



Washington State Department of Children, Youth and Families

Request for Application (RFA) for Piloting Culturally Responsive Prevention Services for Reducing Entries into Out-of-Home Care among Native Children (23-DCYF-ICW-043)

Summary: The Washington State Department of Children, Youth, and Families (DCYF) requests applications from Federally Recognized Tribes, Recognized American Indian Organizations (RAIOs), and other Native Serving Organizations to provide culturally specific or responsive prevention services such as, but not limited to, Positive Indian Parenting, Family Spirit, Healing of the Canoe, and Family Circle to reduce the number of Native children who enter out-of-home care. This funding is intended to pilot these interventions in anticipation of a multi-million-dollar investment in the expansion of culturally responsive and specific services to support families in the future.

RFA posted and application window opens	10 th May, Wednesday, 2023
Funding Opportunity Informational Webinar Bidders Conference	25 th May, Thursday, 2023 Link for zoom meeting here
Questions and Answers posted to WEBS	30 th May, Tuesday, 2023
Funding Opportunity Technical Assistance Office Hours – 1	6 th June, Tuesday, 2023 Register for zoom session here
Questions and Answers posted WEBS	13 th June, Thursday, 2023
Funding Opportunity Technical Assistance Office Hours – 2	20 th June, Monday, 2023 Register for zoom session here
Questions and answers posted WEBS	22 nd June, Thursday, 2023
Funding application due via email to Rachel.Denney@dcyf.wa.gov	7 th July, Friday, 2023 by 5PM PT
Announce successful applications	7 th August, Monday, 2023
Anticipated Contract Effective Date	Late September or early October 2023

Note: DCYF reserves the right to change these dates. If dates change, a new timetable will be posted on the [OTR website](#) and WEBS. DCYF reserves the right to host additional office hours to those above.

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1. What this funding opportunity is about

1.1 Summary

This section expands on the summary on the title page and is intended to help your Tribal Government, RAIO, or Native Serving Organization assess whether it is interested in this pilot opportunity. While it is important to read the RFA in its entirety -- as some of these details are elaborated on below -- there are three key things to know about this funding opportunity.

- **Successful applicants will contract with DCYF to provide culturally specific or responsive prevention services such as, but not limited to, Positive Indian Parenting, Family Spirit, Healing of the Canoe, and Family Circle to AI/AN families in Washington State.** The applicant's proposed program does not need to be an "evidence-based model," nor does it need to be a program that the applicant currently offers, but the service should intend to reduce the out-of-home placements of AI/AN children in Washington by promoting child well-being and safety, and by building upon family strengths and resilience. These initial contracts will be for one year with the potential to extend funding into a second year.
- **Funding received through this RFA must be primarily used to support families who are DCYF/ICW-involved but can also be used to serve the non-DCYF/ICW-involved families.** Still, because it is DCYF's priority to reduce its out-of-home child placement numbers for AI/AN children in Washington, DCYF will work with successful applicants to collaboratively set a target for the percentage of families served by the pilot that are DCYF/ICW involved. DCYF involved families include Family Assessment Response (FAR) and Family Voluntary Services (FVS) involved families. FAR is an alternate response to a screened in allegation of abuse or neglect where the child is not in immediate danger¹. FVS are offered to families who have a screened in allegation of abuse or neglect that is moderate to high risk².
- **While any Tribal Government, RAIO, or other Native Serving Organization may apply, we may give priority to applicants based on two factors.** First, among eligible applicants, DCYF will prioritize selecting Tribal Governments, where appropriate to do so. Second, due to stipulations attached to some of the funding sources, 60% of the funding will be directed toward applicants serving counties that display a high number of AI/AN out of home child placements (i.e., King, Pierce, and Spokane). Please see Appendix A for office-level data.

¹ DCYF, Family Assessment Response, <https://www.dcyf.wa.gov/policies-and-procedures/2332-child-protective-services-family-assessment-response> and <https://www.dcyf.wa.gov/sites/default/files/pubs/22-1534.pdf>

² DCYF, Family Voluntary Services, <https://www.dcyf.wa.gov/policies-and-procedures/3000-family-voluntary-services-fvs> and <https://www.dcyf.wa.gov/sites/default/files/pubs/22-1751.pdf>

1.2 DCYF’s goals for the future of services and this pilot:

DCYF’s work to better support Native families is part of a larger transformation that is focused on building a more equitable prevention service system to serve Washington’s children, youth, and families. Native families experience among the worst child welfare outcomes in Washington State. An analysis of intakes in 2019 found that AI/AN children were placed twice as often as White children³. The Washington State Supreme Court has also clarified⁴ that “active efforts” need to be taken to prevent the breakup of an Indian family and that the prevention services provided must be culturally appropriate to the child’s tribal heritage. This funding is intended to pilot these interventions in anticipation of a multi-million-dollar investment in the expansion of culturally responsive and specific services to support families in the future. Through this pilot, DCYF hopes to learn what it will take to make that investment successful and to develop ways for DCYF to serve as an effective and capable funder and partner to Tribal Governments, RAIOs, and other Native Serving Organizations.

