



Allegheny County Department of Human Services

# Request for Proposals

## Family-Centered Service Coordination for Families Involved with Child Welfare and Mental Health Services

**RFP Posting:**

Tuesday, January 5, 2021

**Pre-Proposal Conference:**

Thursday, January 14, 2021 from 2:30-3:30 p.m. Eastern Time

**Deadline for Questions:**

3 p.m. Eastern Time on Tuesday, February 2, 2021

**Submission Deadline:**

3 p.m. Eastern Time on Tuesday, February 9, 2021

**Estimated Award Decision/Notification:**

March 2021

Allegheny County Department of Human Services  
One Smithfield Street Pittsburgh, PA 15222

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# Acronyms and Definitions

Unless the context indicates otherwise, the following capitalized words are defined as follows for purposes of this RFP:

1. Administrative Service Coordination (ASC): Coordination of individualized mental health services and supports; sometimes also referred to in the mental health system as Administrative Case Management (ACM)
2. Agreement: A contract negotiated between Allegheny County and the Successful Proposer to provide the Contract Services
3. Allegheny County or County: A home rule county and political subdivision of the Commonwealth of Pennsylvania
4. Behavioral Health/Children, Youth and Families Community of Practice (CoP): A group of 26 mental health and advocacy service providers who are committed to prioritizing the mental health needs of child welfare-involved family members and piloting new techniques to work with CYF to improve access to and efficiency of mental health services and supports
5. Blended Service Coordination (BSC): An intensive level of individualized coordination of mental health services and supports
6. Contract Services: The specific services that the Successful Proposer agrees to provide to the County in response to this RFP as more particularly described in the Scope of Services in the Agreement
7. CRO: DHS's Office of Children, Youth and Families (CYF) Central Regional Office
8. DHS: [Allegheny County] Department of Human Services
9. ERO: CYF's East Regional Office
10. Family-Centered Service Coordination (FCSC): A new model of service coordination for an entire family who has more than one member in need of mental health services/supports
11. Juvenile Justice Related Services (JJRS): Specialized service coordination for youth involved in juvenile probation and mental health
12. KIDS: Key Information and Demographic System, DHS's child welfare case management information system
13. MVRO: CYF's Mon Valley Regional Office
14. NRO: CYF's North Regional Office
15. OMHSAS: [Pennsylvania] Office of Mental Health and Substance Abuse Services
16. Proposal: A completed Response Form, with specified attachments, submitted in response to this RFP
17. Proposer: The individual, non-profit organization, or for-profit organization or business submitting a Proposal in response to this RFP
18. Response Form: The Word document in which Proposers respond to requested information about this RFP
19. RFP: Request for Proposals
20. SRO: CYF's South Regional Office
21. Successful Proposer: The Proposer(s) selected by the County to provide the Contract Services

22. Youth Development Centers (YDC): Facilities that are designed to provide state-of-the-art treatment, care and custody services to Pennsylvania's most at-risk adolescents who have been adjudicated delinquent by their county judicial system

# The RFP at a Glance

## *Purpose*

Allegheny County, on behalf of its Department of Human Services (DHS) Office of Behavioral Health is seeking Proposals from qualified Proposers to implement a new model of service coordination called Family-Centered Service Coordination (referred to herein as FCSC). FCSC is an approach to coordinating mental health (MH) services and supports for child welfare-involved families when two or more members of the family are experiencing—or are at risk of experiencing—serious mental illness or serious emotional disturbance. Unlike the current approach to MH service coordination, which focuses on the needs of an individual, FCSC is intended to focus on the needs of the entire family and will coordinate a holistic plan that addresses not only the individualized needs of specific family members but also the needs, goals and priorities of the family as a whole.

DHS believes this approach to holistically assessing and addressing the MH needs of child welfare-involved families will help families gain access to needed medical, social, educational, and other services through natural supports, (e.g., family or friends, community resources and specialized mental health treatment, rehabilitation, and support services), in order to achieve specific outcomes of family reunification/stabilization, independent living, vocational/educational participation, adequate social supports and reduced hospitalization.

## *Award Details*

DHS enter into only one Agreement with a Successful Proposer. The funds for this Agreement were provided to Allegheny County under a grant from the federal Substance Abuse Mental Health Services Administration (SAMHSA).

The Agreement with the Successful Proposer will be for a term of approximately three and a half years, beginning early in 2021 and ending with the SAMHSA grant funding cycle on August 30, 2024. The initial months of the term of the Agreement with the Successful Proposer will serve as a design and planning phase with the goal to begin the implementation phase in July 2021.

Proposers should give a realistic estimate of what FCSC services will cost. As detailed in Section 2 and the Response Form, Proposers should provide a budget and budget narrative that will help DHS to understand the thinking and assumptions behind the proposed budget. DHS will negotiate with the Successful Proposer on a final budget.

## *Who can submit a proposal*

Anyone is eligible to submit a Proposal in response to this RFP. This includes non-profit organizations, for-profit organizations, small businesses and individuals. Proposers do not need to have an existing contract with Allegheny County to apply, but they must meet all of Allegheny County's contractual requirements (see Section 6: Contract Requirements for

Successful Proposers) and have the programmatic, financial and staffing capabilities to provide the Contracted Services.

From day one, the Successful Proposer must also be willing to work with DHS to explore and plan for FCSC sustainability options for when the grant period ends, including possible Medicaid reimbursement, which would include specific licensure requirements for the Successful Proposer.

