

STATE OF NORTH CAROLINA

Department of Health and Human Services

Request for Proposal #: 30-22150-DSS

HOMEBUILDERS ® PROGRAM PROVIDERS

Date of Issue: July 5, 2022

Proposal Opening Date: August 25, 2022

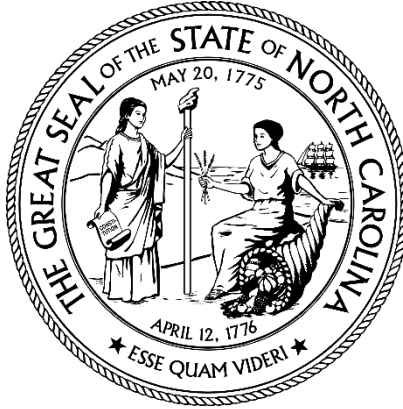
Direct all inquiries concerning this RFP to:

Ken Dahlin

Contract Specialist

Email: Ken.Dahlin@dhhs.nc.gov

Phone: (919) 855-4054



STATE OF NORTH CAROLINA

Request for Proposal

30-22150-DSS

For internal State agency processing, including tabulation of proposals, provide your company's eVP (Electronic Vendor Portal) Number. Pursuant to G.S. 132-1.10(b) this identification number shall not be released to the public. **This page will be removed and shredded, or otherwise kept confidential**, before the procurement file is made available for public inspection.

**This page shall be filled out and returned with your proposal.
Failure to do so may subject your proposal to rejection.**

Vendor Name

Vendor eVP#

Note: For your proposal to be considered, your company (you) must be a North Carolina registered vendor in good standing. You must enter the vendor number assigned through eVP (Electronic Vendor Portal). If you do not have a vendor number, register at

<https://vendor.ncgov.com/vendor/login>

Electronic (e-mailed) responses ONLY will be accepted for this solicitation.

STATE OF NORTH CAROLINA Department of Health and Human Services	
Refer ALL Inquiries regarding this RFP to: Ken Dahlin Contract Specialist (919) 855-4054 ProcurementQuestions@dhhs.nc.gov	Request for Proposal #: 30-22150-DSS
	Proposals will be publicly opened: August 25, 2022
Using Agency: Department of Health and Human Services, Division of Social Services	Commodity No. and Description: 931415 – Social Development and Services
Requisition No.: n/a	

EXECUTION

In compliance with this Request for Proposals (RFP), and subject to all the conditions herein, the undersigned Vendor offers and agrees to furnish and deliver any or all items upon which prices are bid, at the prices set opposite each item within the time specified herein.

By executing this proposal, the undersigned Vendor understands that false certification is a Class I felony and certifies that:

- this proposal is submitted competitively and without collusion (G.S. 143-54),
- none of its officers, directors, or owners of an unincorporated business entity has been convicted of any violations of Chapter 78A of the General Statutes, the Securities Act of 1933, or the Securities Exchange Act of 1934 (G.S. 143-59.2), and
- it is not an ineligible Vendor as set forth in G.S. 143-59.1.

Furthermore, by executing this proposal, the undersigned certifies to the best of Vendor's knowledge and belief, that:

- it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal or State department or agency.

As required by G.S. 143-48.5, the undersigned Vendor certifies that it, and each of its sub-Contractors for any Contract awarded as a result of this RFP, complies with the requirements of Article 2 of Chapter 64 of the NC General Statutes, including the requirement for each employer with more than 25 employees in North Carolina to verify the work authorization of its employees through the federal E-Verify system.

G.S. 133-32 and Executive Order 24 (2009) prohibit the offer to, or acceptance by, any State Employee associated with the preparing plans, specifications, estimates for public contracts; or awarding or administering public contracts; or inspecting or supervising delivery of the public contract of any gift from anyone with a contract with the State, or from any person seeking to do business with the State. By execution of this response to the RFP, the undersigned certifies, for Vendor's entire organization and its employees or agents, that Vendor is not aware that any such gift has been offered, accepted, or promised by any employees of your organization.

By executing this proposal, Vendor certifies that it has read and agreed to the **INSTRUCTION TO VENDORS** and the **NORTH CAROLINA GENERAL TERMS AND CONDITIONS**. These documents can be accessed from the ATTACHMENTS page within this document.

Failure to execute/sign proposal prior to submittal may render proposal invalid and it MAY BE REJECTED. Late proposals shall not be accepted.

COMPLETE/FORMAL NAME OF VENDOR:		
STREET ADDRESS:	P.O. BOX:	ZIP:
CITY & STATE & ZIP:	TELEPHONE NUMBER:	TOLL FREE TEL. NO:
PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE (SEE INSTRUCTIONS TO VENDORS ITEM #12):		
PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR:	FAX NUMBER:	
VENDOR'S AUTHORIZED SIGNATURE*:	DATE:	EMAIL:

Proposal Number: 30-22150-DSS

Vendor: _____

VALIDITY PERIOD

Offer shall be valid for at least **one-hundred and twenty (120) days** from date of bid opening, unless otherwise stated here: _____ days, or if extended by mutual agreement of the parties. Any withdrawal of this offer shall be made in writing, effective upon receipt by the agency issuing this RFP.

ACCEPTANCE OF PROPOSAL

If your proposal is accepted, all provisions of this RFP, along with the written results of any negotiations, shall constitute the written agreement between the parties ("Contract"). The NORTH CAROLINA GENERAL TERMS AND CONDITIONS are incorporated herein and shall apply. Depending upon the Goods or Services being offered, other terms and conditions may apply, as mutually agreed.

FOR STATE USE ONLY: Offer accepted and Contract awarded this _____ day of _____, 20____, as indicated on

The attached certification, by _____.

(Authorized Representative of Department of Health and Human Services)

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1.0 PURPOSE AND BACKGROUND

The purpose of this Request for Proposal (RFP) is to solicit proposals from qualified Vendors interested in becoming a HOMEBUILDERS® provider for the NC Department of Health and Human Services (DHHS).

HOMEBUILDERS® is an evidence-based program designed to strengthen families, keep children safe, and prevent unnecessary out-of-home placement. The HOMEBUILDERS® model provides intensive crisis intervention, counseling, and life-skills education for families who have children at imminent risk of placement or have children in placement that cannot be reunified without intensive services.

The intent of this solicitation is to award an Agency Contract. The process is intended to award a total of up to six (6) contracts to qualified Vendors that can act as HOMEBUILDERS® providers and implement HOMEBUILDERS® teams in North Carolina in seven (7) regions. One contract will cover two (2) regions. HOMEBUILDERS® shall replace the current Intensive Family Preservation Services (IFPS) program.

1.1 CONTRACT TERM

The Contract shall have an initial term of **one (1) year**, beginning on the date of final Contract execution (the “Effective Date”). The Vendor shall begin work under the Contract within **thirty (30) business days** of the Effective Date.

At the end of the Contract’s initial term, the State shall have the option, in its sole discretion, to renew the Contract on the same terms and conditions for up to **two (2) additional, one (1) year** terms. The State will give the Vendor written notice of its intent to exercise each option no later than **thirty (30) days** before the end of the Contract’s then-current term. In addition to any optional renewal terms, and with the Vendor’s concurrence, the State reserves the right to extend the Contract after the last active term.

Proposals shall be submitted in accordance with the terms and conditions of this RFP and any addenda issued hereto.

2.0 GENERAL INFORMATION

2.1 REQUEST FOR PROPOSAL DOCUMENT

This RFP is comprised of the base RFP document, any attachments, and any addenda released before Contract award, which are incorporated herein by reference.

2.2 E-PROCUREMENT FEE

ATTENTION: The E-Procurement fee may apply to this solicitation. See the paragraph entitled ELECTRONIC PROCUREMENT of the North Carolina General Terms and Conditions.

2.3 NOTICE TO VENDORS REGARDING RFP TERMS AND CONDITIONS

It shall be the Vendor’s responsibility to read the Instructions to Vendors, the North Carolina General Terms and Conditions, all relevant exhibits and attachments, and any other components made a part of this RFP and comply with all requirements and specifications herein. Vendors are also responsible for obtaining and complying with all Addenda and other changes that may be issued in connection with this RFP.

If Vendors have questions, issues, or exceptions regarding any term, condition, or other component of this RFP, those must be submitted as questions in accordance with the instructions in the PROPOSAL QUESTIONS Section. If the State determines that any changes will be made as a result of the questions asked, then such decisions will be communicated in the form of an RFP addendum. The State may also elect to leave open the possibility for later negotiation and amendment of specific provisions of the Contract that have been addressed during the question and answer period. Other than through this Q and A process or negotiation under 01 NCAC 05B.0503, the State rejects and will not be required to evaluate or consider any additional or modified terms and conditions submitted with Vendor’s proposal or otherwise. This applies to any language appearing in or attached to the document as part of the Vendor’s proposal that purports to vary any terms and conditions or Vendors’ instructions herein or to render the proposal non-binding or subject to further negotiation. Vendor’s proposal shall constitute a firm offer that shall be held open for the period required herein (“Validity Period” above).

By execution and delivery of this RFP Response, the Vendor agrees that any additional or modified terms and conditions, whether submitted purposely or inadvertently, shall have no force or effect, and will be disregarded.

Noncompliance with, or any attempt to alter or delete, this paragraph shall constitute sufficient grounds to reject Vendor’s proposal as nonresponsive. The State may exercise its discretion to consider Vendor proposed modifications.

2.4 RFP SCHEDULE

The table below shows the *intended* schedule for this RFP. The State will make every effort to adhere to this schedule.

Event	Responsibility	Date and Time
Issue RFP	State	July 5, 2022
Urged & Cautioned Pre-Proposal Conference	State	July 13, 2022 – 3:00pm ET
Submit Written Questions	Vendor	July 15, 2022 – 2:00pm ET
Provide Response to Questions	State	July 25, 2022
Submit Proposals	Vendor	August 25, 2022 – 2:00pm ET
Contract Award	State	November 30, 2022

2.5 PRE-PROPOSAL CONFERENCE

URGED & CAUTIONED Pre-Proposal Conference

Date: July 13, 2022
Time: 3:00-4:30PM Eastern Time

Instructions: It shall be URGED & CAUTIONED that a Vendor representative be present for a pre-proposal conference on the date and time indicated above. The pre-proposal conference will be conducted by the State virtually via Microsoft Teams. The pre-proposal conference will include staff from the DHHS Office of Procurement, Contracts, and Grants (OPCG) and Division of Social Services (DSS).

Vendors that are interested in participating the pre-proposal conference must send an e-mail to Ken Dahlin at ProcurementQuestions@dhhs.nc.gov (copy to Ken.Dahlin@dhhs.nc.gov) with the subject **“Proposal Conference – RFP #30-22150-DSS – Homebuilders Provider – [Vendor Name]”** with the *names and e-mail addresses* of all anticipated participants. An Microsoft Outlook invitation will be sent to all anticipated participants with a link to the Microsoft Teams meeting.

The purpose of the pre-proposal conference is for all prospective Vendors to apprise themselves with the conditions and requirements which will affect the performance of the work called for by this Request for Proposals. Vendors are highly encouraged to stay for the duration of the pre-proposal conference. No allowances will be made for unreported conditions that a prudent Vendor would recognize as affecting the work called for or implied by this proposal.

Vendors are cautioned that any information released to attendees during the pre-proposal conference, which conflicts with, supersedes, or adds to requirements in this Request for Proposal, *must be confirmed by written addendum* before it can be considered to be a part of this proposal.

While attendees may ask questions at the pre-proposal conference, the Department may not be able to answer all questions during the conference. The Department will respond to written questions from Vendors in accordance with the process described in this RFP.

Statements and materials discussed during the pre-proposal conference are informational only, are not binding upon the Department and do not replace reading, reviewing, and complying with the RFP and all issued addenda. Vendors should have a copy of the RFP available during the pre-proposal conference to reference.

2.6 PROPOSAL QUESTIONS

Upon review of the RFP documents, Vendors may have questions to clarify or interpret the RFP in order to submit the best proposal possible. To accommodate the Proposal Questions process, Vendors shall submit any such questions by the “Submit Written Questions” date and time provided in the RFP SCHEDULE Section above, unless modified by Addendum. Written questions shall be emailed to ProcurementQuestions@dhhs.nc.gov by the date and time specified above. Vendors should enter **“RFP #30-21150-DSS – Questions – Vendor Name”** as the subject for the email. Question submittals should include a reference to the applicable RFP section and be submitted in the format shown below:

Reference	Vendor Question
RFP Section, Page Number	Vendor question ...?

Questions received prior to the submission deadline date, the State’s response, and any additional terms deemed necessary by the State will be posted in the form of an addendum to the Interactive Purchasing System (IPS), <http://www.ips.state.nc.us>, and shall become an Addendum to this RFP. No information, instruction or advice provided orally or informally by any State personnel, whether made in response to a question or otherwise in connection with this RFP, shall be considered authoritative or binding. Vendors shall rely *only* on written material contained in the RFP and an addendum to this RFP.

