

CLACKAMAS COUNTY COMMISSION ON CHILDREN & FAMILIES

2009-2010

REQUEST FOR APPLICATIONS DOCUMENT

HEALTHY START OF CLACKAMAS COUNTY – CORE SERVICES

BOARD OF COMMISSIONERS

Lynn Peterson, Chair

Bill Kennemer, Commissioner

Martha Schrader, Commissioner

Jonathan A. Mantay, County Administrator

CLACKAMAS COUNTY REQUEST FOR APPLICATION CLOSING DEADLINE:

12:00 PM [NOON] FEBRUARY 9, 2009

DELIVER APPLICATIONS TO:
COMMISSION ON CHILDREN & FAMILIES
PUBLIC SERVICES BUILDING
OFFICE FOR CHILDREN AND FAMILIES
2051 KAEN RD
OREGON CITY, OR 97045
503-650-5675

SECTION I

LEGAL NOTICE

Request for Application Announcement

For

HEALTHY START OF CLACKAMAS COUNTY-CORE SERVICES

Notice is hereby given that Clackamas County, through its Commission on Children & Families acting on behalf of the Board of County Commissioners is seeking Healthy Start of Clackamas County-Core Services applications up to **FEBRUARY 9, 2009 AT 12:00 PM** at the Office for Children and Families. No Applications will be received or considered after that time.

(Please note that in keeping with the County's sustainability goals the Office for Children & Families is open from Monday – Thursday, 7:00 a.m. to 6:00 p.m. and is closed on Fridays.)

Any combination of public, private or individually owned organizations, agencies, businesses, including both not-for-profit and for-profit entities are welcome to submit an Application addressing: **Healthy Start of Clackamas County – Core Services**. Applications are to be sent to Rodney A. Cook, Director, Clackamas County Office for Children and Families, Public Services Building, 2051 Kaen Rd, Oregon City, Oregon, 97045, Phone (503) 650-5675.

A pre-application Bidder's Conference will be held **December 18, 2008** at the **Office for Children & Families** from **3:30 – 5:00 PM**. The address of the office is Public Services Building, Clackamas County Office for Children & Families, 2051 Kaen Rd Room 255, Oregon City, Oregon 97045. Attendance is highly recommended if a response to this Request for Application is to be submitted. ***Request for Applications Document can be downloaded from www.clackamasfamilies.org.***

The Clackamas Board of County Commissioners may reject any Application not in compliance with all prescribed public bidding procedures and requirements, and may reject for good cause any or all Applications upon a finding that it is in the public interest to do so. The County may waive any and all informalities in the public interest.

SCHEDULE

REQUEST FOR APPLICATIONS RELEASED	DECEMBER 10, 2008
BIDDER'S CONFERENCE 3:30 – 5:00PM (Attendance Highly-Recommended. See Section 3.1)	DECEMBER 18, 2008
LAST DATE TO REQUEST INTERPRETATION OF CONTRACT OR PROTEST RFA REQUIREMENTS (No later than ten calendar days prior to RFA due date)	JANUARY 30, 2009
RESPONSES TO QUESTIONS DUE TO APPLICANTS (No later than five calendar days prior to RFA due date)	FEBRUARY 5, 2009
REQUEST FOR APPLICATION CLOSING [NOON]	FEBRUARY 9, 2009
FINALIST INTERVIEWS	MARCH 4 & 5, 2009
FINALIST RECOMMENDATIONS TO CCF (PROJECTED)	MARCH 10, 2009
SELECTED FINALISTS NOTIFIED (PROJECTED)	MARCH 11, 2009
LAST DATE TO PROTEST FINALIST SELECTION (No later than 14 calendar days after contract award)	MARCH 25, 2009
CONTRACT SCHEDULED FOR BOARD ACTION	By JUNE 18, 2009
CONTRACT ON BOARD AGENDA (PROJECTED)	By JUNE 18, 2009

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SECTION II

APPLICATION AND ADMINISTRATIVE REQUIREMENTS

INTRODUCTION

This Request for Application (RFA) offers grant opportunities designed to meet the needs identified in the County's Coordinated Comprehensive Plan. Successful applicants will implement service strategies adopted by the Commission on Children & Families and approved by the Board of County Commissioners. In addition, successful applicants will provide services that meet Healthy Families America (HFA) 12 critical elements.

The Commission utilizes the following core principles to develop its priority funding strategies:

- 1) Programs must contain evidence-based practices and provide culturally competent/gender appropriate services as set forth in the County's Coordinated Comprehensive Plan for Children, Youth and Families;
- 2) Programs must engage communities;
- 3) Programs must strengthen families;
- 4) Services must be linked to Intermediate Outcomes that will be evaluated on a semi-annual basis for their effectiveness in assisting the County to achieve the High Level Outcomes prioritized in the Comprehensive Plan;
- 5) Successful applicants must agree to work with the County to: monitor and track progress; complete required assessment tools; evaluate the effectiveness of service strategies and modify activities as necessary to ensure compliance with Comprehensive Plan standards.
- 6) Programs must be designed with the ability to leverage funds and/or move toward sustainability over time.

2. A. INSTRUCTIONS FOR COMPLETING GRANT APPLICATION PROCESS

Applying for funds from a County agency can be challenging for any applicant. The Office for Children & Families (OCF) provides resources and the following instructions and examples to help alleviate this confusion. These recommended steps provide an overview of the application process:

- Review this Request for Application document, paying specific attention to the eligibility requirements and due date(s).
- Read this Request for Application document from cover to cover to familiarize yourself with the application instructions and forms, paying particular attention

to the required components of the application, other format and content guidelines.

