

**REQUEST FOR APPLICATIONS FOR**

**Family Support Programs – Family Centers**

**ISSUING OFFICE**

**Commonwealth of Pennsylvania  
Department of Human Services  
Bureau of Procurement and Contract Management  
Room 402 Health and Welfare Building  
625 Forster Street  
Harrisburg, PA 17120**

**RFA NUMBER**

**23-18**

**DATE OF ISSUANCE**

**May 2, 2019**

**REQUEST FOR APPLICATIONS FOR  
FAMILY SUPPORT PROGRAMS – FAMILY CENTERS**

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## CALENDAR OF EVENTS

The Commonwealth will make every effort to adhere to the following schedule:

Activity	Responsibility	Date
Deadline to submit Questions via email to: <a href="mailto:RA-pwrfaquestions@pa.gov">RA-pwrfaquestions@pa.gov</a>	Potential Applicants	May 10, 2019 12:00 P.M. EST
Answers to Potential Applicant questions posted to the Department of General Services (“DGS”) website ( <a href="http://www.emarketplace.state.pa.us">http://www.emarketplace.state.pa.us</a> ) no later than this date.	DHS	May 20, 2019
Please monitor website for all communications regarding the RFA.	Potential Applicants	On-going
Sealed application must be received by the Issuing Office at:  Commonwealth of Pennsylvania Department of Human Services Bureau of Procurement & Contract Management Room 402, Health and Welfare Building 625 Forster Street Harrisburg, PA 17120	Applicants	June 6, 2019 12:00 P.M. EST

## PART I

### GENERAL INFORMATION

- I-1. Purpose.** This Request for Applications (“RFA”) provides to those interested in submitting applications for the subject procurement (“Applicants”) sufficient information to enable them to prepare and submit applications for the Department of Human Services’ (“DHS” or “Department”) consideration on behalf of the Commonwealth of Pennsylvania (“Commonwealth”) to satisfy a need for **Family Support Programs – Family Centers** (“Project”).
- I-2. Issuing Office.** The Department’s Office of Administration, Bureau of Procurement and Contract Management (“Issuing Office”) has issued this RFA on behalf of the Commonwealth. The sole point of contact in the Commonwealth for this RFA shall be Karen Kern, [RA-PWRFAQUESTIONS@PA.GOV](mailto:RA-PWRFAQUESTIONS@PA.GOV), the Issuing Officer for this RFA. Please refer all inquiries to the Issuing Officer.
- I-3. Scope.** This RFA contains instructions governing the requested applications, including the requirements for the information and material to be included, a description of the services to be provided, requirements that Applicants must meet to be eligible for consideration, evaluation criteria, and other requirements specific to this RFA.
- I-4. Overview of Project.** The Department, Office of Child Development and Early Learning (“OCDEL”), Bureau of Early Intervention Services and Family Supports, is offering funds through this RFA, subject to availability, for Applicants to implement or continue Family Center (“FC”) programs that include evidenced-based home visiting services and an approved fatherhood program. This Project combines the Commonwealth’s existing FC and Promoting Responsible Fatherhood (“PRF”) Initiatives.

Since its inception in 1992, the Pennsylvania FC Initiative has been a vehicle for integrating and providing services to help children and families become healthy, safe, and self-sufficient. The FC Initiative primarily focuses on providing early childhood education services and supports to parents and their young children, prenatal through age five, in order to prevent child abuse and neglect prior to, or at the beginning of, involvement with a County Children and Youth Agency (“CCYA”).

The Department, in coordination with other Commonwealth agencies, launched the PRF Initiative in 1999. Studies have shown that involved fathers provide practical support in raising children and serve as models for their development. Children with involved, loving fathers are significantly more likely to do well in school, have healthy self-esteem, and exhibit empathy and pro-social behavior compared to children who have uninvolved fathers. Selected Applicants will help fathers:

- Strengthen positive father-child engagement;
- Improve employment and economic mobility opportunities; and
- Improve healthy relationships, including couple, co-parenting, and marriage.

**I-5. Objectives.**

**A. General.** The RFA focuses on providing funding for programs for at-risk families who are predisposed to infant health and developmental problems or are in need of additional supports during pregnancy and through their child's infant and toddler years through their first year of schooling.

**B. Specific.** The Department's specific objective is to secure the services of qualified Applicants to effectively implement and operate community-based FCs and implement high-quality evidence-based home visiting and family support services including services focused on fathers as defined within the requirements of this RFA.

**I-6. Method of Award.** Applicants that meet the requirements specified in the RFA may submit one application per county for which they are applying. The Department will evaluate all Applications separately, and will award agreements as described in **Part III, Section III-6.**

**I-7. Type of Agreement.** The Department intends to award multiple grants as the result of this RFA. If the Department enters into agreements as a result of this RFA, they will be Firm-Fixed Price agreements using the Grant Agreement attached to this RFA as **Appendix F**, including the attached Riders and Attachments. DHS will use information from the selected Applicants' application and the RFA to complete **Riders 2 and 3** of the agreement.

**I-8. Rejection of Applications.** DHS may, in its sole and complete discretion, reject any application received as a result of this RFA.

**I-9. Incurring Costs.** The Department is not liable for any costs incurred by the Applicant in preparation and submission of its application, in participating in the RFA process or in anticipation of award of the agreement.

**I-10. Questions & Answers.** If an Applicant has any questions regarding this RFA, the Applicant must submit the questions by email (**with the subject line "RFA 23-18 Question"**) no later than the date specified in the Calendar of Events to the Issuing Officer named in **Part I, Section I-2** of the RFA. The Applicant may not contact the RFA Issuing Officer by any other means. Contacting any additional DHS staff beyond the RFA Issuing Officer may be cause for DHS to reject the offending Applicant's application.

An Applicant who submits a question *after* the deadline date for receipt of questions indicated on the Calendar of Events assumes the risk that its application will not be responsive or competitive because the Department is not able to respond before the application receipt date or in sufficient time for the Applicant to prepare a responsive or competitive application. When submitted after the deadline date for receipt of questions indicated on the Calendar of Events, the Issuing Officer *may* respond to questions of an administrative nature by directing the questioning Applicant to specific provisions in the RFA. To the extent that DHS decides to respond to a non-administrative question *after* the

deadline date for receipt of questions indicated on the Calendar of Events, the answer must be provided to all Applicants through an addendum.