### ***What's important to us?***

The Successful Proposer's delivery of FCSC must ensure that services adhere to the following values and ensure that services are strengths-based<sup>1</sup>, family-focused<sup>2</sup>, trauma-informed<sup>3</sup>, and culturally humble<sup>4</sup>. Further, the Successful Proposer must be willing and able to:

- Engage all family members as applicable, as well as partners and other caregivers
- Attract and retain competent and reliable staff
- Collaborate with and support existing services and supports that may be working with a family, including individualized services, as part of the FCSC process
- Help promote and advance the vision and goals of the Behavioral Health/Children, Youth and Families Community of Practice (CoP)
- Demonstrate a commitment to a “do whatever it takes” philosophy
- Provide an individualized approach to support families involved with child welfare and mental health services
- Ensure all family members get the behavioral health and other services they need
- Support families through crises
- Enthusiastically collaborate with DHS in the design, implementation and sustainability of FCSC
- Take expert advice and technical assistance from an advisory team
- Learn by doing and adjust over time
- Expertly engage and assess high-risk/high-need families
- Have expert knowledge of services and supports in this region
- Provide high-quality FCSC services to all families regardless of their race, ethnicity, sexual orientation and gender identity (SOGIE), intellectual or physical ability, English language proficiency or life experiences

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<sup>1</sup> A strengths-based approach concentrates on the inherent strengths of individuals or families, deploying personal strengths to aid recovery and empowerment. In essence, to focus on health and well-being is to embrace an asset-based approach where the goal is to promote the positive.

<sup>2</sup> A family-focused approach respects and responds to the needs of the individual and their family as a complete unit, recognizing the family role in supporting and being involved in care.

<sup>3</sup> A trauma-informed approach assumes that an individual is more likely than not to have a history of trauma. Trauma-Informed approaches recognize the presence of trauma symptoms and acknowledge the role trauma may play in an individual's life, including service staff.

<sup>4</sup> Cultural humility refers to the lifelong process of self-reflection and self-critique that allows for the examination and recognition of personal and cultural biases as well as the learning of other cultures and awareness and sensitivity to significant cultural issues of others.

- Respond quickly when child welfare needs are identified and/or when DHS’s child welfare office reaches out
- Participate in cross-training sessions that will include staff from the child welfare and behavioral health systems
- Be able to provide in-depth, comprehensive supervision to FSCS staff

***What we don’t want***

DHS is not interested in a Successful Proposer that:

- Is not committed to cultural humility and providing culturally and linguistically appropriate services
- Does not support the concept of understanding the family as a whole
- Has difficulty with meeting families where they are and affording family members every opportunity to lead their goal prioritization and planning processes
- Is inflexible in approach

***Timeline***

The deadline for Proposers to submit questions about this RFP is 3 p.m. Eastern Time on Tuesday, February 2, 2021. Proposals must be submitted by 3 p.m. Eastern Time on Tuesday, February 9, 2021. We expect to notify Proposers of the County’s decision to award an Agreement in March 2021.

There will be a Pre-Proposal Conference from 2:30 to 3:30 p.m. Eastern Time on Thursday, January 14, 2021 via Microsoft Teams. Attendance is not required in order to submit a Proposal. Preliminary answers will be provided orally for questions asked during the conference. Final, definitive answers to questions asked during the conference will be posted in writing on the DHS Solicitations webpage. Please join the Pre-Proposal Conference by:

- Calling: 267-368-7515 and using Conference ID 961 169 433#
- Or following this link: [Click here to join the meeting](#)
- Or copying and pasting this link: [https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_YTdjYTg4YzMtMDZjMS00MzIwLTk2ZmItMTZjYjUxN2I5MDc2%40thread.v2/0?context=%7b%22id%22%3a%22e0273d12-e4cb-4eb1-9f70-8bba16fb968d%22%2c%22oid%22%3a%224c7924c5-3d5a-494b-ba54-242fc5f6db86%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_YTdjYTg4YzMtMDZjMS00MzIwLTk2ZmItMTZjYjUxN2I5MDc2%40thread.v2/0?context=%7b%22id%22%3a%22e0273d12-e4cb-4eb1-9f70-8bba16fb968d%22%2c%22oid%22%3a%224c7924c5-3d5a-494b-ba54-242fc5f6db86%22%7d)

***Who we are***

On behalf of Allegheny County, DHS is the issuing office for this RFP.

DHS is the largest department of Allegheny County government and provides publicly funded services to more than 200,000 people annually, in areas including child welfare, behavioral health, aging, developmental supports, homelessness and community services.

More information about DHS is available at <http://www.alleghenycounty.us/human-services/index.aspx>

## Section 1: Why We Are Issuing this RFP

DHS data demonstrate that families active with child welfare frequently have complex needs and are involved with multiple systems, including the MH and juvenile justice systems.

In fiscal year 2018/2019 (FY 18/19), 59,142 individuals received publicly funded MH services in Allegheny County. Of those, 2,142 children were dually active with the MH and child welfare systems.<sup>5</sup> In FY 18/19, 3,539 families were active with child welfare. Of these families, 2,571 (73%) received MH services for one family member and 1,415 (40%) received MH services for at least one parent and one child (see Table 1). On average, these families make up approximately 23% of child welfare cases. These families live throughout Allegheny County and represent similar percentages of cases in all of DHS’s regional child welfare regional offices, as further shown in Table 1.

**Table 1:**  
**Child Welfare-Involved Families with at Least One Parent and One Child Active with MH**

CYF Regional Office	Cases Active	Since July 1, 2020		Since January 1, 2020	
		1+ Child and 1+ Parent MH-Active	Percentage of Cases	1+ Child and 1+ Parent MH-Active	Percentage of Cases
CRO	323	55	17%	79	24%
ERO	345	43	12%	75	22%
MVRO	277	37	13%	55	20%
NRO	318	45	14%	76	24%
SRO	411	69	17%	100	24%
<b>Total</b>	<b>1674</b>	<b>249</b>	<b>15%</b>	<b>385</b>	<b>23%</b>

*Notes: Case open as of 11/24/20; MH activity is known to have up to approximately 90-day data lag, so undercounting of recent activity is possible.*

Youth who are concurrently active with child welfare and juvenile justice (“crossover youth”) also have high MH service utilization. Of the 501 crossover youth in 2018, nearly all (93%) received MH services at some point in their lives. Children and youth involved with child welfare, MH, and juvenile justice not only face disproportionately high rates of emotional or behavioral disorders and developmental delays, but often also experience out-of-home placement and lower rates of placement in a family setting or achieving placement stability.<sup>6</sup>

Recognizing the complex needs of families who are involved with multiple systems, DHS created the Behavioral Health/Children, Youth and Families Community of Practice (CoP) in

<sup>5</sup> Allegheny County DHS Data Warehouse.

