los Angeles.

I understand and agree that I may be required to undergo a background and security investigation(s). I understand and agree that my continued performance of work under the above-referenced contract is contingent upon my passing, to the satisfaction of the County, any and all such investigations. I understand and agree that my failure to pass, to the satisfaction of the County, any such investigation will result in my immediate release from performance under this and/or any future contract.

CONFIDENTIALITY AGREEMENT:

I may be involved with work pertaining to services provided by the County of Los Angeles and, if so, I may have access to confidential data and information pertaining to persons and/or entities receiving services from the County. In addition, I may also have access to proprietary information supplied by other vendors doing business with the County of Los Angeles. The County has a legal obligation to protect all such confidential data and information in its possession, especially data and information concerning health, criminal, and welfare recipient records. I understand that if I am involved in County work, the County must ensure that I, too, will protect the confidentiality of such data and information. Consequently, I understand that I must sign this agreement as a condition of my work to be provided by the above-referenced Contractor for the County. I have read this agreement and have taken due time to consider it prior to signing.

I hereby agree that I will not divulge to any unauthorized person any data or information obtained while performing work pursuant to the above-referenced contract between the above-referenced Contractor and the County of Los Angeles. I agree to forward all requests for the release of any data or information received by me to the above-referenced Contractor.

I agree to keep confidential all health, criminal, and welfare recipient records and all data and information pertaining to persons and/or entities receiving services from the County, design concepts, algorithms, programs, formats, documentation, Contractor proprietary information, and all other original materials produced, created, or provided to or by me under the above-referenced contract. I agree to protect these confidential materials against disclosure to other than the above-referenced Contractor or County employees who have a need to know the information. I agree that if proprietary information supplied by other County vendors is provided to me, I must keep such information confidential.

I agree to report to the above-referenced Contractor any and all violations of this agreement by myself and/or by any other person of whom I become aware. I agree to return all confidential materials to the above-referenced Contractor upon completion of this contract or termination of my services hereunder, whichever occurs first.

SIGNATURE: _____ DATE: _____

PRINTED NAME: _____

POSITION: _____

Exhibits for Contract

CONTRACTOR'S ADMINISTRATION**USER COMPLAINT REPORT**

This form is to be used by DCFS users of Partnership of Families Services to report service discrepancies and/or failure to provide training as specified. This User Complaint Report must be delivered immediately to the County Program Manager for this Contract.

Date of Report: _____ DCFS User Name: _____
DCFS Office Address: _____
Phone No. _____ E-mail Address: _____
Date(s) of Incident(s): _____

Below, please check the appropriate boxes and explain each incident separately:

- ☐ Contractor is not responding to messages.
- ☐ Contractor is/was not available or not responding to messages.
- ☐ Contractor making staff changes without notification to the County.
- ☐ Illegal or inappropriate behavior by Contractor.
- ☐ Contractor is/or has not been submitting reports or maintaining records as required.
- ☐ Contractor not complying with the quality assurance requirements as specified in the Contract.
- ☐ Other (describe):



AUDITOR-CONTROLLER

**CONTRACT ACCOUNTING AND ADMINISTRATION
HANDBOOK**

- REVISED JULY 2025 -

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AUDITOR-CONTROLLER

CONTRACT ACCOUNTING AND ADMINISTRATION HANDBOOK

The purpose of the Auditor-Controller Contract Accounting and Administration Handbook (Handbook) is to provide organizations (CONTRACTORS) that contract with the County of Los Angeles (COUNTY) with guidance on key accounting, financial reporting, internal control, and contract administration standards, along with best practices and recommended approaches that will help to promote accountability, protect the integrity of assets and financial information, and minimize the risk of fraud.

The accounting, financial reporting, and internal control standards presented in this Handbook are fundamental and derived from applicable federal, State, and COUNTY regulations and guidelines (see [Section F](#)). These standards are not intended to be all inclusive or replace acceptable existing procedures, preclude the use of more sophisticated methods, or supersede any laws or requirements imposed by the applicable funding source(s) (i.e., federal, State, and COUNTY agencies) that may be more restrictive and/or stringent. Instead, this Handbook includes the minimum federal, State, and COUNTY required procedures and controls that must be incorporated into a CONTRACTOR'S accounting and financial reporting system to ensure compliance, as well as guidance on other recommended procedures and controls. The internal control standards described apply to organizations with adequate staffing. Organizations with insufficient staff to implement the internal controls as described herein must adopt alternative controls (e.g., use of appropriate alternative staff and/or board members) to comply with the intent of the standards to ensure effective internal control systems are in place within the organization. The CONTRACTOR'S subcontractors must also follow these standards unless otherwise stated in the COUNTY Agreement.

For additional resources, please see [Section F](#), and for any inquiries, please see [Section G](#).

A. ACCOUNTING AND FINANCIAL RECORDS

1.0 Basis of Accounting

Unless otherwise specified by the applicable funding source(s), CONTRACTORS may elect to use either the accrual or cash basis of accounting during the year for recording financial transactions. CONTRACTOR must ensure their basis of accounting is adequately documented in their accounting policies. Monthly invoices must be prepared on the same basis used for recording financial transactions.

The COUNTY generally recommends the use of the accrual basis for recording financial transactions when appropriate.

1.1 Accrual Basis

Under the accrual basis for recording financial transactions, revenues are recorded in the accounting period earned (rather than when cash is received). Expenditures



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CONTRACT ACCOUNTING AND ADMINISTRATION HANDBOOK

are recorded in the accounting period incurred (rather than when cash is disbursed).

Recorded accruals (e.g., to estimate expenditures) should be reversed in the subsequent accounting period or when deemed appropriate and/or necessary to ensure revenues and expenditures are not double counted, and are in compliance with Generally Accepted Accounting Principles (GAAP).

1.2 Cash Basis

If a CONTRACTOR elects to use the cash basis for recording financial transactions during the year:

- Necessary adjustments must be made to record the accruals at the beginning and the end of each year of the COUNTY Agreement, and at the end of the COUNTY Agreement.
- All computations, supporting records, and explanatory notes used in converting from the cash basis to the accrual basis must be retained.

1.3 Prepaid Expenditures

Prepaid expenditures (e.g., insurance, service agreements, lease agreements) must be expensed during the appropriate COUNTY Agreement year to the extent goods and services are received, or are applicable to that COUNTY Agreement year.

2.0 Accounting System

Each CONTRACTOR must maintain a ***double entry accounting system*** (utilizing debits and credits) and adequate, accurate, and reliable financial records in accordance with GAAP. The financial records must provide a comprehensive audit trail, and typically include, but may not be limited to a General Journal, a Cash Receipts Journal, a General Ledger, a Cash Disbursements Journal, and a Payroll Register or equivalent records as described in this Handbook. Postings to the General Ledger and Journals must be made timely, at least on a monthly basis. The CONTRACTOR must maintain separate cost centers, which clearly identify funds received and expended on services provided under the COUNTY Agreement.

2.1 General Journal

A General Journal (or equivalent records) must be maintained to ensure transactions are recorded accurately and timely in the order they occur, and for recording adjusting entries, reversing entries, closing entries, and other financial transactions not normally recorded in the Cash Receipts Journal or Cash Disbursements Journal (or their equivalent records). Entries in the General



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Journal (or equivalent record) must be adequately documented and entered in chronological order with sufficient explanatory notations to support the transaction.

Example:

	<u>Debit</u>	<u>Credit</u>
Rent Expenditure	100	
Rent Payable		100

To record accrued rent to March 31, 20XX

2.2 Cash Receipts Journal

A Cash Receipts Journal (or equivalent records) must be maintained for recording and identifying all cash inflows and sources of income (e.g., COUNTY warrants, contributions, interest income), and should, at a minimum, contain the following information:

- Date
- Invoice, Reference and/or Receipt Number (if applicable)
- Amount of Cash or Income Received
- Names of Accounts Debited (e.g., Cash) and Credited (e.g., Income) for the following:
 - COUNTY payments
 - Contributions/Donations
 - Other Income (e.g., grants, sales of supplies/services, rental income, miscellaneous revenue, fees)
- Description to clearly specify the source of cash receipts

2.3 Cash Disbursements Journal

A Cash Disbursements Journal (or equivalent records) must be maintained for recording all cash outflows or disbursements (e.g., rent, utilities, maintenance) to manage and track outgoing funds, and should, at a minimum, contain the following information:

- Date
- Invoice, Reference, and/or Check Number (if applicable)
- Amount of Cash Disbursed
- Names of Accounts Debited or Credited
- Payment Method (e.g., cash, check, electronic transfer)
- Description to clearly specify the nature of the cost and the corresponding cost classification, if not included in the column heading.

Checks should not be written to employees (other than payroll, reimbursements for small incidental out-of-pocket costs, mileage reimbursements, travel reimbursements, and petty cash fund custodian checks).



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A ***Check Register*** may be substituted for the Cash Disbursements Journal (or equivalent records), but this is not recommended. If used, the Check Register (or equivalent records) must contain the same cost classifications and description information required when a Cash Disbursements Journal (or equivalent records) is used.

2.4 General Ledger

A General Ledger (or equivalent records) must be maintained with accounts for all assets, liabilities, fund balances/net assets, revenues, and expenditures to ensure the accuracy, consistency, and transparency of all financial transactions in accordance with GAAP. Separate accounts or cost centers must be maintained for the revenues (e.g., donations, grants, rental income, miscellaneous revenue) and expenditures of each of the CONTRACTOR'S programs and activities (both COUNTY and non-COUNTY).

2.5 Chart of Accounts

A Chart of Accounts (or equivalent records) must be maintained to organize and classify financial transactions accurately and consistently in accordance with GAAP:

- The COUNTY recommends that CONTRACTORS use the same expenditure account titles on the monthly invoice submitted to the COUNTY.
- If the CONTRACTOR uses account titles which differ from the account titles on the monthly invoice, each account title should clearly identify the nature of the transaction(s) posted to the account.
- CONTRACTOR must consistently post transactions that are of a similar nature to the same account. For example, all expenditures for travel can be posted to an account titled "travel," but must not be intermixed with other expenditure accounts.

2.6 Payroll Register

A Payroll Register (or equivalent records) must be maintained to manage payroll activities, detail the necessary payroll information, and ensure payroll transactions and payments are accurate. The Payroll Register (or equivalent records) should contain the following information for each employee:

- Name
- Position
- Unique code identifying each employee (e.g., employee number/ID)
- Salary or hourly wage
- Payment Record including:



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- Accrual Period
- Gross Pay
- Itemized Payroll Deductions
- Net Pay Amount
- Check/Payment Number

CONTRACTOR must ensure compliance with:

- All applicable federal and State requirements for withholding payroll taxes (e.g., FIT, FICA, FUTA, SIT, SIU), reporting, filing (e.g., 941, DE-7, W-2, W-4, 1099), and all applicable tax deposits.
- Internal Revenue Service and State guidelines to properly classify employees and independent contractors.

3.0 Information and Supporting Documentation Requirements

CONTRACTOR must retain the original source document for inspection by COUNTY. All revenues and expenditures charged to the COUNTY must be supported by original vouchers, invoices, receipts, or other documentation to clearly establish the nature and the reasonableness of the expenditure and its relevance to the COUNTY program, and evidence of actual payment (e.g., canceled checks, proof of electronic funds transfer). Internally generated documents (e.g., vouchers, request for check forms, requisitions), and bank and credit card account statements alone do not constitute supporting documentation for revenues and expenditures.

If the CONTRACTOR is unclear as to the appropriate documentation that must be maintained to support an expenditure, CONTRACTOR should consult with the COUNTY **before** the expenditure is charged to the COUNTY. Unsupported or inadequately supported expenditures will be disallowed upon audit. CONTRACTOR will be required to repay COUNTY for all disallowed costs.

Electronic documentation is permitted when the source documentation originated electronically (e.g., electronic bills and bank statements). To the extent the source for electronic documentation is an original hardcopy document (e.g., PDF scans of original vendor invoices), COUNTY at its sole discretion may accept photocopies (including scanned images) of supporting documentation in preference to the original documents subject to any limitations imposed by the applicable funding source(s) (i.e., federal, State, and COUNTY agencies), and if the CONTRACTOR maintains adequate internal controls over their information technology systems and data (e.g., electronically stored information, records, or documentation) as required by the standards described in this Handbook (e.g., see [Sections A.3.5](#) and [B.7.0](#) through [B.7.3](#)) and any other applicable federal, State, and COUNTY requirements (e.g., COUNTY Agreement). Failure to provide original hardcopy documents and/or maintain an adequate system of



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internal controls over electronic documentation to support expenditures charged to the COUNTY will result in inadequately supported expenditures and will be disallowed upon audit.

For the following categories of expenditures, adequate supporting documentation may include, but not be limited to:

Payroll

- Timecards and attendance records signed and dated by the employee and the employee's supervisor (in ink or electronically) certifying the accuracy and approval of the reported time.
- Time distribution records by program, accounting for total work time on a daily basis for each employee.
- Records showing actual expenditures for payroll, Social Security and unemployment insurance.
- State and federal quarterly tax returns, federal W-2 forms, federal W-4 forms, and any other records to support payroll tax payments.

Personnel Files

- Documentation supporting approved employee pay rates.
- Proof of employees having the required education, practical experience, and license(s)/certification(s) for their position.
- Criminal record clearances as required.

Contracted/Consultant Services

- Contracts detailing the nature and scope of services to be provided, and the method and rate of compensation (e.g., cost reimbursement, fixed fee, fee for service, rate per hour) for each service.
- Itemized invoices or other documentation detailing specific service(s) provided and rate(s) of compensation applied to support total amounts charged.
- Time and attendance records or other documentation detailing when services were provided.
- Travel vouchers detailing purpose, time, and location of travel reimbursed by CONTRACTOR.
- Purchase orders, itemized invoices, and proof of receipt of good/services for amount reimbursed by CONTRACTOR.
- Copies of all completed federal Form 1099s, establishing that all payments to contractors/consultants were reported timely to federal and State taxing agencies.



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Payments to Affiliated Organizations or Persons (i.e., Related Party/Less-Than-Arm's-Length Transactions)

- Financial records (e.g., general ledgers, payroll registers, labor distributions, invoices/receipts) of the affiliated or related organizations/persons
- Price and rate quotations for the same services/goods from an adequate number of independent and qualified sources
- Cost and price analysis
- Vendor selection analysis
- Other documentation to support payments to affiliated organizations or persons did not exceed the lesser of actual costs of the affiliated or related organizations/persons or the reasonable costs for services rendered or items purchased (see [Section C.1.2](#) for additional guidance)

Loans (including, but not limited to, loans to the CONTRACTOR from employees and/or related parties)

- Written loan agreement approved by the CONTRACTOR'S board of directors.
- Documentation showing that loaned funds were deposited into a CONTRACTOR bank account.
- Documentation showing that loan proceeds were actually used for COUNTY programs.

To the extent that the loan agreement provides for the payment of interest, the interest may not be an allowable expenditure under the Agreement. If the payment of interest is allowable, interest must not be accrued at a rate which exceeds the COUNTY Treasury Rate plus one percent.

Travel

- Travel policies (written) of the CONTRACTOR
- Travel expenditure vouchers
- For travel related to conferences, meetings, seminars, symposiums, workshops, and other similar events, CONTRACTOR must at a minimum, retain literature, such as agendas and handouts, or other documentation detailing the purpose of the event, as part of the CONTRACTOR'S documentation of the propriety of the travel expenditure
- Itemized receipts for all travel expenditures (e.g., lodging for approved out-of-town travel, airfare, car rentals, meals, ground transportation, parking).

Note: Reimbursement for actual receipts or per diem rates for lodging and meal expenditures must not exceed the COUNTY'S maximum reimbursement rate for employees. CONTRACTOR should obtain the COUNTY'S maximum reimbursement rate for each fiscal year from the COUNTY before travel expenditures are charged.



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Vehicle Expenditures

- Invoices/receipts for repairs, maintenance, fuel, etc.
- Vehicle registration card
- Vehicle title
- Insurance policy
- Purchase or financing agreement
- Vehicle lease or rental agreement
- For vehicles owned/leased by the CONTRACTOR and personal vehicles that are primarily used for business purposes, a vehicle mileage log (or equivalent record) must be maintained establishing the extent to which the vehicles are used for business versus non-business purposes. The mileage log (or equivalent record) must identify:
 - Trip dates
 - Origin and destination addresses of the trip
 - Purpose of the trip and how it relates to the Agreement services
 - Beginning and ending odometer readings and the resulting mileage for all trips (including non-business trips) to account for 100% use of the vehicle
- For personal vehicles that are not primarily used for business purposes, documentation to support reimbursements to employees for mileage and parking must include:
 - Date and time of travel
 - Origin and destination addresses of the trip and the resulting mileage
 - Purpose of the trip and how it relates to the Agreement services
 - Rates claimed (**Note:** Reimbursement rates for mileage must not exceed applicable federal guidelines.)
 - Itemized receipts for reimbursed parking and toll charges

All supporting documentation must include sufficient information to identify the vehicle the expenditures are related to, which should include, but not be limited to, vehicle make and model, vehicle license number, and vehicle identification number.

CONTRACTOR must only charge the COUNTY for vehicle expenditures (e.g., gasoline, repairs/maintenance, insurance, depreciation) to provide COUNTY Agreement services. CONTRACTOR must pro-rate vehicle expenditures based on vehicle usage to exclude the portion of expenditures related to non-COUNTY and non-business use (i.e., non-COUNTY program services, personal use, employee transportation to and from work).

Operating Expenditures (e.g., utilities, office supplies, equipment rentals)

- Bona fide contracts or lease agreements, if applicable
- Invoices and receipts detailing the cost and items purchased
- Documentation acknowledging the receipt of purchased goods and services (e.g., itemized delivery confirmations, stock received reports, packing slips, or



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CONTRACT ACCOUNTING AND ADMINISTRATION HANDBOOK

other documentation) signed by the employee(s) who verified the good/services were approved and received

Outside Meals

- Itemized receipts and/or invoices for all meals
- Documentation detailing the nature and business purpose of each meal
- Documentation identifying the participants of each meal

3.1 Filing

All relevant supporting documentation for reported revenues and program expenditures must be filed in a systematic and consistent manner. It is recommended that supporting documents be filed as follows:

- Checks/Payments – Numerically
- Invoices – Vendor name and date
- Vouchers – Numerically
- Receipts – Chronologically
- Timecards – Pay period and alphabetically

3.2 Referencing

Accounting transactions posted to the CONTRACTOR'S books must be appropriately cross-referenced to supporting documentation. When applicable, it is recommended that expenditure transactions on the CONTRACTOR'S books be cross-referenced to the supporting documentation as follows:

- Invoices – Vendor name and date
- Checks – Number
- Vouchers – Number

Supporting documentation for non-payroll expenditures (i.e., operating expenditures) should be cross-referenced to the evidence of actual payment (e.g., corresponding check issued for payment, bank statement). If multiple invoices are paid with one check or transaction, all related invoices should be cross-referenced to the evidence of actual payment.

3.3 Security Over Documentation

Adequate care must be exercised to safeguard the financial records, including accounting records and supporting documentation. Any destruction or theft of the CONTRACTOR'S financial records must be immediately reported to the COUNTY. CONTRACTOR must report, to the local law enforcement agency having jurisdiction, any act(s), which may reasonably constitute a crime and appear to have resulted in the destruction, damage, or alteration of any record subject to the



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provisions of this Handbook. CONTRACTOR must make their report to the local law enforcement agency within twenty-four hours of becoming aware of the acts which resulted in the destruction, damage, or alteration of the record.

A copy of the resulting crime/incident report must be retained by the CONTRACTOR for the same period of time the underlying records that were destroyed/damaged were required to be retained (see [Section A.3.4](#)), and must be retained for a longer period in the case of unresolved litigation or audit.

3.4 Retention

All financial records, including accounting records (e.g., journals, ledgers) and supporting documentation, must be retained for a minimum of three years after the termination of the CONTRACTOR'S Agreement or the date of submission of the final invoice, billing, or expenditure report, unless a longer retention period is prescribed by the Agreement or applicable laws and regulations, in which case the CONTRACTOR must comply with the longer retention period and all other retention requirements set forth in the Agreement or the applicable laws and regulations.

3.5 Protection of Electronically Stored Information

CONTRACTOR must employ sufficient security measures to safeguard all COUNTY non-public information (e.g., confidential information including, but not limited to, the names and addresses of individuals, Social Security numbers, credit card information) that is electronically stored and used. CONTRACTOR is also responsible for the security of any COUNTY non-public information that is transmitted, exchanged, or shared with other authorized individuals and/or organizations including, but not limited to, third-party vendors/providers, subcontractors, contractors/consultants, or other external parties.

