

## 5. SECTION B - SCOPE OF SERVICES:

### 5.1. Background

The County, through its Department of Health and Human Services (DHHS), has provided a residential facility for domestic violence (partner abuse) victims/survivors and their children since 1979. In 2000, the County built a large 18-bedroom facility, known as the Betty Ann Krahnke Center (the Center), to provide greater opportunity for domestic violence victims to secure immediate safety and the opportunity to establish safer living arrangements and lifestyles free from abuse for themselves and their children. The Center also provides services to sexual assault and human trafficking victims as needed. The Center is primarily an emergency, short-term placement facility for domestic violence victims and their children. It is managed under the direction of DHHS, Abused Persons Program (APP).

The County seeks an experienced and qualified entity to provide a comprehensive program of crisis residential assistance and counseling services primarily to victims of domestic abuse and sexual assault, and sometimes to trafficking victims, and their dependent children. The Contractor will be responsible for providing services for not more than sixty (60) residents at any given time. "Clients" are adults (over 16 years of age and emancipated) who reside in the County, and are victims of domestic abuse, sexual assault, and human trafficking. "Residents" are defined as Clients and their dependent children. Operation of the Center will require a significant level of crisis intervention, safety planning, case management services and victim advocacy services as well as supportive counseling with an emphasis on trauma reduction, personal empowerment and securing safe living alternatives.

### 5.2. Intent

5.2.1. The purpose of this Request for Proposal (RFP) is to contract with one qualified Offeror, herein after referred to as 'Contractor', to provide comprehensive services at the Center, a 24-hour emergency shelter for Clients and their children.

5.2.2. The total estimated FY26 compensation for the contract resulting from this RFP is approximately \$1,819,311.22. This amount is an estimate only and the County makes no guarantee of a specific compensation amount. All compensation payable under any contract resulting from this solicitation is subject to and contingent upon the County's appropriation and encumbrance of funding for this program described in this solicitation.

5.2.3. Contractors may submit joint proposals and/or include subcontractors in their proposal. Joint proposals must reflect formal commitments between/among the identified parties and indicate which party will be the primary contact for this solicitation as well as any potential resulting contract. If the Contractor proposes to supply any subcontractors to provide certain program services, the Contractor must indicate the name(s) of any subcontractors and provide a plan for how any subcontractors will be utilized. Subcontractors and their roles must be identified in the proposal, including a description of how services will be delivered. If utilizing a subcontractor, Contractors are encouraged to include Letters of Intent in their proposals. The County will contract with the lead organization who will be responsible for the subcontractor's/partner's work. All subcontractors are subject to County review and approval.

### 5.3. Scope of Services/Specifications/Work Statement

5.3.1. The Contractor must operate the comprehensive program of crisis residential assistance and counseling services described in this RFP at the Center.

5.3.2. Clients will be referred and pre-authorized through the County's 24-hour Crisis Center and Trauma Services Program. The County will screen Clients for basic eligibility for the residential service and develop an immediate placement contract with each eligible Client to make

expectations clear. The Contractor must provide the County with a referral disposition indicating acceptance or rejection to the center within 15-30 minutes of referral. Once the Client is admitted, the Contractor will have an additional three (3) days to further assess the eligibility and appropriateness of any Client placement at the Center. The County coordinates placements at the Center or other locations when immediate placement at the Center is unavailable."

5.3.3. Through the Operation of the Center, the Contractor must:

- 5.3.3.1. Provide immediate, safe, and culturally sensitive emergency residential services to Clients who have no other available "safe place" to reside when fleeing abuse, recovering from the impact of physically abusive home conditions by intimate partners, or while seeking shelter from human trafficking.
- 5.3.3.2. Provide and/or arrange access to a network of crisis and supportive services to enable Clients to secure immediate life-needs and resolve acute distress related to physical abuse;
- 5.3.3.3. Provide a trauma-informed environment which affords Residents an opportunity for a restorative experience and interpersonal skills-building through a milieu approach which utilizes all levels of staff and daily household duties and clinical interventions including individual and group activities to promote personal growth, trauma reduction and self-esteem building; and,
- 5.3.3.4. Provide the initiation of longer-term, self-sufficiency planning, apart from the abusive partner, beyond the Client's 60-day emergency stay at the Center.