<sup>6</sup> Cooper, J. L., Banghart, P. & Aratani, Y. (2010). Addressing the Mental Health Needs of Young Children in the Child Welfare System. National Center for Children in Poverty.



2015. The CoP is a group of 26 mental health and advocacy service providers who are committed to prioritizing the mental health needs of child welfare-involved families and piloting new techniques to work with DHS to improve access and efficiency to MH services and supports.

The addition of FCSC to the existing CoP infrastructure will increase the capacity to further develop, implement, and improve the effectiveness of MH services for the families served. Specifically, Allegheny County hopes to address the following system gaps through the implementation of FCSC services:

- There is a lack of continuity of care and collaboration between MH, child welfare and juvenile justice for children and youth and their families, especially when other family members also receive MH services, often from more than one MH provider.
- Multisystem-involved children and youth and their families in the CoP report their frustration with the number of professionals in their lives, resulting in repeatedly retelling their story, which is traumatizing and exhausting. They are further challenged by having multiple plans from several systems which may have conflicting goals.
- MH, child welfare and juvenile justice staff struggle to bring all system partners to the table for planning and are challenged by the multiple, often conflicting, service plan goals that emerge for each system.
- The MH system does not have a family level of service coordination. Duplication of services or conflicting goals emerge when multiple individuals in one family have MH service coordination through different staff or agencies. In FY 18/19, 133 child welfare-involved families had more than one individual receiving service coordination in the prior two years.
- There is limited DHS staff capacity to implement the cross-system training and coaching needs identified in the CoP training and coaching plan. FCSC will help DHS's and our contracted providers' workforce adopt best practices for serving cross-system youth and families and for cross-system collaboration.

## **Section 2: What We Are Looking For**

DHS seeks a Successful Proposer to partner with us to design and provide FCSC pursuant to the model described in this RFP. Ideally, FCSC will be offered in person; however, telehealth or hybrid models are also acceptable.

While a current license is not a requirement to submit a Proposal, ideally the Successful Proposer will have experience with MH licensure. Because DHS would like to explore the possibility of FCSC as a Medicaid reimbursable service as one possible option for the sustainability of the program, the Successful Proposer should have the capacity to provide FCSC in accordance with the standards and requirements set forth in Title 55 Chapter 5221, entitled "Mental Health

Intensive Case Management” and OMHSAS Bulletin 10-03, entitled “Blended Case Management (BCM) Revised<sup>7</sup>.”

### ***Target Population***

The population to be served by FCSC is families (including adults and children/youth) involved in the child welfare system who also have more than one family member (any combination of adults or children/youth) in need of MH services or supports. “Family” means caregivers/guardians and any other biological, adoptive, kin or foster family members and household members. In addition to involvement with child welfare and the MH system, family members may also be involved with other systems or services. This may include the juvenile or criminal justice system, DHS’s Office of Developmental Supports (ODS), Area Agency on Aging (AAA), substance use disorder treatment services, homeless services, etc. For data collection purposes, one of the adult family members will be identified as the main contact for the family.

The Successful Proposer must be able to deliver FCSC services to families throughout Allegheny County in collaboration with DHS’s CYF Regional Offices and must work with DHS and the CoP to design the service and build capacity (including through partnership) to scale over time. Further, the Successful Proposer must be able to serve ten families by August 2022 and 20 families per year in the third and fourth grant year, totaling a minimum of 50 families between July 1, 2021 and August 30, 2024.

To allow flexibility for families who are in need of MH services but do not have a current MH diagnosis to participate in FCSC, an MH diagnosis will not initially be a requirement for participation. However, as DHS and the Successful Proposer explore options for the sustainability of this service beyond the grant period, including possible Medicaid billing, DHS expects to work with the Successful Proposer to establish a requirement that family members with identified MH needs be evaluated by a psychologist or psychiatrist to obtain a documented MH diagnosis.

### ***Service Description***

The Successful Proposer will provide or perform the following as needed by the eligible families who elect to enroll in FCSC:

- Assess and identify the family’s service history and present life situation
- Work with families to establish stability and independence so they can work toward a plan to transition/discharge from the FSCS program
- Develop a service plan that is coordinated with the family’s child welfare family plan and is based on the family’s strengths and desires, including any activities necessary to enable the family to live as an integral part of the community

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<sup>7</sup> For more information, please see information from these links:  
<http://www.pacodeandbulletin.gov/Display/pacode?file=/secure/pacode/data/055/chapter5221/chap5221toc.html&d> and <https://www.dhs.pa.gov/Services/Mental-Health-In-PA/Pages/OMHSAS-Information.aspx>

- Assist families with identifying and accessing resources and services identified in their individual treatment or service plan, and learning how to identify and link into community services and resources
- Assist families with accessing needed services and entitlements through problem resolution, including advocacy on behalf of family members
- Assist families with building an informal support network

The Successful Proposer must hire staff for FCSC, including at least one supervisor and two Family-Centered Service Coordinators (hereafter referred to as “Coordinators”), who will each carry a caseload not to exceed eight to ten families. DHS is open to other staffing configurations if feasible within the allocated funds.

### ***Referral Process***

All referrals to the Successful Proposer will initially come from DHS’s child welfare office; however, as FCSC evolves, additional referral sources such as current CoP Administrative Service Coordination (ASC) pilot providers, the DHS multi-systems team, probation/parole officers, and others may be added. DHS’s child welfare office will refer families who meet the eligibility criteria to the Successful Proposer via the KIDS information system. The Successful Proposer must be willing to accept electronic referrals through the KIDS system and work with DHS to design a referral pathway in the first three to four months of the Agreement term. (Proposers should indicate in their Proposal if receiving referrals through KIDS is not feasible).

