



NORTH CAROLINA DEPARTMENT OF HEALTH & HUMAN SERVICES
DIVISION OF SOCIAL SERVICES

REQUEST FOR APPLICATION (RFA) #SFY2022-2024FSPSRFA
State Fiscal Year 2022-2024

For eligible Contractors to provide services to the North Carolina Division of Social Services to develop, operate, and/or expand community-based, family support program services to reduce the risk of child abuse and neglect by promoting protective factors that strengthen and support families.

NORTH CAROLINA FAMILY SUPPORT PROGRAM SERVICES

RFA Release Date:	February 15, 2021
Technical Assistance Webinar	February 18, 2021
Deadline for Questions: (Submitted by email only)	February 22, 2021 by 5:00 pm Family.Support.RFAs@dhhs.nc.gov
Letter of Intent: (Submitted by email only)	February 26, 2021 by 5:00 pm Family.Support.RFAs@dhhs.nc.gov
Deadline for Applications: (Submitted by email only)	March 12, 2021 by 5:00 p.m. Family.Support.RFAs@dhhs.nc.gov
Submission Instructions:	Late applications will <i>not</i> be accepted. Mailed, Hand Delivered or Faxed applications will <i>not</i> be accepted.

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I. GENERAL INFORMATION

A. PURPOSE OF REQUEST

The North Carolina Department of Health and Human Services (NC DHHS), through the Division of Social Services (NCDSS), is seeking applications from qualified agencies to develop, operate and/or expand community-based, Family Support Program Services to reduce the risk of child abuse and neglect by promoting protective factors that strengthen and support families. Applicants will demonstrate the capacity to achieve positive outcomes for children and families in communities with high rates of child maltreatment and/or other risk factors associated with the incidence of child maltreatment. North Carolina Family Support Program Services help to advance the NC DHHS' vision that *All North Carolinians will enjoy optimal health and well-being.*

B. AWARD AMOUNT, PROGRAM MODELS, AND GRANT TERM

Family Support Program Services Applicants may request up to \$140,000 total per award. Individual agencies may submit **one** application only.

Program models that will be funded are:

- Attachment and Biobehavioral Catch-up (ABC) *
- Circle of Parents
- Incredible Years Pre-School BASIC Parent Program for parents of children 3-6
- Incredible Years School-Age BASIC Parent Program for parents of children 6-12
- Parent Child Interaction Therapy (PCIT) *
- Parents as Teachers (PAT)
- Strengthening Families Program (SFP) for parents of children 6-11
- Stewards of Children- Darkness to Light Child Sexual Abuse Prevention Training
- Triple P
 - Level 4 Standard Triple P **
 - Level 4 Group Triple P **

*Applicants proposing to provide Attachment and Biobehavioral Catch-up (ABC) or Parent Child Interaction Therapy (PCIT) must have trained staff who are rostered with or currently being trained in those interventions by the NC Child Treatment Program.

**This RFA does not include Level 4 Standard Teen or Group Teen Triple P

The grant cycle will be for three years from July 1, 2021 until June 30, 2024. The initial contract period will be for one year, from July 1, 2021 until June 30, 2022. Annual contract renewal will be required for SFY2023 and SFY2024 and will be based on availability of funding, contractor performance and contractual compliance. **No carry over of unexpended funds is allowed from one fiscal year to another.**

All funds are distributed on a reimbursement-after-expenditure basis. Funds from this grant may not be used to supplant other funds.

C. ELIGIBILITY

Any tribal government, community-based, public or private nonprofit, tax-exempt organization (including faith-based), school system or local government agency that is duly incorporated and registered under NC Statutes is eligible to apply if they meet the following requirements:

- Applicants have completed registration with the [NC Secretary of State](#).
- Applicants' Employer Identification Number (EIN), IRS tax exemption status documents, and registration with the Secretary of State must be consistent with both the name of agency and the EIN provided on the Family Support Application.
- Applicants and subcontractors follow [E-Verify](#) requirements found in [HB36](#) & [HB786](#), which requires employers with 25 or more employees to verify the work authorization of new employees working 9 months or more in a 12 month period through E Verify. This law also requires Contractors and Subcontractors of public agencies to comply with [Article 2: Chapter 64 of the NC General Statutes: Verification of Work Authorization](#) requirements.
- If applicable, applicants must have an Internal Revenue Service (IRS) exemption letter on file.

D. LETTER OF INTENT & QUESTIONS

All applicants must submit a signed letter of intent by email to Cornelia Singletary at Family.Support.RFAs@dhhs.nc.gov by **February 26, 2021** at 5:00pm on agency letterhead. This letter must include the following information:

- Legal name of the agency that matches IRS letter;
- Mailing address, phone number, and fax number of the agency;
- Intent to respond to this RFA;
- Name of the proposed program model(s) to be delivered;
- County(ies) and DSS Region to be served (see [NCDSS Regional Support Map](#)); and
- Name, title, phone number, and email address of the person who will coordinate application submission.

If the applicant does not submit a letter of intent by the deadline, then two points will be deducted from their overall score.

Applicants may submit questions regarding the RFA by **February 22, 2021 at 5:00 pm**. Questions will only be accepted in writing via email to Cornelia Singletary at Family.Support.RFAs@dhhs.nc.gov. Answers to all questions received by the deadline will be posted on the NCDSS public notice site: <http://www.ncdhhs.gov/dss/pubnotice/> by **February 25, 2021 at 5:00 pm**.

E. TECHNICAL ASSISTANCE WEBINAR

NCDSS will sponsor a technical assistance webinar to discuss the application in greater detail on **February 18, 2021 from 2:00 pm to 4:00 pm**. The webinar can be accessed through the following

[Microsoft Office Teams Link](#). *Participation in the technical assistance webinar is highly encouraged.*

F. ELECTRONIC SUBMISSION

One complete application, including all signed certifications, attachments, and a signed cover letter on agency letterhead must be emailed to Cornelia Singletary at Family.Support.RFAs@dhhs.nc.gov. Specific instructions regarding electronic submission of the application are listed in Section IV: General Instructions and Format on page 14.