2.7 PROPOSAL SUBMITTAL

IMPORTANT NOTE: This is an absolute requirement. Vendor shall bear the risk of late submission due to unintended or unanticipated delay. It is the Vendor’s sole responsibility to ensure its proposal has been received as described in this RFP by the specified time and date of opening. The time and date of receipt will be determined by the electronic receipt date indicated in the email inbox. Any proposal or portion thereof received after the proposal deadline will be rejected.

Deliver **one (1) signed electronic copy** of the offer **via e-mail**, to **Ken Dahlin** at ProcurementQuestions@dhhs.nc.gov. Offer must be submitted on the forms provided herein and Vendor must return **all** the pages of this solicitation with its offer. The subject line of the e-mail (and correlating attached file) should read **“Proposal – RFP #30-22150-DSS – Homebuilders Provider – [Vendor Name]”**.

The Vendor must also deliver **one (1) signed REDACTED electronic copy** of its offer with all **Confidential** information redacted. The correlating file attached should read **“Proposal – RFP #30-22150-DSS – Homebuilders Provider – [Vendor Name] – REDACTED”**. See Paragraph 29. CONFIDENTIAL INFORMATION of ATTACHMENT B: [INSTRUCTIONS TO VENDORS](#) and Paragraph 19. CONFIDENTIALITY of ATTACHMENT C: [NORTH CAROLINA GENERAL TERMS AND CONDITIONS](#) for additional information. The files should not be password-protected and should be capable of being copied to other media.

Check the appropriate box below:

- Proposal contains Confidential information. A redacted copy was submitted.**
- Proposal DOES NOT contain Confidential information. A redacted copy was NOT submitted.**

If Offeror’s response does not contain a redacted version, the Department will release an unredacted version of the Offeror’s response upon request.

Offers, subject to the conditions made a part hereof, will be received until **2:00PM ET** on the day of opening, and then opened, for furnishing and delivering the services as described herein. It is the responsibility of the Vendor to deliver the offer to this office by the specified time and date of opening. Offers must be submitted with the Execution page signed and dated by an official authorized to bind the Vendor’s firm. Failure to return a signed offer shall result in rejection of the Vendor’s offer.

The **maximus size limit for e-mails**, including the header, content, and attachments may not exceed **25MB**. If the offer is expected to exceed this size limit, submit separate e-mails and label “1 of X”, “2 of X”, etc. or as otherwise appropriate.

This RFP is available electronically at <https://www.ips.state.nc.us/ips/>. All inquiries regarding the RFP specifications or requirements are to be addressed to the Contract Specialist listed on Page 1 of this RFP.

2.8 PROPOSAL CONTENTS

Vendors shall populate all attachments of this RFP that require the Vendor to provide information and include an authorized signature where requested. Failure to provide all required items, or Vendor’s submission of incomplete items, may result in the State rejecting Vendor’s proposal, in the State’s sole discretion.

Vendor RFP responses shall include the following items and attachments, which shall be arranged in the following order:

- a) Cover Letter, must include a statement that confirms that the proposer has read the RFP in its entirety, including all links, and all Addenda released in conjunction with the RFP.

- b) Title Page: Include the company name, address, phone number and authorized representative along with the Proposal Number.
- c) Completed and signed version of all EXECUTION PAGES, along with the body of the RFP.
- d) Signed receipt pages of any addenda released in conjunction with this RFP, if required to be returned.
- e) Vendor's Proposal addressing all Specifications of this RFP.
- f) Completed version of ATTACHMENT A: PRICING AND COST TABLE
- g) Completed version of ATTACHMENT D: HUB SUPPLEMENTAL VENDOR INFORMATION
- h) Completed version of ATTACHMENT E: CUSTOMER REFERENCE FORM
- i) Completed version of ATTACHMENT F: LOCATION OF WORKERS UTILIZED BY VENDOR
- j) Completed and signed version of ATTACHMENT G: CERTIFICATION OF FINANCIAL CONDITION
- k) Completed and signed version of ATTACHMENT H: CERTIFICATION FOR CONTRACT, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS
- l) Completed and signed version of ATTACHMENT I: CONTRACTOR VACCINATION/TESTING REQUIREMENTS
- m) Completed and signed version of ATTACHMENT J: FEDERAL CERTIFICATIONS AND DISCLOSURE OF LOBBYING ACTIVITIES
- n) Completed and signed version of ATTACHMENT K: STATE CERTIFICATIONS
- o) ATTACHMENT L: REGIONAL MAP
- p) ATTACHMENT M: TRAINING REQUIREMENTS

2.9 DEFINITIONS, ACRONYMS, AND ABBREVIATIONS

Relevant definitions for this RFP are provided in 01 NCAC 05A .0112 and in the Instructions to Vendors found below which are incorporated herein by this reference.

The following definitions, acronyms, and abbreviations are also relevant to this RFP:

- a) **Continuous Quality Improvement:** Continuous Quality Improvement (CQI): "Continuous quality improvement is the complete process of identifying, describing, and analyzing strengths and problems and then testing, implementing, learning from, and revising solutions. It relies on an organizational and/or system culture that is proactive and supports continuous learning." (Source: National Child Welfare Resource Center for Organizational Improvement and Casey Family Programs, 2005)
- b) **DHHS:** Department of Health and Human Services
- c) **DSS:** Division of Social Services
- d) **Evidence-Based Practice:** Evidence-based practice involves identifying, assessing, and implementing strategies that are supported by scientific research. (Source: Child Welfare Information Gateway <https://www.childwelfare.gov/topics/management/practice-improvement/evidence/>)
- e) **IFD:** Institute for Family Development
- f) **IFPS:** Intensive Family Preservation Services
- g) **Trauma-Informed Care:** "Trauma-informed care occurs when all parties involved recognize and respond to the impact of traumatic stress on those who have contact with an organization, including children, caregivers, and service providers. Trauma-informed organizations infuse and sustain trauma awareness, knowledge, and skills into their organizational cultures, practices, and policies." (Source: National Child Traumatic Stress Network (NCTSN) <https://www.nctsn.org/trauma-informed-care/nctsn-trauma-informed-organizational-assessment>)

3.0 METHOD OF AWARD AND PROPOSAL EVALUATION PROCESS

3.1 METHOD OF AWARD

North Carolina G.S. 143-52 provides a general list of criteria the State shall use to award contracts, as supplemented by the additional criteria herein. The Goods or Services being procured shall dictate the application and order of criteria; however, all award decisions shall be in the State's best interest. All qualified proposals will be evaluated, and awards will be made to the Vendor(s) meeting the specific RFP Specifications and achieving the highest and best final evaluation, based on the criteria described below.

While the intent of this RFP is to award a Contract(s) to multiple Vendors, the State reserves the right to make a single award to one Vendor for one or more regions outlined in the scope of work, to not award one or more regions, or to cancel this RFP in its entirety without awarding a Contract, if it is considered to be most advantageous to the State.

The State reserves the right to waive any minor informality or technicality in proposals received.

3.2 CONFIDENTIALITY AND PROHIBITED COMMUNICATIONS DURING EVALUATION

While this RFP is under evaluation, the responding Vendor, including any subcontractors and suppliers, is prohibited from engaging in conversations intended to influence the outcome of the evaluation. See the Paragraph of the Instructions to Vendors entitled Confidential Information.

3.3 PROPOSAL EVALUATION PROCESS

Only responsive submissions will be evaluated.

The State will conduct a One-Step evaluation of Proposals:

Proposals will be received according to the method stated in the Proposal Submittal Section above.

All proposals must be received by the issuing agency not later than the date and time specified in the RFP SCHEDULE Section above, unless modified by Addendum. Vendors are cautioned that this is a request for offers, not an offer or request to contract, and the State reserves the unqualified right to reject any and all offers at any time if such rejection is deemed to be in the best interest of the State.

At the date and time provided in the RFP SCHEDULE Section above, unless modified by Addendum, the proposal from each responding Vendor will be opened publicly and the name of the Vendor and total cost offered may be announced. Interested parties are cautioned that these costs and their components are subject to further evaluation for completeness and correctness and therefore may not be an exact indicator of a Vendor's pricing position.

If negotiation is anticipated under 01 NCAC 05B.0503, pricing may not be public until award.

At their option, the evaluators may request oral presentations or discussions with any or all Vendors for clarification or to amplify the materials presented in any part of the proposal. Vendors are cautioned, however, that the evaluators are not required to request presentations or other clarification—and often do not. Therefore, all proposals should be complete and reflect the most favorable terms available from the Vendor.

Upon completion of the evaluation process, the State will make award(s) based on the evaluation and post the award(s) to IPS under the RFP number for this solicitation. Award of a Contract to one Vendor does not mean that the other proposals lacked merit, but that, all factors considered, the selected proposal was deemed most advantageous and represented the best value to the State.

The State reserves the right to negotiate with one or more vendors, or to reject all original offers and negotiate with one or more sources of supply that may be capable of satisfying the requirement, and in either case to require Vendor to submit a Best and Final Offer (BAFO) based on discussions and negotiations with the State.

3.4 EVALUATION CRITERIA

In addition to the general criteria in G.S. 143-52 which may or may not be relevant to this RFP, all qualified proposals will be evaluated, and award made based on considering the evaluation criteria listed below, to result in an award most advantageous to the State:

BEST VALUE: "Best Value" procurement methods are authorized by N.C.G.S. §§143-135.9 and 143B-1350(h). The award decision is made based on multiple factors, including: total cost of ownership, meaning the cost of acquiring, operating, maintaining, and supporting a product or service over its projected lifetime; the evaluated technical merit of the Vendor's offer; the Vendor's past performance; and the evaluated probability of performing the specifications stated in the solicitation on time, with high quality, and in a manner that accomplishes the stated business objectives and maintains industry standards compliance. The intent of "Best Value" procurement is to enable Vendors to offer and the Agency to select the

most appropriate solution to meet the business objectives defined in the solicitation and to keep all parties focused on the desired outcome of a procurement.

A ranking method of source selection will be utilized in this procurement using evaluation criteria listed in order of importance in the Evaluation Criteria section below to allow the State to award this RFP to the Vendor(s) providing the Best Value and recognizing that Best Value may result in award other than the lowest price or highest technically qualified offer. By using this method, the overall ranking may be adjusted up or down when considered with, or traded-off against, other non-price factors.

EVALUTION METHOD: Narrative and by consensus of the evaluating committee, explaining the strengths and weaknesses of each proposal and why the recommended awardee(s) provide the best value to the State.

All qualified proposals will be evaluated, and award made based on considering the following criteria *listed in order of importance*, to result in an award most advantageous to the State:

1. **Technical Approach** – See Sections 5.4 and 5.5
2. **Vendor Experience and Past Performance** – See Sections 4.5 and 4.6
3. **Total Cost** – See Section 4.1 and Attachment A.

3.5 PERFORMANCE OUTSIDE THE UNITED STATES

Vendor shall complete ATTACHMENT F: LOCATION OF WORKERS UTILIZED BY VENDOR. In addition to any other evaluation criteria identified in this RFP, the State may also consider, for purposes of evaluating proposed or actual contract performance outside of the United States, how that performance may affect the following factors to ensure that any award will be in the best interest of the State:

- a) Total cost to the State
- b) Level of quality provided by the Vendor
- c) Process and performance capability across multiple jurisdictions
- d) Protection of the State's information and intellectual property
- e) Availability of pertinent skills
- f) Ability to understand the State's business requirements and internal operational culture
- g) Particular risk factors such as the security of the State's information technology
- h) Relations with citizens and employees
- i) Contract enforcement jurisdictional issues

3.6 INTERPRETATION OF TERMS AND PHRASES

This RFP serves two functions: (1) to advise potential Vendors of the parameters of the solution being sought by the State; and (2) to provide (together with other specified documents) the terms of the Contract resulting from this procurement. The use of phrases such as "shall," "must," and "requirements" are intended to create enforceable contract conditions. In determining whether proposals should be evaluated or rejected, the State will take into consideration the degree to which Vendors have proposed or failed to propose solutions that will satisfy the State's needs as described in the RFP. Except as specifically stated in the RFP, no one requirement shall automatically disqualify a Vendor from consideration. However, failure to comply with any single requirement may result in the State exercising its discretion to reject a proposal in its entirety.

4.0 REQUIREMENTS

This Section lists the requirements related to this RFP. By submitting a proposal, the Vendor agrees to meet all stated requirements in this Section as well as any other specifications, business requirements, and terms and conditions stated in this RFP. If a Vendor is unclear about a requirement or specification or believes a change to a requirement would allow for the State to receive a better proposal, the Vendor is urged to submit these items in the form of a question during the question and answer period in accordance with the Proposal Questions Section above.

4.1 PRICING

Proposal price shall constitute the total cost to the State for complete performance in accordance with the requirements and specifications herein, including all applicable charges for handling, transportation, administrative and other similar fees.

Complete ATTACHMENT A: PRICING FORM and include in Vendor's proposal. The pricing provided in ATTACHMENT A, or resulting from any negotiations, is incorporated herein and shall become part of any resulting Contract.