- Direct questions about the contents of the Request for Application to Deanna Mulder at the Office for Children & Families.
- Use the instructions and details outlined in this Request for Application document to prepare an application package that includes these required components:
 - Checklist (see appendix A)
 - Forms and Privacy Certificate (Application Cover Sheet - Form A, Compliance/Assurances - Form E, Lobbying Certification - Form F). (see appendix A)
 - Project Specifications (Work Plan Form B, Budget Form C, and Budget Narrative Form D). (see Appendix A)
 - Program Narrative
- Review the application package to ensure that it is complete and that all required forms are signed and included.
- Submit the original application package (signed in blue ink) and ten copies of the application package using a mail carrier or delivery service that will ensure delivery by **12:00 noon** on the due date. The original and copies must be on white paper. The original must be marked “original” and include original signatures on the forms in blue ink. Applications should be unbound and fastened by a binder clip in the top left-hand corner. Applicants are required to number each page of the application. Applications carrying orders or qualifiers may be rejected as irregular. The due date for this Request for Application (RFA) is **February 9, 2009**. The address for sending the application package is provided on the cover of this RFA. In the lower left-hand corner of the envelope, clearly identify **“2009-2010 Requests for Healthy Start of Clackamas County – Core Services Application.”**
- Await written or oral confirmation that your application package was received and, subsequently, whether your program was selected for funding.

2. B. REFERENCE and RESOURCE SUPPORT

Information and assistance on current and future funding opportunities, additional copies of the Request for Application (RFA), and copies of reference materials cited in the RFA are available from the Office for Children & Families. You may contact the Office for Children & Families via telephone, mail, or e-mail.

Phone: Deanna Mulder (503) 650-5675 (Monday-Thursday, 7:00 am - 6:00 pm)

Mail: Office for Children & Families, Public Services Building, 2051 Kaen Rd, Oregon City, OR. 97045

E-mail: deannam@co.clackamas.or.us

Web site: www.clackamasfamilies.org

2. C. GENERAL ELIGIBILITY REQUIREMENTS

Applications are invited from public and private agencies, organizations, institutions, individuals. If eligible for an award, private for-profit organizations must agree to waive any profit or fee.

The applicant must demonstrate that they have experience in the design and implementation of the type of program activity for which they are applying and have the management and financial capabilities to effectively implement a program of the size and scope delineated in the Request for Application.

2. D. DELIVERY INSTRUCTIONS

Submit the original application package (signed in blue ink) and ten (10) copies of the application package using a mail carrier or delivery service that will ensure delivery by **12:00 noon** on the due date. The original and copies must be on white 8.5 by 11 inch paper using standard 12-point font and 1 inch margins. The original must be marked "original" and include original signatures on the forms in blue ink. Applications should be unbound and fastened by a binder clip in the top left-hand corner. Applicants are required to number each page of the application. Applications carrying orders or qualifiers may be rejected as irregular.

The due date for this Request for Application (RFA) is **February 9, 2009**. The address for sending the application package is provided on the cover of this RFA. In the lower left-hand corner of the envelope, clearly identify "**2009-2010 Requests for Healthy Start of Clackamas County – Core Services Application.**"

To ensure that applications are received by the due date, applicants should use a mail service that documents the date of receipt. Because OCF anticipates sending applicants written notification approximately four weeks after the solicitation closing date; applicants are encouraged to use a traceable shipping method. Faxed or e-mailed applications will not be accepted. Postmark dates will not be accepted as proof of meeting the deadline. Applications received after **12:00 noon on February 9, 2009**, will be deemed late and will not be accepted.

The closing date and time apply to all applications. To ensure prompt delivery, please adhere to the following guidelines:

Applications Sent by U.S. Mail

Use registered mail to send applications to the following address: Office for Children & Families, c/o Rodney A. Cook, Public Services Building, 2051 Kaen Rd, Oregon City, Oregon 97045. In the lower left-hand corner of the envelope, clearly write **“2009-2010 Requests for Healthy Start of Clackamas County – Core Services Application.”**

Applications Sent by Overnight Delivery Service

Allow adequate time for delivery. Send applications to the following address: Office for Children & Families, c/o Rodney A. Cook, Public Services Building, 2051 Kaen Rd, Oregon City, Oregon 97045; 503-650-5675 (phone number required by some carriers). In the lower left-hand corner of the envelope, clearly write **“2009-2010 Requests for Healthy Start of Clackamas County – Core Services Application.”**

Applications Delivered by Hand

Deliver by **12:00 noon on February 9, 2009**, to the Office for Children & Families, Public Services Building, 2051 Kaen Rd, Oregon City, Oregon 97045; (503)-650-5675. In the lower left-hand corner of the envelope, clearly write **“2009-2010 Requests for Healthy Start of Clackamas County – Core Services Application.”** Hand deliveries will be accepted Monday - Thursday between 7:00 a.m. and 6:00pm (except on due date), excluding Fridays, Saturdays, Sundays, and holidays.