G. DEADLINE

The closing date for submission of applications is ***March 12, 2021 at 5:00 p.m.*** *Please note that Applications received after 5:00 p.m. will be classified as late and will not be considered for funding.* No mailed, hand delivered, or faxed applications will be accepted. Since applications must be submitted electronically, please allow additional time for any computer issues that may occur. NCDSS will provide an Acknowledgement of Receipt for all applications received.

H. SELECTION PROCESS

All applications received by the deadline will be reviewed to ensure all required attachments and documentation are complete and included in submitted applications. Once an application has been submitted, the applicant cannot modify it. Applications will then be forwarded to the grant review committee who will review and score the applications. Please see link in Appendix C to view the Family Support Application Review Tool. Although a primary factor, score alone will not be the sole determinant for awards. NCDSS staff will also consider factors, such as regional distribution, program variety, target population, community needs, and previous program history when determining final award decisions.

NCDSS anticipates posting award notices on the NCDSS public notice site by the end of April 2021. Awards will be deemed final. There are no protest rights from an RFA as the NC DHHS Procurement and Contract Manual states: “The funding agency reserves the unqualified right to reject any or all offers if determined to be in its best interest”.

I. REPORTING

If awarded funding, the following are required reporting for all Contractors:

Monthly:

- DSS-1571 III Administrative Costs Report and general ledger/supporting documentation by the 10th of each subsequent month, even if no costs are incurred. Contractors with subcontract(s) must include monthly 1571 Report(s) completed by the subcontractor(s).
- Entry of all services/activities in the NC Family Support Database.

Quarterly:

- Completed Performance Monitoring Quarterly Report and Protective Factors Survey Reports (if applicable) by October 15th, January 15th, April 15th, and July 30th. These quarterly reports include cumulative data on agency functions, program outputs and outcomes.

Annually:

- All non-governmental Contractors that receive \$500,000 or more in total financial assistance must submit a single or program-specific audit to NCGrantsReporting@dhhs.nc.gov within 9 months of the Contractor's fiscal year end. Audits governed by 2 CFR 200.512 must be posted to the Federal Audit Clearinghouse (FAC) within 30 days of audit completion.
- Maintain an active record in the federal government's [System for Award Management](#) (SAM). This record must be updated annually.
- Federal Funding Accountability and Transparency Act (FFATA) Data Reporting Requirement form due with annual renewal materials
- Strengths Based Practices Inventory

J. PROGRAM MONITORING

The NCDSS Program Consultant reviews Contractors' monthly 1571 invoices and general ledgers / supporting documentation for accurate, allowable, and reasonable costs. NCDSS also reviews the Suspension of Funding List to ensure that the Contractor has met audit requirements. Ongoing telephone and e-mail monitoring are documented by the NCDSS Program Consultant when it pertains to possible contractual non-compliance issues.

After the first quarter, a conference call is conducted between the NCDSS Program Consultant and Contractor staff to review performance monitoring and quarterly report(s) and ensure that required components of services, accurate monthly reporting, and fiscal procedures are being implemented and baseline data is being compiled to fulfill the evaluation plan of the contract.

NCDSS will conduct a monitoring review on each Contractor at least once during the award cycle unless the need for greater frequency is indicated. NCDSS will send a monitoring notification letter that outlines review topics, such as program services (including outputs, outcomes, model fidelity, and participation in implementation support), fiscal management, compliance, personnel, safety, organizational capacity, subcontract services and evaluation. NCDSS reserves the right to conduct unannounced on-site monitoring reviews.

NCDSS shall monitor the Contractor according to the [NC DHHS/DSS Sub recipient Monitoring Plan](#). This includes compliance with federal areas under the [CFR Title 2 Part 200](#). After the review, the NCDSS Program Consultant will send a formal written monitoring report letter to the Contractor's Executive Director and Board Chair which contains recommendations and corrective action findings, if applicable. If the Contractor remains in non-compliance status, the contract may be terminated due to failure to meet the terms and conditions of the contract.

K. REQUIRED BACKGROUND CHECKS

Contractors will conduct a criminal history background check and a check of the National Sex Offender Registry for all new and existing staff and volunteers having direct contact with children or families. The agency must document in writing any prior felony convictions or other abnormalities and include a justification for employment. This written documentation must be kept within the volunteer or employee personnel file to be reviewed during a monitoring visit.

L. REQUIRED TRAINING

The following training is required of Family Support Program Services Contractors:

1. All program staff and/or facilitators must be trained in their approved program model prior to service delivery.
2. All direct service staff and their supervisors listed in the contract budget, who have not already done so, must complete the *Connecting with Families: Family Support in Practice* six-day curriculum for working with families in center-based programs, support groups, and home visiting. For more information, see [NCSW Learn](#). Staff must complete this training within the first fiscal year of funding. Child Care Providers and Stewards of Children trainers are exempt from this requirement.
3. All direct service staff and their supervisors listed in the contract budget, who have not already done so, must complete the free online [Bringing the Protective Factors Framework to Life in Your Work – A Resource for Action](#) training course within the first six months of funding. Child Care Providers and Stewards of Children staff are exempt from this requirement.
4. All direct service staff and their supervisors listed in the contract budget must complete the following two Prevent Child Abuse North Carolina’s self-guided [online courses](#) within the first fiscal year of funding:
 - *Recognizing and Responding to Suspicions of Child Maltreatment*
 - *What is Prevention?*
5. NCDSS, in partnership with PCANC, FRIENDS National Resource Center, and other experts, will provide ongoing training and technical assistance on various topics, such as prevention, contract requirements, model fidelity, resilience, implementation science, and nighttime parenting/safe sleep throughout the award cycle.

As a part of Continuous Quality Improvement practice, Contractors are expected to encourage ongoing staff development and budget accordingly.

Contractors must have copies of staff certificates of completion for required trainings available for review during monitoring visits.

M. PEER REVIEW

Contractors will be required to participate in a peer review process once during the 3-year grant cycle. This process is a continuous quality improvement strategy to enhance service delivery and is not part of contract monitoring.

