



Allegheny County Department of Human Services

# RFP Response Form

## Foster Care Agencies

### PROPOSER INFORMATION

Proposer Name: Cayuga Home for Children Inc. D.B.A. Cayuga Centers

Authorized Representative Name & Title: Christopher Graber, Director of Project Management

Address: 101 Hamilton Avenue, Auburn, NY, 13021

Telephone: (315) 549-0095

Email: [REDACTED]

Website: cayugacenters.org

Legal Status:  For-Profit Corp.  Nonprofit Corp.  Sole Proprietor  Partnership

Date Incorporated: April 10, 1852

Partners and/or Subcontractors included in this Proposal: N/A

How did you hear about this RFP? *Please be specific.* The Allegheny County procurement webpage

### REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Edward Myers Hayes	[REDACTED]	[REDACTED]
Contract Processing Contact	Christopher Graber	[REDACTED]	[REDACTED]
Chief Information Officer	Shannon Green	[REDACTED]	[REDACTED]
Chief Financial Officer	Elizabeth Palin	[REDACTED]	[REDACTED]
MPER Contact*	Christopher Graber	[REDACTED]	[REDACTED]

**RFP for Foster Care Agencies**

*\* [MPER](#) is DHS's provider and contract management system. Please list an administrative contact to update and manage this system for your agency.*

**BOARD INFORMATION**

Provide a list of your board members as an attachment or in the space below.  
Click here to enter text.

David Warren Connelly, Board Chair  
Adjunct Professor, Cayuga Community College



Glenn Fletcher, Vice Chairperson  
Owner, Euterpe Hall, LLC



Richard Barbieri, Board Treasurer  
Director of Fraud Operations, Hudson's Bay Company



Gilda Brower, Board Secretary  
Retired Montessori School Director



Anne Marie Bernardoni  
Assistant Controller, Onondaga Community College



Susan Hannigan  
Life Coach



Faye Hilton

**RFP for Foster Care Agencies**

Information Technology Entrepreneur

[Redacted]

Luther Isler

Writer, Performer, Social Activist

[Redacted]

James Loperfido

Business Consultant, JGL Management

[Redacted]

Hugh Lawrence

Physician Assistant

[Redacted]

Kelli Otis

Retired Oswego County Probation Officer

[Redacted]

Alejandra Malave

LMSW Social Worker

[Redacted]

Juan Carlos Polanco

Attorney

[Redacted]

**REFERENCES**

Provide the name, affiliation and contact information [include email address and telephone number] for three references who are able to address relevant experience with your organization. *Please do not use employees of the Allegheny County Department of Human Services as references.*

**RFP for Foster Care Agencies**

- 1.) Lynn Carrier  
Case Work Supervisor A  
Onondaga County Department of Child and Family Services (DCFS)  
[REDACTED]
  
- 2.) Vera Greenplate  
Foster Care Administrator  
Delaware Department of Services for Children, Youth, and Their Families (DSCYF)  
[REDACTED]
  
- 3.) Michelle Windfelder  
Southeast Region Program Manager  
Florida Department of Children and Families  
[REDACTED]

**PROPOSAL INFORMATION**

Date Submitted 2/10/2021

Amount Requested: \$970,118 (Annual Budget), \$127,288 (One-time Start-up Funding Request)

**CERTIFICATION**

Please check the following before submitting your Proposal, as applicable:

- I have read the standard County terms and conditions for County contracts and the requirements for DHS Cyber Security, EEOC/Non-Discrimination, HIPAA and Pennsylvania’s Right-to-Know Law.
  
- By submitting this Proposal, I certify and represent to the County that all submitted materials are true and accurate, and that I have not offered, conferred or agreed to confer any pecuniary benefit or other thing of value for the receipt of special treatment, advantaged information, recipient’s decision, opinion, recommendation, vote or any other exercise of discretion concerning this RFP.

Choose one:

## **RFP for Foster Care Agencies**

My Proposal contains information that is either a trade secret or confidential proprietary information and I have included a written statement signed by an authorized representative identifying those portions or parts of my Proposal and providing contact information.

OR

My Proposal does not contain information that is either a trade secret or confidential proprietary information.

## **ATTACHMENTS**

Please submit the following attachments with your Response Form. These can be found at <http://www.alleghenycounty.us/dhs/solicitations>.

- MWDBE documents
- Allegheny County Vendor Creation Form
- 3 years of audited financial reports
- W-9
- Organizational Chart
- Implementation Timeline
- Line-item Budget, if desired

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### **REQUIREMENTS**

Please respond to the following. The maximum score a Proposal can receive is **250** points. Your response to this section should not exceed 30 pages.

#### **Organizational Experience and Capacity (30 points)**

1. Describe your organization's demonstrated experience working with the following populations: children from birth up to their 21<sup>st</sup> birthday who are at-risk or involved with the child welfare system; prospective and current Foster Care parents; birth parents; and all other stakeholders in Foster Care (e.g., court system, DHS caseworkers, other provider agencies), or an equivalent. Include how the input of children, Foster Care parents and birth parents have been incorporated into this Proposal.

For over 165 years, Cayuga Centers has been a leader in the child welfare arena, providing innovative treatment, supports, and services. Headquartered in Auburn, NY with satellite offices in Harlem and the Bronx, Florida, and Delaware, the agency offers an array of innovative treatment programs aimed at strengthening family relationships, safely reunifying families, and/or supporting youth as they enter independent living situations in a manner that is sensitive to both culture and trauma experiences. Throughout the course of our rich history, the agency has continuously evaluated and adapted our service array to better meet the needs of those we serve. The ever-evolving needs of communities and families have acted as catalysts for a number of important transformations at Cayuga Centers over the years.

Originally founded as an orphanage in 1852, Cayuga Centers has a long history of demonstrating adaptability and innovation. The agency has transformed and expanded its services to better meet the needs of communities by adjusting to best practices as they evolve with advancing research. In 1953, Cayuga Centers refocused its programming to the then-new "cottage model" of residential treatment and case management. This adaptation was informed by contemporary emerging research in the child welfare arena regarding long-term outcomes for youth placed in orphanages. Later, when new evidence highlighted the benefits of a foster care setting as compared to a congregate care setting, the agency further adapted and expanded its focus on effective foster care models, eventually moving away from congregate care. In the early 1990s, the agency again recognized unmet needs within the community and expanded its mission by providing community-based services for children and families. These programs focus on providing services to children in the context of their home and family rather than relying on out-of-home placements for treatment. Through these adaptations over the course of more than 165 years of service, the agency has remained committed to following best practices in the field, adopting numerous evidence-informed and evidence-based programs.

Cayuga Centers has demonstrated over 30 years of continued success as a provider of treatment foster care through each of our Treatment Family Foster Care (TFFC) programs spanning across 26 counties in Upstate New York, in South Florida, and throughout New York City and the State of Delaware. TFFC is an evidence-informed, trauma-informed, and culturally-informed foster care model that provides bundled services and highly individualized treatment to youth with trauma experiences. In Cayuga Centers' TFFC program, children are placed with

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highly trained, licensed, and supported foster parents while undergoing intensive individual and family therapy, with the goal of returning home as quickly and safely as possible. The agency's success in replicating TFFC across New York, Florida, and Delaware is in large part due to our unique, intensive matching process and our focused tailoring of the program to meet the needs of each child and family that we serve. Cayuga Centers works in partnership with community stakeholders such as community based organizations, local governments, and fellow service providers to collaboratively meet unique local needs and challenges. Cayuga Centers has distinguished itself by its support of the specific needs of not only each child, but birth families and foster families as well, in an effort to achieve placement stability and long-term goals related to safe reunification or independent adulthood.

In addition to our enhanced foster care programming, the agency provides an array of additional support services for children from birth until adulthood who are at risk of, or currently involved in, the child welfare system and their families. Today, these programs include the Functional Family Therapy (FFT), Multisystemic Therapy (MST), Family Preservation Program (FPP), Family Support Program (FSP), SafeCare, and Restorative Case Management (RCM). Cayuga Centers' preventative services each share common goals including to: 1.) Avert the disruption of a family that could result in the imminent placement of a child in foster care or a juvenile detention setting; 2.) Enable a child placed in foster care to return safely to their family earlier than would otherwise be possible; and 3.) Reduce the likelihood that a child who has been discharged from an out-of-home placement will return to foster care. All preventive programs are aligned with Cayuga Centers' focus on identifying and building upon families' and youths' inherent strengths to improve family communication, functioning, and stability.

Cayuga Centers has worked in close partnership with the federal Office of Refugee Resettlement (ORR) since 2014 to provide exemplary Transitional foster care and Long Term foster care for Unaccompanied Children (UC) entering the United States between the ages of zero and seventeen. Through these programs, Cayuga Centers addresses and serves the unique needs of UC populations including youth possessing a range of SOGIE (Sexual Orientation, Gender Identity, and Expression) characteristics, tender aged children, sibling groups, mothers and their babies and expecting mothers. Through Cayuga Centers' array of resources and partners, UC are placed in individual foster homes in and around New York City and connected to a number of community partners in order to appropriately and adequately address the extraordinary cultural needs and sensitivities of those being served. The success of each of these programs relies on engaging the full range of stakeholders involved in providing the relevant services, including the youth and families being served, to ensure that the youth makes progress in their treatment plan. Cayuga Centers views those we serve as key members of the treatment team, having ownership over goal setting and buy-in on their treatment plan to achieve those goals.

The agency values the input of individuals and families receiving services, including foster families, as a critical learning tool for program implementation, goal setting, and improvement. As such, our agency provides feedback mechanisms such as satisfaction surveys to ensure that we are regularly addressing any concerns regarding service provision, as well as to inform programmatic decision making. Our existing TFFC programs across CNY, Florida, and Delaware have utilized satisfaction surveys for both foster parents and youth receiving services.

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Cayuga Centers looks forward to expanding on Allegheny County's initiative to take an inclusive and participatory approach towards program development and implementation. As such, the agency will incorporate input and feedback from children, foster care parents, and birth parents into the ramp-up and implementation phases of Allegheny County TFFC. This may include virtual one-on-one interviews and focus groups with youth and families who have been involved in the child welfare system, current foster parents, and other local stakeholders. Through this process, Cayuga Centers will draw on organizational expertise and experience from providing decades of foster care, as well as the expertise and experiences of those that we serve and other key stakeholders, in order to advance Allegheny County's goals of improving placement stability, wellbeing and the safety of children and families.

2. Describe your organization's demonstrated experience working with communities and populations that are diverse in terms of race, ethnicity, religion, culture and SOGIE and reflective of the target population.

Among the values held by Cayuga Centers is the belief that diversity strengthens all aspects of operations and that all people must be treated equitably, fairly, and with human sensitivity and respect. As such, the agency places a significant emphasis on ensuring cultural diversity and inclusion in the workplace, training and preparing staff to work in a culturally diverse context, and ultimately providing appropriate services for the diverse populations that we serve. As a result of Cayuga Centers' expansive geographic reach and breadth of services, our programs encompass a broad range of human differences, including ability and disability, age, race, gender identity and expression, sexual orientation, socio-economic status, educational level, language, ethnic background, national origin, citizenship status, spiritual beliefs, and religion. The agency takes pride in its commitment to recognizing, affirming, and respecting each individual and community that we serve. This commitment is demonstrated in a number of agency practices, as well as the agency's overarching posture of adapting to new and better approaches as new information becomes available regarding how to best meet the needs of diverse populations.

Cayuga Centers also takes pride in recruiting, hiring and retaining culturally diverse staff who reflect the communities we serve. For each new program, our recruitment efforts begin by gaining a thorough understanding of the target population and their needs. Our strategies are then tailored to ensure the hiring of a staff reflective of this community and with the qualifications and experience to provide exceptional, culturally appropriate services. Currently, the agency's workforce is made up of individuals who identify as the following: Hispanic: 61%, White: 25%, African American: 11%, and Two or More Races: 2%. Our staff also reflects a range of differences in sexuality, gender, religious practice, and life experience. This diversity not only results in a robust work environment, but allows many of our staff to have cultural and/or linguistic backgrounds that are often similar to the individuals and families that we serve, resulting in strong cultural awareness in our services, a deep trust between staff and individuals receiving services, and an ability to support families and communities in ways that a less diverse workforce would not.

All staff are trained both pre-service and in-service on diversity and inclusion, bias, and how to adapt services to best meet the needs of individuals with minoritized experiences, such as



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LGBTQIA+ youth and pregnant and parenting teens. Both our staff and foster parent training emphasize the importance of cultural humility - the understanding that the work of cultural awareness and responsiveness is a lifelong process of self-reflection to recognize and address biases, learn about other cultures and cultural issues, and seek ongoing input and engagement with those of different cultural backgrounds and experiences.

Cayuga Centers has distinguished itself as a leader in recruiting same-sex foster parents and providing specific matching services and supports to youth based on SOGIE characteristics. To ensure that their specific experiences and needs are adequately cared for, the agency has engaged in targeted recruitment and outreach strategies, increased and improved both staff and foster family training on serving LGBTQIA+ youth, and built partnerships with community organizations that can assist in appropriately meeting the needs of this population and others with minority SOGIE characteristics. Additionally, the agency's recruitment efforts are based upon transparency and honesty, clearly communicating the need for foster parents that are willing and able to serve diverse populations with unique needs, including LGBTQIA+ youth. The agency also has demonstrated success recruiting culturally and racially diverse foster parents within each of our current TFFC programs, ensuring that Black and Hispanic youth experience a greater likelihood of placement with a family that is culturally and racially familiar.

Cayuga Centers has significant experience serving individuals with varying ethnic backgrounds and languages and dialects, particularly in our foster care programming for unaccompanied children. To mitigate potential language and dialect barriers, staff are trained in utilizing contracted interpretation and translation services for individuals with limited English proficiency and hearing and/or visual impairment. Cayuga Centers also maintains a staff database of all staff language abilities as an additional resource to support our youth and families.

3. Provide clear reasoning why your organization feels it is a strong candidate for this opportunity and how Foster Care fits well within your organization's mission.

Cayuga Centers' mission is to help children, families, and individuals grow as independent, healthy and productive citizens through quality counseling, out-of-home care, and support services. The agency is adept at implementing TFFC in new service geographies, having implemented and maintained three decades of innovative and highly successful foster care services in regions as varied as South Florida, Upstate New York, New York City, and Delaware. Cayuga Centers' leadership and experienced clinicians are skilled at tailoring program delivery to the cultural milieu, SOGIE characteristics, and expressed community needs pertinent in each region served, ensuring that all supports and services are custom-fit based on each individual's background and unique needs. Through this learning-oriented posture that collaborates with service users and community stakeholders, Cayuga Centers has successfully established and serves over 350 TFFC placements nationally. Cayuga Centers proposes to apply this expertise in developing and delivering TFFC, tailored to meet the needs of youth, their biological parents, and foster parents throughout Allegheny County.

