



October 19, 2018

To: All Interested Parties

Subject: Grant Opportunity for Road to Resilience Partnerships, Fiscal Year 2019/2022

The California Department of Social Services' (CDSS) Office of Child Abuse Prevention (OCAP) is pleased to announce the Road to Resilience Partnerships Request for Application (RFA) for fiscal years (FY) 2019-22. This RFA will award competitive grant funds to partnerships that, through interagency collaboration and integration of services, identify and serve pregnant women with known histories of substance use, pregnant women with current substance use, and mothers of substance-exposed infants (hereafter, the target population). Selected grantees will provide the target population, their infants, and their families in-home case management that links them to community-based agencies and resources for parenting and concrete supports to mitigate risks of substance exposure and maltreatment to infants. Grantees will do so through developing or strengthening collaborative partnerships among health service providers, county child welfare, county public health, behavioral health, and community-based organizations to identify the target population, take steps to eliminate their substance use and prevent relapse, and ameliorate negative child outcomes associated with parental substance use.

Grant awards will be given to a maximum of 15 grantees at approximately \$400,000 to \$600,000 per grantee per year for FY 2019-22 (July 1, 2019–June 30, 2022). The funding amount is provisional and contingent upon the OCAP's receipt of federal grant awards with an option to extend the grant for an additional two fiscal years. The primary organization which will act as the grant's fiscal and administrative lead should submit the application under its name. Preference will be given to Applicants that are affiliated with Native American tribes in California, including federally recognized tribes and non-profit Tribal Organizations, and agencies affiliated with populations that are disproportionately represented in the child welfare system as well as geographic areas lacking in resources to serve this population.

To apply for funding, submit the application package via email by 5:00 p.m. on **December 14, 2018**. Only the most current versions of CDSS/OCAP grant application forms (available at [OCAP website](#) and in this RFA) will be accepted. See further instructions for electronic submission in the RFA. Should you have questions, please contact Kiran Johl, Analyst, by email at [Kirandeep.Johl@dss.ca.gov](mailto:Kirandeep.Johl@dss.ca.gov). Thank you for your interest.

Sincerely,

Angela Ponivas  
Bureau Chief, Office of Child Abuse Prevention  
California Department of Social Services

# ROAD TO RESILIENCE

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# ROAD TO RESILIENCE

## PART I – OVERVIEW

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- A. INTRODUCTION
  - B. CONTACT INFORMATION
  - C. APPLICATION DUE DATE AND SUBMISSION
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### A. INTRODUCTION

This Request for Applications (RFA) provides the information and electronic forms necessary to prepare an application for the California Department of Social Services' (CDSS) Office of Child Abuse Prevention (OCAP) grant funds. The terms and conditions described in this RFA supersede previous RFAs.

### B. CONTACT INFORMATION

The OCAP staff cannot assist the Applicant with the actual preparation of its application. The OCAP can only respond to technical questions about the RFA. Questions about this grant announcement and its requirements will only be accepted via email **until November 20, 2018**. Questions asked after that date will not receive a response. Questions and corresponding answers will be posted to the CDSS website on **December 1, 2018**. Please list the name of RFA in the subject line and send all questions to:

Kiran Johl, Analyst  
[Kirandeep.Johl@dss.ca.gov](mailto:Kirandeep.Johl@dss.ca.gov)  
California Department of Social Services  
Office of Child Abuse Prevention

### C. APPLICATION DUE DATE AND SUBMISSION

The grant application and all required documents must be submitted electronically to the OCAP at [Kirandeep.Johl@dss.ca.gov](mailto:Kirandeep.Johl@dss.ca.gov) before **5:00 PM PST on December 14, 2018**. The OCAP does not automatically notify the receipt of the application, unless the applicant requests a "Read Notification" to confirm the receipt. Any application documents received after this deadline will not be reviewed. Applications will be rated and ranked competitively and incomplete applications will not be accepted.

### D. ELIGIBILITY

At the time of application, the Applicant must provide evidence that demonstrates the ability to meet each of the following criteria. The forms of evidence may include related credentials, certificates, and documented experience in serving the target population.

1. Ability to successfully partner with health service providers (such as federally qualified health centers), community-based organizations, and county government agencies such as child welfare, behavioral health, and public health. A Memorandum of Understanding (MOU) will need to exist between all members of the Partnership. One of the partners of the MOU will be either county child welfare or tribal child welfare. The OCAP will accept statements of intent from partner agencies at the time of the application submission, but a signed MOU will be required prior to the execution of any grant agreement
2. Ability to identify and reach the target population in areas with high substance use (for example, areas with high emergency room visits associated with substance use).

3. Capacity to employ a Navigator(s) in a timely manner to provide in-home case management services and link the target population and their families to concrete supports and parenting supports. The Navigator(s) must be based at the location of the Partnership's health service provider.
4. Applicants must demonstrate the ability to hire, supervise, and/or train Navigators to complete the following:
  - Provide in-home case management that links the target population and their families to appropriate services and resources for concrete supports and parenting supports.
  - Obtain and incorporate feedback from the target population to determine appropriate maternal, child, and family supports.
  - Provide services utilizing a trauma-informed approach. For purposes of this grant, trauma-informed is defined as interventions, practices, services, and supports that recognize and respond to the varying impact of traumatic stress on children and their families.
  - Address substance use, including its risk factors and interventions, prenatal and post-partum maternal and infant care.
5. The Lead agency of the Partnership must be willing and able to actively participate in shared learning conversations, training and technical assistance (T&TA), and evaluation opportunities provided by the OCAP.