The Issuing Office shall post all answers to the questions submitted on the DGS website at <http://www.emarketplace.state.pa.us/> as an addendum to, and part of the RFA.

**I-11. Addenda to the RFA.** If DHS deems it necessary to revise any part of this RFA before the application response date, the Issuing Office will post an addendum to the RFA on the DGS website listed above. Each Applicant shall be responsible for monitoring the DGS website for new or revised RFA information. DHS shall not be bound by any verbal information, nor shall it be bound by any written information that is not either contained within the RFA or formally issued as an addendum.

**I-12. Response Date.** To be considered for selection, hard copies of applications must arrive at the Issuing Office **on or before** the time and date specified in the RFA Calendar of Events. The Department will **not** accept applications via email or facsimile transmission.

Applications received after the due date and time specified, including those that are late due to the delivery service used, will be disqualified. Applicants who send applications by mail or other delivery service should allow sufficient delivery time for the timely receipt of their application. If, due to inclement weather, natural disaster, or any other cause, the Commonwealth office location to which applications are to be returned is closed on the application response date, the deadline for submission will be automatically extended until the next Commonwealth business day on which the office is open, unless the Issuing Office otherwise notifies Applicants. The hour for submission of applications shall remain the same.

**I-13. Application Requirements.** To be considered, Applicants must submit a complete response to this RFA, using the checklist included as **Appendix D** to verify that all required items requested within this RFA are completed and submitted. Applicants must submit **one (1) original (including original signatures) and six (6) bound copies of the entire application (Technical and Cost Submittals) for a total of seven (7) copies.** In addition to the paper copies of the application, Applicants must submit one (1) complete and exact copy of the entire application (Technical and Cost portions) on a USB flash drive.

The flash drive should clearly identify the Applicant and include the name and version number of the virus scanning software that was used to scan the flash drive before it was submitted. An official authorized to bind the Applicant to the grant provisions must sign the application. If the official signs the Application Cover Sheet (**Appendix A**) and the Application Cover Sheet is attached to the Applicant's application, the requirement will be met.

The Applicant shall make no other distribution of its application to any other Applicant or Commonwealth official or Commonwealth consultant. If DHS selects the Applicant's application for award, the contents of the selected Applicant's application will become

obligations of the grant, except to the extent the contents are changed through Best and Final Offers or negotiations.

For this RFA, the application must remain valid for 120 days or until an agreement is fully executed. Each Applicant submitting an application waives any right to withdraw or modify it, except that the Applicant may withdraw its application by written notice received at the Issuing Office's address for application delivery prior to the exact hour and date specified for application receipt. An Applicant or its authorized representative may withdraw its application in person prior to the exact hour and date set for application receipt, provided the withdrawing person provides appropriate identification and signs a receipt for the application. An Applicant may modify its submitted application prior to the exact hour and date set for application receipt only by submitting a new sealed application or sealed modification, which complies with the RFA requirements.

**I-14. Economy of Preparation.** Applicants should prepare applications simply and economically, providing a straightforward, concise description of the Applicant's ability to meet requirements of the RFA.

**I-15. Use of Electronic Versions of this RFA.** This RFA is being made available by electronic means. If an Applicant electronically accepts the RFA, the Applicant acknowledges and accepts responsibility to ensure that no changes are made to the RFA. In the event of a conflict between a version of the RFA in the Applicant's possession and the Issuing Office's version of the RFA, the Issuing Office's version shall govern.

**I-16. Alternate Applications.** DHS has identified the basic approach to meeting its requirements, allowing Applicants to be creative and propose their best solution to meeting these requirements. DHS will not accept alternate applications.

**I-17. Application Contents.**

**A. Confidential Information.** The Commonwealth is not requesting and does not require confidential proprietary information or trade secrets to be included as part of the application. Applicants should not label application submissions as confidential or proprietary. Any Applicant who determines that it must divulge such information as part of its application must submit a signed written statement to that effect and must additionally provide a redacted version of its application, which removes only the confidential proprietary information and trade secrets, for required public disclosure purposes.

**B. Commonwealth Use.** All material submitted with the application becomes the property of the Commonwealth and may be returned only at DHS's option. Notwithstanding any Applicant copyright designations contained on applications, the Commonwealth shall have the right to make copies and distribute applications internally and to comply with public record or other disclosure requirements under the provisions of any Commonwealth or United States statute or regulation, or rule or order of any court of



competent jurisdiction. The Commonwealth may use any or all ideas presented in any application regardless of whether the Application becomes part of a grant.

- C. Public Disclosure. After the award of a grant pursuant to this RFA, all application submissions are subject to disclosure in response to a request for public records under the Pennsylvania Right-to-Know-Law, 65 P.S. § 67.101, et seq. If an application submission contains confidential proprietary information or trade secrets, a signed written statement to this effect must be provided with the submission in accordance with 65 P.S. § 67.707(b) for the information to be considered exempt under 65 P.S. § 67.708(b)(11) from public records requests. Refer to **Appendix E** of the RFA for a **Trade Secret Confidential Proprietary Information Notice Form** that may be utilized as the signed written statement, if applicable. If financial capability information is submitted in response to **Part III, Section III-5** of this RFA such financial capability information is exempt from public records disclosure under 65 P.S. § 67.708(b)(26).

- I-18. Discussions for Clarification and Negotiations.** Applicants may be required to make an oral or written clarification of their applications to the Department for thorough mutual understanding and Applicant responsiveness to the solicitation requirements. The RFA Issuing Officer will initiate requests for clarification. Clarifications may occur at any stage of the evaluation and selection processes, prior to the award of an agreement.

In addition, DHS may request additional information which, in the Department's opinion, is necessary to confirm that the Applicant's competence, number of qualified employees, business organization, and financial resources are adequate to perform under the terms of the RFA.

DHS may make investigations, as deemed necessary, to determine the ability of the Applicant to perform, and the Applicant shall furnish to DHS all requested information and data. DHS may reject any application if the evidence submitted by or investigation of such Applicant fails to satisfy DHS that such Applicant is properly qualified to carry out the obligations of the RFA and to complete the grant as specified.

The Department, in its sole discretion, may undertake negotiations with Applicants whose applications, in the judgment of DHS, show them to be qualified, responsible, and capable of performing the Project. Negotiations may occur at any stage of the evaluation and selection process prior to the award of any agreement(s). DHS will specify the time to return any requested or required documents within the negotiation process. Failure to return specified documents by the time period specified will result in the disqualification of the Application from selection.

