Agenda: Children and Families Commission 09-2020

Meeting date, time, and place
September 2, 2020
3:30 p.m. to 4:00 p.m.

VIDEO
Join Zoom Meeting
https://zoom.us/j/92132515303
Meeting ID: 921 3251 5303

AUDIO (Must dial in to hear and/or speak)
Meeting ID: 921 3251 5303
*Passcode: 690341

One tap mobile (if using mobile app)
+16699006833,,92132515303# US (San Jose)

First 5 will accept public comments in advance of the meeting by email. Please submit to acalkins@cfc.sbcounty.gov.

Comments will be distributed to the Commission and read into the record at the Public Comment portion of the meeting. If you wish to address a specific agenda item, please identify the item number in your email. In order to ensure timely submission, please submit your comments by 12:00 p.m. on Wednesday, September 2, 2020.

Pledge of Allegiance
Chair or designee will lead the Pledge of Allegiance.

SPECIAL PRESENTATION
None

Conflict of Interest Disclosure
Commission members shall review agenda item contractors, subcontractors, and agents, which may require member abstentions due to conflict of interest and financial interests.

A Commission member with conflicts of interests shall state their conflict under the appropriate item. A Commission member may not participate in or influence the decision on a contract for which their abstention has been recorded.

The agenda and supporting documents are available for review during regular business hours at First 5 San Bernardino, 735 East Carnegie Drive, Suite 150, San Bernardino, California 92408.

Interpreters for hearing impaired and Spanish speaking individuals will be made available with forty-eight hours notice. Please call Commission staff (909) 386-7706 to request the service. This location is handicapped accessible.
Consent Items

The following consent items are expected to be routine and non-controversial and will be acted upon by the Commission at one time unless any Commissioner directs that an item be removed from the Consent Agenda for discussion.

<table>
<thead>
<tr>
<th>Item No.</th>
<th>CONSENT</th>
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<tbody>
<tr>
<td>1</td>
<td>Approve Minutes of August 5, 2020 Commission Meeting. (Presenter: Ann M. Calkins, Executive Assistant, 252-4252)</td>
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<thead>
<tr>
<th>Item No.</th>
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<tr>
<td>2</td>
<td>Approve Contract SI036 with Child Care Resource Center for $80,771 for Fiscal Year 2020-2021 and $69,229 for Fiscal Year 2021-2022 resulting in a cumulative total of $150,000 for Fiscal Years 2020-2022 to conduct Trauma-Informed Care Evaluation, as part of a larger study/evaluation on implementation of the Statewide Emergency Child Care Bridge Program for Foster Children to improve their access to child care and stable placement. (Presenter: Scott McGrath, Deputy Director, Systems and Impact, 252-4259)</td>
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Public Comment

Persons wishing to address the Commission will be given up to three minutes and pursuant to Government Code 54954.2(a)(2) “no action or discussion will be undertaken by the Commission on any item NOT on the agenda.”

Commissioner Roundtable

Open to comments by the Commissioners.

Next Meeting at First 5 San Bernardino

Wednesday, October 28, 2020
3:30 p.m. to 5:00 p.m.
Subject: Information Relative to Possible Conflict of Interest

Instructions: Contractors, subcontractors, principals and agents are listed below for each applicable agenda item. Commissioners are asked to review the items for possible conflicts of interest and to notify the Commission secretary prior to the Commission meeting of conflicts concerning items on the meeting’s agenda. This procedure does not relieve the Commissioner of his or her obligations under the Political Reform Act.

Background: The Political Reform Act of 1974 (Government Code section 87100 et. Seq.) prohibits public officials from making, participating in making or in any way attempting to use their official position to influence a governmental decision in which they have reason to know they have a “financial interest.” Additionally, Government Code section 1090 et seq. prohibits public officers and employees from being financially interested in any contract made by them in their official capacity or by the board of which they are members. A limited exception is allowed for County Children’s and Families Commissions. (See Government Code section 1091.3)

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<thead>
<tr>
<th>Item No.</th>
<th>Contractor</th>
<th>Principals &amp; Agents</th>
<th>Subcontractors; Principals &amp; Agents</th>
<th>Commissioner Abstentions</th>
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<tbody>
<tr>
<td>1</td>
<td>Child Care Resource Center</td>
<td>Michael Olenick President and CEO</td>
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Minutes: Children and Families Commission Meeting

Meeting Date and Location
August 5, 2020
2:30 p.m. to 5:30 p.m.

This meeting utilized the “ZOOM” conferencing platform pursuant to the provisions of the Governor’s Executive Order N-29-20 dated March 17, 2020, which suspends certain requirements of the Ralph M. Brown Act.

VIDEO
Join Zoom Meeting
https://zoom.us/j/98913180310
Meeting ID: 989 1318 0310

AUDIO (Must dial in to hear and/or speak)
Dial by your location (using call in only)
+1 669 900 6833 US (San Jose)
+Meeting ID: 989 1318 0310

One tap mobile (if using mobile app)
+16699006833,,98913180310# US (San Jose)

Pledge of Allegiance
The Pledge of Allegiance was led by Chair Thomas.

SPECIAL PRESENTATIONS
Dental Transformation Initiative Impact Report
Presenter: Scott McGrath, First 5 Deputy Director of Systems and Impact

Commission members shall review agenda item contractors, subcontractors, and agents, which may require member abstentions due to conflict of interest and financial interests.

Conflict of Interest Disclosure
A Commission member with conflicts of interests shall state their conflict under the appropriate item and abstain or recuse from that item, as appropriate. A Commission member may not participate in or influence the decision on a contract for which their abstention or recusal has been recorded.

For conflicts requiring recusal, the Commissioner must log out of the Zoom meeting and then log back in after the discussion and vote has taken place on the item for which there is a conflict. For conflicts requiring abstention, a Commissioner should not participate in the vote or discussion but may remain logged into the Zoom meeting.
Changes to the Agenda

Ann Calkins, Executive Assistant, announced Agenda Item 2 is modified to add the following:

Ratify Executive Director’s authorization of letter of intent with Prevent Child Abuse California to participate in the First 5 Service Corps program, authorize continued funding match not to exceed $85,356 for Fiscal Year 2020-2021 for four (4) AmeriCorps service member positions to provide school readiness services and authorize the Executive Director to execute a not to exceed contract of $85,356 with Prevent Child Abuse California for four (4) AmeriCorps service members.

Report

Legislative Report by Chekesha Gilliam
Government Relations Analyst, County Administrative Office

Report – Executive Director, Karen Scott

Congratulations!
Our newest Commissioner, Corwin Porter, is now the Public Health Director for San Bernardino County. Congratulations on your promotion.

Happy Birthday!
Belated Birthday greetings go out to our Commission Chair CaSonya Thomas and Supervisor Josie Gonzales.
Motion by Commissioner Gonzales and seconded by Commissioner Hill to approve the Consent Items.

Pursuant to Government Code section 54953 (b)(2), a roll call vote was called as follows:

Consent

Commissioner Escalante: Aye
Commissioner Gonzales: Aye
Commissioner Hill: Aye
Commissioner Ovitt: Aye
Commissioner Porter: Aye
Commissioner Weinstein: Aye

Without further comment or objection, motion carried.

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<tr>
<td>1</td>
<td>Approve Minutes of July 1, 2020 Commission Meeting.  (Presenter: Ann M. Calkins, Executive Assistant, 252-4252)</td>
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<tr>
<td>2</td>
<td>Ratify Executive Director’s authorization of letter of intent with Prevent Child Abuse California to participate in the First 5 Service Corps program for and authorize continued funding match not to exceed $85,356 for Fiscal Year 2020-2021 for four (4) AmeriCorps service member positions to provide school readiness services and authorize the Executive Director to execute a not to exceed contract of $85,356 with Prevent Child Abuse California for four (4) AmeriCorps service members.  (Presenter: Wendy Lee, Psy.D., Staff Analyst II, 252-4254)</td>
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<td>3</td>
<td>Approve and authorize the Executive Director or designee to execute any and all forms or agreements required to accept $200,000 in funds awarded through First 5 California under the Home Visiting Coordination Grant to support and develop a Countywide Home Visiting System for Fiscal Years 2020-2022.  (Presenter: Tania Offerrall, Staff Analyst II, 252-4262)</td>
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**Discussion**

Commissioner Gonzales asked: Who will have the ultimate decision making and authority to design the program and implement it in a way that we can require data in order to assess our progress? Currently, under the COVID-19 event with long-distance learning in place, there is going to be a social breakdown with parents getting their children back into school.  If we are going to use these funds, it needs to be done wisely to get some good data out of it in order for us to help the public schools and be able to demonstrate that the effort and money that put this together was worth it.  We will need to know the consequences of families not following through on our guidelines.

Ms. Offerrall answered that this grant opportunity is just for the development of the system that we would like to start working on.  We definitely want to ensure we are setting it up in a way that we are collecting data and that the organizations who are implementing the work are experts in their field.  To answer who will be in charge of the design, the answer is it will be a collaborative work between First 5 and the project lead and other home visiting organizations.  All decisions will be made among these entities.

**Public Comment**

None
|   | Motion made by Commissioner Gonzales and seconded by Commissioner Weinstein to approve Item 3.  
|   | Pursuant to Government Code section 54953 (b)(2), a roll call vote was called as follows:  
|   | Commissioner Escalante: Aye  
|   | Commissioner Gonzales: Aye  
|   | Commissioner Hill: Aye  
|   | Commissioner Ovitt: Aye  
|   | Commissioner Porter: Aye  
|   | Commissioner Weinstein: Aye  
|   | Without further comment or objection, motion carried.  
| 4 | Approve and authorize release of Request for Qualifications for a Home Visiting System Consultant to assist with the development of a Home Visiting Strategic Plan and countywide framework.  
|   | (Presenter: Tania Offerrall, Staff Analyst II, 252-4262)  
|   | **Discussion**  
|   | None  
|   | **Public Comment**  
|   | None  
|   | Motion made by Commissioner Hill and seconded by Commissioner Gonzales to approve Agenda Item 4.  
|   | Pursuant to Government Code section 54953 (b)(2), a roll call vote was called as follows:  
|   | Commissioner Escalante: Aye  
|   | Commissioner Gonzales: Aye  
|   | Commissioner Hill: Aye  
|   | Commissioner Ovitt: Aye  
|   | Commissioner Porter: Aye  
|   | Commissioner Weinstein: Aye  
|   | Without further comment or objection, motion carried.  
| 5 | Approve Contract SI035 with El Sol Neighborhood Educational Center for $153,757 for Fiscal Years 2020-2022, starting August 6, 2020, through June 30, 2022, to support implementation of a countywide Home Visiting System.  
|   | (Presenter: Tania Offerrall, Staff Analyst II, 252-4262)  
|   | **Discussion**  
|   | Commissioner Porter asked if there will be funding going forward for the actual implementation to sustain the program if build out is complete? Ms. Offerrall answered with information from First 5 California that states the first two years will be used to gather information. First 5 CA plans to fund an additional two years after 2022 and the duration for the funding will end in 2024.  


Chair Thomas asked Karen Scott to share how home visiting came to San Bernardino County in partnership with the Transitional Assistance Department (TAD) and Preschool Services.

Ms. Scott mentioned that TAD applied for the CalWORKS Home Visiting Initiative on behalf of San Bernardino County and was approved receiving the second largest award in the state. Due to San Bernardino County’s large and unique geography, it will take leadership by Human Services, First 5 San Bernardino and many partnerships throughout our County, to build a successful coordinated home visiting network.

Ms. Scott stated the strategy that F5SB is supporting does not provide direct services yet. We are relying on TAD and Preschool Services, who are currently implementing the CalWORKS Home Visiting program, to provide for direct services collaboration. Development of a Home Visiting Strategic Plan and countywide framework is an opportunity to be inclusive and better serve our wide variety of children and families. As a Network, we will invite partners and stakeholders to the table to come up with a comprehensive countywide plan. To answer Supervisor Gonzales’s question of who will give approval in making decisions, we will establish a governance for this network system and all of that will be decided together. We are getting everything aligned that we need to strengthen our system and be ready to provide increased services.

**Public Comment**

None

Motion made by Commissioner Weinstein and seconded by Commissioner Porter to approve Item 5.

Pursuant to Government Code section 54953 (b)(2), a roll call vote was called as follows:

Commissioner Escalante: Aye
Commissioner Gonzales: Aye
Commissioner Hill: Aye
Commissioner Ovitt: Aye
Commissioner Porter: Aye
Commissioner Weinstein: Aye

Without further comment or objection, motion carried.

Approve Contract HW059 with County of San Bernardino Arrowhead Regional Medical Center Breathmobile Program for $362,179 per year for Fiscal Years 2020-2023 resulting in a cumulative total of $1,086,537 to treat children ages 0-5 with asthma.

**(Presenter: Merceides Logans, Staff Analyst II, 252-4261)**

**Discussion**

Commissioner Hill asked with the increased number of young people who have asthma and with the current distance learning going on, is there something to provide to parents such as what they should be doing when the children are home since they do not have physical access to the services? Andrew Goldfarb from ARMC answered that distance education for children is currently underway in part due to a media campaign which includes tips and suggestions to follow at home. The team at ARMC is looking at ways to utilize the Breathmobile through more social distanced opportunities and through appointments. Mark Connelly from ARMC added that the team is still maintaining and managing the patients already in the system.
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Public Comment
None

Motion made by Commissioner Hill and seconded by Commissioner Ovitt to approve Item 6.

Pursuant to Government Code section 54953 (b)(2), a roll call vote was called as follows:

Commissioner Escalante: Aye
Commissioner Gonzales: Aye
Commissioner Hill: Aye
Commissioner Ovitt: Aye
Commissioner Porter: Aye
Commissioner Weinstein: Aye

Without further comment or objection, motion carried.

Approve Amendment A2 for Contract IC033 with Social Entrepreneurs, Inc., for an increase of $38,205 for a cumulative total of $53,171 for Fiscal Year 2020-2021 and a cumulative total of $1,019,832 for Fiscal Years 2017-2021 to enable completion of the Capacity Building Academy.

(Presenter: Ronnie Robinson, Section Manager-Systems and Communication, 252-4255 and Kelly Marshall, President and Principal, Social Entrepreneurs, Inc.,)

Discussion
None

Public Comment
None

Motion made by Commissioner Ovitt and seconded by Commissioner Escalante to approve Item 7.