Referrals to FCSC can be made prior to, during or after a treatment experience, depending on where along the continuum of need a family engages with DHS. The Successful Proposer must actively reach out to the referral sources to foster and maintain awareness of the availability of FCSC, to encourage collaboration among systems and to increase knowledge of the underlying principles of FCSC.

### ***Engagement***

DHS anticipates that engagement of families will be challenging; therefore, the Successful Proposer will have to be creative and persistent when reaching out. DHS will partner with the Successful Proposer to craft language to use with families to explain why the family level of service could be helpful for them. The Successful Proposer will work with DHS during implementation planning to establish best practice guidelines for how quickly families will be contacted for engagement.

After initial contact, the engagement period should be flexible to meet the family where they are and to engage them based upon their availability. When a family meets the eligibility criteria and agrees to participate in FCSC services, the Successful Proposer will assign a Coordinator.

The following scenarios illustrate types of family referrals the Successful Proposer may encounter through FCSC:

- **Scenario 1: Family has no known connection to MH service coordination**
  - Engagement: The Successful Proposer’s staff will reach out to the family to discuss their role and how they can be a support to the family. They will also discuss what the family can expect from working with a Coordinator including the benefits of doing so and how FCSC would be similar or different from individualized ASC or Blended Service Coordination (BSC). Family choice must be honored during the engagement process.
  - Enrollment: If more than one family member agrees to participate in the FCSC process, they will be assigned a Coordinator. If only one family member wants to participate in service coordination, the Successful Proposer will refer the family to ASC or BSC, either with the Successful Proposer or with another agency, after informing them of their options.
  - Ongoing: If the family chooses to participate in FCSC, they will be engaged in the full FCSC process, (i.e., assessment, goal planning and ongoing support in collaboration with DHS’s child welfare office).
  
- **Scenario 2: One or more of the family members are already connected to adult or child ASC or adult or child BSC**
  - Engagement: The Successful Proposer’s staff will reach out to the family to discuss their role and how they can be a support to the family. They will also discuss what the family can expect from working with a Coordinator including the benefits of doing so and how FCSC would be similar or different from working with individualized ASC or BSC and will look at each individual situation to determine the best course of action for maintaining or dropping ASC/BSC services while receiving FCSC.
  - Enrollment: If more than one family member agrees to participate in the FCSC process, they will be assigned a Coordinator and will begin FCSC services.
  - Ongoing: If the family chooses to participate in FCSC, they will be engaged in the full FCSC process, (i.e., assessment, goal planning and ongoing support in collaboration with DHS’s child welfare office). The Coordinator will work to coordinate with the ASC or BSC provider.
  
- **Scenario 3: One or more family members is currently active with specialized service coordination**
  - Engagement: The Successful Proposer’s staff will reach out to the family to the role of FCSC services and how the Successful Proposer can be a support to the family. They will also discuss what the family can expect from working with a Coordinator, including the benefits of doing so and how FCSC would be similar or different from working with their specialized service coordinator. They will also discuss how the FCSC would work with the specialized service coordination they are receiving if the family decides that they want to try the family level of service.
  - Enrollment: If more than one family member agrees to participate in the FCSC process, they will be assigned a Coordinator and will begin FCSC services.
  - Ongoing: If the family chooses to participate in FCSC, they will be engaged in the full FCSC process, (i.e., assessment, goal planning and ongoing support in

collaboration with DHS's child welfare office). The Coordinator will coordinate planning with the specialized service coordinator as well.

- **Scenario 4: Working with CYF-involved families who also have a child preparing to leave a Youth Development Center (YDC)**
  - Engagement: The Successful Proposer's staff will reach out to the family approximately 60 days prior to a child's discharge from a YDC to discuss their role and how they can be a support to the family. They will also discuss what the family can expect from working with a Coordinator, including the benefits of doing so and how FCSC could help the family prepare for reunification.
  - Enrollment: If more than one family member agrees to participate in the FCSC process, they will be assigned a Coordinator and will begin FCSC services.
  - Ongoing: If the family chooses to participate in FCSC, they will be engaged in the full FCSC process, (i.e., assessment, goal planning and ongoing support in collaboration with CYF and the Juvenile Probation Office [JPO]). The FCSC will coordinate planning with the YDC as well.

As these scenarios demonstrate, the Successful Proposer must explain to families that, at any point during the FCSC engagement, enrollment and receipt of services, they have the ability to choose the provider and type of service coordination they prefer. The Successful Proposer must be able to explain the various types of service coordination during the engagement process and discuss how each type may or may not be the best fit for the family.

In addition, the Successful Proposer must collaborate with peer support and advocacy staff engaged with the family or any of the individual family members. Where peer supports are not yet engaged but family members may be eligible and benefit from peer support services, the Coordinator will work with the family to explain the benefits and will work with DHS to bring in these supports and work alongside of them if desired.

DHS will work with the Successful Proposer to refine FCSC as it is implemented and will work through various service delivery scenarios, including those involving family members who may already have individual or specialized service coordination with other agencies or the agency implementing FCSC. We anticipate that the Agreement may need to be amended during its term to take into account different circumstances or changes required as FCSC services are implemented.

### ***Assessment***

The Successful Proposer must collaboratively work with DHS and the CoP to identify and/or develop an appropriate family strength and needs assessment and related planning tools.

### ***Service Coordination Plan***

DHS's child welfare office uses a Conferencing and Teaming<sup>8</sup> model to work with families to develop a family plan. The Successful Proposer's Coordinators will participate in the Conferencing and Teaming process and will develop a congruent MH family service coordination plan that establishes goals and targeted objectives and action steps to meet the needs identified by the family. The Successful Proposer's Coordinators will lead MH service navigation and coordination with the family according to this plan. When family level needs identified in the MH family service coordination plan are met, transition to individualized service coordination with the Successful Proposer or with another agency may occur.

