

**AMENDMENT #3
TO CONTRACT #2223.06
BETWEEN
COUNTY OF VENTURA
AND KIDS & FAMILIES TOGETHER
FOR
PARENT ADVOCATE SERVICES**

The County of Ventura (County) and Kids & Families Together (Contractor), hereby agree that the Contract previously entered into by the parties, also identified as County of Ventura Contract No. C2223.06, and amended effective July 1, 2023, and January 1, 2024, is further amended effective July 1, 2024, as follows:

1. The "Term" contained in the table on the first page of the Contract is amended by deleting "July 1, 2022-June 30, 2024", and replacing it with "July 1, 2022-December 31, 2024".
2. The "Contract Amount" contained in the table on the first page of the Contract is amended by deleting "\$305,000 for Fiscal Year July 1, 2022-June 30, 2023, and \$384,230 for Fiscal Year July 1, 2023-June 30, 2024" and replacing it with "\$305,000 for Fiscal Year July 1, 2022-June 30, 2023, \$311,956 for Fiscal Year July 1, 2023-June 30, 2024, and \$212,952 for the partial year of July 1, 2024-December 31, 2024".
3. Section 1. SERVICES TO BE PERFORMED BY CONTRACTOR. The first sentence is deleted and replaced with the following: "In consideration of the payments hereinafter set forth, Contractor will perform services for County in accordance with the terms, conditions and specifications set forth herein and in Exhibits A, A1, A2, B, B1, B2, C, C1, C2 and D to this Contract."
4. Section 2. PAYMENTS. The first sentence is deleted and replaced with the following: "In consideration of the services rendered in accordance with all applicable terms, conditions and specifications, County will make payment to Contractor in the manner specified in Exhibit A (Scope of Work), Exhibit A1 (Scope of Work for Fiscal Year 2023-2024) and Exhibit A2 (Scope of Work for Fiscal Year 2024-2025) and in accordance with the approved budgets for this Contract herein included as Exhibits B, B1 and B2."
5. Section 6. TERM. The first sentence is deleted and replaced with the following: "The term of this Contract is from July 1, 2022–December 31, 2024, subject to all terms and conditions set forth herein and subject to the appropriation of funds by the Board of Supervisors."
6. Section 26. EXHIBIT LIST. This section is amended by adding the following exhibits to the Exhibit List:
 - Exhibit A2-Scope of Work (for Fiscal Year 2024-2025)
 - Exhibit B2-Budget (for Fiscal Year 2024-2025)
 - Exhibit C2-Quarterly Performance Report (for Fiscal Year 2024-2025.)
7. Exhibit A2-Scope of Work (for Fiscal Year 2024-2025), attached hereto and incorporated by reference, is added to this Contract.
8. Exhibit B2-Budget (for Fiscal Year 2024-2025), attached hereto and incorporated by reference, is added to this Contract.
9. Exhibit C2-Quarterly Performance Report (for Fiscal Year 2024-2025), attached hereto and incorporated by reference, is added to this Contract.
10. All other terms and conditions of the Contract remain the same.

COUNTY OF VENTURA

Authorized Signature

Melissa Livingston
Printed Name

Director, Human Services Agency
Title

Date

KIDS & FAMILIES TOGETHER

Authorized Signature

David Friedlander
Printed Name

Executive Director
Title

Date

KIDS & FAMILIES TOGETHER

Authorized Signature

Printed Name

Title

Date

* If a corporation, this Contract must be signed by two specific corporate officers.

The first signature must be either the (1) Chief Executive Officer, (2) Chairman of the Board, (3) President, or any (4) Vice President.

The second signature must be the (a) Secretary, an (b) Assistant Secretary, the (c) Chief Financial Officer, or any (d) Assistant Treasurer.

In the alternative, a single corporate signature is acceptable when accompanied by a corporate resolution demonstrating the legal authority of the signature to bind the company.

EXHIBIT A2 - SCOPE OF WORK
CONTRACTOR: KIDS & FAMILIES TOGETHER
PROGRAM NAME: PARENT ADVOCATE SERVICES
FISCAL YEAR 2024-2025
PERFORMANCE PERIOD FROM 7/1/2024 TO 12/31/2024

I. PROGRAM OBJECTIVES

The purpose of this contract between County of Ventura-Human Service Agency (HSA), herein known as County, and Kids & Families Together, herein known as Contractor, is for Contractor to provide services to a minimum of 53 families who are involved with child welfare in Ventura County, including but not limited to those in family reunification, family maintenance or family preservation status, with priority given to those in family reunification. Eligible parents must have an open family reunification, family maintenance or family preservation case with Children & Family Services (CFS) at time of referral to the program.