- I-19. Best and Final Offers ("BAFOs").**

- A. While not required, the Department may conduct discussions with Applicants for the purpose of obtaining BAFOs. To obtain BAFOs, the Department may do one or more of the following, in any combination and order:

1. Schedule oral presentations;
  2. Request revised applications; and
  3. Enter into pre-selection negotiations.
- B.** The following Applicants will **not** be invited by the Department to submit a BAFO:
1. Those Applicants, which the Department has determined to be not responsible or whole applications the Department has determined to be not responsive.
  2. Those Applicants, which DHS has determined in accordance with **Part II, Section II-5**, from the submitted and gathered financial and other information, do not possess the financial capability, experience or qualifications to assure good faith performance of the agreement.
  3. Those Applicants whose score for their Technical Submittal is less than 75% of the total amount of raw technical points allotted to the technical criterion.
- The Department may further limit participation in the BAFO process to those Applicants that the Department has, within its discretion, determined to be within the top competitive range of responsive applications.
- C.** The Evaluation Criteria found in **Part III, Section III-4** of this RFA, shall also be used to evaluate the BAFOs.
- D.** Price reductions offered shall have no effect upon the Applicant's Technical Submittal.

**I-20. Notification of Selection.**

- A. Negotiations.** The Department will notify all Applicants in writing of their selection or non-selection after the Department has determined, taking into consideration all of the evaluation factors, the applications that are the most advantageous to the Department.
- B. Award.** Applicants whose applications are not selected will be notified when negotiations have been successfully completed and the Department has completed the final negotiated agreement(s) by the selected Applicant(s).

**I-21. Prime Grantee Responsibilities.** Each grant will require the selected Applicant to assume responsibility for all services offered in its application whether it produces them itself or by subcontract. DHS will consider the selected Applicants to be the sole points of contact with regard to program matters.

**I-22. News Releases.** Applicants shall not issue news releases, Internet postings, advertisements or any other public communications pertaining to this Project until after the grants are fully executed. News releases and other public communications must be forwarded to OCDEL for review.

- I-23. Restriction of Contact.** From the issue date of this RFA until the Department selects application(s) for award, the Issuing Officer is the sole point of contact concerning this RFA. Any violation of this condition may be cause for the Department to reject the offending Applicant's application. If DHS later discovers that the Applicant has engaged in any violations of this condition, DHS may reject the offending Applicant's application or rescind its grant award.
- I-24. Term of Agreement.** The initial term of any awarded grant agreements will commence on October 1, 2019, and will end on June 30, 2020, for a total term of 9 months. The Commonwealth may, in its sole discretion, extend a grant agreement on the same terms and conditions for four (4) additional one (1) year periods, subject to the availability of funding and successful program evaluation. All additional (1) year periods will begin on July 1 and end on June 30 of each year. The selected Applicants shall not start the performance of any work prior to the Effective Date of the grant agreement.
- I-25. Applicant's Representations and Authorizations.** By submitting its application, each Applicant understands, represents, and acknowledges that:
- A.** All of the Applicant's information and representations in the application are material and important, and DHS will rely upon the contents of the application in making awards.
  - B.** The Applicant has arrived at the price(s) and amounts in its application independently and without consultation, communication, or agreement with any other Applicant or potential Applicant.
  - C.** The Applicant has not disclosed the price(s), the amount of the application, nor the approximate price(s) or amount(s) of its application to any other firm or person who is an Applicant or potential
  - D.** Applicants for this RFA shall not disclose any of these items on or before the submission deadline.
  - E.** The Applicant has not attempted, nor will it attempt, to induce any firm or person to refrain from submitting an application, or to submit an application higher than its application, or to submit any intentionally high or noncompetitive application, or other form of complementary application.
  - F.** The Applicant makes its application in good faith and not pursuant to any agreement or discussion with, or inducement from, any firm or person to submit a complementary or other noncompetitive application.
  - G.** To the best knowledge of the person signing the application, the Applicant, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last four (4) years been convicted or found liable for any act prohibited by State or Federal law in any jurisdiction, involving

conspiracy or collusion with respect to bidding on, applying to, or proposing any public contract or agreement, except as the Applicant has disclosed in its application.

- H.** To the best of the knowledge of the person signing the application and except as the Applicant has otherwise disclosed, the Applicant has no outstanding, delinquent obligations to the Commonwealth including, but not limited to, any state tax liability not being contested on appeal or other obligation of the Applicant that is owed to the Commonwealth.
- I.** The Applicant is not currently under suspension or debarment by the Commonwealth, any other state, or the federal government, and if the Applicant cannot so certify, then it shall submit along with its application a written explanation of why it cannot make such certification.
- J.** The Applicant has not made, under separate contract or agreement with DHS, any recommendations to DHS concerning the need for the services described in its application or the specifications for the services described in the application.
- K.** Each Applicant, by submitting its application, authorizes Commonwealth agencies to release to the Commonwealth information concerning the Applicant's Pennsylvania taxes, unemployment compensation, and workers' compensation liabilities.
- L.** Until the selected Applicant receives a fully executed and approved written agreement from DHS, there is no legal and valid agreement, in law or in equity, and the Applicant shall not begin to perform any work as described in its application.

## PART II

### APPLICATION REQUIREMENTS

**II-1. Eligible Applicants.** Applicants may be, but are not limited to, the following types of agencies:

- County or municipal health departments;
- Public health programs;
- County Children and Youth Offices operating as a pass-through entity;
- School districts;
- Community-based organizations; and
- Community, family, or women’s health departments of local hospitals.

**II-2. Who may apply?**

**A.** A FC not already providing services funded by DHS/OCDEL but currently implementing one of the models listed through an established FC in the community.

- An existing site that has already implemented one or more of the eligible home visiting or family support models listed within the RFA.

**B.** A brand-new FC.

- A brand-new site seeking to implement, but is not currently providing services for one of the home visiting or family support models within the RFA.

**C.** A FC Site already funded by DHS/OCDEL.

- An existing site that is currently funded through DHS FC funding and is seeking to obtain continued funding to serve families already enrolled in the program. This site may also seek to expand its current program(s) or to add an additional model.