To support its pricing proposal, the Vendor must request a Microsoft Excel version of the Budget Spreadsheet (Cost Basis) by emailing Ken Dahlin at ken.dahlin@dhhs.nc.gov. The Budget Spreadsheet (Cost Basis) must be submitted with the Vendor's Proposal. The Budget Spreadsheet (Cost Basis) automatically calculates various assumptions to determine pricing.

4.2 INVOICING AND PAYMENT

Vendor shall invoice the Purchasing Agency by sending invoices to the Contract Administrator **monthly**. The standard format for invoicing shall include each activity for the previous month and shall be submitted by the **tenth (10th) calendar day** of the month following the month of performance. If the tenth (10th) calendar day falls on a weekend or State holiday, the invoice shall be due on the next business day. Invoices shall include detailed information to allow Purchasing Agency to verify pricing at point of receipt matches the correct price from the contract and related purchase order.

The following fields shall be included on all invoices, as relevant: Vendor's Billing Address, Customer Account Number, NC Contract Number, Order Date, Buyer's Order Number, Manufacturer Part Numbers, Vendor Part Numbers, Item Descriptions, Price, Quantity, and Unit of Measure.

INVOICES MAY NOT BE PAID UNTIL THE SERVICES ARE ACCEPTED BY THE CONTRACT ADMINISTRATOR.

4.3 FINANCIAL STABILITY

As a condition of contract award, the Vendor must certify that it has the financial capacity to perform and to continue to perform its obligations under the Contract; that Vendor has no constructive or actual knowledge of an actual or potential legal proceeding being brought against Vendor that could materially adversely affect performance of this Contract; and that entering into this Contract is not prohibited by any contract, or order by any court of competent jurisdiction.

Each Vendor shall certify it is financially stable by completing ATTACHMENT G: CERTIFICATION OF FINANCIAL CONDITION. The State is requiring this certification to minimize potential issues from contracting with a Vendor that is financially unstable. From the date of the Certification to the expiration of the Contract, the Vendor shall notify the State within thirty (30) days of any occurrence or condition that materially alters the truth of any statement made in this Certification. The Contract Manager may require annual recertification of the Vendor's financial stability.

4.4 HUB PARTICIPATION

Pursuant to North Carolina General Statute G.S. 143-48, it is State policy to encourage and promote the use of small, minority, physically handicapped, and women contractors in purchasing Goods and Services. As such, this RFP will serve to identify those Vendors that are minority owned or have a strategic plan to support the State's Historically Underutilized Business program by meeting or exceeding the goal of 10% utilization of diverse firms as 1st or 2nd tier subcontractors. Vendor shall complete ATTACHMENT D: HUB SUPPLEMENTAL VENDOR INFORMATION.

4.5 VENDOR EXPERIENCE

- a) In its Proposal, Vendor shall demonstrate experience with at least **three (3)** public and/or private sector clients within the last **five (5) years** for projects of similar or greater size, scope, and complexity to the requirements outlined herein. Vendor experience should include the following:
 - 1) Specific experience working with the target population of the HOMEBUILDERS® program referenced in Section 5.1.5.
 - 2) Experience measuring and achieving outcomes with families, including family functioning, prevention of child maltreatment, and prevention of out-of-home placement.
 - 3) Experience implementing evidence-based, in-home programs and providing case management services similar to the HOMEBUILDERS® program.
- b) Vendors shall demonstrate this experience by submitting a **Project Summary** outlining the purpose, scope, objectives, and results of the project, including the start and completion dates of the project. The Project Summary *shall not exceed ten (10) pages per project* for a *maximum total of thirty (30) pages* including all information outlined above.

4.6 REFERENCES

Vendor shall provide **three (3) references** from projects of similar or greater size, scope, and complexity cited in Section 4.5 above. Complete [ATTACHMENT E: CUSTOMER REFERENCE FORM](#), and include in Proposal. The State shall contact these references to determine the Services provided are substantially similar or greater in size, scope, and complexity to those proposed herein and Vendor's performance has been satisfactory. The information obtained shall be considered in the evaluation of the proposal. For all references, provide the name of the company/organization as well as the name, title, and e-mail address of an *individual with knowledge of the work performed*.

4.7 BACKGROUND CHECKS

Any personnel or agent of Vendor performing Services under any Contract arising from this RFP may be required to undergo a background check at the expense of the Vendor, if so requested by the State.

4.8 PERSONNEL

Vendor warrants that qualified personnel shall provide Services under this Contract in a professional manner. "Professional manner" means that the personnel performing the Services will possess the skill and competence consistent with the prevailing business standards in the industry. Vendor will serve as the prime contractor under this Contract and shall be responsible for the performance and payment of all subcontractor(s) that may be approved by the State. Names of any third-party Vendors or subcontractors of Vendor may appear for purposes of convenience in Contract documents; and shall not limit Vendor's obligations hereunder. **However, subcontractor(s) may not be used for any direct client services that requires training under the HOMEBUILDERS® model.** Vendor will retain executive representation for functional and technical expertise as needed in order to incorporate any work by third party subcontractor(s).

Should the Vendor's proposal result in an award, the Vendor shall be required to agree that it will not substitute key personnel assigned to the performance of the Contract without prior written approval by the Contract Lead. Vendor shall further agree that it will notify the Contract Lead of any desired substitution, including the name(s) and references of Vendor's recommended substitute personnel. The State will approve or disapprove the requested substitution in a timely manner. The State may, in its sole discretion, terminate the Services of any person providing Services under this Contract. Upon such termination, the State may request acceptable substitute personnel or terminate the contract Services provided by such personnel.

4.9 VENDOR'S REPRESENTATIONS

If Vendor's Proposal results in an award, Vendor agrees that it will not enter any agreement with a third party that may abridge any rights of the State under the Contract. If any Services, deliverables, functions, or responsibilities not specifically described in this solicitation are required for Vendor's proper performance, provision and delivery of the Service and deliverables under a resulting Contract, or are an inherent part of or necessary sub-task included within such Service, they will be deemed to be implied by and included within the scope of the Contract to the same extent and in the same manner as if specifically described in the Contract. Unless otherwise expressly provided herein, Vendor will furnish all of its own necessary management, supervision, labor, facilities, furniture, computer and telecommunications equipment, software, supplies and materials necessary for the Vendor to provide and deliver the Services and/or other Deliverables.

4.10 AGENCY INSURANCE REQUIREMENTS MODIFICATION

A. Default Insurance Coverage from the General Terms and Conditions applicable to this Solicitation:

- Small Purchases
- Contract value in excess of the Small Purchase threshold, but up to \$1,000,000.00
- Contract value in excess of \$1,000,000.00

4.11 NC COVID-19 VACCINATION AND TESTING REQUIREMENT

Executive Order 224, signed by Governor Cooper on July 30, 2021, requires all state employees and contractors who may enter facilities at Cabinet Agencies or other participating State Agencies to provide proof of full vaccination or a negative Covid test result within the last seven (7) days. Contractors must follow the requirements of this policy to ensure that their

employees are: (1) fully vaccinated or tested weekly, and (2) wearing face coverings where required at Agency facilities. Each Vendor shall certify its acknowledgement and intent to comply with this policy by completing ATTACHMENT I: CONTRACTOR VACCINATION/TESTING REQUIREMENTS.

4.12 FEDERAL COVID-19 VACCINATION REQUIREMENT

President Biden recently issued Executive Order 14042 requiring that all employees working on or in connection with a federal contract be fully vaccinated against COVID-19. By responding to this solicitation, Vendor acknowledges and agrees to comply with the federal COVID-19 vaccination requirements.

4.13 LOBBYING ACTIVITY CERTIFICATION FOR FEDERAL GRANTS

Federal law prohibits recipients of federal funds, whether through grants, contracts, or cooperative agreements, from using those funds to influence or attempt to influence (lobby) a federal official in connection with obtaining, extending, or modifying any federal contract, grant, loan, or cooperative agreement. Further, federal law requires that applicants for federal funds certify:

- that they abide by the above restriction;
- that they disclose any permissible (non-federal) paid lobbying on the Federal Awards being applied for; and
- that such certification requirements will also be included in any subawards meeting the applicable thresholds.

Vendors must complete and submit ATTACHMENT H: CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS and ATTACHMENT J: FEDERAL CERTIFICATIONS when responding to this solicitation.

5.0 SCOPE OF WORK & BUSINESS REQUIREMENTS

5.1 GENERAL - SCOPE OF WORK

5.1.1 PROBLEM STATEMENT

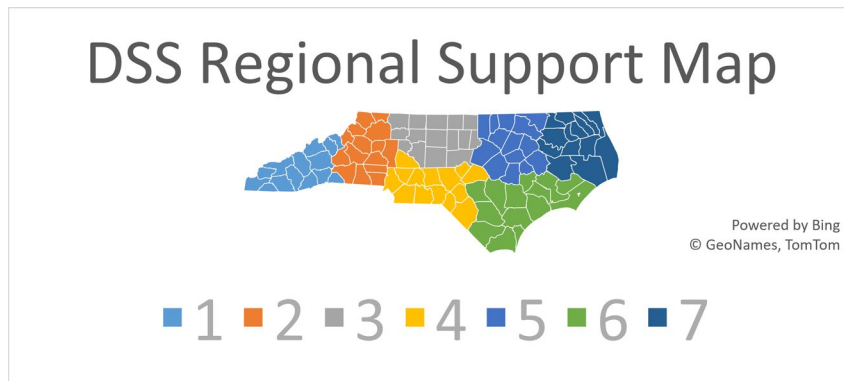
North Carolina's HOMEBUILDERS® program is intended to prevent unnecessary placement of children away from their families by providing in-home services aimed at restoring families in crisis to an acceptable level of functioning. These services are designed to meet the following objectives: (1) stabilize the crisis which put the family at imminent risk, (2) keep the child, family and community safe by defusing the potential for violence (physical, sexual, emotional/verbal abuse), and (3) help families develop the skills, competencies and resources they need to handle future crisis situations more effectively, including preventing other incidences of child maltreatment.

Consistent with family-centered practice and program goals is the goal of strengthening and supporting families and children to increase their stability by building an integrated community-based system to family functioning. As a foundation to achieving these goals, North Carolina has implemented, as part of its system reform, Six Principles of Partnership:

1. Everyone Desires Respect
2. Everyone Needs to Be Heard
3. Everyone Has Strengths
4. Judgments Can Wait
5. Partners Share Power
6. Partnership is a Process

In addition to the above principles, the DHHS Division of Social Services (DSS) is committed to promoting racial equity, diversity, and inclusion in all aspects of program delivery, including hiring, training, referrals, and direct service provision.

To support this effort, the DSS shall implement seven (7) HOMEBUILDERS® regions. Each region shall have one provider (i.e., Vendor), except *one provider shall serve both Regions 5 and 7*. Vendors are required to serve all counties in each region and may not submit a proposal for a partial region. A Vendor's proposal may include multiple regions. Vendors must submit separate DSS Agreements of Support for county welfare agencies and letters of support for each region proposed. See DSS regional support map below and ATTACHMENT L: REGIONAL MAP for additional information.



Depending on the size of the region, each region shall have one (1) or two (2) teams with a supervisor for each team. Each team shall have four (4) to five (5) therapists. For detailed information on regions and number of positions per region, please refer for ATTACHMENT L: REGIONAL MAP.

5.1.2 HOMEBUILDERS® STORY

Established in 1974 in Washington State, the HOMEBUILDERS® model has been implemented across the United States and internationally. Since 1982, the fidelity management and consultation of the model – including training, certification, and evaluation – has been conducted by the Institute for Family Development (IFD), the program developers. Additional information is available at: <http://www.institutefamily.org/>

5.1.3 HOMEBUILDERS® PHILOSOPHY

Although out-of-home placement may not always be avoided due to safety concerns, unnecessary out-of-home placement is traumatic for children and does not necessarily allow families to develop the skills to keep their children safe in the future. Clearly articulated values and beliefs guide how therapists treat family members and structure interventions.

5.1.4 HOMEBUILDERS® PROGRAM CHARACTERISTICS

HOMEBUILDERS® provides intensive, in-home crisis intervention, counseling, and life-skills education for families who have children at imminent risk of placement in state-funded care. It is the oldest and best-documented intensive in-home program in the United States. The goal is to prevent the unnecessary out-of-home placement of children through intensive, on-site intervention. HOMEBUILDERS® therapists work with the high-risk families involved with the child protective system. Child safety is ensured through small caseloads, program intensity, and 24-hour a day service availability. The model uses a program methodology of twenty (20) standards to ensure fidelity to the HOMEBUILDERS® model as prescribed by the Institute for Family Development’s “*HOMEBUILDERS® Fidelity Measures-Abridged.*”

5.1.5 HOMEBUILDERS® POPULATION SERVED

HOMEBUILDERS® supports high-risk families involved with the child protective system. The program seeks to remove the risk of harm to the child instead of removing the child from their home and gives families the chance to learn new behaviors to keep their children safe.