The Parent Advocate Services program, herein known as the “Program,” will utilize a peer support model with the goal of improving parenting skills, sustaining intact families, promoting family reunification and reducing the likelihood of future abuse or neglect. Parents who have successfully navigated the child welfare system will provide support to and empower parents currently involved in the child welfare system. The Program will engage, educate, connect, mentor, support and heal families, with the goal of safely maintaining children in their own home.

The peer support model will be administered by a team consisting of Parent Partners and Parent Leaders. Parent Partners will deliver direct services (as listed above) and resources to clients and their families, while Parent Leaders, who in addition to delivering direct services, will provide consultation from the perspective of lived experience with the child welfare system. The macro level work of the Parent Leader (or Parent Leader Consultant) will include, but is not limited to, amplification of the parent voice, building and improvement of a family-oriented wellness system, and the administering of the ‘no wrong door approach’ and the Trauma-Informed Practice, etc.

II. CONTRACTOR RESPONSIBILITIES

Contractor shall:

- A. Hire a minimum of three (3) full-time equivalent Parent Partners who have successfully reunited with their children after involvement in the child welfare system and who will engage, educate, connect, mentor and support parents currently in the child welfare system. At Contractor’s discretion, one (1) or more Parent Partners may serve as a Parent Leader, who, in addition to the duties of Parent Partner, may provide feedback from parents’ perspectives to CFS, may act as an advocate on behalf of parents receiving services from CFS and other agencies and may participate in specialized trainings for Parent Leaders as requested. At least two (2) of the Parent Partners shall be bi-lingual (Spanish and English) and bi-cultural. Should there be occasions when Contractor does not have the required minimum bilingual staff employed, Contractor shall secure interpreting services as needed and shall assume responsibility of

interpretation costs. Contractor may request a budget modification to transfer funds from staffing to translation services in order to provide translation when Contractor is not meeting the minimum number of bilingual staff.

- B. Develop and maintain three (3) parent support groups for families involved in the child welfare system to be held in locations in Ventura, Oxnard and Simi Valley, with at least one (1) support group being held in Spanish. Support groups are to be held in-person unless both Contractor and County agree to a virtual meeting format.
- C. Provide parent advocate services to families involved in the child welfare system who are referred by CFS.
- D. Hold meetings and visits with parents in-person whenever possible. Virtual meetings and visits must be pre-approved by the CFS Program liaison.
- E. Collaborate with the Partnership for Safe Families and Communities to thoroughly train and prepare Parent Partners and Parent Leaders. Parent Partners and Parent Leaders shall be trained in the Five Protective Factors Framework and how to utilize their training in their work with parents.
- F. Ensure each of the following tasks are accomplished during the term of the Program:
 - 1. Identify and maintain site(s) to conduct weekly groups. Groups shall be held in Ventura, Oxnard and Simi Valley, with at least one (1) group being held in Spanish, with the possibility of an additional Spanish group should the need arise. Some of the topics to be discussed include effective parenting, positive discipline, communication, nurturing and attachment, therapeutic parenting, rights and responsibilities with child welfare, court process and expectations and self-care.
 - 2. Develop a Father Engagement Group to encourage fathers to stay active and involved in their children's lives.
 - 3. Contact the family within 48 hours of receiving the referral from CFS to explain Program services and facilitate entry to support group. Contractor shall notify the referring social worker if unable to make contact with family within 48 hours.
 - 4. Help parents understand their rights and responsibilities in the child welfare system and encourage them to build an effective working relationship with their social worker.
 - 5. Develop a comprehensive Family Plan in collaboration with the parent(s) and social worker. A copy of the Family Plan will be e-mailed to the social worker once completed.
 - 6. Identify, increase and build the family's safety network.