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Cayuga Centers' TFFC program includes a range of distinguishing features that enhance support for both foster youth and foster families, contributing to our success in placement stability. Chief among these features is Cayuga Centers' bundled and comprehensive approach towards providing treatment foster care. This approach ensures that each youth and family receives a full array of wraparound supports and treatment that is tailored to their specific circumstance and needs. Characteristics that distinguish Cayuga Centers' TFFC programs from other providers include, but are not limited to:

- Bundled services including therapy, skill-building, mentoring, and coaching.
- A clinically-led team approach to treatment.
- An emphasis on recognizing trauma and assisting youth and caregivers with skills to manage its impact.
- Clear, strength-based treatment plans/Individual Service Plans (ISPs) emphasizing individualization, flexibility and tenacity in helping the youth succeed.
- Clear treatment direction for foster parents using their input.
- Ready access to medical and psychiatric support.
- Enhanced foster parent training.
- A daily telephone check-in (Caregivers Daily Report) with foster parents.
- Regular foster parent support groups and increased accessibility of these groups by offering child/foster child care.
- Staff provide services at each home twice a week.
- 24-hour support to youth and foster parents.
- Perseverance in working with high-acuity youth, using collaborative problem-solving when difficulties occur.
- A meticulous approach in choosing foster parents.
- Certifying only homes we would put our own children in.
- Superior communication between staff and foster parents.

Each of our TFFC programs provide a therapeutic, safe environment where youth have the maximum opportunity to reunify with their family, move to a lower level of care, or build the skills necessary to enter the community as a productive and healthy adult. By involving families and youth in every aspect of planning and implementing treatment, goals are more realistic and achievable in a shorter amount of time, responsibility is shared, and change is sustainable. This decades-long experience in foster care provision, foster parent licensing, and ongoing support for foster families will inform Cayuga Centers' activities throughout the proposed Allegheny County TFFC program. Additionally, the agency's vast experience working with diverse youth with a wide range of needs and experiences will equip us to provide a tailored, individualized approach to ensure the most suitable placement and services for each youth in our care.

4. Provide the number of homes and total bed capacity you anticipate being able to maintain at any given time. Be specific about the number of homes you anticipate being best equipped to care for different child demographics and other characteristics (e.g., infants, teenagers, Therapeutic Foster Care, LGBTQIA+ individuals).

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Cayuga Centers anticipates recruiting and maintaining approximately 20+ TFFC homes, equipped to serve a total bed capacity of 24 to 30 youth at any given time. TFFC homes will be phased in over the course of approximately two years to ensure both program efficacy and sustainability. Please see Attachment A (Implementation Timeline) for additional detail regarding the recruitment and approval of TFFC homes in Allegheny County. All TFFC parents will receive the same level of intensive training and will be able to successfully care for youth ranging from low to high needs, including Therapeutic Foster Care (TFC) placements.

As noted previously, Cayuga Centers' foster parent recruitment efforts are based upon transparency, honesty and clearly communicating to potential foster parents the need for homes that can serve diverse populations, including those with unique needs. As a result of this, the agency has been able to repeatedly demonstrate success in recruiting culturally and racially diverse foster parents. Moreover, Cayuga Centers' current TFFC programs have distinguished themselves as leaders in recruiting LGBTQIA+ foster parents and providing specific matching services and support to youth based on SOGIE characteristics. The same highly successful methods used in the agency's existing TFFC programs, including highly targeted recruitment and outreach strategies, will also be utilized in the proposed Allegheny County TFFC program to ensure that youth with a wide range of demographics, backgrounds and needs will be successfully cared for.

Based on the current needs of Allegheny County, Cayuga Centers anticipates recruiting TFFC homes that are broken down by the following age criteria.

<b>Age Group</b>	<b>Percentage of TFFC Beds</b>	<b>Number of TFFC Beds</b>
0-2	30%	9
3-11	37%	11
12-17	27%	8
18+	6%	2
<b>Total</b>	<b>100%</b>	<b>30</b>

### Promoting Placement Stability (60 points)

5. Describe your plan for *recruitment* of diverse, culturally humble Foster Care families who will provide high-quality and trauma-informed care and safety for children. Please include:
  - a. Specifics about which populations you will target.
  - b. The strategies you will use to ensure your Foster Care families are diverse and culturally humble.
  - c. The recruitment staffing strategy, specific roles and number of staff involved in the recruitment of Foster Care families.

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- d. The specific recruitment strategies you will use for Emergency Placement Homes, Respite Homes and Emergency Respite Homes.
- e. How you will incorporate a “customer service” approach.
- f. How you include matching events and preplacement visits in your approach.

Cayuga Centers takes pride in its foster home recruitment strategy and its success in creating a network of diverse, culturally humble, flexible and adaptable foster homes to meet a broad range of youth treatment needs and experiences. Across New York, Delaware, and Florida, our recruitment efforts have been key to not simply acquiring foster homes, but our great success in retaining safe, healthy homes for the diverse youth that we serve across those locations. Our strategy is based upon a foundational belief that outreach must be honest. The realistic, complex needs of the community are communicated with potential new foster parents from the earliest recruitment engagements, including the necessity of enhanced and therapeutic care, cultural humility to serve a wide range of youth with openness and compassion, and a willingness to provide emergency, emergency respite, and respite placement. This transparency ensures that new foster parents embark on their journey with a full understanding of the type of care and service that they will be expected to provide.

In addition, a central part of the recruitment strategy maintains that, from the first engagement, potential new foster parents will learn about the culture of Cayuga Centers and what sets our foster care programming apart from other providers. Potential new foster parents learn about our focus on providing intensive, holistic support to foster children and families; our view of foster parents as a critical component of the care team with an important voice in decision making; and the extensive level of support that Cayuga Centers will provide to foster families on a daily basis. This honesty and clarity increases buy-in, retention, and placement stability.

When implementing programs in new regions, Cayuga Centers enters with a posture of learning and listening, relying on community partners ranging from individual residents to service providers and the local DHS to understand the culture and needs of the community. The agency recognizes that meeting the needs of the target population and achieving the impressive goals of Allegheny County will require a community effort and synergy with all service providers in the region. Cayuga Centers is committed to working collaboratively with DHS and the Recruitment Collaborative to coordinate recruitment efforts toward the shared goal of providing the highest quality services to youth and families.

The agency will initially hire one (1 FTE) Manager of Foster Home Recruitment and Licensing, followed by one (1 FTE) Foster Home Recruiter, both of whom will be local to Allegheny County. Hiring locally is standard practice for our implementation of new TFFC programs, so as to strengthen our outreach efforts via staff that are intimately knowledgeable of, and connected to, the local community and the human services landscape in the region. This will assist the team in creating targeted efforts that are appropriate for attracting local Allegheny County foster families. The Manager will be responsible for establishing recruitment goals, aligning the recruitment strategy with those goals, and executing local outreach and recruitment activities that are appropriate for the local community and for the needs of the target population. The Manager will also be responsible for facilitating and tracking the licensing process for all

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new foster parents, ensuring efficiency and open communication and partnership with DHS throughout the process.

The Foster Home Recruiter will join the team to support the role of the Manager as the capacity of the program grows. While the Manager and Recruiter will be primarily responsible for recruitment and licensing efforts, all of Cayuga Centers' programs take a team approach, and all program team members will work collaboratively to achieve the goals of the program. Additionally, the team will work closely with our centralized mechanisms such as the Continuous Quality Improvement (CQI) department and Communications department.

TFFC staff will work in close partnership with our centralized communications team to create a robust outreach strategy that targets diverse potential foster parents that reflect the diversity of the youth we serve. This strategy consists of social media campaigns, printed collateral materials, community outreach at local events, and word-of-mouth efforts. In our experience with starting up TFFC in new regions across three states, our TFFC team has learned that spending as much time as possible in the community by engaging with local members in spaces such as community centers, religious spaces such as churches and temples, and schools is critical to building trusted community relationships, resulting in successful recruitment efforts. Once the agency builds a trusted community presence, word of mouth has often been one of our most successful outreach strategies. Foster families who have come to trust our level of support and care become our best advocates for growing our network of foster homes.

While Cayuga Centers conducts general community outreach, targeted campaigns are often tailored to reach particular groups of people related to the needs of the local target population. In Allegheny County, Cayuga Centers anticipates employing strategies that reach racially diverse foster homes, same sex foster couples, retired professionals, local health care workers, and other "helping professionals". Cayuga Centers has a demonstrated track record of success recruiting racially and SOGIE diverse foster families across New York, Delaware, and Florida. To generate this same level of success, the program team will focus on engagement at local community events, promotion via local newspapers and bulletins, distribution of printed collateral materials, and targeted social media advertising in order to achieve our recruitment goals in the county.

In addition to English, Cayuga Centers is committed to printed materials and virtual information in languages spoken by the youth in need of placement, such as Nepali and Spanish, in order to attract linguistically similar foster homes. In many of our TFFC locations, this strategy has assisted in filling a need previously unmet for youth in the community, providing access to foster families who speak their native language. Additionally, the agency's existing TFFC teams have created groundbreaking targeted outreach to fill another need in the community: high quality foster parents who can understand and adequately care for the specific needs and experiences of LGBTQIA+ youth. Working in partnership with the communications team, the program has created social media campaigns tailored to foster parents representing a broad range of SOGIE characteristics, such as same sex couples, using inclusive language and images of Cayuga Centers' existing SOGIE diverse foster families. These strategies will be implemented in Allegheny County as a top priority in order to increase access to culturally familiar homes.

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Beginning on day one, TFFC staff will focus on recruitment strategies for Emergency Placement Homes, Emergency Respite Homes, and Respite Homes. These strategies will be based upon the honesty and transparency discussed above - seeking families who are open and willing to meet the needs of an emergency and/or respite placement. Strategies will include clear communication from initial engagements to ensure that potential foster parents have a thorough understanding of what an emergency and/or respite placement consists of. The team will recruit foster parents who have experience providing services to or may be uniquely equipped to support youth in need of emergency placement, such as retired helping professionals, retired teachers, or behavioral health professionals.

To generate interest and buy-in among potential recruits, recruitment strategies highlight the agency's extensive customer services approach, which has played a central role in our past recruitment and retention success. Cayuga Centers' reputation is built upon the daily, tailored, and personal support provided to each foster family. This reputation has proven helpful in continuing to grow our network of foster families and bolstering the success of our robust recruitment strategy. Outreach efforts highlight our 24/7 on-call support, our focus on creating a schedule that is most convenient for the foster family and youth including meeting in the foster family's home or virtually as appropriate, and our unique and intensive matching process to ensure the best fit between the foster family and the youth, resulting in increased likelihood of sustainable placements.

Cayuga Centers utilizes a unique and intentional matching process that has been identified as a key factor to our programmatic success in achieving positive foster care outcomes. The agency will work in close partnership with DHS throughout the matching process to achieve the county's foster care goals. Prior to intake, referrals will be thoroughly vetted in partnership with DHS to ensure that our TFFC program is the most appropriate fit for each youth. Upon intake, youth undergo a detailed intake assessment, enabling the team to gather essential information about each youth's unique situation, experiences, and care needs. This assessment collects details about a youth's home community, support network and siblings. Similarly, all foster parents complete a thorough assessment prior to licensing. When a referral is accepted and the intake assessment is complete, the program team works diligently to match the youth's needs with the most appropriate corresponding foster family, based upon factors such as geographic location of the foster family in relation to the youth's home community and support system, similarities in culture and/or language, and other qualities of the family that may assist in providing the most appropriate support for the youth.

When potential foster parents are identified, the foster parents join the treatment team very early in the matching process to meet the youth, learn about the youth's experiences, background, and needs, and assess whether the placement is best suited. The treatment team then compiles all of this information to make a well-informed placement decision with the highest likelihood of placement stability and long term positive outcomes for the youth and foster family. In addition to our internal matching process, Cayuga Centers will participate in DHS-facilitated, bi-monthly Option Meetings to match children in need of placements to available homes in partnership with other local service providers.

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After matching a youth to a family, preplacement visits begin to ensure the accuracy of the match. The length of this preplacement visitation process is unique to each case and dependent upon the needs of the youth, foster family, and DHS. In close collaboration with DHS, the youth and foster family, and previous service providers (if applicable), a phased approach is implemented, beginning with a short, supervised visit and increasing to overnight stays as the youth and family become acclimated and the match appears viable. Once a placement is made, the treatment team provides daily phone check-ins, twice-weekly in person home visits, 24/7 on-call support, and the services determined in the Individual Service Plan (ISP) to ensure that both the youth and foster parents are thoroughly supported throughout the life of the placement. At Cayuga Centers, our service philosophy is centered on long-term impact, not simply how quickly we can make placements. We keep the immediate and long-term wellbeing of the individuals and families that we serve, including foster families, at the center of our decision-making.

6. Describe specific efforts you will take and approaches you will use to *retain* foster parents, including Foster Care parents who have Emergency Placement Homes, Respite Homes and/or Emergency Respite Homes. Include how support will be available to Foster Care parents 24 hours a day, seven days a week.

Cayuga Centers' foster parent retention philosophy is based upon honest and transparent recruitment, rigorous training, establishing close, trusted relationships, and the provision of extensive, around the clock support. These foundational tenets have been responsible for the agency's success in foster parent retention, including retention of foster parents providing emergency and/or respite placements, across three diverse states. As discussed in detail in Question 5 above, Cayuga Centers' foster parent recruitment strategy is driven by honest, transparent communication about the needs of the target population and the expectations of foster parent care for a diverse range of youth with unique needs and experiences. This strategy has not only proven effective for recruiting a strong network of foster parents, but has proven to be useful in retaining those foster parents. Honest and transparent communication from even the very first engagement with potential foster parents reduces the likelihood that foster parents feel unprepared for the types of placements that they may experience. This increases the likelihood of recruiting foster parents who feel well equipped to provide the expected level of care to youth in need of out of home placement, resulting in high rates of retention.

Providing foster parents with extensive, personal, and high quality training and support has been a defining characteristic of our existing TFFC programs. Cayuga Centers' foster parents have often reflected that this level of support has played a significant role in our successful recruitment and retention. Foster parents have shared that Cayuga Centers "walks the walk" of providing essential support. This cultural norm of family support has been established based upon the foundational understanding that foster parents are an important piece of the treatment team and invaluable assets for ensuring the sustainable wellbeing of youth in our care. As such, thoroughly supported foster families will have the capacity, knowledge, and trust in Cayuga Centers to provide important insight for crafting the most effective and appropriate means of addressing the needs of youth in their care. The low rate of disruptions in our current foster care programming is in large part due to this core value of foster family support.

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Once foster parents are successfully recruited, support begins immediately with provision of extensive training across a range of important topics, as discussed in Question 9 below. Cayuga Centers equips all foster parents to provide the highest levels of enhanced care, and to create culturally responsive environments to support youth with a variety of backgrounds, needs, and experiences. Our training roster ensures that all foster parents understand their roles and responsibilities, the agency's roles and responsibilities, compliance with state and federal regulations, and strategies for providing support for a number of potential placement scenarios. Providing foster families with a robust toolbox of resources through our training process results in resourcefulness, resilience, and ultimately, foster parent retention. When foster parents believe in their skills and abilities to provide a safe, nurturing home for youth in need, they are likely to experience successful placements. Additionally, foster parents are supported each step of the way through the approval process, with team members tracking progress, providing reminders of upcoming requirements, and providing any and all assistance that a foster parent may need as they navigate certification.

