



REQUEST FOR PROPOSALS:

***CAREGIVER SUPPORT
AGENCY SERVICES***

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

Table of Contents

Title	Page(s)
Section A: Introduction	
Introduction & Background	3
Statement of Need	3
Redesign Concept	5
RFP Purpose	7
Term of Agreement	8
Section B: RFP Process	
Schedule of Events and Deadlines	9
Explanation of Important Events and Deadlines	11
Mandatory Solicitation Conference	11
Written Inquiries	11
Proposal Deadline	12
Withdrawal of Proposal	12
Right to Reject or Waive Minor Irregularities Statement	12
Post Notice to Invitations to Present	12
Post Notice to Invitations to Negotiate	12
Post Intent to Award Notice	12
Protest Deadline	12
Addition, Deletion or Modification of Proposal	12
Section C: Minimum Program Requirements	
Major Program Goals	13
Clients to be Served	14
Manner of Service Provision	14
Staff Ratios and Requirements	16
Service Delivery Location	17
Performance Specifications	18
Embrace Families Obligations	18
Section D: Financial Specifications	
Invoices, Method of Payment and Payment of Invoices	19
Section E: RFP Instructions	
Proposal Cover Sheet	21
Proposal Certification	21
Organizational Capacity and Collaborative Relationships	21
Response to Introduction	21
Description of Approach to Perform Required Tasks	22
Transition	23
Description of Financial Capability	24
Required Appendices and Additional Information	24
Section F: Proposal Evaluation Criteria	
Mandatory Evaluation Criteria Table	26
Evaluation Criteria	26
Section E: Appendices	
Appendix A: Conflict of Interest Declaration	31
Appendix B: Certification Regarding Debarment	32
Appendix C: Three (3) One Page Letters of Reference	33
Appendix D: Embrace Families Budget Worksheet	34
Appendix E: Proposal Cover Sheet	35
Appendix F: Proposal Certification	36

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 and legal guardians, relatives, non-relatives, foster parents and group home providers - have the support they need, to in turn, safely care for 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 support, 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/non-relative caregivers, licensing specialists, Case Managers, Supervisors, Guardian 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, 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, within these below priority areas, the following detailed recommendations were highlighted:

Increase emotional and practical supports for caregivers:

- Improve the onboarding process for new caregivers.
 - Offer all caregivers the same level of training and support as foster parents. Relative and non-relative caregivers, who often are put in charge of children suddenly and during a family crisis, need opportunities for training on how to access resources, handle paperwork, and parent their new children. Training should include understanding trauma and de-escalation techniques. Consider follow-up refreshers via webinars or at caregiver gatherings.
- Make mental health counseling automatic. Families need help adjusting, and many foster children need, and are eligible for, mental health services. But currently it can take months for the paperwork to process so children can access services. By providing mental health services as an automatic part of the onboarding process, families can receive the help they need immediately until longer-term services are put into place.
- Provide a welcome basket. Celebrate the formation of a new family with practical help for settling a child in a new home.
- Provide mentorship and community. Assign a caregiver advocate and/or mentor before (whenever possible) or immediately after children are placed in the home. Make sure new families know about, and are welcomed to, organized caregiver meetings.
- Develop an easy-to-update, user-friendly list of resources, including support and services available to caregivers and information on how to access them. This list could be housed online or could be included as part of the welcome basket.
- Provide respite care options. Caregivers need better and timelier access to other caregivers who can step in during an emergency or give them a much-needed break. Potential solutions include:
 - Develop a program that uses families who are waiting to adopt. These families are already background checked, in the system, and ready to welcome children into their home.
 - Develop "foster flocks," which are faith-based communities who can provide licensed and trained respite care.
- Treat all caregiver families as families. Support normalcy in as many ways possible, including treating foster and caregiver families as the family unit that they are.
- Develop a support network and emotional connections that all caregivers need. Caregivers face many real challenges, from finding adequate child care, to buying safety equipment, to coping with transportation issues and emergency respite care. Engage caregivers in an ongoing process that incorporates their perspective as problems are identified and solutions are prioritized.

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 and remind employees to always plan 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 / 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 or annually to both internal staff and caregivers.
 - Conduct exit surveys when staff or caregivers exit the system, to identify pain points for each group.