Information security and privacy safeguards (e.g., policies, access restrictions, employee background checks, training programs, cyber liability insurance, encryption) and standards must be developed, implemented, and maintained in accordance with applicable standards described in this Handbook (e.g., see [Sections B.7.0](#) through [B.7.3](#)), the [COUNTY Board of Supervisors \(Board\) Policy 5.200](#), and any other applicable federal, State, and COUNTY requirements (e.g., COUNTY Agreement, applicable sections of the [Board Policy Manual](#)).

4.0 Donations and Other Sources of Revenue

For CONTRACTORS that use donations and/or other sources of revenue (e.g., grants, sales of supplies/services, rental income, miscellaneous revenue, fees) to pay for expenditures related to a COUNTY service, the CONTRACTOR must maintain accounting and other financial records that clearly identify the specific expenditures that were paid for with the other source(s) of revenue. Restricted donations and other sources of revenue, earmarked specifically for the



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COUNTY program, must be utilized on allowable COUNTY Agreement expenditures. Similarly, income from investments (e.g., interest, dividends), where the source of the amount invested is COUNTY program funds, must be deemed restricted revenue that must be utilized on allowable COUNTY program expenditures, or returned to the COUNTY as specified under the COUNTY Agreement.

5.0 Audits

For routine audits and inspections, CONTRACTOR will make available to COUNTY representatives, upon request, during working hours, during the duration of the COUNTY Agreement and for a period of three years thereafter (unless a longer period is specified under the Agreement, or by applicable laws and regulations), all of its books and records, including, but not limited to, those which relate to its operation of each project or business activity, which is funded in whole or part with governmental monies, whether or not such monies are received through the COUNTY. All such books and records must be made available upon request at a location within or near Los Angeles County.

In general, audits will normally be performed during normal business hours, Monday through Friday. However, COUNTY retains the right to inspect and conduct investigations of CONTRACTOR'S program/fiscal operations and compliance with the COUNTY Agreement at any time, without prior notice to CONTRACTOR seven days a week, when the COUNTY has information which it, in its sole discretion, justifies such an unannounced visit, inspection, audit or investigation.

6.0 Single Audit Requirements

Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance) "[Audit Requirements](#)" requires organizations that expend the applicable threshold (e.g., \$750,000 (prior to October 1, 2024), \$1,000,000) or more in federal awards during their fiscal year (including pass-through awards) to have a single audit conducted in accordance with Generally Accepted Government Auditing Standards for that year. Additional details regarding single audit requirements are included in [Uniform Guidance](#).

A copy of any single audit report must be filed with the COUNTY upon request or within the timeframes prescribed by the COUNTY Agreement, or any extended timeframes granted by the federal Office of Management and Budget (OMB).

7.0 Unique Entity Identifier and System for Award Management Requirements

Title 2 United States Code of Federal Regulations "[Unique Entity Identifier and System for Award Management](#)" requires organizations receiving federal funds to have a "Unique Entity Identifier (UEI)" and register with the System for Award Management (SAM.gov), unless exempted by federal statute. CONTRACTOR



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must maintain documentation to demonstrate they have a current and active UEI and registration in SAM.gov, if applicable. Additional details regarding UEI requirements are included in the [Electronic Code of Federal Regulations \(eCFR\)](#) and [SAM.gov](#).

B. INTERNAL CONTROLS

1.0 Internal Controls Overview

Internal controls are processes designed to provide reasonable assurance regarding the achievement of the CONTRACTOR'S objectives relating to operations, reporting, and compliance, and should safeguard the CONTRACTOR'S assets from misappropriations and misuse. Each CONTRACTOR must prepare necessary written procedures establishing internal controls for its personnel's use. The CONTRACTOR must instruct all personnel in these procedures and continuously monitor operations to ensure compliance with their own policies and procedures, and any other applicable funding source requirements (e.g., [Uniform Guidance](#)).

2.0 Cash and Revenues

Cash or cash equivalents (e.g., checks, money orders, other liquid assets such as prepaid/EBT/gift cards) and revenue must be adequately monitored to ensure they are properly accounted for, safeguarded, and accurately reported.

2.1 Separate Fund or Cost Center

All COUNTY Agreement revenues must be maintained in a bank account. If revenues from other sources are maintained in the same bank account, revenues for each source must be clearly identifiable in the accounting records through the use of cost centers or separate accounts.

2.2 Manual Deposits

When cash or cash equivalents are received by mail, two employees should be assigned to open the mail and list all collections received on a receipts/check remittance log.

All COUNTY checks should be restrictively endorsed upon receipt.

Cash and cash equivalents received should be recorded on pre-numbered receipts and the receipts/check remittance log should be reconciled to the amount being deposited.

Voided receipts must be retained and the sequence of receipts issued/voided must be periodically accounted for.



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Cash and cash equivalents totaling \$500 or more must be deposited within one day of receipt, or as soon as reasonably possible. Collections of less than \$500 may be held and must be secured and deposited weekly or when the total reaches \$500, whichever occurs first. If CONTRACTOR can establish that a larger limit is warranted, CONTRACTOR may request authorization from COUNTY to increase the limit to an amount greater than \$500.

Deposit slips should be retained in an organized manner, and must contain sufficient reference information for comparison to the Cash Receipts Journal (or equivalent records) and individual receipts, if applicable. A recommended best practice is to retain a photocopy of the deposit slip and the COUNTY warrants reflected on each deposit slip, or record the individual warrant numbers on the deposit slip.

2.3 Separation of Duties Over Deposits and Cash

Employees' duties must be separated to ensure that one individual does not control all key aspects (e.g., receiving, receipting, depositing, disbursing, reconciling, recording) of a transaction. For example, an employee who does not handle cash or cash equivalents should record all receipts in the CONTRACTOR'S accounting records.

2.4 Bank Reconciliations

Bank statements should be received and reconciled by someone with no cash handling or check writing/preparation responsibilities. The person reconciling the bank account(s) should receive the bank statement(s) directly from the bank.

Monthly bank reconciliations should be prepared and reviewed by management for appropriateness and accuracy within 30 days of the bank statement date. The bank reconciliations should be signed and dated by both the preparer and the reviewer. See [Exhibit A](#) for a suggested bank reconciliation format.

Reconciling items should be reviewed, researched, and resolved immediately. If an item cannot be resolved within the next bank statement period, the CONTRACTOR should monitor the reconciling item to ensure the reconciling item is resolved timely.

2.5 Bonding

All officers, employees, and contractors who handle cash or have access to the CONTRACTOR'S funds (e.g., prepare checks) must be bonded.

3.0 Disbursements

All disbursements (other than those made for petty cash purchases), must be made using a CONTRACTOR check, electronic funds transfer, or debit/credit card.



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Blank check stock must be secured and accounted for to preclude unauthorized use.

Checks must NOT be payable to "cash" or signed in advance. Similarly, electronic debits to "cash" or withdrawals of cash must not be made. Checks written to employees for reimbursement of out-of-pocket costs must be supported by receipts and invoices.

Voided checks must be marked void. If paper checks are used, the signature block must be cut out. Voided checks must be maintained with the canceled checks.

Returned or undelivered checks must be canceled regularly, but no less frequent than monthly.

Unclaimed checks must be canceled periodically, but no less frequent than every six months.

All supporting documentation should reference the payment made for the expenditure (e.g., check number, transaction number for an electronic funds transfer, credit card payment) and marked "paid" or otherwise canceled to prevent duplicate payments or reuse.

Disbursements without adequate supporting documentation and/or without adequate controls over electronic documentation (See [Section A.3.0](#) regarding the use of electronic documentation) will be disallowed upon audit.

A second signature is also recommended on all checks over \$500, unless otherwise specified in the COUNTY Agreement.

3.1 Approvals and Separation of Duties Over Disbursements

Employees responsible for approving cash disbursements and/or signing checks should examine all supporting documentation at the time the checks are approved and signed.

All disbursements, excluding petty cash purchases, should be approved by persons independent of check preparation and bookkeeping activities.

In instances where the payee is also a signor on the check, the disbursement must be reviewed and approved by a higher-level employee or board member who must also sign the check. If the bookkeeper signs checks, a second signature must be required on the checks, regardless of limits specified in the COUNTY Agreement.

3.2 Credit Cards

Credit cards issued in the CONTRACTOR'S name must be adequately safeguarded and usage monitored to ensure that only authorized and necessary



items are purchased.

Credit card purchases should be pre-approved by CONTRACTOR management to ensure that they are reasonable and necessary.

The use of an employee's personal credit card on behalf of the CONTRACTOR for authorized and necessary items must be limited to purchases where established purchasing and disbursement practices are not suitable.

All credit card disbursements must be supported by original invoices, store receipts, or other external authenticating documents indicating each item purchased, the employee making the purchase, and the justification for the purchase. ***Credit card statements alone are not sufficient support for credit card purchases.*** See [Section A.3.0](#) regarding the use of electronic documentation.

Employee duties must be separated so that the same person cannot approve purchases, reconcile credit card statements, approve reconciliations, or approve payments. Cardholders should not perform any of these duties.

Monthly credit card statements should be reconciled to the source documentation for the expenditure and reviewed by management in a timely manner for appropriateness and accuracy. Any discrepancies must be reviewed, researched, and resolved immediately. The credit card reconciliations should be signed and dated by the reconciler and reviewer.

3.3 Petty Cash

Petty cash must NOT be used as a substitute for normal purchasing and disbursement practices (i.e., payment by check).

A CONTRACTOR may establish a petty cash fund up to \$500 to pay for **small** incidental expenditures incurred (e.g., postage due, parking meters, small purchases of office supplies), and may establish multiple petty cash funds when appropriate (i.e., petty cash fund for each location where services are rendered). CONTRACTOR must obtain written approval from the COUNTY to establish a single petty cash fund greater than \$500. Applicable policies and procedures must be established to ensure accountability and restrict the usage of petty cash to the intended purpose of the fund.

Petty cash disbursements must be supported by original invoices, store receipts, or other external authenticating documents indicating each item purchased and the employee making the purchase. If external supporting documentation is not obtainable for minor disbursements (under \$10), such as parking meters, fees, etc., then some written documentation should be maintained and approved by a supervisory employee not associated with the transaction. See [Section A.3.0](#) regarding the use of electronic documentation.



The petty cash fund should be maintained on an imprest (fixed) basis. A check should be drawn to set up the fund and to periodically replenish the fund up to the imprest amount. Receipts, vouchers, etc., supporting each fund replenishment should be cross referenced to the reimbursement check.

A petty cash log (or equivalent record) must be maintained for each petty cash fund to track the usage and replenishment of petty cash. Petty cash logs should be reviewed monthly by a higher-level employee not having responsibilities over the respective petty cash fund to ensure petty cash funds are being used for their intended purposes. See [Exhibit B](#) for a suggested petty cash log format.

There should be a separate petty cash fund custodian assigned for each petty cash fund established. The petty cash fund custodian should:

- Not have any other cash handling responsibilities (e.g., sign checks).
- Be responsible for maintaining and disbursing the petty cash funds and requesting replenishment of the fund up to its imprest amount, when necessary.
- Reconcile the petty cash fund amount to the cash-on-hand, receipts/invoices for which replenishment has not yet been requested, and replenishment requests in process, but not yet received, each day the petty cash fund is used.

Petty cash must be secured at all times in a locked safe, file cabinet, or cash drawer. Access to the petty cash fund should be limited to the petty cash fund custodian and one other employee in case of absence or emergency.

Surprise cash counts of each petty cash fund should be conducted periodically, but no less than quarterly, to ensure the petty cash fund is being maintained as required. The cash counts should be conducted by a higher-level employee not having cash handling responsibilities over the specific fund being counted. Documentation should be maintained to support each cash count conducted and should be signed and dated by the employee conducting the cash count.

3.4 Other Liquid Assets

Liquid assets must NOT be used as a substitute for normal purchasing and disbursement practices (e.g., payment by check).

CONTRACTOR must centrally monitor any liquid assets that can easily be converted to personal use (e.g., bus tokens/passes, prepaid/EBT/gift cards, tickets, vouchers). Applicable policies and procedures must be established to ensure accountability and restrict the usage of liquid assets to their intended purposes.

The distribution and usage of liquid assets must be supported by a log and/or external authenticating documents. The documents must clearly identify each item distributed/used, amounts issued, the date of distribution/usage, and the name and signature of the recipient/user. If the liquid assets (e.g., gift cards, prepaid cards)



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are used to pay for other expenditures, additional documentation must be maintained to support the expenditures as required by [Section A.3.0](#). See [Exhibit C](#) for a suggested liquid assets log format.

Logs and/or other external authenticating documents should be reviewed monthly by a higher-level employee not having responsibilities over the respective liquid asset to ensure liquid assets are being used for their intended purposes.

A custodian should be assigned to monitor liquid assets, and should:

- Not have any other cash handling responsibilities (e.g., sign checks).
- Be responsible for maintaining and distributing the liquid assets and requesting replenishment when necessary.
- Reconcile the log to the liquid assets-on-hand and the documentation supporting the distribution and usage of the liquid assets to-date, each day liquid assets are distributed and used.

Liquid assets must be safely secured at all times (e.g., in a locked safe, file cabinet, or drawer). Access to liquid assets should be limited to the custodian and one other employee in case of absence or emergency.

Surprise counts of each liquid asset should be conducted periodically, but no less than quarterly, to ensure liquid assets are being maintained as required. The counts should be conducted by a higher-level employee not having responsibilities over the liquid asset being counted. Documentation should be maintained to support each count conducted and should be signed and dated by the employee conducting the count.

4.0 Payroll and Personnel Records

Adequate payroll and personnel records must be maintained to support payroll transactions. Payroll and/or personnel records should include, but not be limited to, the following:

- Employee's authorized salary rate
- Employee information sheet (e.g., employee contact information, emergency contact information)
- Resume and/or application
- Proof of qualifications for the position, if required (e.g., job description, notarized copy or original diploma, academic transcripts, license(s))
- Hiring and termination (if applicable) documents
- Employment history and performance evaluations
- Criminal record clearance (if required)
- Citizenship Status
- Benefit balances (e.g., paid time off, sick time, vacation)
- Health Clearances (if required)



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In addition, personnel records should also include disclosures of any relationships with other CONTRACTOR employees or associates.

4.1 Timecards

Timecards or time reports must be prepared for each employee each pay period. If an employee works on multiple COUNTY/non-COUNTY programs and/or activities, the total hours charged to each of the programs and/or activities must be based on actual conditions (e.g., total hours worked each day by program and the total hours charged to each of the CONTRACTOR'S programs, time studies, full-time equivalents).

Time or budget estimates (i.e., estimates determined before the services are performed) alone do not qualify as support for payroll expenditures and will be disallowed upon audit. Time or budget estimates may be used for interim accounting purposes, unless prohibited by the COUNTY Agreement or applicable funding source(s), provided that the system for establishing the estimates produces reasonable approximations of the activity actually performed. Significant changes in work activity must be identified and adjusted in the financial records in a timely manner. The CONTRACTOR'S system of internal controls must include processes to review after-the-fact interim charges made using time or budget estimates, and be adequately documented. All necessary adjustments must be made such that the final amount charged to the COUNTY is accurate, allowable, appropriately allocated, and based on actual conditions.

All timecards and time reports must be signed and dated by the employee and the employee's supervisor (in ink or electronically) to certify the accuracy and approval of the reported time.

To the extent the CONTRACTOR utilizes electronic timecards and time reports, the CONTRACTOR'S electronic time reporting system must be designed to comply with the internal control standards described in this Handbook (e.g., see [Sections A.3.5](#) and [B.7.0](#) through [B.7.3](#)), and any other applicable federal, State, and COUNTY requirements (e.g., COUNTY Agreement), and support the reporting of accurate and reliable financial information.

4.2 Benefit Balances

Employee benefit balances (e.g., paid time off, sick time, vacation) should be maintained on at least a monthly basis. Benefit balances must be increased when benefit hours are earned and decreased as hours are used.

4.3 Incentive Compensation

Incentive compensation paid to employees should be reasonable, based on a measurable performance metric (e.g., cost reduction, efficient performance, suggestion awards, safety awards), and in accordance with the CONTRACTOR'S



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established policy or agreement with employees. The CONTRACTOR must maintain documentation to support any incentive compensation payments to employees.

Any bonuses, gifts, or other payments provided to employees that are solely intended to improve employee morale will be disallowed upon audit, unless expressly allowed by the COUNTY Agreement and/or the applicable funding source(s).

4.4 Limitations on Positions and Salaries

The CONTRACTOR should not pay any salaries higher than those authorized in the COUNTY Agreement or by the applicable funding source(s) (i.e., federal, State, and COUNTY agencies).

Payroll expenditures for employees working on more than one agreement, program, or activity must be equitably allocated in accordance with the applicable sections of [Uniform Guidance](#) and any other applicable federal, State, and COUNTY requirements (e.g., COUNTY Agreement). If an employee serves in the same or dual capacities under more than one agreement or program, time charged to the agreements or programs taken as a whole may not exceed 100% of the employee's actual time worked.

Salaried employees should be paid a salary that corresponds with the employee's work schedule. For example, a half-time salaried employee performing the same or similar work should be paid proportionately less than a full-time salaried employee.

4.5 Retroactive Payroll Adjustments and Payments

The CONTRACTOR must not charge the COUNTY for any retroactive adjustments to an employee's authorized hourly/salary rate or benefits that result in additional compensation to an individual or group of employees without written approval from the COUNTY.

Retroactive payments to employees to correct underpayment errors may be charged to the COUNTY provided that adequate documentation is maintained to support an employee was underpaid in a prior pay period and the retroactive payment is necessary.

4.6 Separation of Duties Over Payroll and Personnel

Payroll checks should be distributed by persons not involved in timekeeping (e.g., preparing/recording, approving, processing, and reporting of payroll transactions), or reconciling bank accounts.



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All employee hires and terminations, or pay rate changes, must be approved in writing by authorized persons independent of payroll responsibilities.

4.7 Security Over Payroll and Personnel Records

Adequate security must be maintained over payroll and personnel records with access restricted to authorized individuals. Any automated payroll and personnel records which contain confidential information, such as, but not limited to, employee addresses and medical information, must be adequately safeguarded using the information security and privacy standards discussed in Section A.3.6 to prevent unauthorized access and use.

5.0 Procurement

Written policies and procedures must be established to ensure goods and services are procured in a manner providing full and open competition and in accordance with the requirements of [Uniform Guidance](#) and any other applicable funding source(s) (i.e., federal, State, and COUNTY agencies). The written policies and procedures must also cover conflicts of interest where the CONTRACTOR and/or its directors, officers, or key employees are unable (or appear to be unable) to be impartial in conducting a procurement action.

CONTRACTOR must maintain sufficient records to support the history of procurement. At a minimum, the records should detail the rationale for the procurement method, the selection of the contract type (e.g., cost reimbursement, fixed-price), reasoning/justification for contractor or vendor selection or rejection, and the basis for the contract price/rate.

The procurement of any goods and/or services with an aggregate value that exceeds the lesser of \$5,000 or the amount required by the CONTRACTOR'S policy must be approved by the CONTRACTOR'S board of directors.

Failure to procure goods and services as required and maintain adequate documentation to support expenditures charged to the COUNTY may result in inadequately supported expenditures and may be disallowed upon audit.

5.1 Methods of Procurement

[Uniform Guidance](#) describes the following methods for procuring goods and services:

- Informal Procurement
- Formal Procurement
- Noncompetitive Procurement



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Informal Procurement

When the aggregate value of the goods and/or services being procured is less than \$10,000, the CONTRACTOR must ensure the price is reasonable based on research, experience, purchase history, and/or other relevant information.

Where the aggregate value of the goods and/or services being procured is between \$10,000 and \$249,999, the CONTRACTOR must ensure the price is reasonable by obtaining price or rate quotations from an adequate number of qualified sources. CONTRACTOR should consider obtaining price or rate quotations from at least three qualified sources.

Formal Procurement

When the aggregate value of the goods and/or services being procured is \$250,000 or more, the CONTRACTOR must ensure the price is reasonable by formally and publicly advertising and soliciting sealed bids or competitive proposals from an adequate number of qualified sources.

Sealed bids are generally solicited for firm-fixed price contracts (lump sum or unit price). The contract should be awarded to a responsible bidder whose bid conforms with all material terms and conditions of the invitation for bids and is the lowest price.

Competitive proposals are generally solicited when conditions are not appropriate for the use of sealed bids and can be used for either cost reimbursement or fixed price type contracts. The contract should be awarded to the offeror whose proposal is most advantageous to the CONTRACTOR and should be based on price and other relevant factors.

Noncompetitive Procurement

Noncompetitive procurements should only be used when the aggregate value of the goods or services is less than \$10,000, the goods or services can only be obtained from a single source, there is an immediate need for the goods or services and delays from publicizing a competitive solicitation are not permitted, or a competitive solicitation was conducted and competition was determined to be inadequate.