Pursuant to Government Code section 54953 (b)(2), a roll call vote was called as follows:

Commissioner Escalante: Aye
Commissioner Gonzales: Aye
Commissioner Hill: Aye
Commissioner Ovitt: Aye
Commissioner Porter: Aye
Commissioner Weinstein: Aye

Without further comment or objection, motion carried.

Angelica Alvarez, El Sol: Ms. Alvarez thanked the First 5 Commission for their support to the community and its families.
Susan Gomez wished to congratulate El Sol, an IECC graduate.

Commissioner Gonzales wished Chair Thomas a belated happy birthday.

Commissioner Hill gave accolades to the First 5 agencies and all the work they are doing for the young children, especially during the recent trials and tribulations. Commissioner Hill stated that for someone who has been working in the education field for almost 50 years, she can see a lot happening among the students and how they arrive to school more equipped to learn. Ms. Hill is grateful for the leadership shown by Executive Director School Karen Scott. She asked that the agencies continue to show their passion for education since all local children are so deserving of it.

Commissioner Ovitt wished Commissioner Gonzales and Chair Thomas belated birthday greetings.

Dr. Weinstein mentioned his birthday is July 1st!

Chair Thomas adjourned the meeting at 4:52 p.m.

Next meeting **Wednesday, October 28, 2020 - 3:30 p.m. to 5:00 p.m.**

Attest

CaSonya Thomas, Chair

Ann M. Calkins, Commission Secretary
AGENDA ITEM 2
September 2, 2020

Subject
Contract SI036 with Child Care Resource Center for Emergency Child Care Bridge Study

Recommendations
Approve Contract SI036 with Child Care Resource Center for $80,771 for Fiscal Year 2020-2021 and $69,229 for Fiscal Year 2021-2022 resulting in a cumulative total of $150,000 for Fiscal Years 2020-2022 to conduct Trauma-Informed Care Evaluation, as part of a larger study/evaluation on implementation of the Statewide Emergency Child Care Bridge Program for Foster Children to improve their access to child care and stable placement.

(Presenter: Scott McGrath, Deputy Director, Systems and Impact, 252-4259)

Financial Impact
$150,000 for Fiscal Years 2020-2022.

Background Information
Child Care Resource Center (CCRC) proposes to study the implementation of the statewide Emergency Child Care Bridge Program (ECCB) for Foster Children.

In 2017, the California Department of Social Services (CDSS) designed the ECCB to address the special needs of resource (foster) parents and the children in their care. A few counties began implementing the program in January 2018 and by July 2018, 46 counties submitted agreements to CDSS to implement the program.

The Bridge Program works by promoting coordination between the Child Welfare and the Early Care and Education (ECE) systems, and provides three critical components:

1. **Emergency child care vouchers** or payments. Resource parents (kinship families or non-relative resource families) may receive a time-limited voucher to help pay for child care costs for foster children.

2. **Child care navigators (CCN)** to:
   a. Match the resource family with the child care provider.
   b. Help the resource parent navigate child welfare and ECE systems to achieve the goals of safety, permanency, and well-being for the child.
   c. Find alternative source of child care funding for after the Bridge voucher ends.

3. **Trauma-informed care (TIC) training and coaching.** Participating ECE programs receive access to trauma-informed care training and coaching to help them meet the unique needs of foster children.

A formalized mechanism/study is needed to determine lessons learned and to guide continuous improvement for several reasons. First, the Bridge Program is the only one of its kind in the United States, so there is no existing framework to guide the development and successful implementation of such a program. Additionally, the legislation that created this program was intentionally broad, allowing counties to develop a program that would work for their unique systems, partners and populations. The lack of specificity in the statute presents both an opportunity and a challenge. The opportunity is to develop the program in ways that work best for each county and its population. The challenge is building a completely new program among agencies accustomed to having clearer regulations to guide implementation and program development.
Despite the state’s large investment in the ECCB program, of more than $30 million, there are currently no dedicated resources for research or evaluation of the program. Funders for the crux of this Evaluation/Study are First 5 California and Heising-Simons Foundation. The Trauma-Informed Care (TIC) Evaluation is currently unfunded. CCRC seeks support to conduct an evaluation of trauma-informed care training and coaching of child care providers through the Bridge Program. CCRC will evaluate implementation and results of this program for providers, families, and children using survey and Key Informant Interview (KII) methods of data collection. Emerging evidence suggests that ECE may especially benefit maltreated children who have been placed in foster care.

F5SB has been in discussion with CCRC to support the TIC Evaluation, especially due to the high percentage of San Bernardino County children in foster care. F5SB finds value in the ability to use the results of the study, combined with our County’s collaborative Adverse Childhood Experiences (ACES) work to share with our child welfare colleagues, to help inform improvement in service to our youngest children in foster care. F5SB has reached out to more than 25 of the most appropriate counties, (the most recent audience based on the foster care placement prevalence data) for support and cost sharing and to date have only received interest from a couple of Commissions as well as San Bernardino County Children and Family Services.

The cost of the TIC training and coaching study and evaluation is $150K over 2 years - $80,771 for September 3, 2020 – June 30, 2021 and $69,229 for July 1, 2021 – June 30, 2022. The study results are valuable and will benefit the entire state/field. F5SB recommends that the Commission approve the entire cost of $150K, over two years, with the understanding that other commissions such as First 5 Riverside and First 5 LA are considering partnering on the effort by reimbursing some of the costs in the future. F5SB has already received a commitment in the amount of $13,700 from CFS to offset the cost of the investment.

There are about 2,500 children, ages 0-5, in foster care in the County of San Bernardino per Kidsdata.org. This study will directly benefit families involved with the child welfare system by strengthening the ECE workforce, engaging those families to ensure that their interactions are trauma informed resulting in better outcomes for the children.

This request for approval and item aligns with the F5SB Commission’s Strategic Plan related to systems- level efforts with the commitment to ensuring that families, providers, and stakeholders collaborate effectively to improve the well-being of the child and that community organizations are equipped to effectively serve children and families.

Review

Sophie Akins, Commission Counsel
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CHILDREN AND FAMILIES COMMISSION
FOR SAN BERNARDINO COUNTY

STANDARD CONTRACT

THIS CONTRACT is entered into in the State of California by and between the Children and Families Commission for San Bernardino County, hereinafter called the Commission, and

Legal Name (hereinafter called the Contractor)
Child Care Resource Center Inc.
Department/Division
Research
Address
20001 Prairie St.
Chatsworth, Ca. 91311
Phone
(818) 717-1000
Federal ID No.
95-3081695

WHEREAS, the Commission has been authorized by the State of California under Section 130100 -130155 of the Health and Safety Code and Section 30131.2 of the Revenue and Taxation Code, in accordance with the Children and Families Act of 1998, to promote, support and improve the early development of children prenatal through age five, and

WHEREAS, the Commission has been authorized by these cited references and by County of San Bernardino Code under Sections 12.291 – 12.297 to contract with organizations for services to children prenatal through age five and their families in San Bernardino County, and

WHEREAS, the Commission desires that such services be provided by Contractor and Contractor agrees to provide the services as set forth in this Contract,

NOW THEREFORE, in accordance with the conditions stated herein, the Commission and Contractor mutually agree to the following terms and conditions:
I. DEFINITIONS

**Direct Costs:** Costs that can be identified specifically with a particular final cost objective, such as a particular project, service, or other direct activity of an organization.

**Indirect Costs:** Costs that have been incurred for the benefit of multiple projects or activities and cannot be readily identified with a particular final cost objective. An organization having several major functions may need to accumulate the indirect costs into separate groupings and then allocate proportionally to the benefiting functions by means of a base which best measures the relative degree of benefit. The indirect cost rate would be used to distribute the proportional amount of indirect costs to the individual projects or activities based on a Board approved cost allocation plan.

**Program Scope of Work:** A document containing program expectations and deliverables as agreed upon by First 5 San Bernardino and program contractors. The work plan includes information on the individual components of the program in addition to structure including dosage, activities, outcome expectations and verification methods. This document is signed by the contractor leadership and is approved by the First 5 San Bernardino Commission.

**Staff Mileage/Travel:** Budget line item category for employee mileage and travel costs (including lodging and food) for travel related to the program, based on the current IRS allowable rate.

**Subcontractor:** Agencies contracted by the primary Contractor to provide direct services for which they will be responsible for achieving the performance targets for the portion of services they are providing. Contractor shall be responsible for the performance of any subcontractor.

II. CONTRACTOR’S SERVICE RESPONSIBILITIES

A. Contractor, County of San Bernardino Children and Families Commission for San Bernardino County, hereafter referred to as the “County or Contractor,” shall provide all program services identified in this Contract, including Attachment A – Program Work Plan and Attachment B – Program Budget. Pursuant to Section II, paragraphs D & F, and Section III, paragraph BB, and Section VIII, paragraph D of the Contract, Attachment A will be amended to list the specific quantitative targets for the respective year.

B. Contractor shall provide services in a manner consistent with the Principles on Equity as adopted by the Commission and as available by the Commission.

C. Contractor shall coordinate with appropriate agencies to enhance service provision and to maximize usage of California Children and Families Trust Fund monies available.

D. Contractor shall deliver performance targets as specified in the Contract and provide evidence of achievement as identified in the verification. The verification tools must be approved by the Commission. When specified by the Commission, verification tools must be developed in collaboration with staff or agencies as designated by Commission.

E. Contractor shall cooperate with any consultant, technical advisor, or committee as designated by the Commission to support the evaluation system development and implementation process.

F. Contractor’s Program Work Plan (Attachment A) and other program specific data collection information requested by the Commission will be placed in the Commission’s web based data system. Contractor is bound by the information contained in the data collection system. If there is a discrepancy between the Contractor’s Program Work Plan (Attachment A) and the data collection system, the information in the system will take precedence over the Program Work Plan and will be used to evaluate Contractor’s performance under the Contract. It is the responsibility of the Contractor to ensure that the information entered into the data system, as it relates to the Performance Program Work Plan and/or other program specific data collection information requested by the Commission, fully captures the intent of the program/project for the term identified in Section VIII.
III. CONTRACTOR'S GENERAL RESPONSIBILITIES

A. Participants

Contractor understands and acknowledges that the services under this Contract are for the purposes of promoting, supporting and improving the early development of children prenatal through age five. As such, services provided under this Contract shall offer a direct benefit to this population. Any service provided beyond this limitation, unless as agreed upon in this Contract, is a breach of contract and an unauthorized expenditure of Children and Families First Act funds. Services to siblings and family members who are not parents or primary caregivers may only be incidental to services provided to children prenatal through age five.

B. Contractor Capacity

In the performance of this Contract, Contractor its agents and employees shall act in an independent capacity and not as officers, employees, or agents of the Commission.

C. Contract Assignability

Without the prior written consent of the Commission, the Contract is not assignable by Contractor either in whole or in part.

D. Conflict of Interest

Contractor shall make all reasonable efforts to ensure that no conflict of interest exists between its officers, employees, subcontractors, independent contractors, consultants, professional service representatives, volunteers and the Commission. Contractor shall make a reasonable effort to prevent employees, consultants, or members of governing bodies from using their positions for purposes that are, or give the appearance of being motivated by a desire for private gain for themselves or others such as those with whom they have family, business, or other ties. In addition, Contractor’s employees shall not simultaneously receive payment for work done as an independent contractor without obtaining prior approval from the Executive Director of the Commission, or authorized designee. In the event that the Commission determines that a conflict of interest situation exists, the Commission may disallow any increase in costs associated with the conflict of interest situation and such conflict may constitute grounds for termination of this Contract.

E. Former Commission Administrative Officials

Contractor agrees to provide or has already provided information on former Commission administrative officials (as defined below) who are employed by or represent Contractor. The information provided includes a list of former Commission administrative officials who terminated Commission employment within the last five (5) years and who are now officers, principals, partners, associates or members of the business. The information also includes the employment with or representation of Contractor. For purposes of this provision, “Commission Administrative Official” is defined as a member of the Commission or such Administrative Staff.

If during the course of the administration of this Contract, the Commission determines that the Contractor has made a material misstatement or misrepresentation or that materially inaccurate information has been provided to the Commission, this Contract may be immediately terminated. If this Contract is terminated according to this provision, the Commission is entitled to pursue any available legal remedies.

F. Subcontracting

Contractor agrees not to enter into any subcontracting agreements for work contemplated under this Contract without first obtaining written approval from the Commission. Any subcontractor shall be subject to the same provisions as the Contractor. Contractor shall be ultimately responsible for the performance of any subcontractor.

G. Recordkeeping

Contractor shall maintain all records and books pertaining to the delivery of services under this Contract and demonstrate accountability for contract performance. All records shall be complete and current and
comply with all Contract requirements. Failure to maintain acceptable records per the preceding requirements shall be considered grounds for withholding of payments for billings submitted and for termination of the Contract.

Fiscal records shall be kept in accordance with Generally Accepted Accounting Principles and must account for all funds, tangible assets, revenue and expenditures. Fiscal records must also comply with the appropriate Office of Management and Budget (OMB) Circulars that state the administrative requirements, cost principles and other standards for accountancy.

The Commission shall have the right upon reasonable notice and at reasonable hours of business to examine and inspect such records and books.

H. Change of Address
Contractor shall notify the Commission in writing of any change in mailing and/or service address. Notification shall occur in advance of the address change. At a minimum, notification must occur within five (5) days of the address change. Change of address shall not interrupt service deliverables outlined in Attachment A.

I. Staffing and Notification
Contractor shall notify Commission of any continuing vacancies beyond thirty (30) days and any positions that become vacant during the term of this Contract that may result in reduction of services to be provided under this Contract. Upon notices of vacancies, the Contractor shall apprise Commission of the steps being taken to provide the services without interruption and to fill the position as expeditiously as possible. Vacancies and associated problems shall be reported to the Commission on each periodically required report for the duration of said vacancies and/or problems.

In the event of a problem or potential problem that will severely impact the quality or quantity of service delivery, or the level of performance under this Contract, Contractor will notify the Commission within one (1) working day, in writing and by telephone.

J. Contractor Primary Contact
The Contractor will designate one individual to serve as the primary contact and one to serve as the alternate contact, if primary contact is unavailable, on behalf of the Contractor and will notify the Commission of these designees within fifteen (15) days after Contract approval. The primary contact shall have the authority to identify, on behalf of the Contractor, other parties able to give or receive information on behalf of this Contract.

Contractor shall notify the Commission when the primary contact will be unavailable or out of the office for two (2) weeks or more or if there is any change in either the primary or alternate contact.