All Applicants will be required to submit certification that the Applicant or their principal affiliates have not been debarred or suspended from federal financial assistance programs and activities, and are not proposed for debarment, declared ineligible or voluntarily excluded from participation in covered transactions by any federal department or agency. Complete the Certification of Debarment and Suspension (Document E) with your application, which also certifies that the Applicant is not listed on the Excluded Parties Listing System (refer to [SAM](#) website).

All Applicants will be required to electronically submit a Proof of Not-for-Profit Standing, if applicable (See Part II E below). Preference will be given to Applicants that are affiliated with Native American tribes in California, including federally recognized tribes and non-profit Tribal Organizations, and to Applicants that are affiliated with populations disproportionately represented in the child welfare system as well as geographic areas lacking in resources for this population.

## E. FUNDS

1. **Source of Funds:** The Road to Resilience Partnership program is supported by the federal Child Abuse Prevention Treatment Act (CAPTA) funds.
2. **Funding Cycle and Duration:** July 1, 2019–June 30, 2022 (three fiscal years with an option to extend)
3. **Projected Funds Available:** Grants will be given in a range of \$400,000 to \$600,000 per applicant per year or approximately \$6.7 million per year in total federal funds.
4. **Restrictions on How Funds Must be Used:**
  - Funding will only be allowed for programs, projects, activities, or services which seek to mitigate risk factors for infants affected by parental substance use. These activities must include providing in-home case management, concrete supports, and parenting supports to the target population, their infants, and their families.
  - Funds are required to support pregnant women with current or known histories of substance use, and infants affected by parental substance abuse, including substance-exposed infants, and families. A substance-exposed infant is defined as an infant aged 0-12 month whose health or safety is affected by the mother's prenatal or perinatal use of alcohol or other drugs (including both legal and illegal substances), or is diagnosed with Neonatal Abstinence Syndrome or Fetal Alcohol Spectrum Disorders.

- No funding can be used for existing services currently funded through another source (i.e., no funding may be used to supplant local, state, or federal funds for any purpose). Funding **may** be used to support services recommended but not currently funded by county child welfare, including Differential Response Path 1 or 2 interventions, or safety plans established by child welfare. However, if the mother or her family members are substantiated for maltreatment of the infant, the Applicant may only use funds up until the child welfare case is opened or for transition purposes.
- The OCAP cannot reimburse or supplement funding for services already funded by OCAP or other government programs, such as Denti-Cal or Medi-Cal.
- Funds that are requested by the Applicant must be used exclusively for the planning, implementation, and evaluation of the proposed activities outlined in the Applicant's Scope of Work for this RFA.

## F. PROGRAM INFORMATION

### 1. OCAP Strategic Plan

The OCAP has developed a five-year strategic plan to more effectively respond to the conditions of child maltreatment throughout California. The purpose of this plan is to articulate the OCAP's vision for preventing child abuse and neglect which includes the vision statement: No child suffers from abuse or neglect. This will guide OCAP's mission:

To shape policy, build communities, and empower families so that child abuse, neglect and their mitigating risk factors are prevented.

The plan will be utilized by OCAP to direct program and funding activities over the next five years (2015-2020) and serves to communicate with complete accountability and transparency the work of the OCAP to the residents of California. The OCAP's activities and funding strategies will be informed by the following six guiding priorities:

- Promote strengths-based approaches: The OCAP promotes the wide-spread incorporation of family strengthening approaches, such as integrating protective factors, as an essential prevention strategy.
- Engage and empower parents: The OCAP advances approaches to meaningfully empowering parents to improve parents' capacity to advocate for their families and inform prevention policy and practice.
- Focus on high-needs populations: OCAP's funding focuses on prevention strategies to address the needs of children and families impacted by: child abuse and neglect, poverty, caregiver mental health, substance use, domestic violence, and racial disproportionality in child welfare.
- Advance cultural responsiveness and relevance: The OCAP seeks to advance culturally responsive and relevant resources, best practice models, and implementation tools and share them with counties and community-based prevention partners.
- Promote evidence-based approaches: The OCAP advocates evidence-based prevention programs by supporting those that adopt evidence-based or data-informed approaches to performance monitoring and program evaluation.
- Build prevention partnerships: The OCAP develops and strengthens local prevention partnerships through supporting innovative models, building community capacity and resources.

This request for applications fulfills the goals of the 2015-2020 OCAP Strategic Plan by focusing on funding priorities to the following impact areas and stated goals:

**Impact Area 1:** Lift the capacity of parents and prevention partners to protect children from abuse and neglect.

- Widely disseminate culturally responsive resources and tools that prevent child abuse and neglect. Strengthen the capacity of providers and prevention networks to build resiliency in families and effectively implement prevention practices, particularly for families over-represented in the child welfare system.

**Impact Area 2:** Link and cultivate beneficial prevention-focused partnerships to create shared language, efficiency and reach of local and statewide prevention efforts.

- Partner with communities to map and strengthen a comprehensive, accessible, unified network of sustainable family-support organizations, able to collaborate effectively in meeting the needs of at-risk children and families.
- Advance the use of prevention data and performance measures to maximize the effectiveness of prevention efforts for vulnerable children and families.

**Impact Area 3:** Leverage prevention efforts across systems, facilitate philanthropic investment and embed prevention strategies as part of policy.

- Advance collaborative partnerships that increase and leverage prevention funds and/or embed prevention-focused policies.

## 2. Purpose of Grant Opportunity

The OCAP has increasingly sought opportunities to better leverage partnerships as well as promote and integrate statewide and local agendas for child maltreatment prevention. Through this Road to Resilience Partnerships grant opportunity, the OCAP aims to foster collaborative efforts among health service providers, community-based organizations, and related county or tribal agencies (child welfare, public health, and behavioral health) to reduce substance exposure to infants, strengthen supports for pregnant women with known histories of substance use, pregnant women with current substance use, mothers of substance-exposed infants, and their families, and mitigate negative outcomes associated with prenatal and perinatal substance use.