2. E. CONTACT

For further information, contact:
Deanna Mulder (503) 650-5675 or e-mail at deannam@co.clackamas.or.us

2. F. WITHDRAWAL OF APPLICATIONS

Applications may be withdrawn by written request received from the applicant prior to the time fixed for opening. Negligence on the part of the applicant in preparing the application confers no right for the withdrawal of the application

after it has been opened. The application will be irrevocable until such time as the Office for Children and Families on behalf of the Board of Commissioners:

1. Specifically rejects the application, or;
2. Awards a contract and said contract is properly executed.

Applications must be valid for at least ONE HUNDRED TWENTY (120) days.

2. G. MODIFICATION

Any applicant may modify his/her application by written communication at any time prior to the scheduled closing time for receipt of applications provided such communication is received prior to the closing date. The communication should not reveal the application price but should provide that the final price or terms will not be known until the application is opened.

2. H. ACCEPTANCE OR REJECTION OF APPLICATIONS

In the award of the contract, the Commission on Children & Families will consider the element of time; will accept the application that in their estimation will best serve the interest of Clackamas County, and reserve the right to award the contract to the contractor whose application shall be best for the public good. The Commission on Children & Families reserves the right to accept or reject any or all applications. Without limiting the generality of the foregoing, any application that is incomplete, obscure or irregular may be rejected.

The County shall, pursuant to ORS 279.029, for the purposes of awarding the contract, add a percent increase on the application of a nonresident applicant equal to the percent, if any, of the preference given to that applicant in the state in which the applicant resides. "Resident applicant" means an applicant that has paid unemployment taxes or income taxes in this state during the 12 calendar months immediately preceding submission of the application, has a business address in this state and has stated in the application whether the applicant is a "resident applicant".

The County may accept any services or groups of services of any offer, unless the applicant qualifies his/her offer by specific limitations.

2. I. ADDENDA AND INTERPRETATIONS

No oral interpretations shall be made to any applicant as to the meaning of any of the contract documents or be effective to modify any of the provisions of the

contract documents. Every request for an interpretation shall be made in writing and addressed to the Director of Clackamas County Office for Children and Families and, to be given consideration, must be received at least TEN (10) days prior to the date set for the opening of applications. Any and all such interpretations will be mailed to all prospective applicants (at the respective address furnished for such purposes) no later than five days prior to the date fixed for the opening of applicants. Failure of any applicant to receive any such addendum or interpretation shall not relieve such applicant from any obligation under this application as submitted. All addenda so issued shall become as much a part of the contract documents as if bound herein.

2. J. NON DISCRIMINATION

The successful contractor agrees that, in performing the work called for by this applicant and in securing and supplying materials, said contractor will not discriminate against any person on the basis of race, color, religious creed, political ideas, sex, sexual orientation, age, marital status, national origin or ancestry, physical or mental handicap unless the reasonable demands of employment are such that they cannot be met by a person with a particular physical or mental handicap.

2. K. FAILURE TO SUBMIT OFFER

If no offer is to be submitted, do not return the RFA. Failure of the recipient to offer, or to notify the issuing office that future solicitations are desired, will not result in removal of the name of such recipient from the mailing list for the type of services covered by the solicitation.

2. L. PREPARATION OF OFFERS

Applicants are expected to examine the specifications, schedules and all instructions. Each applicant shall furnish the information required by the solicitation. The person signing the application must initial erasures or other changes. Applications signed by an agent are to be accompanied by evidence of his/her authority unless such evidence has been previously furnished. Applicants shall state a definite start date for performance of services. Time, if stated as a number of days, will include Saturdays, Sundays and holidays.

2. M. SPECIFICATIONS LIMITING COMPETITION

Applicants may submit questions or comments on any specification or requirement contained within this RFA they believe limits competition in the selection of an applicant to perform the services herein defined. Protests shall detail the reasons and any proposed changes to the specifications. Such questions and/or comments shall be made formal in writing and are to be addressed to: **Clackamas County Office for Children and Families, Attention: Rodney A. Cook, Director, Specification Protest, Healthy Start of Clackamas County-Core Services, Public Services Building, 2051 Kaen Rd Oregon City, Oregon, 97045.**

Such comments shall be submitted to Clackamas County no later than TEN days prior to the Due Date. No comments will be accepted after that time. Any substitutions for items specified will not be accepted without prior written approval of Clackamas County Office for Children and Families.

2. N. EMPLOYEES NOT TO BENEFIT

No employee or elected official of Clackamas County shall be admitted to any share or part of this contract or to any benefit that may arise from it; but this provision shall not be construed to extend to this contract if made with a corporation for its general benefit.

2. O. COUNTY FURNISHED PROPERTY

The County will furnish no material, labor or facilities unless otherwise provided for in the Request for Application.

2. P. RIGHT OF APPEAL

If a grant applicant believes their grant award is inadequate and/or the applicant did not receive fair and just consideration for a grant award, a process for appeal is available. The appeal is of the Application Review Committee's recommendation to the Commission on Children & Families.

The grounds for appeal are:

1. Differing criteria were used to evaluate different applicants.
2. The Application Review Committee unfairly applied the evaluation criteria to an application.

3. A member or members of the Application Review Committee had a relationship with an applicant to the RFA that represents a true conflict of interest.
4. The criteria used to evaluate the applications did not pertain to the services or products requested.
5. A member or members of the Application Review Committee demonstrated bias toward an applicant unrelated to the merits of the application.