K. Responsiveness
Contractor or a designee must respond to Commission inquiries within five (5) business days.

L. Grievance Policy
Contractor shall provide a system, approved by the Commission, through which participants of services shall have an opportunity to express their views and complaints regarding the delivery of service. Grievance procedure must be posted prominently in English and Spanish at service sites for participants to review.

M. Governing Board
The “Governing Board” of the Contractor is understood to be the County of San Bernardino Board of Supervisors (Board). The Commission has access to all public records of the Board meetings and these shall serve to provide any and all required information.

N. Confidentiality
- Contractor shall ensure that all staff, volunteers and/or Subcontractors performing Services under this Contract comply with the Commission’s Policy 18-01 Non-public Personally Identifiable Information specified at http://first5sanbernardino.org/CommissionPolicies.aspx prior to providing any Services. Contractor shall immediately notify the Commission of any suspected or actual breach of confidential
Contractor shall protect from unauthorized use or disclosure names and other identifying information concerning persons receiving Services pursuant to this Contract, except for statistical information not identifying any participant. Contractor shall not use or disclose any identifying information for any other purpose other than carrying out the Contractor's obligations under this Contract, except as may be otherwise required by law. This provision will remain in force even after the termination of the Contract.

Contractor shall comply with all applicable provisions of the Health Insurance Portability and Accountability Act of 1996 (HIPAA), as applicable.

O. Child Abuse Reporting

Contractor shall ensure that all known or suspected instances of child abuse or neglect are reported to the appropriate law enforcement agency and/or to the appropriate Child Protective Services agency. This responsibility shall include:

- Assurance that all employees, agents, consultants or volunteers who perform services under this Contract and are mandated by Penal Code Sections 11164 et seq. to report child abuse or neglect, sign a statement, upon the commencement of their employment, acknowledging their reporting requirements and their compliance with them;
- Development and implementation of procedures for employees, agents, consultants, or volunteers who are not subject to the mandatory reporting laws for child abuse to report any observed or suspected incidents of child abuse to a mandated reporting party, within the program, who will ensure that the incident is reported to the appropriate agency;
- Provision of or arrangement of training in child abuse reporting laws (Penal Code, Sections 11164 et seq.) for all employees, agents, consultants, and volunteers, or verification that such persons have received training in the law within thirty (30) days of employment/volunteer activity.

P. Department of Justice Clearance

Contractor shall obtain from the Department of Justice, records of all convictions involving any sex crimes, drug crimes, or crimes of violence of a person who is offered employment, or volunteers, for all positions in which he or she would have contact with a minor, the aged, the blind, the disabled or a domestic violence client, as provided for in Penal Code Section 11105.3. This includes licensed personnel who are not able to provide documentation of prior Department of Justice clearance. A copy of a license from the State of California is sufficient proof.

Contractor must have on file for review upon request a signed statement verifying Department of Justice clearance for all appropriate individuals.

Q. Conditions of Employment

Contractor shall notify the Commission of any staff member, paid intern or volunteer who is knowingly or negligently employed who has been convicted of any crime of violence or of any sexual crime. Contractor shall investigate all incidents where an applicant, employee, or intern or volunteer has been arrested and/or convicted for any crime listed in Penal Code Section 11105.3 and shall notify the Commission. In the Commission’s discretion, the Commission may instruct Contractor to take action to either deny/terminate employment or terminate internship and/or volunteer services where the investigation shows that the underlying conduct renders the person unsuitable for employment, internship or volunteer services.

R. Meeting Attendance

Contractor will be required to attend meetings, workshops and training sessions around issues related to Contractor’s particular region or directly related to the type of services being provided by
Contractor as determined by the Commission. Notifications of such meetings will be provided to Contractor at least ten (10) business days prior to the meeting.

S. Indemnification and Insurance Requirements

Contractor agrees to and shall comply with the following indemnification and insurance requirements:

1. **Indemnification** – The Contractor agrees to indemnify, defend (with counsel reasonably approved by the Commission) and hold harmless the Commission and its authorized officers, employees, agents and volunteers from any and all claims, actions, losses, damages, and/or liability arising out of this Contract from any cause whatsoever, including the acts, errors or omissions of any person and for any costs or expenses incurred by the Commission on account of any claim except where such indemnification is prohibited by law. This indemnification provision shall apply regardless of the existence or degree of fault of indemnitees. The Contractor’s indemnification obligation applies to the Commission’s “active” as well as “passive” negligence but does not apply to the Commission’s “sole negligence” or “willful misconduct” within the meaning of Civil Code Section 2782.

2. **Additional Insured** – All policies, except for the Workers’ Compensation, Errors and Omissions and Professional Liability policies, shall contain endorsements naming the Commission and its officers, employees, agents and volunteers as additional insureds with respect to liabilities arising out of the performance of services hereunder. The additional insured endorsements shall not limit the scope of coverage for the Commission to vicarious liability but shall allow coverage for the Commission to the full extent provided by the policy. Such additional insured coverage shall be at least as broad as Additional Insured (Form B) endorsement form ISO, CG 2010.11 85.

3. **Waiver of Subrogation Rights** – The Contractor shall require the carriers of required coverages to waive all rights of subrogation against the Commission, its officers, employees, agents, volunteers, contractors and subcontractors. All general or auto liability insurance coverage provided shall not prohibit the Contractor and Contractor’s employees or agents from waiving the right of subrogation prior to a loss or claim. The Contractor hereby waives all rights of subrogation against the Commission.

4. **Policies Primary and Non-Contributory** – All policies required herein are to be primary and non-contributory with any insurance or self-insurance programs carried or administered by the Commission.

5. **Severability of Interests** – The Contractor agrees to ensure that coverage provided to meet these requirements is applicable separately to each insured and there will be no cross liability exclusions that preclude coverage for suits between the Contractor and the Commission or between the Commission and any other insured or additional insured under the policy.

6. **Proof of Coverage** – The Contractor shall furnish Certificates of Insurance to the Commission Department administering the Contract evidencing the insurance coverage at the time the Contract is executed, additional endorsements, as required, shall be provided prior to the commencement of performance of services hereunder, which certificates shall provide that such insurance shall not be terminated or expire without thirty (30) days written notice to the Department, and Contractor shall maintain such insurance from the time Contractor commences performance of services hereunder until the completion of such services. Within fifteen (15) days of the commencement of this Contract, the Contractor shall furnish a copy of the Declaration page for all applicable policies and will provide complete certified copies of the policies and endorsements immediately upon request.

7. **Acceptability of Insurance Carrier** – Unless otherwise approved by Risk Management, insurance shall be written by insurers authorized to do business in the State of California and with a minimum “Best” Insurance Guide rating of “A- VII”.

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8. **Deductibles and Self-Insured Retention** - Any and all deductibles or self-insured retentions in excess of $10,000 shall be declared to and approved by Risk Management.

9. **Failure to Procure Coverage** – In the event that any policy of insurance required under this Contract does not comply with the requirements, is not procured, or is canceled and not replaced, the Commission has the right but not the obligation or duty to cancel the contract or obtain insurance if it deems necessary and any premiums paid by the Commission will be promptly reimbursed by the Contractor or Commission payments to the Contractor will be reduced to pay for Commission purchased insurance.

10. **Insurance Review** – Insurance requirements are subject to periodic review by the Commission. The Director of Risk Management or designee is authorized, but not required, to reduce, waive or suspend any insurance requirements whenever Risk Management determines that any of the required insurance is not available, is unreasonably priced, or is not needed to protect the interests of the Commission. In addition, if the Department of Risk Management determines that heretofore unreasonably priced or unavailable types of insurance coverage or coverage limits become reasonably priced or available, the Director of Risk Management or designee is authorized, but not required, to change the above insurance requirements to require additional types of insurance coverage or higher coverage limits, provided that any such change is reasonable in light of past claims against the Commission, inflation, or any other item reasonably related to the Commission’s risk.

Any failure, actual or alleged, on the part of the Commission to monitor or enforce compliance with any of the insurance and indemnification requirements will not be deemed as a waiver of any rights on the part of the Commission.

11. The Contractor agrees to provide insurance set forth in accordance with the requirements herein. If the Contractor uses existing coverage to comply with these requirements and that coverage does not meet the specified requirements, the Contractor agrees to amend, supplement or endorse the existing coverage to do so. The type(s) of insurance required is determined by the scope of the contract services.

Without in anyway affecting the indemnity herein provided and in addition thereto, the Contractor shall secure and maintain throughout the contract term the following types of insurance with limits as shown:

a. **Workers’ Compensation/Employers Liability** – A program of Workers’ Compensation insurance or a state-approved, self-insurance program in an amount and form to meet all applicable requirements of the Labor Code of the State of California, including Employer’s Liability with $250,000 limits covering all persons including volunteers providing services on behalf of the Contractor and all risks to such persons under this Contract.

If Contractor has no employees, it may certify or warrant to the Commission that it does not currently have any employees or individuals who are defined as “employees” under the Labor Code and the requirement for Workers’ Compensation coverage will be waived by the Commission’s Director of Risk Management.

With respect to Contractors that are non-profit corporations organized under California or Federal law, volunteers for such entities are required to be covered by Workers’ Compensation insurance.

b. **Commercial/General Liability Insurance** – The Contractor shall carry General Liability Insurance covering all operations performed by or on behalf of the Contractor providing coverage for bodily injury and property damage with a
combined single limit of not less than one million dollars ($1,000,000), per occurrence. The policy coverage shall include:

1) Premises operations, fixed assets and mobile equipment.
2) Products and completed operations.
3) Broad form property damage (including completed operations).
4) Explosion, collapse and underground hazards.
5) Personal injury
6) Contractual liability.
7) $2,000,000 general aggregate limit.

c. **Automobile Liability Insurance** – Primary insurance coverage shall be written on ISO Business Auto coverage form for all owned, hired and non-owned automobiles or symbol 1 (any auto). The policy shall have a combined single limit of not less than one million dollars ($1,000,000) for bodily injury and property damage, per occurrence.

If the Contractor is transporting one or more non-employee passengers in performance of contract services, the automobile liability policy shall have a combined single limit of two million dollars ($2,000,000) for bodily injury and property damage per occurrence.

If the Contractor owns no autos, a non-owned auto endorsement to the General Liability policy described above is acceptable.

d. **Umbrella Liability Insurance** – An umbrella (over primary) or excess policy may be used to comply with limits or other primary coverage requirements. When used, the umbrella policy shall apply to bodily injury/property damage, personal injury/advertising injury and shall include a “dropdown” provision providing primary coverage for any liability not covered by the primary policy. The coverage shall also apply to automobile liability.

e. **Professional Liability** – Professional Liability Insurance with limits of not less than one million ($1,000,000) per claim or occurrence and two million ($2,000,000) aggregate limits

or

**Errors and Omissions Liability Insurance** with limits of not less than one million ($1,000,000) and two million ($2,000,000) aggregate limits

or

**Directors and Officers Insurance** coverage with limits of not less than one million ($1,000,000) shall be required for Contracts with charter labor committees or other not-for-profit organizations advising or acting on behalf of the County.

If insurance coverage is provided on a “claims made” policy, the “retroactive date” shall be shown and must be before the date of the start of the contract work. The claims made insurance shall be maintained or “tail” coverage provided for a minimum of five (5) years after contract completion.

f. **Cyber Liability Insurance** - Cyber Liability Insurance with limits of no less than $1,000,000 for each occurrence or event with an annual aggregate of $2,000,000 covering privacy violations, information theft, damage to or destruction of electronic information, intentional and/or unintentional release of private information, alteration of electronic information, extortion and network security. The policy shall protect the involved County entities and cover breach response cost as well as regulatory fines and penalties.

g. **Abuse/Molestation Insurance** – Contractor shall have abuse or molestation insurance providing coverage for all employees for the actual or threatened
abuse or molestation by anyone of any person in the care, custody, or control of any insured, including negligent employment, investigation and supervision. The policy shall provide coverage for both defense and indemnity with liability limits of not less than one million dollars ($1,000,000) with a two million dollars ($2,000,000) aggregate limit.

T. Licenses and Permits

Contractor shall comply with all applicable laws, statutes, ordinances, administrative orders, rules or regulations relating to its duties, obligations and performance under the terms of the Contract shall ensure that it has all necessary licenses, permits and/or certifications required by the laws of Federal, State, County, and municipal laws, ordinances, rules and regulations and agrees to pay all fees and other charges required thereby. The Contractor shall maintain these licenses, permits and/or certifications in effect for the duration of this Contract. Contractor will notify the Commission immediately of loss or suspension of any such licenses and permits. Failure to comply with the provisions of this section may result in immediate termination of this Contract.

U. Health and Safety

Contractor shall comply with all applicable local, state and federal to safety and health ordinances and statutes, including fire clearances, for each site where program services are provided under the terms of the Contract.

V. Contract Compliance/Equal Employment Opportunity

Contractor agrees to comply with the provisions of all applicable Federal, State, and County Laws, regulations and policies relating to equal employment or social services to Participant(s), including laws and regulations hereafter enacted. Contractor shall not unlawfully discriminate against any employee, applicant for employment, or service Participant(s) on the basis of race, national origin or ancestry, religion, sex, marital status, age, political affiliation, sexual orientation, or disability. Information on the above rules and regulations may be obtained from the Commission.

W. Attorney’s Fees and Costs

Contractor understands and agrees that any and all legal fees or costs associated with lawsuits concerning this Contract against the Commission shall be the Contractor’s sole expense and shall not be charged as a cost under this Contract. In the event of any Contract dispute hereunder, each party to this Contract shall bear its own attorney’s fees and costs regardless of who prevails in the outcome of the dispute.

X. Ownership Rights

The Commission shall have a royalty-free, non-exclusive and irrevocable license to publish, disclose, copy, translate, and otherwise use, copyright or patent, now and hereafter, all reports, studies, information, data, statistics, forms, designs, plans, procedures, systems, and any other materials or properties developed under this Contract including those covered by copyright, and reserves the right to authorize others to use or reproduce such material. All such materials developed under the terms of this Contract shall acknowledge the Commission as the funding agency and Contractor as the creator of the publication.

Y. Attribution

Contractor shall properly acknowledge the Commission per the requirements stated in the First 5 San Bernardino Media Guidelines http://first5sanbernardino.org/Portals/39/pdf/media_guidelines.pdf.

