



REQUEST FOR PROPOSALS:

***CASE MANAGEMENT, ADOPTION & FAMILY SUPPORT
AGENCY SERVICES***

***EMBRACE FAMILIES COMMUNITY BASED CARE, INC. IS SPONSORED BY THE
FLORIDA DEPARTMENT OF CHILDREN & FAMILIES***

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Section A: Introduction

1. Introduction & Background

Embrace Families Community Based Care, Inc. (formerly Community Based Care of Central Florida) was created as a direct response to the Florida Legislature's and Department of Children and Families' (DCF) initiative to improve child welfare services by developing solutions to care for children and families in their home communities. Embrace Families CBC is the non-profit child welfare lead agency charged with developing community-based services and supports for children and families in Judicial Circuits 9 and 18, serving Orange, Osceola and Seminole Counties.

We have been committed to serving the children and families of Central Florida who have been victims of, or at risk of, abuse, neglect or abandonment since 2004. Our ongoing goal includes providing the necessary services to more than 5,800 children we serve annually by strengthening the relationships between our families, caregivers, Case Management and network of local service providers who deliver a multitude of direct services to children and families. We envision a community that embraces vulnerable children and families with support – so that every child has a safe, stable and loving home and a path to a bright future.

Embrace Families CBC has developed a local system of care based upon the belief that child welfare services should be focused on children and families and embedded in the communities in which they live. A vital part of our system of care is ensuring that all caregivers - including biological parents or guardians, relatives, non-relatives, foster parents and group home providers - have the support they need to, in turn, support our children.

2. Statement of Need

In October 2018, Embrace Families CBC commissioned an independent research study by Marketing for Change to explore how our caregiver experience could be improved to ensure that children have greater stability and normalcy in their day-to-day lives, while also meeting state and federal child welfare requirements.

The three (3) month research process sought feedback and insight from key stakeholder groups, including adoptive, foster and group home parents; relative and non-relative caregivers, licensing specialists, case managers, supervisors, Guardians ad Litem, Embrace Families CBC and DCF staff. In addition, two consensus-building workshops were organized to bring a broad group of stakeholders together to develop a shared understanding of priority problems and potential solutions. Based on the study's recommendations and new State of Florida requirements and additional benefit opportunities for relative caregivers, Embrace Families would like to redesign our system of care to better serve and support our children, caregivers, Case Managers and biological parents.

The study's recommendations included four priority areas of focus:

1. Increase emotional and practical supports for caregivers.
2. Increase emotional and practical supports for Case Managers.
3. Improve communications between all elements of the system.
4. Put the "Reasonable and Prudent Parent" standard into action.

Specifically, under the below priority areas, the following detailed recommendations were highlighted:

Increase emotional and practical supports for case managers:

- Increase professional development and mentorship. New caseworkers, many of whom are recent

college graduates in a new job, need help with time management as they learn to juggle multiple cases - each with multiple deadlines and requirements (such as monthly home visits). They also need safe places where they can ask questions and unburden themselves on tough days. Some potential solutions include:

- "Tier" staff job requirements, so newer staff have fewer and more focused responsibilities, and they are supported by more veteran supervisors who can provide a bigger-picture view.
- Balance the assignment of "tough" cases so newer staff have time to build their field skills.
- Consider introducing online project management systems that could help staff juggle multiple deadlines.
- Provide regular opportunities for professional development and skills training, such as monthly Lunch & Learn webinars or conference calls.
- Consider creating a peer mentor program, or an anonymous online forum. This would allow caseworkers to safely discuss situations they've encountered and ask others how they would have handled it.
- Provide more recognition and emotional support.
 - Increase and normalize access to mental health supports. Casework can be tough. All staff should have access to counseling and mental health services to cope.
 - Recognize good work. Recognize case workers who go above and beyond, and prioritize the wellbeing of children. Rewards could include a choice of incentives, such as a special parking spot for the month, an extra vacation day, or a gift card.
- Reduce the amount of time case workers spend driving. This could be accomplished in a number of ways, such as:
 - Assign caseworkers by geographical area, so their cases are not so spread apart.
 - Develop other options for transporting children to supervised visits. Trained staff who could transport and supervise children during visits with biological parents would free up caseworker time for other tasks.
- Reduce the paperwork burden on field staff. The sheer amount of paperwork leaves caseworkers feeling like they can never catch up, and it shifts priorities away from relationship building to processing paperwork and "checking boxes." Some potential solutions include:
 - Assign some staff to focus solely on paperwork and allow others to focus solely on field work.
 - Develop tools that improve communications (below).

Improve communications between all elements of the system:

- Work to change the current last-minute, reactive culture to one that expects proactive planning. This will help both caseworkers and caregivers have more control over prioritizing their time, which will lead to more positive relationships. Leadership can enforce the use of time management and shared calendar tools mentioned below and remind employees to always be planning ahead. Making sure to model this behavior themselves.
- Create an online document vault for caregivers and caseworkers where all case records are uploaded. This would allow caregivers to find all documentation pertaining to a child's case, including court transcripts. This would alleviate caregivers' need to constantly request information from their case team, and their frustration when busy caseworkers don't respond. This would also help in onboarding new caseworkers to a case. All the documentation could be centralized in an online vault, ensuring it does not get lost during personnel changes.
- Develop a shared online calendar between caregivers and the case team. This will allow the caregivers to know about upcoming appointments or court dates, and will help caseworkers schedule home visits more efficiently and around caregivers' availability.
- Consider monthly conference calls with the caregiver and case team. This would help all team members involved in a child's wellbeing provide and receive timely updates, flag areas that need attention, and schedule home visits around the caregivers' schedule. This will also reinforce a shared understanding that caregivers are a valued and essential part of the case team.

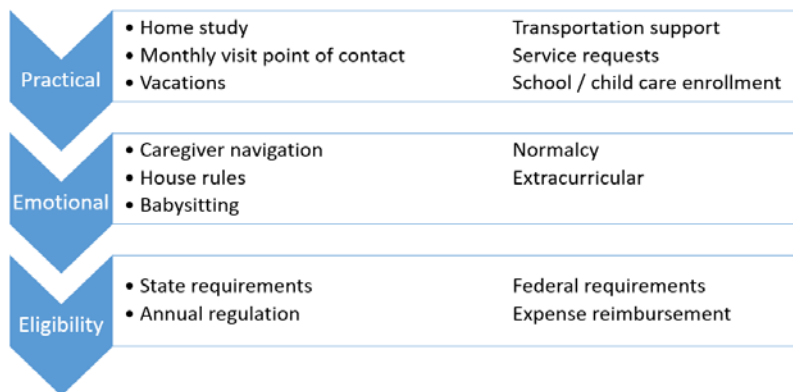
- Develop a process to increase communication across counties and agencies to ensure updates and standards are communicated and discussed in a more consistent manner.
- Gather ongoing feedback. This will allow leadership to identify bright spots and potential problems, and provide insight into what both staff and caregivers need logistically and emotionally to feel supported and improve retention. Potential ways to gather feedback include:
 - Conduct an anonymous survey bi-annually to both internal staff and caregivers.
 - Conduct exit surveys when staff or caregivers exist the system, to help in identifying pain points for each group.

Based on the study’s recommendations and the common belief that it is impossible for the Case Manager to provide quality caregiver support and manage the judicial dependency case and tasks, Embrace Families has developed a conceptual redesign framework to:

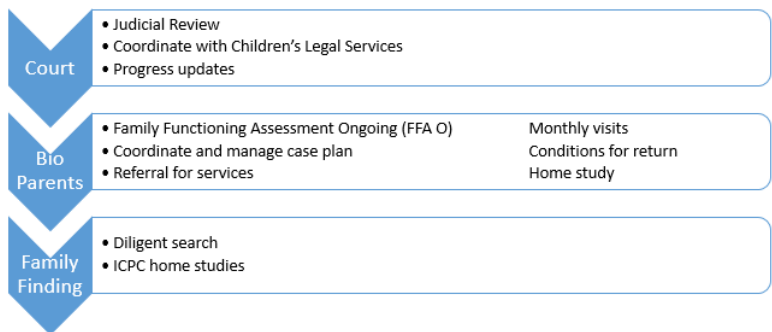
- Improve services to our kids, caregivers and biological parents or legal guardians (serve them better, resolve issues faster)
- Increase commitment to innovation and system improvement
- Increase commitment to customer service
- Improve Case Manager, caregiver satisfaction, stability and retention
- Better balance workload and responsibilities

Under redesign, child welfare work fits into two categories: Child Wellbeing (the home) and Parent Capacity (the case) with shared responsibilities for some mutually dependent tasks on a case-by-case basis.