Figure 1: Definitions of Culturally Specific and Culturally Responsive used for this RFA.

“**Culturally specific**” refers to interventions that are developed by and tailored for specific races, ethnicities, and other minority subgroups to address disparities in service access, engagement, and outcomes.

“**Culturally responsive**” refers to interventions which adapt language or content to the cultural norms of specific groups⁵.

While this pilot is focused on testing the use of culturally responsive services provided by Tribal Governments, RAIOs, or other Native Serving Organizations to reduce entries into out-of-home care, DCYF also hopes to test solutions to several other challenges that our agency has identified during our efforts to listen and learn. Some of these challenges include the inaccessibility of services (especially in rural areas), mistrust of providers who are not proximate to the communities they serve, workforce development challenges, challenges facing Tribal Governments and organizations serving Indigenous families in participating in Washington’s procurement and contracting processes, inadequate funding for the delivery of high-quality services, and insufficient support to Tribal Governments, RAIOs, and other Native Serving Organizations once contracted.

Figure 2: Outcome goals for the Culturally Responsive and Specific Service Pilot

Outcome goals for families:

- Reduction in the number of Native children who are placed into out-of-home care.
- Improved family strengths and resiliency for families who are served through the pilot.
- Reduction in the number of screened-in intakes among Native families.

³ DCYF, “2019 Washington State Child Welfare Disparity Indices Report” 2019. Source: <https://www.dcyf.wa.gov/sites/default/files/pdf/reports/CWRacialDisparityIndices2019.pdf>

⁴ In re Dependency of G.J.A., A.R.A., S.S.A., and V.A.

⁵ Chapin Hall, “Elevating Culturally Specific Evidence-Based Practices” December 2021. Source: <https://www.chapinhall.org/wp-content/uploads/Elevating-Culturally-Specific-EBPs.pdf>

1.3 Additional background information on why DCYF is piloting culturally responsive/specific services that focus on Native families

Knowing that DCYF needs to address the over-representation of AI/AN children in out-of-home care, the agency spent one year developing a strategy for where to begin. Building on the feedback the agency has received over many years, DCYF started with an evidentiary review of Tribal Child Welfare Prevention Programs⁶ in partnership with the University of Washington's Indigenous Wellness Research Institute.

As part of that review, DCYF conducted a survey across all 29 of the Federally Recognized Tribes located in the State of Washington to better understand what promising/evidence-based child abuse and neglect prevention program interventions were used to support tribal members who are living in their community. The results of this survey identified four "Tribal Child Welfare prevention programs" that were then submitted for an evidentiary review by The University of Washington's Indigenous Wellness Research Institute⁷. The subsequent report conducted a systematic review of the available literature and interviews about the four culturally responsive prevention service models identified through the survey (i.e., Positive Indian Parenting, Family Spirit, Healing of the Canoe, and Family Circle).

Between 2021-2022, DCYF also consulted with community-based organizations to understand the underlying causes of these disproportionately worse outcomes, including the barriers families face as they access support within their community. Together, these efforts to listen and learn about the opportunities and shortcomings of DCYF's existing approach to serving Native families have informed the work to expand our service array, beginning with this pilot.

Figure 3: High-level summary of previous feedback and DCYF's diagnostic

- Native families prefer and benefit from culturally specific and responsive programs that are centered on the culture and customs of their communities⁸.
- While many service providers struggle to build authentic and strong relationships with Native families, staff associated with Tribal Governments, RAIOS, and Native Serving Organizations are seen as better situated to serve Native families because of their proximity to those families.
- Many Tribal partners who provide services to Native families do not hold contracts with DCYF because they find the contracting process cumbersome and compliance with the various requirements puts a strain on existing resources⁹.

⁶ 2 Angelique Day, Angelina Callis, "Evidentiary Review of Tribal Child Welfare Prevention Programs in Washington State – A Systematic Review" May 2020. Source: <https://www.dcyf.wa.gov/sites/default/files/pdf/reports/TribalCWPPrevention2020.pdf>

⁷ 2 Angelique Day, Angelina Callis, "Evidentiary Review of Tribal Child Welfare Prevention Programs in Washington State – A Systematic Review" May 2020. Source: <https://www.dcyf.wa.gov/sites/default/files/pdf/reports/TribalCWPPrevention2020.pdf>

⁸ DCYF, "Indian Child Welfare 2019 Case Review" 2019. Source: <https://www.dcyf.wa.gov/sites/default/files/pdf/reports/state-ICWCaseReviewReport2019.pdf>

⁹ DCYF, "Indian Child Welfare 2019 Case Review" 2019. Source: <https://www.dcyf.wa.gov/sites/default/files/pdf/reports/state-ICWCaseReviewReport2019.pdf>

DCYF also acknowledges how this pilot is shaped by recent Washington State Supreme Court decisions that protect the rights of Native families in the child welfare system. The Washington State Supreme Court has held¹⁰ that state courts have a “reason to know” whether a child is or may be an “Indian Child” when that child may have Tribal heritage. In circumstances when the child is an “Indian Child,” the Court further held that protections under the Indian Child Welfare Act (ICWA) and the Washington State Indian Child Welfare Act (WICWA) must be applied.