Target Population Eligible for Referrals

The target population includes only those families whose children are in imminent risk of placement into foster care. Families to be served include biological and adoptive families referred by county DSS offices based on the approved FFPSA candidacy definition. This may include children who are victims of abuse and neglect and those who have been exposed to risk factors such as substance abuse, domestic violence, mental health and/or other disabling conditions of the parent. Families referred for the HOMEBUILDERS® program must meet the following eligibility criteria:

- At least one (1) child from birth to seventeen (17) years of age is at imminent risk of removal based on the case plan and approval by a county DSS supervisor. HOMEBUILDERS® shall be implemented immediately as part of the family’s case plan to allow the child to safely remain in the home.

Other Eligibility Factors Include:

- The child would be able to remain in the home and without being at risk of imminent harm if intensive in-home services were provided.
- At least one (1) parent is willing to meet with the HOMEBUILDERS Therapist.
- The family is available to participate in an intensive, four (4) to six (6) week intervention.

- Less intensive services would not sufficiently reduce the risk of placement, are unavailable, or have been exhausted.

5.1.6 HOMEBUILDERS® KEY PROGRAM ELEMENTS

Using trauma-informed care and evidence-based practices, HOMEBUILDERS® has provided services to more than 15,000 families. The most recent data show that six (6) months after termination of services, 86% of children have avoided placement in state-funded foster care, group care, or psychiatric institutions, and remained safely in their homes. Pre- and post-measures within the family show a substantial reduction in risk across the variety of factors. These measures include:

- **Intervention at the crisis point:** Professional therapists reach families when the families are in crisis. Client families are seen within 24 hours of referral.
- **Treatment in the natural setting:** Almost all services take place in the client's home or the community where the problems are occurring and, ultimately, where they need to be resolved.
- **Accessibility and responsiveness.** Therapists are on-call to their client 24 hours a day, 7 days a week. Families are given as much time as they need when they need it. This accessibility also allows close monitoring of potentially dangerous solutions.
- **Intensity:** Services are time-limited and concentrated in a period targeted at four (4) weeks. The service is designed to resolve the immediate crisis and teach the skills necessary for the family to remain together. Each family receives an average of 40-50 hours of direct service.
- **Low caseloads:** Therapists carry only two (2) to three (3) cases at a time enabling them to be accessible and provide intensive services. Low caseloads also allow therapists the time to provide psycho-educational interventions and meet services needs of the family.
- **Evidence-based interventions:** Therapists are trained in and utilize a range of interventions including trauma-informed care, crisis intervention, motivational interviewing, parent education, skill building, and cognitive/behavioral therapy.
- **Flexibility:** Services are provided when and where the clients wish. Therapists provide a wide range of services, from helping clients meet the basic needs of food, clothing, and shelter, to the most sophisticated therapeutic techniques. They also provide families with counseling, child development knowledge, parenting skills, anger management and communication skills.

5.1.7 GOVERNING LEGISLATION

a) Family First Prevention Services Act of 2018

The Family First Prevention Services Act (FFPSA) enacted as part of Public Law (P.L.) 115-123, authorized Title IV-E funding for time-limited prevention services for mental health, substance abuse, and in-home parenting skill programs for children or youth who are candidates for foster care, pregnant or parenting youth in foster care, and the parents or kin caregivers of those children and youth. Click on following link for full legislation: <https://www.childrensdefense.org/wp-content/uploads/2018/08/ffpsa-pages-from-law-language.pdf>. FFPSA aims to prevent children from entering foster care. The NC Family First Prevention Plan shall draw upon the State's prevention and treatment systems for the implementation of evidence-based and trauma informed services. DHHS shall develop a comprehensive child maltreatment prevention framework that addresses readiness, alignment, and implementation considerations involved in FFPSA, Rylan's Law, Medicaid reimbursable funds, and community-based prevention programs funded through Title IVB-2, Community Based Child Abuse Prevention (CBCAP), and North Carolina Children's Trust Fund (NC CTF).

b) North Carolina Session Law 2015-241, Subpart XII-C. Division of Social Services

Intensive Family Preservation Services Funding and Performance Enhancements SECTION 12.C.2.(a) Notwithstanding the provisions of G.S. 143B-150.6, the Family Preservation Program shall provide intensive services to children and families in cases of abuse, neglect, and dependency where a child is at imminent risk of removal from the home and to children and families in cases of abuse where a child is not at imminent risk of removal. The program shall be developed and implemented statewide on a regional basis. The Family Preservation Program shall ensure the application of standardized assessment criteria for determining imminent risk and clear criteria for determining out-of-home placement.

SECTION 12C.2.(b) DHHS shall require that any program or entity that receives State, Federal, or other funding for the purpose of Family Preservation Program shall provide information and data that allows for the following:

1. An established follow-up system with a minimum of six (6) months of follow-up services.
2. Detailed information on the specific interventions applied, including utilization indicators and performance measurement.
3. Cost-benefit data.
4. Data on long-term benefits associated with Family Preservation services. This data shall be obtained by tracking families through the intervention process.

5. The number of families remaining intact and the associated interventions while participating in Family Preservation services and twelve (12) months thereafter.
6. The number and percentage, by race, of children who received Family Preservation services compared to the ratio of their distribution in the general population involved with Child Protective Services.

Please click on the following link for full legislation: <https://www.ncleg.net/enactedlegislation/sessionlaws/html/2015-2016/sl2015-241.html>

5.2 BUSINESS REQUIREMENTS

5.2.1 HOMEBUILDERS® DELIVERY STANDARDS

- a) The HOMEBUILDERS® model has clearly defined standards that guide program implementation and clinical practice, and an ongoing training and quality enhancement system to ensure model fidelity and to provide the opportunity to evaluate the program on an ongoing basis to improve service delivery.
- b) **HOMEBUILDERS® Goals Include:**
 - 1) Prevent unnecessary out-of-home placement of children
 - 2) Reduce length of time child is in out-of-home care
 - 3) Improve family functioning
 - 4) Enhance problem-solving skills
 - 5) Increase social supports
 - 6) Prevent/reduce child abuse and neglect
- c) **Primary Intervention Components of The Model**
 - 1) Engaging and motivating family members
 - 2) Conducting holistic, behavioral assessments of strengths and problems
 - 3) Developing outcome-based goals
 - 4) Using evidence-based cognitive-behavioral interventions
 - 5) Teaching skills to facilitate behavior change
 - 6) Developing and enhancing ongoing supports and resources for the family
- d) Each standard has fidelity measures that document the structural and clinical standards of the model, the fidelity indicators related to those standards, and performance measures for each indicator. Vendor(s) are required to follow these standards and deliver and implement services accordingly.

Implementation of the HOMEBUILDERS® model is supported by the IFD which provides all mandatory training, consultation, and evaluation of the model. Vendor(s) are required to cooperate and work closely with the HOMEBUILDERS® consultant from the IFD providing technical assistance and onsite visits.

Vendor(s) are required to provide core services structured through the HOMEBUILDERS® model. The HOMEBUILDERS® model is designed to eliminate barriers to service while using evidence-based interventions to improve parental skills, parental capabilities, family interactions, and children's behavior while promoting safety.

5.2.2 HOMEBUILDERS® STANDARDS AND FIDELITY MEASURES

- a) Vendor(s) are required to comply with the following standards and fidelity measures:
 - 1) HOMEBUILDERS® Standards are available at <http://www.institutefamily.org/pdf/HOMEBUILDERS-Standards-4-1.pdf>
 - 2) HOMEBUILDERS® Fidelity Measures are available at <http://www.institutefamily.org/pdf/HOMEBUILDERS-Fidelity-Measures-Abridged-3.0.pdf>
- b) The standards and fidelity measures are the core components of HOMEBUILDERS® program and must be adhered to by Vendor(s) selected to implement the program.

5.2.3 REFERRAL PROCESS

- a) Vendor(s) will be required to accept referrals from County DSS office by telephone or through a provider portal on first come, first serve, space available basis, twenty-four (24) hours per day, seven (7) days per week.
- b) Referrals will be accepted for services only when there is available program capacity. Given the nature of HOMEBUILDERS® services and eligibility criteria, no wait list shall be maintained. All referrals shall be made, reviewed, and approved by local county DSS offices.
- c) It is essential that the successful Vendor(s) promote the HOMEBUILDERS® program to eligible referral sources. It is the responsibility of the Vendor(s) to ensure an adequate number of referrals are received in order to meet contractual requirements for the number of families to be served.
- d) Vendor(s) must ensure and confirm eligibility consistent with the standards of HOMEBUILDERS® program. It is essential that the referral meets the eligibility criteria established by HOMEBUILDERS® to ensure model fidelity. If the referral does not meet eligibility criteria and county DSS supports the referral to HOMEBUILDERS®, the successful Vendors(s) are required to communicate directly with the IFD together with NC DSS to reach a final decision.
- e) Upon receipt of the referral and eligibility determination, the family shall be contacted by the Vendor's HOMEBUILDERS® staff to set up the first visit. The first face-to-face visit shall occur within twenty-four (24) hours of the referral. In certain instances, a crisis shall merit a faster response - within two (2) hours – in order to engage the family, address immediate concerns, and build a sustainable relationship.
- f) For Vendor(s) that have available program capacity, rejections to the HOMEBUILDERS® program may only be based upon HOMEBUILDERS® eligibility criteria.

5.2.4 LOCATIONS AND REGIONAL COVERAGE

- a) Vendor(s) may submit a proposal that includes the provision of services for one (1) or multiple regions. See ATTACHMENT L: REGIONAL MAP.
- b) Vendor(s) must provide services to families fifty-two (52) weeks per year using a flexible schedule including traditional hours, after-hours, and weekend/holiday hours that are convenient to the family.
- c) Services must be provided primarily in the home and other locations convenient to the family.
- d) Program staff must be available to respond to crisis situations/emergencies twenty-four (24) hours a day and seven (7) days a week. These responses must occur through phone contact or in-person, depending on case circumstances.
- e) Typically, most HOMEBUILDERS® cases should be assigned to therapists so that travel time to conduct home visits with families does not exceed sixty (60) minutes.

5.2.5 STAFFING REQUIREMENTS

- a) Vendor(s) must adhere to the following staffing requirements for the HOMEBUILDERS® program. Vendor(s) staff identified to fill the roles of Program Manager, Supervisor and Therapist must be permanent employees of the selected Vendor(s). Vendor(s) may recommend other critical staff needed to perform the requirements outlined herein. Sub-contractors are not authorized as part of the HOMEBUILDERS® model.

1) Program Manager

- a. A graduate or bachelor's degree in social work, psychology, counseling, or a closely related human services.
- b. Experience should include at least two (2) of years supervisory/management experience, and/or least four (4) years providing direct services to families, preferably intensive in-home services.
- c. Knowledge of child welfare policies and programs, family therapy theories, treatment philosophies and strategies of home-based services, as well as knowledge and availability of local resources is necessary.
- d. Capacity for overseeing program operations related to the family's entry into and participation in the program.
- e. Ability to collaborate with County and State personnel, the courts and other service providers on behalf of the family.
- f. Ability to maintain a flexible work schedule. The program manager shall provide client back-up for the supervisor whenever needed.
- g. The Program Manager must be, at a minimum, twenty-five percent (25%) of a dedicated full-time equivalent (FTE) *per supervisory team* to the HOMEBUILDERS® program.

2) Supervisor

- a. Demonstrated experience in, or potential for, providing supervision to workers who provide in-home services. Supervisors with at least one (1) year of supervisory experience are preferred.
- b. A bachelor's degree in social, psychology, counseling, or a closely related human services.
- c. Knowledge of child welfare policies and programs, family therapy theories, treatment philosophies and strategies of home-based services, as well as knowledge and availability of local resources is necessary.
- d. Capacity for overseeing program operations related to the family's entry into and participation in the program.
- e. Ability to relate to and collaborate with County and State personnel, the courts and other service providers on behalf of the family.
- f. Ability to maintain a flexible work schedule. The supervisor shall receive referrals twenty-four (24) hours a day, seven days (7) days per week. The supervisor must be available twenty-four (24) hours a day, seven (7) days a week to client families, and to therapists for consultation and support, as well as provide back-up coverage.
- g. The supervisor must be 100% dedicated FTE to the HOMEBUILDERS® program.

3) Therapist:

- a. A bachelor's degree in the social work, psychology, counseling, or a closely related human services area.
- b. A minimum of two (2) years of experience working with children and families.
- c. Ability to maintain a flexible work schedule and live within proximity of the families being served. Generally, therapists are prohibited from having a second job or second role unless it can be demonstrated that the position will not impact the individual's twenty-four (24) hour/day availability.
- d. The therapist shall be 100% dedicated FTE to the HOMEBUILDERS® program.

5.2.6 ONBOARDING AND TECHNICAL ASSISTANCE

- a) HOMEBUILDERS® is an extremely intensive model and is highly demanding of its staff. Vendor(s) shall receive technical assistance from IFD on selecting and onboarding qualified staff. HOMEBUILDERS® has guided interview tools, including role-play opportunities, to assist Vendor(s) in the onboarding process. IFD will provide support to ensure the expectations, roles and responsibilities, and model fidelity of HOMEBUILDERS® is embedded in the hiring process for new therapists and/or transitioning of existing IFPS workers into the new HOMEBUILDERS® role. Vendor(s) must participate in all onboarding and technical assistance provided by IFD. See ATTACHMENT M: TRAINING REQUIREMENTS.