### ***FCSC Evaluation and Quality Monitoring***

The Successful Proposer must partner with DHS on the following activities:

- Establish an evaluation plan that will include both process and outcome measures
- Create a process for the collection of data identified in the evaluation plan
- Collect and share data defined in the evaluation plan with DHS
- Explore ways to document client contact information in the KIDS system or share client contact information with DHS to facilitate collaboration
- Participate in DHS's designing and monitoring of FCSC

DHS anticipates that the implementation of FCSC will improve communication and collaboration between the child welfare and MH systems when serving families who choose to participate in FCSC when they would otherwise have multiple MH service coordinators.

The Successful Proposer must work with DHS to identify process outputs and program outcomes to collect during FCSC implementation. Some possible outputs and outcomes that DHS would like to collect about FCSC include:

- Outputs and outcomes that DHS needs to report to the SAMHSA as a condition of the grant that will fund this Agreement:
  - By June 2021, the Successful Proposer will hire and train at least one supervisor and two Coordinators and develop 100% of policies and procedures identified for FCSC implementation.
  - By July 2021, the Successful Proposer will begin accepting referrals
  - By October 2022, FCSC Coordinators will be at 100% of caseload capacity (8–10 families each)
  - The Successful Proposer will serve at least 50 families over a 3 ½ year period
- General outputs and outcomes DHS is considering:
  - Average number of days from referral to first contact with the family
  - Average number of days from first contact to enrollment
  - Number of eligible families referred to FCSC

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<sup>8</sup> Conferencing and Teaming is DHS's standard of practice that engages individuals, families, supports and professionals in assessing clients' strengths and needs and developing a plan for keeping children safe and healthy.

- Number of eligible families enrolled in FCSC
- Average number of family contacts made per month/continuity of care
- Average length of stay in FCSC
- Demographics such as race, ethnicity, SOGIE, and language so the Successful Proposer and DHS can analyze if disproportionality exists
- Number of Conferencing and Teaming meetings FCSC staff participate in
- Number of FCSC crisis plans, transition plans, and family plans
- Number and percentage of family members who achieve at least one goal in their FCSC family plan in the first six months
- Percentage of FCSC families who are reunified or percentage of FCSC involved children who are not removed from their families
- Number and/or qualitative types of barriers removed by FCSC so families are successfully served (for example, making eligibility easier without billing rules or needing a diagnosis first, etc.)
- Percentage of families who report feeling empowered and able to lead their planning teams
- Average cost of FCSC per family
- Number of times FCSC and child welfare staff informally collaborated per family (emails, phone calls, etc.)
- Family satisfaction with FCSC
- Qualitative data about family experiences with FCSC and what worked well and what they would change
- Improved MH outcomes to be determined
- Improved juvenile justice outcomes to be determined

### ***Staff Qualifications***

The Successful Proposer must hire individuals for the FCSC having the following qualifications:

Qualifications for the FCSC supervisor position should be a master's degree (preferred) plus five to seven years of experience with the behavioral health system, with at least three of those years being in a supervisory capacity. The FCSC supervisor must use reflective supervision<sup>9</sup> with Coordinators.

Qualifications for the Coordinator position should be a master's degree (preferred) with at least four years of experience working in the behavioral health system, or a bachelor's degree with at least five years of experience working in the behavioral health system.

### ***Staff Duties and Responsibilities***

The FCSC supervisor shall perform the following duties and responsibilities:

- Pick up referrals from the KIDS system and assign families to Coordinators

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<sup>9</sup> Reflective Supervision is characterized by active listening and thoughtful questioning by both parties. The role of the supervisor is to help the supervisee to answer his/her own questions and to provide the support and knowledge necessary to guide decision-making

- Inform referral sources when capacity is limited
- Provide in-depth, comprehensive supervision and guidance to Coordinators
- Participate in CoP advisory and planning meetings
- Work with DHS to design and adjust FCSC
- Identify barriers to FCSC implementation and recommend potential solutions
- Assist Coordinators with monitoring family progress towards goals
- Assist with the identification of families who are ready to transition out of FCSC
- Temporarily manage cases when needed

The Coordinators shall perform the following duties and responsibilities:

- Be the go-to MH person for the family and other systems they are involved with
- Maintain contact with each family on the caseload at least four times per month (once per week) during routine service coordination and at least twice per month for the six months following transition out of FCSC; however, it is expected that the Successful Proposer will adjust the number of contacts according to the family's need
- Clearly communicate to families what they can expect from FCSC
- Work closely with child welfare for all members of the household
- Work with the family to assess the family's needs and strengths
- Produce a MH family plan that is congruent with the goals in the child welfare plan for the family
- Participate in cross-system planning and teaming efforts with the family and other involved systems
- Work with the family to identify, develop and link to natural supports and resources
- Work with the family to identify and connect to appropriate MH services and supports
- Work towards smooth coordination of service delivery among systems
- Provide feedback on FCSC service strengths and barriers
- Enter family-related data into applicable spreadsheets/IT systems

### ***Training to Support the Model***

In order to effectively implement FCSC, the Successful Proposer must be willing to partner with DHS to identify and participate in cross-training with child welfare to build a greater understanding of system requirements and culture and also participate in various skill building trainings, which may include the following:

- CoP CYF/MH System Cross-Training
- Trauma-Informed Care
- Motivational Interviewing
- Youth and Adult MH First Aid
- Risk and Safety
- Navigating Complex Systems
- Reflective Supervision



- Case Notes and Data Management
- Equity and Inclusion

### ***Collaboration with DHS***

The success of FCSC will rely on a strong partnership between the Successful Proposer and DHS. The Successful Proposer must work closely with DHS CoP staff, including a project coordinator and grant manager named by DHS, to ensure the successful launch, evolution and ongoing management of the service. The partnership will involve shared decision making, collaboration in the hiring and support of quality staff and continuous feedback on challenges with program implementation.