The Court has also clarified¹¹ that “active efforts” need to be taken to prevent the breakup of the Indian family and that the prevention services provided must be culturally appropriate to the child’s tribal heritage. To meet this higher standard for “active efforts,” DCYF will need to change both elements of its practice and expand access to culturally appropriate services, including through contracts with Tribal Governments, RAIOS, and other Native Serving Organizations to provide culturally appropriate services to Native families in the expanded number of cases in which ICWA and WICWA apply¹².

Figure 4: A note on the contract type and additional requirements, depending on whether the applicant is a Tribal Government, RAIIO or Native Serving Organization

The type of contract you sign will depend on whether you are a government or organization selected. If the selected applicant/applicants are Tribal government(s), the contract would be a government-to-government contract. If the selected applicant(s) are RAIOS or Native Serving Organization, the contract would be a client services contract.

For client services contracts, per DCYF requirements, at least 51% of the budget must be allocated toward costs that are directly associated with providing services to families by your organization (e.g., program or training costs, parent support classes, classroom/curriculum resources). Up to 49% of your budget can be for related costs such as staff training or subcontractor costs. This said, DCYF is committed to paying for the full cost of new programming, including the frequently “hidden costs” associated with delivering programming such as transportation, food, attendance incentives, childcare and or concrete support to families.

1.4 Terms of the award

The initial contract will run for one year from approximately September 1, 2023 – September 1, 2024, with a possibility of an extension dependent on available funding and pilot success.

¹⁰ In re Dependency of Z.J.G. and M.E.J.G.

¹¹ In re Dependency of G.J.A., A.R.A., S.S.A., and V.A.

¹² DCYF, “2021-23 First Supplemental Budget Session”. Source: <https://www.dcyf.wa.gov/sites/default/files/pdf/gov/PLIC.pdf>

1.5 Eligible organizations

All Federally recognized Indian Tribes (in Washington), Recognized American Indian Organizations (RAIOs), and Native Serving Organizations that serve AI/AN children and families are eligible to apply. RAIOs refer to organizations recognized in [DCYF's Tribal Consultation Policy](#). These organizations provide services to both general community citizens and those who are also citizens of a federally recognized tribe. RAIOs may have contracts with DCYF and attend TPAC committee and sub-committee meetings¹³. Native Serving Organizations that are not RAIOs may apply but will need to provide a summary of their organization's work to determine their eligibility for this funding.

2. Services to be provided and general requirements

2.1 General requirements and scope of work

Both in response to feedback from Tribal Governments, RAIOs, and other Native Serving Organizations and in the spirit of this being a pilot, DCYF has chosen to limit the number of requirements associated with this funding opportunity and will develop applicant specific contract terms once they are selected.

That said, the agency wants to acknowledge that, in addition to needing to meet the minimum requirements for the application (described in Section 5.1), applicants who are selected to participate in this pilot will need to comply with additional requirements such as, but not limited to, data security, insurance, background check requirements. If you have questions about those requirements, you can email Rachel Denny at Rachel.Denney@dcyf.wa.gov. In addition, successful applicants will need to perform a series of pilot responsibilities, described below in Section 2.2.

2.2 Pilot responsibilities, deliverables, and reporting requirements

Successful applicants must follow the responsibilities and provide deliverables listed below. DCYF and the selected applicants will negotiate the final contract terms during the contracting phase depending on the service. DCYF also reserves the right to withhold payment if a deliverable or reporting requirement is not submitted.

¹³ DCYF, <https://www.dcyf.wa.gov/sites/default/files/pdf/tribal/TribalConsultationpolicy.pdf>