**II-3. Application Checklist.** Applicants must submit their application in the format outlined below:

- 1. Appendix A – Applicant Cover Sheet.**
- 2. Appendix C – Organizational Information Form and Requirements.**
- 3. Rider 2 – Work Statement.**
- 4. Attachment L – Lobbying Certification Form.** See Part IV, Section IV-1.B.
- 5. Appendix H – Federal Funding Accountability and Transparency Act.**
- 6. Part V– Appendix B, Cost Submittal Worksheet and Narrative.** The Cost Submittal which includes the budget and accompanying budget narrative must be completed.

**7. Financial Information.** This consists of the Applicant's response to **Part II, Section II-4** and **Part III, Section III-5.**

**II-4. Application Format.** Applications must adhere to the following format:

- A.** Applicants must only submit **one application per County**. If applying to serve multiple counties, Applicants must submit a separate application for each county.
- B.** Applicants have a 40-page limit (20 pages printed on both sides) for the Work Statement. Only attachments specified within the RFA may be included and may be beyond the page limit. Any information provided outside page limits not otherwise specified will not be reviewed and will not affect the total score.
- C.** Applicants must use a font size of 12 points (Calibri, Arial or Times New Roman) in normal font (e.g., not bold or italics).
- D.** Right and left margins may not be less than one inch. Top and bottom margins may not be less than a half inch.
- E.** Bold font is permitted for question and section titles.
- F.** The work statement must be double-spaced, and be printed on double-sided pages.
- G.** All pages within the Work Statement or any other pages that are specified as counting towards the page limits must be numbered.

**II-5. Financial Information.** Describe your company's financial stability and economic capability to perform the grant agreement requirements. Please refer to **Part III, Section III-5.** for additional information.

## PART III

### CRITERIA FOR SELECTION

**III-1. Mandatory Responsiveness Requirements.** To be eligible for selection, an application must:

- A. Be timely received from an Applicant (see **Part I, Section I-12**);
- B. Be properly signed by the Applicant (see **Part I, Section I-13**); and
- C. Not exceed a cost per family of \$8,000 for evidence-based home visiting services.

**III-2. Technical Nonconforming Applications.** The three (3) Mandatory Responsiveness Requirements set forth in **Section III-1** above are the only RFA requirements that the Commonwealth will consider to be *non-waivable*. The Department, may, in its sole discretion, (1) waive any other technical or immaterial nonconformities in an Applicant's application, (2) allow the Applicant to cure the nonconformity, or (3) consider the nonconformity in the scoring of the Applicant's application.

**III-3. Evaluation.** The Department has selected a committee of qualified personnel to review and evaluate timely submitted applications. Applications will be sorted by County Risk Classification Category and the Department will separately evaluate applications for each County Risk Classification Category (see **Appendix G**). The Department will notify in writing of its selection for grant award those responsible Applicants whose applications are determined to be the most advantageous to the Commonwealth as determined by the Department after taking into consideration all the evaluation factors in accordance with Section III-7 of this RFA.

**III-4. Evaluation Criteria.** The following criteria will be used in evaluating each application submitted for this RFA:

- A. **Technical:** The Department has established the weight for the Technical criterion for this RFA as **one hundred percent (100%)** of the total points. Evaluation will be based upon the following:
  - **Organizational History and Qualifications.** This refers to the **Appendix C**, which includes family support and evidence-based home visiting funded slots, proposed county of service, amount requested, and program requirements. This also includes the Applicant's mission, history of addressing unmet needs, community support, and data collection history, and how each relates to the priorities within the RFA.
  - **Project.** This includes the Applicant's proposed project, including detailed information on the services proposed through the Application. It also includes consideration of information such as the feasibility of the

Applicant's plan to recruit and retain families and the feasibility of the Applicant's staffing plan.

- **Cost Submittal.** This includes the feasibility of the Applicant's Cost Submittal and Narrative, and whether the proposed grant activities are commensurate with the Cost Submittal.

The final Technical scores are determined by giving the maximum number of technical points available to the application with the highest raw technical score. The remaining applications are rated by applying the following formula:

$$\frac{\text{Raw Technical Score of Application Being Scored}}{\text{Highest Raw Technical Score}} \times A = \text{Final Technical Score}$$

A = Maximum number of Technical Points for technical criterion.

**B. Priority Areas:** The Department has allocated bonus points for those applications that include priority areas for this RFA. Any points received for the priority criteria are bonus points in addition to the total points for the RFA. The maximum amount of bonus points available is up to **five percent (5%)** of the total points, with each priority area being worth up to one percent (1%) of the total points. DHS will give bonus points to applications that satisfy one, some, or all of the following five priority areas:

- Have established and coordinated efforts with the Centers of Excellence or other drug and alcohol treatment service providers;
  - More information on Centers of Excellence can be found at:  
<http://www.dhs.pa.gov/citizens/substanceabuseservices/centersofexcellence/>
- Have established and coordinated efforts with other local home visiting providers;
- Have established and coordinated efforts with local Domestic and Intimate Partner Violence Community Agency;
- Have established and coordinated efforts with the Early Learning Resource Centers ("ELRC");
  - More information on Early Learning Resource Centers can be found at:  
<http://dhs.pa.gov/citizens/childcareearlylearning/earlylearningresourcecenter/>
- Are a current Department funded FC or PRF Grantee in good standing.

**III-5. Applicant Responsibility.** To be responsible, an Applicant must submit a responsive application and possess the capability to fully perform the agreement requirements in all respects and the integrity and reliability to assure good faith performance of the agreement.



In order for an Applicant to be considered responsible for this RFA and therefore eligible for selection for BAFO or selection for negotiations:

- A. The total raw score for the technical and cost submittal of the Applicant's application must be greater than or equal to **75%** of the **available raw technical points**; and
- B. The Applicant's financial information must demonstrate that the Applicant possesses the financial capability to ensure good faith performance of the agreement. The Commonwealth will review the Applicant's previous three (3) financial statements, any additional information received from the Applicant, and any other publicly available financial information concerning the Applicant, and assess each Applicant's financial capacity based on calculating and analyzing various financial ratios, and comparison with industry standards and trends.

An Applicant that fails to demonstrate sufficient financial capability to ensure good faith performance of the agreement as specified herein may be considered by the Department, in its sole discretion, for BAFO or agreement notification contingent upon such Applicant providing agreement performance security for the first agreement year cost proposed by the Applicant in a form acceptable to the Department. Based on the financial capability of the Applicant, DHS may require a certified or bank (cashier's) check, letter of credit, or a performance bond conditioned upon the faithful performance of the agreement by the Applicant. The required performance security must be issued or executed by a bank or surety company authorized to do business in the Commonwealth. The cost of the required performance security will be the sole responsibility of the Applicant and cannot increase the Applicant's cost application or the agreement cost to the Commonwealth.