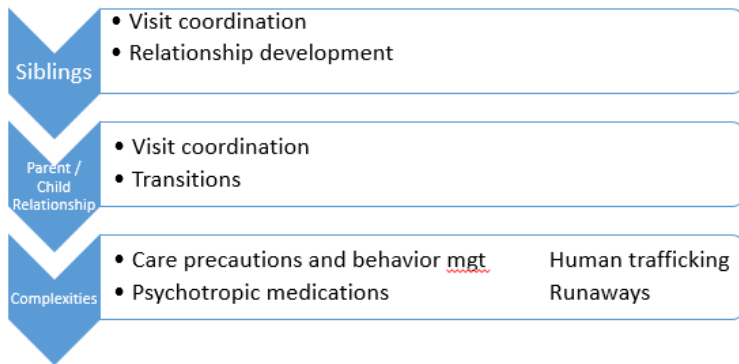
Child Wellbeing – Caregiver Family (THE HOME)



Parent Capacity – Pathway to Closure (THE CASE)



Shared Responsibilities – Variable by Case



Caregiver Family System Redesign



3. RFP Purpose

The purpose of this RFP is to enable Embrace Families CBC to enter into a contract with qualified agencies that will be capable of providing quality-driven, trauma-informed and family centered Case Management, Adoption and Family Support Services under Caregiver Redesign in Orange, Osceola and Seminole Counties. Under Caregiver Redesign, Embrace Families CBC is requesting interested Respondents submit proposals focused on providing primary Case Management activities, including: dependency court attendance, documentation (judicial reviews, status reports, etc.) and follow-up, biological parents or legal guardian engagement, case plan service referrals and funding, and family finding activities. Generally, Adoption and Family Support activities will remain the same. This RFP does not include Caregiver Support Agency (CSA), formerly Child Placing Agency (CPA), services.

These services include foster care and related services pursuant to Florida Statutes, Chapter 39 (Proceedings Related to Children) Chapter 409, (Social and Economic Assistance), Chapter 402 (Health and Human Services), 20.19 F.S (Department of Children and Family Services), Chapter 63 (Adoption) Chapter 435 (Employment Screening), Chapter 65C F.A.C. and {Title IV-B, and Title IV-E of the Social Security Act} as well as all applicable Federal Law and any specified Embrace Families CBC’s policy and procedures, while ensuring each child’s safety, well-being and permanency.

Service providers within the Embrace Families CBC System of Care (Circuit 9 & 18) must be committed to the families being served and be able to identify, assess, and implement strategies

that are supported by evidence based research as being effective in improving outcomes for children and families. Embrace Families CBC is committed to supporting and promoting a strong provider network and culture based on family centered, family teaming and trauma informed care practices.

Embrace Families CBC encourages participation by smaller businesses and organizations, minority firms, women’s business enterprises and labor surplus area firms certified as such by the State of Florida, if possible. Anyone is eligible to submit a proposal for contracted services. Embrace Families CBC shall not discriminate against a potential provider or proposal for service on the basis of race, creed, sex, religious orientation, or affiliation.

4. System Overview

Embrace Families’ current system of care consists of four (4) Case Management, Adoption & Family Support Agencies as listed below:

County	Case Management Agencies	# of Children
Orange	Devereux Florida	517
Orange	One Hope United	605
Orange	Children’s Home Society	569
Seminole	Children’s Home Society	502
Osceola	Gulf Coast Jewish Family & Community Services	341

As of July 31st, 2019, the DCF Dashboard reflects that Circuit 9 Orange and Osceola counties provided Case Management services to 2,062 children (1,717 Orange and 759 Osceola). Of the total number of children receiving services, Circuit 9 had 683 children receiving in-home services, composed of 568 (or 83%) Orange and 115 (or 17%) Osceola children. Of the total number of children receiving services, Circuit 9 had 1,379 children receiving out of home (OHC) services including 1,149 (or 83%) Orange and 230 (or 17%) Osceola children.

As of July 31st, 2019, FSFN Extracts reflects that Circuit 18 Seminole County provided Case Management services to 528 children. Of the total number of children receiving services, Circuit 18 had 193 children receiving in home services (or 37%) and had 335 children receiving out of home services (or 63%).

Based on DCF Dashboard data from July 2018 through July 2019, the following children were in licensed out of home care in Orange, Osceola and Seminole counties:

County	July 2018 Licensed Out of Home Children	July 2019 Licensed Out of Home Children	Net +/-
Orange	308	358	16%
Osceola	71	75	6%
Seminole	147	116	-21%

Based on DCF Dashboard data from July 2018 through July 2019, the number of children entering OHC per month in Circuit 9 averaged 77. The total number of children exiting OHC per month

averaged 63.

County	Average # of New Children Entering OHC Per Month	Average # of Children Exiting OHC per Month	Net +/-
Orange	64	50	14
Osceola	13	13	0
Circuit 9	77	63	14

Total Average # of Children Receiving Services from July 2018 through July 2019 in Orange & Osceola Counties:

County	Average In Home	Average OHC
Orange	567	1,156
Osceola	100	223
Circuit 9	667	1,379

Based on DCF Dashboard data from July 2018 through July 2019, the number of new child removals added by month of removal in Circuit 18 Seminole averaged 19. The total number of cases (children) closed per month averaged 24.

County	Average # of New Children Entering OHC Per Month	Average # of Children Exiting OHC per Month	Net +/-
Seminole / Circuit 18	19	24	-5

Total Average # of Children Receiving Services from July 2018 through July 2019 in Seminole County:

County	Average In Home	Average OHC
Seminole / Circuit 18	167	366

5. Term of Agreement

The target date for the initial term of this agreement will be **January 1, 2020 or as negotiated**. Any agreements executed as a result of this process may be renewed on the same terms and conditions upon mutual agreement. Unless renewed or extended, the initial agreement will end no later than **June 30, 2024 or as negotiated**, subject to the availability of funds. Any such renewal or extension shall be contingent upon satisfactory performance evaluations of the Respondent by Embrace Families CBC and shall be subject to the availability of funds.

Embrace Families CBC reserves the right to reduce or increase the amount of funding available prior to awards, contingent upon funding availability and expenditure deadlines. Any contract or agreement with Embrace Families CBC will require Respondent's performance to be in compliance with all applicable federal and state laws, regulations, agency rules and procedures, and Embrace Families CBC's policies and procedures.

Section B: The RFP Process

This RFP is being issued by Embrace Families Network Support Department. The Embrace Families Procurement Manager for this RFP is:

Susan Lowe
 Network Support Director
 Embrace Families, Inc.
 4001 Pelee Street
 Orlando, FL 32817
 Email: susan.lowe@embracefamilies.org
 Phone: (321) 441-2060

Please **do not** contact any other Embrace Families employee regarding this RFP.

A. Schedule of Events and Deadlines

ACTIVITY	DUE DATE	TIME	ADDRESS
A. Embrace Families - Advertisement and Release of RFP on the Embrace Families CBC Website	9/6/19	By 3 pm	Posted to Embrace Families website. http://www.embracefamilies.org
B. Notice of Intent to Submit a Proposal due to Embrace Families	9/9/19	By 3 pm	Certified mail, delivered in person or email: Susan Lowe, Network Support Director Embrace Families, Inc. 4001 Pelee Street Orlando, FL 32817 Email: susan.lowe@embracefamilies.org
C. Embrace Families Procurement Manager Confirms Notices; Notifies Respondents that Embrace Families has Received their Intent to Submit a Proposal	9/10/19	By 3 pm	Notification made via email with return receipt
D. Mandatory Solicitation Conference	9/11/19	10 am - 12 pm	Embrace Families Administrative Support Center (ASC): 4001 Pelee Street, Hope Conference Room Orlando, FL 32817
E. Deadline for Submitting Written Inquiries	9/17/19	By 3 pm	Certified mail, delivered in person or email: Susan Lowe, Network Support Director Embrace Families, Inc. 4001 Pelee Street Orlando, FL 32817 Email: susan.lowe@embracefamilies.org
F. Response to Written Inquiries	9/24/19	By 3 pm	Posted to Embrace Families website. http://www.embracefamilies.org