The CONTRACTOR must obtain written approval from the COUNTY and/or the applicable funding source(s) prior to using a noncompetitive procurement that does not meet one of the conditions described above.

6.0 Capital and Non-Capital Assets

Controls over capital and non-capital assets are necessary to safeguard investments, establish responsibility for the custody of each asset, provide



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necessary data for financial reporting, and provide required information and documentation for depreciation, insurance, audit, and other purposes.

6.1 Capital Assets

Capital assets are tangible or intangible assets of significant value having a useful life that extends beyond the current year and include land, buildings and improvements, equipment, and intellectual property (including software). All applicable assets with an acquisition cost of \$5,000 or more must be capitalized in accordance with GAAP.

Acquisition cost means the net invoice unit price of an item, including shipping costs and sales taxes, the cost of any modifications, attachments, accessories, or auxiliary apparatus necessary to make it usable for the purpose for which it was acquired. Acquisition costs for software include those development costs capitalized in accordance with GAAP.

Capital asset purchases must be approved by the CONTRACTOR'S board of directors or their authorized representative.

Capital assets should not be ordered or purchased and charged to the COUNTY during the last three months of the term of the Agreement, unless the acquisition is pre-approved by the COUNTY or the CONTRACTOR'S Agreement with the COUNTY is renewed or extended.

6.2 Acquisition

CONTRACTOR must submit a purchase versus lease analysis to COUNTY and obtain written authorization before making a capital asset purchase where the acquisition cost is \$25,000 or more, and all, or a portion of the cost of the capital asset will be charged to the COUNTY Agreement. If the cost of the capital asset will be charged to multiple COUNTY Agreements, the CONTRACTOR only needs to obtain written authorization from the COUNTY department(s) where the CONTRACTOR anticipates expenditures charged will exceed the lesser of 10% of the acquisition cost of the capital asset or \$5,000, unless more restrictive and/or stringent requirements over acquisitions are required by the COUNTY Agreement and/or the applicable funding source(s).

6.3 Non-Capital Asset Equipment

Non-capital asset equipment is defined as equipment containing COUNTY non-public information, or equipment with a unit cost of more than \$250 but less than \$5,000, a useful life over one year, and can generally be easily carried or moved; especially by hand (e.g., personal computers, scanners, other portable assets).



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6.4 Asset Identification and Inventory

All capital assets and non-capital asset equipment (assets) purchased in full, or in part, with COUNTY Agreement funds are to be used for the benefit of the COUNTY Agreement and should be appropriately tagged.

CONTRACTOR must maintain an accurate, complete, and current listing of assets. The listing should include the item description, serial number, date of purchase, acquisition cost, source(s) of funding, location, and the specific employee(s) the asset is assigned to or controlled by, when applicable. Unassigned assets must also be identified on the listing.

An inventory of all assets must be conducted at least once every two years to ensure that all assets are accounted for, used, maintained in proper working order, and needed. Documentation must be maintained to support the inventory conducted, and any depreciation charges in accordance with [Uniform Guidance](#).

6.5 Security Over Assets

Physical security must be adequately maintained over all assets to prevent the misuse, theft, or destruction of COUNTY property and non-public information. To the extent necessary, physical security controls over assets should include the use of badges/identification cards, locks, security cables, and/or assorted barriers to prevent physical tampering, damage, theft, or unauthorized physical access.

6.6 Asset Management

The CONTRACTOR must assume responsibility and accountability for the maintenance of all assets purchased, leased, or rented with COUNTY Agreement funds, or any other assets containing COUNTY non-public information.

The CONTRACTOR must maintain documentation to support all cases of theft, loss, damage, or destruction of assets purchased with COUNTY Agreement funds or containing COUNTY non-public information. The documentation should, at a minimum, contain item identification, recorded value, facts relating to loss, and, where appropriate, a copy of the law enforcement report. In cases where the loss resulted from suspected criminal activity (e.g., theft, vandalism, arson), the incident must be reported to the local law enforcement agency with jurisdiction over the location of the suspected crime.

The supporting documentation, including a copy of any related crime/incident reports, must be retained by the CONTRACTOR for a period of time under which the underlying records were destroyed or damaged were required to be retained and must be retained for a longer period in the case of unresolved litigation or audit.



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The CONTRACTOR must promptly report in writing to the COUNTY, and provide copies of all relevant supporting documentation described above, all cases of theft, loss, damage, or destruction of:

- Any capital assets purchased with COUNTY Agreement funds.
- Any non-capital asset equipment purchased with COUNTY Agreement funds with an acquisition cost or aggregate costs of \$950 or more.
- Any capital or non-capital assets that electronically stored, used, and/or transmitted COUNTY non-public information.

CONTRACTOR must safely and securely dispose of or return to the COUNTY all capital and non-capital assets in accordance with the Agreement.

7.0 Information Technology

Information technology (IT) controls are necessary to protect the security, integrity, and availability of COUNTY non-public information, Protected Health Information (PHI), IT resources (e.g., systems and networks, accounting management software/applications, electronic time reporting systems), and data (e.g., electronically stored information, records, or documentation).

7.1 Information Technology Controls

It is the CONTRACTOR'S sole obligation to design and implement appropriate and reasonable IT controls to, at a minimum:

- Secure and protect its IT resources and data against internal/external threats and risks.
- Help ensure the accuracy and integrity of CONTRACTOR'S electronic records and data is not compromised.
- Ensure adequate safety mechanisms (e.g., unique log-on identifications, computer access codes, account codes, passwords, multi-factor authentication tokens, transaction approval/authorization controls) are in place to limit user (e.g., employees, subcontractors, contractors/consultants) access privileges to protect COUNTY non-public information, PHI, IT resources, and data related to the COUNTY Agreement from unauthorized or unlawful access, use, disclosure, alteration or destruction.
 - Users must only receive access to non-public information that is necessary to perform their assigned job duties, and must not be given an access authorization level that is higher than needed.



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- CONTRACTOR must review, and update, if necessary, user access rights/permissions at least annually, or when a user's job assignment and/or responsibilities change, to ensure access capabilities are consistent with the user's job duties. In addition, guest user access and inactive users, including terminated employees, contractors/consultants, and other unnecessary access should be reviewed and removed or disabled timely.
- Ensure adequate and ongoing IT and cyber security awareness training is provided to applicable CONTRACTOR employees.
- Capture sufficient audit trail information to identify the individual user(s) who performed key components (e.g., entry, approval) of critical or high risk (e.g., disbursement, payroll) transactions.
- Ensure all data/transactions entered into an information system are processed completely and accurately, duplicate transactions are prevented and/or detected timely, inputs and modifications to data are authorized, and all data is protected from improper or unauthorized deletion and alteration. For example, procedures for reviewing and approving source documents for reasonableness and proper authorization prior to entering information should be established, when applicable.
- Ensure any output (e.g., paper printouts, digital information, electronic records) containing non-public information or regulated data and transactions is adequately protected and clear individual accountability is maintained, when applicable.

7.2 Information Technology Security Management

CONTRACTOR must establish and implement IT policies and procedures that align with the applicable IT standards described in this Handbook, [COUNTY Board Policy 5.200](#), and any other applicable federal, State, and COUNTY requirements (e.g., COUNTY Agreement, applicable sections of the [Board Policy Manual](#)). A good IT policy should address, at a minimum, such issues as:

- Security management
- Security awareness training
- Security and privacy violations/breaches, incident reporting, and response protocols
- Cyber security (e.g., encryption, malware/ransomware protection, vulnerability testing and monitoring)
- Separation of duties
- User access (including remote access) to system(s) data
- Authorization of transactions
- Exception/error resolution
- Back-up recovery and restart protocols (e.g., disaster recovery and business



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contingency planning)

- Change controls (e.g., for maintenance, enhancements, or modifications to application systems, networks, and software), if applicable

CONTRACTOR must also ensure their IT policies are periodically reviewed and updated/modified when changes are necessary (e.g., to implement new systems or changes in procedures, adopt new security protocols, address new risks or circumstances).

To the extent CONTRACTOR exchanges or shares information with other authorized external parties (e.g., third-party vendors/providers, subcontractors, contractors/consultants), CONTRACTOR must also establish policies and procedures to ensure the security, reliability, and integrity of such information.

Any applicable security incidents (e.g., loss of COUNTY non-public information, breach of confidentiality, non-permitted use or disclosure of PHI) must be reported in accordance with the standards described in this Handbook, and any other applicable federal, State, and COUNTY requirements (e.g., COUNTY Agreement).

7.3 Separation of Duties Over Systems

CONTRACTOR must ensure sufficient checks and balances exist, and adequate separation of duties are maintained over IT systems to help minimize the risk of fraudulent activity and user error, and ensure transactions (e.g., accounting, payroll, time reporting, disbursements) are properly initiated approved, processed, reported, and reconciled.

Work should be divided among two or more employees so that one employee does not have control over multiple key aspects of an IT system, and the functions performed by one employee may be checked by functions performed by other employees. For example, employees who have access to add or change vendor information (e.g., vendor and contact names, addresses, phone numbers) must not have access to process invoices.

8.0 Electronic Signatures

Electronic signatures (e-Signatures) may be used to represent an individual's acknowledgment, acceptance, or approval of an agreement, transaction, report, record, or form, unless otherwise prohibited by the COUNTY Agreement and/or applicable funding source(s). Various types of e-Signatures exist. The most secure forms of e-Signatures will provide a digital audit trail that confirms when a document was signed, provides assurance that the individual claiming to be the signor is the signor through effective authentication methods (e.g., unique log-on identifications, account codes, passwords), and can safeguard documents from being altered after they have been signed. When determining which type of e-Signature to use, CONTRACTOR should consider the associated risks and level of assurance needed for the signature or document, and any other applicable



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federal, State, and COUNTY requirements (e.g., COUNTY Agreement).

9.0 Subcontracts

CONTRACTOR must not subcontract services without the prior written consent of the COUNTY. Payments for subcontracted services without the prior written consent of the COUNTY may be disallowed upon audit.

CONTRACTOR must provide the COUNTY with copies of all executed subcontracts and must be responsible for the performance of their subcontractors. CONTRACTOR may submit an electronic copy of executed subcontracts in preference to a hardcopy, unless original signed subcontracts are required by the COUNTY Agreement or the applicable funding source(s).

9.1 Subcontractor Monitoring

CONTRACTOR must monitor the activities of their subcontractors as necessary, but no less than annually, to ensure governmental monies are used for their intended purposes, compliance with applicable federal, State, and COUNTY requirements, and performance goals are achieved. For example, the monitoring must include, but not be limited to:

- Performing reviews of the subcontractor's fiscal and program operations (e.g., verifying expenditures charged to the subaward are adequately supported, allowable, and appropriately allocated; verifying internal controls are maintained as required; and verifying subcontracted services are meeting required performance standards).
- Performing reviews of required financial and performance reports.
- Verifying all subcontractors are audited as required.
- Following-up and ensuring appropriate corrective action is taken on all deficiencies pertaining to the subcontract.

C. COST PRINCIPLES

1.0 Purpose of Program Funds

It is the intent of the COUNTY to provide funds for the purpose of the CONTRACTOR to provide the services required by the Agreement. CONTRACTOR must use these funds on actual expenditures in an economical and efficient manner, and ensure they are reasonable, proper, and necessary costs of providing services and allowable in accordance with the applicable sections of [Uniform Guidance](#), and any other applicable funding source(s) (i.e., federal, State, and COUNTY agencies) requirements.



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1.1 Limitations and Requirements for Program Expenditures

CONTRACTOR must comply with all limitations and requirements for COUNTY Program expenditures in the Agreement, the applicable sections of [Uniform Guidance](#), and/or any other applicable funding source(s) (i.e., federal, State, and COUNTY agencies). If a CONTRACTOR is unsure of the allowability of any particular type of expenditure, the CONTRACTOR should request advance written approval from the COUNTY and/or applicable funding source(s) prior to incurring the expenditure.

1.2 Limitations on Payments to Affiliated Organizations or Persons (i.e., Related Party/Less-Than-Arm's-Length Transactions)

For purposes of the COUNTY Agreement, COUNTY must be solely responsible for determining affiliation unless otherwise allowed and approved by federal, State, or COUNTY agencies. Organizations or persons will be considered affiliated when one party is able to control or substantially influence the actions of the other. Affiliation includes, but is not limited to, a relationship between the CONTRACTOR and:

- An organization related through legal organization (i.e., corporation, partnership, parent company, subsidiary organization, association).
- An organization under common control through its common officers, directors, or members.
- A director, trustee, officer, or key employee, or an individual related by blood, marriage, or affinity, either directly or through corporations, trusts, or similar arrangements in which they hold a controlling interest.

Prior to making payments to affiliated organizations or persons (i.e., related party/less-than-arm's-length transactions), CONTRACTOR must complete and submit to the COUNTY a disclosure statement identifying the nature of the relationship with the affiliated or related organizations/persons.

CONTRACTOR must not make payments to affiliated organizations or persons for program expenditures (e.g., salaries, services, rent) that exceed the lesser of actual costs of the affiliated or related organizations/persons or the reasonable costs for services rendered and/or items purchased. A reasonable cost is the price that would be paid by one party to another when the parties are dealing at arm's length (fair market price).

Payments to affiliated organizations or persons will be disallowed upon audit to the extent the payments exceed the lesser of actual costs of the affiliated or related organizations/persons or the reasonable costs (fair market value) for services rendered or items purchased.



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1.3 Unallowable Expenditures

[Uniform Guidance](#) addresses the allowability of a variety of costs. For all costs, there are certain restrictions and limitations; however, the following are examples of costs that are generally unallowable, unless expressly allowed by the COUNTY Agreement and/or the applicable funding source(s):

- Bad debts
- Bonuses, gifts, and other expenditures solely intended to improve employee morale
- Contingency provisions
- Contributions and donations
- Entertainment, social activities, and other similar expenditures (unless there is a programmatic purpose)
- Fines and penalties (e.g., Non-sufficient Funds Check Fees, Traffic Citation Fees)
- Fundraising activities
- Interest
- Losses on other awards

1.4 Depreciation

Unless otherwise approved by the COUNTY, compensation for the use of buildings, capital improvements, equipment, and software projects may be made through depreciation in accordance with the applicable sections of [Uniform Guidance](#):

- The computation of depreciation is based on the acquisition cost of the asset(s).
- The computation should exclude the cost of:
 - Land
 - Buildings and equipment donated by governmental agencies
 - Buildings and equipment contributed by the CONTRACTOR to satisfy funding matching requirements
 - Any asset acquired solely for the performance of a non-Federal award.
- For depreciation, an appropriate useful life must be established for the asset(s), which considers factors such as the type of construction, nature of the asset used, susceptibility to technological obsolescence or technological developments in the particular area, historical data, and the renewal and replacement policies followed for the assets involved, etc.
- [Appendix B to IRS Publication 946](#), "How to Depreciate Property," contains guidelines for establishing an asset's useful life.



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1.5 Rental Costs of Buildings and Equipment

Rental costs are allowable to the extent that the rates are reasonable considering rental costs of comparable property, market conditions in the area, condition of the property being leased, etc.

- Under a “sale and leaseback” arrangement, rental costs would be allowable up to the amount that would be allowed if the CONTRACTOR had continued to own the property. This amount generally includes expenditures such as depreciation, maintenance, taxes, and insurance.
- Under a “less-than-arms-length” lease, costs are only allowable up to the amount that would be allowable had title to the property vested in the CONTRACTOR. This amount generally includes expenditures such as depreciation, maintenance, taxes, and insurance.

1.6 Budget Limitation

Expenditures must not exceed the maximum limits in the COUNTY Agreement budget.

1.7 Expenditures Incurred Outside the Agreement Period

Expenditures charged against program funds may not be incurred prior to the effective date of the COUNTY Agreement or subsequent to the COUNTY Agreement termination, or expiration date. Similarly, current period expenditures related to events or activities that occurred prior to the effective date of the COUNTY Agreement may not be allowable. For example, legal costs incurred prosecuting or defending a lawsuit stemming from events which occurred during a period not covered by a valid COUNTY Agreement between CONTRACTOR and COUNTY are not allowable.

1.8 Unallowable Activities

COUNTY program funds, materials, property, or services must not be used for investments where there is a risk of loss or for the performance of any political activity, the election of any candidate, or the defeat of any candidate for public office.

1.9 Unspent Program Funds

CONTRACTOR must return any unspent program funds to the COUNTY, unless otherwise permitted by the COUNTY Agreement. In addition, the COUNTY will determine the disposition of unspent program funds upon termination of the COUNTY Agreement.



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2.0 Allocable Expenditures

For CONTRACTORS that operate programs or provide services in addition to the services required under the COUNTY Agreement, the CONTRACTOR must allocate expenditures to all benefiting programs, activities (including unallowable activities, such as fundraising and investment activities), and funding sources using an equitable basis.

In accordance with the applicable sections of [Uniform Guidance](#), CONTRACTORS must define their allocable expenditures as either direct or indirect costs (as defined below) and allocate each cost using the basis most appropriate and feasible. ***Actual conditions must be taken into account when selecting the method and/or base to be used to allocate expenditures to ensure expenditures are allocated equitably to each benefiting program, activity, and funding source.***

The CONTRACTOR must maintain documentation for allocated expenditures (e.g., timecards, time studies, calculation of full-time equivalents, square footage measurements).

Under no circumstances can allocated expenditures be charged to an extent greater than 100% of actual expenditures or the same expenditure be charged both directly and indirectly.

2.1 Direct Costs

Unless otherwise set forth in the COUNTY Agreement, or required by the applicable funding source(s), direct costs are defined as those costs that can be identified specifically with a particular final cost objective (e.g., a particular program, service, or other direct activity of an organization). Examples of direct costs include salaries and benefits of employees working on the program, supplies and other items purchased specifically for the program, costs related to space used by employees working on the program.

For all employees, other than general and administrative, the hours spent on each program (activity) should be recorded on the employees' timecards and the payroll expenditures should be treated as direct charges and distributed on the basis of the actual recorded hours spent on each program or using another equitable basis based on actual conditions.

Shared costs (i.e., costs that benefit more than one program or activity) that can be distributed in reasonable proportion to the benefits received may also be direct costs.

Examples of bases for allocating shared costs as direct costs:

- Number of direct hours spent on each program



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- Full-time equivalents for each program
- Square footage occupied by each program
- Other relevant and equitable methods of allocation

2.2 Indirect Costs

Indirect costs are those costs that have been incurred for common or shared purposes and cannot be readily identified with a particular final cost objective. Examples of indirect costs include the salaries and benefits of executive officers and administrative personnel (e.g., accounting, human resources, information technology), depreciation and use allowances for administrative buildings, and other costs related to the general administration of the organization. Only expenditures that are allowable in accordance with the applicable sections of [Uniform Guidance](#) and any other applicable funding source(s) (i.e., federal, State, and COUNTY agencies) can be included as indirect costs and allocated to the COUNTY program(s).

Examples of bases for allocating indirect costs:

- Total direct salaries and wages.
- Total direct costs, excluding unallowable costs that do not represent an activity of the CONTRACTOR (e.g., fines, penalties, bad debts), capital expenditures, and other distorting items such as significant one-time expenditures, or subcontractor payments.
- Modified total direct costs, including all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the applicable threshold (e.g., \$25,000 (prior to October 1, 2024), \$50,000) of each subaward (regardless of the period of performance of the subawards under the award). It excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs, and the portion of each subaward in excess of the applicable threshold (e.g., \$25,000 (prior to October 1, 2024), \$50,000) as required by [Uniform Guidance](#).

2.3 Acceptable Indirect Cost Allocation Methods

[Uniform Guidance](#) describes the following allowable methods for allocating and charging indirect costs:

- Simplified allocation method
- Direct allocation method
- Multiple allocation base method
- Negotiated indirect cost rate
- De minimis rate



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CONTRACTOR must ensure the indirect cost allocation methodology chosen is clearly described in their Cost Allocation Plan and is used consistently to allocate indirect costs. See [Exhibit D](#) for examples of how to allocate indirect costs using these methods.

Simplified Allocation Method

This method can be used when an organization's major functions benefit from its indirect costs to approximately the same degree. Using this method, all allocable costs are considered indirect costs and an indirect cost rate is determined by dividing total allowable indirect costs by an equitable distribution base (see [Exhibit D.1](#) for example).

Direct Allocation Method

This method can also be used when an organization's major functions benefit from its indirect costs to approximately the same degree. Using this method, all costs except general administration and general expenditures are treated as direct costs. Shared costs, such as depreciation, facility and equipment rentals, facilities maintenance, telephone, and other similar expenditures, are prorated individually to each direct activity on a basis appropriate for that type of cost.

The remaining costs, which consist exclusively of general administration and general expenditures, are then allocated using the simplified allocation method previously discussed (see [Exhibit D.2](#) for example).