As FCSC evolves, DHS expects the Successful Proposer to actively participate in continuous process improvement to refine strategies for engaging and retaining families and the ways in which they conduct planning and cross-system coordination.

### ***Budget***

As stated above, DHS will enter into an agreement with one Successful Proposer for a term of approximately three and a half years beginning early in 2021 and ending on August 30, 2024. The term will coincide with the end of the SAMHSA grant received by DHS. The initial months of the term of the Agreement with the Successful Proposer will serve as a design and planning phase with the goal to begin the implementation phase in July 2021. Proposers should give a realistic estimate of what the FCSC services will cost. As detailed in the Response Form, Proposers should provide a budget and budget narrative that will help us to understand the thinking and assumptions behind the proposed budget. DHS will negotiate with the Successful Proposer on final a budget.

As stated above, DHS expects the Successful Proposer to provide FCSC services to approximately 50 families over the three-and-a-half year grant period. Proposers should factor start-up costs into a proposed budget and clearly describe assumptions in the budget narrative.

## **Section 3: Proposal Requirements and Evaluation Criteria**

DHS will evaluate Proposals based upon the evaluation criteria listed below. Proposers must address their qualifications in their Proposal by responding to the requested items or questions in the Response Form. Proposers should download and type their responses directly into the Response Form available on the Active Solicitations webpage at [www.allegHENYcounty.us/dhs/solicitations](http://www.allegHENYcounty.us/dhs/solicitations). The maximum score that a Proposal can receive is 130 points, as outlined in the following sections.

### **Organizational Qualifications (40 points possible)**

- Organizational structure and capacity for providing FCSC, including range of current services, contracting entity, budget for each service and total operating budget (10 points)
- Established partnerships and collaborations that will strengthen the ability to provide FCSC, with examples of challenges overcome and lessons learned through existing partnerships (5 points)
- Experience and approach to supporting individuals or families who have MH needs and who also are involved in multiple systems, including child welfare and/or other systems such as juvenile justice, homeless services, aging services, etc. (5 points)
- Experience with hard-to-reach families or other populations and methods and approaches to engaging them, gaining their trust, and supporting them (5 points)
- Experience assessing and planning for the ongoing needs of individuals and/or families who need MH supports and services (5 points)
- Approach to collaboration with other systems, such as child welfare and juvenile justice, when an individual and/or family has needs in multiple systems (5 points)
- Experience documenting program development, program operations and changes, and client data (5 points)

### **Program Design and Implementation (35 points possible)**

- Approach to collaboration with DHS and the CoP on the design, implementation and sustainability of FCSC (5 points)
- Experience and lessons learned with implementing a new project or program where adjustments were made to ensure quality improvement over time and a plan to measure the quality of service delivery to FCSC families (5 points)
- Approach to FCSC from a family lens that still meets individual-level needs that is strengths-based, family-focused, trauma-informed, and culturally humble (5 points)
- A plan to work collaboratively with DHS and the CoP to identify and/or develop an appropriate family strength and needs assessment and related planning tools or a description of the family strength and assessment and/or family plan formats that the Proposer would like to use (5 points)
- Approach to collaboration with services and supports from other providers or systems that may be working with a family (5 points)
- Demonstrated expert knowledge of services and supports in this region (5 points)
- Demonstrated experience and approach to service sustainability planning (5 points)

### **Staffing, Recruitment, Training (25 points possible)**

- Experience hiring quality, diverse staff and a plan for hiring a quality supervisor and Coordinators pursuant to the required skills and qualifications described in this RFP (5 points)
- Approach to staff onboarding and training that ensures that staff are trained in relevant topic areas and training that emphasizes trauma-informed practice and a willingness to partner with DHS on cross-system learning (5 points)

- Strategy to assess employee competencies before they work with families (5 points)
- Supervision model that ensures staff receive reflective supervision and provide empathetic and family-centered services (5 points)
- Strategies for staff retention (5 points)

#### **Mission and Commitment (15 points possible)**

- A concise explanation as to why the Proposer feels that it is the best candidate for this opportunity and how providing the FCSC service fits well within the Proposer’s mission (15 points)

#### **Fiscal Management and Budget (15 points possible)**

- A line-item budget that reflects a realistic estimate of costs associated with implementing and sustaining FCSC, including staff salary and benefit estimates (10 points)
- A budget narrative that clearly explains and justifies all line items in the proposed budget and describes any assumptions about caseload, engagement, etc. (5 points)

## **Section 4: How to Submit a Proposal**

### **4.1 Submission Process**

- Proposers should take time to review and understand the RFP in its entirety including:
  - The background (see Section 1: Why We Are Issuing this RFP)
  - The narrative (see Section 2: What We Are Looking For)
  - The requirements (see Section 3: Proposal Requirements and Evaluation Criteria)
  - The evaluation process (see Section 5: How We Will Evaluate Your Proposal)
- Proposers must use the Response Form to develop your Proposal. Type your responses to each requested item directly into the Response Form. It is available at our Active Solicitations website with the RFP announcement at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations).
- Proposers must submit a complete Proposal, which includes the following attachments that are available on our Active Solicitations website:
  - Response Form
  - MWDBE and VOSB documents
  - Allegheny County Vendor Creation Form
  - Audited financial reports for the last three years
  - W-9
  - Line-item budget, if desired
- Proposers should not send any attachments other than those listed above and on the Response Form.
- If a Proposer does not have audited financial reports for the last three years, then the Proposer may submit other financial documentation that attest to the Proposer’s financial health of your organization. Tax returns are the preferred alternative. Please note that

providing adequate financial documentation is a requirement of contracting through Allegheny County.