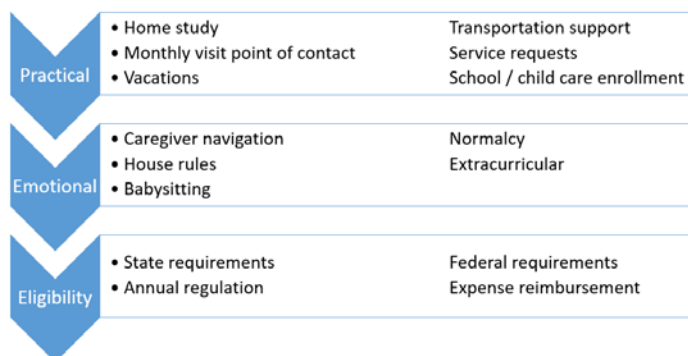
3. Redesign Concept

Based on the study's recommendations and the common belief that it is impossible for the Case Manager to both effectively manage the complexities of the case while also providing quality caregiver support, Embrace Families has developed a conceptual redesign framework to:

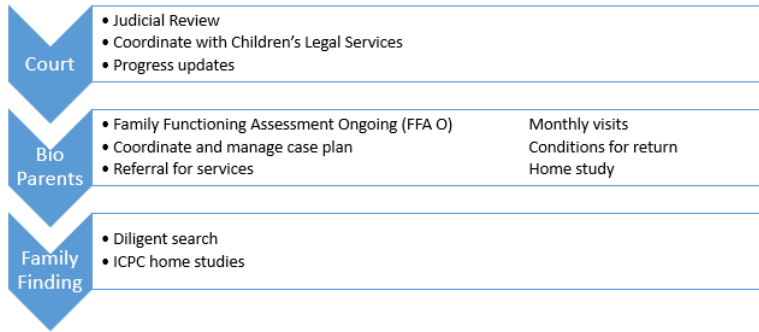
- Improve services to our kids, caregivers and parents (serve them better, resolve issues faster)
- Increase commitment to innovation and system improvement
- Increase commitment to customer service
- Improve caregiver satisfaction, stability and retention
- Better balance workload and responsibilities

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.

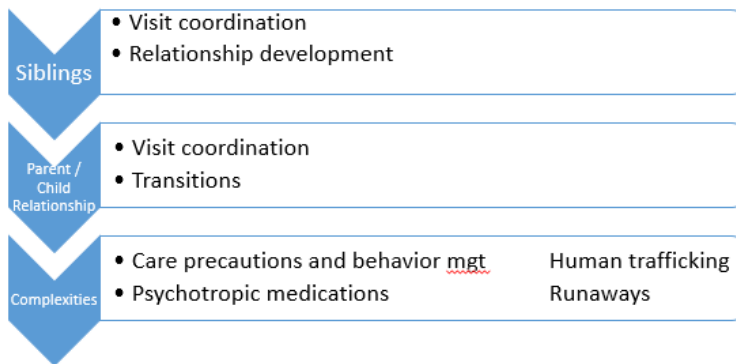
Child Wellbeing – Caregiver Family (THE HOME)



Parent Capacity – Pathway to Closure (THE CASE)



Shared Responsibilities – Variable by Case



Caregiver Family System Redesign



In addition, traditional Child Placing Agency (CSA) foster home licensing, retention and support services will be transitioned to the Caregiver Support Agency completing the “relational” licensing, retention and support activities that include, staff conducting in home interview portion of Unified Home Study (UHS), verifying physical compliance of the home, taking pictures of the home and regular visitation with support. Furthermore, CSA staff will:

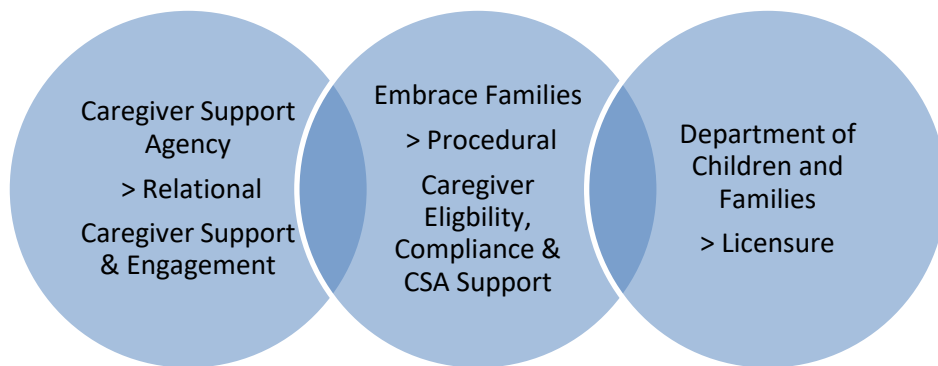
- Educate the family regarding the Level I licensure and coordinate with Level II or above homes upon completion of PRIDE.
- Complete an initial family assessment and develop a plan for licensure as a Level 1 Child Specific Foster Home within a 60 day timeframe following the placement of the child or Level II and above homes upon completion of PRIDE.
- For Level I, identify potential needs to include child specific items (car seats, crib, beds) as well as