Multiple Base Allocation Method

This method can be used when an organization's major functions benefit from its indirect costs in varying degrees. Using this method, indirect costs are grouped to permit allocation of each grouping on the basis of the benefits provided to the major functions. Each grouping is then allocated individually using the basis most appropriate for the grouping being allocated (see [Exhibit D.3](#) for example).

Negotiated Indirect Cost Rates

CONTRACTORS have the option of negotiating an indirect cost rate or rates for use on all their federal programs. The CONTRACTOR must submit a cost allocation plan to the federal agency with the largest dollar value of federal awards funded to the organization. The approved indirect cost rate is then applied to the total approved direct cost base (see [Exhibit D.4](#) for example).

If CONTRACTOR has a federally approved indirect cost rate, CONTRACTOR must submit a copy of the approval letter to COUNTY upon request.



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De Minimis Rate

A CONTRACTOR that does not have a current negotiated (including provisional) federally approved indirect cost rate may elect to charge indirect costs based on the applicable de minimis rate (e.g., 10% (prior to October 1, 2024), up to 15%) of modified total direct costs. If elected, this rate may be used indefinitely, but must be used consistently to charge indirect costs to all programs and activities (see [Exhibit D.5](#) for example).

2.4 Indirect Cost Limitations

CONTRACTOR must ensure indirect costs charged to the COUNTY program(s) are within any maximum limitations established by statutory requirements. Any amounts charged in excess of maximum limitations will be disallowed upon audit unless otherwise allowed and approved by the applicable federal, State, or COUNTY agency.

2.5 Cost Allocation Plan

CONTRACTOR must maintain an annual Agency-wide Cost Allocation Plan (Plan), and submit the Plan to the County if required by the COUNTY Agreement, and/or when requested by the COUNTY. The Cost Allocation Plan must be prepared in accordance with the applicable sections of [Uniform Guidance](#), and any other applicable federal, State, and COUNTY requirements (e.g., COUNTY Agreement, COUNTY instructions) and include the following information:

- CONTRACTOR's general accounting policies:
 - Fiscal year
 - Method for allocating indirect costs (e.g., simplified, direct, multiple, negotiated rate, de minimis rate)
 - Indirect cost rate allocation base (e.g., direct salaries and wages, direct costs).
- Identify the CONTRACTOR'S direct, shared, and indirect costs (by category) and describe the cost allocation methodology for each category.
- Signature of CONTRACTOR management certifying the accuracy of the plan.

3.0 Overpayments

If upon audit, or at any time during the Agreement year, it is determined that cost reports or invoices submitted to the COUNTY which were used as a basis for payments to the CONTRACTOR were inaccurate, the COUNTY may determine the total overpayment and require the CONTRACTOR to repay the COUNTY. The COUNTY may withhold payments from CONTRACTOR'S future payments unless otherwise prohibited by federal and/or State regulations.



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D. GOVERNANCE

1.0 Governance Overview

Large numbers of nonprofit corporations, organized for public benefit, receive public funds through contracts with the COUNTY. Many COUNTY service contracts support key public initiatives, including protecting children, providing health care, fostering employment, and reducing the effects of mental impairments and substance abuse.

Nonprofit organizations doing business with the COUNTY must conduct their work in a manner consistent with their charitable mission and the public purposes embodied in the COUNTY Agreement. This demands that nonprofit agency governing boards be conscious of their fiduciary responsibilities in providing proper oversight and direction, and making decisions.

1.1 Board of Directors' Requirements

Nonprofit agencies doing business with the COUNTY must have a governing board of at least three (3) directors in accordance with State law (e.g., [Sections 12331](#) and [5227](#) of [California Corporations Code](#)). At no time should more than 49% of the persons serving on the board of directors (board or directors) be "interested persons." An "interested person" includes:

- Any person currently being compensated by the CONTRACTOR for services rendered within the previous 12 months, whether as a full-or part -time employee, independent contractor, or otherwise.
- Any brother, sister, ancestor, descendant, spouse, brother-in-law, sister-in-law, son-in law, daughter-in-law, mother-in law, or father-in law of any such person (e.g., directors, CONTRACTOR or subcontractor employees).

The majority of the directors should not have a direct or indirect material financial interest in the organization, or any other relationship that could create a conflict of interest on the part of the director(s). A financial interest may exist for reasons of business, investment, or family relationship. "Financial interest" means an actual or potential ownership, investment, or compensation arrangement in or with any entity or individual with which the organization has, or is negotiating, a transaction or arrangement.

Directors, officers, and employees of nonprofit corporations with which the COUNTY contracts must not:

- Permit or benefit from self-dealing transactions (unless permitted by law), or unreasonable compensation.
- Misuse or dissipate scarce public resources.



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Additional details regarding governance and directors' requirements are included in State Law (e.g., [California Corporations Code](#), [Section 12586 of California Government Code](#)).

1.2 Board of Directors' Fiduciary Responsibilities

All members of a nonprofit organization's governing board must perform their duties in good faith and in a manner they believe to be in the best interests of the CONTRACTOR and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances. Although directors may delegate management of CONTRACTOR operations, activities, and affairs, to officers, employees, management companies, or committees, the directors are ultimately responsible for the direction and oversight of the organization. Directors' fiduciary responsibilities include, but are not limited to, the following:

- Monitoring the organization's fiscal and programmatic performance.
- Overseeing the organization's risk management, control processes, usage of funds, and protection of the organization's assets.
- Ensuring the organization's compliance with applicable federal, State, and COUNTY regulations.
- Making, reviewing, and/or approving decisions that are in the best interest of the organization (not in the best interest of any individual or other organization). For example, the board should review and approve all significant transactions (e.g., less-than-arm's length transactions, purchases of capital assets, loans, incentive compensation to the organization's management and employees).
- Recognizing and disclosing conflicts of interest.

1.3 Oversight Mechanisms

An organization's governing board must provide for its governance by:

- Adopting and disclosing the organization's governance standards, including director qualifications, responsibilities, and compensation. The standards may provide for "just and reasonable" compensation and benefits consistent with the compensation amount or guidelines established in the organization's contract(s) with the COUNTY. Compensation and benefits of directors, officers, and employees should be comparable to agencies of similar size and function (see [Section B.4.4](#), "Limitations on Positions and Salaries"). No employee may receive compensation or benefits for more than one organization job. For example, the Chief Executive Officer (CEO) cannot receive compensation or benefits for the job of CEO and another job such as program manager, etc.



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- Adopting and disclosing a code of business conduct and ethics for directors, officers, and employees, and promptly disclosing to the County any waivers (e.g., authorized exemptions, exceptions) of the code affecting organization directors, officers, or employees.
- Reviewing, no less than annually, the CONTRACTOR'S compliance with COUNTY Agreement terms and conditions/provisions (e.g., insurance, internal controls, federal and State reporting, payment requirements for payroll withholding) and report any applicable deviations to the COUNTY .

An organization's governance guidelines and code of ethics must:

- Provide for an annual process to distribute to and obtain from directors, officers and employees written acknowledgments of their adherence to the CONTRACTOR'S governing standards.
- Incorporate a mechanism for disclosing and addressing possible conflicts of interest.
- Provide appropriate record-keeping, particularly of transactions and arrangements required to be reviewed by the governing board and where significant organization resources are expended by or for officers, directors and employees.

1.4 **Board Meetings**

A CONTRACTOR'S board must meet periodically to ensure the directors' fiduciary responsibilities (see [Section D.1.2](#)) are carried out as required. It is recommended a CONTRACTOR'S board meet at least four times a year. Board members may participate in meetings using conference telephone or electronic communication. Additional details are included in State Law (e.g., [Section 5211 of California Corporations Code](#)).

Board meeting minutes must be written (or in any form capable of being converted into clearly legible tangible form), maintained for each meeting, and certified by the board secretary (or an assistant secretary/alternate) in accordance with State Law (e.g., [Sections 5215](#) and [6320 of California Corporations Code](#)). In addition, the meeting minutes should include:

- The names of the board members who are present and absent.
- The date and time the meeting begins and ends.
- A summary of all discussions, deliberations, and actions taken by the board.
- The names of board members making and seconding motions, and a breakdown of the votes on the motions.
- A summary of future action items/steps and who is responsible for them.



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1.5 Audit Committee

The board must establish an audit committee when applicable in accordance and compliance with the Nonprofit Integrity Act of 2004 ([SB 1262 Chapter 919](#)) and State law (e.g., [Section 12586 of California Government Code](#)).

Annual Audit Duties

The Audit Committee:

- Is responsible for making recommendations to the board on the hiring and firing of the CONTRACTOR'S independent auditor to perform annual audits.
- Must confer with the CONTRACTOR'S independent auditor to satisfy audit committee members that the financial affairs of the CONTRACTOR are in order, review each audit and decide whether to accept it, and ensure that the COUNTY receives a copy of the annual audit report and all other audits, reviews, and other third-party reports.

Additional Audit Committee Duties

The audit committee must:

- Establish procedures for receiving and addressing complaints regarding accounting, internal controls, and auditing matters.
- Monitor and take steps to ensure proper management response to major performance or fiscal deficits, such as any material weaknesses and/or significant deficiencies identified during an audit.
- Pre-approve all audit and non-audit services provided by the auditor. Non-audit services are defined as any professional services provided other than those provided in connection with an audit or review of the financial statements of the CONTRACTOR. The following is a list of non-audit services for which the independent auditor cannot perform unless the firm follows the independence standard in the Yellow Book issued by the U.S. Comptroller General:
 - ✓ Bookkeeping or other services related to the accounting records or financial statements of the audit client
 - ✓ Financial information systems design and implementation
 - ✓ Internal audit outsourcing services
 - ✓ Management functions or human resources
 - ✓ Investment adviser or investment banking services
 - ✓ Legal services and expert services unrelated to the audit



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E. REPORTING FRAUD/MISCONDUCT

CONTRACTORS are required to report suspected fraud, waste, or misuse of public monies, as well as misconduct involving COUNTY personnel to the Los Angeles County Fraud Hotline (Hotline). CONTRACTORS are also required to report suspected fraud committed by their employees and subcontractors when that fraud affects their Agreement with the COUNTY. Reportable conditions include, but are not limited to:

- Requests for bribes/kickbacks/gratuities.
- Favoritism/nepotism in the awarding of COUNTY Agreements, or selection of vendors.
- Embezzlement, theft, or misuse of any COUNTY funds, resources, time, equipment, or information.
- CONTRACTOR or vendor improprieties (e.g., inappropriate or unethical actions/behaviors such as unfair business practices, disregard for laws, abuse of power, corruption, etc.)

Reportable conditions must be reported to the Hotline upon their discovery by CONTRACTOR. Failure to report the types of fraud/misconduct discussed above may be grounds for contract termination.

The reporting party may remain anonymous. Reports can be made via telephone, mail, e-mail, or online to:

Online: <https://fraud.lacounty.gov/>
E-mail: fraud@auditor.lacounty.gov
Call: (213) 89-FRAUD or (213) 893-7283
Toll Free: (800) 544-6861
Fax: (213) 947-5809
U.S. Mail: County of Los Angeles
Department of Auditor-Controller
Office of County Investigations
500 West Temple Street, Suite 514
Los Angeles, CA 90012

F. RESOURCES

As noted in the introduction of this Handbook, the accounting, financial reporting, and internal control standards described in this Handbook are compiled from various federal, State, and COUNTY regulations and guidelines. The sources cited in this Handbook include, but are not limited to, those listed below. CONTRACTORS can refer to these sources for additional information and guidance on the federal, State, and COUNTY regulations and guidelines applicable to their organization (since some regulations and guidelines may not apply to every CONTRACTOR).

- Electronic Code of Federal Regulations - www.ecfr.gov
 - Uniform Guidance - <https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200?toc=1>
- Internal Revenue Service - www.irs.gov



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- United States Department of Labor - www.dol.gov
 - Health Insurance Portability and Accountability Act (HIPAA) - <https://www.dol.gov/agencies/ebsa/laws-and-regulations/laws/hipaa>
- The System for Award Management (SAM.gov) - <https://sam.gov>
- The Sarbanes-Oxley Act of 2002 - <https://www.govinfo.gov/content/pkg/COMPS-1883/pdf/COMPS-1883.pdf>
- Financial Accounting Standards Board - <https://fasb.org>
 - Accounting Standards Codification (including Generally Accepted Accounting Principles) - <https://asc.fasb.org>
- State of California
 - Laws (including Corporations, Government, Labor, Civil, and Welfare and Institutions Codes) - www.leginfo.ca.gov
 - Department of Justice Office of the Attorney General - www.oag.ca.gov
 - Guide for Charities - <https://oag.ca.gov/charities/guide-live>
 - Franchise Tax Board - www.ftb.ca.gov
 - Secretary of the State - www.sos.ca.gov
- COUNTY Board Policy Manual - https://library.municode.com/ca/la_county_bos/codes/board_policy
- The Committee of Sponsoring Organizations of the Treadway Commission (COSO) - www.coso.org
 - COSO sponsoring organizations:
 - The American Accounting Association - www.aaahq.org
 - The American Institute of Certified Public Accountants - www.aicpa.org
 - The Government Finance Officers Association - <https://www.gfoa.org>
 - The Financial Executives International - www.financialexecutives.org
 - The Institute of Internal Auditors - www.theiia.org
 - The Association of Accountants and Financial Professionals in Business - www.imanet.org
 - COSO's Guidance on Internal Control Integrated Framework - <https://www.coso.org/guidance-on-ic>

G. HANDBOOK ADMINISTRATION AND INQUIRIES

This Handbook is intended to be a continual work in progress. Changes are made by Auditor-Controller staff on an ongoing basis. As conditions and the accumulation of changes warrant, the online version that is available to COUNTY departments and CONTRACTORS is replaced with the latest version.

COUNTY departments and CONTRACTORS may make inquiries regarding the standards and guidance described in this Handbook by completing the inquiry form linked below. All inquiry forms will be submitted to the Auditor Controller's Countywide Contract Monitoring Division. When submitting an inquiry form, please provide as much information as possible to assist in ensuring all inquiries are properly addressed.

Inquiry Form: <https://forms.office.com/q/HNDS8DL8VX>

Bank Reconciliation Example

Agency Name
Bank and Account #
For the Month Ended June 30, 202X

Balance Per Bank Statement			\$ 35,000.00	
Add:	Deposit(s) in Transit		\$ 4,000.00	
	Bank Service Charge (erroneously posted -- to be reversed next month)		\$ 20.00	[1]
Less:	Outstanding Checks			
	#100	\$ 1,000.00		
	#101	\$ 500.00		
	#102	\$ 500.00	\$ (2,000.00)	
	Bank Posting Error (to be reversed next month)		\$ (120.00)	[1]
Adjusted Bank Balance			<u>\$ 36,900.00</u>	
Balance Per Book			\$ 36,950.00	
Less:	Bank Charges	\$ 40.00		
	Post Error	\$ 10.00	\$ (50.00)	[1]
Adjusted Book Balance			<u>\$ 36,900.00</u>	

Prepared by: _____ Date _____

Reviewed by: _____ Date _____

[1] Reconciling items.

Indirect Cost Allocation Methods Examples

D.1 - Simplified Allocation Method Example

ABC, Inc. operates two programs, uses direct salaries as their distribution base for indirect costs, and reported the following costs:

Agency-wide Indirect Costs	\$250,000
Program A Direct Salaries	\$100,000
Program B Direct Salaries	\$900,000

Step 1: Classify all costs as either direct or indirect (as indicated above).

Step 2: Calculate the indirect cost rate by dividing the total indirect costs by total direct salaries.

Indirect Costs	\$250,000	
Total Direct Salaries	\$1,000,000	= \$100,000 + \$900,000
Indirect Cost Rate	25%	= $\frac{\$250,000}{\$1,000,000}$

Step 3: Allocate indirect costs to each program by multiplying the indirect cost rate by the direct salaries for each respective program.

Indirect Costs Allocated to Program A	\$25,000	= \$100,000 x 25%
Indirect Costs Allocated to Program B	\$225,000	= \$900,000 x 25%

D.2 - Direct Allocation Method Example

ABC, Inc. operates two programs and conducts fundraising activities. The Agency uses square footage as their distribution base for shared facility rent and maintenance costs and direct costs as their distribution base for indirect costs. ABC, Inc. reported the following costs:

General Administration and General Expenses (Indirect Costs)	\$250,000
Shared Costs: Facility Rent and Maintenance	\$150,000
Program A Direct Costs	\$100,000
Program B Direct Costs	\$850,000
Fundraising Direct Costs	\$50,000

Step 1: Separate costs into three basic categories:

- General Administration and General Expenses (Indirect Costs)
- Direct Programs and Activities
- Fundraising

Step 2: Calculate the percentage of square footage occupied by each program and activity. ABC, Inc.'s facilities have a total of 4,000 square feet and the Agency determined Program A occupies 2,800 square feet, Program B occupies 1,000 square feet, and fundraising activities occupies 200 square feet, respectively.

Program A Square Footage	2,800	70%
Program B Square Footage	1,000	25%
Fundraising Square Footage	200	5%
Total Square Footage	4,000	100%

Step 3: Allocate the shared facility rent and maintenance costs based on the percentage of square footage used by each program and activity.

Shared Costs: Facility Rent and Maintenance	\$150,000	
Shared Costs Allocable to Program A	\$105,000	= \$150,000 x 70%
Shared Costs Allocable to Program B	\$37,500	= \$150,000 x 25%
Shared Costs Allocable to Fundraising	\$7,500	= \$150,000 x 5%

Step 4: Calculate the total direct costs for each program and activity by adding the direct costs to the shared costs allocated to each respective program.

Program A Direct Costs	\$100,000
+ Program A Shared Costs	\$105,000
Total Program A Direct Costs	\$205,000
Program B Direct Costs	\$850,000
+ Program B Shared Costs	\$37,500
Total Program B Direct Costs	\$887,500
Fundraising Direct Costs	\$50,000
+ Fundraising Shared Costs	\$7,500
Total Fundraising Direct Costs	\$57,500

Step 5: Calculate the indirect cost rate by dividing the total indirect costs by total direct costs.

Total Indirect Costs	\$250,000	
Total Direct Costs	\$1,150,000	= \$205,000 + \$887,500 + \$57,500
Indirect Cost Rate	21.74%	= $\frac{\$250,000}{\$1,150,000}$

Step 6: Allocate indirect costs to each program and activity by multiplying the indirect cost rate by the total direct costs for each respective program and activity.

Indirect Costs Allocable to Program A	\$44,565	= \$205,000 x 21.74%
Indirect Costs Allocable to Program B	\$192,935	= \$887,500 x 21.74%
Indirect Costs Allocable to Fundraising	\$12,500	= \$57,500 x 21.74%

D.3 - Multiple Allocation Base Method Example

ABC, Inc. operates two programs and conducts fundraising activities. The Agency uses square footage as their distribution base for indirect facilities costs and modified total costs⁽¹⁾ as their distribution base for indirect administration costs. ABC, Inc. reported the following costs:

- (1) *Modified total costs (MTC) are the modified total direct costs (MTDC) plus allocated indirect costs. MTDC includes all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first \$50,000 (effective October 1, 2024) of each subaward (regardless of the period of performance of the subawards under the award). It excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs, and the portion of each subaward in excess of \$50,000 (effective October 1, 2024).*

Indirect Depreciation	\$100,000
Indirect Interest	\$150,000
Indirect Operation and Maintenance Expenses	\$550,000
Indirect General Administration	\$700,000
Indirect General Expenses	\$500,000
Program A Modified Total Direct Costs	\$7,250,000
Program B Modified Total Direct Costs	\$1,500,000
Fundraising Modified Total Direct Costs	\$250,000

Step 1: Establish separate indirect cost groupings based on the benefits provided to the programs and activities. The cost groupings are classified within two broad categories, “Facilities” and “Administration”, and should include the following indirect cost pools:

Facilities

- Depreciation
- Interest
- Operation and Maintenance Expenses

Administration

- General Administration and General Expenses

Indirect Facilities Costs

Indirect Depreciation	\$100,000
Indirect Interest	\$150,000
Indirect Operation and Maintenance Expenses	\$550,000
Total Indirect Facilities Costs	\$800,000

Indirect Administration Costs

Indirect General Administration	\$700,000
Indirect General Expenses	\$500,000
Total Indirect Administration Costs	\$1,200,000

Step 2: Calculate the percentage of square footage occupied by each program and activity. ABC, Inc.’s facilities have a total of 10,000 square feet and the Agency determined Program A occupies 5,000 square feet, Program B occupies 2,000 square feet, fundraising activities occupies 500 square feet, and administration occupies 2,500 square feet, respectively.