G. Deadline to Submit Proposals	10/7/19	By 3:01 pm	Email and certified mail or delivered in person: Susan Lowe, Network Support Director Embrace Families, Inc. 4001 Pelee Street Orlando, FL 32817 Email: susan.lowe@embracefamilies.org
H. Open Proposals, Review Mandatory Criteria and Distributes Proposals to Procurement Team Evaluators	10/7/19	3 pm	Susan Lowe, Network Support Director and at least one witness.
I. Withdrawal of Proposal Deadline	10/9/19	By 3 pm	Certified mail, delivered in person or email: Susan Lowe, Network Support Director Embrace Families, Inc. 4001 Pelee Street Orlando, FL 32817 Email: susan.lowe@embracefamilies.org
J. Procurement Team Evaluators Turn in Preliminary Phase I Scores to Network Support Director	10/14/19	By 10 am	Hard copies or email: Susan Lowe, Network Support Director Email: susan.lowe@embracefamilies.org
K. Procurement Team Meets to Finalize Phase I Scores, Makes Finalist(s) Recommendation(s) to Embrace Families for Phase II Presentations	10/14/19	1 pm - 3 pm	Embrace Families, Inc. 4001 Pelee Street Orlando, FL 32817
L. Post the Notice of "Invitation to Make Phase II Presentation"	10/16/19	By 3 pm	Posted to Embrace Families website. http://www.embracefamilies.org
M. Procurement Team judges Phase II Presentations and Makes Finalist(s) Recommendation(s) to Embrace Families	10/23/19 – 10/25/19	TBD	Embrace Families, Inc. 4001 Pelee Street Orlando, FL 32817
N. Post the Notice of "Invitation to Negotiate"	10/31/19	By 3 pm	Posted to Embrace Families website. http://www.embracefamilies.org
O. Negotiations with finalist(s)	11/4/19 – 11/8/19	TBD	Embrace Families, Inc. 4001 Pelee Street Orlando, FL 32817
P. Post Intent to Award Notice	11/12/19	By 3 pm	Posted to Embrace Families website. http://www.embracefamilies.org

Q. Protest Deadline	11/15/19	72 hours from posting of award notice	Certified mail, delivered in person or email: Susan Lowe, Network Support Director Embrace Families, Inc. 4001 Pelee Street Orlando, FL 32817 Email: susan.lowe@embracefamilies.org
R. Anticipated Effective Date of Contract	1/1/20 or as negotiated	By 12:01 am	

Please note that all other postings are secondary to the electronic posting on www.embracefamilies.org, which is the sole official posting for this advertisement.

B. Explanation of Important Events and Deadlines

Notice of Intent to Submit a Proposal

The Notice of Intent to Submit a Proposal will be submitted in letter format via certified mail, email with return receipt, or in person to the Embrace Families Procurement Manager at:

Susan Lowe
Network Support Director
Embrace Families, Inc.
4001 Pelee Street
Orlando, FL 32817
Email: susan.lowe@embracefamilies.org
Phone: (321) 441-2060

The Notice of Intent to Submit a Proposal will be submitted no later than 3 pm on **September 9, 2019**. Information regarding any addenda to the RFP and copies of written Embrace Families responses to questions resulting in clarifications or addenda to the RFP, will only be sent to those prospective Respondents submitting a Notice of Intent to Submit a Proposal and attending and registering at the Mandatory Solicitation Conference.

Mandatory Solicitation Conference

The Mandatory Solicitation Conference will be used to identify interested parties, discuss expectations in the RFP, and to answer and collect inquiries raised by interested parties. All questions raised at the Mandatory Solicitation Conference will be classified as inquiries and as such will be included in the Embrace Families response to all inquiries. No qualifications or prejudgments will be made at this conference. The Mandatory Solicitation Conference will take place from 10 am – 12 pm on **September 11, 2019**, at 4001 Pelee Street, Orlando, FL 32817, (321) 441-2060.

Written Inquiries

All written inquiries must clearly identify the name, address, organization and other identifiers of the inquirer. Embrace Families will accept written inquiries submitted in person or via certified mail to Susan Lowe, Embrace Families Procurement Manager at Embrace Families, Inc., 4001 Pelee Street, Orlando, FL 32817. Inquiries may also be sent via email with return receipt to susan.lowe@embracefamilies.org. All inquiries must be received by Embrace Families no later than 3 pm on **September 17, 2019**. Copies of responses to all inquiries, and clarifications and/or addenda if made to the RFP, will be posted to the Embrace Families website by 3 pm on **September 24, 2019**.

Proposal Deadline

Replies must be received by Embrace Families no later than 3 pm on **October 7, 2019**. Replies must be received by email to susan.lowe@embracefamilies.org. Respondents may also provide one (1) hard copy in person or via certified mail to Susan Lowe, Embrace Families Procurement Manager, Embrace Families, Inc., 4001 Pelee Street, Orlando, FL 32817. Any reply submitted shall remain a valid offer for at least ninety (90) days after the proposal submission date. No changes, modifications, or additions to the proposals submitted after the deadline for proposal opening will be accepted or be binding on Embrace Families. Proposals not received at either the specified place, or by the specified date and time, or both, may be rejected and returned unopened to the Respondent by Embrace Families.

Withdrawal of Proposal

A written request for withdrawal, signed by the Respondent, must be received by Embrace Families no later than 3 pm on **October 9, 2019**. Requests must be sent to the attention of Susan Lowe, Embrace Families Procurement Manager at Embrace Families, Inc., 4001 Pelee Street, Orlando, FL 32817. Withdrawn proposals may be retrieved from Embrace Families at the expense of the Respondent.

Post Notice to Invitations to Present

Embrace Families will post the Notice to Invitations to Present Phase II Presentations no later than 3 pm on **October 16, 2019** for selected final respondents to provide in-person PowerPoint presentations and answer follow-up questions from the Procurement Team at Embrace Families, Inc., 4001 Pelee Street, Orlando, FL 32817.

Post Notice to Invitation to Negotiate

Embrace Families will post the Notice to Invitations to Negotiate no later than 3 pm on **October 31, 2019** to selected final respondents to begin the contract negotiations process.

Post Intent to Award Notice

Embrace Families will post the Notice to Intent to Award Notice no later than 3 pm on **November 12, 2019** to selected final respondents to announce the final contract award recipient(s).

Protest Deadline

Communication of any protest regarding this advertisement must be made to the Embrace Families Procurement Manager and documented within 72 hours of the first official posting of the contract award by **November 15, 2019**. Physical posting will not extend that 72-hour deadline. Likewise, it is the responsibility of those submitting a response to this advertisement to obtain the results from the www.embracefamilies.org official posting site in sufficient time to protect their own interests should they care to do so. Any person with a disability requiring special accommodations shall contact the Embrace Families Procurement Manager at the phone number listed below at least five (5) working days prior to the event listed above.

Right to Reject or to Waive Minor Irregularities Statement

Embrace Families reserves the right to reject any and all replies or to waive minor irregularities when to do so would be in the best interest of Embrace Families. Minor irregularity is defined as a variation from the RFP terms and conditions which does not impact the cost associated with any resultant subcontract, or give the Respondent an advantage or benefit not enjoyed by other Respondents, or does not adversely impact the interest of Embrace Families. At its option, Embrace Families may correct minor irregularities, but is under no obligation to do so.

Addition, Deletion or Modification of Proposal

Embrace Families reserves the right at its sole discretion to increase, decrease or delete any portion

of this RFP at any time without cause.

Section C: Minimum Program Requirements

Major Program Goals:

A. Case Management, Adoption & Family Support Services

1. Ensure biological parents or legal guardians are heard and treated with respect and empathy throughout the life of the case.
2. Focus on building a rapport and trust-based working relationship with the biological parents or legal guardian, which is critical to co-developing meaningful case plan outcomes, understanding the danger threats in the family that need to be addressed with behavior change, and ensure that all are working toward the same permanency goals and outcomes.
3. Ensure that biological parents or legal guardians are engaged, encouraged and supported at all times through at least monthly face to face visits focused on quality.
4. Ensure biological parents have immediate and regular court approved visitation and contact with their children. Caregiver Support Managers working with relatives, non-relatives, foster and group home parents, will be supportive team members and participants in this process.
5. Reduce or eliminate barriers for biological parents or legal guardians to complete case plan goals by providing timely and active service referrals and funding.
6. Ensure biological parents or legal guardians are included in their service planning and actively participate in the planning, implementation and evaluation of effectiveness of those services.
7. Provide pre-and post-adoption support services to children and adoptive families, including services leading to and after legal finalization of the adoption.
8. Ensure family support services are provided immediately to at risk children and their families to prevent entry into formal dependency Case Management.

B. Clients to be Served

The following clients are eligible for service under this RFP:

1. Biological parents or legal guardians, children, and caregivers who are in need of case management, adoption and family support services.
2. Clients eligible for service under this Contract shall be determined in accordance with the provisions of: Chapters 39, 63, and 409, F.S., and Chapters 65C-13 through 65C-17 and 65C-28 through 65C-31, 65C-33, 65C-38, 65C-41 through 65C-43, Florida Administrative Code (F.A.C.); and, Titles IV-B and IV-E of the Social Security Act.