5.3.4. Upon referral by the County, the Contractor must:

- 5.3.4.1. Provide each new Client with an initial assessment from a case manager, licensed therapist or Clinical Director that includes an initial safety plan and preliminary service plan agreed to by the Client within three (3) business days of admission. During this assessment, if there are any concerns about the eligibility or appropriateness of the Client placed in the shelter, the Contractor's Clinical Director or designee (such as the therapist) must consult with the screening/placing agency (the Crisis Center or Trauma Services) to request that the Client be discharged from the program back to the County for a different disposition. Such situations must be handled during normal business hours (Monday through Friday 9:00 AM-5:00 PM). Disagreement over such admissions between the Contractor and the County must be brought to the attention of the County-designated Program Monitor and must be resolved in collaboration with the referring County staff or program. For such cases that become urgent or for emergencies that arise outside of regular business hours, the Crisis Center will make an alternative plan for the Client by the next business day. When an agreement is not reached, the Contractor must document in writing the basis of the disagreement and must submit it to the Program Monitor. If the Contractor determines that a Client is a danger to herself or to others, the Contractor may request an alternative placement for the Client from the County within 24 hours of placement at the Center. The County reserves the right to make the final decision regarding all Client admissions.
- 5.3.4.2. Review legal options and alternative living arrangements available to the Client on the first business day after admission with the Client being assisted to take the necessary legal options, the Client may choose as rapidly as possible. A Trauma Services Victim Advocate is available to consult in this process.
- 5.3.4.3. Within one week (5 business days) the licensed therapist must complete a full comprehensive biopsychosocial assessment and complete a comprehensive client-centered service plan.

- 5.3.4.4. Submit to the Program Monitor requests for approval of any additional weeks of services before the resident may continue in the shelter program after the initial emergency period of 60-days.
  - 5.3.4.5. Provide child and family therapy expertise as part of the clinical staffing complement to address issues of the impact of abuse on children who have witnessed domestic violence. The Contractor must use the Standards of Clinical Practice set by the field for this service, including child and family assessment, parent counseling and counseling for children exposed to domestic violence. The Contractor's licensed therapist must assess the effects of domestic violence on the child and the child/parent relationship and develop a plan for services at the Center and/or by appropriate referral.
  - 5.3.4.6. The Contractor must provide training for Clients on ways to discipline without being abusive. The Contractor must also provide group and/or individual counseling focusing on victim recovery and identity development beyond victimization and ongoing life planning.
- 5.3.5. The Contractor's program of services must include the following services:
- 5.3.5.1. The Contractor must provide emergency residential services for up to 60 days for Clients and their dependent children who are fleeing an abusive living situation, seeking safety, and who agree to cooperate with the Center's program requirements. Depending on funding and space availability, the Contractor must provide services for up to an additional fifteen (15) days of care to some residents who have a verifiable plan to secure independent living separate from the abusive partner or ex-partner and who have demonstrated continuing cooperation with the Center's progressively responsible and self-sufficient living arrangements within the Center. Such extensions must be approved by the County;
  - 5.3.5.2. The Contractor must develop an active short-term counseling and case management approach which focuses on Client safety through available legal measures and safety planning classes along with daily assistance on locating employment, financial and housing resources so that Clients can secure alternative accommodations or return to their previous residences with a viable safety plan. The Contractor must conduct all case management and counseling assistance utilizing short-term methodologies which start with discharge planning as soon as the Client enters the residence, enabling the Client to move on within the brief time frame of the shelter stay;
  - 5.3.5.3. Licensed therapists provided by the Contractor must meet with adult Clients a minimum of two times per week during their shelter stay to provide appropriate crisis intervention and counseling, engage the Client in services and integrate and coordinate all services with the Client.
  - 5.3.5.4. The Contractor must provide weekly support groups led by a licensed therapist as well as scheduled house meetings and/or other educational and counseling group sessions held several times each week. The Contractor must provide staff as appropriate and as frequently as necessary to meet with Clients to coordinate and assist with case management activities such as employment and housing searches. The Contractor must:
    - a) review and update comprehensive service plan for each Client by the 10th day of shelter stay based on eligibility for services and benefits that each Client is entitled to (e.g., food stamps, Temporary Cash Assistance (TCA), Medical Assistance, childcare vouchers and other benefits);
    - b) complete the Homeless Assessment Tool by the 10th day of shelter stay and the Vulnerability Index and Service Prioritization Decision Assistance Tool (VI-SPDAT [for singles and families]) by the 10th day of shelter stay. This will be

- done for those Clients who want to apply and/or give their consent to apply for the available housing options they may be eligible for in the County;
- c) review on a weekly basis with the Clients the progress made towards their service plan goals and if barriers are encountered engage in discussion of possible alternatives and solutions to moving towards a more realistic goal;
  - d) by the 45th day of shelter stay the Contractor's Clinical Director or licensed therapist must determine the viability of a post-shelter or other plan to ensure smooth discharge at the 60th day of stay at the Center;
  - e) verify as viable any alternative housing plans such as potential alternatives of staying with friends, neighbors and families in order to ensure a smooth discharge at the 60th day of shelter stay. The Contractor must alert the Center's Clinical Director and Program Monitor if there is no viable post-shelter housing option. Trauma Services Program Monitor together with the Center's Clinical Director will discuss options, including alerting the Crisis Center of the discharge as well as Emergency Services;
  - f) coordinate with Trauma Services to verify Clients' eligibility for benefits;
  - g) must attend the County's meetings for homeless singles and families along with other relevant staff members; and
  - h) perform administrative duties such as writing of shift and progress notes, collecting statistical data, outcome measures, Client satisfaction surveys and preparation of incident reports.