Z. Incongruous Activities

Contractor agrees it will not perform or permit any political promotion or religious proselytizing activities in connection with the performance of this Contract. Contractor will ensure no staff will conduct activity intended to influence legislation, administrative rule making or the election of candidates for public office during the time compensated under this Contract or under representation such activity is being performed under this Contract.
AA. Reports

Contractor, in a timely and accurate manner, shall submit reports on designated key aspects of the project as required by the Commission. Instructions, format and required information for the content will be provided by the Commission and available on the website: www.first5sanbernardino.org. FAILURE TO SUBMIT REPORTS IN A TIMELY AND ACCURATE MANNER SHALL BE A MATERIAL BREACH OF THIS CONTRACT.

Report requirements include, but are not limited to, the following and may be subject to change.

- **Program Reports**
  Contractor will submit Program Reports which include monthly and year-to-date progress on actual achievement of program targets compared to projected achievements as detailed in Program Work Plan (Attachment A) and other data collection information as requested by the Commission. Program Reports will include data on participants served as well as narrative information on lessons learned, course corrections and client success stories for the quarter.
  Contractor is required by the Commission to complete and submit Program Reports electronically via the Commission’s web based data system. For each calendar month, Contractor shall provide the Commission with a Monthly Program Report within fifteen (15) calendar days from the end of the reporting period.

  Contractor agrees that failure to submit reports as specified will be sufficient cause for the Commission to withhold any payment due until reporting requirements have been fulfilled.

- **Fiscal Reports**
  For each calendar month, Contractor shall provide the Commission with a Monthly Fiscal Request for Reimbursement/Invoice within fifteen (15) calendar days from the end of the reporting period.
  Contractor shall submit any and all Final/Revised Fiscal Reports by July 31 for the previous fiscal year period or part thereof during the Contract term. All reports submitted by July 31 will be considered final and no additional reports will be accepted after this date.

  Contractor will fulfill evaluation and other reporting requirements as mandated by the Commission and the California Children and Families Commission.

- **Asset Report**
  Contractor shall report all assets worth $500 or more purchased with First 5 funds utilizing tools provided by the Commission for that purpose. The Straight Line method of depreciation will be applied to determine value. Closing Asset reports shall be submitted to the Commission staff no less than thirty (30) days prior to the normal conclusion of a Contract. If the Contract is terminated early under any fiscal provision or due to correction of performance deficiencies, Contractor shall submit the Closing Asset report within ten (10) business days of receiving notice of Contract termination.

  Contractor agrees that failure to submit reports as specified will be sufficient cause for the Commission to withhold any payment due until reporting requirements have been fulfilled.

BB. Pro-Children Act of 1994

Contractor will comply with the Environmental Tobacco Smoke Act, also known as the Pro-Children Act of 1994 (20 U.S.C. 6081 et seq.).

CC. Debarment, Suspension, and Other Responsibility Matters

As required by Executive Order 12549 [51 Fed. Reg. 6370 (Feb. 18, 1986)] and Debarment and Suspension, And Other Responsibility Matters (45 C.F.R., section 76):
a. The Contractor certifies that it and any potential subcontractors:

1) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions (as defined at 45 C.F.R. section 76.200) by any federal department or agency;

2) Have not within a three (3)-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction, violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;

3) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph (a) (2) of this certification; and

4) Have not within a three (3)-year period preceding this application had one or more public transactions (federal, state, or local) terminated for cause or default; and

b. Where the Contractor is unable to certify as true any of the statements in this certification, he or she shall provide a written explanation to the Commission prior to the execution of this Contract. A failure to comply with this section may constitute grounds for termination of this Contract.

DD. Conflict Resolution

The Commission and the County agree they will establish mutually satisfactory methods for problem resolution at the lowest possible level as the optimum, with a procedure to mobilize problem resolution through the appropriate chain of command, as deemed necessary.

FF. Environmental Requirements

The Commission has adopted a recycled product purchasing standards policy (San Bernardino County Policy 11-10), which requires Contractors to use recycled paper for proposals and for any printed or photocopied material created as a result of a Contract with the Commission. The policy also requires Contractors to use both sides of the paper sheets for reports submitted to the Commission whenever practicable.

IV. COMMISSION RESPONSIBILITIES

A. Commission shall verify performance results of Contractor according to the Program Work Plan and other data collection information requested by the Commission in meeting terms of this Contract and the quality and effectiveness of services provided, based on criteria agreed upon, as delineated in this Contract.

B. Commission shall compensate Contractor for approved expenses in accordance with Section V of this Contract.

C. Commission shall specify all reports and deliverables required from the Contractor.

D. Commission shall provide technical assistance as deemed necessary.

E. The Commission will designate one individual to serve as the primary contact for the Contract and will notify the Contractor of this designee within fifteen (15) days of the Contract approval date.

V. FISCAL PROVISIONS

A. Contract Amount

The maximum amount of reimbursement under this Contract shall not exceed $150,000 for the duration of the Contract term subject to the availability of California Children and Families Trust Fund monies. The consideration to be paid to Contractor, as provided herein, shall be in full payment for
all Contractor’s services and expenses incurred in the performance hereof. These funds are divided as follows:

Fiscal Year 2020-21  $ 80,771  September 2, 2020 through June 30, 2021
Fiscal Year 2021-22  $ 69,229  July 1, 2021 through June 30, 2022

B. Payment Provisions

The Commission will disburse funds on a reimbursement payment process based on the Contract budget amount for the applicable fiscal year and monthly report submissions.

If requested in writing, a one-time advance of funds in an amount not to exceed 15% of the annual contract amount may be issued the first month of the contract only. All subsequent monthly reimbursements will be determined by actual expenditures reflected on the monthly reports, projected costs and cash on hand collectively.

If an advance is requested and approved, 10% of the total advanced amount will be withheld from the monthly reimbursements to recover the advanced funds over a ten (10) month period.

The Commission reserves the right to reduce or withhold any payments from the Contractor for failure to submit reports in a timely and accurate manner or when the Contractor is not in compliance with the Contract. Final payment under this Contract may be withheld until all requirements, including reports, for contract closure have been fulfilled by Contractor.

C. EFT Payments

Contractor shall accept all payments from the Commission via electronic funds transfers (EFT) directly deposited into the Contractor’s designated checking or other bank account. Contractor shall promptly comply with directions and accurately complete forms provided by the Commission required to process EFT payments.

D. Allowable Costs

Funds provided pursuant to this Contract shall be expended by Contractor in accordance with the Attachment B – Program Budget.

Such specified expenditures will be further limited to those that are considered both reasonable and necessary as determined by the Commission. Contractor agrees Commission may recover any payments for services or goods, including rental of facilities, which were not reasonable and necessary or which exceeded the fair market value. The recovery shall be limited to payments over and above reasonable or fair market amounts and any costs of recovery.

The reasonable and allowable reimbursement rate for use of motor vehicles, travel expenses and food is based on the current IRS allowable rate.

Costs must be incurred only during the Contract term, except when specifically approved by the Commission. Contractor shall not use current year funds to pay prior or future year obligations. Contractor will not be reimbursed for expenditures incurred after the expiration or termination of this Contract.

Contractor shall obtain Commission approval for all overnight travel and out of State travel as it relates to services provided in this Contract. Reimbursement as it relates to pre-approved travel will be based on the Federal allowable rate. Request must be submitted in writing thirty (30) days in advance of travel date and travel must be approved in advance by the Program Manager.

Contractor shall adhere to the County’s Travel Management Policy (8-02) when travel is pursuant to this contract and for which reimbursement is sought from the Commission. In addition, Contractor shall, to the fullest extent practicable, utilize local transportation services, including but not limited to Ontario Airport, for all such travel.
E. Supplanting of Funds

In accordance with the Commission’s Supplantation Policy, Contractor shall not supplant any Federal, State or County funds intended for the purposes of this Contract with any funds made available under this Contract. Contractor shall not claim reimbursement from Commission for, or apply sums received from Commission with respect to that portion of its obligations, which have been paid by another source of revenue. Contractor agrees that it will not use funds received pursuant to this Contract, either directly or indirectly, as a contribution or compensation for purposes of obtaining from finds another revenue source without prior written approval of the Commission.

F. Payment of Taxes

Commission is not liable for the payments of any taxes, other than applicable sales or use tax, resulting from this Contract however designated, levied or imposed, unless Commission would otherwise be liable for the payment of such taxes in the course of its normal business operations.

G. Budget Line Item Changes

A Budget Revision Request may be submitted by the Contractor to the Commission to modify a line or lines of the approved budget. The request must indicate the proposed line item changes, the budget as amended applying the requested changes and a written justification for each requested change. The request cannot result in any alteration or degradation to the program services and performance target as specified in this Contract.

The Executive Director, on behalf of the Commission, has the authority to approve (or deny) the request, provided that the modification does not deviate from the original intent of the contract or increase the total Contract amount. Contractor is limited to two (2) Budget Revision Requests per fiscal year.

The Contractor must submit any Budget Revision Requests to the Commission no later than February 28th of the fiscal year. Budget Revision Requests may be submitted in hard copy form with original signatures or electronically in a PDF format. Postmarked envelopes received after February 28th will not be accepted in lieu of receipt.

H. Budget Line Item Variance

Variances to the individual line items of Section A: Salaries and Benefits may be allowed if deemed reasonable and does not increase the total budgeted amount of Section A: Salaries and Benefits.

Annual variances of up to 10% of individual line items within Section B: Services and Supplies are allowable provided that the variance shall not result in a change to the total Contract amount or an increase to the administrative cost allocation of the approved budget. Annual variances in excess of 10% of line item cannot be made by the Contractor without prior approval of a Budget Revision Request by the Commission in accordance with Section V, Paragraph G of this Contract.

I. Procurement

Contractor shall procure services or goods required under this Contract on a competitive basis, unless otherwise provided by law, and make selections based on obtaining the best value possible. When a non-competitive procurement is used, a written justification must be maintained and be made available upon request.

J. Fixed Assets

The purchase of any equipment, materials, supplies or property of any kind, including items such as publications and copyrights, which have a single unit cost of $5000 or more, including tax, and was not included in Contractor's approved budget, shall require the prior written approval of the Executive Director of the Commission. Any such purchase shall directly relate to Contractor's services or activities under the terms of the Contract.

Any item with a single unit cost of $500 or more, including tax, purchased with funds received under the terms of this Contract must undergo a 3-bid process. Items not fully consumed during the Contract term shall revert to be the property of the Commission, unless otherwise specified by the Commission. The disposition of such equipment or property must be approved by the Executive Director of the Commission upon Contract termination. If the reversion of any asset is demanded and not made to
First 5 San Bernardino, the Commission reserves the right to reduce or withhold the value of the asset from any payments due to the Contractor for non-compliance.

Contractor shall maintain insurance against the loss, theft, or damage to any item with a single unit cost of $500 or more, including tax, purchased with Commission funds for the full replacement value thereof in accordance with the provisions of Section III, subdivision S (Indemnification and Insurance Requirements).

**K. Payor of Last Resort**

Contractor shall attain funding through other sources than the Commission to provide services or support to participants whenever possible.

In cases where a participant is qualified for benefits from another source (such as MediCal, Healthy Families, federal or state funded programs, personal insurance, etc.), costs relating to services provided to that participant should be paid for by the primary payor first. Only the costs not covered will be allowable under this Contract. Written verification shall be provided upon request.

**L. Fiscal Record Keeping**

Fiscal records shall be kept in accordance with Generally Accepted Accounting Principles (GAAP) and must account for all funds, tangible assets, revenue and expenditures.

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**VI. RIGHT TO MONITOR AND AUDIT**

**A. Right to Monitor and Audit**

The Commission or any subdivision or appointee thereof, and the State of California or any subdivision or appointee thereof, including the Auditor General, shall have absolute right to monitor and audit all records, books, papers, documents, corporate minutes, and other pertinent items as requested, and shall have absolute right to monitor the performance of Contractor in the delivery of services provided under this Contract. Contractor shall give full cooperation during any auditing or monitoring conducted. Contractor shall cooperate with Commission in the implementation and evaluation of this Contract and comply with any and all reporting requirements established by Commission.

**B. Availability of Records**

All records pertaining to service delivery and all fiscal, statistical and management books and records shall be available for examination and audit by the Commission, and State representatives for a period of five (5) years after final payment under the Contract or until all pending Commission and State audits are completed, whichever is later. Records, should include, but are not limited to participant files, monthly summary sheets, sign-in sheets, and other primary source documents. Contractor will have available for Commission review, all relevant financial records for the fiscal year being audited including documentation to verify shared costs or costs allocated to various funding sources as well as the basis for which the shared cost was allocated.

Program data shall be retained locally in San Bernardino County and made available upon request or turned over to Commission. If said records are not made available at the scheduled monitoring visit, Contractor may, at Commission's option, be required to reimburse Commission for expenses incurred due to required rescheduling of monitoring visit(s). Such reimbursement will not exceed $50 per hour (including travel time) and be deducted from the invoiced monthly payment.

**C. Assistance by Contractor**

Contractor shall provide all reasonable facilities and assistance for the safety and convenience of Commission's representatives in the performance of their duties. All inspections and evaluations shall be performed in such a manner as will not unduly delay the work of the Contractor.
D. Independent Audit Provisions

On an annual basis, Contractor is required to hire an independent licensed Certified Public Accountant (CPA), who shall prepare and file with the Commission, an Independent Auditor’s Report for the term of the Contract.

E. Recovery of Investigation and Audit Costs

Contractor shall reimburse the Commission for all direct and indirect expenditures incurred in conducting an audit/investigation when Contractor is found in violation of the terms of the Contract. Reimbursement for such costs will be withheld from any amounts due to Contractor.

When additional information (receipts, paperwork, etc.) is requested of the Contractor as a result of any audit or monitoring, Contractor must provide all information requested by the deadline specified by the Commission. A failure to provide the information by the specified deadline, will subject the Contractor to the provisions of Section VII (Correction of Performance Deficiencies and Termination).

VII. CORRECTION OF PERFORMANCE DEFICIENCIES AND TERMINATION

A. Failure by Contractor to comply with any of the provisions, covenants, requirements, or conditions of this Contract shall be a material breach of this Contract. In such event the Commission, in addition to any other remedies available at law, in equity, or otherwise specified in this Contract, may:

- Afford Contractor a time period within which to cure the breach, which period shall be established at the sole discretion of the Executive Director; and/or
- Request Contractor provide and implement an action plan to correct breach within a reasonable timeframe; and/or
- Discontinue reimbursement to the Contractor for and during the period in which the Contractor is in breach, which reimbursement shall not be entitled to later recovery; and/or;
- Withhold funds pending duration of the breach; and/or
- Offset against any monies billed by the Contractor but yet unpaid by the Commission those monies disallowed pursuant to bullet 3 of this paragraph; and/or
- Provide a 30-day notice to terminate this Contract with just cause and be relieved of the payment of any consideration to the Contractor should the Contractor fail to perform the covenants herein contained at the time and in the manner herein provided. In the event of such termination, the Commission may proceed with the work in any manner deemed proper by the Commission. The cost to the Commission shall be deducted from any sum due to the Contractor under this Contract and the balance, if any, shall be paid by the Contractor upon demand.