Program A Square Footage	5,000	50%
Program B Square Footage	2,000	20%
Fundraising Square Footage	500	5%
Administration Square Footage	2,500	25%
Total Square Footage	10,000	100%

Step 3: Allocate "Facilities" costs to all benefiting programs and activities based on the percentage of square footage used by each program and activity.

Indirect Facilities Costs Allocated to Program A	\$400,000	= \$800,000 x 50%
Indirect Facilities Costs Allocated to Program B	\$160,000	= \$800,000 x 20%
Indirect Facilities Costs Allocated to Fundraising	\$40,000	= \$800,000 x 5%
Indirect Facilities Costs Allocated to Administration	\$200,000	= \$800,000 x 25%

Step 4: Calculate the modified total costs for each program and activity to allocate indirect administration costs by adding the MTDC to the allocated indirect costs calculated above.

Program A - MTDC	\$7,250,000
+ Indirect Facilities Costs Allocated to Program A	\$400,000
Program A - MTC	\$7,650,000
Program B - MTDC	\$1,500,000
+ Indirect Facilities Costs Allocated to Program B	\$160,000
Program B - MTC	\$1,660,000
Fundraising - MTDC	\$250,000
+ Indirect Facilities Costs Allocated to Fundraising	\$40,000
Fundraising - MTC	\$290,000
Program A - MTC	\$7,650,000
Program B - MTC	\$1,660,000
Fundraising - MTC	\$290,000
Total MTC	\$9,600,000
Program A - MTC	\$7,650,000
Program B - MTC	\$1,660,000
Fundraising - MTC	\$290,000
Total MTC	\$9,600,000

Step 5: Calculate the total indirect administration costs.

Indirect Administration Costs	\$1,200,000
+ Indirect Facilities Costs Allocated to Administration	\$200,000
Total Indirect Administration Costs	\$1,400,000

Step 6: Calculate the indirect cost rate by dividing the total administration costs by the total modified costs.

Total Administration Costs	\$1,400,000
÷ Total MTC	\$9,600,000
Indirect Cost Rate	14.58%

Step 7: Allocate "Administration" costs to all benefiting programs and activities based on modified total costs.

Indirect Administration Costs Allocated to Program A	\$1,115,625	= \$7,650,000 x 14.58%
Indirect Administration Costs Allocated to Program B	\$242,083	= \$1,660,000 x 14.58%
Indirect Administration Costs Allocated to Fundraising	\$42,292	= \$290,000 x 14.58%

D.4 - Negotiated Indirect Cost Rate Example

ABC, Inc. operates two programs and has a negotiated indirect cost rate. The negotiated indirect cost rate agreement indicates the Agency's indirect cost rate is 15% and the distribution base is total direct costs excluding capital expenditures and equipment. ABC, Inc. reported the following costs:

	Program A	Program B
Salaries	\$ 2,000,000	\$ 1,250,000
Benefits	\$ 1,100,000	\$ 400,000
Capital Expenditures	\$ -	\$ 200,000
Equipment	\$ 60,000	\$ 15,000
Travel	\$ 40,000	\$ 25,000
Materials and Supplies	\$ 60,000	\$ 35,000
Total Direct Costs	\$ 3,260,000	\$ 1,925,000

Step 1: Calculate the direct costs distribution base for each program as required by the negotiated indirect cost rate agreement.

	Program A	Program B
Salaries	\$ 2,000,000	\$ 1,250,000
Benefits	\$ 1,100,000	\$ 400,000
Travel	\$ 40,000	\$ 25,000
Materials and Supplies	\$ 60,000	\$ 35,000
Direct Costs Base ⁽¹⁾	\$ 3,200,000	\$ 1,710,000

⁽¹⁾ Direct cost base does not include capital expenditures and equipment.

Step 2: Calculate the indirect costs charged to each program by multiplying the direct costs base for each respective program by the negotiated indirect cost rate.

	Program A	Program B
Direct Cost Base	\$ 3,200,000	\$ 1,710,000
x Indirect Cost Rate	15%	15%
Indirect Costs Charged	\$ 480,000	\$ 256,500

D.5 - De Minimis Rate Example

ABC, Inc. operates two programs and reported the following direct costs:

	Program A	Program B
Salaries	\$ 750,000	\$ 100,000
Benefits	\$ 250,000	\$ 20,000
Equipment	\$ 50,000	\$ 5,500
Travel	\$ 20,000	\$ 7,000
Materials and Supplies	\$ 40,000	\$ 4,000
Rent	\$ 60,000	\$ 12,000
Total Direct Costs	\$ 1,170,000	\$ 148,500

Step 1: Calculate the modified total direct costs (MTDC)⁽¹⁾ for each program.

(1) MTDC includes all direct salaries and wages, applicable fringe benefits, materials and supplies, services, travel, and up to the first \$50,000 (effective October 1, 2024) of each subaward (regardless of the period of performance of the subawards under the award). It excludes equipment, capital expenditures, charges for patient care, rental costs, tuition remission, scholarships and fellowships, participant support costs, and the portion of each subaward in excess of \$50,000 (effective October 1, 2024).

	Program A	Program B
Salaries	\$ 750,000	\$ 100,000
Benefits	\$ 250,000	\$ 20,000
Travel	\$ 20,000	\$ 7,000
Materials and Supplies	\$ 40,000	\$ 4,000
MTDC⁽¹⁾	\$ 1,060,000	\$ 131,000

(1) MTDC does not include the costs of equipment and rent.

Step 2: Calculate the indirect costs charged to each program by multiplying the MTDC for each respective program by the 15% de minimis rate (effective October 1, 2024)

	Program A	Program B
MTDC	\$ 1,060,000	\$ 131,000
x De Minimis Rate	15%	15%
Indirect Costs Charged	\$ 159,000	\$ 19,650

CHARITABLE CONTRIBUTIONS CERTIFICATION

Company Name

Address

Internal Revenue Service Employer Identification Number

California Registry of Charitable Trusts "CT" number (if applicable)

The Nonprofit Integrity Act (SB 1262, Chapter 919) added requirements to California's Supervision of Trustees and Fundraisers for Charitable Purposes Act which regulates those receiving and raising charitable contributions.

Check the Certification below that is applicable to your company.

☐ Proposer or Contractor has examined its activities and determined that it does not now receive or raise charitable contributions regulated under California's Supervision of Trustees and Fundraisers for Charitable Purposes Act. If Bidder engages in activities subjecting it to those laws during the term of a County contract, it will timely comply with them and provide County a copy of its initial registration with the California State Attorney General's Registry of Charitable Trusts when filed.

OR

☐ Proposer or Contractor is registered with the California Registry of Charitable Trusts under the CT number listed above and is in compliance with its registration and reporting requirements under California law. Attached is a copy of its most recent filing with the Registry of Charitable Trusts as required by Title 11 California Code of Regulations, sections 300-301 and Government Code sections 12585-12586.

Signature: _____ Date: _____

Printed Name: _____ Title: _____

INFORMATION SECURITY AND PRIVACY REQUIREMENTS EXHIBIT

The County of Los Angeles ("County") is committed to safeguarding the Integrity of the County systems, Data, Information and protecting the privacy rights of the individuals that it serves. This Information Security and Privacy Requirements Exhibit ("Exhibit") sets forth the County and the Contractor's commitment and agreement to fulfill each of their obligations under applicable state or federal laws, rules, or regulations, as well as applicable industry standards concerning privacy, Data protections, Information Security, Confidentiality, Availability, and Integrity of such Information. The Information Security and privacy requirements and procedures in this Exhibit are to be established by the Contractor before the Effective Date of the Contract and maintained throughout the term of the Contract.

These requirements and procedures are a minimum standard and are in addition to the requirements of the underlying base agreement between the County and Contractor (the "Contract") and any other agreements between the parties. However, it is the Contractor's sole obligation to: (i) implement appropriate and reasonable measures to secure and protect its systems and all County Information against internal and external Threats and Risks; and (ii) continuously review and revise those measures to address ongoing Threats and Risks. Failure to comply with the minimum requirements and procedures set forth in this Exhibit will constitute a material, non-curable breach of Contract by the Contractor, entitling the County, in addition to the cumulative of all other remedies available to it at law, in equity, or under the Contract, to immediately terminate the Contract. To the extent there are conflicts between this Exhibit and the Contract, this Exhibit will prevail unless stated otherwise.

1. DEFINITIONS

Unless otherwise defined in the Contract, the definitions herein contained are specific to the uses within this exhibit.

- a. **Availability:** the condition of Information being accessible and usable upon demand by an authorized entity (Workforce Member or process).
- b. **Confidentiality:** the condition that Information is not disclosed to system entities (users, processes, devices) unless they have been authorized to access the Information.
- c. **County Information:** all Data and Information belonging to the County.
- d. **Data:** a subset of Information comprised of qualitative or quantitative values.
- e. **Incident:** a suspected, attempted, successful, or imminent Threat of unauthorized electronic and/or physical access, use, disclosure, breach, modification, or destruction of information; interference with Information Technology operations; or significant violation of County policy.
- f. **Information:** any communication or representation of knowledge or understanding such as facts, Data, or opinions in any medium or form, including electronic, textual, numerical, graphic, cartographic, narrative, or audiovisual.
- g. **Information Security Policy:** high level statements of intention and direction of an organization used to create an organization's Information Security Program as formally expressed by its top management.

- h. **Information Security Program:** formalized and implemented Information Security Policies, standards and procedures that are documented describing the program management safeguards and common controls in place or those planned for meeting the County's information security requirements.
- i. **Information Technology:** any equipment or interconnected system or subsystem of equipment that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of Data or Information.
- j. **Integrity:** the condition whereby Data or Information has not been improperly modified or destroyed and authenticity of the Data or Information can be ensured.
- k. **Mobile Device Management (MDM):** software that allows Information Technology administrators to control, secure, and enforce policies on smartphones, tablets, and other endpoints.
- l. **Privacy Policy:** high level statements of intention and direction of an organization used to create an organization's Privacy Program as formally expressed by its top management.
- m. **Privacy Program:** A formal document that provides an overview of an organization's privacy program, including a description of the structure of the privacy program, the resources dedicated to the privacy program, the role of the organization's privacy official and other staff, the strategic goals and objectives of the Privacy Program, and the program management controls and common controls in place or planned for meeting applicable privacy requirements and managing privacy risks.
- n. **Risk:** a measure of the extent to which the County is threatened by a potential circumstance or event, Risk is typically a function of: (i) the adverse impacts that would arise if the circumstance or event occurs; and (ii) the likelihood of occurrence.
- o. **Threat:** any circumstance or event with the potential to adversely impact County operations (including mission, functions, image, or reputation), organizational assets, individuals, or other organizations through an Information System via unauthorized access, destruction, disclosure, modification of Information, and/or denial of service.
- p. **Vulnerability:** a weakness in a system, application, network or process that is subject to exploitation or misuse.
- q. **Workforce Member:** employees, volunteers, and other persons whose conduct, in the performance of work for Los Angeles County, is under the direct control of Los Angeles County, whether or not they are paid by Los Angeles County. This includes, but may not be limited to, full and part time elected or appointed officials, employees, affiliates, associates, students, volunteers, and staff from third party entities who provide service to the County.

2. INFORMATION SECURITY AND PRIVACY PROGRAMS

- a. **Information Security Program.** The Contractor must maintain a company-wide Information Security Program designed to evaluate Risks to the Confidentiality, Availability, and Integrity of the County Information covered under this Contract.

Contractor's Information Security Program must include the creation and maintenance of Information Security Policies, standards, and procedures. Information Security Policies, standards, and procedures will be communicated to all Contractor employees in a relevant, accessible, and understandable form and will be regularly reviewed and evaluated to ensure operational effectiveness, compliance with all applicable laws and regulations, and addresses new and emerging Threats and Risks.

The Contractor must exercise the same degree of care in safeguarding and protecting County Information that the Contractor exercises with respect to its own Information and Data, but in no event less than a reasonable degree of care. The Contractor will implement, maintain, and use appropriate administrative, technical, and physical security measures to preserve the Confidentiality, Integrity, and Availability of County Information.

The Contractor's Information Security Program must:

- Protect the Confidentiality, Integrity, and Availability of County Information in the Contractor's possession or control;
- Protect against any anticipated Threats or hazards to the Confidentiality, Integrity, and Availability of County Information;
- Protect against unauthorized or unlawful access, use, disclosure, alteration, or destruction of County Information;
- Protect against accidental loss or destruction of, or damage to, County Information; and
- Safeguard County Information in compliance with any applicable laws and regulations which apply to the Contractor.

- b. **Privacy Program.** The Contractor must establish and maintain a company-wide Privacy Program designed to incorporate Privacy Policies and practices in its business operations to provide safeguards for Information, including County Information. The Contractor's Privacy Program must include the development of, and ongoing reviews and updates to Privacy Policies, guidelines, procedures and appropriate workforce privacy training within its organization. These Privacy Policies, guidelines, procedures, and appropriate training will be provided to all Contractor employees, agents, and volunteers. The Contractor's Privacy Policies, guidelines, and procedures must be continuously reviewed and updated for effectiveness and compliance with applicable laws and regulations, and to appropriately respond to new and emerging Threats and Risks. The Contractor's Privacy Program must perform ongoing monitoring and audits of operations to identify and mitigate privacy Threats.

The Contractor must exercise the same degree of care in safeguarding the privacy of County Information that the Contractor exercises with respect to its own Information, but in no event less than a reasonable degree of care. The Contractor will implement, maintain, and use appropriate privacy practices and protocols to preserve the Confidentiality of County Information.

The Contractor's Privacy Program must include:

- A Privacy Program framework that identifies and ensures that the Contractor complies with all applicable laws and regulations;
- External Privacy Policies, and internal privacy policies, procedures and controls to support the privacy program;
- Protections against unauthorized or unlawful access, use, disclosure, alteration, or destruction of County Information;
- A training program that covers Privacy Policies, protocols and awareness;
- A response plan to address privacy Incidents and privacy breaches; and

- Ongoing privacy assessments and audits.

3. PROPERTY RIGHTS TO COUNTY INFORMATION

All County Information is deemed property of the County, and the County will retain exclusive rights and ownership thereto. County Information must not be used by the Contractor for any purpose other than as required under this Contract, nor will such or any part of such be disclosed, sold, assigned, leased, or otherwise disposed of, to third parties by the Contractor, or commercially exploited or otherwise used by, or on behalf of, the Contractor, its officers, directors, employees, or agents. The Contractor may assert no lien on or right to withhold from the County, any County Information it receives from, receives addressed to, or stores on behalf of, the County. Notwithstanding the foregoing, the Contractor may aggregate, compile, and use County Information in order to improve, develop or enhance the System Software and/or other services offered, or to be offered, by the Contractor, provided that (i) no County Information in such aggregated or compiled pool is identifiable as originating from, or can be traced back to the County, and (ii) such Data or Information cannot be associated or matched with the identity of an individual alone, or linkable to a specific individual. The Contractor specifically consents to the County's access to such County Information held, stored, or maintained on any and all devices Contractor owns, leases or possesses.

4. CONTRACTOR'S USE OF COUNTY INFORMATION

The Contractor may use County Information only as necessary to carry out its obligations under this Contract. The Contractor must collect, maintain, or use County Information only for the purposes specified in the Contract and, in all cases, in compliance with all applicable local, state, and federal laws and regulations governing the collection, maintenance, transmission, dissemination, storage, use, and destruction of County Information, including, but not limited to, (i) any state and federal law governing the protection of personal Information, (ii) any state and federal security breach notification laws, and (iii) the rules, regulations and directives of the Federal Trade Commission, as amended from time to time.

5. SHARING COUNTY INFORMATION AND DATA

The Contractor must not share, release, disclose, disseminate, make available, transfer, or otherwise communicate orally, in writing, or by electronic or other means, County Information to a third party for monetary or other valuable consideration.

6. CONFIDENTIALITY

- Confidentiality of County Information.** The Contractor agrees that all County Information is Confidential and proprietary to the County regardless of whether such Information was disclosed intentionally or unintentionally, or marked as "confidential".
- Disclosure of County Information.** The Contractor may disclose County Information only as necessary to carry out its obligations under this Contract, or as required by law, and is prohibited from using County Information for any other purpose without the prior express written approval of the County's contract administrator in consultation with the County's Chief Information Security Officer and/or Chief Privacy Officer. If required by a court of competent jurisdiction or an administrative body to disclose County Information, the Contractor must notify the County's contract administrator immediately and prior to any such disclosure, to provide the County an opportunity to oppose or otherwise respond to such disclosure, unless prohibited by law from doing so.

- c. **Disclosure Restrictions of Non-Public Information.** While performing work under the Contract, the Contractor may encounter County Non-public Information (“NPI”) in the course of performing this Contract, including, but not limited to, licensed technology, drawings, schematics, manuals, sealed court records, and other materials described and/or identified as “Internal Use”, “Confidential” or “Restricted” as defined in [Board of Supervisors Policy 6.104 – Information Classification Policy](#) as NPI. The Contractor must not disclose or publish any County NPI and material received or used in performance of this Contract. This obligation is perpetual.
- d. **Individual Requests.** The Contractor must acknowledge any request or instructions from the County regarding the exercise of any individual’s privacy rights provided under applicable federal or state laws. The Contractor must have in place appropriate policies and procedures to promptly respond to such requests and comply with any request or instructions from the County within seven (7) calendar days. If an individual makes a request directly to the Contractor involving County Information, the Contractor must notify the County within five (5) calendar days and the County will coordinate an appropriate response, which may include instructing the Contractor to assist in fulfilling the request. Similarly, if the Contractor receives a privacy or security complaint from an individual regarding County Information, the Contractor must notify the County as described in Section 14 SECURITY AND PRIVACY INCIDENTS, and the County will coordinate an appropriate response.
- e. **Retention of County Information.** The Contractor must not retain any County Information for any period longer than necessary for the Contractor to fulfill its obligations under the Contract and applicable law, whichever is longest.

7. CONTRACTOR EMPLOYEES

The Contractor must perform background and security investigation procedures in the manner prescribed in this section unless the Contract prescribes procedures for conducting background and security investigations and those procedures are no less stringent than the procedures described in this section.

To the extent permitted by applicable law, the Contractor must screen and conduct background investigations on all Contractor employees and Subcontractors as appropriate to their role, with access to County Information for potential security Risks. Such background investigations must be obtained through fingerprints submitted to the California Department of Justice to include State, local, and federal-level review and conducted in accordance with the law, may include criminal and financial history to the extent permitted under the law, and will be repeated on a regular basis. The fees associated with the background investigation will be at the expense of the Contractor, regardless of whether the member of the Contractor’s staff passes or fails the background investigation. The Contractor, in compliance with its legal obligations, must conduct an individualized assessment of their employees, agents, and volunteers regarding the nature and gravity of a criminal offense or conduct; the time that has passed since a criminal offense or conduct and completion of the sentence; and the nature of the access to County Information to ensure that no individual accesses County Information whose past criminal conduct poses a risk or threat to County Information.

The Contractor must require all employees, agents, and volunteers to abide by the requirements in this Exhibit, as set forth in the Contract, and sign an appropriate written Confidentiality/non-disclosure agreement with the Contractor.

The Contractor must supply each of its employees with appropriate, annual training regarding Information Security procedures, Risks, and Threats. The Contractor agrees that training will cover, but may not be limited to the following topics:

- a) **Secure Authentication:** The importance of utilizing secure authentication, including proper management of authentication credentials (login name and password) and multi-factor authentication.
- b) **Social Engineering Attacks:** Identifying different forms of social engineering including, but not limited to, phishing, phone scams, and impersonation calls.
- c) **Handling of County Information:** The proper identification, storage, transfer, archiving, and destruction of County Information.
- d) **Causes of Unintentional Information Exposure:** Provide awareness of causes of unintentional exposure of Information such as lost mobile devices, emailing Information to inappropriate recipients, etc.
- e) **Identifying and Reporting Incidents:** Awareness of the most common indicators of an Incident and how such indicators should be reported within the organization.
- f) **Privacy:** The Contractor's Privacy Policies and procedures as described in Section 2b. Privacy Program.

The Contractor must have an established set of procedures to ensure the Contractor's employees promptly report actual and/or suspected breaches of security.

8. SUBCONTRACTORS AND THIRD PARTIES

The County acknowledges that in the course of performing its services, the Contractor may desire or require the use of goods, services, and/or assistance of Subcontractors or other third parties or suppliers. The terms of this Exhibit will also apply to all Subcontractors and third parties. The Contractor or third party will be subject to the following terms and conditions: (i) each Subcontractor and third party must agree in writing to comply with and be bound by the applicable terms and conditions of this Exhibit, both for itself and to enable the Contractor to be and remain in compliance with its obligations hereunder, including those provisions relating to Confidentiality, Integrity, Availability, disclosures, security, and such other terms and conditions as may be reasonably necessary to effectuate the Contract including this Exhibit; and (ii) the Contractor will be and remain fully liable for the acts and omissions of each Subcontractor and third party, and fully responsible for the due and proper performance of all Contractor obligations under this Contract.