C. Manner of Service Provision

Under Caregiver Redesign, Embrace Families CBC is proposing that the primary responsibilities of Case Management, Adoption & Family Support services include, but are not limited to:

1. Commence biological parent(s) or legal guardian engagement, encouragement and support immediately at Case Transfer Staffing (CTS) and shelter hearing.
2. Provide immediate crisis referrals for food, housing, substance abuse, mental health and domestic violence to stabilize biological parents or legal guardians so they are able to engage

and complete case goals.

3. Initiate and support a positive, trust-based working relationship with the biological parents or legal guardian, child, caregivers, Caregiver Support Manager, Guardian ad Litem, Children's Legal Services, Judiciary, Embrace Families and other partners.
4. Review the Embrace Families CBC system of care, and the roles and responsibilities of the primary Case Manager, secondary Caregiver Support Manager and all the partners listed above in the dependency system.
5. Explain the dependency court process to biological parents or legal guardian. Explain the dependency court automatic electronic notices that will be sent via email and text.
6. Complete, submit and track at-risk in home day care through the Early Learning Coalition of Seminole or Community Coordinated Child Care (4C) applications and request day care provider or caregiver reimbursement payment checks when needed.
7. Provide at least monthly (every 30 day) quality home visits documenting services and support provided to biological parents or legal guardian in Florida Safe Families Network (FSFN) within two (2) working days.
8. Provide transportation assistance and/or coordination with Family Support Workers (FSW) and Caregiver Emotional Support providers, if biological parent or legal guardian is unable to provide directly.
9. Submit biological parents or legal guardian service referrals and funding requests through ARGOS CM, and follow-up in submitting any additional information or documentation needed.
10. Send completed universal referral forms and back-up documentation to providers for parent related services; ensure timely initial intake and ongoing appointments; and ensure receipt and filing of service documentation with court, including completed evaluations and/or monthly progress summary reports.
11. Ensure that all biological parents or legal guardian contact information, including home phone, cell phone, address and email is accurate and reported to Embrace Families IES staff via Argos CM to be updated in FSFN.
11. Ensure biological parents or legal guardian are engaged, encouraged and supported at all times through at least monthly face to face visits. Reasonable efforts must be demonstrated and documented to engage parents in case plan activities.
12. Ensure biological parents or legal guardian referrals for services are completed within seven (7) days of the shelter hearing and ongoing until permanency is achieved.
13. Ensure children have regular visitation and contact with their biological parents or legal guardian, families, siblings and important connections in their life. The Caregiver Support Manager, biological parents or legal guardians, relatives, non-relatives, foster parents, group home parents and Guardian ad Litem (GAL) will be active team members and participants in this process.
14. Complete Reunification Assessment and/or Other Parent Home Assessment (OPHA) within fifteen (15) days of locating parent.
15. Actively participate in all pre-case assignment activities, to include, but not limited to: attending the Impending Danger Safety Plan Conference and joint response and home visit with Caregiver Support Manager and Safety Management Service (SMS) providers.
16. Follow up on obtaining and monitoring all Judicial Court Orders for compliance. Court Order tasks and services shall be started immediately or at least within seven (7) days of

the judicial order date. All tasks must be completed and/or a status shall be submitted to the court within thirty (30) days unless specified otherwise by the order.

17. Complete the following tasks related to Dependency Court and case planning:
 - a. Notify biological parents or legal guardians and all parties of court dates and trials. Attend all court dates and trials set by the court. When applicable, complete the Termination of Parental Rights (TPR) packets and submit to Children's Legal Services.
 - b. Prepare status reports as it relates to biological parents and legal guardian and attend all status hearings.
 - c. Provide ongoing updates to Children's Legal Services after timely filing of Judicial Review (JR) packet.
 - d. Attend all court appointments, to include but not limited to: Pre-Hearing Meetings (prior to court hearing), Arraignment, Dispositions, JRs, Permanency Hearings, Residential Treatment Care (RTC)/SIPP Hearings, Mediations, and Case Plan Conferences as they relate to the judicial case.
 - e. Lead in developing case plan in conjunction with CLS and the biological parents or legal guardian. Manage the case plan and tasks ongoing. Work with biological parents or legal guardian to meet case plan requirements and update as necessary.
 - f. Work with CLS in addressing paternity issues.
 - g. Conduct diligent searches timely to assist in locating parents and relatives.
 - h. Respond to and provide assistance on OCS Parent Needs Assistance, Parent Home Studies and In-Home Supervision requests.
18. Coordinate and manages initial CBHA referral within seven (7) days of shelter hearing.
19. Complete the Family Functioning Assessment-Ongoing (FFA-O) within thirty (30) days of CTS or prior to Arraignment Hearing. FFA-O shall be updated every ninety (90) days or at critical juncture.
20. Initiate out of home safety plan and subsequent safety plan updates under Safety Decision Making Methodology guidelines. When the child remains in the home, the In-Home safety plan must be developed within five (5) days of Case Transfer Staffing (CTS).
21. Ensure all information is collected prior to Family Service Team (FST) and the FST packet is complete. Case Manager will attend all FSTs with the parent to provide critical information on the judicial case.
22. Work with biological parents or legal guardians to address all mental health and substance abuse needs by requesting assessments through Embrace Families' Utilization Management department for approval. Assessments can include, but not limited to: Substance Abuse, Domestic Violence, Mental Health, Psychiatric and Psychological. Court ordered assessments do not have to be approved by Embrace Families UM. Assessments should be referred immediately through ARGOS CM.
23. Request and coordinate Ludwig staffing (new child staffing) with CLS, when biological parent is known to be pregnant and has an open dependency case.
24. Compile and file all documents needed for Conditions of Return (COR).
25. Communicate with Caregiver Support Manager at least ten (10) days prior to all court hearings to obtain up to date information on child(ren).
26. Work to develop and foster collaborative and professional relationships based on trust and respect with the Guardian Ad Litem (GAL), Children's Legal Services (CLS), judges and

judicial staff, Caregiver Support Manager and all parties involved in the dependency system. A positive working relationship based on a team approach is vital to the success of the case.

27. At least quarterly, complete joint quality home visits with secondary Caregiver Support Manager, child and caregivers.
28. Make concerted efforts to ensure visits with child and biological parents or legal guardian occur on a consistent basis and as required by the court.
29. Facilitate transition planning staffing and make concerted efforts to ensure a strong transition plan is executed.
30. Review and identify high risk factors that can delay permanency. Conduct critical staffings on cases where expedited TPR is being sought.
31. Complete home study on subsequent placement with a relative or non-relative. Upon home study completion, Case Manager will refer family to Embrace Families Caregiver Information and Eligibility Coordinator for completion of Level I licensing.
32. Complete shelter audits on all cases assigned.
33. Provide services to children and parents upon reunification. Case Manager will be responsible for all case activities post-reunification.
34. Participate in Permanency Round Tables (PRT) as needed.
35. Work in conjunction with Transitional Support (TS) staff at the Caregiver Support Agencies to complete age appropriate court reports at intervals required by Chapter 39.701, Florida Statutes.

D. Case Management Structure, Staff Ratio & Requirements

In accordance with Embrace Families CBC's System of Care, Respondents are encouraged to be creative in identifying cost-effective ways to deliver Case Management, Adoption and Family Support services in one county area, more than one county or the entire service area of Orange, Osceola and Seminole counties.

To ensure a high level of support, facilitate system of care partner relationships and reduce staff travel time and mileage, Case Management, Adoption and Family Support staff should be assigned to cases by geographic or zip code area near Department of Children & Families or Seminole County Sherriff's Office Protective Investigations and Embrace Families CBC Service Center locations.

1. Case Management Structure Methodology:

The Case Management structure is based on providing services to 500 children. Based on the current number of dependent children, the Embrace Families CBC's System of Care will need approximately five (5) Case Management structures throughout the following service areas:

Orange County:	Three (3) Case Management Structures
Osceola County:	One (1) Case Management Structure
Seminole County:	One (1) Case Management Structure

Due to Osceola County being below 500 children (currently 345), proposals of interested Respondents must include a specific quality improvement plan to meet and exceed state and federal outcomes given the low caseload ratio.

Respondents are invited to competitively bid for any number or county(ies) of Case Management structures. In Orange County, Embrace Families CBC is open to accepting proposals to serve two (2) Case Management structures serving 800 children each. Embrace Families CBC will select at least two (2), but no more than five (5), Case Management Agencies to provide the services outlined in this RFP for the entire service area. Embrace Families CBC reserves the right to split or combine any number of structures if needed based on the RFP decision.