As soon as a foster parent receives approval/certification, they are assigned a program manager who acts as both a support person and a liaison between the foster parent and other members of the care team. To increase the likelihood of placement stability, program managers provide daily check-ins for every active foster parent, and work diligently to ensure that all essential information is provided in a timely manner. In addition to the program manager, each treatment team consists of a skills trainer who acts as an additional support not only for the youth but for the foster family. Foster parents have access to 24-7 on-call support, which is rotated only between program managers and clinicians, all of whom have working knowledge of every youth and every home. The program director remains on-call 24-7 as an additional resource and support for both staff members and foster parents.

Cayuga Centers places a major emphasis on building solid relationships with foster families from day one, beginning with a thorough screening process. Through our meticulous matching system, which has been identified as another major component to our success, potential foster parents are brought into the process from the start. Meeting the youth very early on, foster parents participate in the initial team conversations to determine the most appropriate next steps for the referral. This increases the likelihood that the first placement will be the most suitable for each youth, and that foster families have a positive placement experience. Our success in foster parent retention has been possible in large part due to this early and consistent inclusion of foster families in the placement process.

Once a placement has been established, foster parents are welcomed to participate in monthly foster parent support groups, hosted internally by the agency. These support groups are a time for foster parents to build relationships with each other as well as with Cayuga Centers' staff. The meetings consist of training components as well as a time for conversation, reflection, and access to essential resources and information. Additionally, foster parents are welcomed to share any and all feedback with program staff on ways to improve support to youth, foster families, or both. To ensure that all needs of the foster family and the youth in care are met, the program team coordinates regularly with community based organizations who may be able to provide additional support and resources to our youth and families. Community based



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organizations are also welcomed to participate in treatment team meetings when their services may be beneficial to the treatment of the youth and/or the support of the foster parent.

Foster Parent support is a core pillar of our TFFC programming and more specifically our retention efforts. Having two team members dedicated not only to the youth, but to the foster parent has proven to support the wellbeing of all individuals in the home, significantly decrease disruptions, increase foster parent retention, and maintain placement stability. Our TFFC teams go above and beyond in support of our foster parents, including taking actions such as delivering food and other essential items to each foster parent home throughout the COVID-19 pandemic. We value our foster parents and recognize the incredible role that they play in achieving our ultimate goal of safe family reunifications or successful independent entry into adulthood. While our program team provides as much support as possible, we recognize that having strong connections with other foster families provides a level of support that the program team cannot. We understand that peer support among our foster parent community is key to the wellbeing of foster families and increases the likelihood of retention. Therefore, Cayuga Centers is committed to facilitating peer support, to be driven by foster parents themselves, including utilization of the Mockingbird Model. Please refer to Question 7 below for more information regarding the utilization of this model as an added support.

7. Please describe a plan for facilitating peer supports for Foster Care parents. This may include strategies, a specific model (such as the Mockingbird Model) or informal mechanisms, and be based on common challenges, geography or something else.
  - a. Where you see fit, include innovative solutions that have arisen as a result of COVID-19 (e.g., videoconferencing, virtual visits).

Cayuga Centers recognizes the critical importance of peer support among foster care parents for placement stability and treatment progress, ranging from socio-emotional bonding and support to sharing community resources and connections to community resources; which in the past year has included adapting and upgrading supports for changing conditions and demands on foster care families related to COVID-19 and related social and economic shifts. These upgrades have included working one-on-one with Foster Parent families to build their familiarity and comfort level with digital conferencing technology, and partnering with the agency IT Department to create and distribute a how-to manual for using Google Meet. To further facilitate peer support for foster care parents, Cayuga Centers' Allegheny County TFFC program will implement the Mockingbird Model of parent and family networking to support licensed foster care parents and children placed in their care. The Mockingbird Model's emphasis on providing a range of ongoing 24/7 support to foster care parents and providing for resource sharing between foster families aligns with Cayuga Centers' approach to service delivery and support. Implementing the Mockingbird Model will enhance Cayuga Centers' efforts to support foster care families in order to prevent placement disruptions, support caregiver retention, and support connections to cultural identity, which aligns closely with Cayuga Centers' philosophy of building on families' and youths' existing strengths.

As part of implementing the Mockingbird Model, Cayuga Centers will identify and support licensed foster care families who can serve as Hub Homes in Allegheny County,

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providing 24/7 ongoing support to other foster care parents in their Constellation. In response to changing and emerging safety and distancing needs related to COVID-19, outreach to potential Hub Homes, planning and coordination of Constellation groups, and delivery of peer supports will utilize video conferencing, virtual visits, and other tools and adaptations as needed. Identifying and establishing Hub Homes early in the TFFC implementation process will aid Cayuga Centers to provide holistic support to foster care families early in their engagement and work with Hub Home families to identify how Constellations can best be organized based on geography, cultural background, or other basis. This will better enable Hub Homes to provide training, support, and respite care for the families in their Constellations.

This early focus on foster care parent peer support reinforces the agency's cultural norm of understanding and supporting foster parents as a major piece of the treatment team and valuable assets for ensuring the wellbeing of all youth in our care. Additionally, this process will ensure that foster care families are provided with critical resources such as transportation assistance, reliable respite care, and assistance accessing services and resources, as needed. Furthermore, building tools for gathering virtually and fostering adaptability into the Mockingbird Family Model from the beginning will equip Hub Homes and other foster care parents to minimize disruptions due to COVID-19 conditions. In addition to implementing robust Personal Protective Equipment (PPE) and social distancing measures, Cayuga Centers has utilized virtual tools and meetings as needed from the beginning of the COVID-19 pandemic will incorporate these tools into the provision of TFFC in Allegheny County as necessary.

8. Describe your process and timeline for Foster Care Home approval. If your anticipated timeline will routinely take more than three months for approval from receipt of application, please explain.

In each of Cayuga Centers' existing TFFC programs, the agency has been able to implement an effective and efficient foster care home approval process which takes an average of eight weeks to complete (from application to approval). Our success with this process has resulted from setting clear and achievable expectations for foster parents, as well as providing recurrent training cycles with built-in flexibility to ensure that all training components and certification requirements can be met within ten weeks at most. Similar to our existing TFFC programs, Cayuga Centers anticipates holding foster parent training/approval cycles on at least a quarterly basis, with the potential for including additional cycles, based on foster parent recruitment numbers. In the rare circumstance that a foster parent(s) will require more than three months from application to approval, TFFC leadership will proactively communicate with Allegheny County DHS in order to keep the department informed and updated regarding the potential foster parent's status.

TFFC staff will be provided all necessary Cayuga Centers' orientation, as well as training in the TFFC and ARC models to ensure consistency of delivery and model adherence. Foster Parents will attend an agency required minimum of 30 hours of initial training that encompasses all components of the TFFC and ARC models, as well as Cayuga Centers' Philosophy, Roles and Responsibilities of a TFFC Parent, Child and Youth Development, Grief and Loss, Conflict De-escalation, Passive Restraint, Attachment-Based Parenting Skills, Legal Systems, Pennsylvania

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Statutes and Regulations, Commercial Sexual Exploitation of Children, Reasonable and Prudent Parenting Standard, CPR/First Aid, Medication Administration, Mandated Reporter and all other state required training. All staff and foster parents will also receive required agency training on racial equity and inclusion, unconscious bias, SOGIE, AFFIRM, LGBTQIA+, trauma-informed parenting and care, cultural humility and co-parenting best practices. Additionally, all foster parents are required to attend a bi-weekly support and training group that provides a total of 48 hours per year of in-service training, including state mandated training and peer to peer support opportunities, including those encompassed in the Mockingbird model.

All TFFC home approvals will be carried out in strict adherence with Pennsylvania and Allegheny County requirements. This will include all required background checks and certifications, Resource Family Registry and all other Act 160 requirements. Prior to being approved, TFFC parents must undergo a comprehensive written home study and inspection, complete all pre-service training and be cleared following a medical appraisal. Prior to approval, all potential foster parents will also be provided with a Resource Parent Development Plan (PDP) designed to identify specific goals and to address areas in which training and support will be the most beneficial. All PDPs will be completed prior to initial approval and updated on at least an annual basis for each foster parent, including during the annual re-evaluation process. TFFC staff will closely monitor each foster parent's progress regarding established goals and plans and will use this information to help determine if foster parents meet annual re-evaluation criteria.

TFFC staff will also utilize the Home Pipeline Report on a monthly basis in order to track the approval process of each potential TFFC parent. This will include carefully recording the status of each requirement of the home certification as potential TFFC parents move through the approval process. The Home Pipeline Report will also be utilized as a tool to help both TFFC staff and DHS monitor and anticipate TFFC home capacity. Following initial approval, home inspection reports will be completed on at least a monthly basis to ensure that all TFFC homes remain safe and secure for children. Additionally, TFFC staff will ensure that all foster parents obtain required clearances at least every five years.

### **Promoting Well-Being (65 points)**

9. Provide a detailed pre-service and ongoing training plan for Foster Care parents that emphasizes cultural humility and includes all required and relevant topic areas.

At Cayuga Centers, all foster parents complete the same training in order to guarantee that all of our foster parents are prepared to care for a wide range of youth and provide the most intensive level of enhanced care. Foster Parents receive at least 30 hours of formal, pre-service training, annual on-going supplemental training, and annual refresher training on a wide range of topics to ensure readiness to receive placements as well as ongoing growth and support. Pre-service trainings will be provided collaboratively between the agency's centralized Training department and the Foster Home Recruiters with support from the entire program team. Cultural humility, empathy, and our culture of holistic support for all youth and families that we serve, including foster families, are themes that run throughout all of our trainings, both pre-service and

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in-service. The following are pre-service trainings received by all new foster parents joining the Cayuga Centers network:

1. Cayuga Centers' History and Service Philosophy: This introductory training assists foster families in getting to know the agency more intimately, including our history, culture, service philosophy, and the broad array of services that we provide and support departments such as CQI, Training, and Project Management.
2. Foster Care Family Roles and Responsibilities: This introductory training provides new foster parents with a thorough understanding of the agency's and DHS' expectations for them, including specific activities that they will be expected to carry out to meet the needs of a child in placement (e.g. transportation, medication management, etc.).
3. Foster Care Agency Roles and Responsibilities: This introductory training provides new foster parents with a thorough understanding of how the agency will support each foster parent and child in placement.
4. ARC Reflections Trauma-Informed Care: ARC Reflections is a nine-session training that was specifically designed for foster parents, in order to prepare them to provide the best possible care to youth who have had traumatic experiences. This training is provided to all new foster parents within the first thirty days of receiving an active license, and an annual refresher course is required for all foster parents.
5. Diversity, Equity, Inclusion, and Cultural Responsiveness: These topics are of utmost importance to Cayuga Centers, and the agency has made it a top priority to ensure that all staff and foster parents are thoroughly trained. This introductory training is followed up by in-service and refresher trainings to encourage continued learning and growth in this area. Training includes understanding racial equity and how inequity in child welfare across the nation has impacted minority youth; understanding cultural humility and how to apply it practically as a foster parent; and using the AFFIRM group support model to support LGBTQIA+ children.
6. Understanding Statutes, Regulations, and General Procedures: Laws and regulations can be challenging and overwhelming to understand. Therefore, Cayuga Centers provides a pre-service training for all new foster parents on the applicable statutes, regulations, and general procedures that require compliance by foster parents in the state of Pennsylvania.
7. Certification Process and Requirements: The certification process and the requirements to achieving certification can also be daunting for new foster parents. This introductory training walks foster parents through the process from start to finish, and highlights the support that Cayuga Centers will provide along the way to ensure successful certification.
8. Commercial Sexual Exploitation of Children (CSEC): All foster parents will complete this training as a requirement for achieving certification. Additionally, as an agency, Cayuga Centers has a demonstrated commitment to preventing the sexual exploitation of children across our services. Cayuga Centers employs tools such as the Child Sex Trafficking

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Indicator Tool to screen youth and provide both preventative and treatment support. Foster parent training will provide insight to our agency's approach to preventing sexual exploitation, as well as supporting youth who have experienced sexual exploitation prior to entering our care.

9. First Aid and CPR Certification: All staff and foster parents receive pre-service First Aid and CPR Training and Certification, followed by annual refresher training.
10. Reasonable and Prudent Parenting Standard: All new foster parents are trained on PA's Reasonable and Prudent Parenting Standard, understanding the expectations of care and parental decision making as required by this standard.
11. Child and Youth Development: New foster parents will receive introductory training to understand child and youth development.
12. Grief and Loss: All new foster parents will receive training to understand the process of grief and loss, and strategies for supporting youth through such experiences.
13. Attachment-Based Parenting Skills: All new foster parents will receive training on attachment-based parenting skills and how to implement them to support children in placement.
14. Co-Parenting Approach: All new foster parents will be trained on the agency and DHS' expectations on co-parenting with the family of origin, as well as strategies for how to build these relationships in a positive manner that is beneficial to the child in placement.
15. Legal System Topics: New foster parents will be trained to understand the child welfare legal system, what to expect, and resources for support including internal support and community-based legal support.
16. Mandated Reporter: All foster parents and Cayuga Centers' staff are required to complete Mandated Reporter training and certification.

Beyond this extensive list of pre-service training topics, foster parents receive on-going, in-service training support. In-service training occurs monthly and participation is required for all active foster parents. Program staff takes attendance, tracks participation, and provides certificates of training completion to foster parents. These in-service trainings often feature guest speakers who are experts in important and relevant topics, such as understanding the legal process for a youth's case, tutoring a youth for success in school, and community resources that are available for families and youth. Lastly, program staff conduct regular reviews of protocol for placement, licensing reminders, and respite procedures. In-service training topics include, but are not limited to:

1. Understanding and supporting mental health diagnoses;
2. Crisis de-escalation;
3. Understanding and identifying grooming behaviors and techniques;

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4. Providing educational support for youth;
5. Successful co-parenting strategies;
6. Self-regulation techniques;
7. Navigating visitation with biological family members;
8. Strategies for foster parent peer support; and
9. Strategies for supporting youth through challenging times such as holiday seasons.

Foster parents receive more than twelve hours of annual training, and foster parents caring for teens receive more than fifteen hours of annual training. Annual training topics include:

1. Understanding SOGIE and LGBTQIA+: This two hour training is provided to all foster parents entering their second year of service and then every other year. This training defines SOGIE and LGBTQIA+ and provides strategies for caring for youth who present a range of SOGIE characteristics and/or who have identified as LGBTQIA+.
2. CSEC: As referenced above, every other year foster parents will receive a CSEC refresher training.
3. Diversity, Equity, Inclusion, and Cultural Responsiveness: As referenced above, foster parents will participate in on-going diversity training, including annual refreshers.
4. Mandated Reporter: Every year, foster parents will complete an annual Mandated Reporter training.
5. Passive Restraint, De-escalation, and Crisis Response: In addition to learning these strategies in pre-service and in-service training, foster parents will receive annual refresher trainings to ensure that these strategies are being implemented appropriately for children in care.
6. Teen Brain Development and Trauma: Foster parents who are caring for teens will complete two hours of training annually on teen brain development and trauma, and best practice strategies for supporting teens who have experienced trauma.
7. Creating Teen Connections: Foster parents who are caring for teens will also complete two hours annually on supporting teens in creating healthy connections.