5.2.7 TRAINING AND QUALITY ASSURANCE

- a) Vendor(s) shall work closely with the HOMEBUILDERS® Consultant from IFD and cooperate with record reviews and onsite visits.
- b) Vendor(s) shall complete all training outlined in ATTACHMENT M: TRAINING REQUIREMENTS, as well as HOMEBUILDERS® Site Development activities as directed by DSS and IFD. The Site Developments help build internal capacity of the successful Vendor(s) to oversee implementation, review evaluation data, and provide feedback to their staff to improve the quality of services.
- c) Vendor(s) staff shall be trained on the Core Competencies of the HOMEBUILDERS® model before being assigned any cases.
- d) The HOMEBUILDERS® Site Development activities are designed to assure quality through the development and continual improvement of the knowledge and skills necessary to obtain model fidelity and service outcomes.
 - 1) The model includes a comprehensive training program, consultation, and support necessary to deliver quality services.
 - 2) Consultation includes ongoing telephone consultation, record reviews, on-site visits, and data and fidelity reports to ensure model fidelity and help evaluate program outcomes.
- e) During the first few years working with a supervisor and team, a HOMEBUILDERS® Consultant collects and reviews program implementation data and provides feedback to Vendor staff.
- f) Vendor(s) must send their staff to train prior to implementation consistent with the training offerings as outlined in ATTACHMENT M: TRAINING REQUIREMENTS.

- g) Vendors shall participate in IFD led site visits two (2) times a year, and a full site fidelity review (including client file reviews) at the end of each year.
- h) Vendor(s) shall develop and monitor Individual Professional Development Plans (PDPs) for all staff with the Supervisor and Program Manager.

5.2.8 ASSESSMENT AND TREATMENT PLANNING

a) Assessments:

- 1) Vendor(s) staff shall conduct behaviorally specific, interactive, and holistic assessments of the family. The assessment integrates information collected from a variety of sources including but not limited to direct observation, self-reports, local county DSS, and information obtained through collateral contacts. Assessment is an ongoing process that begins at the time of referral and continues through the termination of services. This process includes, but is not limited to, the following:
 - a. An assessment of safety and family functioning
 - b. An assessment of family strengths and needs
 - c. Identifying family resources and their informal/formal supports
 - d. Exploring family values and beliefs
 - e. Assessing skills
 - f. Identifying problems and barriers to achieving the family's stated goals
- 2) Vendor(s) shall utilize the North Carolina Family Assessment Scale (NCFAS) and North Carolina Family Assessment Scale for Reunification (NCFAS-R) to identify family strengths and needs to inform the assessment and the development of intervention goals and a written service plan.

b) Service Plans

- 1) Vendor(s) shall develop a Service Plan, in collaboration with the family, the local child welfare agency and others, within one (1) week of the start of service. The Service Plan shall include behaviorally specific intervention goals that focus on the issues contributing to the danger of placement or barriers to successful reunification and promote skill development and behavior change. The Service Plan shall be updated when needed to reflect changes in family circumstances/functioning and incorporate safety planning.
- 2) Vendor(s) shall submit the Service Plan to referring staff within fourteen (14) days from the time of referral to HOMEBUILDERS@.
- 3) The Service Plan shall address safety measures put into place and shall include:
 - a. Identifying family strengths, helping the family define the specific goals of intervention, showing the family how improvements can occur, helping the family resolve or improve safety concerns.
 - b. Ensuring staff provide a wide range of goal-directed services to the family which may include but shall not be limited to assessing risk and aiding the family in developing a behaviorally specific safety plan.
 - c. Teaching appropriate parenting skills, such as alternatives to corporal punishment and neglect which encourage a no-hit policy, age-appropriate expectations, parent as a role model, choices and consequences and display of greater parent/child affection and trust.
 - d. Providing or arranging family, individual and/or marital counseling, which will be based on a cognitive, behaviorally oriented model that encourages the development of linkages with natural helping networks and community resources, teach anger management techniques and appropriate communication skills.
 - e. Assessing and teaching budgeting skills.
 - f. Aiding the family in meeting medical needs such as arranging for substance abuse treatment and follow-up services for family members.
 - g. Teaching, assisting, and modeling housekeeping, homemaking and other organizational skills needed to provide a positive family environment.
 - h. Assisting the family to access transportation and/or transporting them.
 - i. Referring and linking the family with needed services and follow-up services.
 - j. Documenting the flex funds received by each enrolled family. Documentation must include parent's, worker's, and supervisor's signature. These funds will be used to purchase concrete supports, such as furniture, utilities, and respite care.

- k. Discussing termination recommendations with referring staff. A termination conference shall occur no later than seven (7) days prior to anticipated closure of the case. The family may be invited to attend the termination conference.
- l. Conducting a termination meeting with the family to summarize the progress made during intervention and options for maintaining progress. The meeting shall occur at the final family session. When possible, a CFT to discuss termination held with the referring staff and family will meet this requirement. The case shall be considered closed as of that date.
- m. Sending the family and the referring worker a Termination Report signed by the appropriate staff within seven (7) days of case closure. This report shall summarize the progress the family made during the intervention.
- n. Administering the Family Satisfaction Survey and Referring Worker Survey upon termination of each case to determine satisfaction. A copy of the completed forms shall be maintained in each case record.
- o. Contacting the most involved parent in each family served and administer a follow-up evaluation at six (6) and twelve (12) months after termination. If a home visit is not possible, a telephone contact shall be attempted. Five telephone attempts to contact shall be made and documented. This evaluation shall determine the status of the family and whether placement of a child has occurred.

5.2.9 COGNITIVE AND BEHAVIORAL APPROACH

Therapists shall use the model's evidence-based practices, including motivational interviewing, behavioral parent training, cognitive-behavior therapy, and relapse prevention strategies to help facilitate behavior change. This includes trauma-informed care.

5.2.10 TEACHING AND SKILLS DEVELOPMENT

Therapists shall teach family members a variety of skills, including child behavior management, effective discipline, positive behavioral support, communication skills, problem-solving skills, safety planning, and help the family establish daily routines through direct teaching, role playing/practice, coaching and prompting, audio/visual aids, written materials, and homework.

5.2.11 PROVISION OF CONCRETE SERVICES

- a) Therapists shall help families meet their basic needs by helping the family access concrete goods and services such as one-time emergency assistance for food, housing, transportation, educational classes and certifications, etc. that are directly related to achieving the family's goals, while teaching them to meet these needs on their own. Each family will have access to funding for concrete goods and services to help meet their basic needs.
 - 1) The HOMEBUILDERS® model specifies that flex funding be used to support the family's basic needs and/or expenditures that are related to specific HOMEBUILDERS® goals and Service Plan. Providers may be reimbursed for flex funds per family through a direct cost reimbursement process. Dollars for flex funds are assumed to be \$500.00 on average per family.
 - 2) Basic needs refer to those things that are immediately necessary to sustain and maintain a standard of living to keep a family intact. Basic needs consist of, but are not limited to food, shelter, clothing, health care, utilities, transportation, and childcare that are not reimbursable with other funding or in-kind supports.

5.2.12 TRANSITION AND SERVICE CLOSURE

Therapists shall, prior to the conclusion of services and in conjunction with the family, develop a written plan to maintain progress achieved and identify unmet and/or ongoing service needs of the family. The therapist, in consultation with county DSS, shall assist the family in connecting to needed resources and services to support them following case closure. A team meeting shall be part of this process to make sure there is agreement and accountability by all involved and to ensure that the family has supports in place and understands next steps. A HOMEBUILDERS® Service Summary (which includes the NCFAS post ratings) shall be completed and forwarded to county DSS at time of case closure. The service summary will include goal assessment, plan for maintenance of progress, address family members concerns and questions about service closure, and address ongoing service needs.

5.2.13 HOMEBUILDERS DATA MANAGEMENT SYSTEM

Vendor(s) shall be trained, and will be required to use, HOMEBUILDERS® data management system known as the Exponent Case Management (ECM) system. The ECM system contains all the paperwork and forms that are utilized in the HOMEBUILDERS® program to measure model fidelity, which shall be reported back to DSS and successful participant(s).

5.2.14 COLLABORATIVE COMMUNITY PARTNERSHIPS

Vendor(s) HOMEBUILDERS® therapists shall collaborate with formal and informal community resources, services, and systems to link families with appropriate and timely resources and identify gaps and/or barriers to families' access to services. The therapist helps the family effectively navigate multiple systems and teaches them to advocate for themselves and access services and supports within their own community.

Vendor(s) shall establish and maintain **weekly** contact and communication with county DSS offices through phone calls, e-mail, and conferences. Updates shall be provided on families' progress towards goals, change in status and service delivery, targeted interventions and other issues identified by the Vendor(s) and county DSS.

5.3 PROJECT ORGANIZATION

Vendor shall describe the **Organizational and Operational structure** it proposes to utilize for the work described in this RFP and identify the responsibilities to be assigned to each person Vendor proposes to staff the work, including the staffing requirements outlined in Section 5.2.5 above. Vendor shall include a **Staffing Summary** outlining the qualifications and experience of all *key* executive, managerial, legal, and professional personnel to be assigned to this project, citing experience with similar projects. Vendor shall also describe its strategy for the recruitment and retention of qualified supervisors and direct service providers. The **Organizational and Operational Structure**, including the **Staffing Summary** shall not exceed **ten (10) pages**.

5.4 TECHNICAL APPROACH

Vendor's proposal shall include, in narrative, outline, and/or graph form the Vendor's **Technical Approach** to accomplishing the tasks outlined in the Scope of Work section of this RFP. A description of each task/deliverable and the proposed schedule for accomplishing each task/deliverable shall be included. The Vendor's **Technical Approach** to accomplishing the Scope of Work shall not exceed **fifteen (15) pages** and shall include the following:

- a) Identify the region(s) your agency proposes to serve. Describe how the agency will administer, support, and supervise the proposed services for all counties in the Region(s).
- b) Within the identified Region(s), describe how the agency will ensure staff can travel to most family homes within sixty (60) minutes for all counties.
- c) Describe how the agency collaborates with local organizations and coalitions that focus on child, family, and community well-being, including making service referrals and accessing concrete goods.
- d) Describe how the agency will work with County DSS workers to promote and deliver the HOMEBUILDERS® program, including ongoing communication around program availability, referral criteria, and family progress.
- e) Describe your strategy to meet the HOMEBUILDERS® Standards by providing the following information:
 - 1) Describe strategies you will use to engage and motivate parents and family members to meet their goals.
 - 2) Describe your planning process to implement the HOMEBUILDERS® model.
 - 3) Describe the anticipated challenges in implementing the HOMEBUILDERS® model and how you will address these challenges.
 - 4) Describe how you will provide services that affirm and strengthen families' cultural, racial, and linguistic identities.

5.5 INFORMATION TECHNOLOGY APPROVALS

The North Carolina Department of Information Technology (NCDIT) has certain standards for information technology equipment, especially if it interfaces with the State network. Approval by NCDIT is required before award of a contract to the extent these standards apply to this procurement. Agencies and Vendors are urged to determine the applicability of these NCDIT standards and to seek approval from NCDIT as necessary.

6.0 CONTRACT ADMINISTRATION

All Contract Administration requirements are conditioned on an award resulting from this solicitation. This information is provided for the Vendor’s planning purposes.

6.1 VENDOR PROJECT MANAGER

The Vendor shall be required to designate and make available to the State a project manager. The project manager shall be the State’s point of contact for Contract related issues and issues concerning performance, progress review, scheduling, and service.

Name & Title of Project Manager	
Physical Address	
Mailing Address	
Telephone Number	
Email Address	

6.2 AGENCY CONTRACT ADMINISTRATOR

The name and contact information for the State’s Contract Administrator is provided below.

Name & Title	Wendy Clewis, Family Preservation Program Consultant II
Physical Address	820 S. Boylan Avenue, McBryde Building Raleigh, NC 27603
Mailing Address	2410 Mail Service Center Raleigh, NC 27699-2410
Telephone Number	919-527-7254
Email Address	wendy.clewis@dhhs.nc.gov

6.3 POST AWARD PROJECT REVIEW MEETINGS

The Vendor, at the request of the State, shall be required to meet **monthly** with the State for Project Review meetings. The purpose of these meetings will be to review project progress reports, discuss Vendor and State performance, address outstanding issues, review problem resolution, provide direction, evaluate continuous improvement and cost saving ideas, and discuss any other pertinent topics.

6.4 CONTINUOUS IMPROVEMENT

The State encourages the Vendor to identify opportunities to reduce the total cost the State. A continuous improvement effort consists of various ways to enhance business efficiencies as performance progresses.

