



Georgia Division of Family and  
Children Services

Prevention and Community Support Section

*Safe Children. Strengthened Families. Stronger Communities.*

## Statement of Need (SoN) FY 20

### First Steps Georgia

SoN Release Date:	March 5, 2019
SoN Webinar:	March 18, 2019
Deadline for Application Submission:	<b>April 10, 2019; 5:00 p.m.</b>
Return by U.S. Mail or Commercial Carrier: NO HAND DELIVERIES	Georgia Division of Family and Children Services 2 Peachtree Street NW, 26 <sup>th</sup> Floor Suite 26-266 Atlanta, GA 30303
Contact:	Jennifer Bell Prevention and Community Support Program Specialist Phone: (404) 657-0828 E-Mail: <a href="mailto:Jennifer.Bell@dhs.ga.gov">Jennifer.Bell@dhs.ga.gov</a>

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## Georgia Division of Family and Children Services – Prevention and Community Support

### First Steps Georgia

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## 1. OVERVIEW

### 1a. Introduction

The Georgia Division of Family and Children Services' (DFCS) mission is to strengthen Georgia by providing individuals and families access to services that promote self-sufficiency, independence and protect Georgia's vulnerable children.

### 1b. Prevention and Community Support section

The Prevention and Community Support Section (PCS) of Georgia DFCS works in partnership with community-based organizations committed to reducing the incidence of child abuse and neglect by implementing evidence-based prevention and early intervention techniques to ensure positive outcomes for children and families.

State and federal funding provides families throughout Georgia services such as parent support programs, parent training, screening and identification tools, training opportunities, high-quality home visitation and primary and secondary child maltreatment prevention that helps local communities promote the overall health and well-being of Georgia's children, youth and families. PCS is committed to supporting quality child abuse and neglect prevention and family support programs throughout the state.

PCS staff will be available to assist you if you have questions in completing this application for contract funding. Please see the ***technical assistance contact list on page 16*** of this Statement of Need (SoN). In addition, please use the following link to register for the First Steps FY 20 SoN Informational Webinar scheduled for March 18, 2019 at 2:00 pm: <https://attendee.gotowebinar.com/register/6018057445032527627>

### 1c. First Steps Georgia Summary

All parents can benefit from support around the time of birth of a child and during the early years of a child's life. In recognition of the needs of all families, a universal, early intervention parent support plan should be included as part of community strategies to improve outcomes for families. PCS is seeking applications to fund First Steps Georgia (FSG) that meet the requirements outlined below.

Through this SoN, the goal is to engage communities in planning, implementing, and sustaining universal parent support services through contract funding of FSG in their communities. FSG is one component of a larger Georgia initiative called The Georgia Home Visiting Program (GHVP). GHVP represents the development and implementation of a comprehensive, community-based system for expectant parents and for families with children

ages birth to five in Georgia. GHVP is designed to create a community culture of care, encouragement, and support for all families before and after the birth of a child. Across hundreds of Georgia communities, services are available to ensure that these important early years are rich with opportunities for children to be educated, safe, and healthy.

For more information, please visit the GHVP website: <https://www.gahomevisiting.org>

Below outlines a summary of FSG:

**Mission:**

To provide universal, free and voluntary support services for all expectant parents and children birth to five and their families.

**Goals:**

- 1) Provide current information on topics of interest and relevance to expectant parents and caregivers of children birth to five.
- 2) Provide information on community resources relevant to expectant parents and caregivers of children birth to five.
- 3) Strengthen the protective factor of concrete connections to promote maternal and infant health for expectant parents and caregivers of children birth to five.

**Essential Service (Function) Requirements**

**Identification and Referral:**

Establish and maintain service delivery location(s) and processes.

**Screening:**

Screen each family served utilizing the First Steps Georgia Screening Tool.

**Parent Education:**

Provide parents and caregivers with relevant and age-appropriate educational materials from reliable sources in each of the following categories:

- a. Maternal Health
- b. Newborn/Child Health
- c. Home and Child Safety
- d. Community and Family Safety
- e. School Readiness
- f. Family Economics/Self-sufficiency

Provide each family served with a localized, annually updated community resource guide that includes resources appropriate to all expectant parents and families with children birth to five years of age.