The steps in the appeal process are: any appeal must be made in writing, be received before the contract is awarded, clearly state the grounds for appeal, and indicate what condition(s) resulted in the application not being recommended for award. Any appeal that does not comply with the applicable procedures may be rejected.

Step 1: Unless otherwise stated in the RFA, the appeal must be received by the Office for Children and Families Director no later than fourteen (14) calendar days after notice of the Application Review Committee's decision was reported. Upon receipt of the appeal, the OCF Director shall notify the Commission on Children & Families (CCF) and the applicant recommended for award of the appeal. The CCF and the selected applicant shall have three calendar days from the date the appeal was filed to respond to the appeal in writing, if they so desire.

Step 2: When an appeal is filed, the Office for Children and Families staff shall prepare a written analysis of The CCF recommendation, specifically describing the criteria utilized by the Application Review Committee, the results of the application of the criteria, and any other factors affecting the recommendation.

Step 3: The Commission on Children & Families (CCF) shall evaluate any appeal before rendering a decision and shall state the conclusions reached and reasons either in writing or on the record at a public meeting. Any decision to overturn the recommendation shall be based on a finding that one of the criteria listed above in this section occurred to the substantial prejudice of the appellant.

Step 4: If the applicant is not satisfied with the decision, they may appeal, in writing within ten (10) working days notice of CCF's appeal decision, to the Director of the Department of Human Services. The appeal must include specific reference to the decision of concern, rationale against the CCF appeal decision, and recommended remedy to satisfy the applicant.

Step 5: The Human Services Department Director will consult with the Office for Children and Families and the Commission on Children & Families (CCF) before deciding the outcome of the appeal. If the Human Services Department Director denies the appeal, then this decision, finding, rationale,

and appeal record will be sent to the Board of County Commissioners. If the appeal is affirmed, Human Services Department Director recommendations, findings and rationale will be returned to the CCF for incorporation. Meetings or hearings regarding the grievance may occur.

Step 6: If the applicant is not satisfied with the Human Services Department Director's decision an appeal may be made to the Board of County Commissioners through their public hearing processes.

Step 7: The appeal procedures and limits set forth herein to be followed are directory and not mandatory and failure to follow or complete the action in the manner provided shall not invalidate the decision.

2. Q. GENERAL CONTRACT REQUIREMENTS

Contractor must agree to comply with the requirements and provision set forth in the contract agreement with Clackamas County and the Commission on Children & Families and any special conditions deemed necessary by the County. For details, sample copies of the County Agency Service Contract, Intergovernmental Agreement, Interagency Agreement and Professional Technical & Consultant Contracts are available from Deanna Mulder at the Office for Children & Families (503) 650-5675.

2. R. SUSPENSION OR TERMINATION OF FUNDING

OCF may suspend funding in whole or in part, terminate funding, or impose another sanction on a recipient for the following reasons:

- Failing to comply substantially with the requirements or statutory objectives of the State or County.
- Failing to make satisfactory progress toward the goals or strategies set forth in the program announcement and application.
- Failing to adhere to the requirements in the agreement, standard conditions, or special conditions.
- Proposing or implementing substantial plan changes to the extent that, if originally submitted, the application would not have been selected for funding.
- Failing to submit reports.
- Filing a false certification in this application or other report or document.

- County funding from federal, state, or other sources is not obtained and continued at levels sufficient to allow for purchase of the indicated quantity of services. The contract may be modified to accommodate a reduction in funds.

Before imposing sanctions, OCF will provide reasonable notice to the recipient of its intent to impose sanctions and will attempt to resolve the problem informally.

2. S. APPLICATION REVIEW PROCESS

ROLE OF THE APPLICATION REVIEW COMMITTEE

The role of the Application Review Committee is to review and evaluate all submitted applications. The evaluation session will be scheduled shortly after the application deadline. Each applicant may be scheduled to give a short presentation of the submitted application followed by a brief discussion period with the committee. Committee members may ask questions clarifying the content of the submitted materials or request additional information at any time during the evaluation session.

Selection criteria for this application process will determine applicant's responsiveness to minimum program application requirements, organizational capability, thoroughness, and innovation in responding to strategic issues related to program implementation.

The Application Review Committee will use categories outlined in the Program Narrative to rate applications.

The Commission may also consider geographic distribution and regional balance when making awards. The Application Review Committee makes recommendations to the Commission on Children & Families, who is advisory to the Board of County Commissioners, which makes the final award decision. OCF will negotiate specific terms of the awards with selected applicants.

MEMBERS OF THE COMMITTEE

All applicants will be evaluated and rated by an Application Review Committee according to specified criteria. The Application Review Committee will be comprised of individuals associated with the Commission on Children & Families having expertise in the RFA focus area. No individual will participate in an Application Review Committee if they are affiliated with any organizations submitting an application.

SECTION III

CLACKAMAS COUNTY **HEALTHY START OF CLACKAMAS COUNTY – CORE SERVICES**

3. A. PURPOSE

The Clackamas County Commission on Children and Families (CCF) has elected to contract for the Healthy Start of Clackamas County – Core Services through a Request for Application (RFA) process. Applicants are required to provide services that meet Healthy Families America 12 Critical Elements and follow the Oregon Healthy Start and Healthy Start of Clackamas County (HSCC) Program Policy and Procedures Manuals. The contracted entity shall agree to adhere to all curriculum, standardized training, and policies as determined by the Clackamas County Office for Children and families (OCF). This Request for Application has 150 points to be earned.