6.5 PERIODIC STATUS REPORTS

The Vendor shall submit **Quarterly Performance Monitoring Reports** and **Protective Factors Survey Reports** (if applicable) to the Agency Contract Administrator on October 15th, January 15th, April 15th, and July 30th. If the due date falls on a weekend or State holiday, the quarterly reports shall be due on the next business day. This report shall include, at a minimum, information concerning the following:

- Cumulative data on Vendor activities, program outputs, and outcomes.
- Work to be accomplished during the subsequent reporting period.
- Problems, actual or anticipated.
- Notification of any significant deviation from previously agreed upon work plans and schedules.

These reports shall be well organized and easy to read. The Vendor shall submit these reports electronically using Microsoft Excel, Microsoft PowerPoint or Microsoft Word.

6.6 PERFORMANCE & ACCEPTANCE OF WORK

- a) Performance of the Services shall be conducted and completed in accordance with the Contract requirements and recognized and customarily accepted industry practices. Performance shall be considered complete when the Services are approved as acceptable by the Agency Contract Administrator.
- b) The provider agrees to abide by the HOMEBUILDERS® Fidelity Measures including the indicators and performance measures identified at <http://www.institutefamily.org/pdf/HOMEBUILDERS-Fidelity-Measures-Abridged-3.0.pdf>
- c) The State shall have the obligation to notify Vendor, in writing **ten (10) calendar days** following completion of such work or delivery of a deliverable described in the Contract that it is not acceptable. The notice shall specify in reasonable detail the reason(s) it is unacceptable. Acceptance by the State shall not be unreasonably withheld; but may be conditioned or delayed as required for reasonable review, evaluation, installation, or testing, as applicable to the work or deliverable. Final acceptance is expressly conditioned upon completion of all applicable assessment procedures. Should the work or deliverables fail to meet any specifications, acceptance criteria or otherwise fail to conform to the Contract, the State may exercise any and all rights hereunder, including, for Goods deliverables, such rights provided by the Uniform Commercial Code, as adopted in North Carolina.

6.7 TRANSITION ASSISTANCE

If a Contract results from this solicitation, and the Contract is not renewed at the end of the last active term, or is canceled prior to its expiration, for any reason, Vendor shall provide transition assistance to the State, at the option of the State, for up to **four (4) months** to allow for the expired or canceled portion of the Services to continue without interruption or adverse effect, and to facilitate the orderly transfer of such Services to the State or its designees. If the State exercises this option, the Parties agree that such transition assistance shall be governed by the terms and conditions of the Contract (notwithstanding this expiration or cancellation), except for those Contract terms or conditions that do not reasonably apply to such transition assistance. The State shall agree to pay Vendor for any resources utilized in performing such transition assistance at the most current rates provided by the Contract for performance of the Services or other resources utilized.

6.8 DISPUTE RESOLUTION

During the performance of the Contract, the parties agree that it is in their mutual interest to resolve disputes informally. Any claims by the Vendor shall be submitted in writing to the State's Contract Manager for resolution. Any claims by the State shall be submitted in writing to the Vendor's Project Manager for resolution. The Parties shall agree to negotiate in good faith and use all reasonable efforts to resolve such dispute(s).

During the time the Parties are attempting to resolve any dispute, each shall proceed diligently to perform their respective duties and responsibilities under this Contract. The Parties will agree on a reasonable amount of time to resolve a dispute. If a dispute cannot be resolved between the Parties within the agreed upon period, either Party may elect to exercise any other remedies available under the Contract, or at law. This provision, when agreed in the Contract, shall not constitute an agreement by either party to mediate or arbitrate any dispute.

6.9 CONTRACT CHANGES

Contract changes, if any, over the life of the Contract shall be implemented by contract amendments agreed to in writing by the State and Vendor.

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7.0 ATTACHMENTS

****IMPORTANT NOTICE****

RETURN THE REQUIRED ATTACHMENTS WITH YOUR RESPONSE
FOLLOW THE LINKS TO ACCESS EACH ATTACHMENT

***** Failure to Return the Required Attachments May Eliminate
Your Response from Further Consideration *****

Attachments begin on next page.

ATTACHMENT A: PRICING AND COST TABLE

Instructions: Complete Cost Tables 1A, 1B, 2, and 3 below and return with proposal. To support its pricing proposal in Cost Tables 1A, 1B, 2, and 3, the Vendor must request a Microsoft Excel version of the Budget (Cost Basis) Spreadsheet by emailing Ken Dahlin at ken.dahlin@dhhs.nc.gov and submit a completed Budget (Cost Basis) Spreadsheet with the Vendor’s proposal. The Budget (Cost Basis) Spreadsheet automatically calculates various assumptions to determine pricing

The actual number (#) of families served per region are an estimate and could vary from the initial estimated number and from year to year. Also, complete the supporting Budget Spreadsheet below to provide your cost basis for determining the total start-up costs for Year 1 (first 6 months) and the total cost per family/per intervention for Year 1 (6 months), Year 2 (12 months), and Year 3 (12 months). Include all direct and indirect costs in your cost basis (e.g., staff salaries, benefits, training, travel, & other administrative/overhead costs).

Cost Table 1A (Year 1 - Start-up Costs – First 6 Months):

Provide total start-up costs for first six (6) months to include all direct and indirect costs for newly hired staff to complete initial core training and to stand-up a Homebuilders Program for each region the Vendor is submitting a proposal. Vendors shall complete a detailed budget spreadsheet (cost basis) to support the total cost per region.

REGION	# FAMILIES SERVED	COST PER MONTH DURING START-UP	START-UP COST PER REGION
1	16		
2	29		
3	32		
4	32		
5 & 7	32		
6	32		
TOTAL START-UP COST (YEAR 1)			\$

Budget Spreadsheet (Cost Basis) 1A (Year 1 – Start-up Costs – First 6 Months):

Vendor shall attach budget (cost basis) spreadsheet.

Cost Table 1B (Year 1 – Operating Costs – Second 6 Months):

Provide cost per family/per intervention, total cost per region, and total cost per year. Costs for Year 1 must include all costs required to operate a HOMEBUILDERS® program in one, or more, regions.

REGION	# FAMILIES SERVED	COST PER FAMILY PER INTERVENTION	COST PER REGION
1	54		
2	97		
3	108		
4	108		
5 & 7	108		
6	108		
TOTAL OPERATING COST (YEAR 1)			\$

Budget Spreadsheet (Cost Basis) 1B (Year 1 – Operational Costs – Second 6 Months):

Vendor shall attach budget (cost basis) spreadsheet.

Cost Table 2 (Option Year 2 – Operational Costs – 12 Months):

Provide cost per family/per intervention, total cost per region, and total cost per year. Costs for Option Year 2 must include all training and participation in quality assurance activities such as on-site visits & consultations.

REGION	# FAMILIES SERVED	COST PER FAMILY PER INTERVENTION	COST PER REGION
1	85		
2	153		
3	170		
4	170		
5 & 7	170		
6	170		
TOTAL COST (YEAR 2)			\$

Budget Spreadsheet (Cost Basis) 2 (Option Year 2 – Operational Costs – 12 Months):

Vendor shall attach budget (cost basis) spreadsheet.

Cost Table 3 (Option Year 3 – Operational Costs – 12 Months):

Provide cost per family/per intervention, total cost per region, and total cost per year. Costs for Option Year 3 must include all training and participation in quality assurance activities such as on-site visits & consultations.

REGION	# FAMILIES SERVED	COST PER FAMILY PER INTERVENTION	COST PER REGION
1	85		
2	153		
3	170		
4	170		
5 & 7	170		
6	170		
TOTAL COST (YEAR 3)			\$

Budget Spreadsheet (Cost Basis) 3 (Option Year 3 – Operational Costs – 12 Months):

Vendor shall attach budget (cost basis) spreadsheet.

ATTACHMENT B: INSTRUCTIONS TO VENDORS

The Instructions to Vendors, which are incorporated herein by this reference, may be found here:

https://files.nc.gov/ncdoa/pandc/OnlineForms/Form_North-Carolina-Instructions-to-Vendors_09.2021.pdf

ATTACHMENT C: NORTH CAROLINA GENERAL TERMS & CONDITIONS

The North Carolina General Terms and Conditions, which are incorporated herein by this reference, may be found here:

https://files.nc.gov/ncdoa/pandc/OnlineForms/Form_North-Carolina-General-Terms-and-Conditions_11.2021.pdf

ATTACHMENT D: HUB SUPPLEMENTAL VENDOR INFORMATION

Complete and return the Historically Underutilized Businesses (HUB) Vendor Information form, which can be found at the following link:

https://files.nc.gov/ncdoa/pandc/OnlineForms/Form_HUB-Supplemental-Vendor-Information_9.2021.pdf

ATTACHMENT E: CUSTOMER REFERENCE FORM

Complete and return the Customer Reference Form, which can be found at the following link:

https://files.nc.gov/ncdoa/pandc/OnlineForms/Form_Customer_Reference_Template_09.2021.pdf

ATTACHMENT F: LOCATION OF WORKERS UTILIZED BY VENDOR

Complete and return the Location of Workers Utilized by Vendor, which can be found at the following link:

https://files.nc.gov/ncdoa/pandc/OnlineForms/Form_Location-of-Workers_09.2021.pdf

ATTACHMENT G: CERTIFICATION OF FINANCIAL CONDITION

Complete, sign, and return the Certification of Financial Condition, which can be found at the following link:

https://files.nc.gov/ncdoa/pandc/OnlineForms/Form_Certification-of-Financial-Condition_09.2021.pdf

ATTACHMENT H: CERTIFICATION FOR CONTRACTS, GRANTS, LOANS, AND COOPERATIVE AGREEMENTS

Complete, sign, and return the Certification for Contracts, Grants, Loans, and Cooperative Agreements which can be found at the following link:

https://files.nc.gov/ncdoa/pandc/OnlineForms/Form_Certification-for-Contracts-Grants-Loans-and-Cooperative-Agreements-7.2020.pdf

ATTACHMENT I: CONTRACTOR VACCINATION/TESTING REQUIREMENTS

Due to growing concerns over the highly infectious Delta variant of the coronavirus, and in accordance with **Executive Order 224: Implementing Measures to Address COVID-19 and Related Variants and the Office of State Human Resources (OSHR) COVID-19 Vaccination or Testing Policy**, the Department is renewing its workplace face covering guidance and implementing the Interim Policy on Face Coverings Requirements, which went into effect August 2, 2021.

Effective immediately, all employees, contractors, students, temporary staff, or volunteers, within a state government office, building, or facility, must wear an appropriate face covering regardless of their vaccination status unless exempt due to a qualifying reason such as a disability or any other lawful reason.

Effective as of September 1, 2021, all DHHS employees, interns or volunteers, and contractors working on site in DHHS facilities will be asked to be tested for COVID-19 at least once a week unless they demonstrate they are fully vaccinated.

The undersigned states that:

- (a) He or she is the duly authorized representative of Contractor named below;
- (b) He or she is authorized to make, and does hereby make, the following certifications on behalf of Contractor:
 - i. All Contractor employees, interns, or volunteers working on site in DHHS facilities will demonstrate that they are fully vaccinated.
 - ii. All Contractor employees, interns, or volunteers working on site in DHHS facilities that are unable to demonstrate that they are fully vaccinated must be tested for COVID-19 at least once a week.
 - iii. All Contractor employees, interns, or volunteers working on site in DHHS facilities will wear face coverings while in a DHHS facility regardless of vaccination status.
 - iv. **Contractors are responsible for their employees, interns, or volunteers' compliance with EO224 and the COVID-19 Vaccination or Testing Policy.**
 - v. **Contractors that do not have employees, interns, or volunteers working on site in DHHS facilities must still sign and attest to the above certifications in the event EO224 and the COVID-19 Vaccination or Testing Policy become applicable to contractor employees, interns or volunteers.**

Contractor attests it will adhere to the NC DHHS COVID-19 Vaccination/Testing measures as detailed above:

Signature

Title

Printed Name of Signatory

Date

ATTACHMENT J: FEDERAL CERTIFICATIONS

The undersigned states that:

1. He or she is the duly authorized representative of the Contractor named below;
2. He or she is authorized to make, and does hereby make, the following certifications on behalf of the Contractor, as set out herein:
 - a. The Certification Regarding Nondiscrimination;
 - b. The Certification Regarding Drug-Free Workplace Requirements;
 - c. The Certification Regarding Environmental Tobacco Smoke;
 - d. The Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion Lower Tier Covered Transactions; and
 - e. The Certification Regarding Lobbying;
3. He or she has completed the Certification Regarding Drug-Free Workplace Requirements by providing the addresses at which the contract work will be performed;
4. [Check the applicable statement]

He or she **has completed** the attached **Disclosure Of Lobbying Activities** because the Contractor **has made, or has an agreement to make**, a payment to a lobbying entity for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action;

OR

He or she **has not completed** the attached **Disclosure Of Lobbying Activities** because the Contractor **has not made**, and **has no agreement to make**, any payment to any lobbying entity for influencing or attempting to influence any officer or employee of any agency, any Member of Congress, any officer or employee of Congress, or any employee of a Member of Congress in connection with a covered Federal action.