This grant will identify up to 15 Applicants to develop such collaborative networks. These regional/community collaboratives are tasked with working strategically to provide the above-mentioned target population and their families with linkages to community-based services and supports. Services must include in-home case management, parenting supports, or concrete supports that will prevent substance use or relapse and assist the mother to provide care to her substance-exposed infant. Activities may include collaboration and coordination with federally qualified health care centers.

Goal 1: Develop or expand on current partnerships to manage an effective collaborative network focused on the target population in order to ensure sustainability of supports for this vulnerable population beyond the time constraints of this grant.

Goal 2: Develop coordinated services between health service providers, government agencies, and community-based organizations to provide basic needs and parenting supports to the target population and their families.

Goal 3: The collaborative partnership will employ a “Navigator(s)” who is co-located at the health service provider to link the target population to services and resources specific to their needs.

Goal 4: Navigators will provide in-home case management services and create a documented case plan which addresses the needs and strengths of the target population, their infants, and their families. The case plan will address risk and protective factors, basic and concrete support needs, substance abuse-related issues, and maternal and infant care.

Goal 5: Navigators will receive sufficient supervision and training to perform required duties.

Goal 6: Create an evaluation plan to determine if services addressed the needs of the target population and lessened the risk of substance exposure and maltreatment to infants.

### **3. OCAP Philosophy and Background**

#### **OCAP Philosophy**

California is re-thinking the child welfare system and actively looking for continuum of care system improvements, including better assessment practices, better engagement practices, increased access to services and community supports for families in need. The OCAP will seek to be a part of these efforts by building capacity of families, providers and communities to prevent child maltreatment.

Our understanding of the consequences of child maltreatment has helped to generate a collective urgency to act. However, research has found that successful prevention strategies must both reduce risk factors and build protective factors to best safeguard the safety and well-being of children. Children need and deserve safe, stable, nurturing relationships and environments to thrive.

The prevention of child abuse and neglect is most effective when families can ensure their child’s safety and well-being, and therefore do not engage or require child welfare involvement. The OCAP contends that when families are resilient, parents are more likely to withstand times of stress in ways that do not compromise a child’s safety or well-being. As such, the OCAP seeks to build resilient families and communities throughout California as an essential prevention strategy.

#### **OCAP Background**

The OCAP, within the California Department of Social Services, was created by statute and is required by the Legislature to oversee and administer child abuse prevention and early intervention programs to administer federal grants, contracts and state programs designed to promote best practices and innovative approaches to child abuse prevention, intervention and treatment. The OCAP plays a valuable role to ensure that successful prevention strategies support and are integrated as part of the CDSS initiatives and activities. The OCAP’s priority objectives are to:

- Promote an agenda to prevent child abuse and neglect both statewide and as part of the CDSS work.
- Maintain responsibility to effectively utilize multiple state and federal prevention-focused funding streams, ensuring compliance with all governing legislation.

In total, the OCAP provides oversight to approximately \$86 million dollars of funding per year. These funds are utilized throughout the continuum of child welfare, from prevention to intervention to after-care. Specific funding streams the OCAP oversees include: the federal grants to California for the Child Abuse Prevention and Treatment Act (CAPTA), the Community-Based Child Abuse Prevention

(CBCAP) program, and the Promoting Safe and Stable Families (PSSF) program, as well as the state Child Abuse Prevention, Intervention and Treatment Act (CAPIT), the State Children’s Trust Fund (SCTF) and the State Family Preservation Fund (SFP).

To ensure the OCAP is a good steward of public and private funds, maximizing resources through leveraging, resources pooling, fiscal accountability and return on investment is required. Through partnership and collaboration, the OCAP is able to leverage and support children, families and communities in a more effective manner.

For more information, please visit: <http://www.cdss.ca.gov/inforesources/OCAP/Funding>



**ROAD TO RESILIENCE  
PART II – RFA INSTRUCTIONS**

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- A. PREPARING AN APPLICATION
  - B. PROJECT NARRATIVE
  - C. PROJECT BUDGET
  - D. APPLICATION APPENDIX
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A. PREPARING AN APPLICATION

The instructions in this section correspond to each of the application components and to the forms required to complete the application.

The Applicant must use the forms provided in Part IV of this RFA or on our website at [OCAP](#). The forms must be completed only on the attached forms and electronically submitted with the application. The Narrative, Budget page and Budget Narrative templates provided on the website are formatted to CDSS standards. If a page limitation is specified for a component, strict adherence to the limitation is required.

The OCAP has established the requirements for the selection of the recipient based on state and federal requirements for the use of government funds. Each Applicant must electronically submit all of the following:

1. Narrative Report (Document A)
  2. Budget Detail (Document B – Page One of Document)
  3. Budget Narrative Template (Document B – Page Two of Document)
  4. Scope of Work (Document C)
  5. Collaborative Participants
  6. Application Information Form (Document D)
  7. Grantee Certification of Federal Requirements (Document E)
  8. Evaluation Plan (Document F)
- Applicant Qualifications (Document G)

Forms/documents which must be scanned and attached to the electronic application via email include:

- Program Logic Model
- Proof of Not-for-profit Standing
- Job Descriptions and Resumes
- Organizational Chart
- Memorandums of Understanding

Click the link to access CDSS forms: [RFA Zip Drive](#)

**NOTE:** The Applicant must ensure that all information requested by the RFA is included in the appropriate section of the application in order to receive credit. Failure to include the required components may result in a reduced score or disqualification. The OCAP will *not* advise the Applicant if the application is incorrect and/or incomplete prior to rating or disqualification.

The Application Information Form (Document D) is to be used as the Application's Cover Page.