- f. Make sure to complete each section of the Response Form and to stay within any word counts or page limits that may be specified in the Response Form.
- g. **Proposals must be submitted electronically to [DHSProposals@alleghenycounty.us](mailto:DHSProposals@alleghenycounty.us) no later than 3:00 p.m. Eastern Time on Tuesday, February 9, 2021 to be considered for review.**
- h. Please make sure to get your Proposal in before the deadline! If your Proposal is late, it will be rejected and will not be presented to the Evaluation Committee for review and scoring, as described in Section 5 below.
- i. You will receive an email when your Proposal is received. If you do not receive this notification within 48 hours of submitting your Proposal, please contact: [DHSProposals@alleghenycounty.us](mailto:DHSProposals@alleghenycounty.us).

#### **4.2 How to Contact DHS about this RFP**

- a. All inquiries and questions must be submitted via email to [DHSProposals@alleghenycounty.us](mailto:DHSProposals@alleghenycounty.us) by 3:00 p.m. Eastern Time on Tuesday, February 2, 2021.
- b. All information about the RFP, including answers to questions, changes and clarifications will be posted at our Active Solicitations website at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations).
- c. Please be sure to check this website regularly for answers to questions, additional information or changes to the RFP or the RFP process.

#### **4.3 Other Information**

- a. **The issuance of this RFP does not obligate the County to accept any Proposal or enter into an Agreement with any Proposers. The County reserves the right to reject any and all Proposals and not to enter into an Agreement for the Contracted Services.**
- b. Any Agreement originating from this RFP is subject to all the Terms and Conditions specified in Section 6: Contract Requirements for Successful Proposers.
- c. Proposers are responsible for all costs related to the preparation and submission of a Proposal.
- d. Proposals become the property of the County and may become part of any subsequent Agreement between the Proposer and the County.
- e. Successful Proposal(s) will be posted online in the DHS Solicitations Archive after an Agreement has been fully executed by the County and the Successful Proposer(s).

#### **4.4 Pennsylvania's Right-to-Know Law**

Proposers should be aware that all documents and materials submitted in response to this RFP may be subject to requests for access to public records made pursuant to Pennsylvania's Right-To-Know Law (RTKL). Under the RTKL, records in the possession of a public agency like the County are presumed to be public records and the County may have to make documents and

materials submitted by the Proposer available to a requestor after an award of an Agreement is made.

If the Proposer includes any information within its Proposal that the Proposer asserts is either a “trade secret” or “confidential proprietary information,” as those terms are defined under the RTKL, the Proposer must include with its Proposal a written statement signed by an authorized representative of the Proposer identifying those portions or parts of its Proposal that the Proposer believes constitute a “trade secret” or “confidential proprietary information” and provide contact information to enable DHS to contact the Proposer in the event that the County receives a Right-To-Know request for the Proposal. The Proposer shall have five (5) business days from date of receipt of any notification from the County to provide a written statement signed by an authorized representative of the Proposer explaining why the Proposal or any portion thereof is exempt from disclosure as a trade secret, confidential proprietary information or other legal reason. The County shall consider this statement in either granting or denying a request for public access to the Proposal or any portion thereof. The County will notify the Proposer of its decision whether to grant or deny the request either in whole or in part.

## **Section 5: How We Will Evaluate Your Proposal**

Proposals will be evaluated by an Evaluation Committee convened by DHS. The Evaluation Committee will assign scores to each Proposal by award points based on the evaluation criteria in Section 3: Proposal Requirements and Evaluation Criteria using the point scale listed in Section 5.1 b.

### **5.1 Evaluation of Proposals**

The evaluation process will consist of the following steps:

- a. DHS will form an Evaluation Committee. The Evaluation Committee may consist of DHS employees and subject matter representatives from external organizations.
- b. All Evaluation Committee members will individually review and score each Proposal. Each Evaluation Committee member will award points for each response on a Proposer’s Response Form utilizing their personal expertise and best judgment of how the Proposal submitted by that Proposer meets the evaluation criteria in Section 3 using the following scale:
  - 0 – Not addressed in Proposal
  - 1 – Poor
  - 2 – Below expectations
  - 3 – Meets expectations
  - 4 – Exceeds expectations
  - 5 – Outstanding
- c. Each 0-5 score will be multiplied by the appropriate weight for the number of possible points noted after each evaluation criterion in Section 3. For example, for a criterion worth 15 points, the 0-5 score would be multiplied by three. An “Outstanding” response would receive 15 points, while one that “Meets Expectations” would receive nine points.

- d. DHS will tally the average scores of the members of the Evaluation Committee and report a list of average scores to the entire Committee. The Committee will meet, consider the average scores, and arrive at a consensus on which Proposer(s) can best provide the Contract Services in response to the RFP. The Committee will have the discretion to proceed as follows: (i) to recommend to the Director of DHS that a reduced number of Proposals be shortlisted for more extensive review through a formal oral presentation to the Committee; or (ii) to recommend to the Director of DHS that DHS request authorization for the County to enter into an Agreement(s) with the Successful Proposer(s).
- e. As described in c above, DHS, on behalf of the County, shall have the exclusive discretion to shortlist a reduced number of Proposals for more extensive review. In this case, DHS may request that shortlisted Proposers make a formal oral presentation to the Evaluation Committee. Each Committee member will individually score the oral presentation of the shortlisted Proposers using the following criteria and the scale outlined in 5.1b. The maximum score that a shortlisted Proposer's oral presentation can receive is 15 points:
  - Presentation demonstrates Proposer's ability to implement the Contract Services effectively (5 points)
  - Proposer's answers to Evaluation Committee's questions (5 points)
  - Proposer's presentation is thoughtful and professional (5 points)
- f. DHS will tally the average scores of the Evaluation Committee and report a list of average scores to the entire Committee. The Committee will meet, consider the scores, and arrive at a consensus on which Proposer(s) can best provide the Contract Services in response to the RFP.
- g. The Committee will submit its recommendation for award of an Agreement or Agreements to the Director of DHS for approval. The Director will, in turn, submit a request to the County Manager for approval for the County to enter into an Agreement or Agreement with the Successful Proposer(s).
- h. At any time during the evaluation process, DHS may contact a Proposer to discuss any areas of the Proposal needing clarification or further explanation.
- i. As part of determining a Proposer's eligibility to enter into a contract with Allegheny County, all Proposers' financial audits or other documentation will be reviewed by DHS fiscal analysts to ensure a Proposer's financial stability.
- j. The County is under no obligation to award or enter into an Agreement with a Proposer as a result of this RFP. The County reserves the right to reject any and all Proposals.**
- k. All Proposers will be notified of the County's final decision of which Proposer(s) will be awarded an Agreement.
- l. Proposers not awarded an Agreement who are interested in receiving feedback regarding their submission may request a phone call at [DHSProposals@alleghenycounty.us](mailto:DHSProposals@alleghenycounty.us).