5.3.5.5. The Contractor must provide case management and supportive services to the Clients as needed 24 hours a day, seven days a week to include but not be limited to:

- a) admission and discharge services at the Center as directed or approved by the County;
- b) assuming responsibility for the welfare and safety of each Client by monitoring, supervising and as needed, guiding the activities in the residence;
- c) providing supportive assistance to Clients in developing life skills (such assistance must be identified in each Client's individual service plan);
- d) assisting Clients with tasks of daily living and concrete problems, such as housing, employment and childcare;
- e) assisting parent Clients with conducting age-appropriate children's recreational activities; and
- f) providing and maintaining Clients' access to their needed prescription and/or non-prescription medications as ordered by the prescribing physicians or for symptom relief.

5.3.5.6. The Contractor must provide planning and preparation of hot and cold meals (three times a day, seven days a week) and snacks for residents. The Contractor must plan meals consistent with good nutritional standards and practices.

5.3.5.7. The Contractor must provide daily Client transportation to destinations including, but not limited to, court, medical appointments, social service, and housing agencies and to pick up Client's belongings that were left behind with Police/Sheriff's Office escort to maximize everyone's safety. The Contractor must provide a vehicle and driver, funds for use of taxi cabs or public transportation, or a combination thereof.

5.3.5.8. At times, the Contractor's clinical staff will be expected to attend County meetings held on behalf of the Clients. If the Contractor's clinical staff is not able to attend such meetings, the Contractor must arrange for information to be shared between agencies.

#### 5.4. Contractor's Qualifications/Staffing

Under Federal and State law, all members of the Contractor's workforce, who will be working in the Center must undergo a criminal background check, including fingerprinting and provide reports to the County's Program Monitor indicating completion of background checks. Copies of actual/detailed background checks and reports are not to be submitted to the County. Staffing structure must at a minimum include the following:

- 5.4.1. The Contractor must employ a Clinical Director to provide overall clinical direction to the residential program, to coordinate the provision of services under the resulting Contract and to ensure quality control. The Clinical Director must be responsible for the training and/or supervision of all licensed therapists and case management staff and for the coordination of clinical/case management service needs of residents, ensuring maintenance of a therapeutic milieu approach in the Center and ensuring that the residential programs are designed and conducted according to County guidelines (provided by the County) in the atmosphere of victim empowerment. The Clinical Director must:
  - 5.4.1.1. have a minimum of two (2) years of relevant clinical/clinical supervision experience, including a minimum of one (1) year of which should be in partner abuse/domestic violence. The Clinical Director must possess a Master's degree in psychology, social work, or counseling and a Maryland license at the independent clinical practitioner level;
  - 5.4.1.2. supervise the Contractor's Residential Services Coordinator;
  - 5.4.1.3. supervise the licensed therapists, case managers and Client assistants;
  - 5.4.1.4. function as the chief liaison between the Contractor and the County; and,
  - 5.4.1.5. participate as deemed appropriate by the County in community events or efforts in the field of domestic violence.
- 5.4.2. The Contractor must employ a Residential Services Coordinator to oversee the Center and to schedule and supervise the support staff. The Residential Services Coordinator must:
  - 5.4.2.1. possess a minimum of a bachelor's degree in social work, counseling, psychology or a closely related field (Social Science, Sociology, Public Administration, Mental Health, Criminal Justice), with a minimum of one year of relevant residential facility experience;
  - 5.4.2.2. serve as the contact person for Facility Maintenance to the Department of General Services (DGS);
  - 5.4.2.3. provide oversight of supplies, food and other purchases;
  - 5.4.2.4. supervise the lead Client assistants and the facilities support staff;
  - 5.4.2.5. provide oversight to residential programming and timely service delivery; and,
  - 5.4.2.6. as delegated by the Clinical Director, provide quantitative and evaluative reports to the County regarding service delivery, Client population issues related to the clinical programming/clinical treatment models and staff outcome/output data.
- 5.4.3. The Contractor must provide a sufficient number of licensed therapists, with a ratio of one (1) Full Time Equivalent (FTE) per twenty (20) adult Clients, to provide counseling and case management services for Clients, to include adult and child clinical assessment, trauma recovery, trauma focused individual and group counseling and oversight of all Client case management needs. The licensed therapists must possess a minimum of a Master's degree in psychology, social work or a counseling field and a Maryland license at the graduate level.
  - 5.4.3.1. The Contractor must also make these services available in Spanish and in other languages as dictated by Client need. The Contractor must have a plan to provide services to Limited English Proficiency (LEP) Clients including utilizing the Language Line, volunteer language bank, interpreters etc., or any other County resources.
  - 5.4.3.2. Licensed Therapists staffing need is anticipated at a ratio of up to one (1) FTE per twenty (20) adult Clients, in order to provide sufficient individual, child and/or family and group

counseling to Clients each week. At least one (1) licensed therapist must have expertise in Child and Family Therapy. The Contractor must provide guidance to its staff in understanding Clients' psychological needs and the impact of victimization. The licensed therapists must utilize the case managers to aid them in implementing the case management plans. The Contractor must provide child and family therapy expertise as part of the clinical staffing complement to address issues of the impact of abuse on children who have witnessed domestic violence.

