



ChildNet, Inc.

Request for Applications

**To Provide Cultural and Racially Equitable Safety
Management Services**

Broward County

RFA # CN2017-01

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RFA Response due date: Monday, August 7, 2017

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Table of Contents

Section I. Instructions to Applicants

Title	Page
A. Statement of Purpose	3
B. Safety Management Services Program Description	5
C. Application Process and Minimum Requirements	8
D. Evaluation of Applications and Notification of Awards	9

Section II. Specifications of Proposal

A. Overview	10
B. Narrative	10
C. Cost Pricing and Method of Payment	13

Section III. Attachments

Attachment 1 – Signature Page	13
Attachment 2 - Budget and Budget Narrative	13
Attachment 3 – Sample Standard Contract	13
Attachment 4 – BACW-RESA Strategies	13

Section IV. Attachments

Suggested Literature Review	14
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Request for Applications Safety Management Services

I. INSTRUCTIONS TO APPLICANTS

A. STATEMENT OF PURPOSE

ChildNet, Inc. has been chosen by the Florida Department of Children and Families to serve as the Community Based Care (CBC) lead agency in both Broward and Palm Beach Counties. As such, it is the single private non-profit entity responsible for administration of the local child welfare systems in each county. It fulfills this responsibility by managing comprehensive networks of child welfare services providers. The agency's mission is to protect abused, abandoned and neglected children in the communities it serves. Fulfillment of this mission requires input and support from community stakeholders and services providers.

In this effort, ChildNet is soliciting applications from organizations that have the ability to provide culturally and racially equitable Safety Management Services that will support children and their families during the investigative stage of a maltreatment report. Safety Management Services is time-limited and provided for no more than 45 days. These services shall be delivered to children and families residing in Broward County Zip Codes 33311 and 33313. **The deadline for responses to this Request for Applications is 12:00 p.m., on Monday, August 7, 2017.**

As the lead agency and provider of child welfare case management services in Broward County, ChildNet is responsible for providing a comprehensive array of services that will facilitate the timely reunification of children with their families. However, prior to children requiring child welfare case management services, cases of abuse, neglect and abandonment reported to the Florida Abuse Hotline are investigated by Broward's Sheriff's Office Child Protective Investigations. The Florida Department of Children and Families Website, indicates that according to state child protective service agencies "more than 1 million children are victims of child abuse and neglect each year". During the investigative stage of the case, Child Protective Investigations (CPI) collects sufficient and relevant information for effective decision-making. Information gathered are part of the Six Information Domains of the Family Functioning Assessment that includes the maltreatment, circumstances surrounding maltreatment, child functioning, adult functioning, general parenting, and parental discipline. Collecting this valuable information provides greater insight into the overall family and guides the process that assesses the risk level of children residing in the home. In 2016, the Department of Children and Families released specialized safety management funding to each Community Based Care lead agency to support families during the early stages of the investigation through the provision of Safety Management Services. Through these efforts, the CPI is provided sufficient time to complete the family assessment by implementing safety plans that are monitored by both CPI and formal and/or informal family advocates. Safety Management Services is defined in the Child Welfare Practice Model as:

Safety management services manage or control the condition(s) that make a child unsafe. The child welfare professional responsible for the case is responsible for overall management and monitoring of the plan. Providers of safety management services are responsible for specific safety actions in a safety plan. A safety management service manages caregiver behavior and/or emotions or replaces caregiver responsibilities when caregivers are not able to protect or care for their children.

Consistent with ChildNet's policies, the purpose of this Request for Applications (RFA) is to solicit applications from applicants interested in providing Safety Management Services in Broward County's Zip Codes 33311 and 33313. Interested Applicants must be located in the 33311 or 33313 Broward County Zip Codes. The goals of Safety Management Services for children served are to enhance child safety, to mitigate present danger and impending danger, to prevent unnecessary placement in out-of-home care and support parents and caregivers as they build protective factors. To ensure the needs of the service population are met, the awarded provider will be held accountable to provide and demonstrate cultural and racially equitable services to all children and families.