B. The Executive Director of the Commission, shall give Contractor notice of any action pursuant to this section, which notice shall be effective when given.

C. The Executive Director of the Commission is authorized to exercise Commission’s rights with respect to initiating any remedies or termination of this Contract in his/her sole discretion and to give notice as set forth below in this Contract.

D. The Director of the Contractor is authorized to exercise Contractor’s rights with respect to initiating any remedies or termination of this Contract in his/her sole discretion and to give notice as set forth below in this Contract.

VIII. TERM

A. This Contract is effective commencing September 3, 2020 and expires June 30, 2022, but may be terminated earlier in accordance with provisions of paragraph below or Section VII of this Contract.
B. Notwithstanding the preceding paragraph, this Contract may be terminated by either party by serving a written notice thirty (30) days in advance of termination. The Director of First 5 San Bernardino has the authority and discretion to exercise this right on behalf of the Board of Supervisors. The Executive Director of the Commission has the authority and discretion to exercise this right on behalf of the Commission.

C. The contract term may be extended for two (2) additional one (1)-year periods by mutual agreement of the parties.

D. Continuation of this Contract for each fiscal year after 2022 is contingent on a Program Work Plan and a Program Budget being submitted by Contractor and approved by the Commission. Continuation of this Contract is also contingent on the priorities, direction, and vision for investments of the Commission.

IX. GENERAL PROVISIONS

A. Notices

When notices are required to be given pursuant to this Contract, the notices shall be in writing and mailed to the following respective addresses listed below.

**Contractor:**
Child Care Resource Center Inc.
20001 Prairie St.
Chatsworth, Ca. 91311

**Commission:**
First 5 San Bernardino
735 E. Carnegie Drive, Suite 150
San Bernardino, CA  92408

B. Commission shall have Power of Attorney to pay delinquent debts and unpaid wages from accounts payable to Contractor in the event debts and wages have not been paid on a current basis.

C. Nothing contained in this Contract shall be construed as creating a joint venture, partnership or employment arrangement between the parties hereto, nor shall either party have the right, power or authority to create an obligation or duty, expressed or implied, on behalf of the party hereto.

D. Contractor agrees any alterations, variations, modifications, or waivers of the provisions of the Contract, shall be valid only when reduced to writing, executed and attached to the original Contract and approved by the person(s) authorized to do so on behalf of Contractor and Commission.

E. Any alterations, variations, modifications, or waivers of provisions of the Contract, unless specifically allowed in the Contract, shall be valid only when they have been reduced to writing, duly signed and approved by the authorized representatives of both parties as an amendment to this Contract. No oral understanding or contract not incorporated herein shall be binding on any of the parties hereto. No course of dealing and no delay or failure of a party in exercising any right under any contract shall affect any other or future exercise of that right or any exercise of any other right. A party shall not be precluded from exercising a right by its having partially exercised that right or its having previously abandoned or discontinued steps to enforce that right.

F. If any provision of the Contract is held by a court of competent jurisdiction to be unenforceable or contrary to law, it shall be modified where practicable to the extent necessary so as to be enforceable, giving effect to the intention of the parties, and the remaining provisions of the Contract shall not be affected.

G. The parties acknowledge and agree that this Contract was entered into and intended to be performed in San Bernardino County, California. The parties agree that the venue of any action or claim brought by any party to this Contract will be the Superior Court of California, County of San Bernardino, San Bernardino District. Each party hereby waives any law or rule of the court, which would allow them to request or demand a change of venue. If any action or claim concerning this Contract is brought by any
third party and filed in another venue, the parties hereto agree to use their best efforts to obtain a change of venue to the Superior Court of California, County of San Bernardino, San Bernardino District.

H. Contractor understands and agrees that any and all legal fees or costs associated with lawsuits against Commission concerning this Contract shall be Contractor's sole expense and shall not be charged as a cost under this Contract. In the event of any contract dispute hereunder, each party to this Contract shall bear its own attorneys' fees and costs regardless of who prevails in the outcome of the dispute.

X. NONDISCRIMINATION

A. General

Contractor agrees to serve all clients without regard to race, color, gender, gender identity, religion, marital status, national origin, age, sexual orientation, or mental or physical handicap or disability pursuant to the Civil Rights Act of 1964, as amended (42 U.S.C., Section 2000d), Executive Order No. 11246, September 24, 1965, as amended, Title IX of the Education Amendments of 1972, and Age Discrimination Act of 1975.

Contractor shall not engage in any unlawful discriminatory practices in providing services, employment of personnel, or in any other respect on the basis of race, color, gender, gender identity, religion, marital status, national origin, age, sexual orientation, or mental or physical handicap or disability.

B. Americans with Disabilities Act/Individuals with Disabilities

Contractor agrees to comply with the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) which prohibits discrimination on the basis of disability, as well as all applicable Federal and State laws and regulations, guidelines and interpretations issued pursuant thereto. Contractor shall report to the applicable Commission Staff if its offices/facilities have accommodations for people with physical disabilities, including offices, exam rooms, and equipment.

C. Employment and Civil Rights

Contractor agrees to and shall comply with the County’s Equal Employment Opportunity Program and Civil Rights Compliance requirements:

1. Equal Employment Opportunity Program

   Contractor agrees to comply with the provisions of the Equal Employment Opportunity Program of the County of San Bernardino and rules and regulations adopted pursuant thereto: Executive Orders 11246, 11375, 11625, 12138, 12432, 12250, and 13672; Title VII of the Civil Rights Act of 1964 (and Division 21 of the California Department of Social Services Manual of Policies and Procedures and California Welfare and Institutions Code, Section 10000); the California Fair Employment and Housing Act; and other applicable Federal, State, and County laws, regulations and policies relating to equal employment or social services to welfare recipients, including laws and regulations hereafter enacted.

2. Civil Rights Compliance

   Contractor shall develop and maintain internal policies and procedures to assure compliance with each factor outlined by State regulation. Consistent with the requirements of applicable Federal or State law, the Contractor shall not engage in any unlawful discriminatory practices in the admission of beneficiaries, assignments of accommodations, treatment, evaluation, employment of personnel or in any other respect on the basis of race, color, gender, religion, marital status, national origin, age, sexual preference or mental or physical disabilities. The Contractor shall comply with the provisions of Section 504 of the Rehabilitation Act of 1973, as amended, pertaining to the prohibition of discrimination against qualified individuals with disabilities in all federally assisted programs or activities, as detailed in regulations signed by the Secretary of the United States Department of Health and Human Services, effective June 2, 1977, and found in the Federal Register, Volume 42, No. 86, dated May 4, 1977. The Contractor shall include the nondiscrimination and compliance provisions of this Contract in all subcontracts to perform work under this Contract.
D. Sexual Harassment

Contractor agrees that clients have the right to be free from sexual harassment and sexual contact by all staff members and other professional affiliates.

XI. IMPROPER CONSIDERATION

Contractor shall not offer (either directly or through an intermediary) any improper consideration such as, but not limited to, cash, discounts, service, the provision of travel or entertainment, or any items of value to any officer, employee or agent of the Commission in an attempt to secure favorable treatment regarding this Contract.

The Commission, by written notice, may immediately reject any proposal or terminate any Contract if it determines that any improper consideration as described in the preceding paragraph was offered to any officer, employee or agent of the Commission with respect to this Contract. This prohibition shall apply to any amendment, extension or evaluation process once a Contract has been awarded.

Contractor shall immediately report any attempt by a Commission officer, employee or agent to solicit (either directly or through an intermediary) improper consideration from Contractor. The report shall be made to the supervisor or manager charged with supervision of the employee or to the Commission. In the event of a termination under this provision, the Commission is entitled to pursue any available legal remedies.

XII. DISCLOSURE OF CRIMINAL AND CIVIL PROCEEDINGS

The Commission reserves the right to request the information described herein from the Contractor. Failure to provide the information may result in termination of the Contract. The Commission also reserves the right to obtain the requested information by way of a background check performed by an investigative firm. The Contractor also may be requested to provide information to clarify initial responses. Negative information provided or discovered may result in termination of the Contract.

The Contractor may be asked to disclose whether the firm or any of its partners, principals, members, associates or key employees (as that term is defined herein), within the last ten years, has been indicted on or had charges brought against it or them (if still pending) or convicted of any crime or offense arising directly or indirectly from the conduct of the firm’s business, or whether the firm, or any of its partners, principals, members, associates or key employees, has within the last ten years, been indicted on or had charges brought against it or them (if still pending) or convicted of any crime or offense involving financial misconduct or fraud. If the response is affirmative, the Contractor will be asked to describe any such indictments or charges (and the status thereof), convictions and the surrounding circumstances in detail.

In addition, the Contractor may be asked to disclose whether the firm, or any of its partners, principals, members, associates or key employees, within the last ten years, has been the subject of legal proceedings as defined herein arising directly from the provision of services by the firm or those individuals. “Legal proceedings” means any civil actions filed in a court of competent jurisdiction, or any matters filed by an administrative or regulatory body with jurisdiction over the firm or the individuals. If the response is affirmative, the Contractor will be asked to describe any such legal proceedings (and the status and disposition thereof) and the surrounding circumstances in detail.

For the purposes of this provision “key employees” includes any individuals providing direct service to the Commission. “Key employees” do not include clerical personnel providing service at the Contractor’s offices or locations.
XI. CONCLUSION

A. This Contract, consisting of 20 pages and Attachments A and B inclusive, is the full and complete document describing services to be rendered by Contractor to Commission, including all covenants, conditions, and benefits. Attachments A and B are attached hereto and incorporated herein as though set forth in full.

B. The signatures of the parties affixed to this Contract affirm that they are duly authorized to commit and bind their respective institutions to the terms and conditions set forth in this document.

C. This contract may be executed in any number of counterparts, each of which so executed shall be deemed to be an original, and such counterparts shall together constitute one and the same Contract. The parties shall be entitled to sign and transmit an electronic signature of this Contract (whether by facsimile, PDF or other email transmission), which signature shall be binding on the party whose name is contained therein. Each party providing an electronic signature agrees to promptly execute and deliver to the other party an original signed Contract upon request.

CHILDREN & FAMILIES COMMISSION FOR
SAN BERNARDINO COUNTY

Child Care Resource Center
Legal Entity

CaSonya Thomas
Printed Name
Commission Chair
Title
Dated

Official Stamp

Michael Olenick
Printed Name
President and CEO
Title
Dated

Reviewed for Processing
Approved as to Legal Form
Presented to Commission for Signature

Cindy Faulkner
Assistant Director
Date

Sophie Akins
Commission Counsel
Date

Karen E. Scott
Executive Director
Date
STRENGTHENING CALIFORNIA’S EMERGENCY CHILD CARE BRIDGE:
A PROPOSED STUDY TO IMPROVE FOSTER CHILDREN’S ACCESS TO CHILD CARE AND STABLE PLACEMENT

A PROPOSAL BY CHILD CARE RESOURCE CENTER TO FIRST 5 SAN BERNARDINO
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Context and Rationale
The goal of this proposal is to define the need for and request support in the amount of $150,000 to evaluate the final, unfunded component of the California Emergency Child Care Bridge program; the Trauma-Informed Care component. Enacted through SB89 in 2017, California’s statewide Bridge Program aims to facilitate the prompt placement of foster children in stable settings by helping relatives or other resource (foster) families obtain supplemental early care and education (ECE) for children in their care. The Bridge Program is also intended to improve the capacity of ECE providers to meet the needs of this vulnerable population of children.

Of California’s 58 counties, 46 participate in the Bridge Program, with a budget of $41 million in FY 2019-20. It is critical that this initiative reach the families who need it and provide them with the stability and quality services so essential to supporting vulnerable young children. However, there are substantial differences in the program’s implementation across counties, and to date there has not been any effort to systematically explore the extent to which this initiative is working as intended or to identify best practices to maximize its success.

The Child Care Resource Center (CCRC) proposes to study the implementation of the statewide Emergency Child Care Bridge Program for Foster Children.

The Bridge Program
In this section, the purpose of the Bridge Program is explained, how it works, and what information is needed to strengthen its effectiveness.

Purpose of the Program
Over half (58.9%) of the 20,516 children in foster care in California are under the age of 5 years.1 Children’s Social Workers (CSWs) often make multiple attempts to find an immediate placement for a child removed from home and confront situations like the example given in the box above. When it is necessary to place children in foster care due to maltreatment, a priority for the child welfare system is to place them with family members (kinship care) before considering non-relative resource (foster) parents. Kinship care providers tend to be older and to have lower incomes than non-relative resource families.2 California’s CSWs have related stories of children staying for long periods of time at “Welcome Centers” or even in their offices while they made dozens of telephone calls trying to find a placement for them. If the child has special needs, is under age 5 years, or is part of a set of siblings all needing placement, the number of calls required to secure a placement tends to increase dramatically.3

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1 Csr.berkeley.edu/ucb_childwelfare/Entries.aspx
3 https://www.ccrcca.org/resources/research-evaluation
Kinship care families have different needs than those of non-relative resource parents who have proactively chosen to provide foster care and hence have prepared for the placement of a child in advance. Prior research also shows that, in comparison with non-relative resource parents, kinship care families need more help with:⁴

- Navigating the child welfare and ECE systems
- Paying for child care
- Finding an ECE provider who meets the needs of their family

Navigating even one of these systems can be daunting; dealing with both the child welfare and the ECE systems may create barriers that seem insurmountable to a caregiver asked to assume care for a foster child. Typically, child welfare and ECE systems operate under distinct regulations, with different organizational cultures, terminology, requirements, and so on. Caregivers of young children being placed in foster care often must simultaneously (and without advance warning) meet all the licensing requirements, meet the child’s basic needs, and find affordable child care. This situation is especially common when children are placed with relatives (kinship care), compared with already-licensed non-relative resource (foster) parents.

Finding child care through the ECE system often presents challenges for families, such as understanding the types of care available (home-based vs. center-based, licensed vs. unlicensed, publicly subsidized vs. unsubsidized), selecting the appropriate one for their family, and navigating waitlists and complex enrollment processes. In addition, the cost of child care is beyond many families at $16,452/year for full-time center-based care or $10,609 for home-based care for infants.⁵ Helping a resource parent pay for child care and navigate the ECE system may result in more timely placements in foster care, particularly with relatives. And when children can be immediately placed with relatives, they do not experience the stress of first being placed with strangers, and gain valuable stability.