5.4.4. The Contractor must provide a sufficient number of Client Assistants, with a ratio of three (3) FTE per 60 Clients, to function as shift change persons on designated day, evening and weekend shifts upon approval by the County. These senior staff members will coordinate activities and assist Clients with daily living tasks and/or concrete service plans to ensure safety, cleanliness, and order in the Center. Staff paid for by this contract must be available onsite at the Center a minimum of 75% of their scheduled time excluding pre-approved sick and annual leave or other approved leave. Client Assistants provided by the Contractor must:

- 5.4.4.1. assist the licensed therapists who provide the lead in these functions.
- 5.4.4.2. must work during daytime (8am to 5pm) and early evening (5pm to 7 pm) hours and must function as the lead staff interacting with the Clients in the shelter milieu;
- 5.4.4.3. assist with admission and discharge of residents;
- 5.4.4.4. supportive problem solving;
- 5.4.4.5. leadership of support groups which focus on basic domestic violence dynamics and consciousness raising and provision of adult activities; and,
- 5.4.4.6. be responsive to moment-to-moment Client needs and linkage between the licensed therapists and residential support staff;
- 5.4.4.7. coordinate activities and to assist residents with daily living tasks and/or concrete service plans, ensuring safety, cleanliness and order in the Center; and
- 5.4.4.8. function as charge person when two such staff members are assigned to a shift.

5.4.5. The Contractor must provide a sufficient number of case managers, with a ratio of one (1) FTE per 20 Clients, to assist in providing case management services, urgent safety planning and legal option advice and in helping Clients utilize community resources under the direction of the licensed therapists.

5.4.6. The Contractor must provide staff coordination of children's activities and provide professional staff to offer childcare services during daytime hours to assist Clients who must attend appointments, court appearances, meetings, job searches, etc. Child Activities Coordinator provided by the Contractor must:

- 5.4.6.1. plan, coordinate and implement child and/or parent-child activities, special celebrations and training of support staff in age-appropriate activities (at least twice a day, seven days a week including special outdoor/indoor activities on the weekends);
- 5.4.6.2. possess a bachelor's degree in early childhood education or therapeutic recreation and two years of experience in a relevant program area; and,
- 5.4.6.3. provide a range of activities for children of all ages and must coordinate the service delivery among the support staff, volunteers and community partners for off-site activities.

5.4.7. Child Care Staff provided by the Contractor must:

- 5.4.7.1. comply with COMAR regulations 13A.16.08.03 on child care;

5.4.7.2. provide Child Care staff to supervise children in the absence of their parents during weekday business hours, using standard supervision ratios for childcare providers:

Child Age Group	Staff/Child Ratio	Maximum Group Size
Infants	1 to 3	6
1-2 years old	1 to 3	6
2 years old	1 to 6	12
3 or 4 years old	1 to 12	24
5 years and/or older	1 to 15	30

5.4.7.3. have CPR/AED and First Aid training and have a cleared background check on file.

5.4.8. Nursing and Health Maintenance Services provided by the Contractor must:

- 5.4.8.1. provide part-time licensed nursing services on-site at the Center a minimum of 16 to 20 hours per week, and must serve as a first-line consultant to staff in cases of illness and non-threatening injuries;
- 5.4.8.2. provide health assessments and communicable disease screening for all Center residents;
- 5.4.8.3. provide evaluation of physical injuries and referral to appropriate medical services;
- 5.4.8.4. provide maintenance and supervision of Client medications, medicine log, and first aid kit;
- 5.4.8.5. provide training of residents and the Contractor's staff in basic hygiene and other health care practices such as prevention of sexually transmitted diseases, family planning, nutrition, etc.; and,
- 5.4.8.6. provide training of residents and the Contractor's staff in prevention of communicable disease including the use of universal precautions and healthy childcare practices.

5.4.9. Volunteer/Student Services (not required by the County) - If provided by the Contractor, must:

- 5.4.9.1. provide coordination of volunteer/student services; and,
- 5.4.9.2. provide recruitment, background screening, training, placement, and supervision of volunteers (and, if possible, students) throughout the Center to augment other residential service functions, especially in areas such as domestic violence education and life skills training, child activities, transportation assistance, court companionship and general administrative assistance. This function may be delegated by the Residential Services Coordinator and shared among several staff members.

5.4.10. Administrative Staff

- 5.4.10.1. Receptionist/Office Support Staff provided by the Contractor must provide administrative assistant services on business days to answer phones at the Center and provide general office support such as typing, copying, assisting Center staff with computerized Client rosters and other databases, statistical reports, fee payment records and case files.
- 5.4.10.2. Food Service Manager provided by the Contractor must employ one (1) FTE staff member who has a food service manager certification.