household and safety items (fire extinguisher, first aid kits, smoke detectors, baby gates, pool fences) and identify resources to meet the identified needs.

- Complete monthly / quarterly home visits.
- Link family with local Caregiver Associations and Support groups for training, fellowship, family centered activities and resources such as food, clothing, and recreation, and provides outreach to develop and increase partnerships with such resources to engage and support relative caregivers.
- Complete annual recertification in coordination with the Embrace Families I&E Caregiver Support team for Level 1 and above licensure.

Embrace Families Caregiver Information & Eligibility staff will complete required administrative functions in the licensing packet including regulatory information collected for the coordinated UHS. Embrace Families staff will then complete the Attestation review and submit to DCF. Embrace Families staff will:

- Facilitate all required background screening.
- Identify any non-safety related licensing requirements and facilitates the Waiver request as applicable.
- Complete attestation that home meets licensure standards.
- Act as DCF point of contact.



4. RFP Purpose

The purpose of this RFP is to enable Embrace Families to enter into subrecipient award(s) with qualified Caregiver Support Agencies that will be capable of providing the “child wellbeing & caregiver family” services of the Caregiver Redesign project.

Interested agencies must be committed to the children and 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 is committed to supporting and promoting a strong provider network and customer service culture based on family centered, family teaming and trauma informed care practices.

These services include child welfare 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 policy and procedures, while ensuring each child’s safety, well-being and permanency.

Embrace Families’ current system of care consists of five (5) child placing agencies that provide traditional foster home licensing, retention and support activities including:

County	Child Placing Agency	# of Children	# of Homes
Orange	Devereux Florida	214	182
Osceola	One Hope United	40	39
Osceola	Children's Home Network	27	24
Seminole	Children's Home Society	82	81
Tri-county	One More Child	22	22

Under Caregiver Redesign, Embrace Families is procuring Caregiver Support Agencies to provide direct child wellbeing and home support services to caregivers and children throughout the tri-county region, as listed below:

Orange County	Average # of Children	Average # of Caregivers/ Providers	Osceola County	Average # of Children	Average # of Caregivers/ Providers	Seminole County	Average # of Children	Average # of Caregivers/ Providers
Relative	562	349	Relative	102	63	Relative	182	113
Non-Relative	192	135	Non-Relative	30	21	Non-Relative	57	40
Foster Home	251	158	Foster Home	55	35	Foster Home	99	62
Group Home	93	31	Group Home	22	7	Group Home	26	9
Total	1098	673	Total	209	126	Total	364	224

In addition, Embrace Families is interested in creating a centralized Interstate Compact of Placement of Children and Out of County (ICPC/OCS) caregiver support unit serving the tri-county area for the below population:

County	# of ICPC Children	# of ICPC Homes	# of OCS Children	# of OCS Homes/Providers
Orange	27	18	172	89
Osceola	22	12	37	20
Seminole	26	15	55	31

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 and shall be subject to the availability of funds.

Embrace Families 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 will require respondent's performance to be in compliance with all applicable federal and state laws, regulations, agency rules and procedures, and Embrace Families 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	1 pm - 3 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 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	3:01 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 Administrative Support Center (ASC): 4001 Pelee Street, Hope Conference Room 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 Administrative Support Center (ASC): 4001 Pelee Street, Hope & Dream Conference Rooms, 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 Community Based Care, 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 1 pm – 3 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 Community Based Care, 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 a hard copy in person or via certified mail to Susan Lowe, Embrace Families Procurement Manager, Embrace Families Community Based Care, 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 Community Based Care, 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 Community Based Care, 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 on page 8 at least five (5) working days prior to the event listed in the Schedule of Events.