**Linkage:**

Based on identified family need, provide linkages to available services and resources.

## Essential Practice Requirements

An approved local sponsor will ensure the following:

- a. All direct service providers will complete required FSG trainings prior to serving families.
- b. The First Steps Georgia Screening Tool shall be administered in accordance with FSG training.
- c. Annually at a minimum, families shall be offered an opportunity to provide feedback on the services they receive through FSG using the FSG Family Satisfaction survey.
- d. Parent packet educational materials will be selected from the state list of pre-approved resources or approval must be obtained prior to use.
- e. Staff will participate with Technical Assistance and networking activities as requested.

## Essential Structure Requirements

An approved local sponsor will ensure the following:

- a. Develop a state approved FSG community plan.
- b. Oversee the implementation of FSG services according to the requirements and expectations of the approved FSG community plan.
- c. Designate one person to provide leadership in the implementation of the FSG community plan.
- d. Provide appropriate staff for the implementation of the FSG community plan.
- e. Ensure data is entered into the appropriate GHVP data management system(s) as prescribed by the GHVP Framework in a timely manner.
- f. Create and implement an ongoing funding strategy for FSG services.

## Guide to Appropriate Staffing

Every community plan will be different but will include a goal for the number of families who will be served by First Steps each year. In an effort to assist in planning, the following information is offered as a guide to appropriate staffing and goal setting:

Weekly staff hours dedicated to First Steps	Minimum annual expectation	Midpoint annual expectation	High annual expectation
Greater than 40	750	1000	Based on staffing
Up to 40	500	750	900
20	250	500	650
Less than 20*	125	250	400

\*This level of staff hours is reserved for special circumstances. Consultation is required and this level must be pre-approved by the FSG State Coordinator prior to submitting application. Approval based on community-specific situations including low capacity.

## 2. STATEMENT OF NEED (SoN) CRITERIA

### 2a. Eligibility Criteria

An eligible applicant must meet **all** of the following criteria:

- a. Be a public government entity or 501(c)(3) non-profit organization;
- b. Serve as the fiscal agent for the contract and the point of contact to PCS or provide a Memorandum of Understanding (MOU) with fiscal agent;
- c. Be responsible, liable, and oversee all post-award reporting requirements; and
- d. Provide universal, early intervention supports and services in accordance with the FSG community plan.
- e. Must go above and beyond minimum number of families screened in your GHVP contract if currently funded for the full spectrum of GHVP services by MIECHV, Department of Public Health Title V or PCS.

For example, if your minimum annual contract expectation for your current GHVP contract is 500, you must screen 125 more, 250 more etc.

First Steps mini-grant sites should screen the same number of families as are currently being screened this year unless justified and approved by PCS.

PCS requires that funded services will comply with performance criteria and fully participate in the requirements as outlined on pages 4-5 of this application.

### 2b. Contract Award Amounts

Each applicant is eligible to apply for a 12-month contract for services and supports that meet the requirements of FSG as outlined on pages 4-5. If applicant has a current FSG contract with PCS, the same number of families, or greater, must be served in FY 20. See section 5b. Fixed Rate Schedule Worksheet Instructions on page 12 of the SoN, for further details.

FTE dedicated to FSG services	Annual contract expectation	Rate per Screening
Greater than 1	750+	\$24
Up to 1	500-749	\$30
.5	250-499	\$48
Less than .5	125-249	\$ 48*

\*This category of funding is reserved for special circumstances. Consultation is required and this category must be pre-approved by the FSG State Coordinator prior to submitting application. Approval based on community-specific situations including low capacity.

### 2c. Contract Award Period

The contract award period will cover a 12-month period, from October 1, 2019 through September 30, 2020. FSG sites must continue service delivery activities for the full contract period.