## 5.5. Administrative and Quality Assurance Requirements

### 5.5.1. Facilities Management

#### 5.5.1.1. Facilities Operations

- a) The Contractor must operate and maintain the Center in a healthful and safe manner 24 hours per day, seven days per week. The Center is owned by the County and maintained by the County's DGS. Within 30 days of contract execution, the Contractor must sign a Space License Agreement (Attachment G) with the County through DGS. Any repair and maintenance work performed at the Center by the County in relation to this Contract is subject to funding availability. Responsibilities of the County with regard to the Center's maintenance are listed in the Space License Agreement (Attachment G)
- b) The Contractor must provide daily cleaning and maintenance of the Center, to include but not be limited to:
  - i. vacuuming, sweeping and wet mopping the floors;
  - ii. disposing of trash and garbage;
  - iii. cleaning tabletops, stoves, and kitchen counters;
  - iv. disinfecting beds after Client discharge;
  - v. sanitizing toys; and,
  - vi. inspecting rooms for orderliness and prohibited items.
- c) The County will provide for routine cleaning of the exhaust and grease trap in the kitchen;
- d) The Contractor must provide for the deep cleaning of walls, carpets, upholstery, and cabinets as needed but no less than quarterly, must provide outdoor cleaning and equipment maintenance, and must provide for supervised self-help and/or laundry service for sanitizing bedding linens cleaning of blankets, sheets, and towels; and,
- e) The Contractor must also have a capacity for emergency cleaning of blood and other bodily fluids from floors and other surfaces and must follow universal precautions in this regard.

#### 5.5.1.2. Facilities Safety and Security Protocols

Contractor must ensure that Clients/residents adhere to the following safety and security protocols:

- a) Clients residing at the shelter must obey an 11:00 p.m. nightly curfew before the Security personnel sets the alarms at midnight.
- b) Residents of the Center must sign in and out upon exiting and returning to the Center.
- c) Residents who leave the shelter without the Center staff approval and have no contact with the Center staff for forty-eight hours (48) will forfeit their beds and be discharged from the Center.
- d) Deliveries of any food items is not permitted at the Center for residents, staff or security personnel to ensure confidentiality of the location.
- e) To ensure safety of all residents, only County contracted licensed Taxi companies are used to transport Clients/residents.
- f) Clients must not be allowed to smoke or loiter in the front of the Center. The Clients must utilize the designated smoking area.

### 5.5.2. Personnel Management

#### 5.5.2.1. Personnel Manual

The Contractor must create and maintain a personnel manual which identifies the various job descriptions and personnel regulations required by the Contractor, including



benefits, supervision, termination policies and grievance procedures for employees within 60 days of execution of the resulting contract from this solicitation.

5.5.2.2. Recruitment

The Contractor must recruit, select and supervise a sufficient number of qualified individuals to provide the range of voluntary, paraprofessional and professional service functions required by the County for the delivery of services described in this RFP, including the daily upkeep of the Center. The Contractor must strive to recruit a number of employees with Spanish and other language capabilities in order to serve the diverse population of Clients at the Center.

5.5.2.3. Minimum Requirements

The Contractor must ensure that all staff providing services under this Contract, both voluntary and employed, meet the minimum requirements for the position they occupy as stated in 5.4. Contractor Qualifications/Staffing in this RFP or as required by law, rule or regulation, are free of illegal drugs and abuse of alcohol, are free of domestic abuse in their own relationships for at least one year and are fully able to perform all required duties as described.

5.5.2.4. Background Checks

The Contractor must comply with Department of Health and Human Services Background Clearance Policy requirements for staff as stated in the link listed below. At a minimum, any and all staff and volunteers having unsupervised contact with a vulnerable population, including children and/or the elderly, must be appropriately screened prior to providing services under this Contract. The Contractor must check the link for updates to the policy. The Background Check Policy is located here: <http://www.montgomerycountymd.gov/HHS/DoingBuswDHHS.html>

5.5.2.5. Training

The Contractor must provide orientation and training (by itself or through programs available elsewhere) to its personnel as appropriate for each level of staff to include the following:

- a) goals of the Contractor's crisis residential program and related policies and procedures;
- b) a comprehensive orientation for all employees which includes training in roles and responsibilities for all staff in addition to training in emergency procedures and the use of all security features;
- c) all safety aspects for both residents and staff managing the Center;
- d) victimization of women and clinical empowerment approaches to overcoming its traumatizing impact on victims;
- e) the County's network of services available to assist domestic abuse victims, domestic abuse offenders and children who witness domestic abuse;
- f) crisis intervention and brief counseling skills for de-escalating and focusing Clients towards constructive behavior/attitudes; and
- g) cardio-pulmonary resuscitation (CPR) and first aid training, universal health precautions for contagious disease prevention and maintenance of safety for residents.

5.5.2.6. Staffing Complement

The Contractor must maintain and have available for the County's review upon request, a roster of all employed individuals, their resumes, current licenses, work schedules and evidence of completion of training related to maintaining employment with the Contractor. Upon written notification by the County, the Contractor must replace any

unqualified or unsatisfactory personnel the County finds to be unqualified or performing in an unsatisfactory manner from performing services under a contract resulting from this RFP.