2. Case Management Agency Staffing Methodology:

- 1 to 20-25 maximum Case Manager to Biological Parents or Legal Guardians ratio
- 1 to 5 Supervisor to Case Manager ratio
- Minimum of 25 Case Manager FTEs
- 1 Program Director for every 5 Case Management Units
- 1 Adoption Specialist for every 40 children available for adoption (legally free)
- 1 Diversion Specialist for every 12-18 Family Support cases
- 1 Family Support Worker for every 2 units or 10 Case Managers
- 1 Admin Assistant for each CM structure
- Approval by Embrace Families CBC required for additional core (i.e. Adoption Specialists, etc.) and other support positions necessitated by client service needs and/or legal status.

Based on Embrace Families CBC's system of care, as we continue to reduce the number of children requiring judicial voluntary, in-home and out of home Case Management services, each Case Management structure will slowly reinvest and build Diversion/Family Support case manager positions and units to provide expanding diversion services for our children and families.

3. Staffing Requirements:

All Case Manager and Supervisor staff must be certified as a child welfare professional in the State of Florida. Leadership staff including Supervisors, Program Managers, Assistant Directors or Program Directors must complete Safety Decision Making Methodology (SDMM) proficiency within 90 days of contract award or hire.

The Respondent shall ensure that its relevant staff, and any relevant subcontractor staff and volunteers, meet the qualification, screening and training/certification requirements as required by Chapters 65C-14 and/or 65C-15, F.A.C., sections 435.04, 402.40, 402.731, 409.145(2)(e) and 491.012, F.S., and 42 U.S.C. §671(a)(20)(B)(i)-(ii).

E. Service Delivery Location

The Respondents shall administer, coordinate, and ensure availability and delivery of the services specified in this subcontract in Orange, Osceola & Seminole Counties. The Respondent's primary service delivery address will be remote and/or co-located with Embrace Families CBC in our Service Center locations below:

East Orange County Service Center
1900 N. Alafaya Trail, Suite 900
Orlando, FL 32826

West Orange County Service Center
 5749 Westgate Drive
 Orlando, FL 32835

Osceola County Service Center
 111 Monument Avenue, Suite 501
 Kissimmee, FL 34741

Seminole County Service Center
 2921 S. Orlando Drive, Suite 150
 Sanford, FL 32773

F. Performance Specifications

As described in and through the methodology depicted in the Standard Contract between Embrace Families and the Department, the Respondent will be required to meet Case Management Agency performance standards listed below. Embrace Families reserves the right to modify or add any performance measures that are required by federal funding sources to comply with federal requirements. The final measures will be negotiated and incorporated in the awarded subcontract.

1. Performance Outcome Measures

Monthly Performance Outcomes	Target/Methodology
1. Percentage of mother contacts made each month for cases with goal of reunification. <i>(Concerted efforts = multiple visits/attempts (3+), clear documentation, collateral contacts, diligent search, etc.)</i>	65% as reported in FSFN Required Mother; 100% of mothers not seen should have concerted efforts documented each month per the Parent Not Seen Report Contacts: Child in Out-of-Home Care, Goal Reunification
2. Percentage of father contacts made each month for cases with goal of reunification. <i>(Concerted efforts = multiple visits/attempts (3+), clear documentation, collateral contacts, diligent search, etc.)</i>	65% as reported in FSFN Required Father; 100% of fathers not seen should have concerted efforts documented each month per the Parent Not Seen Report Contacts: Child in Out-of-Home Care, Goal Reunification
3. Percentage of Post Placement Supervision visits for children ages 0-5+ completed per month and are consistent with the most recent safety plan.	95% as reported in Embrace Families CBC QA PPS Monthly Compliance Report per County.
4. Percentage of in-home safety plans focused on quality completed within SDMM guidelines.	85% as reported in Embrace Families CBC In Home Safety Plan Report.
5. Percentage of consults and initial reviews completed by supervisor on cases received during month.	95% as reported on column G of Front End Review Report.
6. Timely Judicial Review filed to CLS; at least 20 calendar days prior to Judicial Review	95% as reported by Embrace Families CBC Operations
7. Number of children with finalized adoptions between July 1 st and June 30 th of each fiscal year.	286 as reported in Adoptions Finalized by Month & Cumulative SFY by Unit Statewide by District by Unit (To be broken out by county/award)
8. Children who do not re-enter foster care within twelve (12) months of moving to a permanent home.	8.3% or less as reported in FSFN Report

2. Customer Service Outcome Measures

Customer Service Outcome	Target/Methodology
1. My Case Manager acted in a manner that conveyed respect for myself and family.	An increase from Baseline data as demonstrated on a new Biological Parent/Legal Guardian Satisfaction survey or feedback method.
2. My Case Manager invited or made Biological Parent/Legal Guardian aware in a timely manner of staffings, meetings and court hearings and I was given an option to participate.	An increase from Baseline data as demonstrated on a new Biological Parent/Legal Guardian Satisfaction survey or feedback method.
3. My Case Manager asked me to provide input into my case planning and services.	An increase from Baseline data as demonstrated on a new Biological Parent/Legal Guardian Satisfaction survey or feedback method.

G. Embrace Families CBC Obligations

1. Embrace Families CBC shall provide successful Respondent staff located in Embrace Families CBC service centers and otherwise funded by the subcontract with office space (occupancy), computers, network equipment, information technology (I.T.) support, and multi-functional copier/printer and telephone and fax lines. During the term of any resultant subcontract and any renewals, Embrace Families CBC is financially responsible for insurance and maintenance of computer and network equipment.
2. Embrace Families CBC shall advise the Case Management Agency when there is a consumer complaint regarding their services.
3. Embrace Families CBC or its designee shall process referrals for the Interstate Compact for the Placement of Children and the Interstate Compact for Adoption and Medical Assistance.
4. Embrace Families CBC is responsible for all information management (excluding case notes, case plans and assessments) and client eligibility functions, including foster home licensure regulatory activities.
5. Embrace Families CBC will accept referrals from the Department of Children & Families and Seminole County Sheriff’s Office Protective Investigation (PI) units, and Embrace Families CBC will ensure equitable distribution of assignment of referrals to the Orange, Osceola and Seminole Case Management Agencies.
6. Embrace Families CBC shall provide Child Welfare Pre-Service/In-Service Training.
7. Embrace Families CBC shall provide the following support, including, but not limited to: Service Center Operational Support, FSFN Data Entry (excluding case notes, case plans and assessments), Information and Eligibility Management (including regulatory licensing for all levels of licensure), Foster Parent Recruitment, Records Management, Master Trust, Utilization Management, Youth Services, Quality Assurance & Training.

Section D: Financial Specifications

A. Invoices, Method of Payment and Payment of Invoices

1. The payment for any subcontract resulting from this RFP will be a fixed monthly amount over the term of the contract. Embrace Families CBC, at its sole discretion, may allow the

successful Respondent to reinvest any lapsed dollars into retention of staff activities or other activities that will benefit the Embrace Families CBC's System of Care.

2. A unit of service is defined as one month of Case Management, Adoption & Family Support Agency services. Embrace Families shall pay the successful Respondent a unit of service each month, following the month of service, in accordance with the terms and conditions of an executed subcontract.
3. The estimated maximum annual dollar amount available for the RFP award is no more than \$10,000,000.00, subject to the availability of funds. Each Case Management Structure is estimated at \$2,500,000.00 to serve 500 children.
4. Indirect Costs (costs incurred for a common or joint objective and cannot be readily identified with a particular final cost objective) are limited to 10%. Commonly identified indirect costs may include, but are not limited to: Executive Leadership; Accounting; Payroll; Human Resources; Quality; Contracts; Information Resources; and Facilities.
5. Successful Respondents will need to budget for: Staff Development and Training (Conferences); Office Expenses (Supplies, excludes related copier supplies); Cell Phones; Insurance; Personnel Recruitment; Vehicle related expense; Staff Travel, if applicable. Occupancy, which includes rent, janitorial, utilities and physical plant repair/maintenance, are covered by Embrace Families CBC.
6. Transportation costs related to Case Management agency services and day to day operations provided by the Respondent shall be reimbursed by Embrace Families CBC pursuant to the State of Florida travel reimbursement policy. The current State of Florida rate of mileage reimbursement is forty-four and a half (44.5) cents per mile.
7. Financial penalties for failures to comply with requirements for Corrective Action under subcontract:
 - a. Corrective Action Plans (CAP) may be required for noncompliance, nonperformance, or unacceptable performance under the contract. Embrace Families CBC may choose to impose penalties for failure to implement or to make acceptable progress on such corrective action plans.
 - b. The increments of penalty imposition that shall apply, unless Embrace Families CBC determines that extenuating circumstances exist, shall be based upon severity of the noncompliance, nonperformance or unacceptable performance that generated the need for the corrective action plan. The penalty, if imposed, shall not exceed ten percent (10%) of the total contract payments during the period in which the corrective action plan has not been implemented or in which acceptable progress toward implementation has not been made. Noncompliance that is determined to have direct effect on client health and safety shall result in the imposition of a ten percent (10%) penalty of the total contract payment during the period in which the corrective action plan has not been implemented or in which acceptable progress toward implementation has not been made.
 - c. Noncompliance involving the provision of service not having a direct effect on client health and safety shall result in the imposition of a five percent (5%) penalty. Noncompliance as a result of unacceptable performance of administrative tasks shall result in the imposition of a two percent (2%) penalty.
 - d. The deadline for payment shall be stated in the Order imposing the financial penalties. In the event of nonpayment, Embrace Families CBC may deduct the amount of the penalty from invoices submitted by the provider.