B. NARRATIVE

The narrative is the main body of information describing the problem to be addressed (see Program Information), the plan to address the identified problem through appropriate and achievable goals, objectives, activities, and deliverables, the evaluation and sustainability plans, collaboration, and the ability and qualifications of the Applicant to implement the proposed plan.

1. Problem Statement – To be included in Narrative Report, Document A [up to 2 pages]
  - Describe how the partnership will collaborate to reach pregnant women with known substance use histories, pregnant women with current substance use, and mothers of substance-exposed infants. Utilize current statistical data to explain the reason(s) this need exists in your region/community.
  - Describe current funding and services related to collaborative partnerships for maternal support services in your community/service area.
  - Describe the gaps and/or barriers your partnership/community has identified in existing collaborative approaches as they relate to providing support services for the target population and possible substance exposure to infants.

2. Implementation Plan – To be included in Narrative Report, Document A [5 pages total]

The OCAP seeks Applicants to address the needs of the target population and lessen the risk of substance exposure and maltreatment to infants in California by focusing on the goals described in the Program Information description. This section of the project narrative should present the overarching plan or context of how the program fits within your organization's mission to address the problem (specifics of the plan should be completed in the Scope of Work-SOW).

- Describe a comprehensive and feasible plan to accomplish the goals and objectives, including the reasons you chose your strategy to implement the goals and objectives described in the SOW. [up to 2 pages]
- Describe how you will build on existing and effective practices and resources already in place and working in your agency(ies). [up to 1 page]
- Describe how you propose to utilize a combination of staff, consultants, or in-kind partners to achieve objectives. (Additional information about what kinds of personnel, their qualifications and duties can be described in detail in the Applicant Qualifications section below) [up to 1 page]
- Describe how you will share the results (outcomes) of the project with OCAP. [1 page]

The following core values are how OCAP believes the work is to be done. Describe how you will address the following core values in your plan.

- a. **Quality** – We support culturally responsive, gold standard prevention services;
- b. **Strengthen Families** – We respect and strengthen families through parent engagement in planning and problem solving;
- c. **Research driven** – We promote rigorous, evidence-based practice and policy development;
- d. **Engage stakeholders** – We partner with stakeholders to guide prevention;
- e. **Engage experts** – We engage experts to provide the expertise needed for quality prevention design and outcomes;
- f. **Accountable** – We model accountability, transparency and stewardship;
- g. **Data and outcomes focused** – We use data and a focus on outcomes as a guide to all our work;
- h. **Innovative** – We embrace technology and innovation.

3. Sustainability Plan – To be included in Narrative Report, Document A [up to 1 page]
  - Is this a limited-term program that will end at the end of the funding cycle? Yes or No
  - If no, describe a feasible and realistic plan to continue services beyond the end of the grant.
4. Funding Maximization – To be included in Narrative Report, Document A [up to 1 page]
  - Describe your plans to leverage, match or otherwise utilize funds to increase funds available for the project (however, do not include these funds on the budget).
5. Collaboration – To be included in Narrative Report, Document A [up to 2 pages]

The OCAP desires projects, strategies, and activities which are collaboratively planned and implemented. Describe how you would facilitate collaboration among community partners and complete Document B to demonstrate existing or planned collaboration.

- The successful Applicant must demonstrate how they will achieve the goals by building and sustaining partnership between representatives to provide coordinated services that support substance-exposed infants, mothers, and their families; and
- By facilitating their work so that mutually-beneficial collaborative opportunities are possible.

6. Past Performance – To be included in Narrative Report, Document A [up to 1 page]

Include a description of your experience as a steward of public funds and your experience managing partnerships with county or state level agencies.

Have you had out-of-compliance issues with any OCAP grants? Have you had out-of-compliance issues in relation to other funding opportunities? Indicate yes or no. If yes, describe how they were resolved and the manner they were solved (Corrective Action Plan, etc.). Compliance issues may include, but are not limited to, the following:

1. Late on deliverables
2. Failure to meet the deliverables or objectives of a grant agreement
3. Failure to submit Progress Reports, evaluations, invoices or audits as required and in a timely manner
4. Failure to comply with any term or condition of a grant agreement
5. Negative audit findings

7. Scope of Work (SOW) – Document C [No page limit]

In addition to a narrative, Applicants must submit a proposed SOW that addresses the goals, objectives, activities, deliverables, performance measures and timeline directed to accomplishing specific goals and objectives. The required template is attached (Document C). There is no page limit. Please do not modify the template. Applicants will be scored based on content of responses. For each column, use numbering for each separate item (i.e., Objective 1, Activity 1a, Deliverable 1a, Measure 1a, Timeline 1a—date)

- Develop objectives that are specific, measureable, attainable, realistic/reasonable, and time-bound (SMART). Activities should support efforts to effectively meet the objectives and address the challenges of the target population.
- Develop an appropriate number and type of deliverables.
- Ensure the measures are specific and concrete to meet the deliverables.

- Ensure the timeline of activities is reasonable so that work is effectively accomplished throughout the grant period.

#### 8. Evaluation Plan – Document F [up to 5 pages]

- Describe the data that will be collected to monitor program implementation and performance, including the measures of inputs (e.g., staff and collaboration efforts) and outputs of the program (e.g., services to clients, start of services: prenatal or post-partum).
- Describe the collection of data on client demographics to understand client characteristics and populations reached by the program (e.g., age, race/ethnicity, marital status, number of children).
- Describe the formal procedures that have been or will be in place to collect data on the program and client characteristics. Include activities that ensure staff know how and what to collect. Describe policy for the protection of confidential data.
- Describe the program's intent to utilize the abovementioned data to inform program implementation, program performance, and program reach.
- Retention of an outside evaluator is encouraged and can be included in the budget.
- Provide a program logic model to illustrate how data gathered and reported to OCAP meet the goals and purposes of the program. The page number limitation does not apply to this logic model.