## 2d. Continuation Funding

FSG will be funded for one-year periods with a possibility of annual renewal conditional on availability of PCS funds through state appropriations and federal contract awards. Agencies are expected to seek other sources of funding to support their services on a long-term basis. The contracting of funds in one year is not a commitment to continue assistance in the future and does not guarantee future funding. Continuation funding is contingent upon organizational capacity, performance history, contractual compliance, and availability of funds.

Continuation funding will be conditional on contractors' ability to:

- a) Exhibit professional management of contract funds and exhibit compliance with PCS administrative and performance requirements; and
- b) Meet prior year contract performance requirements for those applicants that have a current FSG contract with PCS.

## 3. APPLICATION SUBMISSION INSTRUCTIONS

Any applications that are incomplete or not submitted according to **all** of the following instructions will be subject to scoring deductions and possible disqualification.

### 3a. Actions Required Prior to Submission

**Prior to the creation of an application**, all applicants must confer with the Technical Assistance and Training Team Director, Michelle Lanier. Contact information can be found on page 16.

### 3b. Number of Copies

#### **Submit Original Application and four (4) Copies:**

Application Face Sheet signed in blue ink, Community Plan Application Narrative, Budget Workbook and application attachments with all signature pages signed in blue ink, four (4) additional copies, and one (1) electronic copy.

#### **Electronic Submission:**

The electronic copy shall be submitted on flash (thumb) drive which will serve as the electronic submission. The electronic copy includes a) the Community Plan Application Narrative in **Microsoft Word** format; b) the Fixed Rate Schedule Worksheet in **Microsoft Excel** format; and c) the Application Face Sheet and **all** attachments in **PDF** format. PCS will not accept email copies.

Bind the original application and copies with binder clips. The narrative portion of the application **must** follow the format outlined in Section 4 – First Steps Georgia Community Plan beginning on page 9. The application must be submitted in the order of the checklist provided on page 9.

### 3c. Submission Date

Applications must be postmarked by U.S. Postal Service or common carrier **on or before April 10, 2019** and must include the original signature (in blue ink) of the executive officer of the fiscal agent/applicant on the application face sheet.

Applications postmarked after that date will be classified as late and will not be considered for funding. Applicants are cautioned to request a legibly dated U.S. Postal Service postmark or receipt, or to obtain a legibly dated receipt from a commercial carrier. ***PCS will not accept hand delivered, office-metered postmarks, faxed, or e-mailed applications.***

Submit all required applicant documents and attachments to:

**Georgia Division of Family and Children Services  
ATTN: First Steps Georgia  
2 Peachtree Street, NW, 26<sup>th</sup> Floor  
Suite 26-266  
Atlanta, Georgia 30303**

Applicants will not receive verification from PCS regarding receipt of the application package. We ask that you do not call the office to verify receipt. Applicants wishing to verify receipt are encouraged to use a return receipt service provided by the U.S. Postal Service or other such commercial carriers. It is the responsibility of the applicant to ensure the proposal is received by the specific deadline.

### 3d. Disqualification Factors

Any application postmarked after the April 10, 2019 deadline, will be regarded as late and will not be considered for funding. It is the responsibility of the applicant to ensure the proposal is received postmarked by the specified deadline.

Disqualification factors for application submissions includes ANY of the following:

- Applicant is not a public government entity or 501(c)(3) non-profit organization.
- Applicant has not been in existence for at least 24 months.
- Submission fails to include an original signature of the applicant's executive officer on the application.
- Application lacks original signatures where appropriate.
- Failure to include complete application and community plan narrative.
- Applicant does not go above and beyond minimum number of families screened if currently funded for the full spectrum of GHVP services by MIECHV, DPH Title V or PCS.
- Submission fails to be postmarked by U.S. Postal Service or commercial carrier by deadline date.
- Failure to include electronic version with attachments in the correct format: narrative in Microsoft Word, fixed rate schedule in Microsoft Excel, face sheet and required forms in PDF.