Please note it is the policy of the CCF that all service providers receiving grants agree to support the vision, values, standards, outcomes, and required guidelines of the Clackamas County Commission on Children and Families (available at the Office for Children and Families).

3. B. BACKGROUND

Healthy Start was created by the Oregon Legislature in 1993. Healthy Start of Clackamas County (HSCC) was initiated in July, 1994 as one of eight pilot projects established under HB 2008. The program is integral to Clackamas County's early childhood system of services and supports for families with young children. HSCC promotes wellness for all families when their first child is born by offering universal, accessible and non-stigmatizing services tailored to meet each family's unique situation.

Healthy Start strives to reach all consenting first birth families to offer free and voluntary, basic services, including screening and personalized referral to community services. Families also receive a Welcome Baby packet filled with information about parenting, child development, play groups and community resources.

3. C. OVERVIEW

Clackamas County's Local Commission on Children and Families (LCCF) receives funding from the Oregon Commission on Children and Families (OCCF) to provide the Healthy Start program within Clackamas County. The Healthy Start Advisory Board, a subcommittee of the LCCF representing a variety of early childhood professionals and community members, will serve in an advisory capacity to the Local Commission on Children and Families.

The Healthy Start of Clackamas County program is one component of the County's system of services designed to help develop strong, nurturing families and healthy, thriving children. The Healthy Start program starts with prenatal and at-birth screening

of all first births to identify families who need and want support. The program then provides that support in a timely and effective manner.

The Healthy Start program has two major components to its CORE services for this application: Outreach/Screening Services, and Intensive Home Visiting Services. The Outreach/Screening Services includes identifying and screening first birth families, providing families with Welcome Baby Visit in the Hospital or over the phone and information on basic community resources. The Intensive Home Visiting Service component is provided by Family Support Workers and Supervisors through intensive Home Visits to families identified by the screening process as benefiting from additional support and who want to participate in the Healthy Start Program. Intensive "CORE" services include case management, parenting and child development education, assessment and community referrals. All Healthy Start services are free and voluntary to participants.

3. D. APPLICATION FORMAT

Applicants for the Healthy Start of Clackamas County-Core Services must submit the following information:

- **Form A: Application Cover Sheet (see Appendix A).** The Application Cover Sheet for County Funds is a standard form used by OCF. All items must be completed.
- Please verify that the name, address, phone number, fax number, and e-mail address of the authorizing official is correct. (The authorizing official must review the Assurances and Certifications forms in their entirety.)
- **Form B: Healthy Start Work Plan (see Appendix A).** The applicant is required to submit the attached Work Plan signed by applying agency authorized signer.
- **Form C: Budget Form (see Appendix A).** The applicant is required to itemize budget line items and identify sources (CCF grant and matching funds).
- **Form D: Budget Detail Narrative (see Appendix A).** The applicant is required to provide details about Matching Funds, including cash, Line Item Detail to explain any categories which you feel may need further information, and a potential program funding reduction plan.
- **Form E: Compliance Attestments and Statement of Assurances (see Appendix A).** The applicant must comply with Assurances in order to receive County funds under this program. It is the responsibility of the recipient of the County funds to fully understand and comply with these requirements. Failure to comply may result in the withholding of funds, termination of the award, or other sanctions.

- **Form F: Certifications Regarding Lobbying and Other Responsibility Matters (see Appendix A).** The applicant is required to review and sign in blue ink the certification form included in the application process.
- **Program Narrative** The Program Narrative (including all required sections but excluding forms, assurances, and appendices) must be on white 8.5 by 11 inch paper using standard 12-point font and 1-inch margins. Limit your total narrative response to 10 pages. Please limit the use of acronyms. If used, acronyms must be spelled out when first referenced. Please number pages 1 of, 2 of, etc.)

3. E. **AWARD PERIOD**

Work shall be performed in accordance with a schedule approved by the COUNTY. The term of the contract shall **commence upon contract execution but not before July 1, 2009 and continue through JUNE 30, 2010.** This contract may be renewed for one additional one year term upon written approval of both parties.

3. F. **AWARD AMOUNT**

Up to \$575,000 to one provider for one fiscal year period will be made available to the contractor(s) for the provision of all services sought through this RFA. Funding depends upon the availability of funds appropriated by the State of Oregon Legislature. The Clackamas County Commission on Children and Families is not obligated to replace program revenue that has been reduced by legislative appropriation or by any other state or local financial policy or procedure modification.

3. G. **NARRATIVE (60 POINTS)**

HFA 12 Critical Elements:

Healthy Start is a Healthy Families America (HFA) accredited program. Our program goals and policies are guided by the HFA 12 Critical Elements found in the *Healthy Families America Site Self Assessment Tool* and the *Healthy Start State Program Policy and Procedure Manual*. These documents are available at www.clackamasfamilies.org.

Please describe how you would meet each of the 12 Critical Elements listed below and associated Healthy Start Performance Indicators where listed. Limit your total narrative response to 10 pages.

Critical Element #1:

Initiate services prenatally or at birth.

Healthy Start Performance Indicator: *60% or more of first birth families will be screened.*

- By June 30, 2010, it is expected that HSCC, at a minimum, will offer screening services to **75% of first birth families (1,113)** and screen **60% of first birth families (890)**. The provider will handle all Outreach, Screening and Referral Coordination including conducting initial screens using the NBQ (New Baby Questionnaire) for first-time families following the receipt of referrals with consent to contact. The provider will provide community outreach for referrals, Welcome Baby visits at local hospitals, referral data entry in the local database, NBQ (New Baby Questionnaire) screen data entry in the local database and the state Family Manager database. The provider will also track and file inactive contacts.