Prior to the COVID-19 pandemic, Cayuga Centers provided TFFC foster parent training on-site in our agency offices. However, since the start of the pandemic, our TFFC teams adapted quickly to begin providing virtual training, ensuring that foster parents continued to be trained and licensed in a timely manner. These virtual trainings have increased access for many foster parents by reducing barriers such as time, childcare, and transportation. Cayuga Centers proposes continuing the provision of virtual trainings as appropriate and as agreed upon with DHS in order to maintain this increased access and timeliness of training. Providing virtual training will assist in establishing as many safe and healthy placements for youth as possible in a timely manner.

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Cayuga Centers remains committed to providing an extensive array of training requirements and resources for foster parents in order to support the goal of establishing safe and healthy placements for youth in an environment of holistic support for both the youth and foster family. Such thorough training has been a key component for our success in foster parent retention and placement stability. The agency expresses openness and adaptability to new training topics and techniques that may benefit the youth and families that we serve, and looks forward to collaborating with DHS to implement best practices for preparing foster parents for their journey in caring for youth with a diverse set of needs and experiences.

10. Describe your plan to facilitate co-parenting between birth parents and Foster Care parents, including how you will connect these people as early on as possible after a new placement is established.

Cayuga Centers' TFFC model utilizes co-parenting between birth parents and foster care parents as a core component of our overall program philosophy. In our experience, creating a positive dynamic as early as possible between biological parents and foster parents plays a significant role in reducing overall trauma and increasing the likelihood of successful reunification. During both initial and in-service training of TFFC parents, Cayuga Centers' staff stress the importance of serving as a mentor to biological parents as well as cultivating a respectful, communicative and supportive relationship with them.

During intake and placement, birth parents are invited to participate to help ensure a comfortable transition for the youth and their family members. Within the first 12 to 24 hours of placement, TFFC staff and foster parents are expected to call the birth family to reassure them that their child is safe and well cared for, and to collect critical information that might ease the child's transition into a new home. Both the intake/placement and initial call between birth parents and foster parents can be facilitated using virtual technology such as video conferencing. Within the first 72 hours (depending on safety) Cayuga Centers' TFFC staff will facilitate and supervise an in-person or virtual "ice breaking session" between the foster parents and birth parents in an effort to further expand on these initial conversations.

Together, the initial phone call and ice breaking session are seen as the first steps in developing a collaborative and trusting relationship between foster parents and birth parents. At all times, TFFC staff ensure that the safety and wellbeing of youth are at the forefront of co-parenting interactions. Depending on each child's and family's circumstances, foster parents are encouraged to stay in close contact with birth parents, including: updating birth parents on the child's activities through the use of a shared e-journal; exchanging pictures of the child and their family; providing parents with grades, notes and school projects; and including birth parents (when possible) in medical appointments, sporting events, extracurricular activities and parent-teacher conferences, among other important events.

Depending on the safety and wellbeing of the youth, foster parents are also encouraged, when possible to host visitation sessions in their home and to incorporate the birth parents in day-to-day child care practices. These opportunities allow for foster parents to model effective parenting practices and provide a supervised setting for birth parents to practice their own

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parenting skills. Additionally, these collaborative interactions help inform foster parents and TFFC staff regarding the strengths and needs of biological parents. Together, these practices help shape a dynamic in which biological parents see foster parents as an important and reliable resource, rather than a threat. This relationship is expected to extend to post-reunification and is ultimately considered an indication of successful co-parenting.

11. Provide a detailed plan for establishing and sustaining Therapeutic Foster Care (TFC) homes.

Please include:

- a. The standards of the specific model you intend to use and why you chose it.
- b. How you will implement the model, including specifics about the development and use of treatment plans at the client level.
- c. How your organizational capacity and infrastructure will be able meet all model standards and train and support Foster Care parents.
- d. Your proposed process and timeline to establish between 30% and 50% of your Foster Care homes as TFC settings.

Within each of our existing TFFC programs in New York, Delaware and Florida, all of our foster parents receive the same level of bundled services, intensive training and comprehensive 24/7 support. The proposed Allegheny County TFFC program will implement this same strategy to ensure that 100% of our foster homes will be equipped and supported in order to successfully provide both Regular and Therapeutic Foster Care.

Over the course of the last two decades, Cayuga Centers has established itself as a national leader in the provision of treatment and therapeutic foster care. In 2002, the agency was the first in New York State to be licensed to provide evidence-based Multidimensional Treatment foster care (MTFC). This original model allowed the agency to serve hard to place children and adolescents with severe emotional and behavioral disorders, referred from juvenile justice for delinquency, or with behavioral and mental health diagnoses. The agency successfully operated MTFC for nine years in Central New York, and eight years in New York City. Both programs were successfully recertified multiple times through a rigorous process set forth by the MTFC developers. The Council on Accreditation (COA) also certified Cayuga Centers' MTFC foster care program.

In 2012, as Cayuga Centers became aware that an increasing number of youth did not meet all the criterion for the MTFC program, the agency reevaluated how to best meet the needs of youth referred for treatment foster care. The agency also found more success addressing the behaviors and needs of youth and families by adding a trauma-focused approach to its treatment. As a result, Cayuga Centers adapted our foster care programs to include a combination of Trauma Systems Therapy (TST) and Therapeutic Crisis Intervention for Families (TCIF), which provided a more holistic, evidence-informed program, called Treatment Family foster care (TFFC).

This shift from MTFC to TFFC has since allowed Cayuga Centers to tailor an intervention that best serves the current population of youth needing treatment foster care services in each of our program locations. The shift to TFFC has also allowed Cayuga Centers to



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treat younger children who are carefully screened and identified as benefitting from these specific interventions. For nearly a decade, our TFFC program outcomes have demonstrated an increase in youth managing their emotions and behaviors, along with a simultaneous decrease in trauma symptoms. Also of note are higher levels of birth family engagement in treatment, ultimately leading to greater stability in a child's foster care placement and permanency planning.

In early 2020, the agency's provision of TFFC further evolved with the inclusion of the Attachment, Regulation and Competency (ARC) framework as a replacement of TST. ARC is a flexible, components-based intervention developed for children and adolescents who have experienced complex trauma, along with their caregiving systems. The ARC model was selected after a careful analysis of long-term results when compared to the TST model, and has since significantly enhanced the TFFC's provision of trauma-informed care. ARC will also be utilized in the proposed Allegheny County TFFC program, and includes nine-session training, specifically designed to prepare foster parents to provide the best possible care to youth who have had traumatic experiences. This training will be provided to all newly approved foster parents and as a mandatory annual refresher course.

Through the provision of TFFC in Allegheny County, Cayuga Centers will be able to provide Regular and Therapeutic Foster Care for youth ages 0 to 21, including those youth with a variety of presenting issues and characteristics, including children with significant histories of trauma and behavioral health diagnoses, conduct offenses and juvenile corrections involvement, and other significant challenges. All youth in the TFFC program will be carefully screened for Commercial Sexual Exploitation of Children (CSEC) and connected with additional support, as indicated. Children will be placed with highly trained foster parents while also receiving bundled wraparound services such as individual and family therapy, skills coaching and case management. TFFC parents will be trained to build safe and supportive relationships with the youth and through ARC training and will be able to recognize and be sensitive to trauma. Youth will also be carefully matched with foster parents who share similar backgrounds and are best able to meet their unique needs.

During placement at Cayuga Centers, each youth will be assigned a Treatment Team. This Treatment Team will include a Program Manager, TFFC Clinician and Skills Trainer. Core services provided by the Treatment Team will include:

- Weekly individual therapy and bi-weekly family therapy
- Weekly individual skills coaching sessions
- Case management and coordination services
- Transportation and supervision of visits with family, as well as short term respite and/or stabilization services
- 24/7 on-call availability for foster and biological families
- Advocacy services for parents

Foster parents will be contacted by a TFFC team member Monday through Friday as part of our Caregiver Daily Report (CDR). The CDR is designed to assess youth functioning and stress levels in the home, and as a means to communicate needs. In addition, a Daily Check In

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Report will be completed by both youth and foster parents as a way to monitor progress towards established treatment goals, and identify areas of continued growth. Throughout placement, Cayuga Centers will provide family therapy to the youth and family members, with the ultimate goal of returning the youth home and resolving major sources of conflict and trauma. The foster parents will work collaboratively with the Treatment Team to create a safe and structured home environment and participate in home visits. As previously noted, birth parents and/or the child's permanency resource are encouraged to be actively involved in their child's progress in the program.

Throughout the duration of the youth's stay, TFFC staff will work with foster care families and children to administer required assessments and to implement permanency planning tools. TFFC staff will be required to participate in all Conferencing and Teaming meetings for children in their care. As noted previously, Cayuga Centers views those we serve as key members of the treatment team, having ownership over goal setting and buy-in on their treatment plan/ISP to achieve those goals. As such, weekly Treatment Team meetings will occur and provide an opportunity for each youth's ISP to be thoroughly discussed and planned for the following week. During these meetings, a Child Ecology Check In will also be completed to assess the youth's environment and levels of emotional and behavioral dysregulation or trauma reminders present in that environment. The goal of treatment planning is to ensure a collaborative effort among all of the youth's resources. Through the use of concurrent planning, Cayuga Centers makes it a priority to identify permanency resources and communicate permanency goals early and often. Cayuga Centers' aim is to not only have a youth succeed while in our program, but to also to translate that success to life after discharge.

### 12. Describe your plan to ensure timely completion of assessments for children in Foster Care through staff training, supervision and quality assurance.

Assessment plays a foundational role in guiding the treatment of our youth. Our clinicians are committed to utilizing assessment tools to identify and properly diagnose mental health disorders. The importance of assessment work cannot be overstated. Effective assessments as tools to determine appropriate treatment interventions are essential not only for achieving positive outcomes for individual youth and their families, but also for reducing recidivism rates and ensuring community safety. It is critical that all members of the treatment team, including foster families and the youth themselves, understand the importance of screening and assessment, and how the information collected from these processes should be used in making treatment and placement decisions. Assessments at placement and prior to discharge tell us a great deal of information about the effectiveness of our interventions, and will assist in arranging proper aftercare.

The array of assessment tools available to and utilized by our TFFC Clinicians drive service planning and therefore are foundational to the creation of the ISP. Additionally, Cayuga Centers crafts ISP's that are grounded in clinical treatment, focusing not simply on service provision, but on holistic, clinical treatment to address a youth's needs. An initial treatment plan will be established within 72 hours of placement, and the comprehensive ISP, including the clinical treatment plan, will be completed within 30 days of placement, and reviewed and revised

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every 90 days thereafter. The treatment team works collaboratively to engage youth and families in the treatment planning process from the start, and an ISP is developed that is goal oriented, realistic, easily understandable, attainable, and sustainable. The involvement of the families and youth in ongoing decision making regarding the ISP/R increases the likelihood that positive outcomes achieved throughout the life of the intervention will be sustained once the youth and family are operating independently.

As the treatment team works toward achieving the goals set forth in the ISP, clinicians will conduct regular progress reports that assess the progress, or lack thereof, toward the ISP. Progress reports will identify adapted or new goals, objectives, and/or strategies as necessary. For regular placements, the initial progress report will be submitted within 30 days of the ISP creation, and a follow-up report will be submitted every 30 days thereafter. For emergency placements, the initial progress report will be submitted within seven days of the ISP and every seven days thereafter. The following assessments will be used as tools to develop an effective and appropriate ISP, as well as to ensure the establishment of proper aftercare at case closing:

1. Child and Adolescent Needs Assessment (CANS): The CANS assessment is a comprehensive, trauma-informed behavioral health evaluation and communication tool. This thorough assessment is used to aid in decision making, drive treatment planning, facilitate quality improvement, and allow for outcomes monitoring. The CANS gathers information about both the strengths and needs of a child in order to create an appropriate and effective ISP that will support the child and family in achieving their permanency goals. This assessment is completed within 30 days of placement and every six months thereafter. The assessment is also updated in the case of any change in placement.
2. Education Screening Tool: An education screening tool will be utilized to gather information regarding educational strengths and needs. Cayuga Centers uses a checklist tool that utilizes information from Individualized Education Plans (IEPs) and 504 plans, as well as other informational sources relevant to a youth's educational needs. The findings of this tool will determine appropriate education recommendations for the ISP. This assessment will be conducted within 30 days of placement and every six months thereafter, and an Individual Service Revision (ISR) will be created to revise treatment as appropriate.
3. The UCLA Child/Adolescent PTSD Reaction Index: This trauma assessment consists of a semi-structured interview that assesses a child's trauma history and the full range of PTSD diagnostic criteria among school-aged children and adolescents. Cayuga Centers has also utilized the caregiver version of this assessment, and has found this tool helpful in establishing effective support for both foster and biological families. The findings of this trauma assessment are used to inform direction of treatment and will be documented within and connected to the ISP.
4. Transition Planning: For each youth, the treatment team will work closely with DHS to establish a Transition Plan, consisting of individualized plans for housing, education, employment, and physical and emotional health to ensure that youth are able to sustain safety, health, and wellbeing once discharged from TFFC. This plan also ensures that each youth is in possession of key documents such as social security cards, birth certificates, and

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credit reports. Transition Plans will be completed within 90 days of when a youth will age out of foster care.

5. Home Study/Family Profile: For each new foster family, clinicians will complete a Home Study/Family Profile in order to gather and store essential information to inform matching and placement decisions. This profile will be entered into the Family Profile section of KIDS and include documentation of Act 160 requirements.
6. Resource Parent Development Plan (PDP): For each foster parent, a PDP will be created to address areas in which treatment and support may be most supportive and beneficial. PDPs establish individualized, annual goals for each foster parent, and are monitored throughout the year to evaluate progress toward goals. PDPs will be updated annually after re-evaluation in order to set new goals as support needs shift.

Cayuga Centers has a demonstrated commitment to timely completion of assessments and reporting. Because the agency places a significant value on assessment findings as a critical tool for developing effective ISPs, all appropriate program staff receive extensive pre-service and in-service trainings on all of the assessments utilized for the program. For those assessments that require certification, Cayuga Centers ensures that clinicians are certified prior to beginning clinical work. Additionally, program leadership maintains timely assessment completion as a top priority for each case in our care. Clinicians will receive regular, weekly supervision from their assigned Program Manager. A standing topic during these supervisions will be a review of assessment needs for each case to ensure timely, efficient, and accurate completion of all assessments and reporting requirements.

Clinicians will also utilize an organizational checklist for each case, which outlines all assessment and reporting requirements, along with completion deadlines for each. The program team works in close partnership with our CQI department which provides oversight and quality assurance. CQI's Compliance Team has regular contact with program staff and conducts both closed and open file reviews in order to ensure program compliance throughout the life of the contract, including timely completion of assessments and reporting. Cayuga Centers is known for "walking the walk" of our mission, including remaining committed to the routine practices such as assessment administration as a way to support youth and families in becoming holistically healthy, self-sufficient, and engaged community members.