The Contractor must obtain advanced approval from the County's Chief Information Security Officer and/or Chief Privacy Officer prior to subcontracting services subject to this Exhibit.

9. STORAGE AND TRANSMISSION OF COUNTY INFORMATION

All County Information must be rendered unusable, unreadable, or indecipherable to unauthorized individuals. Without limiting the generality of the foregoing, the Contractor will encrypt all workstations, portable devices (such as mobile, wearables, tablets,) and removable media (such as portable or removable hard disks, floppy disks, USB memory drives, CDs, DVDs, magnetic tape, and all other removable storage media) that store County Information in accordance with Federal Information Processing Standard (FIPS) 140-2 or otherwise approved by the County's Chief Information Security Officer.

The Contractor will encrypt County Information transmitted on networks outside of the Contractor's control with Transport Layer Security (TLS) or Internet Protocol Security (IPSec), at a minimum cipher strength of 128 bit or an equivalent secure transmission protocol or method approved by County's Chief Information Security Officer.

In addition, the Contractor must not store County Information in the cloud or in any other online storage provider without written authorization from the County's Chief Information Security Officer. All mobile devices storing County Information must be managed by a Mobile Device Management system. Such system must provide provisions to enforce a password/passcode on enrolled mobile devices. All workstations/Personal Computers (including laptops, 2-in-1s, and tablets) will maintain the latest operating system security patches, and the latest virus definitions. Virus scans must be performed at least monthly. Request for less frequent scanning must be approved in writing by the County's Chief Information Security Officer.

10. RETURN OR DESTRUCTION OF COUNTY INFORMATION

The Contractor must return or destroy County Information in the manner prescribed in this section unless the Contract prescribes procedures for returning or destroying County Information and those procedures are no less stringent than the procedures described in this section.

- a. **Return or Destruction.** Upon County's written request, or upon expiration or termination of this Contract for any reason, Contractor must (i) promptly return or destroy, at the County's option, all originals and copies of all documents and materials it has received containing County Information; or (ii) if return or destruction is not permissible under applicable law, continue to protect such Information in accordance with the terms of this Contract; and (iii) deliver or destroy, at the County's option, all originals and copies of all summaries, records, descriptions, modifications, negatives, drawings, adoptions and other documents or materials, whether in writing or in machine-readable form, prepared by the Contractor, prepared under its direction, or at its request, from the documents and materials referred to in Subsection (i) of this Section. For all documents or materials referred to in Subsections (i) and (ii) of this Section that the County requests be returned to the County, the Contractor must provide a written attestation on company letterhead certifying that all documents and materials have been delivered to the County. For documents or materials referred to in Subsections (i) and (ii) of this Section that the County requests be destroyed, the Contractor must provide an attestation on company letterhead and certified documentation from a media destruction firm consistent with subdivision b of this Section. Upon termination or expiration of the Contract or at any time upon the County's request, the Contractor must return all hardware, if any, provided by the County to the Contractor. The hardware should be physically sealed and returned via a bonded courier, or as otherwise directed by the County.
- b. **Method of Destruction.** The Contractor must destroy all originals and copies by (i) cross-cut shredding paper, film, or other hard copy media so that the Information cannot be read or otherwise reconstructed; and (ii) purging, or destroying electronic media containing County Information consistent with NIST Special Publication 800-88, "Guidelines for Media Sanitization" such that the County Information cannot be retrieved. The Contractor will provide an attestation on company letterhead and certified documentation from a media destruction firm, detailing the destruction method used and the County Information involved, the date of destruction, and the company or individual who performed the destruction. Such statement will be sent to the designated County contract manager within ten (10) days of termination or expiration of the Contract or at any time upon the County's request. On termination or expiration of this Contract, the County will return or destroy all Contractor's Information marked as confidential (excluding

items licensed to the County hereunder, or that provided to the County by the Contractor hereunder), at the County's option.

11. PHYSICAL AND ENVIRONMENTAL SECURITY

All Contractor facilities that process County Information will be located in secure areas and protected by perimeter security such as barrier access controls (e.g., the use of guards and entry badges) that provide a physically secure environment from unauthorized access, damage, and interference.

All Contractor facilities that process County Information will be maintained with physical and environmental controls (temperature and humidity) that meet or exceed hardware manufacturer's specifications.

12. OPERATIONAL MANAGEMENT, BUSINESS CONTINUITY, AND DISASTER RECOVERY

The Contractor must: (i) monitor and manage all of its Information processing facilities, including, without limitation, implementing operational procedures, change management, and Incident response procedures consistent with Section 14 SECURITY AND PRIVACY INCIDENTS; and (ii) deploy adequate anti-malware software and adequate back-up systems to ensure essential business Information can be promptly recovered in the event of a disaster or media failure; and (iii) ensure its operating procedures are adequately documented and designed to protect Information and computer media from theft and unauthorized access.

The Contractor must have business continuity and disaster recovery plans. These plans must include a geographically separate back-up data center and a formal framework by which an unplanned event will be managed to minimize the loss of County Information and services. The formal framework includes a defined back-up policy and associated procedures, including documented policies and procedures designed to: (i) perform back-up of data to a remote back-up data center in a scheduled and timely manner; (ii) provide effective controls to safeguard backed-up data; (iii) securely transfer County Information to and from back-up location; (iv) fully restore applications and operating systems; and (v) demonstrate periodic testing of restoration from back-up location. If the Contractor makes backups to removable media (as described in Section 9 STORAGE AND TRANSMISSION OF COUNTY INFORMATION), all such backups must be encrypted in compliance with the encryption requirements noted above in Section 9 STORAGE AND TRANSMISSION OF COUNTY INFORMATION.

13. ACCESS CONTROL

Subject to and without limiting the requirements under Section 9 STORAGE AND TRANSMISSION OF COUNTY INFORMATION, County Information (i) may only be made available and accessible to those parties explicitly authorized under the Contract or otherwise expressly approved by the County Project Director or Project Manager in writing; and (ii) if transferred using removable media (as described in Section 9 STORAGE AND TRANSMISSION OF COUNTY INFORMATION) must be sent via a bonded courier and protected using encryption technology designated by the Contractor and approved by the County's Chief Information Security Officer in writing. The foregoing requirements will apply to back-up media stored by the Contractor at off-site facilities.

The Contractor must implement formal procedures to control access to County systems, services, and/or Information, including, but not limited to, user account management procedures and the following controls:

- a. Network access to both internal and external networked services must be controlled, including, but not limited to, the use of industry standard and properly configured firewalls;
- b. Operating systems will be used to enforce access controls to computer resources including, but not limited to, multi-factor authentication, use of virtual private networks (VPN), authorization, and event logging;
- c. The Contractor will conduct regular, no less often than semi-annually, user access reviews to ensure that unnecessary and/or unused access to County Information is removed in a timely manner;
- d. Applications will include access control to limit user access to County Information and application system functions;
- e. All systems will be monitored to detect deviation from access control policies and identify suspicious activity. The Contractor must record, review and act upon all events in accordance with Incident response policies set forth in Section 14 SECURITY AND PRIVACY INCIDENTS; and
- f. In the event any hardware, storage media, or removable media (as described in Section 9 STORAGE AND TRANSMISSION OF COUNTY INFORMATION) must be disposed of or sent off-site for servicing, the Contractor must ensure all County Information, has been eradicated from such hardware and/or media using industry best practices as discussed in Section 9 STORAGE AND TRANSMISSION OF COUNTY INFORMATION.

14. SECURITY AND PRIVACY INCIDENTS

In the event of a Security or Privacy Incident, the Contractor must:

- a. Promptly notify the County's Chief Information Security Officer, the Departmental Information Security Officer, and the County's Chief Privacy Officer of any Incidents involving County Information, within twenty-four (24) hours of detection of the Incident. All notifications must be submitted via encrypted email and telephone.

County Chief Information Security Officer and Chief Privacy Officer email

CISO-CPO_Notify@lacounty.gov

Chief Information Security Officer:

Ralph Johnson
Chief Information Security Officer
320 W Temple, 7th Floor
Los Angeles, CA 90012
(213) 253-5600

Chief Privacy Officer:

Lillian Russell
Chief Privacy Officer
320 W Temple, 7th Floor
Los Angeles, CA 90012
(213) 351-5363

Departmental Information Security Officer:

Name
Departmental Information Security Officer
Address

City, State Zip
Telephone
Email address

- b. Include the following Information in all notices:
- i. The date and time of discovery of the Incident,
 - ii. The approximate date and time of the Incident,
 - iii. A description of the type of County Information involved in the reported Incident, and
 - iv. A summary of the relevant facts, including a description of measures being taken to respond to and remediate the Incident, and any planned corrective actions as they are identified.
 - v. The name and contact information for the organizations official representative(s), with relevant business and technical information relating to the incident.
- c. Cooperate with the County to investigate the Incident and seek to identify the specific County Information involved in the Incident upon the County's written request, without charge, unless the Incident was caused by the acts or omissions of the County. As Information about the Incident is collected or otherwise becomes available to the Contractor, and unless prohibited by law, the Contractor must provide Information regarding the nature and consequences of the Incident that are reasonably requested by the County to allow the County to notify affected individuals, government agencies, and/or credit bureaus.
- d. Immediately initiate the appropriate portions of their Business Continuity and/or Disaster Recovery plans in the event of an Incident causing an interference with Information Technology operations.
- e. Assist and cooperate with forensic investigators, the County, law firms, and and/or law enforcement agencies at the direction of the County to help determine the nature, extent, and source of any Incident, and reasonably assist and cooperate with the County on any additional disclosures that the County is required to make as a result of the Incident.
- f. Allow the County or its third-party designee at the County's election to perform audits and tests of the Contractor's environment that may include, but are not limited to, interviews of relevant employees, review of documentation, or technical inspection of systems, as they relate to the receipt, maintenance, use, retention, and authorized destruction of County Information.

Notwithstanding any other provisions in this Contract and Exhibit, The Contractor will be (i) liable for all damages and fines, (ii) responsible for all corrective action, and (iii) responsible for all notifications arising from an Incident involving County Information caused by the Contractor's weaknesses, negligence, errors, or lack of Information Security or privacy controls or provisions.

15. NON-EXCLUSIVE EQUITABLE REMEDY

The Contractor acknowledges and agrees that due to the unique nature of County Information there can be no adequate remedy at law for any breach of its obligations hereunder, that any such breach may result in irreparable harm to the County, and therefore, that upon any such breach, the County will be entitled to appropriate equitable remedies, and may seek injunctive relief from a court of competent jurisdiction without the necessity of proving actual loss, in addition to whatever remedies are available within law or equity. Any breach of Section 6 CONFIDENTIALITY will constitute a material breach of this Contract and be grounds for immediate termination of this Contract in the exclusive discretion of the County.

16. AUDIT AND INSPECTION

- a. **Self-Audits.** The Contractor must periodically conduct audits, assessments, testing of the system of controls, and testing of Information Security and privacy procedures, including penetration testing, intrusion detection, and firewall configuration reviews. These periodic audits will be conducted by staff certified to perform the specific audit in question at Contractor's sole cost and expense through either (i) an internal independent audit function, (ii) a nationally recognized, external, independent auditor, or (iii) another independent auditor approved by the County.

The Contractor must have a process for correcting control deficiencies that have been identified in the periodic audit, including follow up documentation providing evidence of such corrections. The Contractor must provide the audit results and any corrective action documentation to the County promptly upon its completion at the County's request. With respect to any other report, certification, or audit or test results prepared or received by the Contractor that contains any County Information, the Contractor must promptly provide the County with copies of the same upon the County's reasonable request, including identification of any failure or exception in the Contractor's Information systems, products, and services, and the corresponding steps taken by the Contractor to mitigate such failure or exception. Any reports and related materials provided to the County pursuant to this Section must be provided at no additional charge to the County.

- b. **County Requested Audits.** At its own expense, the County, or an independent third-party auditor commissioned by the County, will have the right to audit the Contractor's infrastructure, security and privacy practices, Data center, services and/or systems storing or processing County Information via an onsite inspection at least once a year. Upon the County's request the Contractor must complete a questionnaire regarding Contractor's Information Security and/or program. The County will pay for the County requested audit unless the auditor finds that the Contractor has materially breached this Exhibit, in which case the Contractor must bear all costs of the audit; and if the audit reveals material non-compliance with this Exhibit, the County may exercise its termination rights underneath the Contract.

Such audit will be conducted during the Contractor's normal business hours with reasonable advance notice, in a manner that does not materially disrupt or otherwise unreasonably and adversely affect the Contractor's normal business operations. The County's request for the audit will specify the scope and areas (e.g., Administrative, Physical, and Technical) that are subject to the audit and may include, but are not limited to physical controls inspection, process reviews, policy reviews, evidence of external and internal Vulnerability scans, penetration test results, evidence of code reviews, and evidence of system configuration and audit log reviews. It is understood that the results may be filtered to remove the specific Information of other Contractor customers such as IP address, server names, etc. The Contractor must cooperate with the County in the development of the scope and methodology for the audit, and the timing and implementation of the audit. This right of access will extend to any regulators with oversight of the County. The Contractor agrees to comply with all reasonable recommendations that result from such inspections, tests, and audits within reasonable timeframes.

When not prohibited by regulation, the Contractor will provide to the County a summary of: (i) the results of any security audits, security reviews, or other relevant audits, conducted by the Contractor or a third party; and (ii) corrective actions or modifications, if any, the Contractor will implement in response to such audits.

17. INTENTIONALLY OMITTED

18. PRIVACY AND SECURITY INDEMNIFICATION

In addition to the indemnification provisions in the Contract, the Contractor agrees to indemnify, defend, and hold harmless the County, its Special Districts, elected and appointed officers, agents, employees, and volunteers from and against any and all claims, demands liabilities, damages, judgments, awards, losses, costs, expenses or fees including reasonable attorneys' fees, accounting and other expert, consulting or professional fees, and amounts paid in any settlement arising from, connected with, or relating to:

- The Contractor's violation of any federal and state laws in connection with its accessing, collecting, processing, storing, disclosing, or otherwise using County Information;
- The Contractor's failure to perform or comply with any terms and conditions of this Contract or related agreements with the County; and/or,
- Any Information loss, breach of Confidentiality, or Incident involving any County Information that occurs on the Contractor's systems or networks (including all costs and expenses incurred by the County to remedy the effects of such loss, breach of Confidentiality, or Incident, which may include (i) providing appropriate notice to individuals and governmental authorities, (ii) responding to individuals' and governmental authorities' inquiries, (iii) providing credit monitoring to individuals, and (iv) conducting litigation and settlements with individuals and governmental authorities).

Notwithstanding the preceding sentences, the County will have the right to participate in any such defense at its sole cost and expense, except that in the event contractor fails to provide County with a full and adequate defense, as determined by County in its sole judgment, County will be entitled to retain its own counsel, including, without limitation, County Counsel, and to reimbursement from contractor for all such costs and expenses incurred by County in doing so. Contractor will not have the right to enter into any settlement, agree to any injunction or other equitable relief, or make any admission, in each case, on behalf of County without County's prior written approval.

ADDENDUM A: INTENTIONALLY OMITTED

ADDENDUM B: INTENTIONALLY OMITTED

ADDENDUM C: APPLICATION SOURCE CODE REPOSITORY

The Contractor must manage the source code in the manner prescribed in this Addendum unless the Contract prescribes procedures for managing the source code and those procedures are no less stringent than the procedures described in this addendum.

- a. **County Application Source Code.** To facilitate the centralized management, reporting, collaboration, and continuity of access to the most current production version of application source code, all code, artifacts, and deliverables produced under this Contract, (hereinafter referred to as "County Source Code") must be version controlled, stored, and delivered on a single industry-standard private Git repository, provided, managed, and supported by the County. Upon commencement of the contract period, the Contractor will be granted access to the County's private Git repository.
- b. **Git Repository.** The Contractor will use the County Git repository during the entire lifecycle of the project from inception to final delivery. The Contractor will create and document design documents, Data flow diagrams, security diagrams, configuration settings, software or hardware requirements and specifications, attribution to third-party code, libraries and all dependencies, and any other documentation related to all County Source Code and corresponding version-controlled documentation within the Git repository. This documentation must include an Installation Guide and a User Guide for the final delivered source code such that County may download, install, and make full functional use of the delivered code as specified and intended.

APPENDIX B - REQUIRED FORMS

Exhibits

- 1) Organization Questionnaire/Affidavit
- 2) Certification of Compliance
- 3) Request for Preference Consideration
- 4) Debarment History and List of Terminated Contracts
- 5) Community Business Enterprise (CBE) Information (Excel Worksheet)
- 6) Minimum Mandatory Requirements
- 7) List of Contracts
- 8) List of References
- 9) Pending Litigation and Judgments
- 10) Contribution and Agent Declaration Form
- 11) Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion– Lower Tier Covered Transactions (45 C.F.R. Part 76)
- 12) Declaration

Business Proposal

- 13) Business Proposal (Narrative)

Cost Proposal

- 14) PFF Funding Allocation
- 15) Line Item Budget
- 16) Budget Narrative

REQUIRED FORMS – EXHIBIT 1
ORGANIZATION QUESTIONNAIRE/AFFIDAVIT

Proposer Name:	County Webven Number:
Address:	
Telephone Number:	Email:
Internal Revenue Service Employer Identification Number:	California Business License Number:

1	Select the option that best defines your firm's business structure: ☐ Corporation ☐ Limited Liability Company (LLC) ☐ Limited Partnership ☐ Sole Proprietorship ☐ Non-Profit ☐ Franchise ☐ Other (Specify)	If Corporation or Limited Liability Company (LLC): Legal Name (as stated in Articles of Incorporation): _____ State of Incorporation: _____ Year of Incorporation: _____ If Limited Partnership or a Sole Proprietorship: Name of proprietor or managing partner: _____ If other: Specify business structure name: _____
2	Is your firm doing business under one or more DBA's? ☐ Yes ☐ No	Name: _____ Country of Registration: _____ Year became DBA: _____
3	Is your firm wholly/majority owned by, or a subsidiary of another firm? ☐ Yes ☐ No	If yes, indicate name of Parent Firm and State of Incorporation. Name of Parent Firm: _____ State of Incorporation or registration of parent firm: _____
4	Has your firm done business under other names within last five (5) years? ☐ Yes ☐ No	If yes, indicate any other names and the year of name change. Name(s): _____ Year(s) of Name Change: _____

REQUIRED FORMS – EXHIBIT 1
ORGANIZATION QUESTIONNAIRE/AFFIDAVIT

5	List names of all joint ventures, partners, subcontractors, or others having any right or interest in this contract or the proceeds thereof. If not applicable, state "NONE".	
6	Is your firm involved in any pending acquisition or mergers? ☐ Yes ☐ No	If yes, please provide additional information regarding the pending merger.
7	List all names and contact information of all individuals legally authorized to commit the Proposer.	Name: _____ Title: _____ Phone: _____ Email: _____ Name: _____ Title: _____ Phone: _____ Email: _____ Name: _____ Title: _____ Phone: _____ Email: _____

REQUIRED FORMS – EXHIBIT 2

CERTIFICATION OF COMPLIANCE

Proposer certifies compliance with all programs, policies, and ordinances specified in exhibits listed below.