N. PREVENTION ACTION NETWORK MEMBERSHIP

The [Prevention Action Network](#) is an affiliation of organizations, professionals and concerned citizens who are committed to strengthening and supporting families. Members represent diverse fields such as early childhood, education, public health, mental health, child protection, medicine, domestic violence prevention, law, and family support. The Prevention Action Network offers members access to training, resources, and networking opportunities to help them strengthen their

capacity to serve North Carolinians. *NCDSS will provide all Family Support Program Services Contractors with an annual Prevention Action Network membership.*

II. GOVERNING LEGISLATION and FUNDING SOURCES

The mission of NCDSS is to provide family-centered services to children and families to achieve well-being through ensuring self-sufficiency, support, safety, and permanency. NCDSS is guided by both federal and state legislation designed to protect children and strengthen safe, stable, and nurturing families. As such, the following federal and state requirements govern the administration of the Family Support Program Services:

Promoting Safe and Stable Families Amendments (PSSF) of 2001 and The Child and Family Services Improvement and Innovation Act (P.L. 112-34)

This program provides funding to States to develop, establish, expand, and/or operate coordinated programs of community-based family support services, family preservation services, family reunification services, and adoption promotion and support services to accomplish the following objectives:

- To prevent child maltreatment among at-risk families by providing supportive family services.
- To assure children's safety within the home and preserve intact families in which children have been maltreated, when the family's problems can be addressed effectively.
- To address the problems of families whose children have been placed in foster care so that reunification may occur in a safe and stable manner.
- To support adoptive families by providing services as necessary to prevent disruptions and make a lifetime commitment to their children.

Community-Based Child Abuse Prevention (CBCAP) (P.L. 111-320)

This program provides funding to States to develop, operate, expand, and enhance community-based, prevention-focused programs and activities designed to strengthen and support families to prevent child abuse and neglect. The program is part of the 2003 Child Abuse Prevention and Treatment Act (CAPTA). NCDSS serves as the CBCAP state lead designee to implement child maltreatment prevention programs. Some of the core features of the program include:

- Blending Federal, State, and private funds for community-based agencies to implement child abuse and neglect prevention activities and family support programs.
- Emphasis on promoting parent leadership and participation in the planning, implementation, and evaluation of prevention and family support programs.
- Collaboration with public and private agencies to form child abuse prevention networks to promote greater coordination of resources.
- Funding to support voluntary services such as home visiting, parenting education and support, family resource centers, respite and crisis care, and other family support programs.
- High quality evidence-based programs and practices.
- Qualitative and quantitative evaluation approaches to assess the effectiveness of the funded programs and activities.

North Carolina Child Welfare Reform (Rylan’s Office)

In 2017, the NC Family and Child Protection and Accountability Act (*Rylan’s Law*) enacted comprehensive social services and child welfare reform within a new structure of regional supervision of counties. As part of Rylan’s Law, the Center for the Support of Families (CSF) evaluated and developed strategic plans for social services that addressed leadership and governance at the state and regional levels to improve outcomes for children and families. CSF’s child welfare reform plan made recommendations in ten areas of child welfare administration and service provision, including improvements to child fatality oversight, enhancements to preventive and in-home services and the implementation of a statewide, trauma informed, culturally competent child welfare practice framework. For more information, click on [Social Services and Child Welfare Reform Reports](#).

Families First Prevention Services Act (Family First)

This federal law transforms various aspects of the child welfare system, including informing NCDSS strategic investments in child maltreatment prevention across the entire child welfare continuum. Family First aims to prevent children from entering foster care by allowing federal Title IV-E reimbursement for selected mental health services, substance use treatment, and in-home parenting skill training. The NC Family First Prevention Plan will draw upon the state’s prevention and treatment systems for the implementation of evidence-based and trauma informed services. NCDSS will, in turn, build on the Family First Prevention Plan to develop a comprehensive child maltreatment prevention framework that addresses readiness, alignment, and implementation considerations involved in Family First, Rylan’s Law, Medicaid reimbursable funds, and community-based prevention programs funded through Title IVB-2, CBCAP, and NC CTF.

III. PROGRAM PURPOSE AND REQUIREMENTS

Research confirms child abuse has a long-term negative impact on a child’s life and the entire community, harming both quality of life and prosperity. Children who experience abuse and/or severe neglect often develop toxic levels of stress. If prolonged, this high level of stress can damage the developing architecture of a child’s brain, which may lead to significant behavioral changes. In 2005, the Adverse Childhood Experiences (ACE) Study surveyed 17,000 adults about their childhood experiences and compared them with their health histories. The research found that people who suffered more incidences of severe adversity in childhood, such as violence, poverty, substance abuse in the home, child abuse and neglect, were far more likely to suffer long-term intellectual, behavioral, and physical and mental health problems as adults.

Quality, trauma-informed prevention programs that strengthen family resilience and protective factors offer great promise for improving a child’s overall well-being. When delivered with model fidelity evidence-based programs can increase the capacity of caregivers to care for their children, help children develop healthy coping mechanisms, improve caregiver-child relationships, and reduce family stress. Based on prevention research, NCDSS will fund family support models that provide community-based outreach, support and services to children and their families identified as being at-risk of compromised health and safety to reduce those risks by promoting protective factors.

In addition, North Carolina Family Support Program Services applicants shall meet *all* of the following requirements to be eligible for funding:

1. Provide voluntary services based on the Principles of Family Support Practice.
2. Demonstrate a commitment to meaningful parent engagement and leadership opportunities.
3. Provide prevention services that target populations most at risk of child abuse or neglect.
4. Promote the five protective factors linked to lower incidence of child abuse and neglect.
5. Provide a plan to maintain program fidelity through implementation support
6. Use evaluation tools to demonstrate positive outcomes for children and families.
7. Promote racial equity, diversity and inclusion within the agency and programs.