## 5.2 Other Requirements

For a Proposal to be eligible for evaluation, it must be:

- a. Received by the due date/time
- b. Properly formatted and include responses to all requested information
- c. Complete with all required forms and attachments

Proposals which do not meet the above requirements will be automatically rejected and will not be presented to the Evaluation Committee.

## Section 6: Contract Requirements for Successful Proposers

In order to enter into an Agreement with the County, Proposers must be willing to comply with all contract requirements listed below and all standard terms and conditions contained in a County contract for provision of services to DHS and its offices. Additional details about contracting with Allegheny County are provided in the [DHS Contract Specifications Manual](#), available at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations).

### 6.1 Minority, Women or Disadvantaged Business Enterprise (MWDBE) Requirements

Allegheny County has MWDBE goals of 13% participation for Minority Business Enterprises and 2% participation for Women Business Enterprises and expects that Successful Proposers will make a “good faith effort” in assisting the County in meeting these goals.

- a. All Proposals must include either of the following:
  - If the Proposer is able to meet the MWDBE contract goals, a completed MWDBE Participation Statement and MWDBE Contact Information form is required. You must also attach the MWDBE certifications of the firms you intend to use with the Participation Statement.
  - If the Proposer requests a waiver from participating in the MWDBE contract goals, a completed MWDBE Participation Statement, MWDBE Contact Information form and MWDBE Waiver Request are required.
- b. MWDBE forms and resources can be found at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations):
  - MWDBE Forms
    - [MWDBE Participation Statement](#)
    - [MWDBE Waiver Request](#)
    - [MWDBE Contact Information form](#)
  - MWDBE Resources
    - [MWDBE Contract Specifications Manual](#)
    - [MWDBE Response Checklist](#)
    - [Guide for completing the MWDBE Participation Statement](#)
    - [Sample Diversity Policy](#)
    - [MWDBE Presentation for Proposers](#)
- c. For more information about MWDBEs, visit the [Allegheny County Department of Equity and Inclusion website](#).

## **6.2 Veteran Owned Small Business (VOSB) Requirement**

Allegheny County has a VOSB goal of 5% participation for veteran-owned small businesses in all contracts. The County, therefore, expects that Successful Proposers will make a “good faith effort” in assisting the County in meeting this goal.

- a. A veteran-owned small business is defined by the County as a business having 100 or fewer full-time employees and not less than 51% of which is owned by one or more veterans, or in the case of any publicly owned business, not less than 51% of the stock of which is owned by one or more veterans, and the management and daily business operations of which are controlled by one or more veterans. The VOSB vendor **MUST** provide proof of veteran ownership including percentage and name and address of business.
  - For contracts under \$100,000, VOSB vendors shall be exempt from all bonding requirements.
- b. All Proposals must include either of the following:
  - If the Proposer is able to meet the VOSB contract goal, a completed VOSB Participation Statement is required. You must also attach a copy of the VOSB vendor(s) DD 214 discharge form(s) that you intend to use with the Participation Statement.
  - If the Proposer requests a waiver from participating in the VOSB contract goal, a completed VOSB Participation Statement and VOSB Waiver Request are required.
- c. VOSB forms can be found at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations):
  - [VOSB Participation Statement](#)
  - [VSOB Waiver Request](#)

## **6.3 HIPAA Compliance**

DHS is a covered entity under the Health Information Portability and Accountability Act (HIPAA). Therefore, a Successful Proposer must comply with all HIPAA requirements.

## **6.4 Cyber Security**

- a. Successful Proposers must meet the minimum computer specifications which begin on page 14 of the [DHS Contract Specifications Manual](#), available at [www.alleghenycounty.us/dhs/solicitations](http://www.alleghenycounty.us/dhs/solicitations).
- b. All electronic devices must have sufficient security software and settings to minimize the risk of an information breach.
- c. Successful Proposers must also have policies in place to ensure that electronic devices are physically secure when not in use (e.g., locked in a vehicle trunk, password protected).

## **6.5 Equal Employment Opportunity and Non-Discrimination Requirements**

By submitting a Proposal, a Proposer agrees to not discriminate against any employee, applicant for employment, independent contractor, client or any other person on the basis of race, color,



religion, national origin or ancestry, sex, gender identity or expression, sexual orientation, disability, marital status, familial status, age (40 or over), or use of a guide or support animal because of blindness, deafness or physical disability.

## **6.6 Language Diversity Requirements**

Successful Proposer(s) must assure resources are secured and/or made available for participants/consumers/clients with limited English proficiency or other communication barriers. Such actions shall include but not be limited to assessing the need for interpreters, evaluating the need for alternate language materials, identifying internal and external resources to meet identified needs, and accessing services contracted by DHS through their assigned contract monitor(s).

## **6.7 New Provider Requirements**

If awarded an Agreement, Successful Proposers who do not have current Allegheny County contracts will be required to complete the [DHS New Provider Application](http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Prospective-Providers.aspx), available at <http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Prospective-Providers.aspx>. While not required as part of your Proposal, Proposers may wish to review the requirements of this application.