### 5.5.3. General Operations

- 5.5.3.1. Before execution of a Contract resulting from this RFP, the County will provide sufficient equipment and furniture for operation of the Center under this Contract. The Contractor must counter-sign with the County an inventory of equipment and supplies provided by the County at the Center. This inventory must indicate which items must be maintained or replaced by the Contractor, and which items must be replaced or maintained by the County.
- 5.5.3.2. The Contractor must abide by all applicable Federal, State, and local labor laws and regulations, and all applicable Federal, State and local tax laws and regulations related to the work performed under the Contract resulting from this RFP. This must include the maintenance by the Contractor of all applicable County and State health regulations regarding operation of all food delivery facilities located onsite. The Contractor must display a current license issued by the County indicating compliance with all food handling regulations applicable in Montgomery County.
- 5.5.3.3. The Contractor must allow the County's Trauma Services Program access to the Center for utilization of the administrative and other common areas within the Center on a scheduled basis for Client and community meetings, group services and other activities determined by the County.
- 5.5.3.4. All publications by the Contractor concerning the Center must follow a template provided by the County and state that the shelter is funded by Montgomery County and must refer to all Trauma Services Program services.
- 5.5.3.5. Through the Trauma Services program and/or independently, the Contractor must develop a relationship with the community of agencies working against domestic violence in the County and in the State, such as the Maryland Network against Domestic Violence.
- 5.5.3.6. Ensure that all the Center staff and residents are trained in the proper safety and security protocols listed in the Facility Management manual.
- 5.5.3.7. The Contractor must place special focus upon providing information to Clients regarding safety issues. Administrative Discharges are to proceed in a fair and clinically appropriate manner and must be reviewed with the County in advance of action being taken to terminate the Client from the Center.
- 5.5.3.8. Behavioral Health and Crisis Services in the DHHS has adopted the National Standards for Culturally and Linguistically Appropriate Services (CLAS) in Health and Health Care. CLAS standards are a comprehensive series of guidelines that inform, guide, and facilitate practices related to culturally and linguistically appropriate health services. The Contractor must adhere to CLAS in the provision of services under this Contract. For more information about CLAS please see: <https://thinkculturalhealth.hhs.gov/clas>
- 5.5.3.9. The Contractor must comply with all Federal, State and local laws and regulations governing privacy and the protection of health information, including but not limited to, the Health Insurance Portability and Accountability Act. The Contractor must also sign a

Business Associate Agreement (Attachment E) with the County prior to execution of this Contract and must comply with the provisions in the attached Business Associate Agreement.

#### 5.5.4. Policies and Procedures

##### 5.5.4.1. Management Manual

The Contractor must provide, within 30 days of execution of a contract resulting from this solicitation, a Facilities Management Manual, subject to the County's approval, that must be available and followed by all Contractor employees and provided to the County upon request. The manual must contain the following:

- a) a process for the daytime and evening admission placement seven days a week as specified by the County, and orientation and supervision of all residents 24 hours a day;
- b) a provision for identifying and directing all safety features of the Center, including procedures for responding to Client and personnel safety emergencies such as medical emergencies and procedures for reporting emergency/crisis situations;
- c) a procedure for documenting critical incidents (such as medical emergencies or altercations between Clients) in a format approved by the County and for submitting reports to the County within 48 hours of an incident;
- d) a policy and procedure for handling formal Client grievances for Clients to utilize when they believe an unfair requirement, restriction, or denial of service is being placed on them. Additionally, the manual must list policies and procedures regarding the review process with the County as appropriate and forwarding unresolved grievances to the County within 48 hours of final disposition by the Contractor;
- e) a plan, to be approved by the County, to maintain an internal quality review system that includes monitoring of the customer satisfaction survey (administered at least at termination of services) and a mechanism for addressing Client complaints, resolving grievances of Clients and employees, and taking corrective action following serious incidents;
- f) The Facilities Management Manual also must require that the Contractor post the following notice in at least one prominent place in the Center:
  - a. "Betty Ann Krahnke Center Accountability Pledge: The Trauma Services Program and the Betty Ann Krahnke Center are committed to excellent service to families. We welcome suggestions and invite prompt requests for handling any problems or complaints residents may have." [This statement must be followed by the names and telephone numbers of the Shelter Director, Shelter Program Monitor, and the Trauma Services Program Manager.];
- g) a provision for the delivery of the routine meal and snack services seven days a week according to the nutritional standards established by the County's Public Health Services;
- h) a provision for the appropriate daily care of the telephone, computers, printers, FAX machines and other communication services within the Center;
- i) a provision restricting the use of the Center communication services to County business only;
- j) a provision relating to the availability of supplies for Client use, such as diapers, personal care products, equipment on loan to residents, donated items, etc.;
- k) a provision for the use and routine cleaning of equipment by Clients and staff, including kitchen, laundry service, childcare and outdoor equipment as well as a

provision for routine weekly checks of all outdoor play equipment for safety purposes;

- l) a provision for the routine and deep cleaning inside and outside of the Center including a hazardous cleaning provision for toxic or high-risk situations. These provisions must include universal precautions for contagious disease and removal of body wastes in a universally safe manner;
- m) a provision for the repair or replacement of equipment and furniture;
- n) a provision for Client requirements for maintaining clean and orderly rooms and for routine room inspections;
- o) a provision for maintaining weekly activity schedules for Clients;
- p) a procedure for the registration and attendance of child residents either in local schools or if chosen in their home school, and;
- q) a provision for responding to instances of inappropriate or violent behavior by Clients, including acts of sexual abuse and sexual assault.