### **Building a High-Quality and Consistent System (15 points)**

13. Describe your organization's plan to regularly collect feedback from Foster Care children, parents and families and how you will incorporate it into your Foster Care program and ensure continuous quality improvements. Please include:
  - a. How you will collect feedback from children in Foster Care and use it to inform your practice.

## RFP for Foster Care Agencies

- b. How you will get Foster Care family input to evaluate what supports are needed, and how this feedback will inform changes to practices.

Cayuga Centers views individuals and families, including foster families, that we serve as important collaborators and experts regarding their needs. As such, the agency values input from the children that we serve in foster care, foster care families, and biological families as a critical tool for quality assurance and programmatic improvement. The voices of those that we serve guide the agency toward its mission. Feedback mechanisms hold the agency accountable to understanding, acknowledging, and addressing any issues or concerns related to our programming. To this end, our agency provides feedback mechanisms such as satisfaction surveys for both youth and foster care families. Youth and families are encouraged to complete satisfaction surveys at 30, 60, and 90 days of engagement with the agency, and then annually thereafter. Additionally, foster parents are given a regular opportunity to share feedback during the monthly foster parent support group. Program staff work diligently to ensure that these groups remain safe, welcoming spaces to share all feedback that may assist the agency in improving its quality of service provision. The TFFC program team will work with foster families and youth to determine additional modes of feedback that may encourage participation and honesty among those that we will serve in Allegheny County.

14. Describe your process and plan for tracking, entering and reporting data in a timely and accurate manner. Be specific about which staff will be required to perform the data entry, how they will be supervised, monitored and supported and where data entry fits into the overall business process.

Cayuga Centers has a demonstrated commitment to dynamic data collection, analysis and evaluation. In 2010, the agency created the in-house CQI department. The mission of the CQI department, led by the Chief Quality Officer, is to establish a culture of excellence and continual improvement, to strengthen practice, and to improve the timeliness and quality of the service delivery system. CQI sets the standards for best practice and ensures compliance through rigorous quality improvement activities and effective management of contracts and financial resources. Thereby, the department creates an environment in which management and employees strive to constantly improve the quality of programs and, through exceptional delivery of services, achieve program outcomes. With our focus on CQI over the past decade, Cayuga Centers recognizes the importance of program monitoring and translating data into program improvement and adaptation. Our fully staffed CQI department provides a centralized team that can ensure compliance; facilitate data collection, management, and reporting; and communicate findings to the appropriate internal and external parties.

CQI works in close partnership with program teams to facilitate data collection and provide guidance regarding reporting and compliance standards. Skills trainers and clinicians will both be responsible for collecting program data regarding their assigned cases, and this process will be overseen by the Program Manager. An additional layer of oversight will be provided by the CQI Compliance team, which will conduct regular open and closed file reviews. This file review process will ensure that data is being collected, stored, analyzed, and reported in a manner that is compliant with internal agency standards, Allegheny County DHS standards and expectations, and state and federal regulations. Program leadership and CQI will work

## **RFP for Foster Care Agencies**

collaboratively to ensure accountability for the timely reporting of accurate data via the appropriate systems. Clinicians and Skills Trainers will input all case management and operations data into the Key Information and Demographics System (KIDS), and county and state client service history data will be uploaded into ClientView. Foster Home Recruiters will upload data regarding available homes into the Foster Home Status System. The Transportation Hub will be utilized by Skills Trainers and Clinicians for transportation requests and scheduling when other transportation options are not available.

Program Managers and the Manager of Foster Home Recruitment will review data collection and reporting during weekly supervision meetings with Clinicians, Skills Trainers, and Foster Home Recruiters. Clinicians and Skills Trainers will use a checklist style organizational tool to ensure timely, accurate reporting for each case in their caseload. The Program Director will utilize the Integrated Monitoring Tool (IMT) for contract monitoring and documentation purposes. Additionally, the Program Director will be responsible for interfacing with the master Provider Enterprise Repository (MPER) for claims and payment tracking.

Data collection and program monitoring are central to the values of Cayuga Centers. The program team will work closely with both our internal CQI department and Allegheny County DHS to ensure timely and accurate reporting of data via the appropriate systems. This commitment to effective data usage and reporting is a reflection of our larger commitment to ensuring the provision of highest quality services to youth and families participating in our interventions. We value immensely the importance of data to inform programmatic decision making and to understand case-specific and program-wide outcomes.

### **Staffing and Staff Training (40 points)**

15. Attach an organizational chart that reflects the positions, including responsibilities and current or desired qualifications, of all staff members involved with all components of operating Foster Care. The attachment is not included in the page count.

Please see Attachment B: Organizational Chart and Job Descriptions.

16. Describe your plan and strategy for recruiting any additional staff needed for Foster Care, or how current staff meets all needs, including the staff who will support TFC homes. Describe past successes using this strategy.

The proposed Allegheny County TFFC program will include the following staff (upon full implementation): one (1 FTE) Director of Allegheny County TFFC, two (2 FTEs) TFFC Program Managers, two (2 FTEs) TFFC Clinicians, two (2 FTEs) Skills Trainers, one (1 FTE) Manager of Foster Home Recruitment and Licensing and one (1 FTE) Foster Home Recruiter. As noted previously, 100% of the TFFC program's foster homes will be equipped to serve an entire range of placement needs, including TFC. The proposed TFFC program's start-up and implementation phases will be overseen by the agency's President and Chief Executive Officer, Edward Myers Hayes, who has been with the agency since 1995 and has successfully implemented TFFC programs in four distinct regions of the country. Additionally, through the

## **RFP for Foster Care Agencies**

facilitation of a weekly Allegheny County TFFC Implementation Committee, Cayuga Centers' existing TFFC leadership will be able to provide direct insight and guidance throughout the start-up and implementation phases. This committee will work in close collaboration with the agency's recruitment team to recruit, screen and hire highly qualified TFFC staff.

Cayuga Centers has a highly experienced and proficient recruitment team that will be dedicated to the development and execution of Allegheny County TFFC program related strategic hiring plans. All TFFC positions will be recruited with an emphasis on creating diversity in our candidate pool. Candidates will be selected whose skill sets, capabilities, qualifications, and experience are in accordance with agency standards, model requirements and State of Pennsylvania regulations. Diligent efforts will be made to conduct reference checks and to assess the appropriateness of a candidate's fit within a youth and family services setting.

Similar to the agency's existing TFFC candidate pipelines, Allegheny County staff will be recruited through sourcing, cold calls, attending career fairs and other networking events. The recruitment team will also utilize social and professional networking sites to identify and source qualified candidates. As we identify specific recruitment needs, recruiters will place targeted job advertisements as a method to attract talent. Additionally, to help recruit highly sought after positions, the agency will utilize an employee referral cash bonus program on an as-needed basis. The recruitment team will regularly hold open interview sessions, (including virtual), that will be advertised and available to the public. In order to drive recruitment strategies, external competition trends are continuously assessed, along with changes in the job market as a whole. Recruitment staff will manage ongoing relationships with talent acquisition vendors as needed, to ensure satisfactory engagement. As we hire and fill program vacancies, these efforts will be sustained to ensure a strong flow of candidates that are readily available, should there be an immediate need.

As a result of Cayuga Centers' national footprint, the agency's Human Resources Department has substantial experience in recruiting and onboarding staff across multiple state jurisdictions. This includes the efficient use of remote technology to facilitate recruitment, hiring and onboarding processes. In order to expedite hiring, the agency's staff recruitment team has already begun the process of developing Allegheny County TFFC recruitment plan as well as identifying Pennsylvania and Allegheny County specific hiring and screening requirements in order to ensure compliance.

17. Provide a detailed staff training plan that emphasizes cultural humility and ensures that staff are trained in relevant topic areas, including the changes you will make to the existing training program to meet requirements.

All Allegheny County TFFC program staff will undergo mandatory training and background screening as required by the State of Pennsylvania, Cayuga Centers' policies and procedures and as required by federal rules and regulations, as applicable. Prior to contact with youth, all TFFC staff must successfully complete all fingerprinting and background requirements and will receive state licensed required trainings such as CPR, First Aid and AED, Mandated Reporting and Prevention of Sexual Abuse. TFFC staff will meet all clearance, background and training requirements set by the Pennsylvania Office of Children, Youth, and Families (OCYF)

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and the Pennsylvania State Police for working with children in clinical settings. Furthermore, all TFFC program staff will complete comprehensive training in the ARC trauma-informed care model. All Allegheny County TFFC staff will also receive rigorous training regarding foster family and youth progress reporting and tracking, including reporting systems and corresponding data quality requirements.

The treatment teams within the Allegheny County TFFC program will be able to mitigate service delivery interruptions caused by staff absence or turnover through their extensive, ongoing training as well as through weekly treatment team meetings that ensure each staff member has a full understanding of each foster placement. Each team will also have clinical experience and qualifications necessary to continue providing specialized services to foster care youth even when a position within the team is temporarily vacant. This adaptability is reinforced and sustained by the team's common training related to the Cayuga Centers' service provision philosophy, State of Pennsylvania requirements, and the ARC framework for treating complex traumas across changes in the foster youth's lives. Through regular team and clinician meetings and ongoing review and discussion of each foster youths' ISP and progress, each member of the clinical team will have a strong working knowledge of each youth's needs and can provide services on an interim basis.

Cayuga Centers works to promote and nurture cultural humility within the agency and in service design and delivery, recognizing both the imbalances of power between the agency and those receiving services and the interdependence between all stakeholders working to empower foster care parents and youth in placement to achieve greater outcomes. To build the cultural humility of Cayuga Centers staff in their provision of services, all new hires receive a one-hour course on Unconscious Bias, delivered through the agency's Learning Management System (LMS). The course provides a window into the vast field of brain processes that shape human decision making. The training starts with some activities that show everyone's vulnerability to different cognitive biases. It then explains how the unconscious cognitive biases developed, and examines a handful of the hundreds of biases that exist. The training finishes with a group activity, followed by the learner taking the IAT (Implicit Association Test) developed by Harvard University.

Through LMS and the work of the agency's in-house Training Team, Cayuga Centers provides additional training on cultural humility-related topics such as the specific needs of LGBTQIA+ youth and being self-reflective as a practitioner or clinician. Cayuga Centers plans to further expand and develop these trainings to prompt staff to be self-reflective in their work and also to educate staff on topics such as SOGIE characteristics that impact the outcomes which youth and families served by the agency achieve.

18. Describe your plan for hiring racially and culturally diverse staff.

Among the values held by Cayuga Centers is the belief that diversity strengthens all aspects of operations and that all people must be treated equitably, fairly and with human sensitivity and respect. As such, the agency places a significant emphasis on ensuring cultural diversity and inclusion in the workplace, training and preparing staff to work in a culturally



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diverse context, and ultimately providing culturally appropriate services for the diverse populations that we serve. The agency takes pride in its commitment to recognizing, affirming, and respecting each individual and community that we serve. This commitment is demonstrated in a number of agency practices, as well as the agency's overarching posture of adapting to new and better approaches as new information becomes available.

Cayuga Centers takes pride in recruiting, hiring and retaining culturally diverse staff who reflect the communities we serve. The agency's workforce is made up of individuals who identify as the following: Hispanic or Latino: 55.9% White: 23.5%, African American: 36.4%, Asian: 4.3%, and American Indian: 0.3%. Cayuga Centers' current direct service workforce is made up of the following identified races: Hispanic or Latino: 64.6%, White: 21.6%, African American: 9.8%, Asian: <1% and Native American: 0%, and Two or More Races: <1%. This not only results in a robust work environment, but allows many of our staff to have cultural and linguistic backgrounds that are similar to the individuals and families that we serve, resulting in strong cultural competency in our services, a deep trust between staff and individuals receiving services, and an ability to support families and communities in ways that a less diverse workforce would not.

### **Organizational Capacity and Implementation Challenges (30 points)**

19. Complete the following chart of services your organization currently provides in contract with DHS and/or other PA counties. You may add additional lines to the chart, as needed.

Please see Attachment I (Services/Contract Chart)

20. Describe the challenges that your organization has experienced in the past and/or that you anticipate with fulfilling the Foster Care Scope of Services, as described in the RFP, and how you will mitigate those challenges.

With our decades of experience in providing TFFC to a wide range of communities, Cayuga Centers has both experienced and mitigated a number of challenges, particularly in regards to the implementation of TFFC in locations new to the agency. Significant variations in state legislation and child welfare systems can present challenges for establishing a TFFC program in a new state. Therefore, it is critically important that program leadership have comprehensive knowledge of and extensive experience with state legislation and systems operation as they relate to the provision of foster care. Additionally, gaining visibility and building trusted relationships in a new location are crucial to establishing a network of foster families and community partners, yet can be incredibly challenging, particularly with a number of other local service providers with years of presence in the community. To address these potential challenges, Cayuga Centers has a historical commitment to, and successful track record of, hiring local, highly experienced staff who are intimately knowledgeable of the state and local landscape. Further, Cayuga Centers intends to work very closely and collaboratively with Allegheny County DHS and other relevant stakeholders to address challenges with creative, sustainable solutions. The agency has demonstrated achievement of positive foster care outcomes in partnership with local governments and community partners across diverse locations. Therefore, the agency considers

## RFP for Foster Care Agencies

potential challenges worth facing and addressing in order to support as many youth and families as possible in achieving similar positive outcomes.

21. Provide a plan for implementation that clearly identifies your organization's strengths and challenges to implementing the Scope of Services, including the changes your organization will need to make (in terms of staffing, training, structure, Board of Directors, etc.) to deliver the services described. Attach a timeline for implementation that includes benchmarks and anticipated completion dates, clearly showing what can be in place by July 2021 and what will require more time to implement. The attachment is not included in the page count.

Cayuga Centers' ability to expand and implement new programs efficiently and effectively while maintaining the utmost quality of care has cemented our reputation on a national level as a leader and innovator in the child welfare sector. The agency's organizational experience towards implementing new programs, and in particular treatment foster care programs, will play a pivotal role in the success of the proposed Allegheny County TFFC program. To date, the agency has implemented TFFC programs in four distinct regions of the country. In each of these locations, the agency has excelled in adapting the TFFC model to best suit local needs and statutory requirements. Additionally, the agency has an excellent track record of achieving implementation milestones on schedule, including those related to foster parent recruitment, training and approval/certification. As we have demonstrated in each of our existing TFFC programs, Cayuga Centers will seek to recruit qualified local community members to join our Board of Trustees. This will ensure that additional local expertise can be relied upon during start-up and implementation while simultaneously strengthening the agency's oversight of Allegheny County services.