Section E: Instructions to Respondents to the RFP

Embrace Families is not liable for any costs incurred by responses to this RFP. Embrace Families requires an electronic version of the proposal and appendices to be emailed to the Procurement Manager. Respondents may also hand deliver or send by certified mail one (1) hard copy of their proposal and appendices bound in a single three-ring binder or spiral bound.

The proposal must be assembled in the order outlined below with each section noted accordingly. Responses should not exceed **40** pages excluding appendices; only the first 40 pages will be evaluated if Respondent exceeds the 40 page limit. The responses should be on letter-size paper, double spaced, utilizing font style Calibri with font size at a minimum of 11 and each page should be numbered in the footer.

Responses to the topics in this section will provide the basis upon which proposals will be evaluated. Each item should be addressed in as much detail as necessary while avoiding the inclusion of extraneous information. The proposal must be submitted in the following format and should address each individual item listed. The information included should be comprehensive and include detailed examples of experience.

A. Appendix E Proposal Cover Sheet

Ensure that the proposal has a title page that contains the following: Title of the proposal; Respondent's name; Specify that the proposal is being submitted to Embrace Families; Name, title, phone number, and address of person(s) who can respond to inquiries regarding the proposal; and, Name of the Respondent's Project Director (if known).

B. Appendix F Proposal Certification

The second page of the Respondent's proposal should be Appendix F "Proposal Certification". List all mandatory criteria on the ratings sheet, requiring "yes" or "no" responses and indicate your response. Mandatory criteria may not be waived as minor irregularities. If mandatory criteria are not met, the proposal will be rejected.

C. Organizational Capacity and Collaborative Relationships

Provide a description of the organization that includes but is not limited to the following:

1. A synopsis of the Respondent's organizational qualifications and experiences with Child Welfare related services, including: Family Support, Protective Supervision, Placement, Child and Caregiver Wellbeing and Adoptive (pre and post) related services, Substance Abuse and Mental Health, Developmental Disabilities, Juvenile Justice, Youth Services (Independent Living) and State and Federal Funding. Experience may include similar business in another state(s).
2. A description of the proposed approach to the integration of the Respondent's Case Management programs with our local communities' current programs and services, including relationships with existing service providers and stakeholders including Guardian Ad Litem, foster parents, courts, Protective Investigations and school systems within the Embrace Families CBC's System of Care.
3. A description of the experience of the Respondent's leadership and key staff, including their qualifications and prior experience with community-based Case Management, Adoption and Family Support programs.
4. Detail ability to support a stable staffing pattern consistent with the specifications in the RFP allowing for manageable Case Manager staff caseloads and required supervision.
5. If the Respondent's administrative offices are not located in Orange, Osceola and Seminole counties then the Respondent must detail how an out-of-area organization can

effectively oversee a subcontract of such local importance.

6. Demonstrate that the Respondent has an organizational structure that is able to maintain a stable workforce with limited staff turnover.

D. Response to Introduction

Include a discussion which evidences that the Respondent understands the priorities of Embrace Families CBC as presented in the RFP. The Respondent must demonstrate an understanding of the challenges faced by the Embrace Families CBC System of Care that are reflective of a culturally and ethnically diverse population located in urban, suburban and rural areas. The Respondent must detail the Case Management structures and county(ies) of proposed Case Management Agency services they are interested in securing through this RFP.

The Respondent must articulate a vision in which these challenges are met within the context of a Caregiver Redesign which incorporates the values of Embrace Families CBC, our System of Care and the recommendations of the Marketing for Change report.

1. Detail how your agency will tangibly increase emotional and practical support for Case Managers and Supervisors.
2. Describe the specific time and organizational management skills training that all Case Managers will receive before, during and after being assigned dependency cases.
3. Explain how your agency will completely redesign how cases are assigned based on complexity, geographic proximity to biological parents or legal guardians, case manager experience, proficiency or strengths thereby ensuring that inexperienced staff have fewer, less complicated cases.
4. Describe how your agency will utilize support staff and technology to process the majority of paperwork thereby allowing Case Managers and Supervisors to build relationships and actively engage with biological parents or legal guardians to meet case goals and permanency timeframes.
5. Describe how your agency will create a sustainable peer mentoring program for both Case Managers, Supervisors and support staff that would allow them to receive emotional guidance, support and feedback.
6. Explain how your agency will provide ongoing staff recognition and emotional support, including access to mental health supports and/or warm line, staff incentives, appreciation events and rewards.
7. Describe how your agency will reduce the amount of time Case Managers spend driving including assigning Case Managers based on biological parents or legal guardians' addresses or zip codes, allowing them to work remotely, flexible hours, etc.
8. Propose a flexible and creative plan for staff spacing at our Embrace Families CBC Service Centers due to the limited space available.
9. Explain how your agency will train all Case Management staff to provide excellent customer service, to respect and value all biological parents or legal guardians, caregivers, Caregiver Support staff and system of care partners with respect and empathy throughout the life of the case.
10. How would your agency change the current last-minute, reactive culture to one that expects proactive planning? Describe how your agency would implement time management and shared calendar technology to model appropriate planning and communication.
11. How will your agency communicate information and documents to the child's secondary

Caregiver Support Manager? How will changes in primary Case Management staff assignment be immediately communicated to the Caregiver Support Manager and caregiver? What would this process look like?

12. Explain how your agency would implement monthly conference calls or alternative communication method with biological parents, caregivers, Caregiver Support Manager and child's case team allowing everyone to receive timely updates and highlighting areas needing immediate attention.
13. Provide real tangible examples of ways that your agency will ensure better communication and consistency across counties, service centers and agencies.
14. Detail how your agency will receive ongoing feedback from biological parents, children, youth, caregivers, Caregiver Support staff, Protective Investigations, Guardian ad Litem, Children's Legal Services and internal staff identifying Case Management bright spots, opportunities for improvement and potential solutions to make them feel heard and supported.

E. Description of Approach to Performing Required Tasks

The Respondent's comprehension of the tasks identified in Section C, Minimum Program Requirements, along with their proposed approach to accomplishing those tasks and meeting the detailed performance requirements, will be discussed in this section. Minimally this section will include:

1. An understanding of the scope of work as outlined in the Major Program Goals and Tasks in the Minimum Program Requirements.
2. Description of a service delivery system that can meet all legal requirements as set forth by the Florida Statutes, Florida Administrative Code and this RFP.
3. A plan detailing how compliance with Adoption and Safe Families Act (ASFA) permanency standards will be ensured for children and youth in out of home care.
4. A detailed plan to improve coordination of services for our developmental delayed children to include effective case assignment, supervision and qualified and dedicated staff with experience and skill in serving and advocating for children and families with special needs.
5. Description of how your Case Management staff will be provided essential quality supervision and how your agency ensures attendance and essential follow-up on tasks/items outlined at our Family Service Team (FST), Placement Support Staffings (PSS), Multidisciplinary Team (MDT) and other staffings occurs within the timeframes outlined.
6. Description of how your Executive Leadership team is involved in ensuring quality services are delivered consistently by Case Managers, Family Support Workers, Supervisors and Program Directors, and that biological parent or legal guardian, caregiver and youth satisfaction is achieved.
7. A detailed account of past and current performance measure achievement related to parent engagement, quality contacts, safety planning and permanency, including your Case Management Quality Service Reviews (QSRs) results (if applicable) for the last year. Detail your successes and explain your plans for improvement.
8. A description of how the agency will ensure collaboration and partnership with other child welfare agencies within Central Florida and surrounding areas to ensure both agency and Embrace Families CBC's System of Care outcomes are achieved.
9. Explain how Embrace Families philosophies including RESPECT customer service values, family-centered, permanency focused and trauma-informed care will be conveyed to

the children and families your agency serves.