### 3e. Application Formatting Instructions

Please follow the following instructions for formatting your application for submission:

- a) Number every page submitted as part of your application.
- b) Use type that is 12-point font size and one-inch margins.
- c) The application community plan narrative should be typed on white paper that is 8 ½ x 11 inches.
- d) Include footer with the fiscal agent's name and page number.
- e) Adhere to page limits for the FSG community plan.
- f) Applications should **not** be stapled or bound; **use** binder clips or paperclips.
- g) PCS requires that applicants restate and number each proposal section, followed by the community plan specifics.

### 3f. Application Order

Use the table below to ensure that all requested information is included in your application in the correct order.

Required Application Order	Max Page Limit (where applicable)	Applicant Checklist (Y/N)
1. Application Face Sheet (Form A) signed in blue ink		
2. First Steps Georgia Community Plan		
A. Plan Summary	1	
B. Essential Service Requirements	2	
C. Essential Practice Requirements	2	
D. Essential Structure Requirements	2	
3. Fixed Rate Schedule Worksheet (Form B)		
4. Required Forms signed in blue ink		
5. Fiscal Agent Financial Statements (A-1)		
6. Legal Agreement with Fiscal Agent (if different from applicant) (A-2)		
7. Protective Factors Core Meanings (A-3)- no separate attachment required		

## 4. First Steps Georgia Community Plan

The following information provides a description of necessary components to be contained in the community plan portion of the application. Limit the community plan to a maximum of **7 (seven) pages** and use the outline format described in this section. The community plan is a detailed statement of the work to be undertaken and answers *who, what, when, where, why, and how* statements of the contract application. *PCS requires that applicants restate and number each question followed by the response.*

#### 4a. Plan Summary (1 page)

- i. Name of Fiscal Agent.
- ii. What is the total number of FSG families projected to be served during the contract year October 1, 2019 through September 30, 2020.
- iii. Description of FSG services, including geographic area of this community plan (e.g. county, neighborhood, school population, hospital).
- iv. PCS requires all applicants to state how they will incorporate at least one of the five Strengthening Families Protective Factors into their work- See Attachment A-3 Protective Factors Core Meanings and visit <http://strengtheningfamiliesga.net/about-sfg/> for more information. Please describe how your FSG services will increase, at minimum, one of the Five Protective Factors for families.

#### 4b. Essential Service (Function) Requirements (2 pages)

- i. Identification and Referral
  - a) Community Outreach:
    - i) Identify the community partner(s) that will provide access to families for the purpose of providing FSG services.
    - ii) Describe how this access will be provided.
    - iii) Has confirmation been received from the partner(s) listed above of intent to participate as described?
  - b) Community Collaboration:
    - i) Indicate the names of the community agencies with which your FSG fiscal agent plans to establish a MOU to support provision of FSG services.
    - ii) Indicate the names of the agencies with which your agency plans to establish a clear point of contact to support provision of FSG services.
- ii. Screening
  - a) Specify the method for screening families.
  - b) Specify the location(s) in your community where FSG screens will be completed.
  - c) Identify other potential locations for the three points of entry into your FSG services:
    - 1) Expectant Mother; 2) Newborn; and 3) Young Child 0-5.
  - d) Where available, describe the plan for ensuring ongoing communication between the FSG Coordinator and evidence-based home visiting program(s).
- iii. Parent Education
  - a) Describe how FSG educational materials and the community resource guide will be provided to families in your community.
  - b) Describe the process for internal review of FSG educational materials and community resource guide and timeframe(s) for review.
- iv. Linkage
  - a) Describe plan for linking families to relevant community resources and services.
  - b) List other services available within your organization to which FSG families may be referred.

#### 4c. Essential Practice Requirements (2 pages)

- i. Describe training plan for service providers.
- ii. Describe how you plan to administer the First Steps Georgia Screening Tool.
- iii. Describe plan for surveying families who have been provided FSG services using the FSG Family Satisfaction Survey.
- iv. Describe how parent packet educational materials will be selected.
- v. Describe anticipated contact with FSG State Coordinator for FSG technical assistance, and other appropriate GHVP technical assistant(s).