Further, the Department will award agreements only to Applicants determined to be responsible in accordance with the most current version of Commonwealth Management Directive 215.9, Contractor Responsibility Program.

### **III-6. Final Ranking and Award.**

- A. After any BAFO process is conducted, the Issuing Office will combine the evaluation committee's final technical scores and the bonus points, in accordance with the relative weights assigned to those areas as set forth in this **Part III**.
- B. The Issuing Office will rank responsible Applicants within each County Risk Classification Category, as determined by the OCDEL Program Reach and Risk Assessment State Fiscal Year 2016-2017 located within **Appendix G**, according to the total overall score assigned to each, in descending order.
- C. The Department will award agreements to the highest-scoring Applicants for each County Risk Classification Category subject to the following funding allocations; however, the Department will not make awards to more than two (2) Applicants per county and will not award more than \$280,600 per Applicant per county. The

Department will award 15% of all available funding to high-risk counties, 42% to medium-high risk counties, 28% to medium-low risk counties, and 15% to low risk counties. If the Department has funds remaining or receives additional funding after making initial awards, the Department may award additional agreements to the next highest-scoring Applicants within the High Risk Classification Category until all funds are depleted, followed by the Moderate-High Risk Classification Category, then the Moderate-Low Risk Classification Category, and then the Low Risk Classification Category.

- D.** All funding is contingent upon the passage of the state and federal budgets and the availability of state and federal funds. DHS will notify selected Applicants of any allocation changes. The Department may discontinue, reassign, or reduce funding based on the availability of funds, or failure of a selected Applicant to fulfill grant requirements.
- E.** Applicants, through this RFA, are making a request for funding under various funding codes. The Department may reassign funding, if necessary, prior to award in order to implement Family Support Programs across the Commonwealth. Selected Applicants will be notified of which funding streams they will receive.
- F.** The Department has the discretion to reject all Applications or cancel the RFA, at any time prior to the time an agreement is fully executed, when it is in the best interests of the Commonwealth. The reason for the rejection or cancellation shall be made part of the RFA file.

## PART IV

### TECHNICAL SUBMITTAL

#### IV-1. Requirements.

##### A. General Requirements.

1. Applicants must provide **both** evidence-based home visiting services and an approved PRF program as part of their FC. Applicants must refer to the U.S. Department of Health and Human Services, Administration for Children & Families Home Visiting Evidence of Effectiveness (“HomVEE”) website (<https://homvee.acf.hhs.gov/models.aspx>) for a list of approved evidence-based home visiting models. All models designated on the website with a green checkmark under the “Meets Evidence Criteria?” column are eligible for funding unless otherwise specified under the requirements below.

Evidence-based home visiting or family support programs that are not specified within the RFA are ineligible for grant funding through this RFA. If prior to the application receipt date, additional models are added to the HomVEE list specified above, they will be considered eligible models for this RFA.

2. Selected Applicants must collect all federal and state mandated performance measures and demographic data utilizing a method determined by the Department.
3. Selected Applicants must participate in the federal and state mandated Continuous Quality Improvement efforts using a method and timeframe determined by the Department.
4. Please see **Appendix C** for additional program requirements for all programs. Applicants must agree to and fully implement each program requirement listed in **Appendix C**. An Applicant’s failure to agree to a program requirement may cause for DHS to reject the offending Applicant’s application. If DHS later discovers that the Applicant has engaged in any violations of this condition, DHS may reject the offending Applicant’s application or reduce or rescind its grant award.
5. Selected Applicants must complete and submit designated reports to DHS, and cooperate with and participate in periodic management reviews, monitoring, and evaluation activities, as outlined in **Appendix C** and **Rider 2, Work Statement** below.

- B. Lobbying Certification and Disclosure of Lobbying Activities.** This Project will be funded, in whole or in part, with federal monies. Public Law 101-11, Section 319, prohibits federal funds from being expended by the recipient or by any lower tier subrecipients of a federal contract, grant, loan, or a cooperative agreement to pay any

person for influencing, or attempting to influence a federal agency or Congress in connection with the awarding of any federal contract, the making of any federal grant or loan, or entering into any cooperative agreement. All parties who submit applications in response to this RFA must sign the “Lobbying Certification Form” (attached as **Attachment L**), and complete and sign the “Disclosure of Lobbying Activities” form (attached as **Attachment L**). The signed form(s) must be included in the Technical Submittal.

### **C. FC Program Requirements.**

1. Funds awarded to the selected Applicants for the FC Program may not be the sole funding source of all FC services. The FC may be the site for the provision of other services, which may be provided by or with other agencies, and may include, but are not limited to: respite care, literacy programs, kindergarten readiness, domestic violence and crisis intervention services, money management counseling, peer support groups, after school programs, anger management, transportation services, job preparation courses, and visitation programs for non-custodial parents.
2. Selected Applicants must offer a group connection or opportunity for families and their young children to get together at least once a month, even if such events are not a requirement of the selected evidence-based home visiting model.
3. Selected Applicants must provide services with fidelity to one or more of the following evidence-based home visiting model(s):
  - Attachment and Biobehavioral Catch-Up Intervention
  - Child First
  - Early Head Start–Home-Based Option
  - Early Intervention Program for Adolescent Mothers
  - Early Start (New Zealand)
  - Family Check-Up<sup>®</sup> For Children
  - Family Connects
  - Family Spirit<sup>®</sup>
  - Health Access Nurturing Development Services Program
  - Healthy Beginnings
  - Healthy Families America<sup>®</sup>
  - Home Instruction for Parents of Preschool Youngsters<sup>®</sup>
  - Maternal Early Childhood Sustained Home-Visiting Program
  - Minding the Baby<sup>®</sup>
  - Nurse-Family Partnership<sup>®</sup>
  - Parents as Teachers<sup>®</sup>
  - Play and Learning Strategies Infant Only
  - SafeCare<sup>®</sup> Augmented Model Only

4. Selected Applicants must rely on the model's guidance when determining a family capacity for their home visiting staff.
5. Selected Applicants must provide early childhood education services and supports to strengthen parents and their young children, who are prenatal through age five, in an effort to prevent child abuse and neglect prior to or at the beginning of any involvement with the CCYA.
6. Selected Applicants must play a significant role in service delivery in communities, preventing children and families from entering into the formal child welfare system, and achieving outcome goals that have a broad influence in their communities.
7. The Selected Applicants' FC director's salary may come from FC funds; director's salaries must be proportionate to the amount of the director's time dedicated to the FC . If an FC director spends 50% of their time managing the FC and staff, 50% of their salary may be covered by these funds.
8. Applicants are **not** required to have their funds pass through the county or school district and may apply to directly implement and administer the program. Existing FCs who plan to apply outside of their existing county or school district should inform the county or school district prior to submission.
9. Applicants applying as a new program must receive approval from the model developer before applying, if applicable. A letter of approval from the National or State Model Staff is a permissible attachment to the RFA.