Responsibilities:	Deliverables and Reporting:
<p>Contracted Governments/organizations and DCYF agree upon a project plan that builds on the proposal with clear milestones. The project plan aims to guide contracted organizations and DCYF through the planning and execution of the program. DCYF will offer additional support or guidance required to contracted organizations to submit the project plan.</p>	<p>Contracted Governments/organizations will submit a project plan that will be approved by DCYF. The project plan will consist of a timeline of important milestones in project implementation. It may include information related to recruiting staff, training staff, publicizing programs, defining eligible participants, enrolling participants, and holding program sessions etc.</p>
<p>Contracted Governments/organizations successfully enroll DCYF-involved families in the program and update DCYF about their enrollment. DCYF will share a reporting template after the contracts are signed and hold informational sessions to answer any questions on how to use the template.</p>	<p>Contracted Governments/organizations will submit a monthly report on program enrollment, engagement, and retention of DCYF-involved families. Data may include indicators such as - number of participants, participant hours, etc. DCYF reserves the right to modify the frequency of this reporting requirement on a case-by-case basis.</p>
<p>Contracted Governments/organizations and DCYF will be able to track the program’s progress and whether it is on track for success. Data collection will help contracted organizations and DCYF understand whether the program is achieving its desired results. Contracted organizations will provide aggregate evaluation data to DCYF.</p> <p><i>Please note that DCYF will not request individual participant data unless the family is DCYF-involved. DCYF will share a reporting template after the contracts are signed and hold informational sessions with contracted organizations to answer any questions on how to use the template.</i></p>	<p>Contracted Governments/organizations will submit a quarterly report on their progress against the project plan submitted by them. The contents of this report will be set in collaboration with the selected organizations.</p>
<p>Contracted Governments/organizations remain an active participant in DCYF’s pilot to expand culturally responsive services by participating in monthly debriefs and quarterly check ins to create a community of practice based on their collective experience and be willing to adjust program to improve client outcomes based on learnings from the pilot data.</p>	<p>Contracted Governments/organizations will participate in monthly debriefs facilitated by DCYF, representing contracts and program staff, model developers such as NICWA and other contracted organizations. The debriefs may include discussions on – effective strategies to engage AI/AN families in programs, best practices from different contracted organizations, problem solving on specific implementation related challenges – with the aim to create a community of practice.</p> <p>Participate in quarterly check-in meetings with the DCYF contract team for contract monitoring and technical assistance. These may include one or two in-person monitoring visits, if appropriate.</p>

2.3 DCYF's role

DCYF aims to build on its past learnings to ensure that contracted organizations receive a variety of support and guidance to successfully fulfill their contracts. In this section, DCYF has detailed its anticipated support and is eager to discuss other ways it can be helpful once contracts are signed. In general, DCYF is committed to maintaining strong and open lines of communication, proactively addressing any challenges that contracted organizations experience, monitoring risks identified together during the start-up period, and regularly reviewing data to understand whether DCYF and the successful applicants are headed in the right direction.

Specifics will be negotiated during contracting and once contracts are signed:

- Methods to ensure all payments are made accurately and timely. In general, DCYF does its best to execute all payments on time and proactively coordinates with its different branches.
- Work with applicants to finalize terms and conditions of the contract.
- Supports contracted Governments/organizations through periodic meetings, derives insights from data collected and facilitates discussions to derive meaningful learnings across all pilot members (see more detail on this below).
- Provide templates for data collection, evaluation, reporting tools and surveys.
- Assistance in publicizing training, connecting and coordination with other state programs and partners, as needed.

2.4 Additional information on monthly pilot participant meetings:

Because this pilot is fundamentally an effort to learn “what it takes” to support AI/AN children and families in Washington State, DCYF is committed to continuous learning as a central part of our partnership with the selected applicants. As part of that effort, the Division for Partnership, Prevention, and Services seeks to regularly meet with pilot participants to understand the pilot's impact, troubleshoot challenges, spread best practices, and adjust our approach over time. Moreover, DCYF hopes to co-develop the meeting agendas and structure with the selected pilot participants.

DCYF is also interested in co-developing the performance metrics that the agency will use to understand whether the pilot has been successful for families and our pilot partners. Those co-development efforts will begin after successful applicants and DCYF have formally signed the related contract.

Sample Metrics that will guide our pilot work	Data source
Family-level outcomes: The number of Native children who enter out-of-home care.	DCYF's data system (FamLink)
<ul style="list-style-type: none"> • Community referrals: To be determined with pilot Governments/organizations and used to monitor success in reaching families who are not referred by DCYF. 	Reported by Government/organizations
<ul style="list-style-type: none"> • Enrollment: The number of program participants actively enrolled on the last day of the month divided by the maximum service capacity. 	Reported by Government/organizations
<ul style="list-style-type: none"> • Family retention: The number of program participants who remain engaged for a specified period of time after enrollment (the period will depend on the typical duration of the program). 	Reported by Government/organizations
<ul style="list-style-type: none"> • Family satisfaction: To be determined based on whether the Government/organization has an existing approach to collecting program participant feedback. 	Reported by Government/organizations
<ul style="list-style-type: none"> • Completion: The number of enrolled participants who complete the full program (if program completion is applicable to the applicant's program model). 	Reported by pilot participants
Tribal government and organizational capacity: These metrics will help DCYF assess whether the agency's financial and programmatic support to awardees is sufficient	
<ul style="list-style-type: none"> • Start-up time: The number of days between start-up funding being disbursed to the first family served. 	Reported by Government/organizations
<ul style="list-style-type: none"> • Share of funding spent: Total money spent divided by the total amount awarded at various points in the pilot. Tracking this will help DCYF, Tribal Governments, and other organizations identify additional challenges they encounter when implementing their program. 	DCYF's data system
<ul style="list-style-type: none"> • Success in future DCYF funding opportunities: The number of successful applicants awarded a DCYF contract after participating in the pilot. 	DCYF Contracts Team
<ul style="list-style-type: none"> • Investments in government/organizational staff capabilities: The number of successful applicants who have hired staff that help them bid on future DCYF funding opportunities (e.g., grant writers, data staff, etc.) 	Reported by Government/organizations
<ul style="list-style-type: none"> • Workforce stability: The rate of staff turnover in the pilot programs in comparison to the government/organization's overall turnover rate. 	Reported by Government/organizations

NOTE: DCYF will not ask pilot participants to submit individual level data on families who are not already involved with DCYF at the point of enrolling in the pilot program.