1. Principles of Family Support Practice

Family Support is based on the premise that primary responsibility for the development and well-being of children lies within the family and communities must support families as they raise their children. Family support services are designed to strengthen families, helping parents to raise their children in safe, stable, and nurturing environments. The nine Principles of Family Support are:

1. Staff and families work together in relationships based on equality and respect.
2. Staff enhances families' capacity to support the growth and development of all family members – adults, youth, and children.
3. Families are resources to their own members, to other families, to programs, and to communities.
4. Programs affirm and strengthen families' cultural, racial, and linguistic identities and enhance their ability to function in a multicultural society.
5. Programs are embedded in their communities and contribute to the community-building process.
6. Programs advocate with families for trauma-informed services and systems that are fair, responsive, and accountable to the families served.
7. Staff work with families to mobilize formal and informal resources to support family development.
8. Programs are flexible and continually responsive to emerging family and community issues.
9. Principles of family support are modeled in all program activities, including planning, governance, and administration.

2. Parent Engagement and Leadership:

Developing strong relationships between parents and staff is an essential ingredient in the program's ability to succeed. When parents and other caregivers feel valued and supported, they are more likely to accept and use new information. Parents offer unique perspectives to improve the quality of services and ensure the programming meets the community's needs. All Contractors will be required to develop a parent engagement plan during the first six months of the grant cycle.

3. Levels of Prevention and Target Populations

NCDSS Family Support Program services must be primary or secondary child abuse prevention services since the goal is to provide services *prior* to the incidence of abuse and neglect. Levels of Prevention are defined as follows:

Primary Prevention activities are directed at the general population to stop maltreatment before it occurs. All community members have access to and may benefit from these services. Primary prevention activities may raise the awareness of the general public, service providers, and decision-makers about child maltreatment. Universal approaches to primary prevention might include:

- Parent education programs and support groups that focus on child development, age-appropriate expectations, and positive discipline
- Family support and strengthening programs that enhance the parents' ability to access existing services and support positive interactions among family members

Secondary Prevention activities are offered to populations that have one or more risk factors associated with child maltreatment. While not predictive, risk factors identify common features of families, parents/caregivers, children and their environment where abuse or neglect most often occur. Secondary prevention programs may target services for individuals, neighborhoods, or communities that have a high incidence of these risk factors. Secondary prevention programs might include:

- Parent education programs located in high schools for teen parents or those within substance abuse treatment programs for families with young children
- Home visiting programs that provide support and assistance to expecting and new mothers in their homes

If providing secondary prevention programming, applicants must demonstrate that they intend to ***target one or more*** of the following populations:

- Families and children living in poverty
- Parents/caregivers abusing substances
- Young parents and/or parents of young children (birth through 5 years) (*Please note that the Contractor should refer ALL family members to needed services, regardless of age.*)
- Single parents
- Families experiencing domestic violence
- Parents/caregivers and/or children with disabilities or mental illness
- Fathers, non-custodial parents, and parent companions
- Former adult victims of child abuse and neglect
- Homeless youth and families experiencing homelessness
- Tribal populations
- Military families
- Victims of Human Trafficking

Tertiary prevention consists of activities targeted to families that have substantiated child abuse and neglect reports. These families have already demonstrated the need for intervention, either with or without court supervision. ***Tertiary prevention services will not be funded under this Request for Application.***

4. Promoting Protective Factors

NCDSS is committed to achieving safety, permanency and well-being for North Carolina's children and their families. Although secondary prevention targets populations with risk factors, participating families respond better when their strengths, instead of deficits, are emphasized. The Center for the Study of Social Policy (CSSP) conducted research suggesting that a Strengthening Families Framework that identifies protective factors can significantly reduce incidences of childhood maltreatment and trauma. The Strengthening Families Protective Factors Framework offers an intentional focus on optimal family and child development that identifies five protective factors that are relevant for the continuum of child welfare services.

North Carolina Family Support Program Services agencies' outcomes should support the strengthening of the following five protective factors:

- **Parental Resilience** - A parent's ability to cope effectively with the various challenges of parenting and everyday life and their ability to overcome life's challenges. Examples include services that help caregivers establish relationships with friends, family, and professionals that provide on-going encouragement and knowledge of accessible community resources.
- **Social Connections** - Positive relationships with friends, family members, neighbors, and others who can provide concrete and emotional support to parents and caregivers. Examples include services that strengthen family relationships, friendships, and formal support.
- **Knowledge of Parenting and Child Development** - Accurate information about raising children and appropriate expectations for their behavior. Examples include parenting education through parent support groups, education classes, or home visitation.
- **Concrete Support in Times of Need** – Support may include financial, transportation, and food assistance, job training, and/or mental health services. Examples include services that provide immediate, tangible resources to families in crisis.
- **Children's Social and Emotional Development** - A child's ability to interact effectively with others positively and articulate their feelings. Examples include services that provide children and caregivers a safe and nurturing place to "practice" normal roles and behaviors, strengthening a positive parent-child relationship.

For more information, click on [Strengthening Families and Protective Factors Framework](#)

CSSP has developed a [Strengthening Families Self-Assessment Tool for Community-Based Programs](#) that uses concrete, observable items to help agencies make "small but significant changes" in program practice to build protective factors. All Contractors will complete the self-assessment tool within the first six months of Year 1 of the grant cycle. The Contractor will form a Self-Assessment Team that represents different perspectives within the agency, including administrative staff, direct service staff, and parents/caregivers who participate in family support programs. After completing the assessment, the Contractor will develop an action plan to build protective factors within programs by the end of Year 1. The Self-Assessment Team will review this tool and action plan annually during the first 6 months of Year 2 and Year 3 of the grant cycle.

5. Model Fidelity and Implementation Support

Model fidelity is a critical component to successfully implementing evidence-based programs, ensuring that the program is delivered consistently as the developer intended in order to achieve desired outcomes. All Contractors will be required to maintain model fidelity. Research shows that

programs are most effective when providers receive regular, on-going implementation support. Agencies benefit from specific implementation support around developing recruitment plans to attract, enroll, and retain eligible program participants; hiring skilled and experienced staff; delivering curricula content; strengthening adherence to model fidelity; making program material relevant to participants, and increasing practitioners' confidence and competence in delivering programs.