Pilot Program

With the implementation of Safety Management Services between November 2016 and May 2017, 106 children received Safety Management Services and 84 have been successfully and safely maintained in-home where removal and placement in out-of-home care was not necessary. These children were maintained in their homes with an approved Safety Plan monitored by a single Subcontracted Provider through an incubator process. This incubator process enabled ChildNet to implement Safety Management Services in the targeted area by engaging the community and providing the services as outlined in the RFA.

ChildNet is currently seeking applications from community agencies located within Zip Codes 33311 and 33313 to build upon the success made thus far by subcontracting with the selected applicant to provide Safety Management services to children and families residing in Zip Codes 33311 and 33313. Safety Management Services provided in Broward County excluding Zip Codes 33311 and 33313 are provided by Henderson Behavioral Health. The selected applicant will replicate the program model which currently operates within 33311 and 33313; however, the selected applicant will bring its own valuable perspective and continue to develop its community-based approach to keeping children safe and stable in their own families and community.

Racial Equity Strategies

The Black Administrators of Child Welfare (<http://blackadministrators.org/>) has developed ten Racial Equity Strategy Areas (RESA). ChildNet requires each applicant to fully embed, at minimum, three of the ten strategies and the respective standards into Safety Management Services with families residing within 33311 and 33313. In collaboration with community partners, ChildNet will build the Safety Management Services staff capacity centered on, at minimum, the following RESA strategies that were prioritized by the Child Welfare Racial Equity Work Group:

1. **Engagement** (Parent and Community)
2. **Youth** (Informed Practice)
3. **Kinship Services** (Effective and Appropriate Use)

Child welfare data drives the need for our service providers to value the culture and race of the families we serve. Utilizing the Strengthening Families Protective Factors Approach and the Racial Equity Strategy Areas, the service provider will be poised to effectively deliver the Safety Management Services outlined in this RFA.

B. SAFETY MANAGEMENT PROGRAM SERVICES

Responses to this Request for Applications must address service provision from case referral from Child Protective Investigations to face-to-face contact with each family within 2 hours of the referral when (i) present danger threats exists but removal of children is not necessary and within 24 hours (ii) when impending danger threats exists but removal of children is not necessary. The collective goals are to assist parents and caregivers increase ***parental resilience, concrete support in times of need, knowledge of parenting and child development, social connections and social emotional competence of children.*** Additionally, the application must address the following components of Safety Management Services.

- a. **Behavior management** to regulate the behavior that poses a threat to the child by addressing areas such as but not limited to:
 - i. Supervision and Monitoring by overseeing the caregiver's behavior while assessing the child's condition and home environment and implementing specific activities in the in-home safety plan;
 - ii. Stress reduction by identifying and addressing the caregiver's stressors that may be directly or indirectly exacerbating the maltreatment;
 - iii. Intervention to ensure a safe environment for the child(ren), as applicable, and make referrals for needed, culturally sensitive services; and
 - iv. Behavior modification to monitor and influence behavior that is associated with present danger or impending danger and is the focus of the in-home safety plan.
- b. Providing **crisis management** to control the family's perceived threatening situation or event. A crisis is an acute matter to be addressed so that present danger or impending danger is controlled and the requirements of the in-home safety plan continue to be carried out. Crisis management is specifically concerned with intervening to:
 - i. De-escalate and halt to a crisis;
 - ii. Mobilize problem solving;
 - iii. Reinforce caregiver participation in the in-home safety plan;
 - iv. Reinforce other safety management provider/resource's participation in the in-home safety plan; and