Healthy Start Performance Indicator: 80% or more of those screened will be prenatally or within 2 weeks of birth.

Critical Element #2:

- Ensure the use of the NBQ (New Baby Questionnaire) assessment tool to systematically identify families who are most in need of services. This tool assesses the presence of various factors associated with increased risk for child maltreatment or other poor childhood outcomes (*i.e.*, social isolation, substance abuse, parental history of abuse in childhood, etc.).

Critical Element #3:

Offer services voluntarily and use positive, persistent outreach efforts to build family trust.

Healthy Start Performance Indicator: 90% or more of Intensive Service families are engaged in services for 90 days or longer.

Critical Element #4:

Offer services ***intensely*** (*i.e.*, at least once a week) with well-defined criteria for increasing or decreasing intensity of service and ***over the long-term*** (*i.e.*, three to five years).

- By June 30, 2010, it is expected that Healthy Start of Clackamas County (HSCC), at a minimum, will serve **241** first birth families with Intensive Home Visiting Services. The **241** families will include both currently enrolled and new families. For every five FSW FTE, at minimum, one FSW FTE will be bilingual in English and Spanish. Successful applicants will describe how they plan to provide services to each of the target populations that include: Adults, Teens, and Spanish Speaking families.

Healthy Start Performance Indicator: 75% of Intensive Service families will receive 75% or more of their expected home visits based on assigned service level.

Healthy Start Performance Indicator: 75% of Intensive Service families will remain engaged in service for 12 months or longer.

Critical Element #5:

Offer services that are culturally sensitive such that the staff understands, acknowledges, and respects cultural differences among families; staff and materials used should reflect the cultural, linguistic, geographic, racial, and ethnic diversity of the population served.

Critical Element #6:

Offer services that focus on supporting the parent(s), as well as supporting parent-child interaction and child development. This support should include discussing issues identified at the initial assessment, collaborating with families to identify, develop and achieve goals, sharing parenting and child development information and ensuring children are developmentally on target.

Healthy Start Performance Indicator: 85% or more of Intensive Service parents report reading to their child 3 times per week or more (data gathered using State wide evaluation project).

Healthy Start Performance Indicator: 85% or more of Intensive Service parents report engaging in developmentally appropriate interactions (singing, playing, etc.) 3 times per week or more (data gathered using State wide evaluation project).

Healthy Start Performance Indicator: 50% or more of Intensive Service parents report a change in their average levels of parenting stress (data gathered using State wide evaluation project).

Critical Element #7:

Ensure that at a minimum, all families are linked to a medical provider to assure optimal health and development (e.g., timely immunizations, well-child care, etc.). Depending on the family's needs, they may also be linked to additional services, such as financial, food, and housing assistance programs, school readiness programs, child care, job training programs, family support centers, substance abuse treatment programs, and domestic violence shelters.

Healthy Start Performance Indicator: 80% or more of Intensive Service children will have a primary medical care provider.

Healthy Start Performance Indicator: 80% or more of Intensive Service children will have up-to-date immunizations.

Healthy Start Performance Indicator: 85% or more Intensive Service parents report that Healthy Start helped them either a little or a lot to improve their social ties with family and friends (data gathered using State wide evaluation project).

Critical Element #8:

Offer services that are provided by staff with limited caseloads in accordance with Healthy Families America guidelines to assure that home visitors have an adequate amount of time to spend with each family to meet their unique and varying needs and to plan for future activities.

Critical Element #9:

Ensure that staff are selected because of their personal characteristics (e.g., non-judgmental, compassionate, ability to establish a trusting relationship, etc.), their willingness to work in or their experience working with culturally diverse communities, and their skills to do the job.

Critical Element #10:

A. Offer services that have a framework, based on education or experience, for handling the variety of experiences they may encounter when working with at-risk families. All staff/FSWs will receive basic training in areas such as cultural competency, substance abuse, reporting child abuse, domestic violence, drug-exposed infants, and services in their community.

B. Ensure staff receive intensive training specific to their role to understand the essential components of family assessment and home visitation (e.g., identifying at-risk families, completing a standardized risk assessment, offering services and making referrals, promoting use of preventive health care, securing medical homes, emphasizing the importance of immunizations, utilizing creative outreach efforts, establishing and maintaining trust with families, building upon family strengths, developing an individual family support plan, observing parent-child interactions, determining the safety of the home, teaching parent-child interaction, managing crisis situations, etc.)

- The provider will enter ongoing staff training information in to the MOTT Training Tracker State Database.

Critical Element # 11:

Ensure staff receive ongoing, effective supervision so they are able to develop realistic and effective plans to empower families to meet their objectives; to understand why a family may not be making progress and how to work with the family more effectively; and to express their concerns and frustrations to see they are making a difference and to avoid stress-related burnout.

- Supervision will be provided in accordance with HFA expectations (Critical Element #11).

Critical Element #12:

Ensure the program is governed and administered in accordance with principles of effective management and of ethical practice.