#### 9. Applicant Qualifications – Document G [up to 2 pages]

Describe how your organization is qualified to implement or perform the goals and objectives of this RFA.

- State the Partnership's history of performing this or similar work and familiarity with the program's identified target population(s).
- Describe the expertise in managing collaborative partnership approaches that makes you the best candidate.
- Describe your capacity to implement the scope of the project.
- Describe the qualifications and roles of current or planned program staff or subcontractors to implement the proposed activities. Indicate whether you plan to hire staff to begin implementation.
- Provide an organizational chart that shows the project within the organization and includes position and names of staff anticipated to be involved in the project. [Does not apply to page number limitation]
- Provide job descriptions and resumes of project staff and any known subcontractors. [Does not apply to page number limitation]

#### 10. Budget

Applicant must include a budget with specific line items (Document B) and narrative descriptions (Document B). The required templates are attached or found through this link: [RFA Zip Drive](#)

The purpose of the project budget is to demonstrate how the Applicant will implement the proposed plan with the funds available through this program. The budget is the basis for management, fiscal review, and audit. Project costs must be directly related to the objectives and activities of the project. The budget must cover the entire grant period. In the budget, include **only** those items covered by **grant funds**. Projects may supplement grant funds with funds from other sources. However, since approved line items are subject to audit, Applicants should not include in the project

budget any funds other than listed in the grant. Budgets are subject to OCAP modifications and approval.

The OCAP requires the Applicant to develop a *line-item* budget, using the suggested categories on the attached Budget form that will enable the project to meet the intent and requirements of the program and ensure the successful and cost-effective implementation of the project. The Applicant should prepare a realistic and prudent budget avoiding unnecessary or unusual expenditures which detract from the accomplishment of the objectives and activities of the project.

**Note:** The following information is provided to assist in the preparation of the budget:

- Strict adherence to required and prohibited items is expected.
- Where the Applicant does not budget for a required item, the Applicant assumes responsibility.
- Failure of the Applicant to include required budget items does not eliminate responsibility to comply with those requirements during the implementation of the project.

Should you have additional budget questions after reading this section thoroughly, contact the person listed in Part I, section B.

#### 1. Budget Categories

The budget template displays a five line item budget. The five budget categories include: Personnel, Program Expenses, Subcontracts, Operating Expenses, and a maximum of 10 percent Indirect Cost. Each category is explained in detail as follows, and the Applicant should use these definitions to complete the budget template.

#### 2. Personnel and Fringe Benefits

Positions that are directly involved in the development, delivery and support of the grant activities are listed under this line item with Personnel and the Fringe Benefits listed separately.

- Personnel. Identify each funded position by job title.
- Staff who perform only administrative and fiscal duties are not included in this line item. They can only be included as part of indirect expenses.
- Identify the monthly salary rate for each position. Do not combine multiple personnel on the same line. Each position must be displayed on a separate line.
- Fringe Benefits. Expenses include, but are not limited to, employer paid social security; worker's compensation insurance; unemployment insurance; health, dental, vision and/or life insurance; disability insurance; pension plan/retirement benefits etc. Display fringe benefits individually for each staff as part of the annual salary.

#### 3. Program Expenses.

- Stipends. Support for intern/parent/caregiver participation in collaborative meetings.
- Materials. Educational printed materials or tools that are required to implement program goals.
- Training. Costs for training program staff and collaborative members to implement program goals.
- Other. Any expenses not covered in the above categories must be explained and justified in the budget narrative.

#### 4. Subcontractors

- A subcontract results when a Recipient enters into an agreement for services with another party. All subcontracts must be included in the budget and the use of subcontracts shall be justified in the budget narrative. If any subcontractor is subcontracted with for a total grant amount of over five thousand (\$5,000), or over, the subcontract must be submitted for approval by the State prior to final execution of the grant and/or reimbursement, and a separate Budget Summary will be required. If the subcontract is less than five thousand dollars (\$5,000), the State reserves the right to request a copy.
- The Recipient shall be solely responsible for the work of any subcontractor under this agreement. Subcontracts are subject to the same provisions as the primary grant agreement and should therefore contain written reference to the provisions of the primary grant agreement.
- Subcontractor expenses do not qualify for the 10% indirect cost rate allowance.

#### 5. Operating Expenses.

- Direct costs necessary to conduct the day-to-day operations are listed in this line item. The line item categories listed below are provided in the budget template for ease of completion. Applicants may add additional Operating Expense lines or leave some blank if not applicable.
- Travel. Travel and per diem rates are established and periodically adjusted by the State Department of Personnel Administration. Proposed reimbursable expenditures for travel may not exceed those ceilings. Expenses for Out-of-State travel will not be allowed without prior written approval by CDSS. Out-of-country travel is prohibited. Applicants must include a sufficient travel and per diem allocation to attend any required in-person meetings, as needed. Travel for parent or youth participants is allowed at state reimbursement rates.
- Office Space. The cost of office space is included in this line item. Estimated costs for space may be based on the full or prorated amount expected to be paid in rent. Where the facility is owned by the prospective recipient, costs may be reimbursed on the basis of depreciation or a use allowance. When space is rented, indicate in the Budget Narrative whether the charge also provides for services such as utilities or parking.
- Printing. Costs incurred specifically for the program are allowable and include printing, photocopying and other reproduction services.
- Communication. It is expected that all Recipients will have telephone, telephone conferencing, and email capabilities. This category includes telephone, fax, computers (email), postage, etc.
- Utilities. Utilities that are not provided with space rent or use, such as power, water, electricity, gas, etc.
- Other costs. Any expenses not covered in the above categories must be explained and justified.