#### 4d. Essential Structure Requirements (2 pages)

- i. Who will be responsible for the implementation of this FSG community plan?
- ii. Describe the hiring process for direct service staff.
- iii. FSG Staffing
  - a) Specify the location of work space for the FSG staff.
  - b) Will volunteers/interns be used for FSG direct service?
    - If yes;
      - i) Describe the screening process for hiring volunteers/interns.
      - ii) Describe the process for training volunteers/interns.
      - iii) Who will supervise volunteers/interns and with what frequency?
- iv. FSG Data Entry
  - a) Describe how FSG data will be maintained onsite.
  - b) Who will be responsible for ensuring efficient and accurate data entry into the GHVP data management system(s)?

## 5. FIXED RATE SCHEDULE WORKSHEET

### 5a. Fiscal Agent Responsibilities

All applicant agencies receiving PCS funds should have an annual agency budget that derives at least 25% of its income from other federal, state, local or private funds, exclusive of PCS awards.

The applicant agency must be able to provide an adequate accounting system that should meet the following criteria as outlined below:

1. Accounting records provide information needed to identify each contract awarded (State, Federal, Local Government, and Private) to applicant by identifying the receipt of funds for each contract and the expenditure of funds for each contract award.
2. Entries in accounting records refer to subsidiary records and/or documentation which support the entry and can be readily located.
3. The accounting system provides accurate and current financial reporting information.

4. The accounting system integrates with an adequate system of internal controls to safeguard the funds and assets covered, check the accuracy and reliability of accounting data, promote operational efficiency, and encourage adherence to prescribed management policies.

*PCS reserves the right to fund requests completely or partially depending upon total funds available and application review.*

### 5b. Fixed Rate Schedule Worksheet Instructions

Complete the attached Fixed Rate Schedule Worksheet (Form B) in Excel format. The applicant **must apply for the same number of families, or greater, screened as stated in the current year contract**, unless justified and approved by PCS.

To determine the total requested contract amount, find the rate applicable to the number of screenings as listed below.

Example: **350** projected families to be screened x **\$48** (rate for 250-499 families) = **\$16,800** (total requested contract amount).

FTE dedicated to FSG services	Annual contract expectation	Rate per Screening
Greater than 1	750+	\$24
Up to 1	500-749	\$30
.5	250-499	\$48
Less than .5	125-249	\$48*

\*This category of funding is reserved for special circumstances and must be pre-approved by the FSG State Coordinator prior to submission of application. Approval based on community-specific situations including low capacity.

The applicant will complete the Dollar Amount per Unit of Measure, the Unit of Measure, and the Total Requested Contract Amount columns on the attached Fixed Rate Schedule Worksheet. Do not complete the columns that are grayed out.

## 6. APPLICATION ATTACHMENTS

The applicant is required to comply with the following as described in the SoN attachments.

**Form A: Application Face Sheet:** Signed in blue ink by executive officer of the applicant agency and fiscal agent, if different from applicant.

**Form B: Fixed Rate Schedule Worksheet:** Submitted in Microsoft Excel format. Submit (1) Fixed Rate Schedule Worksheet.

**Required Forms:** To certify intent to comply with all of the following, the chief executive officer of the fiscal agent must review, complete, sign in blue ink, and submit all of the following forms applicable to the fiscal agent:

1. Background Check Documentation
2. Tax Compliance Form
3. Security Immigration and Compliance Contractor Affidavit (non-profits only)
4. Certificate of Liability Insurance- Para 129 (non-profits only)
5. Corporate Resolution (non-profits only)
6. Vendor Management Form
7. W-9 Form

All required forms can be found here: <https://dfcs.georgia.gov/funding-opportunity>

**A-1: Fiscal Agent's Financial Statements:** Fiscal agent must maintain compliance and eligibility to receive state funds by complying with audit of OMB Circular A-133 "Audits of States, Local Governments, and Non-Profit Institution" and requirements of O.C.G.A. 36-18-7.