- The provider will review and give NPC Evaluation Forms to the Office for Children and Families.
- OCF will continue utilizing NPC Research semi-annual data reports. In addition, agency work plan and budget will be developed and monitored for the contracting agency. The contracted agency will provide local data, demographics, information, and reports to OCF for review and compilation. Monthly and/or Quarterly fiscal reports will be submitted to OCF.

3 H. GLADSTONE CENTER FOR CHILDREN AND FAMILIES: (8 POINTS)

Beginning on January 12, 2009 Healthy Start of Clackamas County will be housed at the Gladstone Center for Children and Families. Current early childhood partner agencies in the Gladstone Center for Children and Families include: Head Start, ESD, Oregon State DHS, Clackamas Community College (classes), Clackamas Community Health (mental health), and Gladstone School District's Kindergarten program. This innovative center will be a cornerstone in the early childhood community. Healthy Start's presence at this site is critical to building a comprehensive system of supports in the early childhood arena. The opportunity for joint professional development and peer mentoring among the many early childhood programs in this center is tremendous. Successful applicants will agree to house all Healthy Start staff at the Gladstone Center for Children and Families. How will your agency manage staff at this satellite site?

3 I. MATCH REQUIREMENT: (14 POINTS)

The Oregon Commission on Children and Families requires a 20% match and recommends that at least 5% be cash. The intent of cash match is to build community investment and increase the sustainability of the Healthy Start program. Briefly describe how your agency will approach this sustainability requirement?

3 J. BUDGET: (20 POINTS)

This application currently makes funding available in the amount of **\$575,000** for Fiscal Year 2009-10, July 1, 2009-June 30, 2010.

Please use the attached budget form. Include all match dollar values (20%) and other revenue sources. Add a budget narrative to explain any categories which you feel may need further information. Do not include in your budget proposals housing/building related expenses. It is recommended by the State Commission on Children and Families that Administrative costs are kept to 5% of the entire budget. We recognize that this is a difficult task and encourage creativity in attempts to attain this. The most competitive applications will take this into account.

It is anticipated that the Healthy Start general fund dollar amount may decrease for the 09-10 fiscal year, due to budget reductions across the state. Please include in the budget narrative how you would address possible program budget reductions (10% and 20% of the dollar amount listed above).

3 K. STAFF RETENTION: (20 POINTS)

Staff Retention is important for any program. It is especially true for Healthy Start because the programs foundation is a trust relationship between the family and Family Support Worker (home visitor). The results of the RFA process will decrease the number of agencies providing Family Support Workers. It is the Commission's desire that current FSW's be retrained/absorbed by the successful

applicant. Please describe your commitment to sustaining current staff. Also include how you would offer competitive pay, salary and FTE structure (current FSW positions are .9 FTE), and what your program can offer as a benefits package to staff. Please list ways that you would address Staff Retention on an ongoing basis.

3 L. COMMUNITY SUPPORT: (8 POINTS)

Describe your existing network of support services in Clackamas County to families with young children. How will you coordinate the Healthy Start Team efforts with existing services?

3 M. ADDITIONAL SERVICES: (10 POINTS)

Ancillary services can be provided to the community and Healthy Start families when additional funding from other sources is available. (Examples may include community play groups, car seat checks and education, parenting classes, family events, parent child interactions, etc.) Please describe the capacity in which your agency can provide these services to Healthy Start families, and how they would be funded?

3 N. EXPERIENCE: (10 POINTS)

Describe your experience implementing and managing a home-visiting program. Describe any particular population or geographic area with which you have home visiting expertise, and how your program accommodated the particular needs of that population. Include in your response what you believe to be the key elements of a successful home visiting program. What challenge does your organization see as being the most difficult obstacle for Healthy Start to overcome? What is your recommendation for a solution to this challenge?

APPENDIX A:

**APPLICATION COVER
SHEET & FORMS**

Checklist for Commission Applications

This checklist is provided to assist you in preparing and compiling your application package for Commission Funding. Attach a copy of this checklist to your application to ensure compliance with the application process and to assist in the review process.

CHECKLST FOR COMMISSION APPLICATIONS

FORMS AND (SIGNED AND DATED, ORIGINAL IN BLUE INK)

FORM A: COVER SHEET

NARRATIVE

FORM B: WORK PLAN

FORM C: BUDGET FORM

FORM D: BUDGET NARRATIVE

FORM E: COMPLIANCE ATTESTMENTS /STATEMENT OF ASSURANCES

FORM E: CERTIFICATION REGARDING LOBBYING

ATTACHMENTS

TEN ADDITIONAL COPIES OF THE APPLICATION PACKAGE

Office use
only

FORM A

2009-2010 HEALTHY START OF - CORE SERVICES APPLICATION - COVER SHEET

Grant Amount Requested: \$	Date Application Submitted:
Project Title (Six words or less):	
Implementing Agency:	Applicant's Federal Identification #:
Applicant's Project Administrator: Name: Title: Address:	Telephone: Fax: E-mail:
Project Site Coordinator: Name: Title: Organization: Address:	Telephone; Fax: E-mail:
Applicant's Fiscal Officer: Name: Title: Address:	Telephone: Fax: E-mail:
Program Summary: (Do Not exceed the size of this box) 	
Program Duration: _____ Start Date _____ End Date _____	
Estimated Youth to be Served in Year 1: _____	
Age range: _____ to _____ Gender: _____% male _____% female	

Attach this form to the front of each of your ten (10) submitted proposals.