- v. Avoid disruption of the in-home safety plan.
- c. Increasing **social connection** to reduce social isolation and enhancing positive social supports using a Family Advocate. Social connection reduces social isolation and seeks to provide social support. Network Provider shall provide:
- i. Family Advocate to check-in on the circumstances in the home by checking-in with the caregiver and assisting with monitoring the Safety Plan to manage the safety of the children. The frequency of the Family Advocate contact shall be determined by the Safety Plan developed by the CPI. The Family Advocate is directed at reducing isolation and connecting caregivers to social support.
 - ii. Basic parenting as a means to social connection by providing specific, essential parenting knowledge and skills that affects the child(ren)'s safety.
 - iii. Supervision and monitoring conducted by a Family Advocate as a social connection by utilizing social connections. The Family Advocate will collaborate with the Case Coordinator and CPI to assess the caregiver's protective capacities, the child's condition, and overall home environment. Supervision and monitoring occurs through conversations occurring during routine safety management service visits. Within routine in-home contacts, the social conversations can also provide social connection for the caregiver.
 - iv. Develop social networking that consists of a positive network of individuals that the family can lean on for guidance and support.
 - v. As parents develop, link them to peer support groups, community café opportunities and encourage community engagement activities that support overall well-being and family resilience.
- d. Provide **resource support** by linking the family with necessary resources, the absence of which directly threatens child safety. Family resources include, but are not limited to: financial support, income and employment assistance, housing, transportation services, health care and child care and recreational activities.
- i. Resource acquisition related specifically to a lack of something that affects child safety;
 - ii. Transportation services particularly in reference to an issue associated with a safety threat.
 - iii. Financial, income and employment assistance aimed at increasing monetary resources related to child safety issues.
 - iv. Housing assistance that seeks a home that replaced one that is directly associated with present danger or impending danger to a child's safety.
 - v. General health care as an assistance or resource support that is directly associated with present danger or impending danger to a child's safety.

- vi. Food and clothing as an assistance or safety management services that is directly associated with present danger or impending danger to a child's safety.
- vii. Home furnishings as an assistance of safety management services that is directly associated with present danger or impending danger to a child's safety.
- e. Provide opportunities for **separation** by creating alternatives to family routine, scheduling, demand, and daily pressure and provides opportunities for respite for both caregivers and children. Separation may involve any period from one hour to a weekend to several days in a row, may involve professional and non-professionals and can involve babysitting to temporary out-of-home family-made arrangements to care for the child. Separation services include:
 - i. Planned absence of caregivers from the home;
 - ii. Respite care;
 - iii. Day care that occurs periodically or daily for short periods or all day;
 - iv. After school care;
 - v. Planned activities for the children that take them out of the home for designated periods; and
 - vi. Any arrangements to care for the child out of the home; short term, weekends, several days, or few weeks.

Safety Management Services must minimally include the above five (5) elements of behavior management, crisis management, social connection, resource support and separation.

Collaborative Partners

The structure of the proposed model must include collaboration with ChildNet and Child Protective Investigations, Henderson Behavioral Health, Benson and Taylor Consulting, the Child Welfare Racial Equity Work Group, and other stakeholders as required by ChildNet. The selected applicant will be expected to work closely with above referenced entities through the transition, implementation and evaluation of the Safety Management Services in 33311 and 33313.

Transition from Pilot Program/Incubator Process

ChildNet intends to ensure a successful transition from an incubator process to a selected community based provider of the Safety Management Services in 33311 and 33313. The following activities will be provided to assist the selected provider.

Benson and Taylor Consulting who conducted the incubator process in 33311 and 33313 and/or Henderson Behavioral Health who provided services in the remainder of the County will meet with the selected provider and transfer knowledge through face-to-face meetings, teleconference and emails in order to provide: guidance on trauma-informed care and protective

factors, documentation strategies, program logic and process maps, and sample documents. The initial transition of knowledge will occur within 30 days of contract execution or another time line agreed upon by the selected provider. Within the first six (6) months of program operation, Benson and Taylor Consulting will provide eight (8) pre-service training days and bi-monthly webinars/coaching sessions. Training and coaching content will include "Safety Plan Assistance" model of trauma-informed practice, engaging diverse and often high poverty families to address the reasons for child protection investigations and their family-specific safety plans. In addition, Casey Family Programs may provide additional training through the Child Welfare Racial Equity Work Group. The selected provider will be expected to optimize the opportunity through all collaborative partners and any other factors necessary to ensure and demonstrate success.