Reference: <http://www.audits.ga.gov/NALGAD/nonProfitDivision.html>

Reference: [http://www.audits.ga.gov/NALGAD/Files/Audit\\_law\\_OCGA\\_36-81-7\\_effective\\_2004.pdf](http://www.audits.ga.gov/NALGAD/Files/Audit_law_OCGA_36-81-7_effective_2004.pdf)

Applicants shall submit the following:

Local Unit of Government Applicant:

Must attach to the contract application an audit from the most recently concluded fiscal year in accordance with OMB Circular A-133.

Non-Profit Applicant:

Must attach to the contract application its financial statements from most recently concluded fiscal year:

- Audit from most recently concluded fiscal year in accordance with OMB Circular A-133 "Audits of States, Local Governments, and Non-Profit Institution and requirements of O.C.G.A. 36-81-7.
- Or, if the non-profit applicant is not required to have an audit, attach to the application the following: 1) balance sheet from the most recently concluded fiscal year showing assets and liabilities, and 2) statement of financial activity from the most recently concluded fiscal year showing revenue and expenditures.

**A-2:** \*Note: If fiscal agent is different from applicant, please provide: **Legal Agreement with Fiscal Agent:** Legally binding MOU between applicant agency and its fiscal agency specifying the relationship between the parties and work flow and responsibilities between the parties.

**A-3:** Use **The Protective Factors Core Meaning** attachment to answer the Protective Factors question on page 10 of the narrative, question iv under section 4a. Plan Summary.

## 7. SELECTION AND CONTRACT AWARD PROCESS

PCS will review all applications received by the declared deadline to ensure all necessary worksheets and documentation are completed and included in submitted applications. The application review committee will not review incomplete applications, and PCS will not permit applicants to add information to their application after submission unless clarification or additional information is requested by PCS.

PCS will forward all eligible applications to the application review committee who will review, score and rank the applications. For those applying for continuation funding, funding awards will also be contingent upon organizational capacity, performance history, contractual compliance, and availability of funds.

Award notifications will be sent via U.S. mail and/or email. Applicants awarded funding will begin October 1, 2019 and end September 30, 2020. Communication via telephone, email, and/or fax regarding award notices is prohibited before official notification by PCS.

### 7a. Contract Award Agreement

PCS will offer a 12-month agreement to selected applicants that will define performance standards, process and quantitative outcomes, and an approved Fixed Rate schedule. Contract payments will be based on the number of families screened by the contractor each period.

PCS reserves the right to make changes to the proposed Fixed Rate Schedule Worksheet at the time of the contract award and will communicate any changes to the fiscal agent. PCS may negotiate all or part of any proposed Fixed Rate Schedule after award of the contract agreement in the event that funding or program requirements so dictate.

### 7b. Contract Award Management Training

If an applicant is awarded a contract, it is mandatory to participate in PCS contract award management training as requested. The initial training may include Contract Reporting Training, FSG Core Training and GHVP Data Management System(s) training. The trainings will take place in a central location, at the contractor's site and/or online via webinar. The timing of the trainings will be determined at a later date.

PCS will also offer a number of post-award training opportunities and technical assistance activities. Individual technical assistance and other supportive training activities will also be conducted for contractors.

### 7c. Reporting, Performance, and Evaluation Requirements

PCS requires that contractors comply with and fully participate in the following components of reporting, performance and evaluation:

#### **Reporting in Data Management System(s):**

By the end of each quarter, the contractor will ensure that service and participant data are

reported through the prescribed online data management and reporting system(s). The contractor will be responsible and liable for reviewing all data entered into the online data management system(s) for completeness, accuracy, and compliance with PCS reporting requirements. Payment for reported number of screenings completed each period will be verified with data system reports prior to payment. Only reports from the data management system will be accepted by PCS.

**Performance Measures:**

Applicants applying for funding of FSG universal, early intervention parent support services in their community will be required to meet the following FSG annual performance outcome measures.