5. The Contractor shall require its subcontractors, if any, to make the same certifications and disclosure.

Signature **Title**

Contractor Name **Date**

[This Certification Must be Signed by the Same Individual Who Signed the Proposal Execution Page]

I. Certification Regarding Nondiscrimination

The Contractor certifies that it will comply with all Federal statutes relating to nondiscrimination. These include but are not limited to: (a) Title VI of the Civil Rights Act of 1964 (P.L. 88-352) which prohibits discrimination on the basis of race, color or national origin; (b) Title IX of the Education Amendments of 1972, as amended (20 U.S.C. §§1681-1683, and 1685-1686), which prohibits discrimination on the basis of sex; (c) Section 504 of the Rehabilitation Act of 1973, as amended (29 U.S.C. §794), which prohibits discrimination on the basis of handicaps; (d) the Age Discrimination Act of 1975, as amended (42 U.S.C. §§6101-6107), which prohibits discrimination on the basis of age; (e) the Drug Abuse Office and Treatment Act of 1972 (P.L. 92-255), as amended, relating to nondiscrimination on the basis of drug abuse; (f) the Comprehensive Alcohol Abuse and Alcoholism Prevention, Treatment and Rehabilitation Act of 1970 (P.L. 91-616), as amended, relating to nondiscrimination on the basis of alcohol abuse or alcoholism; (g) Title VIII of the Civil Rights Act of 1968 (42 U.S.C. §§3601 et seq.), as amended, relating to nondiscrimination in the sale, rental or financing of housing; (h) the Food Stamp Act and USDA policy, which prohibit discrimination on the basis of religion and political beliefs; and (i) the requirements of any other nondiscrimination statutes which may apply to this Agreement.

II. Certification Regarding Drug-Free Workplace Requirements

1. The Contractor certifies that it will provide a drug-free workplace by:
 - a. Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance is prohibited in the Contractor's workplace and specifying the actions that will be taken against employees for violation of such prohibition;
 - b. Establishing a drug-free awareness program to inform employees about:
 - i. The dangers of drug abuse in the workplace;
 - ii. The Contractor's policy of maintaining a drug-free workplace;
 - iii. Any available drug counseling, rehabilitation, and employee assistance programs; and
 - iv. The penalties that may be imposed upon employees for drug abuse violations occurring in the workplace;
 - c. Making it a requirement that each employee be engaged in the performance of the agreement be given a copy of the statement required by paragraph (a);
 - d. Notifying the employee in the statement required by paragraph (a) that, as a condition of employment under the agreement, the employee will:
 - i. Abide by the terms of the statement; and
 - ii. Notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction;
 - e. Notifying the Department within ten days after receiving notice under subparagraph (d)(ii) from an employee or otherwise receiving actual notice of such conviction;
 - f. Taking one of the following actions, within 30 days of receiving notice under subparagraph (d)(ii), with respect to any employee who is so convicted:

- i. Taking appropriate personnel action against such an employee, up to and including termination; or
 - ii. Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency; and
 - g. Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs (a), (b), (c), (d), (e), and (f).
2. The sites for the performance of work done in connection with the specific agreement are listed below (list all sites; add additional pages if necessary):

Address

Street

City, State, Zip Code

Street

City, State, Zip Code

- 3. Contractor will inform the Department of any additional sites for performance of work under this agreement.
- 4. False certification or violation of the certification may be grounds for suspension of payment, suspension or termination of grants, or government-wide Federal suspension or debarment. 45 C.F.R. 82.510.

III. Certification Regarding Environmental Tobacco Smoke

Public Law 103-227, Part C-Environmental Tobacco Smoke, also known as the Pro-Children Act of 1994 (Act), requires that smoking not be permitted in any portion of any indoor facility owned or leased or contracted for by an entity and used routinely or regularly for the provision of health, day care, education, or library services to children under the age of 18, if the services are funded by Federal programs either directly or through State or local governments, by Federal grant, contract, loan, or loan guarantee. The law does not apply to children's services provided in private residences, facilities funded solely by Medicare or Medicaid funds, and portions of facilities used for inpatient drug or alcohol treatment. Failure to comply with the provisions of the law may result in the imposition of a civil monetary penalty of up to \$1,000.00 per day and/or the imposition of an administrative compliance order on the responsible entity.

The Contractor certifies that it will comply with the requirements of the Act. The Contractor further agrees that it will require the language of this certification be included in any subawards that contain provisions for children's services and that all subgrantees shall certify accordingly.

IV. Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion Lower Tier Covered Transactions

Instructions

[The phrase "prospective lower tier participant" means the Contractor.]

1. By signing and submitting this document, the prospective lower tier participant is providing the certification set out below.
2. The certification in this clause is a material representation of the fact upon which reliance was placed when this transaction was entered into. If it is later determined that the prospective lower tier participant knowingly rendered an erroneous certification, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originate may pursue available remedies, including suspension and/or debarment.
3. The prospective lower tier participant will provide immediate written notice to the person to whom this proposal is submitted if at any time the prospective lower tier participant learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. The terms "covered transaction," "debarred," "suspended," "ineligible," "lower tier covered transaction," "participant," "person," "primary covered transaction," "principal," "proposal," and "voluntarily excluded," as used in this clause, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549, 45 CFR Part 76. You may contact the person to whom this proposal is submitted for assistance in obtaining a copy of those regulations.
5. The prospective lower tier participant agrees by submitting this proposal that, should the proposed covered transaction be entered into, it shall not knowingly enter any lower tier covered transaction with a person who is debarred, suspended, determined ineligible or voluntarily excluded from participation in this covered transaction unless authorized by the department or agency with which this transaction originated.
6. The prospective lower tier participant further agrees by submitting this document that it will include the clause titled "Certification Regarding Debarment, Suspension, Ineligibility and Voluntary Exclusion--Lower Tier Covered Transaction," without modification, in all lower tier covered transactions and in all solicitations for lower tier covered transactions.
7. A participant in a covered transaction may rely upon a certification of a prospective participant in a lower tier covered transaction that it is not debarred, suspended, ineligible, or voluntarily excluded from covered transaction, unless it knows that the certification is erroneous. A participant may decide the method and frequency by which it determines the eligibility of its principals. Each participant may, but is not required to, check the Nonprocurement List.
8. Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render in good faith the certification required by this clause. The knowledge and information of a participant is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.
9. Except for transactions authorized in paragraph 5 of these instructions, if a participant in a covered transaction knowingly enters into a lower tier covered transaction with a person who is suspended, debarred, ineligible, or voluntarily excluded from participation in this transaction, in addition to other remedies available to the Federal Government, the department or agency with which this transaction originated may pursue available remedies, including suspension, and/or debarment.

Certification

1. The prospective lower tier participant certifies, by submission of this document, that neither it nor its principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
2. Where the prospective lower tier participant is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

V. Certification Regarding Lobbying

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

1. No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
2. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federally funded contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form SF-LLL, "Disclosure of Lobbying Activities," in accordance with its instructions.
3. The undersigned shall require that the language of this certification be included in the award document for subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) who receive federal funds of \$100,000.00 or more and that all subrecipients shall certify and disclose accordingly.
4. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000.00 and not more than \$100,000.00 for each such failure.

VI. Disclosure of Lobbying Activities

Instructions

This disclosure form shall be completed by the reporting entity, whether subawardee or prime Federal recipient, at the initiation or receipt of a covered Federal action, or a material change to a previous filing, pursuant to title 31 U.S.C. section 1352. The filing of a form is required for each payment or agreement to make payment to any lobbying entity for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with a covered Federal action. Use the SF-LLL-A Continuation Sheet for additional information if the space on the form is inadequate. Complete all items that apply for both the initial filing and material change report. Refer to the implementing guidance published by the Office of Management and Budget for additional information.

Identify the type of covered Federal action for which lobbying activity is and/or has been secured to influence the outcome of a covered Federal action.

1. Identify the status of the covered Federal action.
2. Identify the appropriate classification of this report. If this is a follow-up report caused by a material change to the information previously reported, enter the year and quarter in which the change occurred. Enter the date of the last previously submitted report by this reporting entity for this covered Federal action.

3. Enter the full name, address, city, state and zip code of the reporting entity. Include Congressional District, if known. Check the appropriate classification of the reporting entity that designates if it is, or expects to be, a prime or sub-award recipient. Identify the tier of the subawardee, e.g., the first subawardee of the prime is the 1st tier. Subawards include but are not limited to subcontracts, subgrants and contract awards under grants.
4. If the organization filing the report in Item 4 checks "Subawardee", then enter the full name, address, city, state and zip code of the prime Federal recipient. Include Congressional District, if known.
5. Enter the name of the Federal agency making the award or loan commitment. Include at least one organizational level below agency name, if known. For example, Department of Transportation, United States Coast Guard.
6. Enter the Federal program name or description for the covered Federal action (Item 1). If known, enter the full Catalog of Federal Domestic Assistance (CFDA) number for grants, cooperative agreements, loans, and loan commitments.
7. Enter the most appropriate Federal Identifying number available for the Federal action identified in Item 1 (e.g., Request for Proposal (RFP) number, Invitation for Bid (IFB) number, grant announcement number, the contract grant, or loan award number, the application/proposal control number assigned by the Federal agency). Include prefixes, e.g., "RFP-DE-90-001."
8. For a covered Federal action where there has been an award or loan commitment by the Federal agency, enter the Federal amount of the award/loan commitment for the prime entity identified in Item 4 or 5.
9. (a) Enter the full name, address, city, state and zip code of the lobbying entity engaged by the reporting entity identified in Item 4 to influence the covered Federal action.
- (b) Enter the full names of the individual(s) performing services, and include full address if different from 10(a). Enter Last Name, First Name and Middle Initial (MI).
10. Enter the amount of compensation paid or reasonably expected to be paid by the reporting entity (Item 4) to the lobbying entity (Item 10). Indicate whether the payment has been made (actual) or will be made (planned). Check all boxes that apply. If this is a material change report, enter the cumulative amount of payment made or planned to be made.
11. Check the appropriate boxes. Check all boxes that apply. If payment is made through an in-kind contribution, specify the nature and value of the in-kind payment.
12. Check the appropriate boxes. Check all boxes that apply. If other, specify nature.
13. Provide a specific and detailed description of the services that the lobbyist has performed, or will be expected to perform, and the date(s) of any services rendered. Include all preparatory and related activity, not just time spent in actual contact with Federal officials. Identify the Federal official(s) or employee(s) contacted or the officer(s), employee(s), or Member(s) of Congress that were contacted.
14. Check whether or not a SF-LLL-A Continuation Sheet(s) is attached.
15. The certifying official shall sign and date the form, print his/her name, title, and telephone number.

Public reporting burden for this collection of information is estimated to average 30 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0046), Washington, D. C. 20503

Disclosure Of Lobbying Activities

(Approved by OMB 0344-0046)

Complete this form to disclose lobbying activities pursuant to 31 U.S.C. 1352

<p>1. Type of Federal Action:</p> <p><input type="checkbox"/> a. contract</p> <p><input type="checkbox"/> b. grant</p> <p><input type="checkbox"/> c. cooperative agreement</p> <p><input type="checkbox"/> d. loan</p> <p><input type="checkbox"/> e. loan guarantee</p> <p><input type="checkbox"/> f. loan insurance</p>	<p>2. Status of Federal Action:</p> <p><input type="checkbox"/> a. Bid/offer/application</p> <p><input type="checkbox"/> b. Initial Award</p> <p><input type="checkbox"/> c. Post-Award</p>	<p>3. Report Type:</p> <p><input type="checkbox"/> a. initial filing</p> <p><input type="checkbox"/> b. material change</p> <p>For Material Change Only:</p> <p>Year _____ Quarter _____</p> <p>Date Of Last Report: _____</p>
<p>4. Name and Address of Reporting Entity:</p> <p><input type="checkbox"/> Prime</p> <p><input type="checkbox"/> Subawardee Tier (if known) _____</p> <p>Congressional District (if known) _____</p>	<p>5. If Reporting Entity in No. 4 is Subawardee, Enter Name and Address of Prime:</p> <p>Congressional District (if known) _____</p>	
<p>6. Federal Department/Agency:</p>	<p>7. Federal Program Name/Description:</p> <p>CFDA Number (if applicable) _____</p>	
<p>8. Federal Action Number (if known)</p>	<p>9. Award Amount (if known) \$</p>	
<p>10. a. Name and Address of Lobbying Entity (if individual, last name, first name, MI):</p> <p>(attach Continuation Sheet(s) SF-LLL-A, if necessary)</p>	<p>b. Individuals Performing Services (including address if different from No. 10a.) (last name, first name, MI):</p> <p>(attach Continuation Sheet(s) SF-LLL-A, if necessary)</p>	
<p>11. Amount of Payment (check all that apply):</p> <p>\$ _____ <input type="checkbox"/> actual <input type="checkbox"/> planned</p>	<p>13. Type of Payment (check all that apply):</p> <p><input type="checkbox"/> a. retainer</p> <p><input type="checkbox"/> b. one-time fee</p>	