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. Caregiver Support Agency Services

1. Ensure that children and their caregivers, along with their natural support systems, are provided immediate child wellbeing services including, but not limited to: day care, medical, dental, behavioral health, and mentoring services. The services offered will be both comprehensive and unique to the child and family and based on their strengths and needs.
2. Ensure children and their caregivers are engaged, encouraged and supported at all times through at least monthly face to face home visits focused on quality interactions.
3. Ensure children have regular visitation and contact with their families, siblings and important connections in their life. Primary Case Manager, biological parents and 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.
4. Ensure children removed from their families shall be integrated to the maximum extent possible into normalized educational, recreational and work activities under the Reasonable and Prudent Parenting federal law standard. All caregivers including relatives, non-relatives, foster parents, and group home parents shall be the decision makers in providing these opportunities for their children.
5. Reduce or eliminate placement disruptions by providing timely and active supports and interventions to all children, youth and caregivers including relatives, non-relatives, foster parents, group home parents and other caregivers in the Embrace Families system of care.
6. Ensure that biological parents or guardians, relatives, non-relatives, foster parents, group home parents, GALs and service providers are included in service planning for children and caregivers and actively participate in the planning, implementation and evaluation of effectiveness of those services.
7. Ensure all youth ages 13-17 and all youth in group care are assigned a designated "Transitional Support Services" Caregiver Support staff member to assist with the following:
 - a. Extensive preparation prior to leaving foster care that will include active assistance to promote educational success, work experience and opportunities to engage in basic life skills activities. Caregivers, foster parents, relatives, residential providers and GALs will be an active team members and participants in these efforts.
 - b. Transition plans that support the child's life goal objectives, whether it is continuing education or employment.
 - c. Direct access to all personal health and other documentation, including original birth certificates, social security cards and Medicaid cards that they will require in managing their own affairs.
 - d. A smooth transition to adult mental health and/or developmental disability services, including legal guardian advocacy and assignment.
 - e. Strong advice and advocacy to remain in Extended Foster Care or, if eligible, enroll in Postsecondary Education Services and Support (PESS) to complete their academic and vocational goals.
8. Ensure all young adults ages 18 years old and over are assigned a designated "Youth

Services” Caregiver Support staff member to provide:

- a. All required for case management job functions for Extended Foster Care (EFC), Postsecondary Education Services and Support (PESS) and Aftercare eligible young adults.

B. Clients to be Served

The following clients are eligible for service under this RFP:

1. Children, young adults, and families who are in need of foster care and related services as described in Chapters 39 and 409, F.S. as a result of child maltreatment.
2. Children placed with relatives, non-relatives, foster parents and other substitute caregivers as described in section 409.175, F.S. and Chapters 65C-14, 65C-28 and 65C-13, FAC.
3. Children in need of the following services: Interstate Compact for the Placement of Children (ICPC) and Out of County Services (OCS) described in Chapter 409, F.S.
4. Children in need of assessment or services as a result of a Special Condition referral.

C. Manner of Service Provision

Under Caregiver Redesign, Embrace Families CBC is proposing that the following specific case responsibilities, focused on child wellbeing and caregiver support, will be primarily provided by the secondarily assigned Caregiver Support Agency staff including, but not limited to:

1. Commences child and caregiver engagement and support immediately. A face to face home visit should occur within twenty-four (24) hours of initial and subsequent placement.
2. Assesses home environment immediately and provides any tangible needs (food, furniture, cleaning and pest control assistance, etc) utilizing Caregiver Support client assistance funds.
3. Initiates and supports a positive working relationship with the child, caregiver, biological parents, primary Case Manager, Guardian ad Litem, Children’s Legal Services, Judiciary, Embrace Families and other partners.
4. Reviews the Embrace Families System of Care, and the roles and responsibilities of the Case Manager, Caregiver Support Manager and all the partners listed above in the dependency system.
5. Discusses dependency court process with caregiver. Invites caregiver to attend court and reminds caregiver to complete caregiver court input form if unable to attend. Explains the court process to the age appropriate child and invites to court as well. Details the dependency court automatic electronic notices that will be sent via email and/or text.
6. Accepts Intake & Placement referrals during and after business hours to locate and match children with appropriate licensed foster homes in their removal area or county of origin.
7. Provides on-call assistance for child, youth and caregivers during emergency situations that may result in a placement disruption such as a serious behavioral or mental health incident.
8. Monitors out of home safety plan and subsequent safety plan updates under Safety Decision Making Methodology guidelines and reports any violations to primary Case Manager immediately.
9. Assists caregiver in completing Early and Periodic Screening, Diagnosis, and Treatment (EPSDT) physical exam within five (5) days of initial placement (annually thereafter) and dental exams every seven (7) months.
10. Locates and provides caregiver with required enrollment documents (birth certificates, immunizations, physical exams, etc.) and assists caregiver with enrolling children immediately