The proposed Allegheny County TFFC program will directly benefit from the oversight and expertise of the agency's President and Chief Executive Officer, Edward Myers Hayes, who has been with the agency since 1995 and has successfully implemented dozens of new child welfare programs throughout the country. Additionally, the Allegheny County TFFC program will be guided by an Allegheny County TFFC Implementation Committee, made up of Cayuga Centers' existing TFFC leadership from each of the agency's existing TFFC programs. This committee will play a critical role throughout the start-up and implementation of the new program and will provide continuous guidance regarding start-up and implementation milestones, including those related to TFFC and ARC model adherence. This committee will also work in close collaboration with the agency's Human Resources department, CQI department and Training department. Upon notification of Intent to Award, the Training department will immediately begin developing Pennsylvania specific staff and foster parent training modules, which will ultimately be tracked via the agency's LMS.

Cayuga Centers proposes a phased approach towards the start-up and implementation of the new Allegheny TFFC program. This measured approach will establish achievable foster parent recruitment milestones, while simultaneously ensuring the program's long term financial sustainability. Agency leadership will work in close partnership with Allegheny County DHS to adjust and adapt all start-up and implementation milestones as necessary. Upon notice of Intent to Award, Cayuga Centers will begin recruiting one full time equivalent (1 FTE) Director of Allegheny County TFFC and one (1 FTE) Manager of Foster Home Recruitment and Licensing.

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These positions will work closely with the agency's Implementation Committee, CQI department and Allegheny County DHS to ready the program for implementation, including meeting all local and state requirements. Both positions will be required to be local to Allegheny County and have an extensive level of understanding of the local child welfare system, including critical community resources and key stakeholders. Through the implementation of previous TFFC programs, we have found that these criteria play a crucial role towards early success and will greatly assist the program's capability to quickly ramp up foster parent recruitment and to establish a robust network of community-based supports.

Based on a notice of Intent to Award of March 2021, we anticipate that both the Director of Allegheny County TFFC and Manager of Foster Home Recruitment and Licensing will be hired, on boarded, trained and ready to start no later than the anticipated contract start date of July 1, 2021. By October 1, 2021, it is anticipated that 6 to 10 new enhanced foster beds will be recruited and have signed letters of commitment on file. Once the program approaches 6 to 10 beds, Cayuga Centers' recruitment team will actively recruit the remaining staff members of TFFC Team 1, including: one (1 FTE) Program Manager, one (1 FTE) TFFC Clinician and one (1 FTE) Skills Trainer. We anticipate that this first TFFC team will be fully hired, on boarded and trained between November 1, 2021 and December 1, 2021, and ultimately equipped to serve approximately 12 to 15 foster care beds at any given time.

By February 14, 2022, we anticipate that the first cohort of foster parents will complete initial training/approval and will be able to begin receiving referrals from Allegheny County DHS. We anticipate that this will include approximately 8 to 10 beds, capable of serving a mix of both Regular and Therapeutic Foster Care placements. Throughout 2022, foster parent training/approval cycles will be conducted on a quarterly basis, allowing for steady and achievable foster parent recruitment milestones. Between July 1, 2022 and September 1, 2022, it is anticipated that a second TFFC team will be recruited, trained and on boarded, allowing the program to serve a total of 24 to 30 placements throughout Allegheny County at any given time. The proposed program is expected to reach full capacity (24 to 30 beds at any given time) on or before February 20, 2023.

Please see Attachment A (Implementation Timeline) and Attachment B (Organizational Chart), for additional detail regarding the program's proposed staffing structure and start-up/implementation milestones. As noted previously, Cayuga Centers will remain dedicated to working in close collaboration with Allegheny County DHS in order to adapt the proposed TFFC program to best match the needs of Allegheny County.

### **Financial Management and Budget (10 points, not included in page count)**

22. Provide a detailed line-item budget that reflects a realistic estimate of the costs associated with implementing and sustaining Foster Care, including the suggested Maintenance Rate for TFC homes for the selected model and whether that amount varies based on the age of the child in care. You may provide the line-item budget as an attachment (e.g., Excel file) or in the space below.

## **RFP for Foster Care Agencies**

Please see Attachment C (Line-item Budget & Budget Narrative)

23. Provide a budget narrative that clearly explains and justifies all line items in the proposed budget.

Please see Attachment C (Line-item Budget & Budget Narrative)



Attachment A  
(Implementation Timeline)



**Attachment A**  
**Allegheny TFFC Implementation Timeline**

**Please Note:** Cayuga Centers looks forward to working in close collaboration with Allegheny County DHS in order to adapt the proposed TFFC program implementation plan to best match the needs of Allegheny County.

**March 2021:**

- Upon Allegheny County's **anticipated award decision/notification** of March 2021, Cayuga Centers will immediately begin recruiting (1 FTE) Director of Allegheny County TFFC and (1 FTE) Manager of Foster Home Recruitment and Licensing. The initial objectives of these positions will be to begin recruiting the first cohort of qualified foster families. Additionally, the TFFC Director will work closely with the agency's Implementation Committee, Continuous Quality Improvement Department and Allegheny County DHS to ready the program for implementation, including meeting all state requirements and regulations.

**July 1, 2021:**

- **Anticipated contract start date.**
- **(1 FTE) Circuit 19 Director of Allegheny County TFFC and (1 FTE) Manager of Foster Home Recruitment and Licensing hired**, onboarded, trained and will begin actively recruiting TFFC homes throughout Allegheny County.
- Lease start date for Allegheny County office space.
- **License to operate Foster Care in Pennsylvania secured.**

**September 1, 2021 - October 1, 2021:**

- 6 to 10 TFFC beds recruited.
- Once the program approaches 6 to 10 TFFC beds, Cayuga Centers' recruitment team will actively recruit the remaining staff members of TFFC Team 1, including: (1 FTE) Program Manager, (1 FTE) TFFC Clinician and (1 FTE) Skills Trainer.

**November 1, 2021 - December 1, 2021:**

- **TFFC Team 1 fully hired**, trained, and ready to begin training the first cohort of TFFC parents. This team will ultimately be equipped to serve a total of 12 to 15 TFFC beds at any given time.

**December 13, 2021:**

- Commencement of TFFC training and approval process for an initial cohort of foster families. 100% of TFFC parents who complete TFFC initial training will be able to receive referrals for an entire range of placement needs, including therapeutic placements.

**February 14, 2022:**

- **TFFC Cohort 1 completes initial training and is approved to begin receiving referrals from Allegheny County DHS.** This is anticipated to be approximately 8 to 10 TFFC beds.

**March 14, 2022:**

- A total of 10 - 15 TFFC beds recruited.
- TFFC Cohort 2 commences training and approval process.

**May 16, 2022:**

- TFFC Cohort 2 completes initial training and is ready to begin accepting additional referrals from Allegheny County DHS.
- A total of 10 - 15 TFFC beds are anticipated to be available.

**June 13, 2022:**

- TFFC Cohort 3 commences training and approval process.

**July 1, 2022 - September 1, 2022:**

- Based on the number of recruited foster parents, the **second TFFC team will be recruited**, onboarded, trained and ready to begin accepting an additional 15 TFFC referrals. Together, both TFFC teams will ultimately be equipped to serve approximately 24 to 30 foster care referrals throughout Allegheny County on an ongoing basis.

**August 15, 2022:**

- TFFC Cohort 3 completes initial training and is ready to begin accepting additional referrals from Allegheny County DHS.
- A total of 15 - 20 TFFC beds are anticipated to be available.

**September 19, 2022:**

- TFFC Cohort 4 commences training and approval process.

**November 21, 2022:**

- TFFC Cohort 4 completes initial training and is ready to begin accepting additional referrals from Allegheny County DHS.
- A total of 20 - 24 TFFC beds are anticipated to be available.

**December 19, 2022:**

- TFFC Cohort 5 commences training and approval process.

**February 20, 2023:**

- TFFC Cohort 5 completes initial training and is ready to begin accepting additional referrals from Allegheny County DHS.
- **TFFC program reaches full capacity, with ongoing availability to serve between 24 - 30 foster care referrals at any given time.**
- Foster parent recruitment remains ongoing, training and approval cycles continue on a quarterly basis moving forward to ensure a sufficient pool of TFFC homes remain.



Attachment B  
(Organizational Chart & Job Descriptions)





**Allegheny County  
Treatment Family Foster Care  
(TFFC) Program**

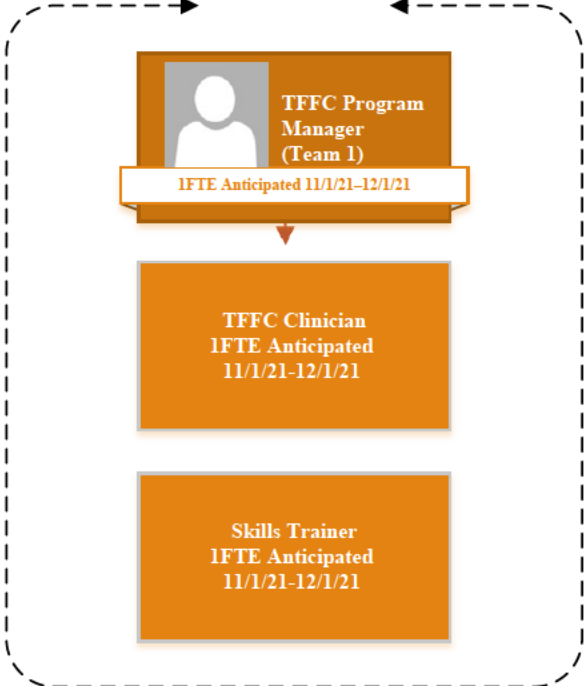
**Notice of Intent to Award: 3/2021  
Contract Start: 7/1/21**

President and Chief Executive Officer  
**Edward Myers Hayes, MPA**

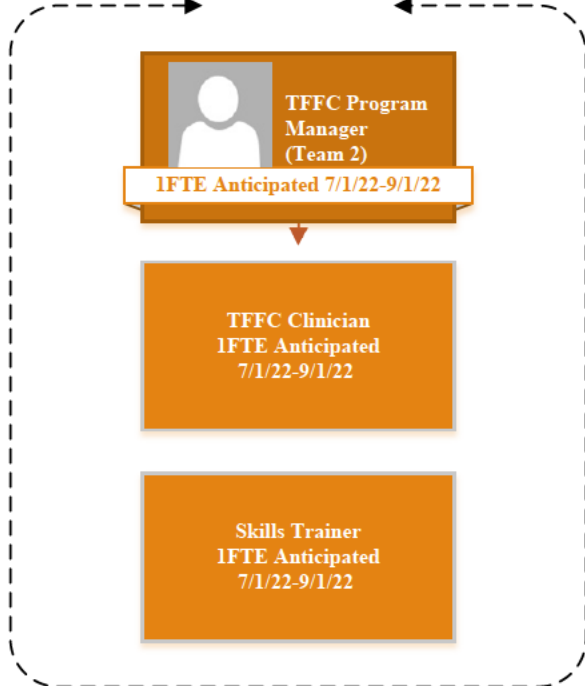
Director of Allegheny County TFFC  
**Anticipated 7/1/21**

Manager of Foster Home Recruitment & Licensing  
**Anticipated 7/1/21**

Foster Home Recruiter  
IFTE Anticipated 7/1/22-9/1/22



**Allegheny County TFFC Team 1  
Fully Staffed: Anticipated between  
11/1/21 and 12/1/21  
Capacity: 12-15 Beds**



**Allegheny County TFFC Team 2  
Fully Staffed: Anticipated between  
7/1/22 and 9/1/22  
Capacity: 12-15 Beds**



## **JOB SUMMARY**

**Title of Position:** Director of Allegheny County TFFC

**FLSA Status:** Exempt

**Supervisor:** Cayuga Centers President and CEO

**Department:** Allegheny County TFFC

**Our Culture:** Is based on the following competencies. Cayuga Centers is not a traditional organization. We strive to be silo less and think “out of the box.” We ask people to stretch so we can better serve our consumers/customers.

### **Embrace Cayuga Centers Competencies:**

- Demonstrates Team Work & Partnership
- Delivers Results while Embracing Excellence and Efficiency
- Leads with a Strong Belief in the Values We Hold at Cayuga Centers
- Acts and Leads with Human Sensitivity and Respect
- Embraces Change, Innovation, and Opportunities

**JOB OBJECTIVES:** To manage and supervise the daily services of the Allegheny County Treatment Family Foster Care (TFFC) program. To ensure the delivery of strong clinical services to consumers and their families which includes staff that effectively operate the Allegheny County TFFC program, ensure needs of all placed youth are met, ensure all Allegheny County TFFC requirements are met and help team managers supervise staff.

### **SKILLS/QUALIFICATIONS:**

- Master’s Degree in Human Services or related field with at least 2 years’ experience supervising a foster care program
- Child Welfare Professional Certification as appropriate
- Certification as a Child Welfare Licensing Counselor, CWLC
- Background in an area relevant to the mental health field preferred
- Thorough understanding of the foster care model(s) to be deployed in Allegheny County
- Demonstrate knowledge in child welfare system
- Ability to travel to other agency locations as required
- Experience in the delivery of clinical services to at-risk youth and families
- Experience in supervision of foster care services and staff
- Detail oriented, clerical aptitude
- Excellent organizational skills
- Ability to function independently as well as in a team setting
- Valid Driver’s License
- Vehicle required: Must be safe and dependable

### **PHYSICAL REQUIREMENTS:**

- Word processing: Including responding to e-mails, composing letters, completing computerized documentation, transcribing minutes for meetings, etc.: This involves sitting at a computer for several hours a day
- Completing paperwork – Such as copying, stapling
- Must be able to lift up to 50 pounds
- Stand for several hours to teach/train foster parents
- Sit/ride in vehicles, busses, subways, trains, planes – public transportation for lengthy periods of time
- Walk up/down stairs
- Walk to enter/exit subway and other public transportation

- Walk several blocks to get to required location

**HOURS PER WEEK:** Exempt

- Regular hours entail 9:00am – 5:00pm, Monday through Friday
- Must be able to flex schedule to meet program needs

**FUNCTIONS:**

- Oversee treatment and delivery of the entire Allegheny County TFFC program
- Recruit and certify foster homes in collaboration with Program Manager
- Directly supervise Allegheny County TFFC Program Managers, Manager of Foster Home Recruitment and Licensing and various program staff
- Participates in program training for all positions to ensure they are versed in the needs of, approaches to, and skills for working with at-risk youth and families
- Oversee the delivery of services
- Develop systems to support the Allegheny County TFFC program
- Acts as the back-up foster parent trainer when needed
- Act as the liaison between contracting entity, the community, and Cayuga Centers
- Review all written individualized service plans for each participant by deadlines set by sponsoring agency
- Monitor and coordinate the delivery of services, ensuring maximum benefits/entitlements
- Monitor and track submission of progress notes/contact notes
- Monitor and track all FSFN data
- Exercise effective problem solving techniques, tackle issues directly, and make timely decisions based on factual information
- Maintain confidentiality of consumer information
- Approve and review all training needs

**BENEFITS:** As a full time benefits position, staff is eligible to enroll in medical, dental, vision, FSA, supplemental life insurance, critical illness, enhanced short-term disability, and 401(k) benefits.

In accordance with Federal, state & local laws, we maintain a drug-free workplace and perform pre-employment drug testing.