3. Funds available and information about payment

3.1 Background

DCYF is committed to funding the full cost of this pilot and, to that end, the agency has secured \$600,000 of State, Federal and Private funding to support this work. While DCYF reserves the right to contract with only one awardee, the agency currently anticipates awarding 3-6 contracts, valued at approximately \$100,000-\$200,000 for one year with a possibility of further extension dependent on available funding and pilot success.

The available funding for this pilot has two parts, information about which is provided below. The first part of the funding (Grant funding to build capacity) is intended to fund efforts that build the capacity of the applicant to deliver services and bid on future contracts. Part 2 of the funding is focused on financing the startup and to fund the delivery of services to families in the eligible population. *Please note that due to the agreement between DCYF and the source of funds, Part 1 is only available for applicants for serving King, Pierce, and Spokane counties.*

3.2 Grant funding to build capacity to deliver services and bid on future contracts

DCYF's is committed to eliminating racial disparities and has reflected that commitment in its most recent strategic and racial equity plan by making it a central agency priority. As one of many efforts to achieve that goal, DCYF is interested in investing in the capacity of organizations like Tribal Governments, RAIO, and Native Serving Organizations to address racial disparities in Washington's foster care population.

As a first step and to learn what it takes to build an effective partnership and invest in organizational capacity, DCYF has secured \$133,000 of private funding to support activities that selected organizations believe will help strengthen their ability to partner with DCYF as a funder, engage and collaborate with local communities to understand the needs of AI/AN populations (especially those experiencing a child separation), and facilitate learning between DCYF staff, local community partners and community members as DCYF seeks to co-design and implement community-based solutions.

Figure 5: Details on the capacity building grants

Use of funds: Awardees may use grant funding to build their organizational capacity in a variety of ways, including but not limited to:

- **General organizational capacity building initiatives to strengthen prevention services delivery** (e.g., leadership and professional development for leadership, management and/or family-serving staff; developing new staff roles that help

support the organization's ability to use data to inform decision-making, apply for grants, and bid on DCYF contracts in the future, etc.)

- **General organizational planning and learning activities to strengthen prevention service delivery** (e.g., strategic planning for the organization's family-serving efforts; focus groups with community members concerning what they'd like to see the organization offer/provide; studies into the effectiveness of existing efforts including the extent to which current processes and services/community resources are responsive to community needs, etc.)
- **Activities that focus on the design and implementation of new interventions that prevent AI/AN children from entering out-of-home care** (e.g., identifying ways the organization wants to enhance or modify services they already offer in the community, funding staff training to enable them to serve families where a child is at-risk of entering foster care, etc.)

Grant amount: DCYF anticipates awarding this funding to 3-6 eligible organizations, as one-time upfront amount, valued between \$22,000-\$44,000.

Process of disbursement: Please note that there will not be a DCYF contract associated with the private funding but there will be a contract associated with the other aspects of payment described below.

3.2 Payments to fund startup and the costs to deliver the service

In addition to efforts to build the capacity of Tribal Governments, RAIOS, and other Native Serving Organizations to partner with the agency to address racial inequity in the state's Child Welfare system, DCYF is committed to building a system of payment that compensates pilot partners for the full cost of delivery, including costs related to setting up and delivering the applicant's proposed program. DCYF has secured funding of \$467,000 for this portion of this funding opportunity.

The process for arriving at the precise dollar figure that successful applicants will be paid will begin after applicants have been selected for the pilot. DCYF has an established process for establishing and updating rates and, using that process DCYF will collaboratively work with the final applicants to calculate the amount needed to "start-up" their program and the amount they will need to be paid to deliver the proposed program once startup is complete. Details about each aspect of that process are described below.

Figure 6: Details on how the amount an applicant is paid will be set

Calculating the per participant cost: Once DCYF has selected a final set of applicants, a team of DCYF program and rate-setting staff will work with the finalist to identify the activities required to ensure families have access to a high-quality service. These activities will be documented in the final service contract. The contract requirements will drive rate development for services and will be calculated based on the following:

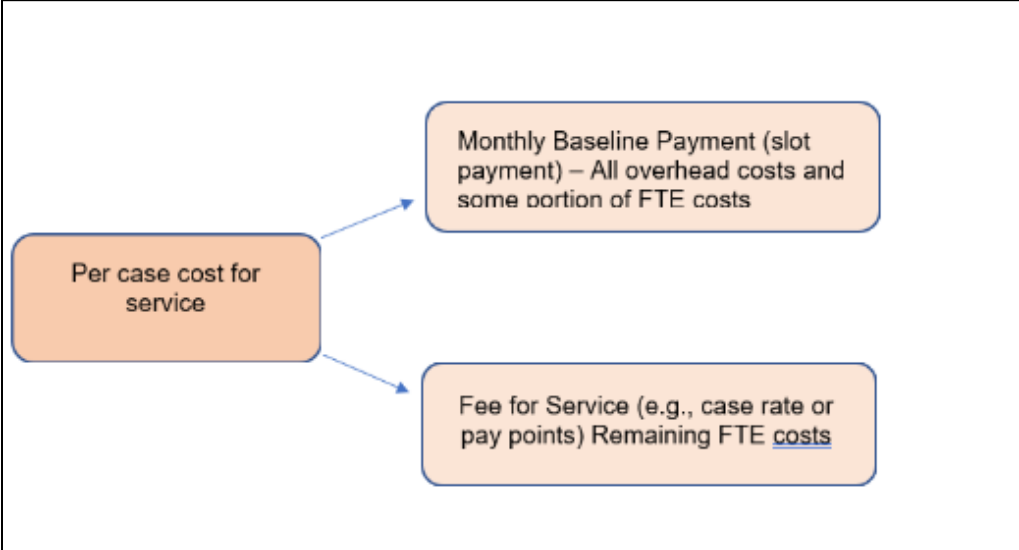
- **Personnel requirements for proposed services:** DCYF, working with the successful applicant, and following any service model requirements, will establish minimum qualification for required staff (e.g., high school education and childcare experience).
- **Workload:** Using the service delivery requirements in the contract to inform the time requirements to serve families. This includes and is not limited to:
 - Training and model fidelity, if applicable
 - Time serving families (i.e., service duration and frequency)
 - Staff supervision and program management
 - Travel time
- From there, DCYF will use wage data from the Employment Security Department (published market wages) in conjunction with the personnel and contract requirements to establish a rate for each service case.
- **Overhead costs** (e.g., benefits, back-office costs – e.g., payroll and Human Resources, quality oversight, insurance, and office space). DCYF has established standard qualifying overhead costs for home based, office based, and residential care service. DCYF will work with the successful application to review these costs for possible missing elements, based on any service model requirements.

Types of payment: Once DCYF and the applicant have established a per participant cost for the program, the government/organization will be paid in two forms:

1. **Monthly baseline payment (i.e., slot rate)** will cover all overhead costs and a portion of the FTE costs. Overhead costs may include benefits, back-office costs (e.g., payroll, Human Resources, quality oversight, insurance, and office space).
2. **Fee for service payment (i.e., case rate)** will cover the remaining FTE costs.

A note on startup funding: The purpose of startup funding is to cover the cost to launch or expand a proposed program. Using the data and model developed under the Rate Building process, DCYF and the successful applicant will develop a plan for startup. This plan will identify the timing of new staff joining the program and associated overhead requirements. This will become the allowed budget for startup. As the Successful Application incurs costs for startup activities, they will bill DCYF up to the amount agreed upon during the process of calculating the per case cost. Startup funding will be available for a duration agreed upon by DCYF and the successful applicant.

Figure 7: Types of payment



4. How interested applicants can apply

4.1 Minimum qualifications

Please email one copy of the completed application (Appendix B) and all other required attachments to Rachel.Denney@dcyf.wa.gov by 5PM PST on July 7, 2023. DCYF reserves the right to not consider any late or incomplete applications. If you have any questions about how to apply or questions about the contents of this RFA, you may also email Rachel.Denney@dcyf.wa.gov who will, in turn, coordinate with staff at DCYF to answer your questions.

Application checklist
Application requirements
Applicant information and Question Responses (Appendix B: Technical application)
Attachments <ul style="list-style-type: none"> • 2 reference letters from key partners or previous clients • Tribal or Board Resolution of Support • If applicable, letters of support from planned partners or sub-contractors (e.g., such as the model developer, training organization, etc.) • If applicable, approved federal indirect rate agreement
Signed and dated application checklist (contained within Appendix B: Technical application)

4.2 Registering on WEBS

Overview: To download this Request for Application (RFA) and associated materials you will need to create an account on The Washington Electronic Business Solution, also known as WEBS. The process should take only a few minutes.

Below are the steps you can follow to create an account and to resolve any challenges you encounter while you register. Once the account is activated, you can log in to WEBS and set up notifications for relevant contracting opportunities. You can also use WEBS to search for current and past procurement opportunities as well as view the status of their bids or proposals.

Steps:

1. The website to register can be found by clicking this link: [WEBS \(wa.gov\)](https://www.wa.gov)
2. Once you have accessed the website, click on the Register button. It should be located on the right side of the email and password boxes on the home screen of the registration page.
3. Once you begin filling out your Registration Form, you will be asked to enter the required information.
4. In the “Commodity Codes” section, please select any codes that are relevant to your areas of interest but, for this RFA, you must select “Child Abuse: Identification, Treatment, and Prevention (including Sexual Abuse)” or “Family and Social Services (Including Shopping and Buying Services)”
5. In the “Business Classification” section, select “Tribal” as the business classification if you are a Tribal Government and “Native American Business” if you are a Recognized American Indian Organization (RAIO) or other Native Serving Organization.
6. After reviewing your information, click “Submit.”
7. After submitting the registration, the point of contact will receive an email with instructions for activating your account.