- into day care, school, after school care and extracurricular activities, if needed. Includes immediately contacting Protective Investigations staff to request documentation.
11. Completes, submits and tracks day care Early Learning Coalition of Seminole or Community Coordinated Child Care (4C) applications and requests day care provider or caregiver reimbursement payment checks when needed.
 12. Ensures Every Student Succeeds Act (ESSA) staffing is requested and completed through Embrace Families Educational Liaisons serving appropriate county at all initial and subsequent placements before any disenrollment or reenrollment occurs for child.
 13. Completes a quality home visit at least monthly (every 30 days) documenting services and supports provided to child and caregivers in Florida Safe Families Network (FSFN) within two (2) working days.
 14. Completes joint, quality home visits at least quarterly with the primary Case Manager, child and caregiver.
 15. Delivers welcome basket to home, including age appropriate items for children, gift items for caregiver and informational/safety literature.
 16. Completes subsequent home studies for caregivers applying for Embrace Families CBC Level I-IV initial and relicensure.
 17. Submits all vacation/travel court order requests directly to court on behalf of the caregiver.
 18. Provides transportation assistance and/or coordination with Family Support Workers (FSW) and Caregiver Emotional Support providers if caregiver is unable to provide directly. Documents a specific plan for coordinating appointments, doctor visits, etc.
 19. Submits child and caregiver service referrals and funding requests through ARGOS CM and follows-up in submitting any additional information or documentation needed.
 20. Sends completed universal referral forms and back-up documentation to providers for child related services; ensures timely initial intake and ongoing appointments; and ensures receipt and filing of service documentation with court, including completed child evaluations and/or monthly progress summary reports.
 21. Ensures that all caregiver contact information, including home phone, cell phone, address and email, is accurate and provided to Embrace Families IES staff via Argos CM to update in FSFN.
 22. Attends pre-hearing meeting with primary Case Manager, working with the child's biological parents/legal guardian prior to court hearings and throughout the case until permanency is achieved.
 23. Attends judicial reviews, permanency hearings or TPR trials, and any other court related hearings for child and/or caregiver.
 24. Prepares court status reports and attends court status hearings regarding child and/or caregiver.
 25. Attends Family Services Team (FST), Placement Support Staffings (PSS), Multidisciplinary Team (MDT) staffings; provides current information on child and caregiver supports and services and immediately completes all staffing recommendations.
 26. Provides Embrace Families reasonable and prudent parenting brochure emphasizing caregivers' ability to make their own parenting decisions on babysitters, vacation travel, overnight stays, extracurricular activities, summer camps, etc.
 27. Assists caregiver with finding respite care and babysitting options when they are temporarily unavailable to care for child.

28. Assists caregiver with navigating the United States immigration process for applying for residency for an undocumented child.
29. Attends Shelter Hearing and Case Transfer Staffing (CTS) with primary Case Manager.
30. Communicates current child/caregiver status, including services and supports to primary Case Manager at least ten days (10) prior to court hearing.
31. Assists primary Case Manager with coordinating visits with child and biological parents or legal guardians.
32. Ensures appropriate transition plans are in place for all planned placement moves, especially reunifications with biological parents.
33. Helps coordinate sibling visits and special outings to ensure relationship development.
34. Assists caregivers with Master Trust expenditure purchases, tracking and required case file documentation.
35. Discusses addendum to home study with the caregiver, identifying a successor guardian and initial negotiation of GAP agreement.
36. Provides initial and relicensure activities and responds to foster care referrals in conjunction with Embrace Families CBC Caregiver Information & Eligibility staff.
37. Works with the Embrace Families ICPC/OCS Manager to complete ICPC/OCS paperwork for children being sent out of state.
38. Works in conjunction with Embrace Families Utilization Management staff to ensure:
 - a. Child placement agreements are completed and reviewed with the child's caregiver at initial and subsequent placements and updated accordingly.
 - b. Any child prescribed a psychotropic medication for mental health and/or health reasons has the required documentation in FSFN, and has appropriate parental consents and court orders prior to administration of the medication as outlined in 39.407, F.S.
 - c. Comprehensive Behavioral Health Assessment (CBHA) recommendations are reviewed with the caregiver and service referrals and eligibility applications (Social Security, Early Step, Agency for Persons with Disability, etc.) are immediately commenced and tracked to completion.
 - d. Caregiver support staff receive Human Trafficking 101 and 201 specialized training before being assigned to a child who is alleged, suspected, or known to have been sexually exploited in order to appropriately support both child and caregiver.
39. Works in conjunction with Embrace Families Youth Services staff to ensure Transitional Support Manager staff employed by the Caregiver Support Agencies:
 - a. Provide full support to caregivers for well-being needs of youth ages 13-17 while in the home, to include: emotional support and transportation.
 - b. Provide support to the youth in planning for transition to adulthood starting at age 16.
 - c. Assisting the caregiver in providing life skills to the youth.
 - d. Complete missing children required notifications and documentation in FSFN is completed during child runaway episodes.
 - e. Provide direct caregiver support and navigation to youth of all ages in local subcontracted group home providers.
 - f. Provide primary Case Management services to all youth over age 18.