C. APPLICATION PROCESS AND MINIMUM REQUIREMENTS

1. Applications must be prepared in compliance with provisions of this RFA. Failure to comply with all provisions of this RFA may result in disqualification of the proposal.
2. Applications must be received by email, mail or hand delivered by **12:00 p.m.**, local time on **Monday, August 7, 2017**. Any applications received after the time stipulated will not be considered.
3. Proposals may be mailed or hand delivered to the following address:

ChildNet
Attention Procurement Manager: Denesee Rankine-Palmer
1100 W. McNab Road,
Fort Lauderdale, FL 33309

4. Before submitting a proposal, Applicants will have the opportunity to ask questions. All questions should be directed only to Denesee Rankine-Palmer at drankine-palmer@childnet.us from the **RFA release date and up to 48 hours before submission**. All questions and answers will be addressed via posting on the ChildNet website to be available to all applicants. Questions and answers will be posted at <http://www.childnet.us/dbwc.asp>. This is the only source of official information regarding this RFA.
5. Services which are not specifically requested in this RFA but are necessary to provide the functional capabilities proposed by the Applicant should be included in the application.
6. No allowance will be made after proposals are received for oversight, omission, error or mistake by Applicant.
7. All applications and any accompanying documents become the property of ChildNet and will not be returned.
8. ChildNet will not be liable in any way for any costs incurred by Applicants in the preparation of their proposals in response to this RFA.

9. ChildNet reserves the right to withdraw this RFA at any time and for any reason and to issue such clarifications, modifications, and/or amendments as it may deem appropriate.
10. Receipt of application materials by ChildNet or submission of a proposal to ChildNet offers no rights against ChildNet nor obligates ChildNet in any manner.
12. ChildNet reserves the right to waive minor irregularities in proposals. Any such waiver shall not modify any remaining RFA requirements or excuse the Applicant from full compliance with the RFA specifications and other contract requirements if the Applicant is awarded the contract.
15. Proposal must be signed by an officer of the Applicant who is legally authorized to obligate the Applicant to a contract.

D. EVALUATION OF PROPOSALS AND NOTIFICATION OF AWARD(S)

1. ChildNet seeks to buy the best services at the most favorable, competitive prices and to give all qualified businesses, including those that are owned, by minorities, women, persons with a disability, and small business enterprises an opportunity to do business with ChildNet as a subcontractor. ChildNet, at its sole discretion, shall determine whether particular Applicants have the basic qualifications to conduct the desired service for ChildNet.
2. All proposals will be evaluated and scored by a panel within the target Zip Codes. ChildNet reserves the right to also include other community personnel who ChildNet believes will add value to the rating process. The panel may then elect to conduct interviews with one or more of the applicants at a date, time, and place to be announced. Recommendations are made based upon the scores from the panel and consideration of all other relevant factors outlined in the procurement document. Recommendations for contract awards shall be made by the panel and presented to ChildNet's CEO.
3. ChildNet reserves the right to accept or reject in part or in whole any or all proposals submitted.
4. ChildNet reserves the right to request in writing clarifications or corrections to proposals. Clarifications or corrections shall not alter the Applicant's price contained in the cost proposal.
5. ChildNet reserves the right to negotiate further with the successful Applicant. The content of the RFA and the successful Applicant's proposal(s) will become an integral part of the contract, but may be modified by the provisions of the contract.
6. By submission of proposals pursuant to this RFA, Applicants acknowledge that they are amenable to the inclusion in a contract of any information provided either in response to this RFA or subsequently during the selection process.