What to do if you get stuck or have trouble:

If you need assistance in registering, the best place to start is with a set of video tutorials created by The Washington State Department of Enterprise Services: [WEBS - for Vendors - YouTube](#). If you continue to have challenges registering, you can email Rachel.Denney@dcyf.wa.gov (the point of contact for this RFA) or the WEBS helpdesk at webscustomerservice@des.wa.gov.

5. How DCYF will choose

5.1 Minimum qualifications

- Applicants must be a Federally Recognized Tribe, Recognized American Indian Organization (RAIOs), or another Native Serving Organization that serves AI/AN children and families.
- The applicant must propose a culturally responsive or specific service, such as but not limited to, Positive Indian Parenting, Family Spirit, Healing of the Canoe, and Family Circle. The applicant's proposed program does not need to be an "evidence-based model," nor does it need to be a program that the applicant currently offers.
- Applicants must register on Washington's Electronic Business Solution (WEBS). DCYF has included steps for on WEBS in Section 4.2.

5.2 What will happen after you submit your application

Once the applications are received, they will be assessed for their eligibility using the minimum qualifications above. Once the eligible applications are finalized, they will be divided into two groups corresponding with two separate evaluation teams: 1) applicants serving families in priority counties and 2) applicants serving families in other counties. In advance of beginning their individual review, each team of evaluators will be trained to apply the evaluation criteria described below. After the applications are distributed to each team, evaluators will first evaluate individual applications and assign preliminary scores. After their individual review is complete, both groups of evaluators will meet to discuss the applications and finalize their consensus scores. DCYF will then select the final set of pilot participants based on multiple factors including, but not limited to, the final scores submitted by the evaluation team, child placement rates in the areas served by applicants, nature of proposed program, and other pilot needs such as having a mix of urban and rural areas represented. The agency estimates that this entire process will require 4-6 weeks to complete, depending on the number of applicants.

5.3 Evaluation criteria

Evaluation criteria	Points available
<p>Proposed program</p> <ol style="list-style-type: none"> 1. The applicant understands the outcome goals of the pilot and proposes a program that is has a strong basis to achieve those goals that is culturally responsive or specific to Indigenous communities in Washington State. 2. The applicant has a clear understanding of the target population and experience working with this or similar populations (e.g., families at high-risk of child protective system involvement, families currently or recently involved with this system, family's substance use/ mental health/ domestic violence challenges). 3. The applicant puts forth effective solutions to address anticipated challenges in service delivery including but not limited to: 	<p>40 points (50% of the points available)</p>

<ul style="list-style-type: none"> a. Implement concrete, meaningful approaches to incorporate family voice and empower families throughout the program b. Creative and adaptive strategies for persistent follow-up, addressing crises, using flexible funds, and service referrals and coordination c. Operational tactics and program delivery structures to identify when families require more intensive services e.g., delivering services to families in rural areas <p>4. If applicable: If the applicant’s program includes any form of secondary referrals (referrals received through subcontractors), the applicant should have knowledge of and relationships with relevant community service providers in their proposed region(s) such that they can quickly connect families to community support and services that meet their needs.</p>	
<p>Organizational experience</p> <ul style="list-style-type: none"> 1. The applicant has a management and program team with relevant experience managing services or programs that serve vulnerable populations or has a concrete plan to hire and onboard qualified management and program team. If appropriate to the proposal, the applicant has a demonstrated track record and/or the capacity to manage and partner with subcontractors. 2. The applicant has strong working relationships (for example, a demonstrated track record of regularly communicating and liaising with DCYF to serve AI/AN clients) with DCYF offices and other relevant organizations in their community and has a clear plan to build a strong relationship that translates to high-quality referrals. 1. The applicant has effective professional development systems in place to train staff in both program practice and agency policies, as well as support and develop capabilities of frontline and supervisory staff (including for sub-contracted partners). 	<p>20 points (25% of the points available)</p>
<p>Program management and improvement</p> <ul style="list-style-type: none"> 1. The applicant is capable of launching and implementing new programs (e.g., including but not limited to, experience in designing curriculum, implementing program sessions and monitoring program delivery). 2. The applicant has demonstrated experience working to improve quality, results, and program performance (e.g., Quality Assurance or Continuous Quality Improvement processes, soliciting and acting on client feedback, using qualitative information or quantitative data to help guide improvement efforts) that can be effectively deployed in partnership with DCYF to reduce entries-into-care overtime. 2. 3. The applicant has clear and effective systems, processes, and policies in place that would allow them to collect program performance data and share that data back with DCYF (or in the absence, clear plans to build this capacity). 	<p>20 points (25% of the points available)</p>

6. Sample application questions (see Appendix B for the template)

6.1 General guidance:

We suggest that applicants carefully read the following sections and questions of the application below. The application consists of a total of 80 points and is divided into three content areas. For your convenience, the final template for filling out these sections and questions is provided in Appendix B. DCYF aims to provide additional resources and support to interested applicants through multiple informational webinars and office hours. Please refer to the timetable on page 1 to register for those sessions. In case you have any additional questions, please send us your questions Rachel.Denney@dcyf.wa.gov.