D. Staff Ratio & Requirements

In accordance with Embrace Families' System of Care, respondents are encouraged to

be creative in identifying cost-effective ways to deliver Caregiver Support Agency services in one county area, in more than one county or throughout the entire service area of Orange, Osceola and Seminole counties. Caregiver support staff should be assigned to caregiver homes by geographic or zip code area to ensure a high level of support, facilitate a sense of community among caregivers, and reduce staff travel time and mileage expense.

1. Caregiver Support Agency Estimated Staffing Methodology:

- 1 to 15-20 Caregiver Support Manager to Caregiver Home ratio
- 1 to 15-20 Transitional Support Manager to 13-17 year old youth and over 18 young adults ratio
- 1 to 5 Supervisor to Caregiver Support Manager ratio
- 1 unit of 5 Caregiver Support Manager FTEs for 75-100 Caregiver Homes
- Approximately 1000 Caregiver Homes = 10 Caregiver Support Units

Caregiver Support Agency Estimated Additional Staffing Methodology (to be proposed by Respondent):

- ## of Family Support Workers (includes transporters) for every ## units or ## Caregiver Support Managers
- ## of Program Managers, Assistant Directors or Program Directors
- ## of Other Staff (Please Describe)

2. Staffing Requirements

Caregiver Support 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 Respondents' primary service delivery address will be remote and/or co-located with Embrace Families 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 CBC and the Florida Department of Children and Families, the Respondent will be required to meet Caregiver Support Agency performance standards listed below. Embrace Families CBC reserves the right to modify or add any performance measures that are required by federal funding sources to comply with federal requirements. The final performance measures will be negotiated and incorporated in the awarded subcontract.

1. Performance Outcome Measures

Monthly Performance Outcomes	Target/Methodology
1. Percentage of children in out of home care who are seen every thirty (30) days.	99.5% as reported in FSFN In-State Children Seen within 30 Days (out of home only)
2. Percentage of children in out of home care who received medical services in the last twelve (12) months.	95% as reported in Health Information in FSFN for Children in OHC weekly Ad Hoc Report.
3. Percentage of children in out of home care who received dental services within the last seven (7) months.	95% as reported in Health Information in FSFN for Children in OHC weekly Ad Hoc Report.
4. Children’s placement moves per 1,000 days in foster care.	4.12 or less as reported in FSFN Report
5. Percentage of children in OHC placed with relatives and non-relatives.	85% as reported in Percent of Active Primary Children in OHC by Placement Type
6. Percent of young adults in foster care at age 18 who have completed their high school diploma or are enrolled in secondary education.	80% as reported in FSFN Data Repository report

2. Customer Service Outcome Measures

Customer Service Outcome	Target/Methodology
1. Improve Caregiver Support Manager Responsiveness to Caregivers	An increase from Baseline data as demonstrated on the Embrace Families CBC Annual Caregiver Satisfaction Survey
2. My Caregiver Support Manager acted in a manner that conveyed respect for my role as a professional team member.	An increase from Baseline data as demonstrated on the Embrace Families CBC Annual Caregiver Satisfaction Survey
3. My Caregiver Support Manager invited or made Caregiver 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 the Embrace Families CBC Annual Caregiver Satisfaction Survey
4. My Caregiver Support Manager asked me to provide input into my child(ren)’s Court Judicial Reviews through Caregiver Court Input form.	An increase from Baseline data as demonstrated on the Embrace Families CBC Annual Caregiver Satisfaction Survey