TITLE		REFERENCE	CERTIFICATIONS
1	Certification of No Conflict of Interest	LACC 2.180	Certifies Compliance? ☐ Yes ☐ No
2	Familiarity with the County Lobbyist Ordinance Certification	LACC 2.160	Certifies Compliance? ☐ Yes ☐ No
3	Zero Tolerance Policy on Human Trafficking Certification	Motion	Certifies Compliance? ☐ Yes ☐ No
4	Compliance with Fair Chance Employment Hiring Practices Certification	Board Policy 5.250	Certifies Compliance? ☐ Yes ☐ No
5	Charitable Contributions Certification Enter the California Registry of Charitable Trusts "CT" number and upload a copy of firm's most recent filing with the Registry of Charitable Trusts as required by Title 11 California Code of Regulations, sections 300-301 and Government Code sections 12585-12586 (if applicable) _____	Board Policy 5.065	Check the Certification below that is applicable to your company. ☐ Proposer or Contractor has examined its activities and determined that it does not now receive or raise charitable contributions regulated under California's Supervision of Trustees and Fundraisers for Charitable Purposes Act. If Proposer engages in activities subjecting it to those laws during the term of a County contract, it will timely comply with them and provide County a copy of its initial registration with the California State Attorney General's Registry of Charitable Trusts when filed. OR ☐ Proposer or Contractor is registered with the California Registry of Charitable Trusts under the CT number listed in this document and is in compliance with its registration and reporting requirements under California law. Attached is a copy of its most recent filing with the Registry of Charitable Trusts.
6	Attestation of Willingness to Consider GAIN/START Participants	Board Policy 5.050	Certifies Compliance? ☐ Yes ☐ No Willing to provide GAIN/START participants access to employee mentoring program? ☐ Yes ☐ No ☐ N/A-program not available
7	Contractor Employee Jury Service Program Certification Form & Application for Exception	LACC 2.203	Certifies Compliance? ☐ Yes ☐ No If No, identify exemption: ☐ My business does not meet the definition of "contractor," as defined in the Program. ☐ My business is a small business as defined in the Program. ☐ My business is subject to a Collective Bargaining Agreement (attach agreement) that expressly provides that it supersedes all provisions of the Program
8	Certification of Compliance with the County's Defaulted Property Tax Reduction Program	LACC 2.206	Certifies Compliance? ☐ Yes ☐ No If No, identify exemption: _____

REQUIRED FORMS – EXHIBIT 3

REQUEST FOR PREFERENCE CONSIDERATION

INSTRUCTIONS: Proposers requesting preference consideration must complete and include this form in their proposal. Proposers may request consideration for one or more preference programs. **In order to qualify for preference, firm must be certified by the County of Los Angeles Department of Consumer and Business Affairs (DCBA). Please reference your Certification Letter issued by DCBA to determine Federal/Non-Federal preference eligibility.**

☐ **PREFERENCE NOT REQUESTED**

OR

☐ PREFERENCE REQUESTED (SELECT ALL THAT APPLY)		
Preference Program		Reference
☐	Request for Local Small Business Enterprise (LSBE) Program Preference ☐ Certification for Non-Federally Funded County Solicitations ☐ Certification for Federally Funded County Solicitations	<u>LACC 2.204</u>
☐	Request for Social Enterprise (SE) Program Preference ☐ Certification for Non-Federally Funded County Solicitations ☐ Certification for Federally Funded County Solicitations	<u>LACC 2.205</u>
☐	Request for Disabled Veterans Business Enterprise (DVBE) Program Preference	<u>LACC 2.211</u>

Note: In no instance should any of the listed preference programs price or scoring be combined with any other County program to exceed fifteen percent (15%) in response to any county solicitation.

REQUIRED FORMS – EXHIBIT 4
DEBARMENT HISTORY AND LIST OF TERMINATED CONTRACTS

Proposer's Name: _____

1. DEBARMENT HISTORY (Check one)		YES	NO
Proposer is currently debarred by a public entity		☐	☐
If yes, please provide the name of the public entity:			
2. LIST OF TERMINATED CONTRACTS (Check one)		YES	NO
Proposer has contracts that have been terminated in the past three (3) years.		☐	☐

If yes, please list all contracts that have been terminated prior to expiration within the last three (3) years.

Service:	
Name of Entity:	
Address:	
Contact:	
Telephone:	
Email:	
Termination Date:	
Name/Contract No:	
Reason for Termination:	

Service:	
Name of Entity:	
Address:	
Contact:	
Telephone:	
Email:	
Termination Date:	
Name/Contract No:	
Reason for Termination:	

Service:	
Name of Entity:	
Address:	
Contact:	
Telephone:	
Email:	
Termination Date:	
Name/Contract No:	
Reason for Termination:	

CONTRACTS REQUIRED FORMS – EXHIBIT 5
COMMUNITY BUSINESS ENTERPRISE (CBE) INFORMATION

TITLE	REFERENCE
1 FIRM/ORGANIZATION INFORMATION	The information requested below is for statistical purposes only. On final analysis and consideration of award, contractor/vendor will be selected without regard to race/ethnicity, color, religion, sex, national origin, age, sexual orientation or disability.
Total Number of Employees in California:	
Total Number of Employees (including owners):	
Race/Ethnic Composition of Firm. Enter the make-up of Owners/Partners/Associate Partners into the following categories:	
Race/Ethnic Composition	Owners/Partners/ Associate Partners
	Male Female
	Male Female
Black/African American	% %
Hispanic/Latino	% %
Asian or Pacific Islander	% %
American Indian	% %
Filipino	% %
White	% %

TITLE	REFERENCE				
2 CERTIFICATION AS MINORITY, WOMEN, DISADVANTAGED, DISABLED VETERAN, AND LESBIAN, GAY, BISEXUAL, TRANSGENDER, QUEER, AND QUESTIONING-OWNED (LGBTQQ) BUSINESS ENTERPRISE	If your firm is currently certified as a minority, women, disadvantaged, disabled veteran or lesbian, gay, bisexual, transgender, queer, and questioning-owned business enterprise by a public agency, complete the following. <input style="width: 30px; height: 20px; border: 1px solid black;" type="checkbox"/> Check if not applicable				
Agency Name	Minority	Women	Disadvantaged	Disabled Veteran	LGBTQQ

Instructions for Completing Exhibit 5 - CBE Form

Proposer must submit Exhibit 5 - Community Business Enterprise (CBE) Information form.

The County seeks diverse broad-based participation in its contracting and strongly encourages participation by CBEs. Complete all fields listed on form. Where a field requests number or total indicate response using numerical digits only.

Section 1: FIRM/ORGANIZATION INFORMATION	
Total Number of Employees in California	Using numerical digits, enter the total number of individuals employed by the firm in the state of California.
Total Number of Employees (including owners)	Using numerical digits, enter the total number of individuals employed by the firm regardless of location.
Race/Ethnic Composition of Firm Table	Using numerical digits, enter the make-up of Owners/Partners/Associate Partners and percentage of how ownership of the firm is distributed into the Race/Ethnic Composition categories listed in the table. Final number must total 100%.

Section 2: CERTIFICATION AS MINORITY, WOMEN, DISADVANTAGED, DISABLED VETERAN, AND LESBIAN, GAY, BISEXUAL, TRANSGENDER, QUEER, AND QUESTIONING-OWNED (LGBTQQ) BUSINESS ENTERPRISE
If the firm is currently certified as a Community Based Enterprise (CBE) by a public agency, complete the table by entering the names of the certifying Agency and placing an "X" under the appropriate CBE designation (Minority, Women, Disadvantaged, Disabled Veteran or LGBTQQ). Enter all the CBE certifications held by the firm.

Proposer acknowledges that if any false, misleading, incomplete, or deceptively unresponsive statements in connection with this proposal are made, the proposal may be rejected. The evaluation and determination in this area will be at the Director's sole judgment and their judgment will be final.

REQUIRED FORMS – EXHIBIT 6

MINIMUM MANDATORY REQUIREMENTS

Proposer acknowledges and certifies that it meets the Minimum Mandatory Requirements indicated below and as stated in Paragraph 4.0 (Minimum Mandatory Requirements), of this Request for Proposals.

No.	Minimum Mandatory Requirement(s) (M/R)	Complies with M/R		
		Yes	No	N/A
1.	Proposer must submit their Proposal(s) for Partnerships for Families by 12:00 PM, PST, Tuesday, December 15, 2026.			
2.	Proposer must have, or be willing to establish, an administrative business office located within or adjacent to the County of Los Angeles. The address of proposer's administrative business office must be included in the Proposal.			
3.	Proposer must be a non-profit social service organization founded for religious, charitable or social welfare purposes or a public entity and be tax exempt under 501 (c)(3) of the Internal Revenue Code.			
4.	Proposer must have a minimum of five (5) years' experience within the last seven (7) years, providing social services to families or coordinating social services among other community providers similar to the services listed in Appendix A, Statement of Work for Partnerships for Families.			
5.	If proposer's compliance with a County contract has been reviewed by the Department of the Auditor-Controller within the last 10 years, proposer must not have unresolved questioned costs identified by the Auditor-Controller, in an amount over \$100,000.00, that are confirmed to be disallowed costs by the contracting County department, and remain unpaid for six months or more from the date of disallowance, unless such disallowed costs are the subject of current good faith negotiations to resolve the disallowed costs, in the opinion of the County.			

6.	In addition to the minimum requirements listed in this RFP, Proposers who are submitting proposals to serve the Native Hawaiian and Asian Pacific Islander or the American Indian and Alaskan Native communities must also meet the minimum requirements listed in RFP Sections 4.7 and 4.8.			
7.	Proposer must have a minimum of five (5) years of experience during the last seven (7) years in providing social services to families or coordinating social services among other community providers, equivalent or similar to the services listed in Appendix A (Statement of Work) for Partnerships for Families, for the Asian Pacific Islander communities within Los Angeles County.			
8.	Proposer must have a minimum of five (5) years of experience during the last seven (7) years in providing social services to families or coordinating social services among other community providers, equivalent or similar to the services listed in Appendix A (Statement of Work) for Partnerships for Families, for the American Indian and Alaskan Native communities within Los Angeles County.			

CONTRACTS REQUIRED FORMS - EXHIBIT 7
PROPOSER'S LIST OF CONTRACTS

Proposer's Name:

Provide a list of all public entities for which the Proposer has provided service within the last three (3) years. It is the Proposer's responsibility to ensure accuracy of the information provided below. Use additional pages if required.

(All contracts with other governmental agencies including the County of Los Angeles must be listed)	
SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ AGENCY/DEPT: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____	SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ AGENCY/DEPT: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____
SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ AGENCY/DEPT: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____	SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ AGENCY/DEPT: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____
SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ FIRM NAME: _____ ADDRESS: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____	SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ FIRM NAME: _____ ADDRESS: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____
SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ FIRM NAME: _____ ADDRESS: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____	SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ FIRM NAME: _____ ADDRESS: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____

CONTRACTS REQUIRED FORMS - EXHIBIT 8
PROPOSER'S LIST OF REFERENCES

Proposer's Name: _____

Provide five (5) references where the same or similar scope of services were provided by the Proposer during the previous three (3) years. It is the Proposer's responsibility to ensure accuracy of the information provided below. Use additional pages if required.

SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ AGENCY/DEPT: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____	SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ AGENCY/DEPT: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____

SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ AGENCY/DEPT: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____	SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ AGENCY/DEPT: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____
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SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ AGENCY/DEPT: _____ ADDRESS: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____	SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ AGENCY/DEPT: _____ ADDRESS: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____

SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ AGENCY/DEPT: _____ ADDRESS: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____	SERVICE TYPE: _____ CONTRACT TERM: _____ CONTRACT AMT: _____ AGENCY/DEPT: _____ ADDRESS: _____ CONTACT: _____ TELEPHONE: _____ E-MAIL: _____
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REQUIRED FORMS- EXHIBIT 9
PENDING LITIGATION AND JUDGMENTS

Check "**YES**" or "**NO**" on the following questions. If "**YES**", please provide the details on the following page. As part of the project selection process, the County, in its own discretion, may implement procedures to validate the responses below. The County reserves the right to reject all or part of the proposal if false or incorrect information is submitted by the applicant.

		<u>YES</u>	<u>NO</u>
1.	Is the agency currently, or within the past five (5) years, involved in litigation?	☐	☐
2.	Is the director currently, or within the past five (5) years, involved in litigation related to the administration and operation of a program or organization?	☐	☐
3.	Are any agency staff members unable to be bonded?	☐	☐
4.	Have there been unfavorable rulings by a funding source against the agency for improper or contract compliance deficiencies?	☐	☐
5.	Has the agency or agency director ever had public or foundation funds withheld?	☐	☐
6.	Has the agency or agency director refused to participate in any fiscal audit or review requested by a government agency or funding source?	☐	☐

Note: A review to determine the magnitude of any pending litigation or judgments against the Proposer will be conducted by the County. Use additional page attached.

AUTHORIZED SIGNATURE

DATE

NAME (PRINT)

TITLE

REQUIRED FORMS- EXHIBIT 9
PENDING LITIGATION AND JUDGMENTS

Proposer must identify by name, case and court jurisdiction any pending litigation in which the Proposer is involved, or judgments against the Proposer in the past five (5) years. Proposer must provide a statement describing the size and scope of any pending or threatening litigation against the Proposer or the principals of the Proposer, as stated in **Paragraph 8.5.1.5** of this RFP (Proposer's Pending Litigation and Judgments).

REQUIRED FORMS – EXHIBIT 10

CONTRIBUTION AND AGENT DECLARATION FORM

This form must be completed separately by all bidders/proposers, including all prime contractors and subcontractors, and by all applicants for licenses, permits, and other entitlements for use issued by the County of Los Angeles ("County").

Pursuant to the Levine Act (Government Code section 84308), a member of the Board of Supervisors, other elected County officials (the Sheriff, Assessor, and the District Attorney), and other County employees and/or officers ("County Officers") are disqualified and not able to participate in a proceeding involving contracts, franchises, licenses, permits and other entitlements for use if the County Officer received more than \$250 in contributions in the past 12 months from the bidder, proposer or applicant, any paid agent of the bidder, proposer, or applicant, or any financially interested participant who actively supports or opposes a particular decision in the proceeding.

State law requires you to disclose information about contributions made by you, your company, and lobbyists and agents paid to represent you. Failure to complete the form in its entirety may result in significant delays in the processing of your application and potential disqualification from the procurement or application process.

You must fully answer the applicable questions below. You ("Declarant"), or your company, if applicable, including all entities identified below (collectively, "Declarant Company") must also answer the questions below. The term "employee(s)" shall be defined as employees, officers, partners, owners, or directors of Declarant Company.

An affirmative response to any questions will not automatically cause the disqualification of your bid/proposal, or the denial of your application for a license, permit or other entitlement. However, failure to answer questions completely, in good faith, or providing materially false answers may subject a bidder/proposer to disqualification from the procurement.

This material is intended for use by bidders/proposers, including all prime contractors and subcontractors, and by all applicants for licenses, permits, and other entitlements for use issued by the County of Los Angeles and does not constitute legal advice. If you have questions about the Levine Act and how it applies to you, you should call your lawyer or contact the Fair Political Practices Commission for further guidance.

REQUIRED FORMS – EXHIBIT 10
CONTRIBUTION AND AGENT DECLARATION FORM

Complete each section below. State “none” if applicable.

A. COMPANY OR APPLICANT INFORMATION

1) Declarant Company or Applicant Name:

- a) If applicable, identify all subcontractors that have been or will be named in your bid or proposal:
- b) If applicable, variations and acronyms of Declarant Company’s name used within the past 12 months:
- c) Identify all entities or individuals who have the authority to make decisions for you or Declarant Company about making contributions to a County Officer, regardless of whether you or Declarant Company have actually made a contribution:

[IF A COMPANY, ANSWER QUESTIONS 2 - 3]

- 2) Identify only the Parent(s), Subsidiaries and Related Business Entities that Declarant Company has controlled or directed, or been controlled or directed by. “Controlled or directed” means shared ownership, 50% or greater ownership, or shared management and control between the entities.
 - a) Parent(s):
 - b) Subsidiaries:
 - c) Related Business Entities:
- 3) If Declarant Company is a closed corporation (non-public, with under 35 shareholders), identify the majority shareholder.
- 4) Identify all entities (proprietorships, firms, partnerships, joint ventures, syndicates, business trusts, companies, corporations, limited liability companies, associations, committees, and any other organization or group of persons acting in concert) whose contributions you or Declarant Company have the authority to direct or control.

REQUIRED FORMS – EXHIBIT 10
CONTRIBUTION AND AGENT DECLARATION FORM

- 5) Identify any individuals such as employees, agents, attorneys, law firms, lobbyists, and lobbying firms who are or who will act on behalf of you or Declarant Company and who will receive compensation to communicate with a County Officer regarding the award or approval of **this** contract or project, license, permit, or other entitlement for use.

*(Do **not** list individuals and/or firms who, as part of their profession, either (1) submit to the County drawings or submissions of an architectural, engineering, or similar nature, **or** (2) provide purely technical data or analysis, **and** who will not have any other type of communication with a County agency, employee, or officer.)*

- 6) If you or Declarant Company are a 501(c)(3) non-profit organization, identify the compensated officers of your organization and the compensated members of your board.

B. CONTRIBUTIONS

- 1) Have you or the Declarant Company solicited or directed your employee(s) or agent(s) to make contributions, whether through fundraising events, communications, or any other means, to a County Officer in the past 12 months? If so, provide details of each occurrence, including the date.

Date (contribution solicited, or directed)	Recipient Name (elected official)	Amount

*Please attach an additional page, if necessary.

- 2) Disclose all contributions made by you or any of the entities and individuals identified in Section A to a County officer in the past 12 months.

Date (contribution made)	Name (of the contributor)	Recipient Name (elected official)	Amount

*Please attach an additional page, if necessary.

REQUIRED FORMS – EXHIBIT 10

CONTRIBUTION AND AGENT DECLARATION FORM

C. DECLARATION

By signing this Contribution and Agent Declaration form, you (Declarant), or you and the Declarant Company, if applicable, attest that you have read the entirety of the Contribution Declaration and the statements made herein are true and correct to the best of your knowledge and belief. (Only complete the one section that applies.)

There are _____ additional pages attached to this Contribution Declaration Form.

COMPANY BIDDERS OR APPLICANTS

I, _____ (Authorized Representative), on behalf of _____ (Declarant Company), at which I am employed as _____ (Title), attest that after having made or caused to be made a reasonably diligent investigation regarding the Declarant Company, the foregoing responses, and the explanation on the attached page(s), if any, are correct to the best of my knowledge and belief. Further, I understand that failure to answer the questions in good faith or providing materially false answers may subject Declarant Company to consequences, including disqualification of its bid/proposal or delays in the processing of the requested contract, license, permit, or other entitlement.

IMPORTANT NOTICE REGARDING FUTURE AGENTS AND FUTURE CONTRIBUTIONS:

By signing this Contribution and Agent Declaration form, you also agree that, if Declarant Company hires an agent, such as, but not limited to, an attorney or lobbyist during the course of these proceedings and will compensate them for communicating with the County about this contract, project, permit, license, or other entitlement for use, you agree to inform the County of the identity of the agent or lobbyist and the date of their hire. You also agree to disclose to the County any future contributions made to members of the County Board of Supervisors, another elected County officer (the Sheriff, Assessor, and the District Attorney), or any other County officer or employee by the Declarant Company, or, if applicable, any of the Declarant Company's proposed subcontractors, agents, lobbyists, and employees who have communicated or will communicate with the County about this contract, license, permit, or other entitlement after the date of signing this disclosure form, and within 12 months following the approval, renewal, or extension of the requested contract, license, permit, or entitlement for use.

Signature

Date

REQUIRED FORMS – EXHIBIT 10
CONTRIBUTION AND AGENT DECLARATION FORM

INDIVIDUAL BIDDERS OR APPLICANTS

I, _____, declare that the foregoing responses and the explanation on the attached sheet(s), if any, are correct to the best of my knowledge and belief. Further, I understand that failure to answer the questions in good faith or providing materially false answers may subject me to consequences, including disqualification of my bid/proposal or delays in the processing of the requested license, permit, or other entitlement.

IMPORTANT NOTICE REGARDING FUTURE AGENTS AND FUTURE CONTRIBUTIONS:

If I hire an agent or lobbyist during the course of these proceedings and will compensate them for communicating with the County about this contract, project, permit, license, or other entitlement for use, I agree to inform the County of the identity of the agent or lobbyist and the date of their hire. I also agree to disclose to the County any future contributions made to members of the County Board of Supervisors, another elected County official (the Sheriff, Assessor, and the District Attorney), or any other County officer or employee by me, or an agent such as, but not limited to, a lobbyist or attorney representing me, that are made after the date of signing this disclosure form, and within 12 months following the approval, renewal, or extension of the requested contract, license, permit, or entitlement for use.

Signature

Date

REQUIRED FORMS – EXHIBIT 11

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION – LOWER TIER COVERED TRANSACTIONS (45 C.F.R. PART 76)

Instructions for Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion – Lower Tier Covered Transactions (45 C.F.R. Part 76)

1. This certification is a material representation of fact upon which reliance was placed when this transaction was entered into. If it is later determined that Proposer knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.
2. Proposer shall provide immediate written notice to the person to whom this proposal is submitted if at any time Proposer learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
3. The terms “covered transaction,” “debarred,” “suspended,” “ineligible,” “lower tier covered transaction,” “participant,” “person,” “primary covered transaction,” “principal,” “proposal,” and “voluntarily excluded,” as used in this certification, have the meaning set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the person to which this proposal is submitted for assistance in obtaining a copy of those regulations.
4. Proposer agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter into any lower tier covered transaction with a person who is proposed for debarment under 48 C.F.R. part 9, subpart 9.4, debarred suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction, unless authorized by the department or agency with which this transaction originated.
5. Proposer further agrees by submitting this proposal that it will include the provision entitled “Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion – Lower Tier Covered Transactions (45 C.F.R. Part 76),” as set forth in the text of the Master Agreement, without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
6. Proposer acknowledges that a participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not proposed for debarment under 48 C.F.R. part 9, subpart 9.4, debarred, suspended, ineligible, or voluntarily excluded from covered transactions, unless it knows that the certification is erroneous. Proposer acknowledges that a participant may decide the method and frequency by which it determines the eligibility of its principals. Proposer acknowledges that each participant may, but is not required to, check the List of Parties Excluded from Federal Procurement and Nonprocurement Programs.

7. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the required certification. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
8. Except for transactions authorized under paragraph 4 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is proposed for debarment under 48 C.F.R. part 9, subpart 9.4, suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension and/or debarment.
9. Where Proposer and/or its subcontractor(s) is or are unable to certify to any of the statements in this Certification, Proposer shall attach a written explanation to its proposal in lieu of submitting this Certification. Proposer's written explanation shall describe the specific circumstances concerning the inability to certify. It further shall identify any owner, officer, partner, director, or other principal of the Proposer and/or subcontractor who is currently suspended, debarred, ineligible, or excluded from securing federally funded contracts. The written explanation shall provide that person's or those persons' job description(s) and function(s) as they relate to the contract which is being solicited by this Request for Proposals.

Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion – Lower Tier Covered Transactions (45 C.F.R. Part 76)

Proposer hereby certifies that neither it nor any of its owners, officers, partners, directors, other principals or subcontractors is currently debarred, suspended proposed for debarment, declared ineligible or excluded from securing federally funded contracts by any federal department or agency.

PRINT NAME: _____	TITLE:
SIGNATURE:	DATE:

REQUIRED FORMS – EXHIBIT 12

DECLARATION

DECLARATION: I DECLARE UNDER PENALTY OF PERJURY UNDER THE LAWS OF THE STATE OF CALIFORNIA THAT THE INFORMATION SUBMITTED IN **EXHIBITS 1-11** IS TRUE AND CORRECT.

PRINT NAME:	TITLE:
SIGNATURE:	DATE:

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

- 8.5.1.1.1** Proposer must demonstrate their agency's history of providing case management, monitoring, crisis intervention, linkage and advocacy; concrete supports for basic needs, psychotherapy, health, parenting and/or education programs, or resources; structured parent-child and/or family centered activities; domestic violence; mental health or substance abuse related needs; access to early childcare and education; and capacity building;

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.1.1.1 Continued

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

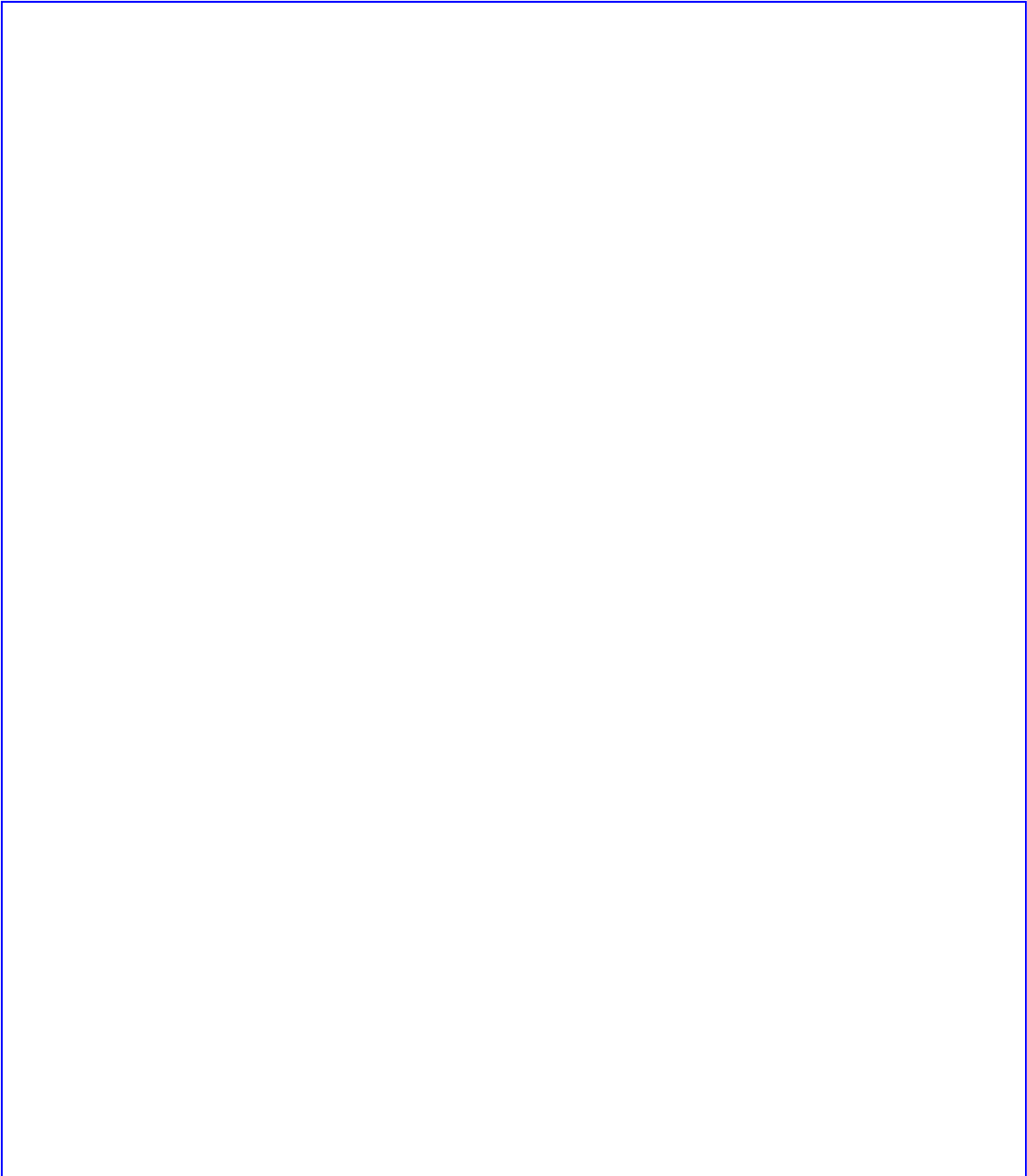
- 8.5.1.1.2** Proposers must describe their history of serving the different target populations of at-risk pregnant women and fathers; DCFS referred families with closed, inconclusive, or substantiated referrals with moderate to very high risk; and Alternative Response clients.

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.1.1.2 Continued



REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

- 8.5.1.1.3** Proposers must describe their experience with using a strength-based approach, such as use of the Protective Factors Framework, and incorporating it into their service delivery model.

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.1.1.3 Continued

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

- 8.5.2.1 Proposer must describe how they will assess and strengthen the family's Protective Factors.

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.2.1

Continued

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

- 8.5.2.2 Proposer must describe how they will address issues related to disproportionality within the target population to be served with DCFS referrals.

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.2.2

Continued

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

- 8.5.2.3** Proposer must describe and clearly specify a plan regarding the case management approach, including proposer's plan on how general counseling, PFF service planning, crisis intervention, linkage services and advocacy services will be provided.

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.2.3

Continued

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

- 8.5.2.4** Proposer must describe their plan to deliver psychotherapy services, including appropriate staff requirements.

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.2.4

Continued

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

- 8.5.2.5** Proposer must demonstrate approach to providing health, parenting, and/or other education programs or resources and structured parent-child and/or family-centered activities.

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.2.5

Continued

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

- 8.5.2.6** Proposer must demonstrate their plan to identify special family needs such as domestic violence, mental health and substance abuse issues and to collaborate with appropriate resource agencies.

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.2.6

Continued

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

- 8.5.2.7 Proposer must demonstrate how they will incorporate Motivational Interviewing into their service delivery plan.

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.2.7

Continued

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

- 8.5.2.8 Proposer must describe their plan to providing Early Care and Education (ECE) and their plan to collaborate with ECE programs and providers.

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.2.8

Continued

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

- 8.5.3.1** Proposer must describe how they will address the issue of self-monitoring to ensure that the required services are provided, documented, and adapted as needed.

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.3.1

Continued

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

- 8.5.3.2** Proposer must describe how their Quality Assurance Plan incorporates corrective actions to address the following (1) the time a problem was first identified;(2) a clear description of the problem; (3) the time elapsed between identifying the problem; (4) completing action to correct the problem; and (5) the ability to provide the County with its status upon request.

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.3.2

Continued

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

- 8.5.3.3** Proposer must describe their protocol to ensure uninterrupted services to DCFS in the event of a work stoppage, pandemic, or emergent staffing shortage due to illness, vacation and absences.

REQUIRED FORM – EXHIBIT 13

Partnership for Families Request for Proposals #25-0047

Narrative Form

8.5.3.3

Continued

REQUIRED FORMS - EXHIBIT 14

Partnerships for Families (PFF) FUNDING ALLOCATION

The Contractor's rates will remain firm and fixed for the term of the contract. The Partnerships for Families annual funding allocations per SPA are as follows:

Service Planning Area	PFF Funding Allocations per SPA
1	\$ 684,208.00
2	\$ 1,651,549.00
3	\$ 1,802,061.00
4	\$ 702,555.00
5	\$ 479,266.00
6	\$ 1,774,115.00
7	\$ 1,296,869.00
8	\$ 1,473,245.00
Countywide API	\$ 400,000.00
Countywide AI/AN	\$ 400,000.00
TOTAL	\$ 10,663,868.00

Instructions for Cost Proposal submissions

Proposer must submit a separate Cost Proposal for each Service Planning Area for which they are applying. The Cost Proposal must contain sufficient detail and demonstrate that the proposed Line Item Budget is realistically based on reasonable costs specific to the Contract and annual PFF funding allocation per SPA.

Cost Proposals must be fully loaded to include all applicable costs associated with the attached PFF Pricing Schedule and any other costs necessary to perform all tasks outlined in the PFF RFP, Sample Contract, Statement of Work, Exhibits, and Attachments.

The line-item budget, a detailed listing of funds that the Proposer allocates to each cost category, will be scored to determine if the proposed costs are reasonable and sufficient on an annual basis throughout the full Contract term. The proposer must ensure that all computations are correct. The budget narrative, explanation/descriptions of costs within each category of services, will be scored based on proposers' demonstration of how the cost will fulfill the requirements of the contract and align with the line-item budget.

All information provided in the Line-Item Budget and Budget Narrative will become part of the contract, if proposal is recommended.

PRINT NAME:	TITLE:
SIGNATURE:	DATE:

PARTNERSHIP FOR FAMILIES (PFF) PRICING SCHEDULE

IN-HOME VISITATION/ CASE MANAGEMENT BASE RATE (HOME VISITOR/CASE MANAGER) (Three visits per family per month minimum, unless approval is provided for two visits per month per family) (Includes mileage and indirect costs). If families require more than four visits monthly, it must pre-approved by the County Program Manager.	RATES	UNITS
Base rate includes the following activities:	\$564	Per Visit
Intake/Screening		
Needs Assessment/ Ages and Stages Questionnaire/ Protective Factors Surveys		
Case Planning/ Discharge Planning		
Linkages/referrals to services and supports		
General Counseling/Coaching		
Parenting Education/Fatherhood		
Infant Massage		
Substance Abuse Treatment		
Domestic Violence Treatment		
Psychotherapy	+\$30	Per visit if psychotherapy is provided during the home visit.
OTHER SERVICES* If not provided during the home visits		
Health, Parenting, & Other Educational Program/Fatherhood Program	\$ 43	hourly per person
Child Focused Activities	\$ 54	hourly per person
Parent-Child Structured Activities	\$ 54	hourly per family
Transportation	\$ 75	hourly
Doula Services	\$ 162	Per visit
Infant Massage – group	\$ 43	Hourly per family
Crisis Intervention	\$195	Hourly per family
CASE SUPERVISION		
Individual	\$195	Per session
Group	\$65	Per session per person
PSYCOTHERAPY (excludes Substance Abuse Treatment and DV/Anger Management)* If not provided during the home visits		
Counseling - Individual	\$195	hourly
Counseling - Family/Couples	\$195	hourly
Counseling - Group	\$65	hourly per person
DOMESTIC VIOLENCE & ANGER MANAGEMENT* If not provided during the home visits		
DV Assessment	\$195	hourly
DV Treatment - Individual	\$195	hourly
DV - Group	\$65	Hourly per person
SUBSTANCE ABUSE* If not provided during home visits		
Substance Abuse Assessment	\$195	hourly
Substance Abuse Treatment - Individual Counseling	\$195	hourly

PARTNERSHIP FOR FAMILIES (PFF) PRICING SCHEDULE

Substance Abuse Treatment - Group Counseling	\$65	Hourly per person
CAPACITY BUILDING (Includes outreach and internal/external capacity building) (\$50,000 maximum, 66.6% External Capacity Building minimum and 33.3% Internal Capacity Building maximum)		
External Capacity Building/ Outreach (Targeted to increase PFF utilization and to prevent child maltreatment)	Actual Expenditures	
Internal Capacity Building	Actual Expenditures	
CONCRETE SUPPORT SERVICES (Maximum 10% of Contract Allocation)(Family assistance with basic needs such as clothing, food, utilities, household items/furniture, transportation, and housing.		
Concrete Support	Actual Expenditures \$ 1,500 Maximum	Per family, per contract year (may be higher with Program Manager approval)

REQUIRED FORMS - EXHIBIT 15

PARTNERSHIP FOR FAMILIES SAMPLE LINE ITEM BUDGET SUMMARY

Proposer must adjust line items as necessary in order to fully demonstrate how they will provide services.

BUDGET SHEET FOR _____

Proposer Name

DIRECT COST (List each staff classification)

Salaries and Wages:	FTE*	Monthly Salary
Employee Classification _____	_____	\$ _____
Employee Classification _____	_____	\$ _____
Employee Classification _____	_____	\$ _____
Others (Please continue to list)		

Total Annual Salaries and Wages \$ _____

*FTE = Full Time Equivalent Positions

Employee Benefits (EB)	Monthly Cost per FTE
Medical Insurance	\$ _____
Dental Insurance	\$ _____
Life Insurance	\$ _____
Other (list)	\$ _____

Total Annual Benefits \$ _____

Payroll Taxes (List all appropriate, e.g., FICA, SUI, Workers' Compensation, etc.)

_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____

Total Annual Payroll Taxes \$ _____

Services & Supplies

Auto/Travel	\$ _____
Supplies	\$ _____
Purchased Services	\$ _____
Office Equipment	\$ _____
Telephone/Utilities	\$ _____
Insurance not listed under EB	\$ _____
Rent	\$ _____
Other (please continue to list)	\$ _____

Total Annual Services & Supplies \$ _____

TOTAL ANNUAL DIRECT COSTS \$ _____

INDIRECT COST

TOTAL ANNUAL INDIRECT COSTS \$ _____

Indirect Annual Cost as it relates to Total Annual Cost (Please enter a percentage) % _____

Reminder: Contractors may utilize a maximum of ten percent (10%) of expenses of their Maximum Annual Contract Sum for administrative/indirect costs.

(Provide a full breakdown of costs in the Narrative)

TOTAL DIRECT AND INDIRECT ANNUAL COST \$ _____

TOTAL PROJECTED NUMBER OF FAMILIES TO BE SERVED _____

REQUIRED FORMS - EXHIBIT 16

BUDGET NARRATIVE

Proposers are allowed to develop their budget narrative in a manner that they believe best reflects and supports the Line Item Budget of their proposal. All proposals must have a narrative attached to the line item budget providing a thorough and clear explanation of all projected line item budget costs.

The narrative must follow the same sequence as the line item budget, and include an explanation of the method of allocating costs for any joint or shared budget item. All figures and compilations must be clearly explained. Include explanation of any line item expenditure, which may be unclear to a reviewer who is unfamiliar with your organization. There is no recommendation for page length.

Specifications:

DIRECT COST

Provide an explanation for purpose and particulars associated with each classification listed in the "Salaries and Wages" section of the Line Item Budget and explain their benefit to this program.

All benefits to be provided in addition to Medical, Dental, and Life Insurance must be listed as well as the Monthly Cost per FTE. For all benefits, specify amounts paid by the employer, the employee and the total monthly premium.

For all items detailed under "Services and Supplies", provide an explanation for their need and/or how it benefits the program. Computations associated with these costs must be explained and provided. The following costs are not allowable under any circumstances: bad debts, contingency provisions, contributions and donations, fines and penalties, fundraising activities, and interest expenses (unless expressly allowed by federal guidelines). Regarding Insurance, provide annual total costs for each Insurance type/coverage. For further clarification, see Sample Contract, Sub-paragraph 8.25, Insurance Coverage.

INDIRECT COST

All details and computations associated with indirect costs must be explained.

Contractors may utilize a maximum of ten percent (10%) of expenses of their expenses of their Maximum Annual Contract Sum for administrative/indirect costs. of expenses of their Maximum Annual Contract Sum for administrative/indirect costs.

Proposer requesting a Solicitation Requirements Review must submit this form to the County within the timeframe identified in the solicitation document.

Proposer Name:	Date of Request:
Solicitation Title: Partnership for Families	Solicitation No.: 25-0047

A **Solicitation Requirements Review** is being requested because the Proposer asserts that they are being unfairly disadvantaged for the following reason(s): *(check all that apply)*

- ☐ Application of **Minimum Requirements**
- ☐ Application of **Evaluation Criteria**
- ☐ Application of **Business Requirements**
- ☐ Due to **unclear instructions**, the process may result in the County not receiving the best possible responses

For each area contested, Proposer must explain in detail the factual reasons for the requested review. *(Attach supporting documentation.)*

Request submitted by:

(Name)

(Title)

For County use only

Date Transmittal Received by County: _____ Date Solicitation Released: _____

Reviewed by: _____

BACKGROUND AND RESOURCES: CALIFORNIA CHARITIES REGULATION

There is a keen public interest in preventing misuse of charitable contributions. California's "Supervision of Trustees and Fundraisers for Charitable Purposes Act" regulates those raising and receiving charitable contributions. The "Nonprofit Integrity Act of 2004", as approved and codified in California Government Code, Sections 12580–12599.10, tightened Charitable Purposes Act requirements for charitable organization administration and fundraising.

The Charitable Purposes Act rules cover California public benefit corporations, unincorporated associations, and trustee entities. They may include similar foreign corporations doing business or holding property in California. Generally, an organization is subject to the registration and reporting requirements of the Charitable Purposes Act if it is a California nonprofit public benefit corporation or is tax exempt under Internal Revenue Code § 501(c)(3), and not exempt from reporting under Government Code § 12583. Most educational institutions, hospitals, cemeteries, and religious organizations are exempt from Supervision of Trustees Act requirements.

Key new Charitable Purposes Act requirements affect executive compensation, fundraising practices and documentation. Charities with over \$2 million of revenues (excluding grants and service-contract funds a governmental entity requires to be accounted for) have new audit requirements. Charities required to have audits must also establish an audit committee whose members have no material financial interest in any entity doing business with the charity.

Organizations or persons that receive or raise charitable contributions are likely to be subject to the Charitable Purposes Act. A Proposer on Los Angeles County contracts must determine if it is subject to the Charitable Purposes Act and certify either that:

- It is not presently subject to the Act, but will comply if later activities make it subject, or,
- If subject, it is currently in compliance.

RESOURCES

The following references to resources are offered to assist Proposers who engage in charitable contributions activities. Each Proposer, however, is ultimately responsible to research and determine its own legal obligations.

In California, supervision of charities is the responsibility of the Attorney General, whose website, <http://oag.ca.gov/> contains much information helpful to regulated charitable organizations.

1. LAWS AFFECTING NONPROFITS

The "Supervision of Trustees and Fundraisers for Charitable Purposes Act" is found at California Government Code §§ 12580 through 12599.10. Implementing regulations are found at Title 11, California Code of Regulations, §§ 300 through 312. In California, charitable solicitations ("advertising") are governed by Business & Professions Code §§ 17510 through 17510.95. Regulation of nonprofit corporations is found at Title 11, California Code of Regulations, §§ 999.1

BACKGROUND AND RESOURCES: CALIFORNIA CHARITIES REGULATION

through 999.5. (Amended regulations are pending.) Links to all of these rules are at: <http://oag.ca.gov/charities/laws>

2. SUPPORT FOR NONPROFIT ORGANIZATIONS

Several organizations offer both complimentary and fee-based assistance to nonprofits, including in Los Angeles, the *Center for Nonprofit Management*, 1000 N Alameda St., #250, Los Angeles, CA 90012 (213) 266-8484 <http://www.cnmsocal.org/>, and statewide, the *California Association of Nonprofits*, <http://www.calnonprofits.org/>. Both organizations' websites offer information about how to establish and manage a charitable organization.

The above information, including the organizations listed, provided under this sub-section of this Appendix D is for informational purposes only. Information contained in this sub-section should not be construed as an endorsement by the County of Los Angeles of such organizations.