6. Program Costs. Included in these line items are those expenses directly related to the implementation of the program activities. These include, for example, materials for clients, outreach, equipment, training for families and providers or other direct program expenses.
7. Indirect Cost Rate. The indirect cost rate refers to costs that accrue in the normal conduct of business that can only be partially attributable to performance of a grant (e.g., administrative expenses such as payroll handling, accounting/personnel expenses, liability insurance coverage, executive director's time). The indirect cost rate must be justified in the budget narrative. Specify an indirect cost rate as a percentage of the total personnel salary and wage costs, including fringe benefits, not to exceed 10 percent.
8. Prohibited Items. Grants using federal Health and Human Services Agency federal funds are required to follow cost principles governing non-federal entities and are outlined in the Office of Management and Budget (OMB) regulations found at 2 C.F.R. Part 200.

Other prohibited expenses include the following:

- Lobbying
- Bonuses/Commissions
- Interest
- Supplanting other federal funds
- Lease-Purchase Options: It is prohibited to use grant funds to enter into a lease-purchase contract for the purchase of equipment
- Purchase of Real Property

#### C. BUDGET NARRATIVE

The Applicant is required to submit a narrative with the project budget. The budget narrative provides a brief narrative that justifies the appropriateness and necessity of each expense. In addition, the narrative should also describe each personnel position, its role in performing these activities, and qualifications to do so. The narrative must be typed and placed in the identified electronic form, and describe:

- How the project's proposed budget supports the Program's objectives and activities and the intent and requirements of the program;
- The duties of project-funded staff, including the experience or education level necessary for the job assignment;
- How project-funded staff duties and time commitments (FTE) support the proposed objectives and activities; Include formula for each position (wage x hours x number of months); in addition to time allocated to this project indicate the proposed staff percentage of time to other efforts in the agency;
- The necessity for subcontracts and unusual expenditures; and
- Any salary range adjustments anticipated during the grant period.
- Attach job descriptions and resumes for all project staff and subcontractors, if available.

#### D. APPLICATION APPENDIX

The application appendix provides OCAP with additional information from the Applicant to support components of the application. The following must be included:

Program logic model

- The logic model should clearly illustrate output and outcome measures of performance.

Organizational Chart

- The Organizational Chart should clearly depict the structure of the Applicant organization and the specific unit within the organization responsible for the implementation of the project. This chart should also depict supporting units within the organization (e.g., the Accounting Unit) and the lines of authority within the organization. Job titles on the Organizational Chart must match those in the Budget and Budget Narrative.
- Job descriptions and resumes for all project staff and known subcontractors.

Memorandum of Understanding (MOU):

- MOUs must contain original signatures, titles, and agency names for all parties and include dates effective for the proposed grant period. These documents must demonstrate a formal system of networking and coordination with other agencies and the Applicant. Scan and attach your letter of intent to draft an MOU or the signed MOU. If a letter of intent is provided, the signed MOU will be due at the time of grant execution.

Certification of Debarment and Suspension, which includes the Excluded Parties Listing System verification (Document E). Complete the electronic form.

Proof of Not-for-Profit Standing with the federal Department of the Treasury, Internal Revenue Service, by submitting a copy of your tax exempt status letter or either (a) a certification from the State of California, Office of the Secretary of State, or (b) a letter from the federal Department of the Treasury, Internal Revenue Service, classifying the Applicant agency as a private, non-profit corporation. (Scan and submit electronically) [if applicable]

Click the link below to access CDSS forms: [RFA Zip Drive](#)



## ROAD TO RESILIENCE

### PART III – POLICIES AND PROCEDURES

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**NOTE:** The Applicant is strongly encouraged to review the following sections before preparing the application:

- A. SELECTION OF APPLICATION FOR FUNDING
  - B. FINALIZING THE STANDARD AGREEMENT
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#### A. SELECTION OF APPLICATION FOR FUNDING

##### 1. Application Rating and Scoring

Eligible applications received by the deadline are generally rated by a team of evaluators. The rater scores are averaged and applications are then ranked numerically. The Rating Form assigns point values to the following categories:

- Narrative (Maximum 95 points)
  - Problem Statement
  - Plan and Implementation
  - Sustainability
  - Funding Maximization
  - Collaboration
  - Past Performance
- Evaluation Plan (Maximum 20 points)
- Scope of Work (Maximum 75 points)
- Applicant Qualifications (Maximum 70 points)
- Budget Detail and Narrative (Maximum 25 points)
- Comprehensive Assessment/Core Values (Maximum 45 points)

##### 2. Funding Recommendation

Funding recommendations are based on the following:

- The highest ranked score(s) of the applications;
- Consideration of funding priorities or geographical distribution specific to this RFA;
- Past performance under grant agreements with OCAP or other entities (Please include this detailed information in the Past Performance Section of the Narrative); and
- Final approval by the OCAP Bureau Chief. OCAP reserves the right to determine the number of grant awards made and the amount of each grant under this RFA. OCAP reserves the right to decline an award to an entity that has failed to meet the stated objectives or comply with the terms and conditions of prior grant agreements with OCAP or other funders.

##### 3. Notification Process

Applicants will be notified by electronic communication of the grant award results. Applicants not selected for funding will also be notified by electronic communication.

##### 4. Appeal Process and Requirements

All projects selected for funding are selected on a “contingency basis,” pending resolution of any appeals of the selection process used for this RFA. The CDSS has the discretion to reject all applications.

Grants shall be awarded after a notice of the proposed award(s) has been posted on the OCAP website for five (5) working days. If, prior to the award deadline, an Applicant files a letter of appeal via email against the awarding of a specific grant, the grant shall not be awarded until the appeal has been resolved. Only non-funded Applicants that submitted a timely application complying with the RFA instructions may file an appeal.