Proposal Number: 30-22150-DSS

Vendor: _____

<p>12. Form of Payment (<i>check all that apply</i>):</p> <p><input type="checkbox"/> a. cash</p> <p><input type="checkbox"/> b. In-kind; specify: Nature _____ Value _____</p>	<p><input type="checkbox"/> c. commission</p> <p><input type="checkbox"/> d. contingent fee</p> <p><input type="checkbox"/> e. deferred</p> <p><input type="checkbox"/> f. other; specify: _____</p>
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14. Brief Description of Services Performed or to be Performed and Date(s) of Services, including officer(s), employee(s), or Member(s) contacted, for Payment Indicated in Item 11 (*attach Continuation Sheet(s) SF-LLL-A, if necessary*):

15. Continuation Sheet(s) SF-LLL-A attached: Yes No

<p>16. Information requested through this form is authorized by title 31 U. S. C. section 1352. This disclosure of lobbying activities is a material representation of fact upon which reliance was placed by the tier above when this transaction was made or entered into. This disclosure is required pursuant to 31 U. S. C. 1352. This information will be reported to the Congress semi-annually and will be available for public inspection. Any person who fails to file the required disclosure shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.</p>	<p>Signature: _____</p> <p>Print Name: _____</p> <p>Title: _____</p> <p>Telephone No: _____ Date: _____</p>
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Federal Use Only	Authorized for Local Reproduction Standard Form - LLL
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ATTACHMENT K: STATE CERTIFICATIONS

Contractor Certifications Required by North Carolina Law

Instructions: The person who signs this document should read the text of the statutes and Executive Order listed below and consult with counsel and other knowledgeable persons before signing. The text of each North Carolina General Statutes and of the Executive Order can be found online at:

- Article 2 of Chapter 64: http://www.ncga.state.nc.us/EnactedLegislation/Statutes/PDF/ByArticle/Chapter_64/Article_2.pdf
- G.S. 133-32: <http://www.ncga.state.nc.us/gascritps/statutes/statutelookup.pl?statute=133-32>
- Executive Order No. 24 (Perdue, Gov., Oct. 1, 2009): <http://www.ethicscommission.nc.gov/library/pdfs/Laws/EO24.pdf>
- G.S. 105-164.8(b): http://www.ncga.state.nc.us/EnactedLegislation/Statutes/PDF/BySection/Chapter_105/GS_105-164.8.pdf
- G.S. 143-48.5: http://www.ncga.state.nc.us/EnactedLegislation/Statutes/HTML/BySection/Chapter_143/GS_143-48.5.html
- G.S. 143-59.1: http://www.ncga.state.nc.us/EnactedLegislation/Statutes/PDF/BySection/Chapter_143/GS_143-59.1.pdf
- G.S. 143-59.2: http://www.ncga.state.nc.us/EnactedLegislation/Statutes/PDF/BySection/Chapter_143/GS_143-59.2.pdf
- G.S. 143-133.3: http://www.ncga.state.nc.us/EnactedLegislation/Statutes/HTML/BySection/Chapter_143/GS_143-133.3.html
- G.S. 143B-139.6C: http://www.ncga.state.nc.us/EnactedLegislation/Statutes/PDF/BySection/Chapter_143B/GS_143B-139.6C.pdf

Certifications

- (1) Pursuant to G.S. 133-32 and Executive Order No. 24 (Perdue, Gov., Oct. 1, 2009), the undersigned hereby certifies that the Contractor named below is in compliance with, and has not violated, the provisions of either said statute or Executive Order.
- (2) Pursuant to G.S. 143-48.5 and G.S. 143-133.3, the undersigned hereby certifies that the Contractor named below, and the Contractor’s subcontractors, complies with the requirements of Article 2 of Chapter 64 of the NC General Statutes, including the requirement for each employer with more than 25 employees in North Carolina to verify the work authorization of its employees through the federal E-Verify system." E-Verify System Link: www.uscis.gov
- (3) Pursuant to G.S. 143-59.1(b), the undersigned hereby certifies that the Contractor named below is not an “ineligible Contractor” as set forth in G.S. 143-59.1(a) because:
- (a) Neither the Contractor nor any of its affiliates has refused to collect the use tax levied under Article 5 of Chapter 105 of the General Statutes on its sales delivered to North Carolina when the sales met one or more of the conditions of G.S. 105-164.8(b); **and**
- (b) [check **one** of the following boxes]
- Neither the Contractor nor any of its affiliates has incorporated or reincorporated in a “tax haven country” as set forth in G.S. 143-59.1(c)(2) after December 31, 2001; **or**
- The Contractor or one of its affiliates **has** incorporated or reincorporated in a “tax haven country” as set forth in G.S. 143-59.1(c)(2) after December 31, 2001 **but** the United States is not the principal market for the public trading of the stock of the corporation incorporated in the tax haven country.
- (4) Pursuant to G.S. 143-59.2(b), the undersigned hereby certifies that none of the Contractor’s officers, directors, or owners (if the Contractor is an unincorporated business entity) has been convicted of any violation of Chapter 78A of the General Statutes or the Securities Act of 1933 or the Securities Exchange Act of 1934 within 10 years immediately prior to the date of the bid solicitation.
- (5) Pursuant to G.S. 143B-139.6C, the undersigned hereby certifies that the Contractor will not use a former employee, as defined by G.S. 143B-139.6C(d)(2), of the North Carolina Department of Health and Human Services in the administration of a contract with the Department in violation of G.S. 143B-139.6C and that a violation of that statute shall void the Agreement.
- (6) The undersigned hereby certifies further that:
6. He or she is a duly authorized representative of the Contractor named below;
7. He or she is authorized to make, and does hereby make, the foregoing certifications on behalf of the Contractor; and
8. He or she understands that any person who knowingly submits a false certification in response to the requirements of G.S. 143-59.1 and -59.2 shall be guilty of a Class I felony.

Contractor’s Name: _____

Contractor’s Authorized Agent: Signature _____ Date _____

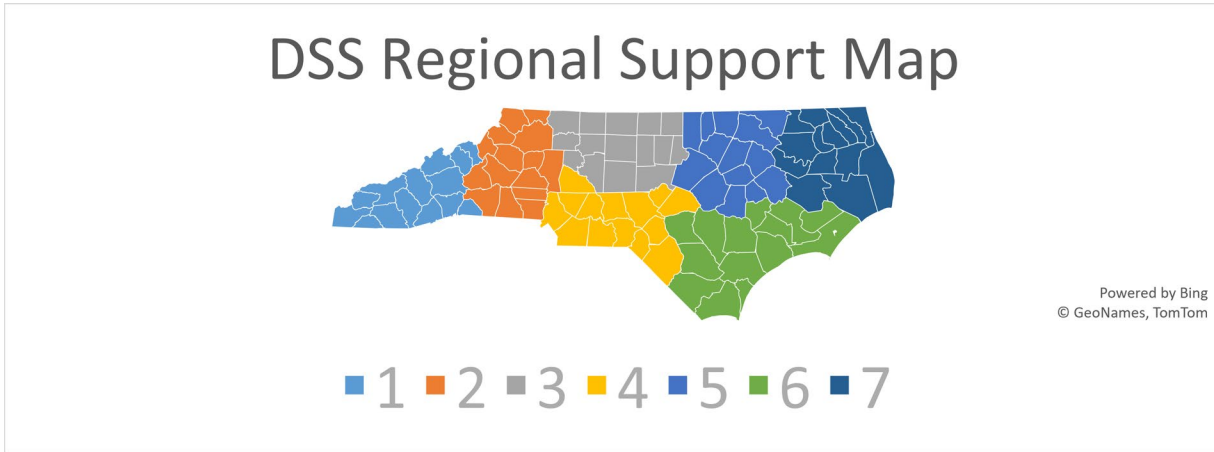
Printed Name _____ Title _____

Witness: Signature _____ Date _____

Printed Name _____ Title _____

The witness should be present when the Contractor’s Authorized Agent signs this certification and should sign and date this document immediately thereafter.

ATTACHMENT L: REGIONAL MAP



North Carolina County by Region

County Name	DSS Region
Buncombe County	1
Cherokee County	1
Clay County	1
Graham County	1
Haywood County	1
Henderson County	1
Jackson County	1
Macon County	1
Madison County	1
Mitchell County	1
Polk County	1
Swain County	1
Transylvania County	1
Yancey County	1
Alexander County	2
Alleghany County	2
Ashe County	2
Avery County	2
Burke County	2
Caldwell County	2
Catawba County	2
Cleveland County	2
Gaston County	2

County Name	DSS Region
Iredell County	2
Lincoln County	2
McDowell County	2
Rutherford County	2
Watauga County	2
Wilkes County	2
Alamance County	3
Caswell County	3
Chatham County	3
Davidson County	3
Davie County	3
Durham County	3
Forsyth County	3
Guilford County	3
Orange County	3
Person County	3
Randolph County	3
Rockingham County	3
Stokes County	3
Surry County	3
Yadkin County	3
Anson County	4
Cabarrus County	4
Harnett County	4

- Staff selection and hiring strategies and processes
- To manage supervisor and therapist stress and prevent burnout
- Field training of new staff and ongoing staff development and enhancement
- To model program values and strategies
- Homebuilders Standards and the supervisory and therapist components
- Homebuilders Fidelity Components and Processes
- To review and enhance client paperwork and documentation
- To promote and support the HOMEBUILDERS® model
- To develop and maintain community relations

RESPONSIVE SUPERVISION: CORE COMPETENCIES

In addition to completing all the above workshops, HOMEBUILDERS® program managers and supervisors complete 4 days of supervisor training, typically during the first 2-4 months of program operation – once they are more familiar with the model and their shadowing/training responsibilities have decreased.

This workshop is designed for a broad range of supervisors and managers and focuses on the primary roles of the supervisor and implementing processes for providing ongoing feedback to staff, improving staff performance and strategies for handling, and solving employee work problems, and facilitating and improving team coordination and performance. Participants will receive the “S3”, a staff satisfaction survey for providing useful feedback to supervisors and managers, the Catalyst®, a communications tool, and other workshop materials and user manuals. Learning goals for participants include:

- The four primary roles of a supervisor and key supervisory skills
- Skills of providing positive feedback and performance-based rationales
- Skills of providing negative/corrective performance feedback and improving individual and team performance
- Skills of providing negative/corrective feedback to unreceptive staff
- Skills for handling interpersonal conflicts
- Skills for preventing staff interpersonal and work-related problem

IMPLEMENTING COGNITIVE AND BEHAVIORAL STRATEGIES WITH CLIENTS AND TEACHING SKILLS TO FAMILIES

Roughly 6-9 months after program start-up, supervisors, and practitioners complete the 3-day workshop on Cognitive and Behavioral Interventions and Teaching Skills to Families. Program managers are also required to attend all workshops and typically attend at the same time as the supervisors and practitioners. Learning goals for participants include:

- Rational Emotive Behavior Therapy (REBT) and other cognitive strategies with families
- To identify cognitive distortions and when and how to use cognitive interventions
- To conduct a functional behavioral assessment and develop intervention strategies based on the analysis
- Positive Behavior Support strategies and interventions
- To develop and evaluate antecedent and consequence-based interventions
- To design and use behavioral charts, contract, and reinforcement systems
- To identify specific skills to teach parents and children based on the functional analysis
- To use the “Teaching Interaction” to actively teach identified skills
- To prompt, coach, and reinforce parents'/children's use of new skills.

IMPROVING DECISION MAKING THROUGH CRITICAL THINKING

During their second year, supervisors, practitioners, and program managers are required to complete three additional training workshops: Improving Decision Making Through Critical Thinking (2 days), Working with Families with Domestic Violence (2 days), and Ethical Issues in In-home Services. The sequencing of these three workshops varies according to program and staff need. Learning goals for participants include:

- A critical thinking/reflective practice framework for improving decision making
- How to think critically about assessment, planning, and implementation
- 18 common “errors in thinking” and their countermeasures
- How to evaluate their thinking and decision making
- To assess the influence of their "personal framework" on their work
- To actively "question" and generate "critical thinking questions" to gather and clarify information
- How to develop a "Culture of Thoughtfulness" (encourage Critical Thinking) in their organizations

WORKING WITH FAMILIES WITH DOMESTIC VIOLENCE

This training is a 2-day training that occurs in the second fiscal year for supervisors, practitioners, and program managers. This workshop for home-based practitioners and supervisors is based on the curriculum developed by the Institute staff and national experts in the field of domestic violence. The goal of the workshop is to provide participants with a framework for defining and understanding domestic violence, and the tools and skills for assessing domestic violence and developing intervention strategies. Learning goals for participants include:

- To identify domestic violence
- To understand common reactions to victimization
- To understand their reactions to victimization
- To identify helpful responses to victimization
- The variety of reactions children might have to domestic violence
- Intervention strategies to use with victims of domestic violence and their children
- To assess the safety and develop safety plans and options

WORKSHOPS / ONGOING TRAINING

Additional “skills practice” sessions are offered as needed to review and bolster skills obtained in prior workshops. These sessions will be scheduled as needed.