7. Partner with Channel Islands Social Services to provide quality childcare so that parents can attend support groups.
8. Attend Child Family Team (CFT) meetings, advocating on behalf of the parent(s) and encouraging the parent(s) to advocate for themselves.
9. Assess families' needs and link them to appropriate services and resources such as, but not limited to, food pantry, mental health providers, housing and dental care resources as needed. Parent Partners and Parent Leaders shall be trained to not only make referrals but to follow-up with the other service providers to ensure the family is connected.
10. Collaborate with community partners who specialize in areas such as domestic violence, substance abuse, respite care, education advocacy and mentorship to ensure parents can access such services.
11. Provide parents with support and education around positive discipline, communication skills, self-care, nurturing/attachment, and effective parenting.
12. Provide each family with the Nurturing Connections book (when relevant).
13. Communicate to the referring social worker family progress, or lack thereof, on a monthly basis or as determined by the social worker.
14. Provide one-on-one support, in-home or in the community depending on the family needs, including but not limited to, face-to-face parent coaching and accompaniment, when indicated, to child welfare contacts (court, court mandated programs, etc.).
15. Attend quarterly contract meetings, or as required by County.
16. Maintain documentation of Parent Advocate Services provided to each family.
17. Maintain documentation of Parent Leader consultation services, tasks and time periods. This documentation is required to properly process the wage differential of the Parent Leader when consulting for HSA.
18. Maintain documentation of weekly support groups, including attendance sheets and topics of discussion.
19. Maintain a database which has capability to run reports that will include demographics, outcome data collection and analysis.
20. Provide a procedure, approved by County, through which recipients of Parent Advocate Services shall have the opportunity to express and have considered their views and grievances regarding the delivery of services. This procedure

shall be posted in writing in clear view of all participants. All grievances shall be reported to the CFS Manager within two (2) days.

21. Complete a discharge summary and provide a copy to the assigned social worker.

22. Conform to the following confidentiality terms:

- a. Training. Contractor shall train its Parents Support Group Facilitators, Parent Partners and Parent Leaders, and/or permit CFS to train those employees, regarding the applicable laws of confidentiality and mandated reporter status that govern the information received by them in executing their job responsibilities, as well as the procedures established by CFS to maintain the confidentiality of that information.
- b. Confidentiality. Contractor and any subcontractor shall agree to be bound by a CFS confidentiality agreement and cause each of its facilitator(s), Parent Partners and Parent Leaders to execute such an agreement, under which they agree to maintain in strict confidence all information received by them. All information regarding children and families who are assisted by Parent Advocate Services is to be held in strict confidence per the provisions of California and federal laws, and may not be disclosed to any third party without the permission of the client or as required by law. A breach of confidentiality may subject the offender to criminal sanctions. Each facilitator, Parent Partner and Parent Leader shall adhere to the operational procedures established and disseminated by CFS to safeguard confidentiality under the Parent Advocate Services program. Contractor will be responsible for obtaining a signed Release of Information from the family, as appropriate.
- c. Record Keeping and Exchange of Information. Contractor shall maintain records of its activities as part of the Parent Advocate Services program. Contractor is authorized to disclose and exchange information verbally and in writing with CFS and shall permit CFS to audit such records on request and/or to obtain copies of all such records.

G. Comply with the General Contract Conditions, Assurances and Certifications included herein as **Exhibit D** to this contract.

H. Subcontract any of its duties and responsibilities under this contract to a third party, provided that all subcontracts are approved in writing by County prior to implementation and any subcontractor is an eligible service provider and is held to the same policies, procedures, conditions and mandates to which Contractor is held under this contract. In all cases, Contractor shall be liable for all actions of any subcontractor in the operation of this project, and Contractor shall monitor performance and compliance with all aspects of said subcontract and report all findings and corrective actions to County.

- I. Cultivate staff and program capacity in the areas of diversity, equity and inclusion to address and serve families in the child welfare system in a culturally and linguistically considerate manner and ensure equal access to services and equitable outcomes across the diverse client population.
- J. Strive to create an inclusive environment where every client/participant feels like they belong.

III. COUNTY RESPONSIBILITIES

County shall:

- A. Assign staff to provide technical assistance; resolve issues; develop program policies, procedures and forms; and ensure ongoing collaboration and coordination of program services with Contractor, as necessary.
- B. Maintain regular contact with Contractor regarding work with client and client's progress.
- C. Collaborate with Contractor regarding referrals, services, follow-up and evaluation.
- D. Review claims and pay Contractor for services rendered in accordance with the terms and conditions of this contract.
- E. Process all related contract modifications, invoices and administrative requirements.