In 2017 the California Department of Social Services (CDSS) designed the Emergency Child Care Bridge to address the special needs of resource parents and the children in their care. A few counties began implementing the program in January 2018 and by July 2018 46 counties submitted to CDSS agreements to implement the program. The next section describes the components of the program.

Implementation of the Bridge Program

The Bridge Program works by promoting coordination between the child welfare and ECE systems, and provides three critical components:

1. **Emergency child care vouchers** or payments. Resource parents (kinship families or non-relative resource families) may receive a time-limited voucher to help pay for child care costs for foster children.

2. **Child care navigators (CCN)** to:
   a. Match the resource family with the child care provider.
   b. Help the resource parent navigate child welfare and ECE systems to achieve the goals of safety, permanency, and well-being for the child.
   c. Find alternative source of child care funding for after the Bridge voucher ends.

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⁴ [https://www.crrcca.org/resources/research-evaluation](https://www.crrcca.org/resources/research-evaluation)
3. **Trauma-informed care (TIC) training and coaching.** Participating ECE programs receive access to trauma-informed care training and coaching to help them meet the unique needs of foster children.

There are five key steps in the Bridge Program process (See Figure 1):
1. The CSW creates a referral for a resource parent who needs child care.
2. The CCN receives the referral and consequently identifies qualified ECE providers with available spaces.
3. The resource parent chooses the ECE provider who meets the unique needs of the resource parent and child. The Bridge voucher pays for child care.
4. The foster child attends child care. During this time:
   a. The CCN continues to search for alternative ECE funding to “bridge” the family onto to a long-term funding source to maintain the child’s participation in ECE.
   b. A TIC coach reaches out to the ECE provider to offer training and coaching.
5. The child is transferred off the Bridge Program voucher and onto an alternative source of child care funding.

**FIGURE 1. BRIDGE PROGRAM PROCESS MAP**

Importance of This Study: What Stakeholders Need to Learn to Strengthen the Bridge Program

Emerging evidence suggests that ECE may especially benefit maltreated children who have been placed in foster care. Research shows that high quality ECE programs have a positive effect on at-risk children and children with child protection involvement. Children with

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involvement in child protection who participated in accredited ECE programs performed better at the end of preschool on measures of language, cognition, and fine motor skills than children who were in ECE programs that were not accredited. Similarly, children in foster care who participated in Head Start showed improvements in pre-academic skills and behavior problems. These effects can be long-term. For example, participation in ECE intervention programs in the Chicago Longitudinal Study (Chicago Child Parent Centers) was found to be linked to lower rates of court petitions of maltreatment by age 17. By providing quality, trauma-informed child care, the Bridge Program has the potential to dramatically change the trajectory of California’s most vulnerable children.

Given that 46 counties are in various stages of implementing the Bridge Program with $41 million in funding for FY 2019-20, it is important to identify the most effective implementation strategies for this statewide program. However, despite the state’s large investment in this program, there are currently no dedicated resources for research or evaluation of the Bridge Program. State-level stakeholders as well as county administrators have expressed interest in this kind of study. The CDSS has provided a letter of support. The CDSS has also committed to providing input on the study, including suggestions on which counties to include in the study; helping to host the webinars with all counties participating in the Bridge Program; serving on the advisory committee for the study; and reviewing and providing input on the results.

The need for the study of the Bridge Program was also emphasized by a convening in November 2018 of state and county administrators in Sacramento. The convening was coordinated by the Child Care Resource Center (CCRC) and was supported by funding from First 5 LA and First 5 CA. The convening was attended by 140 child welfare and ECE administrative leaders from 42 of the participating California counties. Feedback from the attendees indicated a strong desire for opportunities to share experiences around implementation of the program and to identify best practices and what works well for other counties. As an indication of the statewide interest in the progress of the Bridge Program, Senate and Assembly legislative staff attended the meeting, as did lead representatives from statewide organizations such as the California’s Child Care Resource & Referral Network (CCR&R Network), the California Alternative Payment Program Association (CAPPA), and the Child Welfare Directors Association (CWDA). Advocacy organizations such as the Alliance for Children’s Rights, California Alliance of Caregivers, and Children Now, which championed the legislation creating the Bridge Program, also participated. All the attendees were interested in ensuring that the Bridge Program achieves its goals in promoting access to child care for foster children and more timely and stable placements.

A formalized mechanism/study is needed to determine lessons learned and to guide continuous improvement for several reasons. First, the Bridge Program is the only one of its kind in the United States, so there is no existing framework to guide the development and successful implementation of such a program. Additionally, the legislation that created this program was intentionally broad, allowing for counties to develop a program that would work for their unique systems, partners and populations. The lack of specificity in the statute presents both an opportunity and a challenge. The opportunity is to develop the program in ways that work best for each county and its population. The challenge is building a completely new program among agencies accustomed to having clearer regulations to guide implementation and program development. Lessons and challenges often don’t present themselves until the program has started. In the case of the Bridge Program, these challenges are often expressed to CDSS in the form of ad-hoc calls and emails. CDSS staff answer these questions as effectively and efficiently as possible, e.g., through monthly webinars and formal memos from the state. However, CDSS staff do not have the capacity to formally document across multiple counties aspects of programs that work better or less well and under what conditions (e.g., county size) – let alone formulate recommendations for strengthening the programming in participating countries and informing effective scale-up to additional counties. The proposed study would provide a formalized mechanism to document and share information on what works well to reach and serve the intended population, helping California as well as the rest of the nation as this type of programming is being considered, designed and expanded elsewhere.

Organizational Background
Incorporated in 1976, CCRC now has more than 1,000 staff members working across 30 locations in Northern Los Angeles County as well as the entirety of San Bernardino County. Each month, we provide quality, support, development, and education to almost 50,000 children, families in our 22,500-square-mile service area. We remain a unique and distinctive leader in the human service industry. Our current programs include resource libraries, home visiting, workforce development and quality improvement, family engagement, financial care assistance, Head Start preschool, Early Head Start, Early Head Start - Childcare partnership, statewide parent cafés, and so much more.

In 2001 CCRC created a Research Department with the vision of building internal capacity for continuous quality improvement for programs as well as measurement of program impact. The Department grew from one staff to a staff of 17 highly skilled researchers. In the area of Child Care Quality Improvement Initiatives, the Research Team has provided tools and information to program leaders to facilitate their ability to lead continuous quality improvement efforts for programs in Los Angeles and San Bernardino counties. CCRC’s Research Department also led a statewide study of family child care quality improvement where counties and the Department of Education used the actionable recommendations to improve program activities, resulting in enhanced access to and engagement in quality improvement initiatives for the child care workforce. The Research Department is currently evaluating a statewide program of parent cafés, illustrating the capacity of this team to plan and execute statewide evaluations. The department collaboratively develops pilot programs and evaluations for testing the pilots in order to bring them to scale. The department also analyzes child care administrative data with a focus on policy implications and recommendations. Our analyses on cost of care, child
care deserts and the impact of subsidized care on families has been used by policy-makers, philanthropic entities, advocates, and other stakeholders.

Specific Request: Proposed Study Design

CCRC seeks support to conduct an evaluation of trauma-informed care training and coaching of child care providers through the Bridge Program. CCRC will evaluate implementation and results of this program for providers, families, and children using survey and Key Informant Interview (KII) methods of data collection.

Advisory Committee

To help guide the study and ensure that findings are useful an advisory committee will be established (CCRC has obtained letters of support) including representation from CDSS, the California Department of Education (CDE), statewide organizations that represent each of the aspects of the Bridge (Child Welfare Directors Association, CA R&R Network, CA Alternative Payment Program Association), advocacy (Children Now). Letters of support are in process from a resource parent organization and from a child care provider. The advisory committee will meet early in the study (see Timeline) to review study materials and protocols and provide input. The committee will be convened during the analysis phase where initial data will be presented for discussion. Feedback from the Committee will be used to refine the second round of interviews in year 2. This will allow us to delve more deeply into topics that are deemed critical or explore new themes that are vital but were not explored in the initial round of interviews. The Committee will be convened in the second year to review findings prior to the development and release of the final report. Feedback will be requested regarding the results including interpretation, actionable recommendations as well as recommendations for ultimate dissemination.

Study Overview

Based on the need to formally document and share promising practices of the Bridge Program, CCRC has identified key topics of inquiry and research questions for this study. CCRC proposes to study the implementation and results of the trauma-informed care training and coaching from the lens of the child care providers and the staff who implement the trauma-informed care training and coaching in the Bridge program. Figure 2 represents the full evaluation, its components and funders. The aspect of the Bridge Program that currently lacks funding is the trauma-informed care training and coaching. Implementation and results of the vouchers and the child care navigation is funded by First 5 California and the Heising-Simons Foundation.
**FIGURE 2. EMERGENCY CHILD CARE BRIDGE PROGRAM EVALUATION OVERVIEW**

<table>
<thead>
<tr>
<th>Implementation Evaluation</th>
<th>Description of County Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To be funded by F5CA &amp; Heising-Simons Foundation</td>
</tr>
<tr>
<td></td>
<td>Description of all implementing and non-implementing counties using administrative data.</td>
</tr>
</tbody>
</table>

**Implementation Analysis: Best Practices and Lessons Learned**

To be funded by Heising-Simons Foundation

Analysis of variation in implementation for continuous quality improvement with a focus on actionable lessons learned and best practices from a sample of early and late implementing counties.

<table>
<thead>
<tr>
<th>Results Evaluation</th>
<th>Family Results Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>To be funded by F5CA</td>
</tr>
<tr>
<td></td>
<td>Analysis of the experiences and initial results of the children and parents in a sample of counties.</td>
</tr>
</tbody>
</table>

**Trauma-Informed Care Evaluation**

*Currently unfunded*

Analysis of the experiences of child care providers who received TIC training and coaching and the results of building their capacity to positively impact vulnerable children and families, from a sample of counties.
Proposed Research Topics and Data Sources

In Table 1, each key question above is mapped to the sources of information that will be used to answer that question. CCRC is in the process of developing Scopes of Work with funders to evaluation Topics 1-8 in Table 1. However, work with child care providers is yet unfunded. Topics 2, 6 and 9 will be explored with providers and the staff who work with them and is the focus of this proposal. Our data sources will include a brief survey of child care providers and Key Informant Interviews (KIIs) with both providers and staff-level program implementers who work with child care providers who participate in training and/or coaching in the Bridge Program. Following Table 1, plans for sampling, data collection, and data analysis are described.

**TABLE 1. MAPPING OF RESEARCH TOPICS AND DATA SOURCES**

<table>
<thead>
<tr>
<th>Research Topic</th>
<th>Data Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. How do counties best implement the Bridge Program to reach the children who need it?</td>
<td>Program Administrators CCNs Administrative Data (e.g., CWIP, CCB-18) Resource Parents Child Care Providers</td>
</tr>
<tr>
<td>2. What additional supports do counties need to help them maximize the reach and effectiveness of the Bridge Program?</td>
<td>√ √ √</td>
</tr>
<tr>
<td>3. To what extent do children receive stable, quality ECE after the voucher expires (i.e., is the current voucher timeframe adequate)?</td>
<td>√ √ √</td>
</tr>
<tr>
<td>4. To what extent has the Bridge Program contributed to collaboration among cross-system stakeholders?</td>
<td>√ √</td>
</tr>
<tr>
<td>5. To what extent do agencies leverage federal funding to ensure sustainability and maximize the use of current resources?</td>
<td>√</td>
</tr>
<tr>
<td>6. What other challenges, lessons learned, or success stories should be told?</td>
<td>√ √ √</td>
</tr>
<tr>
<td>7. Under what conditions does the program increase access to child care for foster families?</td>
<td>√ √</td>
</tr>
<tr>
<td>8. Under what conditions does access to the program increase well-being for Resource Parents and Foster Children?</td>
<td>√ √</td>
</tr>
<tr>
<td>9. Under what conditions does TIC training and coaching support child care providers who work with Resource Parents and Foster Children? Does access to TIC training and coaching help providers meet the specialized needs of foster children? Is there a decrease in child care providers expelling children due to challenging behaviors? Do the methods of TIC training and coaching meet the needs of child care providers?</td>
<td>√ √</td>
</tr>
</tbody>
</table>
Human Subjects Protections

All research activities for this project will undergo ethics review by CCRC's Institutional Review Board prior to the recruitment of participants or the collection of human subject’s data.

Sample: Key Informant Interviews (KIIs)

CCRC proposes to collect KIIs in a sample of 12 counties, of which four will be “early implementers,” four “mid-range implementers,” and four “later implementers” as determined by CDSS. To identify individual respondents within counties, CCRC used a directory provided by CDSS and they agreed to assist with outreach. In addition, CCRC requested updated contact information from the ECE program leaders. Up to two staff from each of the 12 counties will be included (for a total of up to 24 implementing staff who work with child care providers). This design is intended to remain flexible because some counties may only have one staff who implements both the training and the coaching. The number of child care provider KIIIs will be 36 (3 per county). The recruitment of these groups is described below.

Data Collection: Program Staff Key Informant Interviews

Based on the plan described above, in the first year CCRC will conduct up to 24 key informant interviews with program staff who have daily contact with child care providers who care for children in the Bridge Program. This methodology will result in a total of up to 24 key informant interviews across 12 counties. Recruitment begins with an announcement on the monthly webinar with all participating counties along with CDSS staff describing their support of the project. CCRC presented information on the background of the study and general methods. Study information was distributed through newsletters from statewide associations for child welfare and ECE. The letter of support from CDSS was provided via email from CCRC’s President and CEO to the administrators in the counties that CDSS has recommended along with printed study information; some counties have already provided Letter of Support. CCRC’s President & CEO, Dr. Michael Olenick is well-connected and respected in the field and is well positioned to serve as an initial outreach point to the Resource and Referral agencies to participate. Dr. Olenick is the former chair of the Resource and Referral Network (Association of the agencies conducting the Trauma-Informed Care training and coaching), is the former chair of Child Care Aware of America (the national association of these agencies), an active member of California’s State Advisory Council on Early Learning and Care, a former Child Welfare Commissioner and served on the UC Berkeley ECE Think Tank. From this initial outreach, Dr. Olenick connected the Resource and Referral agency to the CCRC Research Director and Manager to outreach to the agency and coordinate all study activities. Phone meetings occurred to explain the project, roles, and requests. These activities were funded by Heising-Simons and First 5 California.