Indicator	Annual Performance Outcome Measure
Families Served	<ul style="list-style-type: none"> <li>At least 95% of projected participants will be served.</li> </ul>
Family Health Insurance	<ul style="list-style-type: none"> <li>At least 90% of target families will have health insurance coverage or receive referrals/ additional information pertaining to health insurance programs.</li> </ul>
Family Medical Care	<ul style="list-style-type: none"> <li>At least 90% of target families will have a primary care physician or receive referrals/ additional information pertaining to primary care physicians.</li> </ul>
Family Satisfaction Survey	<ul style="list-style-type: none"> <li>At least 25% of families served will provide feedback using the FSG Family Satisfaction Survey.</li> </ul>

Contractors will have up to 30 working days after the end of the reporting period and stated due date to submit deliverables and Fixed Rate Schedule invoice. For any performance deliverable not met and reported within this timeframe, DFCS-PCS retains the right to reduce the payment associated with the reporting period up to 5% for each deliverable goal not met and timely reported.

NOTE: Reported First Steps screenings by the contractor do not guarantee reimbursement payment in full. If program performance measures and program fidelity are not met, DFCS-PCS reserves the right to apply a payment reduction. For repeated failure to timely meet goal-oriented performance and/or payment schedule requirements, DFCS-PCS reserves the right to make additional reductions for each subsequent reporting period in which a performance deliverable is not completed within the prescribed timeline.

**Evaluation:**

PCS may conduct a FSG evaluation and/or a cross-site evaluation of contractors. Contractors

will be expected to participate if requested. Contractors will have the following roles and responsibilities within the evaluation:

- a. Participate in and assist the First Steps evaluator with scheduling or administering interviews, focus groups, and/or surveys of stakeholders; and
- b. Collect, enter, and maintain participant-level implementation and outcome data within the online data management system(s)

## 8. TECHNICAL ASSISTANCE

PCS asks that applicants direct all questions to the staff listed below. Questions will be permitted until the day before the application submission date. Applicants are strongly encouraged to pose all questions as early as possible in the SoN process.

### **STATEMENT OF NEED QUESTIONS:**

Jennifer Bell  
Prevention and Family Support Program Specialist  
[Jennifer.Bell@dhs.ga.gov](mailto:Jennifer.Bell@dhs.ga.gov)  
(404) 657-0828

### **FINANCIAL/ADMINISTRATIVE QUESTIONS:**

Regina Mobley  
Prevention and Community Support Budget Officer  
[Regina.Mobley@dhs.ga.gov](mailto:Regina.Mobley@dhs.ga.gov)  
(404) 657-9391

### **FIRST STEPS GEORGIA QUESTIONS:**

Michelle Lanier  
Technical Assistance and Training Team Director  
[mlanier@uga.edu](mailto:mlanier@uga.edu)  
(706) 247-5694



## Attachment A-1

Georgia Division of Family and Children Services - Prevention and Community Support  
section

### Fiscal Agent Financial Statements

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**Attachment A-2 \*Note: only if fiscal agent is different from applicant**

**Georgia Division of Family and Children Services - Prevention and Community Support  
section**

**Legal Agreement with Fiscal Agent**

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**Attachment A-3** \*Note: No separate document is required; answer Protective Factors question in the Plan Summary narrative (page 10, question iv)

Georgia Division of Family and Children Services - Prevention and Community Support section