Section A: Background Information (unscored section)

Tribe/Organization Name: _____

Mailing address: _____

City, State, Zip Code: _____

Contact Person Name: _____

Phone: _____

Email: _____

Statewide vendor number: _____

Unique Entity Identifier Number (UEI): _____

Tribe/Organization Type:

- Federally Recognized Tribal Nation
- RAIO
- Native Serving Organization

If you selected Native Serving Organization, please provide a brief description of your organization's work to support Native children and families (responses to this question will be used to determine whether your organization is eligible for this funding opportunity).

Program Name: Please tick one of the following programs you are applying for:

- Positive Indian Parenting
- Family Spirit
- Healing of the Canoe
- Family Circle
- Other: _____

Are you currently offering this program? Yes/No

Do you serve any one or more of these counties in Washington state?

- King
- Pierce
- Spokane

If selected as a successful applicant, we will need to be in touch with someone who is authorized to sign a contract. To that end, provide the following information:

- Contact Person's Name: _____
- Contract Person's Designation: _____
- Phone: _____
- Email: _____

Section B: Proposed Program (40 points)

1. Please give a brief description of the program you plan to administer with this funding, why you believe this program will help achieve DCYF's goal to reduce the number of Native children entering out-of-home care, improve family strengths and resilience, and reduce the number of Native families screened-in by DCYF. If possible, please also share any experiences, data, or research that supports your belief that the proposed program will prevent out-of-home child placements? (8 points)

2. Please describe the families that your proposed program would serve (e.g., new parents, caregivers, children). As part of that description, please also describe your government or organization's experience working with that population. (8 points)

3. What are the most common challenges or stressors that your proposed program participants face? Giving at least two examples, how does your proposed program help support families experiencing these challenges? (6 points)

4. How many families do you expect to participate in the program throughout the year? (Please be realistic with these numbers. We are not looking for high numbers. We are looking for a response that makes sense for your program, organization, and the participants you plan to serve.) In addition, please answer the following questions regarding the program and explain how you arrived at your answer. These responses can be an estimate as you will only be scored on your explanation of how you arrived at your answer (6 points)

- Length of program from start to end: ____ (for example, 3 months)
- Number of sessions per week: ____ (for example, twice a week)
- Length of each session: ____ (for example, 2 hours)
- Number of participants per cohort: ____ (for example, 20 fathers)

- Number of cohorts planned in one year: ____ (for example, if the program meets weekly for four weeks and you are offering two separate four-week sessions or cohorts, this would be 2)
- Total number of participants planned in one year: ____

5. DCYF has received feedback that some families who enroll in prevention services can sometimes experience feelings of shame because enrolling in such programs “is a sign of failure”. Please share two ways in which your organization has tried to reduce the stigma associated with the programming you offer? (6 points)

6. Consider the following scenario: you start working with a family, but they stop attending sessions after the first session. What possible actions or strategies would your organization take to contact and re-engage the family? (6 points)

Section C: Organizational experience (20 points)

1. Do you have staff or contractors in place to deliver the proposed program? (8 points)
 - If yes, please describe staff who will work on this pilot project (at least 2), with 5-6 sentence descriptions of their title, relevant experience to the proposed program and role in the project.
 - If not, please briefly describe your recruitment and onboarding strategy. As part of your description, please share how many staff that you estimate you’ll need to hire, what kinds of roles you hope to have those staff fulfill, and any relevant information about your organization’s approach to hiring.
2. Please describe the current state of your relationship with DCYF offices and other organizations serving families in your local area (these can be both positive aspects of your working relationship as well as challenges you face). If applicable, please also describe how you coordinate with those DCYF offices or other organizations. (6 points)
3. Describe what kind of professional development support is offered by your organization. How do you plan to deliver such support? How does this help manage staff turnover? (6 points)

Section D: Program Management and Improvement (20 points)

1. Describe two challenges that your organization faced in delivering services to families (especially in maintaining quality and effectiveness of services)? How did your organization address these challenges and how did that inform your approach moving forward? (Examples may be focused on improving enrollment, increasing program completion rate, or other programmatic challenges). (8 points)

2. Please describe a recent effort to implement or launch new programs, especially culturally responsive programs in your community. If you have not recently implemented a new program, how would you approach that effort (6 points)

3. Briefly describe your approach and experience tracking progress or measuring effectiveness of services. What type of data do you collect and analyze qualitative data (e.g., interviews, stories, ICW Contract Annual Report, community assessments) and/or quantitative data (e.g., administrative surveys and data) How do you use your findings to improve programs and services? (6 points)

Appendix A:

Source: OIAA, DCYF