**D. Family Center - Promoting Responsible Fatherhood Requirements.** Selected Applicants must implement a PRF Program that meets all requirements specified below. Of the total grant award, Applicants must use a 11% of their award to support the PRF program specified within the RFA.

The PRF program must provide services with fidelity to one or more of the following Family Support Model(s) or evidence-based home-visiting model(s).

1. Eligible Evidence-Based Home Visiting or Family Support Model(s) consist of the following:
  - a. Parents as Teachers with a focus on serving Fathers;
  - b. Parenting Inside Out;
  - c. InsideOut Dad; or
  - d. 24/7 Dad.
2. Selected Applicants must adhere to all federal funding requirements. Funding for the PRF program is from the federal Community-Based Child Abuse Prevention funds.
  - Selected Applicants must support community-based efforts to develop, operate, expand, enhance, and coordinate initiatives, programs, and

activities to prevent child abuse and neglect and to support the coordination of resources and activities, to better strengthen and support families, and to reduce the likelihood of child abuse and neglect; and

- Foster understanding, appreciation, and knowledge of diverse populations in order to effectively prevent and treat child abuse and neglect.
  - Selected Applicants must provide direct services or activities to fathers, whether non-custodial or custodial, in order to support fathers becoming involved in their children's lives. This includes individuals such as uncles, grandfathers, and father figures in the child or children's lives.
3. PRF programming or services may include the following components:
    - Outreach services for fathers;
    - Individual and group support services and activities for fathers;
    - Education and skills training opportunities for fathers; and
    - Adult education, pre-employment, and job skills training for fathers.
  4. Selected Applicants must coordinate services with other institutions (for example, universities or community-based organizations), in order to achieve a comprehensive approach to serving fathers.
  5. Selected Applicants may not utilize funding to support any parent's position in custody or child support matters, either financially or through counseling services.
  6. Selected Applicants **cannot** use their awarded funds to fund activities such as field trips to an amusement park, zoo, or other trips, unless an integral part of the family support program being implemented, and prior permission is obtained from the Department.
  7. Selected Applicants must utilize PRF funding to develop, operate, expand, and enhance community-based and prevention-focused programs and activities designed to strengthen and support families to prevent child abuse and neglect. These programs and activities must be accessible, effective, and culturally appropriate, and build upon existing strengths that:
    - offer assistance to fathers;
    - provide early, comprehensive support for fathers;
    - promote the development of parenting skills, especially in young fathers and fathers with very young children;
    - increase family stability;
    - improve family access to other formal and informal resources and opportunities for assistance available within communities, including access to such resources and opportunities for unaccompanied homeless youth;

- support the additional needs of fathers with children with disabilities through respite care and other services;
- demonstrate a commitment to involving fathers in the planning and program implementation of the lead agency and entities carrying out local programs funded, including meaningful involvement of fathers of children with disabilities, fathers with disabilities, racial and ethnic minorities, and members of underrepresented and underserved groups; and
- provide referrals to early health and developmental services.

**IV-2. Work Statement.** Applicants shall respond to each question within the Work Statement and include the title of the question as the title of the response in bold. Please refer to this document for instructions and details about each section. Please label the work statement as **Rider 2**.

## **WORK STATEMENT (Rider 2)**

### **Section I: Organizational Information Form and Program Requirements (Appendix C)**

Please complete **Appendix C**; this attachment **will not** count towards the page limit. Failure to completely fill out **Appendix C** will affect the overall score.

### **Section II: Organization History | 10 Points Total**

Questions answered in this section will count towards the page limit unless otherwise indicated as part of the question.

#### **OII-1) Mission**

Briefly describe the Applicant's mission and current services offered. Briefly explain how the mission and current services offered align with the priorities of this RFA.

#### **OII-2) History of Addressing Unmet Needs**

Provide examples of situations where the Applicant identified unmet needs within the community, and how it implemented a program to address those needs. Include a description of whether the program(s) was successful and how the Applicant was successful at sustaining the program(s). If the program failed to address unmet needs, what improvements did the Applicant make or what additional steps did the Applicant take to address those needs?

#### **OII-3) Community Support**

Describe how the Applicant has sought and received community support in the past. How did the Applicant translate that support into action or change (e.g., more than just vocal support and letters of endorsement)? How does the example provided relate to the priorities of this RFA?

#### **OII-4) Data Collection**

Please describe:

- Applicant's capacity to collect data on participating families and their needs, services provided, progress, and outcomes;
- Applicant's current frequency of data collection and analysis;
- Applicant's data safety and security processes, including, but not limited to, protection of data privacy and informed consent policies and procedures;
- Applicant's ability to collect demographic and performance measure data for families, caregivers, and children enrolled using forms developed by the Department; and
- Applicant's ability to enter the data in a custom data system developed by the Department.



**Section III: Family Center and Promoting Responsible Fatherhood Project Summary | 65**  
**Points Total**

Questions answered in this section will count towards the page limit unless otherwise indicated as part of the question.

**OIII-1) Family Center Program Description**

If the Applicant is applying to implement a FC or operates an existing FC, describe other Family Support programs the FC has committed to providing to meet the needs of families. If the Applicant has not previously held a FC grant, describe the Applicant's plan to implement a FC in a community and the additional services that will be offered beyond evidence-based home visiting. Include the current or estimated family capacity of additional programs beyond evidence-based home visiting. Indicate if these programs are intended to be funded by the 22% portion allowed within this application or if external funding supports these programs and their amounts.