All Family Support Contractors must obtain and participate in implementation support during each grant year in order to ensure continued model fidelity and program sustainability. Implementation support may include learning collaboratives, pre and post capacity questionnaire, coaching calls, goal development and monitoring, site visits, observation, videotaping, and learning collaboratives.

Contractors implementing the Incredible Years, Strengthening Families Program (6-11), Circle of Parents, and/or Triple P, Level 4 Standard or Group are required to budget for and use implementation support provided by Prevent Child Abuse North Carolina (PCANC). Applicants are encouraged to contact PCANC staff and visit their website at [Prevent Child Abuse NC](#) to access program specific information regarding NCDSS implementation support expectations and implementation guidelines.

Contractors providing Triple P will be required to coordinate with the Lead Implementing Agency (LIA) in their Triple P Region. The LIAs provide implementation support for practitioners on training and coaching; community outreach and communications; and data collection, reporting and continuous quality improvement. Contractors implementing Triple P will also be required to participate in the [Peer Assisted Supervision and Support model \(PASS\)](#). PASS is a feedback structure that allows providers to learn from one another and improve consultation skills. Applicants are encouraged to contact their LIA Coordinator to discuss implementation support available to Triple P Practitioners. Please see link in Appendix C to view the [NC Triple P Regional Map](#) including LIA contacts.

6. Evaluation

Applicants must demonstrate the capacity to achieve positive outcomes for children and families who participate voluntarily in their services. A logic model leads to greater outcome accountability, visually demonstrating how staff time, funding, and other resources result in positive changes for children and families. The logic model helps the applicant plan services, link those services to outcomes, and identify tools to measure whether the stated outcomes were achieved. Applicants must develop a logic model for each proposed family support curricula.

NCDSS has the following shared vision for each program: **Families increase protective factors to provide their children with safe, stable, nurturing relationships and environments to reach their full potential.**

NCDSS has also identified shared outcomes and evaluation tools for all eligible program models listed in this RFA. Applicants must complete the following sections of the appropriate Logic Model Template for each program model proposed in the application:

- Resources,
- Activities & Services,
- Population Served, and
- Additional Tools, if needed

Applicants may not exceed 1 page for each curricula's logic model.

All Contractors implementing Incredible Years, Strengthening Families Program, Circle of Parents, and Triple P are required to participate in state-level evaluations.

All Contractors implementing Triple P are required to submit data to the appropriate NC Triple P Lead Implementing Agency each quarter.

All Contractors implementing Parents as Teachers, PCIT, ABC, and Stewards of Children must submit Continuous Quality Improvement (CQI) strategies and outcome evaluation data.

7. Racial Equity, Diversity, and Inclusion

NC DHHS/DSS is committed to racial equity as part of an overall emphasis on diversity and inclusion that is critical to the sustainability and successful implementation of the agency's mission. In 2020, NC DHHS added the value of "Belonging" to "intentionally promote an inclusive, equitable workplace that reflects the communities we serve, where everyone feels a sense of belonging, and our diverse backgrounds and experiences are valued and recognized as strengths." This value should be subsequently reflected in both state Divisions' and local Contractors' work. Applicants must describe their approach to building racial equity and inclusion at the community, agency, staff, and/or programmatic levels.

IV. GENERAL INSTRUCTIONS & FORMAT

Basic Format

- Type should be 12-point font size and single spaced.
- Add a footer that includes the agency name and page number.
- Adhere to page limits. Points will be deducted for every section that exceeds the page limits.
- Respond to each section listed in this RFA thoroughly and concisely, in the order requested. ***Include section headings*** in the Scope of Work as listed in the application checklist.

Electronic Submission:

Applicants must submit all documents to the following email address: Family.Support.RFAs@dhhs.nc.gov in 4 separate emails.

Each attachment must be named with the **name of agency** followed by **name of attachment**.

Example: Happy Family Resource Center: Cover Letter

Example: Happy Family Resource Center: Board Member Profile

Example: Happy Family Resource Center: Federal Certifications

Appendix A: Application Checklist includes information regarding page limits and format for submission of your application.

Email #1 should include the following separate attachments:

- Cover Letter
- Application Checklist (Appendix A)
- Scope of Work (This should be one Word document including the following sections: Needs Assessment, Project Design, Organizational Capacity, Local Coordination, Collaborations, Outreach and Recruitment and Sustainability Plan)

Email #2 should include the following separate attachments:

- Logic Model (One separate chart per program model)
- Organizational Chart
- Board Member Profile
- Job Descriptions (for all staff listed in the Budget)
- 3 Letters of Support (One letter must be from a Family Support Service participant)

Email #3 should include the following separate attachments:

- NCDSS Contractor Package
 - Face Sheet
 - Contract Budget and Narrative
 - Subcontractor Budget (if applicable)

Email #4 should include the following separate attachments:

Governmental Organizations and UNC System Entities:

- State Certifications
- Federal Certifications
- FFATA Data Form

Non-Governmental Organizations:

- State Certifications
- Conflict of Interest Acknowledgement and Policy
- Annual Conflict of Interest Verification
- Annual IRS Tax Exemption Verification
- Copy of IRS Tax Exemption Letter
- No Overdue Tax Debts Certification
- Federal Certifications
- FFATA Data Form
- SAM (System for Award Management) Registration Screenshot
- Conflict of Interest Policy

Cover Letter (*One-page limit*)

Applicants must include a cover letter on your agency's letterhead, that includes the following program summary information:

- Funding amount requested
- Community being served, including Social Service Region and county(ies)
- Name and brief description of program model(s), including format
- Target population or General population
- Number of annual participants who will complete the program, divided into:
 - # of parents/caregivers
 - # of children participating in programming and/or attending childcare
 - # of total families
- Physical location(s) where the participants will be served
- The number of groups, sessions, home visits, or trainings proposed (frequency, intensity, and duration)
- Incentives and activities to encourage recruitment and retention.
- Completion requirement, e.g. *Completion is defined as attending 5 or more Circle of Parents meetings annually or Parents/caregivers participating in Incredible Years must attend 11 of 14 sessions.*

This letter may not exceed 1 page and must be signed by the authorized official of the agency. Please see [cover letter samples](#).