3. Foster Home Retention Outcome Measures

Outcome	Target/Methodology
Foster Parent Retention	75% year 1 80% year 2 85% year 3 and 4
Foster Parent Home Utilization	80% year 85% year 2 90% year 3 and 4
Foster Parent Satisfaction	70% year 1 75% year 2 80% year 3 85% year 4

G. Embrace Families CBC Obligations

1. Embrace Families CBC shall provide staff of the successful Respondent staff who are located in Embrace Families 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 Caregiver Support 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 maintain responsibility for board and subsidy payments for adoption, foster board, guardian assistance program and independent living for each child receiving services through this subcontract.
6. Embrace Families CBC will accept referrals from the Florida Department of Children & Families and Seminole County Sheriff’s Office Protective Investigation (PI) units, and Embrace Families will ensure equitable distribution of assignment of referrals to the Orange, Osceola and Seminole Caregiver Support Agencies.
7. Embrace Families CBC shall provide Child Welfare Pre-Service, In-Service and Foster Parent PRIDE Training.
8. 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 the lapsed dollars into retention of staff activities or other activities that will benefit the Embrace Families System of Care.

2. A unit of service is defined as one month of Caregiver 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 total RFP award(s) is no more than \$12,800,000.00 (\$3,200,000.00 to serve 500 children each).
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; and 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 Caregiver Support 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 half (44.5) cents per mile.
7. Financial penalties for failures to comply with requirement 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 delivered 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 current 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 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 and caregiver support, adoption and diversion programs.
4. Demonstration of Respondent's ability to support a stable staffing pattern consistent with the specifications in the RFP allowing for manageable Caregiver Support 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. Demonstration of how the Respondent's organizational structure 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 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 county(ies) they propose to serve if awarded the Caregiver Support Agency contract(s) through this RFP. The Respondent must articulate a vision in which these challenges are met within the context of a Caregiver Redesign that incorporates the values of Embrace Families CBC, our System of Care and the recommendations of the Marketing for Change report.

1. Detail the frequency and type of training opportunities offered to all caregivers (relatives, non-relatives, foster parents and group homes).
2. Describe the flexible welcome/onboarding process for each type of caregiver, including those who work full-time, on limited incomes, grandparents, etc.). How does this process differ for placing children under age 5; children ages 6-12; and/or for teenagers?
3. Explain your agency's initial assessment process for determining what services are needed immediately by both the child and caregiver. What services are needed ongoing (within one week, 30-90 days, six (6) months, annually)?
4. What would be included in your agency's welcome basket for new caregivers? What information would be included in your user-friendly resource list to be included in the basket?
5. Would your agency assign caregiver advocates or mentors to caregivers immediately at placement?
6. How would you introduce caregivers to one another and work to build informal support networks and emotional connections with others going through the same challenges and experiences?
7. Describe how your agency will develop respite care and babysitting options for all your caregivers?
8. Explain how your agency will train all Caregiver Support staff to provide excellent customer service, to respect and value all caregivers, biological parents or legal guardians, primary Case Manager and system of care partners?
9. 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 with caregivers?
10. How will your agency communicate information and documents to the child's primary Case Manager? How will changes in secondary Caregiver Support staff assignment be immediately communicated to the primary Case Manager and caregiver? What would this process look like?
11. Explain how your agency would implement monthly conference calls or alternative communication method with caregivers and child's case team, allowing everyone to receive timely updates and highlighting areas needing immediate attention.

12. Provide real tangible examples reflecting how your agency will ensure better communication and consistency across counties, service centers and agencies.
13. Detail how your agency will receive ongoing feedback from children, youth, caregivers, Protective Investigations, Guardian ad Litem, Children's Legal Services and internal staff identifying Caregiver Support bright spots, opportunities for improvement, and potential solutions to make them feel heard, supported and ultimately retained.