A letter of appeal will be accepted via email only. The deadline to submit a letter of appeal to CDSS is five working days after the notice of proposed award is posted. It is the Applicant’s responsibility to ensure receipt by this date and time. Verbal, mailed, and late appeals will not be accepted. All letters of appeal shall be emailed to:

ATTN: Kiran Johl, Analyst  
California Department of Social Services  
Office of Child Abuse Prevention  
[Kirandeep.Johl@dss.ca.gov](mailto:Kirandeep.Johl@dss.ca.gov)

The letter of appeal filed by a protesting Applicant must set forth the issues in dispute, the basis for the appeal, the legal authority supporting the appeal, and the remedy sought. Applicants may not use the appeal process to add new information to the grant application. Appeals shall be limited to the following grounds:

- The grant(s) was not awarded to the Applicant(s) whose proposal was given the highest score(s) by the evaluation committee; and/or
- The applications were not evaluated according to the scoring and selection procedures described in the RFA. Disagreements with an evaluator’s comments or scores are not sufficient grounds for an appeal.

Upon receipt of the emailed letter of appeal, the State will examine the matter and issue a written decision to the appellant within 20 calendar days. This decision of the State shall be final. The written decision of the State shall contain the following information:

- A description of the dispute;
- A statement of the factual areas of agreement or disagreement; and
- A statement of the State’s decision with supporting rationale.

## B. FINALIZING THE STANDARD AGREEMENT

### 1. Standard Project Funding Authority

**Allocation of funds is contingent on the enactment of the State Budget.** CDSS does not have the authority to disburse funds until the budget is passed and the Standard Agreement is fully executed. Expenditures incurred prior to authorization are made at the project’s own risk and may be disallowed. CDSS employees are not able to authorize an Applicant to incur expenses or financial obligations prior to the execution of a Standard Agreement. However, once the Standard Agreement is finalized the Recipient may claim reimbursement for expenses incurred on, or subsequent to, the start of the grant award period.

If, during the term of the grant award, the state and/or federal funds appropriated for the purposes of the grant award are reduced or eliminated by the California Legislature or the United States

Government, or in the event revenues are not collected at the level appropriated, CDSS may immediately terminate or reduce the grant award by written notice to the Recipient. However, no such termination or reduction shall apply to allowable costs already incurred by the Recipient to the extent state or federal funds are available for payment of such costs.

CDSS Standard Agreements are subject to applicable restrictions, limitations, or conditions enacted by the California Legislature and/or the United States Government, subsequent to execution of the Standard Agreement.

## 2. Reservation of Rights and Processing Grant Awards

The OCAP reserves all rights regarding this RFA, including, without limitation, the right to do any of the following:

- a. Amend or cancel this RFA prior to the execution of a grant agreement.
- b. Make corrections to the RFA up until the application submission deadline including:
  - Modifying any date or deadline appearing in this RFA or the RFA Timeline.
  - Issuing clarification notices, addenda, alternate RFA instructions, forms, etc.
  - Waiving any RFA requirement or instruction for all Applicants if the OCAP determines that the requirement or instruction was unnecessary, erroneous, or unreasonable.
  - Allowing Applicants to submit questions about any RFA change, correction, or addenda. If the OCAP allows such questions, specific instructions will appear in the cover letter accompanying the document.

### c. Grant Award Conditions

The CDSS may add grant award conditions to the Standard Agreement prior to or after funding. If conditions are added, these will be discussed with the Applicant and a copy of the conditions will be sent to the Recipient when the conditions are made part of the Standard Agreement.

### d. Standard Agreement

A copy of the executed Standard Agreement and pertinent attachments will be sent to the Project Director. The Applicant is not authorized to incur costs against the grant until a grant agreement is fully executed.

### e. Grant Award Amounts

When the amount of funds available is limited, CDSS may reduce the amount of the grant award from the amount requested by the Applicant. In addition, CDSS reserves the right to negotiate budgetary changes with the Applicant prior to executing the Standard Agreement. If either of these actions is required, CDSS will notify the Applicant prior to executing the Standard Agreement. The Applicant may decline the award if it does not agree to terms.

### f. Additional Requirements for Selected Recipient

The Recipient will complete and return to the OCAP the provided Exhibits that will become part of the terms of the grant agreement. In addition, the Recipient will work with the OCAP to finalize the Scope of Work and Budget, with the contractor submitting a final Scope of Work and Budget. The approval process can take up to eight weeks to complete.

The OCAP may provide Recipients with new or updated templates and/or budget processes during the grant period.

The Recipient shall:

- Complete the grant activities in accordance with the SOW. Recipient shall be responsible for exercising the degree of skill and care required by customarily accepted good professional practices and procedures in the performance of grant activities.
- Provide program reports, quarterly reports, equipment inventory reports, and data forms completed and submitted as specified in in the SOW.
- Promptly provide details of any and all expenditures (including those of subcontractors) under this Agreement when requested by the State.
- Complete the required financial and compliance audits in accordance with the Single Audit Act Amendments of 1996 and the Office of Management and Budget (OMB) standards and requirements set forth at 2 C.F.R. Part 200.
- Maintain all project materials and records pertaining to service delivery and fiscal and administrative controls for three years after final payment has been made under the terms of this Agreement, or until all pending county, state and federal audits are completed, whichever is later. Recipient agrees that the State or its designated representative shall have the right to review and copy any records and supporting documentation pertaining to the performance of this Agreement.
- Recipient certifies that it has appropriate systems and controls in place to ensure that state funds will not be used in the performance of this grant for the acquisition, operation or maintenance of computer software in violation of copyright laws.
- Recipients with an annual budget of \$750,000 or more in combined federal funds of any kind must submit a copy of your most recent financial audit report or financial review annually.