SCOPE OF WORK

Needs Assessment (*Two-page limit*)

Describe the targeted community need the proposed family support program(s) will address by answering the following questions: Applicants must use data and citations to support need statements, including the [NC County Child Victimization SFY 2020 Data](#).

1. What are your community's socio-economic strengths, resources, gaps, and needs, including but not limited to child maltreatment?
2. How has your agency assessed the current community strengths, resources, gaps, and needs?
3. How will the proposed service meet community needs and gaps, including reducing child victimization rates?
 - How does this service fill a gap in the community's existing continuum of services?
 - Proposed program models should not duplicate existing programs in the county(ies). If similar services already exist, why is the proposed service needed?
4. What are the factors contributing to the child victimization rate in the county(ies) to be served?
 - How might the proposed service decrease these rates in the long-term?

Applicants may find some statistical data and/or needs assessments at collaborating agencies and organizations. Additional information can also be found at the following links:

- [NC Early Childhood Action Plan County Data Reports](#)
- [Annie E. Casey Foundation](#)
- [NC Child](#)
- [US Census Bureau: Population Estimates](#)
- [UNC School of Social Work Social Services Data](#)
- [Community Tool Box: Assessing Community Needs and Resources](#)

Project Design (*Seven-page limit*)

Applicants must describe how the program will meet **all seven requirements listed on pages 9 - 14 of this RFA** by providing a program design description that answers the following questions:

1. Principles of Family Support Practice

- How will your agency model the Principles of Family Support?
- How will staff approach families with equality and respect, conveying a clear message that parents / caregivers are a valued part of their children’s lives and their community?
- How will your agency affirm and strengthen families’ cultural, racial, and linguistic identities?

2. Meaningful Parent Engagement and Leadership

- How will your agency recruit and maintain parent participation?
- How will staff work proactively with families who are isolated, drawing them into social networks and activities?
- How will your agency promote parent leadership? Provide specific examples.
- How will your agency involve parents in planning, implementing, and evaluating programs?

3. Levels of Prevention and Target Population

- Who is the target population of the proposed services?
 - How were they identified?
- Are the proposed services primary or secondary prevention?
 - If primary prevention, speak to your universal focus.
 - If secondary, speak to your targeted population and the identified risk factors and/or lack of protective factors.
- How will your agency ensure that participant referrals are only accepted with a Primary or Secondary focus?

4. Promoting Protective Factors

- How will your proposed model promote the five protective factors?
- What positions or roles will be included in your Protective Factors Self-Assessment Team?
- How will your agency use Self-Assessment data to develop a plan for CQI?

5. Model Fidelity and Implementation Support

- Why did your agency select the proposed program model(s)?
- How will your agency plan for program delivery?
 - What is your program's implementation timeline?
- How will your agency engage in implementation support for the proposed program model(s)? Applicants must include:
 - The name of the organization that will provide the support,
 - The type of activities that will be provided,
 - The staff positions that will participate in implementation support
 - The frequency that staff will engage in support
 - The supervision that will be provided to ensure that staff are engaging in regular implementation support.
 - The tools or checklists that will be used to ensure model fidelity of programs, when they will be administered, and the staff position responsible for administering them.

6. Evaluation

- What staff position will enter data into the Family Support Database? What staff position will ensure that data is entered in a timely, accurate manner?
- How will your agency ensure outputs are tracked and outcomes are measured accurately?
- How will your agency evaluate participant and program success formally and informally?
- How will your agency measure participant satisfaction?
- What type of follow-up will your agency provide to participants?

7. Racial Equity, Diversity and Inclusion

- How does your agency currently work to build racial equity and inclusion at the community, agency, program, and/or staff levels? Provide specific examples.
- What areas of racial equity and justice does your agency plan to focus on in the future?

Organizational Capacity *(One-page limit)*

Successful agencies have strong organizational capacity to help achieve their goals, including sound programmatic and fiscal policies and procedures, trained staff, professional development opportunities, staff supervision, engaged board and community stakeholders, sufficient resources, and a data collection and evaluation process.

Applicants must answer the following questions:

- State the mission of your agency and how it relates to proposed programming.
- Describe the history of your agency within the community and provide evidence that it has the capacity to serve the target population.

- Describe how your agency manages finances, develops budgets, submits invoices & contract amendments, and monitors agency and grant spending?
- How will your agency administer and supervise the proposed services?
 - If using a subcontractor, describe how your agency will monitor their grant compliance and evaluate their program performance.

Local Collaboration, Outreach and Recruitment *(Two-page limit)*

Preventing child abuse and neglect is not the responsibility of one agency, but rather a community-wide responsibility. Applicants must demonstrate that they are actively developing and participating in meaningful collaborative relationships with community partners to prevent child victimization by linking families with appropriate and timely resources and identifying gaps and barriers to a family’s ability to access services.

Applicants must answer the following questions:

- How does your agency collaborate with local organizations, coalitions, and/or parent partners that focus on child, family and community well-being, including your County Department of Social Services?
- How is your agency contributing to community efforts to prevent child abuse and neglect?
- How will your agency conduct community outreach and recruitment?
 - How will your agency include tribal populations and/or families experiencing homelessness in outreach efforts?
- How does your agency solicit, process, and track referrals?

Sustainability Plan *(One-page limit)*

Applicants must address how they will plan and implement sustainable actions to ensure continuing the project beyond the award period, such as future financial support, staff capacity, and continued community interest. Sustainability is important because service interruptions may increase risk of child victimization. Applicants must answer the following questions:

- What types of financial support, organizational capacity, and in-kind resources from both your agency and community partners will contribute to sustainability?
- How will your agency diversify funding?
 - What specific sources of local, state, federal, foundation, and corporate funding will your agency actively cultivate to continue this program?
- How does your agency prepare for leadership succession and transitions?
 - Does your agency have a written plan or policy for leadership succession?
- How will your agency market the NC Children’s Trust Fund, including the [Kids First License Plates](#)?