7. Award(s) shall be made to the most responsive Applicant(s) whose proposal is/are determined by ChildNet's CEO to be the most advantageous to ChildNet and its clients taking into consideration the terms and conditions set forth in this RFA. A valid and enforceable contract exists when an agreement is fully executed between ChildNet and the Applicant.
8. **Final announcement of award(s) will be posted on ChildNet's website no later than 5:00 pm on Friday, August 11, 2017.** Notice of Awards is posted for a minimum of 72 hours. **It is ChildNet's intent to enter into a contract with an organization(s) on or after September 1, 2017.**

II. SPECIFICATIONS OF PROPOSAL

A. OVERVIEW

Each proposal shall include the following three items:

1. Narrative Description of Proposed Services which includes information on the General Qualifications of the Applicant and Narrative Description of Services for the proposed services. The narrative shall be limited to 10 pages, double spaced and in either Times New Roman 12 point or Arial 11 point type.
2. Signature Page – Attachment #1
3. Budget and Budget Narrative Form – Attachment #2

B. NARRATIVE

All applications shall include a detailed description of the services to be provided, how they will be delivered, and how they will meet the goals of the contract set forth in this procurement document. Proposals should minimally include discussion of or consider the following items:

1. General Qualifications

- a. Organizational Capacity: Describe the agency's years in business and experience providing the proposed services. Provide a description of how the organization currently receives funds. Describe the organization's goals and future business plans.
- b. Financial Stability and Insurance Coverage: Provide a statement of the agency's financial position. Applicants may choose to submit financial statements or independent audits at their discretion.
- c. Collaborative Partners: Describe, if any, the agency's relationship with other organizations or professionals that are critical or necessary to the delivery of the proposed services.

2. Narrative Description of Services – Specific Scope of Work

ChildNet is seeking applications from for profit and non-profit community based organizations in Broward County Zip Codes 33311 and 33313 for applications to provide collaborative and innovative approaches for the delivery of Safety Management Services. Applicants are encouraged to review literature and best practices including the Wraparound/System of Care Approach, Strengthening Families Protective Factors Approach, Black Administrators in Child Welfare, Casey Family Programs-Communities of Hope and demonstrate that the services being proposed are tailored to meet the needs of the identified population.

Applications submitted should include detailed description of the services to be provided, how they will be delivered, and how they will meet the objectives referenced in this RFA. ChildNet encourages Applicants to submit as comprehensive and explicit a response as reasonably possible. Broad generalizations and simple statements will not provide ChildNet with the information needed to properly evaluate the efficiency and potential success of the proposed approach and services. The following guidelines and program components should be considered and discussed in the application:

- a. Program services: In delivering Safety Management Services to all families referred from the targeted Zip Codes, describe in detail how the proposed services that will be provided. Consideration should be given to behavioral health services, support services and service linkage. Provide any evidence or best practice research that suggests that the proposed programming will be successful with the targeted population. In the absence of actual data or evidence, provide a logical explanation for your expectation that the proposed services will be effective. The applicant shall support the continuation of geographically focused programs and prioritize service providers with key attachments to the community served/embedded in the targeted community.
- b. Implementation Plan of Operation Readiness: Outline timelines and critical milestones associated with the implementation of the program.
- c. As referenced in the scope, applicants will be expected to adhere to the Black Administrators in Child Welfare-Racial Equity Strategy Areas, BACW-RESA. Specifically, the applicant will ensure incorporation of the standards with the RESA strategies of community engagement, kinship, and use youth informed practice.
 1. Community and Parent/Family engagement: Describe specific efforts to positively and effectively engage and involve families in the decision making of proposed services and to maintain their effective engagement and involvement throughout service delivery.
 2. Youth-informed Practice: Detail the strategies and how you will utilize the voice of youth to influence your practice and shape policy. This can include lessons learned from youth currently in foster care, youth in

transition, youth advocates and youth who reside within the 33311 and 33313.