As part of this proposal, participants will be given the opportunity to schedule a pre-interview call to ask general questions. Follow-up telephone calls will be made to schedule the interviews if there is a slow response to the email requests. Questions will be sent via email to help participants prepare in advance of the interview. Participants will also receive an email and phone reminder of the interview. With participant permission, we will audio record the interviews. One staff will conduct the interview while another staff will record and take notes. Interviews will last between 30-60 minutes each, depending upon the number of questions.

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11 A letter of support from CDSS has already been obtained.
and the length of responses from the participants. Audio recordings will be transcribed to facilitate data analysis. Participants will be offered a token of appreciation (e.g., gift card) for their participation in the interview.

**Data Collection: Surveys and Key Informant Interviews with Child Care Providers**

CCRC developed a survey (in paper and electronic versions) for the Resource and Referral agencies to distribute to the child care providers they serve in the Bridge Program. This survey includes recruitment language for them to elect to be contacted for an interview. A total of 36 providers will be selected for the KII. Although it is estimated that there will be three per county, given the size differential across counties and potential differential willingness of participation across counties, it is possible that some counties will have fewer than three and others would have more than three. The interview will provide more in-depth information about the provider’s experience and supplement the data collected from the surveys. A sample of those child care providers who elect to be contacted for an interview will be contacted to schedule the interview. With participant permission, CCRC will audio record the interviews. One staff will conduct the interview while another staff will record and take notes. Interviews will last between 30-60 minutes each, depending upon the number of questions and the length of responses from the participants. Audio recordings will be transcribed to facilitate data analysis. Participants will be offered a token of appreciation (e.g. gift card) for their participation in the interview. Table 1 provides the main topics for this evaluation proposal under Topics 2, 6, and 9. Specific questions for the survey and interview protocol will be developed and then reviewed and supplemented by the advisory committee to ensure our questions are relevant to participants, program administrators and policy-makers.

**Data Analysis: Key Informant Interviews**

Data will be analyzed as described below and the results presented to the advisory committee, as well as to administrators from the 12 participating counties during one of the statewide webinars coordinated by CDSS. Feedback from these groups will drive the design of follow-up interview questions to be conducted in Year 2. It is anticipated that this second round of information gathering will provide greater nuance, context, elaboration, and specificity to the original set of findings. A focus in year 2 will include how lessons learned have been implemented to improve the program and what changes still need to occur. The second round of interviews will take place with the original interviewees, an additional set of key informants that are recommended by these stakeholders, or a combination of both repeat and new participants. Interviews, transcription, and analyses will be conducted in the same manner as described for the original set of key informant interviews.

Analysis of the qualitative data from the key informant interviews will be based in Grounded Theory, which is a systematic and inductively-based method of discerning the meaning within text that honors the voice of the participant rather than merely the pre-developed ideas and codes of the researchers. These analyses will proceed in the following three steps:

1. **Data sensitization.** Coders will select and review a small representative sample of transcripts to allow for a clear understanding of the content and to formulate initial themes and high-order categories.

2. **Coding.** All transcripts will be uploaded into the qualitative data analysis software Dedoose®. Within each set of interview questions, coders will read the transcripts inductively to generate themes that address the study questions and provide important...
new insights that further the evaluation’s objectives. These coded transcripts will then be organized to review the coding, and to group and identify themes. This process will produce a standardized codebook (i.e., analytical framework) against which the remainder of the qualitative data will be coded. To ensure the validity of the analysis, CCRC will conduct inter-rater reliability testing to compare coding across coders.

3. Analyzing and interpreting the data. The categorized data will be analyzed by the researchers against the study’s central research questions. The categories will produce a natural structure by which a narrative summary of the data will be produced in the reporting stage.

The resulting analyses and findings will provide decision-makers with information on the implementation of the program as well as help them make informed decisions about resources needed for the program. It should be noted that part of the work of collecting, organizing, analyzing and reporting on administrative data is also funded by First 5 California and Heising-Simons Foundation.

Reporting and Dissemination

In Year 1, CCRC will design a brief that includes preliminary statewide findings from administrative data and the interviews. This brief will also include targeted conclusions and recommendations that arise from the analyses (e.g., potential findings relevant for rural counties or larger counties, or other specific groups). The study team will distribute the brief prior to a web-based presentation to all Bridge stakeholders including study funders (using the existing web-based meetings coordinated by CDSS), during which ask additional questions will be asked of the participating counties. In addition, the feedback from the web-based meeting will guide the next set of interviews that will be conducted with stakeholders in Year 2.

In Year 2, CCRC will develop a final statewide brief as well as county-specific briefs for each of the 12 counties that participated in the key informant interviews. These briefs will include results from all components of the full study. County staff and stakeholders can use these briefs to better understand their own county’s implementation within the larger context of our evaluation and will include recommendations for potential changes in their program design and its implementation. A final study report will be developed at the end of Year 2. Advisory Committee members and funders will have an opportunity to provide input on the final report. The study team will present the final report and briefs to stakeholders on one of the CDSS-coordinated webinars.

In order to reach the broadest group of interested parties, CCRC will submit one national conference proposal in Year 2 (supported by other funders). CCRC will present study updates and results at future convening meetings like the one held in November 2018. Study updates will be presented to counties on the monthly CDSS web-calls throughout the study timeline. The CCRC study team will include policy implications and lessons learned in all materials that are developed. CCRC will consider a variety of audiences when designing materials, including state administrators, program leaders from ECE and CW, as well as legislators and policymakers. CCRC’s Director of Government Relations will serve on the Advisory Committee and will also disseminate results to policy-makers and legislators, ensuring that those who can facilitate broad changes have the data and information they need. CCRC’s Research Division has already been approached by state and federal agencies to disseminate information and guide other groups and states in the development of similar programs. This evaluation will provide critical additional information for these efforts.
Timeline
CCRC will carry out the proposed evaluation over a two-year period, as detailed in Table 2 below. Pre-project activities have been funded by Heising-Simons Foundation and First 5 California and includes development and convening of the Advisory Committee to review research tools and obtain IRB approval. These funding entities required the project launch in the first half of 2020 to meet their portfolio requirements. For the current proposal the Advisory Committee and a stakeholder engagement plan will be implemented in Year 1 to ensure that the evaluation will be responsive to the needs of policymakers and other stakeholders and that its findings will be useful and actionable. CCRC will also carry out the survey and key informant interviews in Year 1. Finally, CCRC will use qualitative data analyses to (a) describe program implementation (including county variation), and (b) program results for providers, children and families, and (c) develop policy lessons and suggestions for program improvement. CCRC will develop briefs and disseminate results to CDSS, the advisory committee and the 12 participating counties in order to obtain feedback regarding lessons learned in implementation and new directions to explore in Year 2.

In Year 2, follow-up KIIs with staff and child care providers will be conducted based on the findings from Year 1. CCRC will investigate further topics of interest identified by our advisory committee, and county and program stakeholders. Final briefs, PowerPoints and reports will be developed and will be disseminated to relevant stakeholders via webinars, conferences, and social media.

**TABLE 2. TIMELINE, ACTIVITIES AND DELIVERABLES OF PROPOSED STUDY**

Pre-project Work, Funded by Heising-Simons Foundation and First 5 California and Completed

<table>
<thead>
<tr>
<th>Activity</th>
<th>Deliverable</th>
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<tbody>
<tr>
<td>Planning and Development</td>
<td></td>
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<tr>
<td>Obtain list of early, mid- and late implementing counties from and coordinate project with CDSS</td>
<td>County list</td>
</tr>
<tr>
<td>Outreach to R&amp;R agencies and connect with R&amp;R Network</td>
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<tr>
<td>Develop study/concept brief and present on CDSS Bridge Webinar</td>
<td>Brief</td>
</tr>
<tr>
<td>Develop draft of research tools and protocols for E-Survey and KII</td>
<td></td>
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<tr>
<td>Advisory Committee (AC) meeting – review tools and protocols</td>
<td>AC meeting minutes and agenda</td>
</tr>
<tr>
<td>Revise protocols and tools</td>
<td>Final tools and protocols</td>
</tr>
<tr>
<td>Translate tools and protocols into Spanish and back-translate to English to ensure equivalency</td>
<td>Spanish versions of tools and protocols</td>
</tr>
<tr>
<td>Complete IRB review of study materials</td>
<td>IRB certificate</td>
</tr>
</tbody>
</table>

Project Year 1

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Activity</th>
<th>Deliverable</th>
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<tbody>
<tr>
<td>1</td>
<td>Implementation</td>
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<tr>
<td></td>
<td>Distribute paper and e-survey and language for email to R&amp;R agencies</td>
<td>Copy of e-survey and email language</td>
</tr>
<tr>
<td>Quarter</td>
<td>Activity</td>
<td>Deliverable</td>
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</tr>
<tr>
<td>1 (Jul-Sep 2021)</td>
<td>Implementation</td>
<td>De-identified schedule of KIIIs</td>
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<tr>
<td></td>
<td>Distribute Year 2 survey</td>
<td></td>
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<tr>
<td></td>
<td>Outreach to R&amp;R staff and providers to begin</td>
<td>De-identified schedule of KIIIs</td>
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<td></td>
<td>second round of KIIIs</td>
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<tr>
<td>2 (Oct-Dec 2021)</td>
<td>Continued Implementation and Preliminary</td>
<td>De-identified schedule of KIIIs</td>
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<td></td>
<td>Analyses</td>
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<td></td>
<td>Continue KIIIs</td>
<td>Codebook</td>
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<tr>
<td></td>
<td>Develop coding system for KIIIs</td>
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<tr>
<td>3 (Jan-Mar 2022)</td>
<td>Preliminary Analyses and Reporting</td>
<td>Print outs of preliminary analyses</td>
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<tr>
<td></td>
<td>Conduct preliminary analyses</td>
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<tr>
<td></td>
<td>Development of brief report</td>
<td>Brief report</td>
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<td></td>
<td>Presentation of preliminary analyses to AC and</td>
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<td>CDSS Webinar including participating counties</td>
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<td>to obtain feedback for additional questions in Year 2</td>
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<tr>
<td>4 (Apr-Jun 2021)</td>
<td>Planning and Development</td>
<td>Link to e-survey, paper survey, KII protocols and tools</td>
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<td></td>
<td>Develop new KII protocols and tools based on</td>
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<td>feedback from AC</td>
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<td></td>
<td>Present at statewide conferences [Funded by F5CA and statewide convening of ECE and Child Welfare agencies</td>
<td>PowerPoint</td>
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<td>Complete IRB review of study materials</td>
<td>IRB Certificate</td>
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**Project Year 2**
Personnel

CCRC’s Research Division has provided program evaluation services to guide the agency’s service direction since 2001. Dr. Susan Savage (Research Director) and the research team led the evaluation of pilot Emergency Child Care Services program in northern Los Angeles County, which helped inform policymakers and program implementers on the design of their local programs. This program was taken to scale and is now the statewide California Emergency Child Care Bridge Program (the program for which this document proposes to evaluate). The federal agency that oversees both child welfare and child care (the Administration for Children and Families) reached out to Dr. Savage to help another state develop a similar program. Additionally, the division recently engaged in research with UC Davis and the CDSS on a study of a pilot in six counties to assess the level of care provided by resource parents, allowing CSWs and Probation Officers to determine an appropriate reimbursement rate. In another collaborative project the division partnered with California State University Northridge and the California Department of Education to evaluate the interests and barriers to engaging in quality improvement activities by family child care providers, particularly as related to the Quality Rating and Improvement System (QRIS) in five counties. Dr. Savage, who leads the Research Division, has more than 25 years of experience in program design and evaluation. Dr. Savage is skilled at translating research findings into actionable recommendations for program improvement as well as policy change. She and her team work with program implementers to refine and improve program implementation based on research results. Dr. Savage also regularly provides actionable data to legislators, advocates and policy-makers in the area of child care policy. The Research Division is a diverse group of professionals skilled in both quantitative and qualitative methods and has capacity in culturally sensitive evaluation practices to ensure inclusion of a wide range of voices.

Andria Zaverl is a Research Manager at Child Care Resource Center (CCRC). Ms. Zaverl received her masters from Claremont Graduate University in Health Behavior Research and Evaluation and received her BA in Psychology from Chapman University. Ms. Zaverl has over 10 years of research and evaluation experience, including most recently managing the Emergency Child Care pilot evaluation and the evaluation of statewide Parent Cafés for the Preschool Development Grant (funded by CDE) at CCRC. Additionally, Ms. Zaverl has managed the multifaceted Best Start evaluation covering 14 Best Start Communities in Los Angeles in her role at First 5 LA. Before focusing on children and families, Ms. Zaverl managed a 5-year evaluation contract from the CDC to evaluate HIV prevention capacity building activities across the United States.

Vanessa Guerrero has over seven years of data collection, analysis and reporting experience from the California State University at Northridge and CCRC. She joined the CCRC Research team in 2015 as a Research Assistant and was promoted to Sr. Research Analyst. She is highly skilled at leading the day-to-day activities of multiple research projects, is skilled in culturally-appropriate program evaluation and is bilingual in Spanish and English. She earned a Master of Public Administration at California State University, Northridge where she also received a B.A in Central American Studies and B.S in Business Administration.
Budget Narrative

**Director of Research** (.10 FTE: Funding to be assumed under “Indirect”). The Research Director, Susan Savage, PhD is responsible for oversight of the entire study and will work closely with the Research Manager and staff to ensure quality study design and implementation, coordination of the Advisory Committee and communication with key partners and funders, review of budgets, reviewing, editing and approving all reports and disseminating results at conferences and convenings, on webinars and coordinating with CCRC’s Communications Division for social media.

**Research Manager** (0.10 FTE). The Research Manager, Andria Zaverl, MA is responsible for successfully completing all study components, hiring and supervising Sr. Analyst and Analysts, collaborating with study partners, coordinating the videos, ensuring compliance with the budget, completing reports, co-presenting the results with the Director and coordinating with CCRC’s Communications Division for social media.

Year 1 – Salary calculation: 0.10 FTE * 12 months * monthly salary of $7,166 = $8,600
Year 2 – Salary calculation: 0.10 FTE * 9 months * monthly salary of $7,527 = $6,774
Study Total = $15,374

**Sr. Analyst** (0.39 FTE). Vanessa Guerrero, MA will lead the day-to-day development of study tools and protocols, leading the translation and back-translation of all study materials into Spanish, data collection efforts and analyses, working closely with the Analyst I staff.