Face Sheet, Budget & Required Documents

Applicants must complete the [NCDSS Contractor Package](#), an Excel worksheet that includes:

- Contractor Face Sheet;
- Budget for SFY 2022; and
- Required contractor documents.

The line-item budget is just for the first year of the grant cycle – State Fiscal Year 2021-22 (July 1, 2021 through June 30, 2022).

Read the Excel workbook Budget Worksheets Instructions tab carefully because it contains all the information required to develop a budget, including entering salary and fringes. Make sure that all expenses are clearly explained in the Narrative column.

Contractors will be required to submit a new program budget during the annual contract renewal process in Years 2 (SFY 2022-23) and 3 (SFY 2023-24). Based on the availability of funding, program performance, and agency compliance, annual budget award amounts will remain the same for SFY 2022-23 and 2023-24. No carry over of unexpended funds is allowed from one fiscal year to another.

The budget is subject to the following requirements:

- All funds are distributed on a reimbursement after expenditure basis.
- Funds from this grant may not be used to supplant other funds.
- Expenditures for travel and daily subsistence may not exceed state approved rates, which are listed in the [NCDSS Contractor Package](#) Instructions.
- Equipment (e.g. computers, printers, televisions, video cameras, etc) may be purchased if it is required by the program model or supports the contract goals and outcomes. Contractors that received funding in previous years to purchase equipment must submit a clear justification of need in order to purchase duplicate equipment under this grant.
- Cost allocation plan, if sharing costs across multiple funding streams.
- Indirect Rate may not exceed 10%.
 - An indirect cost letter needs to be submitted if the agency has an agreed upon indirect cost rate that is less than 10%.
 - If the agency is claiming less than 10%, they must submit a letter on letterhead stating that they are declining the de minimus 10% rate.
- Proof of insurance and a copy of the policy is needed if an agency is planning on providing transportation.

Required Application Attachments

- **Application Checklist** (Appendix A) helps ensure that Applicants have completed all the required elements.
- **Authorized Signature Template** lists the staff and board members who are authorized to sign for contractual and/or fiscal documents, including invoices.
- **Board Member Profile** that lists your agency's current board members, their board position, phone number, and email address. Applicants must use template provided in the link in Appendix C.
- **Job Descriptions** for all positions listed in your proposed Budget. (*Do not include individual names, only position titles*)
- **Letters of Support** - 3 letters from community partners, including one letter from an adult participant of your agency's Family Support services.
- **Logic Model** for each proposed program model. Logic model may not exceed one page.
- **NCDSS Contractor Package** – Face Sheet, Budget, and Required Documents (see below)
- **Organizational Chart** is a visual illustration of the agency's staff positions that show how the proposed programs fit into the overall agency's structure (*Do not include individual names, only position titles*).

Required Contractor Documents

Government Organizations & UNC

- State Certification
- Federal Certifications
- FFATA Data Form

Non-Governmental Organizations

- State Certification
- Federal Certifications
- FFATA Data Form
- Conflict of Interest Acknowledgement and Policy
- Annual Conflict of Interest Verification
- Annual IRS Tax Exemption Verification
- No Overdue Tax Debts Certifications
- Copy of IRS Tax Exemption Letter

Links to all Required Contractor Documents are located on the last tab of the NCDSS Contractor Package.

Each Required Contractor Document should be submitted as an individual pdf with this application document in Word, Excel, or pdf.

APPENDIX A: APPLICATION CHECKLIST

✓	EMAIL #1 – Cover Letter, Checklist, and Scope of Work	Page Limit
	Cover Letter on Agency Letterhead	1 page
	Application Checklist	
	Scope of Work - the following 5 sections combined in 1 Word Document	13 pages
	<ul style="list-style-type: none"> • Needs Assessment 	2 pages
	<ul style="list-style-type: none"> • Project Design <ol style="list-style-type: none"> 1. Principles of Family Support 2. Parent Engagement and Leadership 3. Levels of Prevention and Target Population 4. Promoting Protective Factors 5. Model Fidelity and Implementation Support 6. Evaluation 7. Racial Equity, Diversity, and Inclusion 	7 pages
	<ul style="list-style-type: none"> • Organizational Capacity 	1 page
	<ul style="list-style-type: none"> • Local Collaboration, Outreach, and Recruitment 	2 pages
	<ul style="list-style-type: none"> • Sustainability Plan 	1 page
	EMAIL #2 – Attachments	
	<ul style="list-style-type: none"> • Board Member Profile • Job Descriptions (for all staff listed in the budget) • 3 Letters of Support, including one from a parent or consumer • Logic Model for each proposed program model (1 page limit per chart) • Organizational Chart 	Submit each SOW attachment as a separate document, rather than a combined pdf.
	EMAIL #3 – NCDSS Contractor Package	
	<ul style="list-style-type: none"> • Contractor Face Sheet • Contractor Budget with Salary and Fringe • Subcontractor Budget (if applicable) • Proof of insurance and copy of policy (if providing transportation) • Indirect Cost letter or Indirect Cost Declination Letter (if applicable) • Cost Allocation plan (if applicable) 	Submit each bulleted item as a separate document, rather than a combined pdf.
	EMAIL #4 - Required Contractor Documents	
	<p>Governmental Organizations and UNC System Entities:</p> <ul style="list-style-type: none"> • State Certifications • Federal Certifications • FFATA Data Form <p>Non-Governmental Organizations</p> <ul style="list-style-type: none"> • State Certifications • Conflict of Interest Acknowledgement and Policy • Annual Conflict of Interest Verification • Annual IRS Tax Exemption Verification • Copy of IRS Tax Exemption Letter • No Overdue Tax Debts Certification • Federal Certifications • FFATA Data Form • SAM (System for Award Management) Registration Screenshot 	Submit each bulleted item as a separate document, rather than a combined pdf.