IV. PERFORMANCE MEASURES

- A. Contractor will be expected to meet the following three (3) performance measures:
 - 1. 90% of children from families who complete the program will have no substantiated referrals at twelve (12) months following service completion.
 - 2. 90% of families that are receiving FM/FP services at service completion will not experience a placement episode within 12 months following service completion.
 - 3. 30% of families that are receiving FR services at service completion will reunify within 12 months following service completion.
- B. Contractor shall submit cumulative performance reports to County on a quarterly basis. Reports are due within 15 days after the end of each quarter, with the first report due no later than October 15, 2024, for the quarter ending September 30, 2024. Reports shall detail performance on outcomes as identified in **Exhibit C2**. An accompanying narrative outlining reasons for underperformance and plan for improvement should accompany quarterly reports for any measures where Contractor is not meeting the stated goal.

V. COMPENSATION SCHEDULE

- A. Contractor and County acknowledge and agree that this is a cost reimbursement contract. The total compensation amount of this contract shall not exceed **\$212,952**.

Contractor shall be paid in arrears for all costs incurred and paid in support of this contract. Contractor shall submit an invoice monthly for all expenses incurred and paid for the previous month no later than the fifteenth (15th) calendar day of the subsequent month to Human Services Agency-Fiscal Division. If contract invoices or other required documentation are not submitted within ninety (90) days of the activity occurring, Contractor will pay to County \$50 per day as liquidated damages beginning on the 91st day following the original due date.

- B. Subcontractor invoices for services shall be paid by Contractor first, with such amounts included in Contractor's regular invoice to County for reimbursement.
- C. In accordance with the approved budget, included herein as **Exhibit B2**, County shall reimburse to Contractor the approved costs within thirty (30) days of the receipt of an approved invoice.
- D. The contract includes a differential of \$17 per hour for the time Parent Leaders are consulting with County on a macro-level, including but not limited to, sharing lived experiences to guide policy, attending workgroup/implementation meetings, social worker visits, tool/job-aid development, panelist discussions and focus groups.

VI. MONITORING

- A. County may monitor and evaluate Contractor to ensure compliance with the terms of this Agreement. County shall notify Contractor of any deficiency as soon as practical.
- B. Contractor's failure to resolve a County-identified deficiency within ninety (90) days of the monitoring is cause for withholding of funds by County.

VII. PARENT PARTNER AND PARENT LEADER SELECTION PROCESS

The purpose of identifying the selection process is to better screen applicants for the Parent Partner and Parent Leader positions.

- A. Applicant is defined as a parent with children involved with Children & Family Services (CFS.) Applicant must have successfully completed their case plan with CFS and have had their case dismissed.
- B. Applicant must provide a letter of recommendation from County social worker and social worker supervisor confirming the successful case dismissal of CFS services.
- C. Applicant must complete Contractor's online application.
- D. Upon submission of the application, the applicant must also sign a release of confidentiality so the CFS Program liaison can confirm dismissal of the case.
- E. CFS Program liaison shall conduct Child Welfare Services/Case Management System (CWS/CMS) search to confirm applicant's successful case dismissal.

- F. Contractor to conduct face-to-face interview with applicant.
- G. Applicant must provide to Contractor a detailed letter regarding their history and services outcomes with CFS.
- H. Contractor shall select applicant to serve as Parent Partner.
- I. Contractor shall conduct a criminal background check on the selected applicants. If any applicant has a criminal history other than traffic citations, Contractor shall discuss this history with County before hiring the applicant. County will have the sole right to reject an applicant's participation in this project based upon the applicant's criminal history.
- J. Once applicant is employed as a Parent Partner, Contractor has discretion to move said Parent Partner into Parent Leader role, based on the employee's display of skills, leadership, advocacy, and consulting ability.

VIII. ADDITIONAL PROVISIONS

- A. Equipment purchased with funds paid or provided to Contractor under this contract is the property of County. County retains the right to have all such property returned upon conclusion of the contract period.
- B. In the event of short- or long-term conditions which impact Contractor's normal service delivery operations, such as a declared public health emergency or disaster, Contractor shall immediately notify County of the status and impact on operations, staffing and client populations. Contractor shall work with County to develop a strategy to be approved by County for alternative methods to deliver services and plan for timely return to normal service operations, while also adhering to federal, state and local safety and public health directives at all times.