FORM B - Healthy Start Work Plan

Performance Outcome (to be reported by NPC Research semi-annually):

1. By 6/30/10, 85% of children receiving intensive home visiting services will experience positive parent-child interactions (per Parent Surveys). Target: 205 children. (1.04.02)

Outputs/Activities (to be reported by NPC Research and verified by OCF staff quarterly):

1. During FY 2009-10 The Healthy Start of Clackamas County System through this application will serve 241 first birth families in Clackamas County with intensive services in accordance with HFA guidelines.
2. During FY 2009-10 The Healthy Start of Clackamas County System, will offer screening services to 75% of first birth families (1,113) and screen 60% of first birth families (890). The number of days to screen will be 14 days from birth or less. (1-1.B)

Assurances:

Your organization assures it:

1. Will initiate and complete the work within the applicable time frame after notification of contract approval but not before July 1, 2009.
2. Will adhere to Healthy Start of Clackamas County Policy and Procedure Manual.
4. Will ensure that training requirements are met.
6. Will provide a 20% match of their Healthy Start budget; 5% of which is encouraged to be cash.

Authorized signature below indicates that [agency here], if approved by Clackamas County, intends to enter into a contract to deliver services as specified in this document.

Signature: _____

FORM C: Budget Form

BUDGET			
BUDGET CATEGORY <i>Round all numbers to nearest whole dollar.</i>	CCF GRANT	MATCHING FUNDS	TOTAL AMOUNT
Personnel Attach detail that lists each position by title, percentage of time (i.e. FTE) devoted to the project, and annual salary / hourly rate.			
Fringe Benefits Attach detail for fringe benefit costs and payroll taxes for each personnel position.			
Travel Itemize anticipated travel expenses on the next page. Identify purpose of the travel.			
Equipment Equipment is tangible personal property costing over \$5,000 and having a useful life of more than one year. Attach detailed information for any equipment to be purchased.			
Supplies Supplies are items with a useful life of less than one year. Attach detailed description.			
Training Itemize anticipated training needs.			
Consultants/Contracts Provide a brief description of the services to be provided, the hourly/daily rate, estimated time on the project and method of procurement. Consultant fees cannot exceed \$450 per 8-hour day.			
Other Costs Provide detail for costs that do not fit in the above categories.			
Subtotal: Direct Costs			
Grant Administration Provide detail for expenses associated with the applicant's administration of the grant funds.			
TOTAL PROJECT			

FORM D: Budget Narrative Form

BUDGET NARRATIVE

1. Matching Funds

Identify the source(s) and amount(s) and timing for use of all matching funds included in the Budget Form.

2. Line Item Detail

Provide information identified on the Budget Form.

3. Potential Program Funding Reductions

Provide a plan to address possible program funding reductions at 10% and 20% reduction.

FORM E

COMPLIANCE ATTESTMENTS

The undersigned, as proposer, declares that he/she has carefully examined the specifications and requirements of the Clackamas County Request for Application for delivery of Healthy Start of Clackamas County-Core Services and that proposer agrees, if the proposal is accepted, that proposer will contract with the Office for Children and Families to furnish the services as specified, in accordance with the proposal offered here.

The proposer may withdraw the proposal at any time prior to the date of the opening. However, all proposals shall be irrevocable for a period of 60 days from the date of opening.

The proposer hereby certifies that he/she is a resident bidder, as defined in ORS 279.029, of the State of Oregon.

By initialing this space (____), the proposer hereby certifies that he/she has not discriminated against minority, women, or emerging small business enterprises in obtaining any required subcontracts. By initialing this space (____), the proposer hereby certifies that to the best of the proposer's knowledge, he/she is in compliance with all the Oregon tax laws described in ORS 350.380 (4).

The proposer represents that the proposal is made without connection or agreement with any person, firm or corporation making a proposal for the same services, and is in all respects fair and without collusion.

STATEMENT OF ASSURANCES

The undersigned attests that the information provided to determine eligibility is true and accurate to the best of his/her knowledge. The undersigned further attests that he/she has the authority and/or responsibility to represent his/her organization in all phases of the Request for Proposal process. Finally, the undersigned understands that any false or substantially incorrect statement may disqualify this proposal from further consideration or be cause for termination of any future contract.

If this proposal is selected for funding, the undersigned provides assurances on behalf of his/her organization that the organization will comply with the General Provisions and Special Provisions in its contract with Clackamas County. The organization will also comply with all applicable governing services, facilities and operations. Finally, the organization will submit all required reports, documents and forms within the allotted time for their submittal.

Organization Name

Address

City, State, Zip Code

Telephone

Signature of Representative

Print/Type Representative's Name

Business ID Number

FORM F

CERTIFICATION REGARDING LOBBYING

This certification is required by the regulations set forth by the Clackamas County Board of County Commissioners as referenced to Exhibit 1 of the contract as seen in Attachment B.

The undersigned certifies, to the best of his or her knowledge and belief, that:

No grant funds shall be used, directly or indirectly, to promote or oppose any political committee.

No grant funds shall be used, directly or indirectly, to promote or oppose any the nomination or election of a candidate.

No grant funds shall be used, directly or indirectly, in the gathering of signatures on an initiative, referendum, or recall petition.

No grant funds shall be used, directly or indirectly, for the adoption of a measure or the recall of a public office holder.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Exhibit 1 of the contract as seen in Attachment B.

Name and Title of Authorized Representative

Date