10. Detail your agency's conflict resolution procedures when dealing directly with biological parents or legal guardians, caregivers, foster and group home parents, Guardian ad Litem and other System of Care partners. Explain how you ensure quality customer service and immediate follow-up and resolution on consumer complaints and concerns.
11. A description of how your agency promotes biological parent or legal guardian, caregiver, foster parent, group home and GAL relationship building, sense of community, communication, teamwork and trust through your Case Management and other program services.
12. Detail your staff turnover rates for the past year and explain your specific staff retention improvement/development/training plans (i.e. streamlining required tasks, using expanding technology and electronic administrative support, interns, etc.) to improve quality and staff morale.

F. Transition

Respondents must include a plan detailing the Respondent's proposed strategy for service transition of the Case Management, Adoptions & Family Support services described in this RFP and current Dependency Case Management and Child Placing Agency job functions. The plan needs to be detailed as to logistics and will have to include the following stipulations:

1. A plan that begins with two months of transition, starting in November 2019, at no cost to Embrace Families CBC. The Respondents shall detail any organizational experience and history they have had with large scale transitional processes, such as those contemplated by this RFP.
2. Case Management and Administrative Assistant staff working with current providers who are in good standing and desire to maintain their current positions within the Embrace Families CBC's System of Care must be interviewed by the successful Respondents for consideration.
3. At a minimum, 90% of the currently employed and good standing Case Management staff who desire to maintain their current positions shall be offered employment with the successful Respondent, with no reduction in hourly rate of pay if they are hired. All transitioning staff may be subject to the probationary periods, review practices and Human Resource policies of the successful Respondents.
4. At the conclusion of negotiations, a final transition plan for phase-in to full operations will be mutually developed between Embrace Families CBC, the successful Respondents, and the incumbent Case Management Agencies.

G. Description of Financial Capability

In this section, the Respondents will provide information about their financial capability for undertaking the project as further described in the Embrace Families 2019-2020 Budget Worksheet (Appendix D) in detail. The indirect administrative costs in the proposed operating budget must not exceed 10%. The Respondent must include a detailed budget narrative including substantiated documents, to support each line item under the cost categories.

As funds from Embrace Families CBC subcontracts cannot be used to purchase the following items, these items should not be included as line items in the budget submitted to Embrace Families CBC for this project unless the Respondent utilizes other funding sources.

1. Food or beverages
2. Capital expenses

3. Fund Raising activity

The Respondents are solely responsible for all costs related to the start-up and transition of this project.

H. Required Appendices and Additional Information

Mandatory criteria that is to be attached to the Respondents proposal:

1. **Conflict of Interest Questionnaire (Appendix A)**
2. **Certification Regarding Debarment (Appendix B)**
3. Three (3) letters of reference from current funding entities (preferred) or professional associates, limited to one page per reference. Respondents are to insert letters as **(Appendix C)**. The Respondents shall not provide a letter of reference from any agency participating in the RFP process (to be identified in “response to inquiries”).
4. The Embrace Families 2019-2020 Budget Worksheet **(Appendix D)**
5. **Proposal Cover Sheet & Certification (Appendix E & F)**
6. **Agency Accreditation.** Respondents are expected to have accreditation through the Council on Accreditation (COA), the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), CARF or similar national accrediting entity. The proposal must include the following:
 - a. Accrediting body
 - b. Accreditation status
 - c. Expiration date
 - d. Date of most recent site visit
 - e. Date of next scheduled site visit
 - f. Site(s)/program(s) surveyed during the most recent site visit
 - g. Most recent survey report
7. **Current child-welfare type licensure.** The proposal must include copies of all Florida and/or other state child caring or child placing licenses held by the Respondents. The following information should be clearly identifiable from the license copy or listed in an attached table for explanation:
 - a. License type and number
 - b. Licensing organization
 - c. State in which the license is held
 - d. Expiration date
 - e. Program(s) licensed under each number
8. **Proof of agency insurance.** Documentation must include proof of the agency’s current insurance and coverage limits for the following categories of insurance:
 - a. General Liability
 - b. Property Casualty
 - c. Directors and Officers
 - d. Professional Liability

- e. Sexual Abuse and Molestation (if applicable)
 - f. Umbrella
 - g. Worker’s Compensation
9. The Respondent organizations’ **Articles of Incorporation, By-Laws and the Department of State certification letter or other proof of incorporation**
10. A current administrative/financial **Organizational Chart**.
11. **Board information, to include:**
- a. List of current Board Members
 - b. Their professional affiliations
 - c. County of residence
 - d. Officer delineations
 - e. Terms of service
 - f. Frequency/dates of board meetings – past twelve months and future 12 months
 - g. A copy of the past 3 months of board meeting minutes
12. Most recent **Independent Audit and Management Letter**

Section F: Proposal Evaluation Criteria and Rating Information

A. Mandatory Evaluation Criteria Table

This table will be utilized by the Embrace Families CBC Procurement Manager upon opening and verifying mandatory criteria.

Mandatory Criteria	Yes	No
The proposal was received by the time and date required in the RFP		
The proposal is submitted in the exact format as specified in Section E, “Instructions to Respondents to the RFP”, specifically, sections 1-7: Appendix E; Appendix F; Response to RFP Mandatory Criteria; Organizational Capacity and Collaborative Relationships; Response to Introduction; Description of Approach to Performing Required Tasks; Transition; and Description of Financial Capacity		
The proposal is submitted in the exact format as specified in Section E, “Instructions to Respondents to the RFP”, specifically, section 8: Required Respondent’s Statements or Certifications, Appendices A, B, C, D, E, F		
The proposal is submitted with required mandatory criteria, in the exact format as specified in Section E, “Instructions to Respondents to the RFP”, specifically, section 8: Required Appendices: Accreditation; Licensure; Insurance; Articles of Incorporation; By-Laws and Department of State certification letter or other proof of incorporation; Table of Organization; Board Information; Independent Audit and Management Letter		

After determining that a proposal satisfies the mandatory requirements stated in the RFP, the comparative assessment of the relative benefits and deficiencies of the proposal in relationship to evaluation criteria shall be made by the Embrace Families Procurement Team using subjective

judgment. The contract award must be approved by Embrace Families' Chief Executive Officer, or designee, prior to posting a notice of intent to award. Embrace Families reserves the right to consider historic information and fact, whether gained from the Respondents proposal, references or any other source, in the evaluation and/or negotiation process.

The Respondents are cautioned that it is the Respondent's sole responsibility to submit information related to the evaluation categories and Embrace Families is under no obligation to solicit such information if it is not included with the Respondent's proposal. Failure of the Respondent to submit such information may cause an adverse impact on the evaluation of the Respondent's proposal.

B. Evaluation Criteria

Phase I Evaluation: There will be seven (7) evaluators, representing Embrace Families CBC and other community stakeholders. Evaluators will be charged with evaluating the entire proposal. To ensure the greatest degree of consistency possible, a scale of 0-5, whole numbers only, will be used for each area evaluated. The "total" will be the evaluator's scores, per section, multiplied by the assigned weighted value of each component.

Scoring:

- 0 = the component was not addressed
- 1 = the component contained significant deficiencies
- 2 = the component was below average
- 3 = the component is average
- 4 = the component is above average
- 5 = the component is outstanding

Evaluation Criteria

Written Narrative

Organizational Capacity and Collaborative Relationships

- A synopsis of the Respondent’s organizational qualifications and experiences with Child Welfare, Protective Supervision, Foster Care and Adoptive related services, Substance Abuse and Mental Health, Developmental Disabilities, Juvenile Justice, Independent Living and State and Federal Funding.
- A description of the proposed approach to the integration of the Respondent’s current Case Management, Adoptions and Diversion programs, local communities’ current programs and services, including relationships with existing service providers and stakeholders including Guardian Ad Litem, foster parents, courts, Protective Investigations and school systems within the Embrace Families System of Care.
- A description of the experience of the Respondent’s leadership and key staff, including their qualifications and prior experience with community-based Case Management, Adoption and Family Support programs.
- Ability to support a stable staffing pattern consistent with the specifications in the RFP allowing for manageable caseloads and required supervision.
- If the Respondent’s administrative offices are not located in Orange, Osceola and Seminole counties then the Respondent must detail how an out-of-area organization can effectively oversee a subcontract of such local importance.
- Respondent demonstrates a history of maintaining a stable high quality workforce, positive work environment and culture of strong customer service.
- Related Appendices and Attachments – conflict of interest; debarment; civil rights; service provider standard affidavit; agency accreditation; licenses; insurance; articles of incorporation; table of organization; board information.

Response to Introduction

- Demonstrates an understanding of the priorities and challenges faced by the Embrace Families CBC’s System of Care and Caregiver Redesign concept.
- Articulates a clear vision in which these priorities and challenges are met while incorporating the values of Embrace Families CBC into their service delivery model.
- Respondent details the number and county (ies) of proposed Case Management, Adoption and Family support services interested in receiving through this RFP.