Contract Budget		Exhibit B2	
1. CONTRACTOR NAME: Kids & Families Together			
2. PROGRAM ACTIVITY/PROJECT NAME: Parent Advocate Services (PAS)			
3. PERFORMANCE PERIOD		4. EFFECTIVE DATES	
FROM: 7/1/2024	TO: 12/31/2024	INITIAL CONTRACT EFFECTIVE DATE: 7/1/2022	
		AMENDMENT #: 3	
CONTRACT #: 2223.06		AMENDMENT EFFECTIVE DATE: 7/1/2024	

BUDGET SUMMARY			
I. DIRECT PROGRAM EXPENSES	BUDGET SUMMARY	LEVERAGED COSTS	LEVERAGE TYPE (In-Kind or Cash)
A. Staff Salaries	\$ 128,118		
B. Staff Fringe Benefits	\$ 29,933		
C. Program Operating Expenses	\$ 33,274		
D. Contractual Services	\$ 1,500		
E. Client/Participant Direct Costs	\$ -		
F. Other	\$ 768		
SUBTOTAL SECTION I -DIRECT PROGRAM EXPENSES	\$ 193,593	\$ -	
II. INDIRECT COSTS	\$ 19,359	\$ -	
TOTAL NOT TO EXCEED CONTRACT AMOUNT	\$ 212,952	\$ -	

BUDGET DETAIL				
I. DIRECT PROGRAM EXPENSES				
A. Staff Salaries (List Position/Title)	Monthly Salary	FTE(S)	# of Months	Total
Parent Partners & Parent Leaders	\$ 4,420.00	3.18	6	\$ 84,464
				\$ -
Parent Leader Consulting Stipend (\$17 per hour in addition to regular per-hour wage; 300 max hours)	17.00 per hour	300 Maximum Hours	6	\$ -
				\$ 2,550
				\$ -
Program Manager	\$ 8,385.58	0.59	6	\$ 29,524
Program Coordinator	\$ 4,289.17	0.45	6	\$ 11,581
A. Subtotal Staff Salaries		4.22		\$ 128,118

B. Staff Fringe Benefits	Rate (%)	Total
Payroll Taxes (Social security, Medicare, etc.)	7.65%	\$ 9,801
Health Benefits	10.42%	\$ 13,350
Retirement Contributions: 403B Annuity	2.00%	\$ 2,562
Other (please describe): Unemployment Insurance	1.15%	\$ 1,478
Other (please describe): FSA ER FEES	0.02%	\$ 26
Other (please describe): Life/Acc D&D	0.12%	\$ 154
Other (please describe): Workers' Comp	2.00%	\$ 2,562
B. Subtotal Staff Fringe Benefits		\$ 29,933

C. Program Operating Expenses		
<i>(Must be verifiable and cannot also be treated as an Indirect Cost.)</i>	Budget Justification & Calculation Details	TOTAL
Facility Lease/Mortgage, Telephone/Utilities, Insurance Related to the Program, Office Supplies & Equipment*, Program Outreach, Other Program Costs	8.04% Total annual percentage valued at 6 months	\$ 33,274
		\$ -
C. Subtotal Direct Program Operating Expenses		\$ 33,274
(*Note: For equipment items over \$5,000 and a useful life of more than one year, additional approval is needed. Please list all such items individually with the per-unit costs.)		

Contract Budget		Exhibit B2	
1. CONTRACTOR NAME: Kids & Families Together			
2. PROGRAM ACTIVITY/PROJECT NAME: Parent Advocate Services (PAS)			
3. PERFORMANCE PERIOD		4. EFFECTIVE DATES	
FROM: 7/1/2024	TO: 12/31/2024	INITIAL CONTRACT EFFECTIVE DATE: 7/1/2022	
		AMENDMENT #: 3	
CONTRACT #: 2223.06		AMENDMENT EFFECTIVE DATE: 7/1/2024	

D. CONTRACTUAL SERVICES (List legal entity name for each)	Contract Description & Cost Details	Subaward (S) or Vendor (V) (to)	Total
Partnership for Safe Families			\$ 1,500
			\$ -
			\$ -
			\$ -
			\$ -
D. Subtotal Contractual Services			\$ 1,500