- 5.5.4.2. The Contractor, within 10 days of execution of the Contract resulting from this RFP, must meet with County representatives to plan for the Contractor's assumption of services under the contract. The Contractor must follow all applicable laws and regulations for the delivery of victim services and psychotherapy.
- 5.5.4.3. The Contractor must develop and implement a written Policies and Procedures Manual, subject to approval by the County, for supervising the residents on a 24-hour a day basis. The Contractor must complete and submit this manual to the County within 30 days of execution of this Contract.
- 5.5.4.4. The Contractor must ensure that residents with disabilities can participate in, and benefit from all of the programs and services provided through the contract resulting from this RFP.
- 5.5.4.5. The Contractor must work collaboratively with and meet with a designated County representative on an established schedule to review Center concerns, Client service plans, intervention methodologies, operating issues, service coordination and other matters relevant to the delivery of domestic violence services. The Contractor may consult with the County as needed and the County may participate in case consultations and program/staff meetings as appropriate.
- 5.5.4.6. Policy or Requirement for Service Intervention Methodology:  
The Contractor must meet County standards and COMAR §01.04.01 related to domestic violence service provision. The Contractor must follow state licensing requirements/guidelines that govern practice of social workers, psychologists and/or counselors and all other professional staff employed to provide services under the contract resulting from this RFP.
- 5.5.4.7. Policy or Requirement for Short-Term Service Planning:  
The Contractor must develop an active short-term service plan utilizing counseling and case management approach which focuses on Client safety through available legal measures and safety planning classes along with daily assistance on locating employment, financial and housing resources so that Clients can secure alternative accommodations or return to their previous residences with a viable safety plan. The Contractor must conduct all case management and counseling assistance utilizing short-term methodologies which start with discharge planning as soon as the Client enters the residence, enabling the Client to move on within the brief time frame of the shelter stay.

## 5.5.4.8. Residents Admission and Discharge Packet

The Contractor must provide a Resident Admissions and Discharge Packet, approved and reviewed by the County, which must include an admissions statement for each Client's signature to indicate their agreement to cooperate with all program and facility requirements. All procedures and forms in this packet must be written in brief, clear, easily understandable language and must be available in Spanish and alternate formats (to comply with ADA requirements) as needed. The Contractor's intake staff, and ongoing licensed therapist or case manager must explain and discuss these policies and procedures with each new Client. The Resident Admissions and Discharge Packet must include a policy which:

- a) explains the nature of the clinical/residential program, its objectives towards stopping domestic abuse and its expectations for Client participation both in the therapeutic and milieu components of the program;
- b) describes the community living rules at the Center, including safety and personal conduct for each Client which prohibits abusive language and abusive behavior towards staff and other Clients;
- c) prohibits the use of alcoholic beverages and non-prescription drugs, as well as the possession of any weapon within the Center. Any Client observed to have questionable conduct in these areas must be re-evaluated by the Contractor for appropriateness in order to receive ongoing services at the Center;
- d) instructs Clients to sign-in and-out of the Center on a daily basis; instruct Clients that they must get permission if they intend to be absent from the Center overnight; instructs Clients that they may forfeit their beds if they stay out of the shelter for 48-hours without proper permission; and instructs Clients about the 11 p.m. curfew;
- e) states that Clients must enter into a contractual plan of service with their assigned licensed therapist which requires cooperation of the Client in some progressively tangible activity each week (i.e., work on discreet goals/activities such as those related to housing, employment or counseling) to improve self-sufficiency, stop the domestic violence and restore autonomy;
- f) states that Clients must actively apply for appropriate financial, supportive assistance, alternative housing and legal protection relief available for their specific situations in order to move towards safety and self-sufficiency with the understanding that the case management and discharge planning will start at their intake evaluation and continue progressively throughout their stay in the Center;
- g) maintains a "violence-and abuse-free atmosphere" of cooperation within the Center;
- h) provides for parental approval for formal childcare by contractor and informal childcare provided by other residents in the Center;
- i) informs Clients of the expectations for each of them in maintaining a clean and orderly environment at the Center.
- j) includes Notices of Confidentiality and informed consent policies governing services (these may be identical to those used by the County's Trauma Services Program), including informing Clients that, in order to provide integrated and comprehensive services, the Contractor staff members share all information concerning a resident's situation with each other and with the County's Trauma Services Program;
- k) explains the use of the Center by Clients, including: general facility schedules, designation of non-smoking areas, use of outdoor areas, kitchen privileges, visitation times, procedures, and locations, childcare provisions, security