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. A description of your essential quality supervision plan for your Caregiver Support staff and how your agency will ensure attendance and immediate completion of child and caregiver recommended services or referrals either communicated directly by caregiver, primary Case Manager, Guardian ad Litem and/or outlined at Case Transfer Staffings (CTS), Family Service Team (FST), Placement Support Staffings (PSS), Multidisciplinary Team (MDT), and Youth Transition Meetings (YTM). Including a detailed tracking plan on ensuring that services are in place and that both child and caregiver are happy with them.
3. A description of your Leadership's team involvement in directly supervising and supporting Caregiver Support staff, Supervisors and Program Directors ensuring quality services are delivered consistently and caregiver, child and youth feel supported, valued and satisfied. How will your agency evaluate initial and ongoing satisfaction?
4. Explain how your agency will ensure that initial caregiver licenses, in particular Level I and II, are done timely and any barriers or delays are communicated immediately to Embrace Families CBC Caregiver Information & Eligibility staff.
5. Detail how your agency and staff will collaborate with all parties to ensure a quality, thoroughly reviewed foster home/caregiver assessment is completed with required timeframes.
6. Explain how will caregiver quality concerns be addressed and what mechanism will be put in place to escalate concerns if caregivers are not satisfied.
7. A detailed account of past and current performance measure achievement related to child health, education, safety, well-being and permanency. Detail your successes and explain your plans for improvement.
8. 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.
7. A description of how the agency will ensure effective communication with the primary Case Manager, Caregiver Support, Guardian ad Litem, Embrace Families CBC (including Caregiver Information & Eligibility, Utilization Management, Operations, Network Support) and Intake & Placement.
8. Explain how Embrace Families CBC's philosophies - including RESPECT, family-centered, permanency focused and trauma-informed care - are conveyed to the children and families your agency serves.

9. Detail your agency's conflict resolution procedures when dealing directly with biological parents, relative and nonrelative caregivers, foster and group home parents, guardians, other providers, etc. Explain how you ensure quality customer service and immediate follow-up on and resolution of consumer complaints and concerns.
10. A description of how your agency promotes caregiver, foster parent, group home and GAL relationship building, sense of community, communication, teamwork and trust through your Case Management, child placing and other program services.
11. 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 Respondents' proposed strategy for service transition of the Caregiver Support services described in this RFP and current Dependency Case Management job functions. The plan needs to be detailed as to logistics and must include the following stipulations:

1. A plan that begins with two (2) 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. A plan to interview and consider for employment all Child Placing Staff, Family Support Workers and Administrative Assistant staff working with current Child Placing Agencies who are in good standing and desire to maintain their current positions within the Embrace Families System of Care.
3. At a minimum, 90% of the currently employed and good standing Child Placing 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 Child Placing 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 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 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. 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
9. **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
10. **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
- 11. The Respondent organizations’ **Articles of Incorporation, By-Laws and the Department of State certification letter or other proof of incorporation.**
- 12. A current administrative/financial **Organizational Chart.**
- 13. **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. Copy of the past 3 months of board meeting minutes
- 14. 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) Procurement Team 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, Youth Service (Independent Living) and State and Federal Funding.
- A description of the proposed approach to the integration of the Respondent’s Caregiver Support and 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 caregiver support, Case Management, adoption and diversion 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/or 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 customer service.
- Related Appendices and Attachments – conflict of interest; debarment; agency accreditation; licenses; insurance; articles of incorporation; table of organization; board information.

Maximum Section Score = 5

Response to Introduction

- Demonstrates an understanding of the priorities and challenges faced by the Embrace Families System of Care and Caregiver Support Redesign concept.
- Articulates a clear vision in which these priorities and challenges are met while incorporating the values of Embrace Families into their service delivery model.
- Details the county (ies) that Respondent is interested in serving with Caregiver Support services.
- Provides clear and concise responses to the specific recommendations detailed by the Marketing for Change report.

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 support caregivers in receiving immediate, coordinated services for all our children, especially those with complex needs including behavioral health and intellectual disabilities.
- A detailed description of the Respondent’s approach to quality supervision and 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 Caregiver Support Agency 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 to child health, education, safety, well-being and permanency, and caregiver placement stabilization.
- Incorporates a thorough plan outlining how the agency would partner with other Caregiver Support and Case Management Agencies to ensure both agency and Embrace Families System of Care outcomes are achieved.
- 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, caregivers, foster parents, guardians, other providers and community stakeholders.
- Illustrates how the agency promotes caregiver, foster parent, group home, GAL and primary Case Manager 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 creating a new Caregiver Support program assuming foster home support and retention from incumbent Child Placing, and child wellbeing and relative/non-relative caregiver support activities from Case Management agencies and includes all required stipulations. 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 Caregiver Support 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 is not funding.
- Related appendices and attachments = budget worksheet; independent audit and management letter, etc.

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.