E. CLIENT/PARTICIPANT DIRECT COSTS		TOTAL
Family Stabilization Support Funds (CFS contracts only, when permitted)	Add Budget Justification & Calculation Details Below	
N/A	N/A	\$ -
E. Subtotal Client/Participant Direct Costs		\$ -

F. OTHER (Please Describe)	Budget Justification & Calculation Details	
Printing		\$ -
Program Supplies		\$ 522
Staff Travel	734 Miles @ .67 per mile 6 months	\$ 246
		\$ -
		\$ -
		\$ -
F. Subtotal Other		\$ 768

DIRECT PROGRAM COSTS TOTAL	\$ 193,593
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II. INDIRECT COSTS* (Use one of the options below.)				
	Rate (%)	Cost Base Rate Applied to (Amount)	Cost Base (Type)	Total
1. Federally Negotiated Indirect Cost Rate (Must attach your approved ICRA)				\$ -
2. De Minimis 10%	10%	\$ 193,593	MTDC	\$ 19,359
3. Other Program Special Rate (May be referenced in RFP, provide details)				\$ -
INDIRECT COSTS TOTAL				\$ 19,359

*Please note that items cannot be charged as both Direct Program Expenses and Indirect Costs. See 2 CFR §200.412-§200.415.

Please list the general items classified by your agency as Indirect Costs: Executive Admin Wages, Audit, and other related admin costs

Question #	OUTCOME INDICATOR	Annual Goal		Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Total	YTD % Success	Notes
Parent Advocate Services – Process Measures										
1	Number of family cases opened this quarter.	53		0	0	0	0	0	0.0%	
	Family Reunification						0			
	Family Maintenance						0			
	Family Preservation						0			
1a	Families referred who are pending enrollment	N/A						0	N/A	
1b	Families referred who declined participation	N/A						0	N/A	
2	Number of families successfully completing the program this quarter.	TBD		0	0	0	0	0	0.0%	
	Family Reunification						0			
	Family Maintenance						0			
	Family Preservation						0			
3	Number of families who exited the program this quarter without successfully completing the program. Explain the reasons for departure.	N/A						0	N/A	
4	Each client who had a new case opened during the quarter will have at least one (1) in-person session with the Parent Partner during the quarter. For families where this is not met, a reason will be provided.	100%	meetings					0	#DIV/0!	
			cases opened	0	0	0	0	0		
5	Transition efforts will be made by the Contractor as evidenced by documentation showing each family was linked to at least two (2) community resources and/or concrete supports in response to a need identified by the family for use during or after program services.	90%	families with linkages					0	#DIV/0!	
			families exiting	0	0	0	0	0		
6	Families will participate for a preferred maximum of four (4) months of individual engagement services. Report number of families exiting, and average length of service. In cases where services were provided beyond four (4) months, please list the reasons below.	4 months or less	families completing	0	0	0	0	0	N/A	
			average time in months					#DIV/0!		
7	In order to build and strengthen a family's support and safety network, the contractor will complete the Circles of Support Assessment Tool with the family during intake.	100%	Assessments					0	#DIV/0!	
			# intakes					0		
8	Parent Partners will demonstrate teaming and engagement with families and CFS by having attended at least one (1) CFTM during the preferred four (4) months of service. This indicator will be reported for the families who end services during the reporting quarter.	80%	# of CFTs attended					0	#DIV/0!	
			# of CFT invitations					0		
Parent Advocate Services – Outcome Measures										
9	Families who exit the program and return the survey will report being at least "satisfied" with services through a mutually agreed upon evaluation survey.	85%	# satisfied					0	#DIV/0!	
			surveys completed					0		
10	Families who complete the program will show an increase in at least two (2) of five (5) of the Protective Factors at post-services compared to pre-services.	80%	# increased					0	#DIV/0!	
			families completing	0	0	0	0	0		

Question #	OUTCOME INDICATOR	Annual Goal	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Total	YTD % Success	Notes
Parent Advocate Services – Additional Information									
11	How many clients were placed on a wait list this quarter? How many days did they stay on the waitlist? Note the reasons the wait list was necessary.	# waitlisted					0	N/A	
		average days on waitlist					#DIV/0!		
12	What percentage of your organization's staff are bilingual (English/Spanish)? What percentage of staff assigned to this contract are bilingual (English/Spanish)?	organization					0.0%	N/A	
		program					0.0%		