**OIII-2a) Family Center Project Summary**

Provide a summary of the proposed project per proposed Family Center within the County (Service Area). Include all the following:

- A list of the evidence-based home visiting model(s) Applicant will utilize.
- County Applicant will serve with each model proposed.
  - Include the Applicant's proposed hours of operation and site locations in the county (service area).
  - Include the Applicant's proposed service area in each county by entire County or by School Districts or zip codes specified.
- The family capacity Applicant will serve in the county (service area), by model.
  - Capacity is defined as the maximum number of families that could be served or enrolled at one time based on the budgeted amount if all program staff were fully enrolled.
  - Describe how the Applicant determined it has the capacity to serve the number of families served per service area.
- Challenges:
  - Describe any anticipated challenges and risks associated with the implementation of the selected evidence-based home visiting model and possible strategies for addressing these challenges.
  - Describe any anticipated challenges and risks to maintaining quality and fidelity to the model and possible strategies for addressing these challenges.
- Target population:
  - Describe any needs assessment completed by the Applicant independently,

or in collaboration with other community partners, including any results or information from any planning process or tool such as the Zero to Three Home Visiting Community Planning Tool, that were used to determine the need and capacity for the proposed implementation or expansion of the evidence-based home visiting model(s) or family support model(s) in the community. If a needs assessment has not been conducted, provide relevant data on the target population and describe how the data was used to determine the need and capacity for the proposed implementation or expansion of the evidence-based home visiting model(s) or family support model(s) in the community

- Applicants may use data from the 2014 MIECHV Needs Assessment and the OCDEL Reach and Risk Reports, available at: <http://www.ocdelresearch.org>.
  - Applicants may use additional data from other sources such as the U.S. Census.
  - Applicants must provide citations for all data sources.
- 
- Using the data from the community that the Applicant intends to serve, specify a target population that would be a focus of the FC and describe the plan to target that particular population using both evidence-based home visiting services and other services that are or would be offered by the proposed FC.
  - Include whether there is currently a wait list and the number of families on the list per service area.
- 
- Community assets:
    - Describe assets available in the community that the Applicant will utilize to achieve the proposed program's success.
    - Describe linkages that exist between the Applicant and other social service organizations that provide Early Intervention, workforce preparation, education, substance use treatment, mental health care, general health care, child care, and other necessary services that families may require.
    - Provide evidence that Applicant's proposed services are not duplicated in the community, or if duplicated, that additional services are needed.
  - Parental or Caregiver involvement:
    - Describe how the Applicant will encourage parental or caregiver involvement within the program, such as through participation on a board or as part of a Continuous Quality Improvement effort or team.
  - Local CCYA

- Describe the Applicant's relationship with the local CCYA or how it proposes to form such a relationship and how it will work with the CCYA to improve outcomes for children and families.
- Model Enhancements
  - Describe any proposed enhancements to the evidence-based home visiting or family support model(s) that the Applicant plans to implement if awarded.
  - Examples of Enhanced activities may include but are not limited to:
    - Targeted and Intensive Outreach – Strategies to support recruitment, enrollment, and program participation with populations that have been identified by the Applicant as at-risk and in need of services, but difficult to engage.
      - Example: A plan to hire two community outreach workers in geographic areas that have been identified by the applicant as needing additional and tailored outreach efforts.
    - Partnership Coordination – Implementation of strategies to support innovative partnerships across multiple agencies delivering home visiting and family support services. The purpose is to better meet the needs of families receiving services by maximizing services, promoting joint planning, and, when possible, eliminating the duplication of services.
      - Example: The Development of a local council for ongoing support of intentional and innovative partnerships that require significant coordination across multiple partnering agencies delivering home visiting and family support services in order to meet the needs of families receiving services.
  - Justify why the additional cost per family is needed for the model enhancement proposed in the county you are proposing to serve. Why is this service necessary for families being served in the community?
- Family Center Services
  - Describe the Applicant's plan to provide services to achieve the FC requirement of preventing children and families from entering into the formal child welfare system and achieving a broad influence in their communities. FC services include child development information, parenting materials and support groups, educational opportunities to develop skills and acquire knowledge to form and sustain healthy marriages, family relationships, and health information and services.
  - Describe the Applicant's plan to implement group connection and opportunity for families and their young children to get together at least

once a month, even if such events are not already a requirement of the selected evidence-based home visiting model.

- Continuous Quality Improvement (“CQI”)
  - Describe the Applicant’s experience with CQI as it relates to the proposed Family Center Program.
  - Describe the Applicant’s experience with quality improvement activities required by the proposed evidence-based home visiting model.
  - Describe how staff will be supported in conducting quality improvement activities.
  - Describe the data systems the Applicant will use for quality improvement purposes, and how you will use those data systems to track progress, measure whether change ideas resulted in improvement, identify the need for course corrections, and how data will be used to drive decision-making.

**OIII-2b) Promoting Responsible Fatherhood Project Summary**

Provide a summary of the proposed project under the PRF program and include the following:

- A list of the family support program(s) the Applicant will utilize.
- County Applicant will serve with each model proposed.
- The Fatherhood capacity Applicant will serve by model.
- Include a plan to provide a family support model that for primary or secondary abuse prevention services, and not for tertiary services.
- Using the data from the community that the Applicant intends to serve, specify a target population that would be a focus of the PRF program and describe the plan to target that particular population using the allowable PRF Programs specified within the RFA.
- Provide outcome-oriented objectives that are measurable and appropriate for the project described.
  - a. Indicators that PRF programs are achieving outcomes may include, but are not limited to, the following:
  - b. Increased education level and job skills of fathers;
  - c. Increased financial support provided by non-custodial fathers;
  - d. Improved parenting knowledge, attitude, and skills;
  - e. Increased involvement of fathers in the lives of their children; and
  - f. Encouragement and support to fathers as positive role models.
- Describe staff recruitment, hiring, and retention for all positions, including contracted and subcontracted staff. Briefly discuss any previous difficulty with staff recruitment, hiring, or retention within your organization.

Applicants must complete the chart included in **Appendix C**.

**OIII-3) Recruitment and Transition of Participants**

Describe how the Applicant will recruit participants. List the Applicant's anticipated referral sources. Include the number of monthly referrals the Applicant expects from each referral source and explain the basis for these expectations. Explain how the Applicant will address referrals not meeting program requirements. Describe the Applicant's transition plan for families or fathers upon completion the Evidence-based home visiting or Family Support program(s).