Protective Factors Core Meanings



**CORE MEANINGS OF THE STRENGTHENING FAMILIES PROTECTIVE FACTORS**

Protective Factor	Core Meaning
<p><b>Parental Resilience:</b> Managing stress and functioning well when faced with challenges, adversity and trauma.</p>	<p><u>Resilience Related to General Life Stressors</u></p> <ol style="list-style-type: none"> <li>a. managing the stressors of daily life</li> <li>b. calling forth the inner strength to proactively meet personal challenges, manage adversities and heal the effects of one's own traumas</li> <li>c. having self-confidence</li> <li>d. believing that one can make and achieve goals</li> <li>e. having faith; feeling hopeful</li> <li>f. solving general life problems</li> <li>g. having a positive attitude about life in general</li> <li>h. managing anger, anxiety, sadness, feelings of loneliness and other negative feelings</li> <li>i. seeking help for self when needed</li> </ol> <p><u>Resilience Related to Parenting Stressors</u></p> <ol style="list-style-type: none"> <li>a. calling forth the inner strength to proactively meet challenges related to one's child</li> <li>b. not allowing stressors to keep one from providing nurturing attention to one's child</li> <li>c. solving parenting problems</li> <li>d. having a positive attitude about one's parenting role and responsibilities</li> <li>e. seeking help for one's child when needed</li> </ol>
<p><b>Social Connections:</b> Positive relationships that provide emotional, informational, instrumental and spiritual support.</p>	<ol style="list-style-type: none"> <li>a. Building trusting relationships; feeling respected and appreciated</li> <li>b. Having friends, family members, neighbors and others who:             <ul style="list-style-type: none"> <li>• provide emotional support (e.g., affirming parenting skills)</li> <li>• provide instrumental support/concrete assistance (e.g., providing transportation)</li> <li>• provide informational support/serve as a resource for parenting information</li> <li>• provide spiritual support (e.g., providing hope and encouragement)</li> <li>• provide an opportunity to engage with others in a positive manner</li> <li>• help solve problems</li> <li>• help buffer parents from stressors</li> <li>• reduce feelings of isolation</li> <li>• promote meaningful interactions in a context of mutual trust and respect</li> </ul> </li> <li>c. Having a sense of connectedness that enables parents to feel secure, confident and empowered to "give back" to others</li> </ol>

CENTER FOR THE STUDY  
OF SOCIAL POLICY'S

**strengthening families**  
A PROTECTIVE FACTORS FRAMEWORK



## CORE MEANINGS OF THE STRENGTHENING FAMILIES PROTECTIVE FACTORS

Protective Factor	Core Meaning
<b>Knowledge of Parenting and Child Development</b>	<p>Seeking, acquiring, and using accurate and age/stage-related information about:</p> <ol style="list-style-type: none"> <li>parental behaviors that lead to early secure attachments</li> <li>the importance of <ul style="list-style-type: none"> <li>• being attuned and emotionally available to one's child</li> <li>• being nurturing, responsive, and reliable</li> <li>• regular, predictable, and consistent routines</li> <li>• interactive language experiences</li> <li>• providing a physically and emotionally safe environment for one's child</li> <li>• providing opportunities for one's child to explore and to learn by doing</li> </ul> </li> <li>appropriate developmental expectations</li> <li>positive discipline techniques</li> <li>recognizing and attending to the special needs of a child</li> </ol>
<b>Concrete Support in Times of Need</b>	<ol style="list-style-type: none"> <li>being resourceful</li> <li>being able to identify, find, and receive the basic necessities everyone deserves in order to grow (e.g., healthy food, a safe environment), as well as specialized medical, mental health, social, educational, or legal services</li> <li>understanding one's rights in accessing eligible services</li> <li>gaining knowledge of relevant services</li> <li>navigating through service systems</li> <li>seeking help when needed</li> <li>having financial security to cover basic needs and unexpected costs</li> </ol>
<b>Children's Social and Emotional Competence</b>	<p><u>Regarding the parent:</u></p> <ol style="list-style-type: none"> <li>having a positive parental mood</li> <li>having positive perceptions of and responsiveness to one's child</li> <li>responding warmly and consistently to a child's needs</li> <li>being satisfied in one's parental role</li> <li>fostering a strong and secure parent-child relationship</li> <li>creating an environment in which children feel safe to express their emotions</li> <li>being emotionally responsive to children and modeling empathy</li> <li>talking with the child to promote vocabulary development and language learning</li> <li>setting clear expectations and limits</li> <li>separating emotions from actions</li> <li>encouraging and reinforcing social skills such as greeting others and taking turns</li> <li>creating opportunities for children to solve problems</li> </ol> <p><u>Regarding the child:</u></p> <ol style="list-style-type: none"> <li>developing and engaging in self-regulating behaviors</li> <li>interacting positively with others</li> <li>using words and language skills</li> <li>communicating emotions effectively</li> </ol>

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