3. Kinship Services: Describe the current policies and/or procedures in place to positively engage relatives as a foundational support during safety management services. And also, if a child is unable to safely remain in the home with their parents.
- d. Social Networks and Informal Supports: To avoid dependency on systems, describe how services and supports will encourage building and strengthening social networks and natural supports of family, friends, and community resources for children and families.
- e. Racial Equity: Describe specific efforts to identify, acknowledge and effectively incorporate the client's culture and race in the provision of services. How will the applicant significantly demonstrate racial biases are regulated during the provision of services? What steps has the applicant taken to confront racial and cultural biases within its organization?
- f. Strengths-based Approach: Specify your service delivery values regarding working with families. What skills and training does your agency currently possess and what's needed to ensure every family is acknowledged for their attributes?
- g. Follow-up support: Describe what services and/or support families may receive following program completion and what level and duration of follow-up will be provided. If community and natural supports are to be employed, describe how they will be identified, engaged and maintained and how their effectiveness and value will be assessed.
- h. Accessing and availability of services: Describe the days and hours that services will be provided. If multiple services are proposed describe when each will be provided or available.
- i. Staffing: Include a detailed description of proposed staffing patterns. Include each position's responsibilities, educational requirement, work experience and specialized training requirements for each position.

Additionally, each employee shall undergo Level 2 background screening as a condition of employment. The requirements set forth in Chapter 435, Florida Statutes, pursuant to Level 2 employment screening must be met.
- j. Equipment and Supplies: Equipment needed to perform services described in the proposal should be included in the budget and a description and justification for such expenses must be included in the budget narrative, Attachment #2.
- k. Service coordination and information sharing: Describe planned efforts to ensure that proposed services are integrated with other services being provided to the

child and family. If a team approach is proposed, list the members of the team as specifically as possible and describe in detail how the team will function. How, when and where will it meet and how will individual members be identified, engaged and maintained as effective participants? Provide sample or actual cooperative interagency agreements or contracts (such as letters of agreement or memoranda of understanding) if you believe that they will enhance effective interagency cooperation. Simple letters of support that do not provide a detailed description of how the agencies will actually interact are not necessary.

- l. Outcome measurement: Applications shall address how the agency intends to meet each outcome measure listed below. Describe how the necessary data will be gathered to actually measure the outcomes. Include proposed timeframes for measuring and reporting outcome progress. If data gathering will require the efforts of other agencies or entities, present proof of their willingness to assist or describe the efforts that have been made to ensure their cooperation. Additional outcome measures and data collection may be required.

1. 97% of children with no verified maltreatment while receiving in-home services
2. 96% of families having no verified maltreatment within 6 months of case closure
3. 90% of children receiving Safety Management Services who remain with their families 6 months following discharge
4. 95% of children that have participated in the program and do not enter the dependency system
5. 90% of families satisfied with Safety Management Services post-discharge

- m. Data Collection: Minimally, the selected applicant will be required to collect data pertaining to:

1. Number of referrals received
2. Number of children remained in-home during and after the provision of Safety Management Services
3. Number of children removed while receiving and after the provision of Safety Management Services
4. Reason for referral (type of Maltreatment)
5. If substance abuse, what type of substance
6. Number of families referred to ChildNet for continued case management services
7. At the time of referral, was the child residing in a one parent or two parent household
8. Age of each child on each case
9. Number of children with an identified disability

C. COST PRICING AND METHOD OF PAYMENT FOR PROPOSED SERVICES

Applicants must define all units of service for their proposal and identify the cost of providing each unit. Pricing for individual unit costs shall be documented on Attachment # 2 or Applicant may choose to submit their own pricing format provided that minimally ensure the same information is being included. Monies allocated to this procurement document is consistent with ChildNet's polices and procedures.

IV. ATTACHMENTS

Attachment #1	Signature Page
Attachment #2	Budget and Budget Narrative
Attachment #3	Sample Standard Contract
Attachment #4	BACW-RESA Strategies

V. SUGGESTED LITERATURE REVIEW

Black Administrators in Child Welfare - <http://blackadministrators.org/>

Casey Family Programs-Community of Hope - <https://www.casey.org/2020-building-communities-of-hope/>

Strengthening Families Protective Factors - <http://www.ctfalliance.org/>

Strengths-based Theory - https://www.cssp.org/reform/strengtheningfamilies/2014/The-Strengthening-Families-Approach-and-Protective-Factors-Framework_Branching-Out-and-Reaching-Deeper.pdf

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