- regulations, use of phones and laundry, availability of public transportation services near the Center, and maps to major facilities utilized by Clients including schools, human service providers, and recreational facilities;
- l) states that the Contractor's nurse will review all prescription and over-the-counter medications. These medications must be locked in a cabinet in the administrative area of the Center to assure safe and healthy medication management. The Contractor must provide procedures for staff to make medications available to Clients for self-administration at required times;
  - m) provides a schedule of activities and requirements for Client participation, meals, and transportation throughout the week;
  - n) describes the guidelines regarding restrictions, warnings and ultimate termination resulting from Client violations of Center requirements;
  - o) includes Client grievance policies and procedures, including relevant phone numbers and/or other means to contact responsible Contractor and County staff and posting such information in a prominent place in the residence;
  - p) terminates Client residency both voluntarily and involuntarily, and arranges for continuing service through other providers and other services available within the Center and elsewhere;
  - q) establishes the roles of the Contractor's staff, and specifying what Clients should expect from individuals in each position;
  - r) provides information about school attendance for children while residing at the Center, and explains how transportation to school is provided;
  - s) addresses what Clients should do in the case of an emergency;
  - t) sets up a mechanism for Clients to provide suggestions or input about the Center or staff; and,
  - u) provides for urine screening of adult Clients for substance abuse only for those Clients that are deemed to benefit from this intervention for the purposes of assisting Clients in moving towards their own goals.

## 5.6. Records and Reports

5.6.1. The Contractor must maintain Client records according to County requirements and must store them in a secured, non-public area to assure Client confidentiality of private communication. All files and Client records remain property of the County and must be archived in the County archives when space limitations require. All levels of the Contractor's staff must be fully trained in confidentiality requirements.

5.6.2. These reports must provide to the County, monthly operational reports and statistics required by the County by the 15th business day of the following month and accompany the invoice in a format approved by the County, which may include an electronic format. This report must accompany the monthly invoice and include but not be limited to:

- 5.6.2.1. number of unduplicated Clients receiving services for the month;
- 5.6.2.2. number of new Clients admitted to the program;
- 5.6.2.3. number of Clients discharged from the program; and,

5.6.3. The Contractor must collect data below from at least 85% of all Clients and provide a report every quarter to the County. This report must include the following:

- 5.6.3.1. Number of Clients in safe living dispositions at the time of discharge from the Center;
- 5.6.3.2. Client's improvement of knowledge of safety plan resources on the Trauma Services Residential Dispositions survey (Attachment F) requested by the Maryland Department of Human Resources collected at discharge from the Center;

- 5.6.3.3. Client progress as measured by the Domestic Violence Survivor Assessment or similar mechanism; and,
- 5.6.3.4. Child’s improvement in symptoms as measured on the Child Behavior Checklist (which can be found here : <https://health.maryland.gov/mmcp/epsdt/healthykids/Documents/PSC-Y%20Teen%20Screen.pdf> or another similar measure as a pre-and post-test for the child witnesses in individual and/or group counseling.

5.7. Performance Measures and Outcomes

5.7.1. The Contractor must develop and implement a mechanism to allow it to measure progress toward the County’s Performance Measures listed below, and to assess the quality of services provided. At a minimum, the Contractor must achieve the following outcomes:

- 5.7.1.1. 80% of Clients will move to safer dispositions at time of discharge from the Center,
- 5.7.1.2. Favorable results are received from a customer satisfaction survey administered by the Contractor upon Client discharge that includes the following:

How would you rate your recent experience with this program or service in each of the following areas:

	Very Satisfied	Satisfied	Not Satisfied	Very Unsatisfied	Don't Know/Not Applicable
Responsiveness/Timeliness					
Courtesy/Respect					
Overall experience					

5.7.1.3. Of the Clients surveyed, 80% will rate the Center favorably in the satisfaction survey.

6. SECTION C - PERFORMANCE PERIOD

6.1. TERM

The anticipated effective date of this Contract begins upon signature by the Director, Office of Procurement. The period in which the Contractor must perform all work under the Contract begins on the Contract’s effective date and ends on June 30, 2026.

Contractor must also perform all work in accordance with time periods stated in the Scope of Work. Before this term for performance ends, the Director, at his sole option, may (but is not required to) renew the term. The Contractor’s satisfactory performance does not guarantee renewal of the term. The Director may exercise this option to renew three (3) times for one year each.

6.2 PRICE ADJUSTMENTS

Prices are fixed for the first term of this Contract. For any renewal term of this Contract, a price increase may be allowed as follows:

- 6.2.1. If the County Council provides for an Inflationary Adjustment that applies to this Contract, the Contractor will receive the Inflationary Adjustment in the amount set forth by Council for the subject Fiscal Year. In this event, the Contractor may not seek any additional price increase(s) during the renewal term.