Print: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_



## **JOB SUMMARY**

**Title of Position:** TFFC Program Manager

**FLSA Status:** EXEMPT

**Supervisor:** Director of Allegheny County TFFC

**Department:** Allegheny County TFFC

**Our Culture:** Is based on the following competencies. Cayuga Centers is not a traditional organization. We strive to be silo less and think “out of the box.” We ask people to stretch so we can better serve our consumers/customers.

### **Embrace Cayuga Centers Competencies:**

- Demonstrates Team Work & Partnership
- Delivers Results while Embracing Excellence and Efficiency
- Leads with a Strong Belief in the Values We Hold at Cayuga Centers
- Acts and Leads with Human Sensitivity and Respect
- Embraces Change, Innovation, and Opportunities

**JOB OBJECTIVE:** Under the supervision of the Director of Allegheny County TFFC and in cooperation with all other agency personnel, executes the approved program to assist youths, foster families and birth families in identifying and/or acquiring the skills and self-esteem needed to establish and achieve personal goals. Maintains professionalism in all areas, including confidentiality.

### **SKILLS/QUALIFICATIONS:**

- Bachelor’s degree with CWCM or CWLC preferred, Master’s degree in social work or related field, preferred
- Experience with a behavioral approach to treating troubled youth
- Familiarity with Pennsylvania child welfare policies and procedures.
- Experience with intensive in-home service model
- Experience assessing and treating families, children and adolescents
- Experience managing the administrative components of treatment (case documentation, coordination with other community agencies, etc.)
- Excellent communication skills — verbal and written
- Supervisory experience
- Must meet any required state certification or licensing criteria.
- Valid Pennsylvania Driver’s License
- Ability to travel to other agency locations as required.
- Vehicle required: Must be safe and dependable

### **PHYSICAL REQUIREMENTS:**

- Word processing: Including responding to e-mails, composing letters, completing computerized documentation, transcribing minutes for meetings, etc.: This involves sitting at a computer for several hours a day
- Completing paperwork – Such as copying, stapling
- Must be able to lift up to 50 pounds
- Sit in and/or drive a vehicle up to several hours as needed for transportation.
- Walk up/down stairs

### **HOURS PER WEEK:** Exempt

- Regular hours entail 9:00am – 5:00pm, Monday through Friday
- Must be flexible to meet program needs

**FUNCTIONS:**

- Oversees recruitment, training, and support services to Allegheny County TFFC foster parents
- Conducts evaluations of Allegheny County TFFC foster parents
- Coordinates contacts with schools, mental health agencies, and other relevant community entities
- Oversees each placement, finalizes individual treatment plans for program youth upon discussion with program staff and foster parents, monitors progress on each case, and amends treatment plans as needed
- Works collaboratively with Foster Home Recruiter
  - Leads weekly clinical team meetings and supports Allegheny County TFFC Mockingbird Constellations
- Provides/arranges for 24 hour on-call availability for participating parents and program youth
- Supervises clinical and skills staff assigned to their team
- Compiles program evaluation data and maintains program files
- Ensures adherence to all applicable county, state, and other regulations
- Participates in community liaison activities
- Provides/oversees proper record keeping and documentation for all clinical and supervisory activities including, but not limited to FSFN notes and in-house daily summaries.

**BENEFITS:** As a full time benefits position, staff is eligible to enroll in medical, dental, vision, FSA, supplemental life insurance, critical illness, enhanced short-term disability, and 401(k) benefits.

In accordance with Federal, state & local laws, we maintain a drug-free workplace and perform pre-employment drug testing.

Print: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_



## **JOB SUMMARY**

**Title of Position:** Clinician

**FLSA Status:** Exempt

**Supervisor:** Program Manager

**Department:** Allegheny County TFFC

**Our Culture:** Is based on the following competencies. Cayuga Centers is not a traditional organization. We strive to be silo less and think “out of the box.” We ask people to stretch so we can better serve our consumers/customers.

### **Embrace Cayuga Centers Competencies:**

- Demonstrates Team Work & Partnership
- Delivers Results while Embracing Excellence and Efficiency
- Leads with a Strong Belief in the Values We Hold at Cayuga Centers
- Acts and Leads with Human Sensitivity and Respect
- Embraces Change, Innovation, and Opportunities

**JOB OBJECTIVE:** Coordinates treatment planning and delivery for all program youth and family. Strives to build a partnership between the youth, foster family and biological family. Provides treatment in the forms of individual and family therapy to these assigned youth and families. Maintains professionalism in all areas including confidentiality.

### **SKILLS/QUALIFICATIONS:**

- MSW, MHC or MFT required, LCSW, LMHC preferred
- Experience with a strength based, cognitive behavioral, trauma sensitive approach to treating troubled youth preferred
- Experience with intensive in-home service model preferred
- Experience treating families, children, and adolescents
- Experience with the administrative components of treatment (case documentation) preferred
- Experience with completing comprehensive mental health assessments and treatment plans
- Experience or familiarity with FSFN documentation a plus
- Experience with completing comprehensive mental health assessments and treatment plans
- Valid Pennsylvania Driver's License
- Must meet any required state certification or licensing criteria
- Vehicle required: Must be safe and dependable

### **PHYSICAL REQUIREMENTS:**

- Word processing: Including responding to e-mails, composing letters, completing computerized documentation, transcribing minutes for meetings, etc.: This involves sitting at a computer for several hours a day
- Completing paperwork – Such as copying, stapling
- Must be able to lift up to 50 pounds
- Sit in and/or drive a vehicle up to several hours as needed for transportation
- Walk up/down stairs

### **HOURS PER WEEK:** Exempt.

- Regular hours entail Monday through Friday 9:00am to 5:00pm
- Must be flexible to meet program needs

### **FUNCTIONS:**

- Provides individual therapy to program youth and/or family therapy to program youth's family using treatment model(s) deployed in Allegheny County TFFC
- Completes psychosocial assessments, mental health assessments, and Individual Service Plans and Individual Service Revisions (ISP/R) as needed
- Participates in 24 hour on-call availability for program youth and parents
- Attends weekly clinical team meetings
- Provides record keeping and documentation for all clinical activities (case documentation)
- Support the youth's adjustment to foster care
- Coordinate treatment based services/supports including school, Case Managers, home visits, medical care, as well as other ancillary services
- Part of the on call rotation available to foster parents, and family/discharge resources
- Responds in a positive and respectful manner to diversity, among the agency's service population and staff

**BENEFITS:** As a full time benefits position, staff is eligible to enroll in medical, dental, vision, FSA, supplemental life insurance, critical illness, enhanced short-term disability, and 401(k) benefits.

In accordance with Federal, state & local laws, we maintain a drug-free workplace and perform pre-employment drug testing.

Print: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_



## **JOB SUMMARY**

**Title of Position:** Skills Trainer

**FLSA Status:** Non Exempt

**Supervisor:** Program Manager

**Department:** Allegheny County TFFC

**Our Culture:** Is based on the following competencies. Cayuga Centers is not a traditional organization. We strive to be silo less and think “out of the box.” We ask people to stretch so we can better serve our consumers/customers.

### **Embrace Cayuga Centers Competencies:**

- Demonstrates Team Work & Partnership
- Delivers Results while Embracing Excellence and Efficiency
- Leads with a Strong Belief in the Values We Hold at Cayuga Centers
- Acts and Leads with Human Sensitivity and Respect
- Embraces Change, Innovation, and Opportunities

**JOB OBJECTIVE:** Under the supervision of the Program Manager and in cooperation with all Allegheny County TFFC and other agency personnel, executes the approved program to assist youth in identifying and acquiring the skills needed to establish and achieve personal goals. Maintains professionalism in all areas, including confidentiality.

### **SKILLS/QUALIFICATIONS:**

- High School Diploma required
- Bachelor degree, preferred
- Ability to observe a child’s behavior and implement a behavior management program on a daily basis
- Ability to implement a skills training program
- Knowledge or facility with behavior management principles in creating behavior change is desirable
- Demonstrate conceptual understanding of developmentally appropriate behavior for children/adolescents in the home, school, and community
- Ability to establish a strong relationship with a child or adolescent
- Ability to provide skill-building training to assist a child in acquisition of new skills
- Ability to work cooperatively with Program Manager to implement youth’s program; accept supervision well; be readily available for consultation; attend meetings; complete assigned paperwork
- Must meet required state certification or other licensing criteria
- Valid Pennsylvania Driver’s License
- Vehicle Required: Must be safe and dependable

### **PHYSICAL REQUIREMENTS:**

- Word processing: Including responding to e-mails, composing letters, completing computerized documentation, transcribing minutes for meetings, etc., involves sitting at a computer for several hours a day
- Completing paperwork – Such as copying, stapling
- Must be able to lift up to 50 pounds
- Sit in and/or drive a vehicle up to several hours
- Walk up/down stairs

### **HOURS PER WEEK:** Non-Exempt

- Regular hours entail 9:00am – 5:00pm, Monday through Friday
- Must be able to flex schedule to meet program needs



**FUNCTIONS:**

- Provide skills training and life skills coaching to delinquent and conduct-disordered youth
- Provide intensive supervision and a structured daily behavior management program
- Provide activities to match the child's needs, as specified by the Program Manager
- Encourage pro-social behaviors for each youth
- Coordinate with the Program Manager and the foster parents to manage the rewards, privileges, and consequences of this system
- Provide skills training and coaching for identified behaviors outlined in the child's Individual Service Plan (ISP)
- Provide skills training to each program youth one or more times per week or as determined by the Program Manager. These skills may include behavior management skills, communication skills, coping skills, problem solving, or study skills. Conduct role playing, teaching, debriefing, or other strategies
- Receive training and ongoing supervision to implement the treatment
- Document each skills training session on the appropriate forms and turn them into the program staff in a timely fashion each week
- Receive consultation and supervision from the Program Manager.
- Attend weekly treatment team meetings.
- The Skills Trainer will immediately report emergencies such as runaways, accidents, or medical problems
- Provide hourly respite and transportation for program youth as needed as defined by Program Manager

**BENEFITS:** As a full time benefits position, staff is eligible to enroll in medical, dental, vision, FSA, supplemental life insurance, critical illness, enhanced short-term disability, and 401(k) benefits.

In accordance with Federal, state & local laws, we maintain a drug-free workplace and perform pre-employment drug testing.

Print: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_



## **JOB SUMMARY**

**Title of Position:** Manager of Foster Home Recruitment and Licensing

**FLSA Status:** Exempt

**Supervisor:** Program Director

**Department:** Allegheny County TFFC

**Our Culture:** Is based on these competencies. Cayuga Centers is not a traditional organization. We strive to be silo less and think “out of the box.” We ask people to stretch so we can better serve our consumers/customers.

### **Embrace Cayuga Centers Competencies:**

- Demonstrates Team Work & Partnership
- Delivers Results while Embracing Excellence and Efficiency
- Leads with a Strong Belief in the Values We Hold at Cayuga Centers
- Acts and Leads with Human Sensitivity and Respect
- Embraces Change, Innovation, and Opportunities

**JOB OBJECTIVE:** The Recruiting and Licensing Manager will oversee the recruitment, training and certification of foster parents, and ensure a strong working relationship with parents by providing a valuable resource to families.

### **SKILLS/QUALIFICATIONS:**

- Bachelor’s degree in related field required; Master’s degree strongly preferred
- Pennsylvania State Certification Board (Licensing) required
- At least 3+ years licensing foster homes in the state of Pennsylvania
- Flexibility to work when the families are available to meet
- Flexibility to work in multiple geographic regions within Allegheny County
- Experience working in a busy human services office – strongly preferred
- Strong skills in Microsoft Office including Word, Excel, PowerPoint, and Outlook applications
- Knowledge of clerical and office procedures
- Demonstrated ability to perform duties with minimal supervision and to exercise greater judgment
- Pennsylvania Driver’s License required
- Ability to travel to other agency locations as required

### **PHYSICAL REQUIREMENTS:**

- Word processing: Including responding to e-mails, composing letters, completing computerized documentation, transcribing minutes for meetings, etc.: This involves sitting at a computer for several hours a day
- Completing paperwork – Such as copying, stapling
- Must be able to lift up to 50 pounds
- Sit/ride in vehicles, busses, subways, trains, planes – public transportation for lengthy periods of time
- Walk up/down stairs
- Walk to enter/exit subway and other public transportation
- Walk several blocks to get to required location

**HOURS PER WEEK:** Exempt

- Regular hours entail 9:00am – 5:00pm, Monday – Friday
- Must be flexible to meet program needs

### **FUNCTIONS:**

- Complete licensing packets including home study and necessary components
- Assist program management team with foster parent support, coordination of services
- Review licensing packets prior to submission to Program Director to assess additional needs
- Work with TFFC Program Director to anticipate foster parent recruitment needs
- Select methods of advertising, prepares and places recruitment advertisements in conjunction with agency Corporate Communications team
- Recruit, train, and facilitate certification of foster parents. Training may include: ARC, CARE, PRIDE, or state equivalent trainings
- Conduct initial and follow-up training of foster parents
- Serve as a resource and trouble-shooter to foster families; maintains motivation and treatment participation of foster parents, ensures a good working relationship with foster parents
- Documents and track all certification of homes in FSFN
- Update and submit the data and licensing tracking information to Allegheny County and other partners as needed

**BENEFITS:** As a full time benefits position, staff is eligible to enroll in medical, dental, vision, FSA, supplemental life insurance, critical illness, enhanced short-term disability, and 401(k) benefits.

In accordance with Federal, state & local laws, we maintain a drug-free workplace and perform pre-employment drug testing.

Print: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_



## **JOB SUMMARY**

**Title of Position:** Foster Home Recruiter

**FLSA Status:** Exempt

**Supervisor:** Manager of Foster Home Recruitment and Licensing

**Department:** Allegheny County TFFC

**Our Culture:** Is based on the following competencies. Cayuga Centers is not a traditional organization. We strive to be silo less and think “out of the box.” We ask people to stretch so we can better serve our consumers/customers.

### **Embrace Cayuga Centers Competencies:**

- Demonstrates Team Work & Partnership
- Delivers Results while Embracing Excellence and Efficiency
- Leads with a Strong Belief in the Values We Hold at Cayuga Centers
- Acts and Leads with Human Sensitivity and Respect
- Embraces Change, Innovation, and Opportunities

**Job Objective:** The Foster Home Recruiter will recruit, train and facilitate initial and ongoing certification of foster parents and ensure a strong working relationship with parents by providing a valuable resource to families.