APPENDIX B: DEFINITIONS

Activities/Services (sometimes referred to as outputs) This is the portion of your agency's logic model where the services consumers will receive are listed. What are the activities provided that are directly linked to achieving the desired outcomes that?

Child Victimization Rates Child victimization rates are calculated by dividing the number of unique children reported as victims of maltreatment by the number of children living in the state and counties as estimated by the U.S. Census Bureau. The child victimization count is the non-duplicated number children whose cases were substantiated for child abuse, neglect, or dependency or received a finding of "Services Needed." during a state fiscal year. That figure is then multiplied by 1,000 to obtain a rate per 1,000. The annual rate of child maltreatment is reported statewide as well as for individual counties

Continuous Quality Improvement (CQI) CQI activities ensure that programs are systematically and intentionally increasing positive outcomes for the families they serve. It is an ongoing process that involves: Collecting data, reviewing and analyzing data, and adjusting practices based on findings.

Core Components These are the key services or activities of an evidence-based program that have been demonstrated to lead to the identified program outcomes. These components must remain intact during any implementation of that program.

Evidence-Based Programs use a defined curriculum or services that, when implemented with fidelity, have been validated by research. Different types of evidence-based programs include "supported" or "well-supported," based on the strength of the research design.

Measurement Tools are valid, reliable instruments that determine whether or not a goal or outcome has been achieved.

Logic Model A logic model is a map of the program. It is a simple, logical illustration of what the program does, why the program does it, and how observers know if the program is successful.

Model Fidelity This means implementation of an evidence-based program as it was intended by the program developer. Fidelity Measures are evaluation measures that monitor the faithfulness of implementation to the core components of the model. This measure allows programs to understand if outcomes are based on the model or are attributed to other, possibly unknown, factors.

Program Developer The program developer is the originating source of an evidence-based program or practice model. This may be an individual or an institution.

Inputs/Resources Resources detail what the program needs to provide services according to model fidelity. Resources may include staffing, a curriculum, training, childcare, transportation, meals, meeting space. Think of this as a budget justification.

Target Population This is a description of the population the program serves or plans to serve.

APPENDIX C – REFERENCE MATERIALS & FORMS and ON-LINE RESOURCES

Reference Materials and Forms

Applicants must download the following reference materials and forms to submit a complete application:

- [Application Checklist \(Appendix A\)](#)
- [Authorized Signature Template](#)
- [Board Member Profile](#)
- [Cover Letter Samples](#)
- [Family Support Application Review Tool](#)
- [Logic Model Template ABC](#)
- [Logic Model Template Circle of Parents](#)
- [Logic Model Template Incredible Years](#)
- [Logic Model Template Parents As Teachers](#)
- [Logic Model Template PCIT](#)
- [Logic Model Template Stewards of Children](#)
- [Logic Model Template Strengthening Families Program](#)
- [Logic Model Template Triple P](#)
- [NC County Child Victimization SFY 2020 Data](#)
- [NC Triple P Regional Map](#)
- [NCDSS Contractor Package](#)
- [NCDSS Regional Support Map \(Draft\)](#)

On-Line Resources

Audit Requirements

- [PART 200—UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS](#)
- [§ 159-34. Annual independent audit; rules and regulations.](#)
- [SUBCHAPTER 03M – UNIFORM ADMINISTRATION OF STATE AWARDS OF FINANCIAL ASSISTANCE](#)
- [Program Compliance Supplement](#)

[Center for the Study of Social Policy \(CSSP\)](#) developed the Strengthening Families framework to engage families, programs, and communities in building five Protective Factors. The website includes tools for self-assessment, aligning practice, action sheets, building parent partnerships, ensuring accountability, and implementing protecting factors in child maltreatment prevention systems. CSSP

also offers resources and tools for promoting [Equity and Justice](#), with area of focus on racial equity and justice in order to dismantle systemic racism by transforming public systems and policies.

[Child Welfare Information Gateway](#) connects child welfare and prevention professionals to resources to protect children and strengthen families. They have topic webpages dedicated to family-centered practice, preventing child abuse and neglect, and supporting and preserving families. This website also contains [Strategies for Reducing Inequity](#).

[Children's Bureau](#) provides information on federal funding for child maltreatment prevention programs, including Promoting Safe and Stable Families and CBCAP grants.

[FRIENDS National Resource Center for Community Based Child Abuse Prevention](#) provides information and resources about CBCAP, Prevention, Parent Leadership, and Evaluation. The evaluation tab contains information about logic models, continuous quality improvement, evidence-based practice, program assessment, and protective factors surveys.

[NC Child Treatment Program](#) has information about training, the provider roster, implementation support, and performance and outcomes platform for Parent Child Interaction Therapy and Attachment and Biobehavioral Catch-up models.

[NC Early Childhood Action Plan County Data Reports](#) provides data for North Carolina and all 100 counties on 50 measures that affect young children's healthy development, including infant mortality, food and housing security, emergency room visits, child health, foster care, early learning, and early literacy. County Data Reports include data that is disaggregated by age, race, ethnicity, and geography.

[NC Office of State Budget and Management](#) contains information on the Grants Management System and the Suspension of Funding List. In addition, it lists [Travel Policies and Regulations](#) that contain NC subsistence per diem rates and travel policies for non-state employees, including contractors.

[Parents as Teachers](#) provides information on the home visiting model, including curricula, training, supervision, research, quality improvement, virtual service delivery, and becoming an affiliate.

[Prevent Child Abuse North Carolina](#) is dedicated to preventing child maltreatment. Their website has information about implementation support provided for Circle of Parents, Incredible Years, Strengthening Families Program, and Triple P. It has resources on child maltreatment and prevention, training opportunities, public awareness, community prevention action plans, and the Prevention Action Network.

[Race Equity and Inclusion Action Guide](#) - Annie E. Casey Foundation has published a guide listing 7 steps to build racial equity and inclusion within your agency.

[Stewards of Children](#) provides information and statistics on child sexual abuse, prevention resources, and training.

[Triple P](#) provides information about the Positive Parenting Program, including selecting the right level, finding a provider, accessing Triple P Online, and parenting tips.