Year 1 – Salary calculation: 0.39 FTE * 12 months * monthly salary of $4,847 = $22,684
Year 2 – Salary calculation: 0.39 FTE * 9 months * monthly salary of $5,090 = $17,865
Study Total = $40,549

**Three Analyst I** (0.10 FTE each). Staff will develop study tools and protocols with the Sr. Analyst, conduct translation and back-translation of all study materials into Spanish to ensure language equivalency, conduct the key informant interviews in English and in Spanish, transcribe and code the interviews, provide preliminary reporting, organize, and collect and analyze administrative data.

*Stephanie Cortez, BA, Analyst I*

Year 1 – Salary calculation: 0.13 FTE * 12 months * monthly salary of $4,246 = $6,624
Year 2 – Salary calculation: 0.13 FTE * 9 months * monthly salary of $4,459 = $5,217
Study Total = $11,841
**Employee Benefits**

CCRC provides health benefits (medical, dental, vision), retirement plan contribution, and an employee assistance program (EAP). CCRC also pays the employer portion of all payroll tax including Social Security, Medicare, unemployment insurance and worker’s compensation insurance.

Year 1 = $13,804

Year 2 = $10,872

Study Total: $24,676

**Consultant/Contractor**

**Other sources of funding.** In Year 2, we plan to hire Creative Bridge for $3,600 to conduct two videos of child care providers to illustrate the impact of the Bridge program. This cost includes travel to one remote location in California.

Year 2 = $3,600

Study Total: $3,600

**Supplies**

A total of $4,800 is budgeted for study supplies. Study incentives for KIIIs are budgeted at $25*36 providers = $900 for each year and $25 for the first 40 respondents to the e-survey for each year = $1,000. Study incentives for KII with TIC Coaches includes 12 Coaches * $25 = $300/year. General office supplies are budgeted at $200 each year. This totals to $2,400/year.

Year 1 = $2,400

Year 2 = $2,400
STRENGTHENING CALIFORNIA’S EMERGENCY CHILD CARE BRIDGE

Study Total: **$4,800**

**Printing**
Year 1 – Study briefs will be printed. 500 color briefs * $0.75 = $375. Printing of surveys: $500. Total for Year 1: **$875**.

Year 2 – Study briefs will be printed. 500 color briefs * $0.75 = $375. Study reports will be printed. 300 color reports * $2.00 = $600. Printing of surveys: $500. Staff printing $419. Total for Year 2 is **$1,894**.

Study Total: **$2,769**

**Travel**
Conference travel for staff is supported by other funders.

**Insurance**
Insurance includes expense is allocated based on head count. Insurance calculation: **$284 for Year 1** for 0.88 FTE; **$213 for Year 2** for 0.88 FTE. Study total: **$497**.

**Telephone**
Telephone includes expense is allocated based on head count. Telephone calculation: **$784 for Year 1** for 0.88 FTE; **$588 for Year 2** for 0.88 FTE. Study Total: **$1,372**.

**Space**
Space cost includes rent, security, maintenance, and utilities. Space costs are budgeted at approximately $409 per month for 12 months for 0.88 FTE for a total of **$4,904 for Year 1**. Space costs are budgeted at approximately $409 per month for 9 months for 0.88 FTE a total of **$3,678 for Year 2**. Study total: **$8,582**.

**Indirect Costs (10%)**
Indirect costs are budgeted at 10% of direct study costs less rent. Indirect costs include administrative and indirect program costs. A total of **$6,972** is budgeted for Year 1 indirect costs. A total of **$6,015** is budgeted for Year 2 indirect costs. Study Total: **$12,987**.

**Total Budget**
Year 1 – A total of **$80,771** is being budgeted for Year 1 Study costs.

Year 2 – A total of **$69,229** is being budgeted for Year 2 Study costs.

Grand Total: **$150,000**
## Strengthening California’s Emergency Child Care Bridge

### Project Year 1 Quarter

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Activity</th>
<th>Deliverable</th>
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<tbody>
<tr>
<td>1 (July-Sep 2020)</td>
<td>Implementation</td>
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<tr>
<td></td>
<td>Distribute paper and e-survey and language for</td>
<td>Copy of e-survey and email language</td>
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<td></td>
<td>email to R&amp;R agencies</td>
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<td></td>
<td>Outreach to 36 providers and up to 24 R&amp;R staff</td>
<td>De-identified schedule of KIIIs</td>
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<tr>
<td></td>
<td>to schedule and then conduct KII</td>
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<td>2 (Oct-Dec 2020)</td>
<td>Continued Implementation and Preliminary</td>
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<td></td>
<td>Analyses</td>
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<tr>
<td></td>
<td>Continue KIIs</td>
<td>De-identified schedule of KIIIs</td>
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<tr>
<td></td>
<td>Develop coding system for KIIs</td>
<td>Codebook</td>
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<tr>
<td>3 (Jan-Mar 2021)</td>
<td>Preliminary Analyses and Reporting</td>
<td></td>
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<td></td>
<td>Conduct preliminary analyses</td>
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<td></td>
<td>Develop new KII protocols and tools based on</td>
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<td></td>
<td>feedback from AC</td>
<td>tools</td>
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<td></td>
<td>Present at statewide conferences [Funded by</td>
<td>PowerPoint</td>
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<td></td>
<td>F5CA] and statewide convening of ECE and Child</td>
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<td></td>
<td>Welfare agencies</td>
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<td></td>
<td>Complete IRB review of study materials</td>
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### Project Year 2

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<tr>
<th>Quarter</th>
<th>Activity</th>
<th>Deliverable</th>
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<tr>
<td>1 (Jul-Sep 2021)</td>
<td>Implementation</td>
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<tr>
<td></td>
<td>Distribute Year 2 survey</td>
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<td>Continued Implementation and Preliminary</td>
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<td></td>
<td>Analyses</td>
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<tr>
<td>Continue KII</td>
<td>De-identified schedule of KII</td>
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<tr>
<td>Develop coding system for KII</td>
<td>Codebook</td>
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<table>
<thead>
<tr>
<th>3 (Jan-Mar 2022)</th>
<th><strong>Final Analyses and Reporting</strong></th>
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<tbody>
<tr>
<td></td>
<td>Finalize KII and survey analyses</td>
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<tr>
<td></td>
<td>Presentation of preliminary analyses to AC and CDSS Bridge Webinar</td>
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<tr>
<td></td>
<td>Finalize analyses and report</td>
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<tr>
<td></td>
<td>Present at National conference/convening meetings</td>
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<td>PowerPoint</td>
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<td></td>
<td>Report</td>
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Budget Narrative

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Study Total = $15,374

**Sr. Analyst** (0.39 FTE). Vanessa Guerrero, MA will lead the day-to-day development of study tools and protocols, leading the translation and back-translation of all study materials into Spanish, data collection efforts and analyses, working closely with the Analyst I staff.

Year 1 – Salary calculation: 0.39 FTE * 12 months * monthly salary of $4,847 = $22,684
Year 2 – Salary calculation: 0.39 FTE * 9 months * monthly salary of $5,090 = $17,865
Study Total = $40,549
Three Analyst I (0.10 FTE each). Staff will develop study tools and protocols with the Sr. Analyst, conduct translation and back-translation of all study materials into Spanish to ensure language equivalency, conduct the key informant interviews in English and in Spanish, transcribe and code the interviews, provide preliminary reporting, organize, and collect and analyze administrative data.

**Stephanie Cortez, BA, Analyst I**

Year 1 – Salary calculation: 0.13 FTE * 12 months * monthly salary of $4,246 = **$6,624**

Year 2 – Salary calculation: 0.13 FTE * 9 months * monthly salary of $4,459 = **$5,217**

Study Total = **$11,841**

**Geraldine Saldana, BA, Analyst I**

Year 1 – Salary calculation: 0.13 FTE * 12 months * monthly salary of $4,095 = **$6,388**

Year 2 – Salary calculation: 0.13 FTE * 9 months * monthly salary of $4,300 = **$5,031**

Study Total = **$11,419**

**Chloe Thomas, MA, Analyst I**

Year 1 – Salary calculation: 0.13 FTE * 12 months * monthly salary of $4,136 = **$6,452**

Year 2 – Salary calculation: 0.13 FTE * 9 months * monthly salary of $4,344 = **$5,082**

Study Total = **$11,534**

**Employee Benefits**

CCRC provides health benefits (medical, dental, vision), retirement plan contribution, and an employee assistance program (EAP). CCRC also pays the employer portion of all payroll tax including Social Security, Medicare, unemployment insurance and worker’s compensation insurance.

Year 1 = **$13,804**

Year 2 = **$10,872**

Study Total: **$24,676**
Consultant/Contractor

**Other sources of funding.** In Year 2, we plan to hire Creative Bridge for $3,600 to conduct two videos of child care providers to illustrate the impact of the Bridge program. This cost includes travel to one remote location in California.

Year 2 = $3,600

Study Total: $3,600

**Supplies**
A total of $4,800 is budgeted for study supplies. Study incentives for KIIIs are budgeted at $25*36 providers = $900 for each year and $25 for the first 40 respondents to the e-survey for each year = $1,000. Study incentives for KII with TIC Coaches includes 12 Coaches * $25 = $300/year. General office supplies are budgeted at $200 each year. This totals to $2,400/year.

Year 1 = $2,400

Year 2 = $2,400

Study Total: $4,800

**Printing**
Year 1 – Study briefs will be printed. 500 color briefs * $0.75 = $375. Printing of surveys: $500. Total for Year 1: $875.

Year 2 – Study briefs will be printed. 500 color briefs * $0.75 = $375. Study reports will be printed. 300 color reports * $2.00 = $600. Printing of surveys: $500. Staff printing $419. Total for Year 2 is $1,894.

Study Total: $2,769

**Travel**
Conference travel for staff is supported by other funders.

**Insurance**
Insurance includes expense is allocated based on head count. Insurance calculation: $284 for Year 1 for 0.88 FTE; $213 for Year 2 for 0.88 FTE. Study total: $497.

**Telephone**
Telephone includes expense is allocated based on head count. Telephone calculation: $784 for Year 1 for 0.88 FTE; $588 for Year 2 for 0.88 FTE. Study Total: $1,372.
Space
Space cost includes rent, security, maintenance, and utilities. Space costs are budgeted at approximately $409 per month for 12 months for 0.88 FTE for a total of $4,904 for Year 1. Space costs are budgeted at approximately $409 per month for 9 months for 0.88 FTE a total of $3,678 for Year 2. Study total: $8,582.

Indirect Costs (10%)
Indirect costs are budgeted at 10% of direct study costs less rent. Indirect costs include administrative and indirect program costs. A total of $6,972 is budgeted for Year 1 indirect costs. A total of $6,015 is budgeted for Year 2 indirect costs. Study Total: $12,987.

Total Budget
Year 1 – A total of $80,771 is being budgeted for Year 1 Study costs.
Year 2 – A total of $69,229 is being budgeted for Year 2 Study costs.
Grand Total: $150,000
## AGENCY INFORMATION

<table>
<thead>
<tr>
<th>Contract #:</th>
<th>SI036</th>
</tr>
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<tbody>
<tr>
<td>Legal Entity:</td>
<td>Child Care Resource Center, Inc.</td>
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<tr>
<td>Dept./Division:</td>
<td>Research Department</td>
</tr>
<tr>
<td>Project Name:</td>
<td>California Emergency Child Care Bridge Evaluation</td>
</tr>
</tbody>
</table>
| Address: | 20001 Prairie Street  
Chatsworth, CA 91311 |
| Phone #: | 818.717.1000 |
| Website: | www.ccrcca.org |
| Fax #: | |
| Program Site Address: | 20001 Prairie Street  
Chatsworth, CA 91311 |
| Client Referral Phone #: | |
| No additional sites | |

## CONTACT INFORMATION

### SIGNING AUTHORITY/ CONTRACT REPRESENTATIVE

| Name: | Dr. Michael Olenick |
| Title: | President & CEO |
| Address: | 20001 Prairie Street  
Chatsworth, CA 91311 |
| Direct Phone #: | 818.717.1010 |
| Fax #: | |
| E-Mail: | molenick@ccrcca.org |

### CONTRACT REPRESENTATIVE

| Name: | Dr. Susan Savage |
| Title: | Research Director |
| Address: | 20001 Prairie Street  
Chatsworth, CA 91311 |
| Direct Phone #: | 818.717.1040 |
| Fax #: | |
| E-Mail: | ssavage@ccrcca.org |

### PROGRAM CONTACT

| Name: | Andria Zaverl |
| Title: | Research Manager |
| Address: | 20001 Prairie Street  
Chatsworth, CA 91311 |
| Direct Phone #: | 818.717.1000, x8102 |
| Fax #: | |
| E-Mail: | azaverl@ccrcca.org |

### FISCAL CONTACT

| Name: | Jennifer Patricio |
| Title: | Finance Manager |
| Address: | 20001 Prairie Street |
| Direct Phone #: | 818.717.1024 |
Program Outline Document 2020-2021

Chatsworth, CA 91311

E-Mail: jpatricio@ccrcca.org

Fax #: 818.717.9172

ADDITIONAL CONTACT (Describe): Choose an item.
Name: ___________________________ Title: ___________________________
Address: For Staff Analyst use only. No mail will be sent to this contact. Direct Phone #: ___________________________
Fax #: ___________________________
E-Mail: ___________________________

PROGRAM INFORMATION

TYPE OF AGENCY
☐ Educational Institution Describe: Choose an item.
☐ Government Agency Describe: Choose an item.
☐ Private Entity/Institution Describe: Choose an item.
☒ Community-Based Describe: Non Profit

PROGRAM DESCRIPTION
An evaluation of trauma-informed care training and coaching of child care providers through the Bridge Program. CCRC will evaluate implementation and results of this program for providers, families, and children using survey and Key Informant Interview (KII) methods of data collection.

COMMISSION LEVEL OUTCOMES

Strategic Priority Area: Quality Early Learning
Children birth through age 5 benefit from high quality early childhood care and education, family engagement, and support that prepares all children to reach their optimal potential in school and life.

Investment Areas:
Supportive Strategies: Research and Evaluation, Policy, Communications, Advocacy, Countywide collaboration, Statewide/First 5 Network Efforts.

ASSIGNED ANALYST: Tania Offerrall

CONTRACT AMOUNT

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<tr>
<th>Fiscal Year</th>
<th>Amount</th>
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<tr>
<td>2020-2021</td>
<td>$80,771</td>
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<tr>
<td>2021-2022</td>
<td>$69,229</td>
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<td>Total</td>
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