## ROAD TO RESILIENCE

### APPLICATION FORMS

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Click the link below to access CDSS forms: [RFA Zip Drive](#)

These include:

- Narrative Report (Document A)
- Budget Detail (Document B)
- Budget Narrative Template (Document B)
- Scope of Work (Document C)
- Application Information Form (Document D)
- Grantee Certification of Federal Requirements (Document E)
- Evaluation Plan (Document F)
- Applicant Qualifications (Document G)

Forms/documents which must be scanned and attached to the electronic application via email include:

- Program Logic Model
- Proof of Not-for-profit Standing
- Job Descriptions and Resumes
- Organizational Chart
- Memorandum of Understandings

## ROAD TO RESILIENCE

### GLOSSARY OF TERMS

TERM	DEFINITION
Activity	The specific steps or actions that a project takes to achieve a measurable objective.
Administrative Agency or Recipient	The agency or organization designated on the Grant Agreement that receives grant funds and is responsible to accomplish the planned objectives and program goals. The Recipient was formerly referred to as the “Grantee”.
Application	The packet of forms and narrative as requested by the RFA and submitted to CDSS electronically that specified the priorities, strategies, and objectives of the Applicant. Once selected for funding, the original application plus any additional forms as required by CDSS becomes the application.
Community-Based Organization (CBO)	A nonprofit, public benefit corporation.
Competitive Bid	A contract process used when all suppliers are equally or nearly equally qualified to provide the services.
Deliverables	A completed process, product, or learning experience or other item specifically to satisfy the goal and objective. These are outputs after implementing activities.
Evaluation Plan	Evaluation of grantee’s work will inform policy makers about the impact of the grantee’s efforts on achieving required objectives. The evaluation plan describes how the success of the work will be measured, how the work benefits at risk children and families and how the results will be utilized.
Grant Agreement	The signed final agreement between CDSS and the local government agency or organization authorized to accept grant funding.
Grant Funding Cycle	The number of years a program may be funded without competition.
Grant Funding Period	The period of time, determined by the Request for Application (RFA), which the narrative, objectives, activities, and budget cover. The time period is usually between one to three years, and is shown on the Cover Letter and Fund section of the RFA.
Health Service Provider	Health services consist of medical professionals, organizations, and ancillary health care workers who provide medical care to those in need. Health services serve patients, families, communities, and populations. They cover emergency, preventative, rehabilitative, long-term, hospital, diagnostic, primary, palliative, and home care.
Memorandum of Understanding (MOU)	These documents must demonstrate a formal system of networking and coordination with other agencies and the Applicant. MOUs must contain original signatures, titles, and agency names for both parties and include dates effective for the proposed grant period.
Nonprofit Organization (aka	A nonprofit, public benefit corporation as defined in the federal regulation of

Community-Based Organization)	28 C.F.R. Part 38, Department of Justice. This modifies the need to be recognized by the Internal Revenue Service as a 501(c)(3) for Recipients of faith-based organizations. All organizations may qualify for nonprofit status using any one of the four following methods:
	(1) Proof that the Internal Revenue Service recognizes the Applicant has the status of a 501(c)(3).
	(2) A statement from a State taxing body or the State Secretary of State certifying that (i) the Organization is a nonprofit organization operating within the State; and (ii) No part of its net earnings may lawfully benefit any private shareholder or individual:
	(3) A certified copy of the Applicant’s certificate of incorporation or similar document that clearly establishes the nonprofit status of the Applicant; or
	(4) Any item described in (1) through (3) if that item applies to a State or national parent organization, together with a statement by the State or parent organization that the Applicant is a local nonprofit affiliate.
Objectives	A set of quantifiable projections to be carried out in order to accomplish the program goals. These should be specific, measureable, attainable, realistic, and time-bound (SMART).
On Site	Refers to the location of operation of the grant award Recipient. If multiple sites exist, the site that provides the project Recipients with program direction qualifies as the “on site location.”
Performance Measures	A description of an outcome as to whether an activity described in the SOW has been performed.
Program	A specific set of goals and objectives that address a specific problem or need.
Project	The implementation of a Program by a Recipient. The project includes all of the grants implemented by the Recipient under that Program regardless of the year of implementation.
Recipient	The agency or organization designated on the Grant Agreement that receives the grant funds and will be responsible for accomplishing the planned program goals and objectives.
Request for Application (RFA)	The RFA is issued by CDSS to solicit competitive applications in order to select projects for funding.
Scope of Work (SOW)	A SOW is a formal agreement document that specifies all the criteria between a funder and the Recipient. It clearly documents the project requirements, milestones, deliverables, end products, documents and reports that are expected to be provided by the Recipient.
Site Visit	A site visit is an onsite assessment by the OCAP Analyst assigned to the project to determine if the project is in compliance with the terms of the program, the Standard Agreement, the SOW, and the RFA.
Source Documentation	Records that validate project expenses, activities and achievements as they pertain to the objectives outlined in the Standard Agreement.

Substance-Exposed Infant	An infant aged 0-12 months whose health or safety is affected by the mother's prenatal or perinatal use of alcohol or other drugs (including both legal and illegal substances), or is diagnosed with Neonatal Abstinence Syndrome or Fetal Alcohol Spectrum Disorders.
Supplanting	To reduce federal, state, or local funds because of the existence of CDSS funds. Supplanting occurs when a Recipient deliberately replaces its non-CDSS funds with CDSS funds, thereby reducing the total amount available for the stated purpose.
Sustainability Plan	A plan of how the agency will raise funds to continue providing services to the identified population.