**OIII-4) Staffing Recruitment, Hiring, and Retention**

Describe staff recruitment, hiring, and retention for all positions, including contracted and subcontracted staff. Briefly discuss any previous difficulty with staff recruitment, hiring, or retention within your organization. Applicants must also include the following information:

- Training efforts to result in a well-trained, competent staff;
- Steps taken to provide high-quality supervision, including reflective supervision for evidence-based home visiting;
  - Reflective supervision is a distinctive form of competency based professional development that is provided to multidisciplinary early childhood home visitors and family support providers who are working to support very young children's primary caregiving relationships. Reflective supervision is a practice that acknowledges that very young children have unique developmental and relational needs and that all early learning occurs in the context of relationships. Reflective supervision is distinct from administrative supervision and clinical supervision due to the shared exploration of the parallel process, that is, attention to all relationships is important, including the relationships between home visitor and supervisor, between home visitor and parent, and between parent and infant/toddler. Reflective supervision supports professional and personal development of home visitors by attending to the emotional content of their work and how reactions to the content affect their work. In reflective supervision, there is often greater emphasis on the supervisor's ability to listen and wait, allowing the supervisee to discover solutions, concepts and perceptions on his or her own without interruption from the supervisor.
- Staff access to infant and early childhood mental health consultation, if applicable;
- Timeline for hiring;
- Ongoing professional development opportunities;
- Plans for promoting a stable operating environment for the program; and
- Plans to prevent staff turnover.

**OIII-5) Sustainability**

Describe the Applicant's plan to sustain the evidence-based home visiting or family support model(s) if awarded after the grant period has ended.

#### **Section IV: Priority Populations / Bonus Points (5 Points Total)**

Applicants must fully answer the questions below to be considered for the priority bonus points. Questions answered in this section will count towards the page limit unless otherwise indicated as part of the question.

##### **QIV-1) Established coordination with Centers of Excellence and Other Drug and Alcohol Treatment Service Providers**

Describe the current linkage between the Applicant and the local Center of Excellence and other drug and alcohol treatment service providers. Describe the experience the Applicant has working in partnership with this agency or agencies. Describe whether a current process for referrals is in place. Please attach a Memorandum of Agreement/Understanding (“MOA/MOU”), if applicable. The attached MOA(s)/MOU(s) will not count towards the page limit.

##### **QIV-2) Established coordination with Other Local Home Visiting Programs**

Describe the Applicant’s understanding of and coordination with other ongoing home visitation programs or activities. How clear are the boundaries and coordinating efforts among these other programs? How will the Applicant’s home visiting program fit in and complement the community’s efforts to meet the needs of the target population? Describe whether a current process for referrals is in place. Please attach a MOA/MOU, if applicable. The attached MOA(s)/MOU(s) will not count towards the page limit.

##### **QIV-3) Established coordination with Local Domestic Violence or Intimate Partner Violence Agency**

Describe the Applicant’s understanding of and coordination with the local domestic violence or intimate partner violence agency or agencies. Describe the experience the Applicant has working in partnership with these agencies. Describe whether a current process for referrals is in place. Please attach a MOA/MOU, if applicable. The attached MOA(s)/MOU(s) will not count towards the page limit.

##### **QIV-4) Established coordination with the Early Learning Resource Centers (“ELRC”)**

Describe the Applicant’s understanding of and coordination with the local Early Learning Resource Center. Describe the experience the Applicant has working in partnership with this agency. Describe whether a current process for referrals is in place. Please attach a MOA/MOU, if applicable. The attached MOA(s)/MOU(s) will not count towards the page limit.

##### **QIV-5) Current Department-Funded Family Center or PRF Grantee**

Is the Applicant a current Department-funded Family Center or PRF Grantee in good standing?

**PART V**  
**COST SUBMITTAL**

**V-1. Cost Submittal (25 Points).**

The information requested in this **Part V** shall constitute the Cost Submittal. The total proposed cost should be broken down into the components set forth in **Appendix B**, which will become **Rider 3** of any resulting agreement.

Applicants shall **not** include any assumptions in their cost submittals. If the Applicant includes assumptions in its cost submittal, the Department may reject the application. Applicants should direct in writing to the Issuing Officer pursuant to **Part I, Section I-10** of this RFA any questions about whether a cost or other component is included or applies. All Applicants will then have the benefit of the Department's written answer to that all applications are submitted on the same basis.

Applicants must adhere to the requirements specified below:

1. The **maximum** award per Applicant per county is \$280,600.00. Of the total grant award, Applicants must use 11% of their award to support the PRF program specified within the RFA. Selected Applicants may use a maximum amount of 22% to support Family Center Services beyond evidence-based home visiting. Applicants do not need to apply for the maximum award to be considered. Applicants should consider their total operating costs for these programs and submit their Cost Submittal (Part V) accordingly.
2. Except as provided below, Applicants proposing to implement an evidence-based home visiting model are required to submit a Cost Submittal that does not exceed \$6,500/year as the cost per family. Cost per family is calculated by dividing the proposed family capacity by the total annual budget. This cost cap is determined by average cost per family expenses both nationally and statewide across multiple evidence-based models. It is anticipated that costs in the first and second years may be slightly higher due to increased training costs and target caseloads due to staff acquisition.

The Department will consider Applicants that submit a grant budget requesting a cost per family between \$6,500 - \$8,000/year if the Applicant demonstrates at least one of the following enhanced activities described below and as part of **QIII-2a) Family Center Project Summary (Model Enhancements)**. These enhanced activities must go beyond the normal scope of implementing direct service through an evidence-based home visiting model to families. Efforts described must be incorporated into the corresponding objectives within the Work Statement (**Rider 2**) and clearly identified in the Cost Submittal (**Rider 3**).

3. Selected Applicants are responsible for submitting data as described in **Appendix C**. Applicants may designate or subcontract with another organization that will

report evaluation data to the Department on the Applicants' behalf. Applicants are responsible for ensuring that the designee or subcontractor submits data according to Department requirements and timelines. Applicants should allocate sufficient funds in their Cost Submittal (**Rider 3**) to support the collection and reporting of evaluation data, including staff time and computer systems. The Department will provide guidance and technical assistance to awarded applicants to establish and improve data collection and submission processes. Data reporting requirements for this grant may differ from data collection required by an evidence-based home visiting and family support model developer, or from data collected by a grantee's organization for case management purposes.

**The Department will reimburse the selected Applicants for work satisfactorily performed after execution of a written agreement and the start of the grant agreement, in accordance with agreement requirements, and only after the Department has issued a notice to proceed.**