Maximum Section Score = 5

Description of Approach to Performing Required Tasks

- An understanding of the scope of work as outlined in the Major Program Goals and Tasks in the Minimum Program Requirements.
- Description of a service delivery system that can meet all legal requirements as set forth by Federal Law, Florida Statutes, Florida Administrative Code and this RFP.
- A detailed plan to help engage biological parents or legal guardians in completion of case plan tasks and service completion, coordination of services, ensure judicial compliance on all court tasks related to the case, and family finding activities.
- Respondent details their quality supervision procedures and ensures essential follow-up on tasks/items outlined at court hearings, Case Transfer Staffings (CTS), Placement Support Staffings (PSS), Family Service Team (FST) and Multidisciplinary Team (MDT) staffings.
- Demonstrates a solid plan on how the Executive Leadership team will be involved in the delivery of Case Management, Adoption & Family Support services, Caregiver Redesign transition, facilitation and implementation of best practices, oversight of contract performance outcomes and collaboration with Embrace Families CBC.
- Illustrates experience of positive outcomes related case supervision, biological parents or legal guardians' engagement, court relationships and compliance and family finding activities.
- Incorporates a thorough plan outlining how the agency would partner and communicate with Caregiver Support, Emotional Support and Case Management agencies to ensure both agency and Embrace Families CBC's system of care outcomes are achieved.
- Respondent details how Embrace Families philosophies including RESPECT, family-centered, permanency focused and trauma-informed care are communicated to their children and families.
- Description of agency approach to conflict resolution and customer service to biological parents or legal guardian, caregivers, foster parents, group home parents, guardians, other providers and community stakeholders.
- Respondent illustrates how the agency promotes biological parents or legal guardians, caregiver, foster parent, group home, GAL, CLS, Case Manager, Supervisor and Program Director relationship building, communication, teamwork, respect and trust.
- Demonstrates a quality driven approach to staff retention, development and training.

Maximum Section Score = 5

Transition Plan

- The plan articulates a detailed strategy for redesigning Case Management, Adoption & Family Support programs to focus on parental engagement, safety planning and judicial functions while transitioning child wellbeing and Caregiver Support activities to new Caregiver Support Agency program(s). Past organizational history and experiences with large scale transitional undertakings shall be discussed here as well.

Maximum Section Score = 5**Description of Financial Capability**

- Demonstrates that the Respondent is a financially stable, strong and flexible organization.
- Budget Worksheet (Appendix D) demonstrates that the Respondent understands and is responsive to the cost methodology, allowable costs and additional resources to provide Case Management Agency Services:
 - Indirect costs are reasonable, allowable and do not exceed 10%.
 - Budget line items and accompanying narrative are clearly described, reasonable, allowable and realistic within the context of the Embrace Families System of Care.
 - Ability to cost share across certain line items and/or to incur costs for line items that Embrace Families CBC is not funding.
- Related appendices and attachments = budget worksheet; independent audit and management letter.

Maximum Section Score = 5**Evaluation Criteria Worksheet****Written Narrative**

Section	Score (0-5)	Weight	Total Score
Organizational Capacity and Collaborative Relationships		4x	
Response to Introduction		2x	
Description of Approach to Performing Required Tasks		5x	
Transition Plan		2x	
Description of Financial Capability		3x	
Total Score			

Total Maximum Score for the entire written proposal is 80 points.

APPENDIX A
CONFLICT OF INTEREST DECLARATION

QUESTION	YES	NO
1. Do you, your immediate family, or your business partner have financial or other interests in Embrace Families Community Based Care, affiliated entities or the recipient(s) of the proposed services?		
2. Have gratuities or anything of monetary value been offered or exchanged between you, your immediate family, or your business partner and any employee of Embrace Families Community Based Care or affiliated entities?		
3. Within the last 24 months, have you been employed by, or do you plan to seek or accept future employment with, Embrace Families Community Based Care, affiliated entities or the recipient(s) of the proposed services?		
4. Are there any other conditions which may cause a conflict of interest?		

If you checked “YES” after any of the above questions, please explain your answer below. Please attach additional sheets as necessary.

I declare that my answers and any related explanation(s) are true, correct and complete to the best of my knowledge.

Signature

Date

Print Name

Title

Agency

APPENDIX B

**CERTIFICATION OF DEBARMENT, SUSPENSION, INELIGIBILITY AND VOLUNTARY EXCLUSION
SUBCONTRACTS/VENDORS**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, signed February 18, 1986. The guidelines were published in the May 29, 1987 Federal Register (52 Fed. Reg., pages 20360-20369).

INSTRUCTIONS

1. Each provider whose subcontract/vendor equals or exceeds \$25,000 in federal monies must sign this certification prior to execution of each subcontract/vendor. Additionally, providers who audit federal programs must also sign, regardless of the contract amount. Embrace Families Community Based Care and Affiliated Companies cannot contract with these types of providers if they are debarred or suspended by the federal government.
2. This certification is a material representation of fact upon which reliance is placed when this subcontract/vendor is entered into. If it is later determined that the signer knowingly rendered an erroneous certification, the Federal Government may pursue available remedies, including suspension and/or debarment.
3. The provider shall provide immediate written notice to the Embrace Families Contract Manager at any time the provider learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
4. The terms "debarred," "suspended," "person," "principal," and "voluntarily excluded," as used in this certification, have the meanings set out in the Definitions and Coverage sections of rules implementing Executive Order 12549. You may contact the department's Embrace Families Contract Manager for assistance in obtaining a copy of those regulations.
5. The provider agrees by submitting this certification that, it shall not knowingly enter into any subcontract with a person who is debarred, suspended, declared ineligible, or voluntarily excluded from participation in this subcontract/vendor unless authorized by the Federal Government.
6. The provider further agrees by submitting this certification that it will require each subcontractor of this subcontract/vendor, whose payment will equal or exceed \$25,000 in federal moneys, to submit a signed copy of this certification.
7. Embrace Families Community Based Care and Affiliated Companies may rely upon a certification of a provider that it is not debarred, suspended, ineligible, or voluntarily excluded from contracting/subcontracting unless it knows that the certification is erroneous.
8. This signed certification must be kept in the Embrace Families Procurement or Contract Manager's contract file. Subcontractor's certification must be kept at the provider's business location.

CERTIFICATION

- (1) The prospective provider certifies, by signing this certification, that neither he nor his principals is presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this subcontract/vendor by any federal department or agency.
- (2) Where the prospective provider is unable to certify to any of the statements in this certification, such prospective provider shall attach an explanation to this certification.

Signature

Date

Name and Title of Authorized Signee

APPENDIX C

INSERT THREE (3) LETTERS OF REFERENCE

APPENDIX D

**EMBRACE FAMILIES COMMUNITY BASED CARE
BUDGET WORKSHEET**

APPENDIX E
PROPOSAL COVER SHEET

Agency or Person Name: _____

Street Address: _____

City: _____ **State:** _____ **Zip Code:** _____

Mailing Address (if different): _____

City: _____ **State:** _____ **Zip Code:** _____

Telephone: _____ **Fax Number:** _____

Email Address: _____

Website Address: _____

Type of Respondent:

Agency: **Individual:**

Other (Specify): _____

Name of Person Completing: _____

Title of Person Completing: _____

Phone Number: _____

Email Address: _____

APPENDIX F

PROPOSAL CERTIFICATION

I hereby certify that I have reviewed the response to all of the questions and information requests herein and believe that those responses are true and accurate, to the best of my knowledge.

Mandatory Criteria	Yes	No
The proposal is submitted by the time and date required in the RFP		
The proposal is submitted in the exact format as specified in Section E, "Instructions to Respondents to the RFP", specifically, sections 1-7: Appendix E; Appendix F; Response to RFP Mandatory Criteria; Organizational Capacity and Collaborative Relationships; Response to Introduction; Description of Approach to Performing Required Tasks; Transition; and Description of Financial Capacity		
The proposal is submitted in the exact format as specified in Section E, "Instructions to Respondents to the RFP", specifically, sections 8: Required Respondent's Statements or Certifications, Appendices A, B, C, D, E, F		
The proposal is submitted with required mandatory criteria, in the exact format as specified in Section E, "Instructions to Respondents to the RFP", specifically, sections 8: Required Appendices: Accreditation; Licensure; Insurance; Articles of Incorporation; By-Laws and Department of State certification letter or other proof of incorporation; Table of Organization; Board Information; Independent Audit and Management Letter		

Signature

Print Name

Title

Date

This page must be signed by an individual holding signature authority according to the Articles of Incorporation, By-Laws and/or a Board of Directors Resolution of the respondent organization.