### **SKILLS/QUALIFICATIONS:**

- Bachelor’s degree in related field required; Master’s degree strongly preferred
- Pennsylvania State Certification Board (Licensing) required
- At least 3+ years licensing foster homes in the state of Pennsylvania
- Flexibility to work when the families are available to meet
- Flexibility to work in varied geographies in Allegheny County
- Experience working in a busy human services office – strongly preferred
- Strong skills in Microsoft Office including Word, Excel, PowerPoint, and Outlook applications
- Knowledge of clerical and office procedures
- Demonstrate ability to perform duties with minimal supervision and to exercise greater judgment
- Pennsylvania Driver’s License required
- Ability to travel to other agency locations as required

### **PHYSICAL REQUIREMENTS:**

- Word processing: Including responding to e-mails, composing letters, completing computerized documentation, transcribing minutes for meetings, etc.: This involves sitting at a computer for several hours a day
- Completing paperwork – Such as copying, stapling
- Must be able to lift up to 50 pounds
- Sit/ride in vehicles, busses, subways, trains, planes – public transportation for lengthy periods of time
- Walk up/down stairs
- Walk to enter/exit subway and other public transportation
- Walk several blocks to get to required location

**HOURS PER WEEK:** Exempt

- Regular hours entail 9:00am – 5:00pm, Monday – Friday
- Must be flexible to meet program needs.

### **FUNCTIONS:**

- Complete licensing packets including home study and necessary components

- Assist program management team with foster parent support, coordination of services
- Attend court hearings as needed
- Work with Allegheny County TFFC treatment teams and director to anticipate foster parent recruitment needs
- Select method of advertising, prepares and places recruitment advertisements in conjunction with agency Corporate Communications team
- Recruit, train, and facilitate certification of foster parents. Training may include: TCIF, TST, MAPP, Mini MAPP or equivalent state training
- Conduct initial and follow-up training of foster parents
- Serve as a resource and trouble-shooter to foster families; maintains motivation and treatment participation of foster parents, ensures a good working relationship with foster parents
- Documents and tracks all certification of homes in appropriate agency and state systems as required

**BENEFITS:** As a full time benefits position, staff is eligible to enroll in medical, dental, vision, FSA, supplemental life insurance, critical illness, enhanced short-term disability, and 401(k) benefits.

In accordance with Federal, state & local laws, we maintain a drug-free workplace and perform pre-employment drug testing.

Print: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_



Attachment C  
(Line-item Budget & Budget Narrative)

Allegheny County Department of Human  
Services  
Proposed Budget



Provider Name: Cayuga Home for Children Inc. D.B.A. Cayuga Centers

Line Item Detail	Full Budget Amounts
<b>Personnel Costs</b>	
Salaries	\$ 501,428.00
Benefits (of salaries) 27.60%	\$ 138,383.79
<b>Subtotal Salaries &amp; Benefits:</b>	<b>\$ 639,811.79</b>
Staff Training/Conferences/Meetings	\$ 350.00
Staff Recruitment	\$ 500.00
Background Screening	\$ 1,350.00
Drug Screening	\$ 990.00
<b>Subtotal Other Employee Costs</b>	<b>\$ 3,190.00</b>
<b>Total Personnel</b>	<b>\$ 643,001.79</b>
<b>Travel Related Costs</b>	
Travel - Staff	\$ 56,408
Travel - Training	\$ -
Vehicle - Lease	\$ -
Vehicle - Fuel	\$ -
Vehicle - Maintenance	\$ -
Vehicle - License & Registration	\$ -
Other Travel-Related Costs	\$ -
<b>Total Personnel</b>	<b>\$ 56,408</b>
<b>Occupancy Costs</b>	
Rent	\$ 36,000
Utilities	\$ 9,360
Office Space Services	3300
Repairs & Maintenance	\$ 1,800
Other Occupancy-Related Costs	\$ -
<b>Total Occupancy</b>	<b>\$ 50,460</b>
<b>Communication Costs</b>	
Telephone	\$ 2,250
Cell Phones	\$ 8,100
Air Cards	\$ -
Data Lines	\$ -
Other Communication-Related Costs	\$ 3,600
<b>Total Communication</b>	<b>\$ 13,950</b>
<b>Office Costs</b>	
Office Supplies	\$ 4,800
Postage & Delivery	\$ 600
Equipment - Rental & Leases	\$ 3,600
Equipment - Computers	\$ 9,000
Equipment - Equip/Furniture	\$ 11,675
Printing & Publications (non-fundraising)	\$ 900
Other Office-Related Costs	\$ -
<b>Total Office</b>	<b>\$ 30,575</b>

<b>Insurance</b>	
General Liability	\$ 1,440
Professional	\$ 1,200
Vehicle	\$ -
Other Insurance	\$ 2,100
<b>Total Insurance</b>	<b>\$ 4,740</b>

<b>Other Costs (Miscellaneous)</b>	
Consultant (Mockingbird Model)	\$ 18,000
Child and Family Fund	\$ 5,000
<b>Total Other</b>	<b>\$ 23,000</b>

<b>Start-up Funding Request (One-time)</b>	
Startup Funding Request: (1 FTE Foster Home Recruiter + 0.25 FTE Program Director + \$10,000 Mockingbird implementation) x 18% Startup Administrative Allocation. *Please Note: This one-time cost is not included in Total Annual Budget.	\$ 127,228
<b>Total Start-up Funding Request (One-time)</b>	<b>\$ 127,228</b>

<b>Total Direct Costs</b> <i>(does not include one-time start-up rqst.)</i>	<b>\$ 822,134</b>
<b>Administrative Costs</b> <i>(does not include one-time start-up rqst.)</i>	<b>\$ 147,984</b>
<b>Total Annual Budget</b> <i>(does not include one-time start-up rqst.)</i>	<b>\$ 970,118</b>

**Proposed Agency Rate:** Cayuga Centers is proposing an average daily rate of approximately \$130.00 between Regular and Therapeutic rates. At this time, we are unable to provide more detail, as a specific TFC rate will be dependent on Regular Foster Care reimbursement rates as well as anticipated placement ratios between Regular and Therapeutic.



**Allegheny County Department of Human Services Foster Care  
 Provider Name: Cayuga Home for Children Inc. D.B.A. Cayuga Centers**

Salary Budget

<i>of salaries</i>	<i>of salaries</i>	<i>of salaries</i>	<i>of salaries</i>	<i>of salaries</i>
0.0765	0.0035	0.0100	0.0400	0.1491

Job Title	Annual Rate	FTE	Total Salaries	FICA / Medicare	SUTA	W/C	Pension	Health Insurance	Projected Personnel Costs
Program Director	80,000.00	1.00	80,000.00	6,120.00	280.00	800.00	3,200.00	11,928.00	102,328.00
Program Manager	62,000.00	2.00	124,000.00	9,486.00	434.00	620.00	4,960.00	18,488.40	157,988.40
TFFC Clinician	56,476.00	2.00	112,952.00	8,640.83	395.33	564.76	4,518.08	16,841.14	143,912.14
Skills Trainer	38,000.00	2.00	76,000.00	5,814.00	266.00	380.00	3,040.00	11,331.60	96,831.60
Manager of Foster Home Recruitment	56,476.00	1.00	56,476.00	4,320.41	197.67	564.76	2,259.04	8,420.57	72,238.45
Foster Home Recruiter	52,000.00	1.00	52,000.00	3,978.00	182.00	520.00	2,080.00	7,753.20	66,513.20
			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
			-	-	-	-	-	-	-
<b>Total</b>		<b>9.00</b>	<b>501,428.00</b>	<b>38,359.24</b>	<b>1,755.00</b>	<b>3,449.52</b>	<b>20,057.12</b>	<b>74,762.91</b>	<b>639,811.79</b>

Benefit % 27.598%

**Allegheny County Department of Human Services Foster Care**

<b>Administrative Expenses</b>
--------------------------------

<b>Item</b>	<b>Description of Cost</b>	<b>Total Program Cost</b>	<b>%</b>	<b>Amount</b>
Administrative	18% allocation for overall indirect costs (does not include startup costs).	822,134	18.00%	147,984
		\$ 822,134		147,984

**Allegheny County Department of Human Services Foster Care  
Budget Narrative**

***Personnel Cost Narrative***

This expense includes the salary and benefit related costs totaling \$639,811.79. This includes 9 FTE TFFC staff: 1 FTE Program Director, 2 FTE Program Managers, 2 FTE TFFC Clinicians, 2 FTE Skills Trainers, 1 FTE Manager of Foster Home Recruitment and 1 FTE Foster Home Recruiter. Please see Attachment B (Organizational Chart & Job Descriptions) for more detail regarding the proposed Allegheny County TFFC staffing structure.

Other related expenses in this section include:

Staff Training/Conference Meetings: (professional development opportunities): \$350/year

Staff Recruitment (print and media): \$500/year

Background Screening: \$150 x 9 FTEs = \$1,350

Drug Screening: \$110 x 9 FTEs = \$990

***Travel Related Narrative***

This expense includes the cost of travel to foster homes and the community by TFFC staff.

250 miles per week x 9 staff x 46 weeks per year x \$0.545 per mile = \$56,408

***Occupancy Narrative***

Rent: \$3,000 rent per month x 12 months = \$36,000.

Utilities: Water \$160 + gas \$190 + electric \$420 x 12 months = \$9,360

Services: Janitorial service \$275/month x 12 months = \$3,300

Repairs and Maintenance: Upkeep, repairs and replacements, \$150/month x 12 months = \$1,800

***Communication Narrative***

Telephone: Desk phones, \$250 x 9 units = \$2,250

Cell Phones (with mobile internet): \$75/month x 9 staff x 12 months = \$8,100

Other Office Related Communication: Office internet + office phones services (bundled), \$300/month x 12 months = \$3,600

***Office Narrative***

Office Supplies: Paper, pens, pencils, folders, binders etc., 9 staff, estimated \$400/month x 12 months = \$4,800

Postage & Delivery: Correspondence with families, \$50/month x 12 months = \$600

Equipment Rental & Leases: Copier/fax/scanner rental, \$300/month x 12 months = \$3,600

Equipment Computers: \$750 x 9 computers + 250 x 9 software/licenses packages = \$9,000

Equipment/ Furniture: \$700 x 9 desks + \$150 x 9 chairs + \$120 x 9 bookshelves + \$125 x 9 filing cabinets + \$45 x 12 folding chairs + \$80 x 6 folding tables = \$11,675

Print & Publications: Foster parent recruitment campaigns (print and media), \$75 x 12 months = \$900

***Insurance Narrative***

General Liability Insurance: \$120 x 12 months = \$1,440

Professional Insurance: \$100 x 12 months = \$1,200

Other Insurance, Property Insurance: \$175 x 12 months = \$2,100

***Start-up Funding Request***

\*Please Note: All start-up funding is requested as one-time sum in order to help offset a portion of costs related to program start-up and implementation before any reimbursement can be realized through daily agency rates. Because these costs are one-time, they have not been incorporated into annual total direct costs or administrative costs in this budget.

Start-up Funding Request: Funding to cover the cost of 1 FTE Manager of Foster Home Recruitment + 0.25 FTE Program Director + \$10,000 Mockingbird Model implementation x 18% start up administrative allocation to help cover a portion of indirect costs related to program start-up = \$127,228 (one-time request from Allegheny DHS)

***Other Narrative***

Consultant: Estimated costs related to Mockingbird Model training and implementation = \$18,000/year

Child and Family Fund: \$5,000 per year to assist foster families with emergency expenses in order to prevent disruptions in placements.

***Additional Narrative***

Please note, this is an annualized budget that represents the true costs of the proposed 9 FTE TFFC program, equipped to serve 24-30 referrals at any given time. TFFC staff and teams will be phased in to ensure financial sustainability. We look forward to working in close partnership with Allegheny DHS in order to implement this program in a manner that best suits the needs of Allegheny County.



Attachment I  
(Services/Contracts Chart)



**Attachment I (Services Chart)  
Agency Contracts as of January 2021**

<b>County/Funder</b>	<b>Service/Program</b>	<b>Contract Start</b>	<b>Contract End</b>
Albany, NY	Treatment Family Foster Care	1/1/2019	12/31/2021
Albany, NY	Prevention Services	1/1/2020	12/31/2021
Albany, NY (Mother Cabrini Foundation)	TCM -Functional Family Therapy	1/1/20	3/31/21
Broward County, Florida	Treatment Family Foster Care/Family Foster Care	2/1/2020	6/30/2021
Cayuga, NY	Treatment Family Foster Care	7/12018	6/30/2023
Cayuga, NY	Family Preservation/ Preventative Respite	1/1/2020	12/31/2021
Cayuga, NY	SAMHSA- Multisystemic Treatment, Functional Family Therapy and Safe Care	10/1/2020	9/20/2023
Cayuga, NY	Early Intervention	6/30/2020	7/31/2021
Cayuga, NY	Ready Respite	1/1/2020	12/31/2021
Chautauqua, NY	Treatment Family Foster Care	1/1/2021	12/21/2021
Chenango, NY	Treatment Family Foster Care	1/1/2020	12/31/2021
Cortland, NY	Treatment Family Foster Care	7/1/2020	6/30/2021
Herkimer, NY	Treatment Family Foster Care	7/1/2019	6/30/2022
Jefferson, NY	Treatment Family Foster Care	7/1/2020	6/31/2021

Lewis, NY	Treatment Family Foster Care	1/1/2020	12/31/2021
Livingston, NY	Treatment Family Foster Care	7/1/2020	6/30/2021
Madison, NY	Treatment Family Foster Care	1/1/2020	12/31/2021
Monroe, NY	Functional Family Therapy/Multisystemic	1/1/2021	12/31/2021
Montgomery, NY	Treatment Family Foster Care	6/1/2020	5/31/2021
Niagara, NY	Treatment Family Foster Care	10/1/2020	12/31/2021
New York City, NY	ACS Treatment Family Foster Care	7/1/2019	6/30/2021
New York City, NY	ACS FFC	9/1/2017	6/30/2021
NYS Office for Persons with Developmental Disabilities	SPwDD Services	1/1/2019	12/31/2023
Oneida, NY	Safecare	10/1/2019	9/30/2022
Oneida, NY	Family Support	10/1/2019	9/30/2022
Oneida, NY	Respite Beds	4/24/2020	4/23/2021
Oneida, NY	Treatment Family Foster Care	7/1/2018	6/30/2021
Oneida, NY	Functional Family Therapy/Multisystemic	1/1/2019	12/31/2021
Onondaga, NY	Treatment Family Foster Care	7/1/2020	6/30/2021
Onondaga, NY (Mother Cabrini Foundation)	TCM -Functional Family Therapy	1/1/20	3/31/21
Ontario, NY	Functional Family Therapy/Multisystemic	1/1/2020	12/31/2021
Ontario, NY	Treatment Family Foster Care	1/1/2020	12/31/2021
Ontario, NY	Youth Group	1/1/2020	12/31/2021
Oswego, NY	Treatment Family Foster Care	7/1/2017	6/30/2022

Oswego, NY	Juvenile Risk Intervention Service Coordination - Functional Family Therapy	1/1/2020	12/31/2021
Oswego, NY	Multisystemic Treatment/FFT	1/1/2019	12/31/2021
Otsego, NY	Treatment Family Foster Care	7/1/2017	6/30/2022
Palm Beach County, Florida	Treatment Family Foster Care/Family Foster Care	2/1/2020	6/30/2021
Schuyler, NY	Treatment Family Foster Care	1/1/2018	12/31/2022
Seneca, NY	Treatment Family Foster Care	1/1/2020	12/31/2021
Seneca, NY	Functional Family Therapy	1/1/2020	12/31/2021
State of Delaware	Treatment Family Foster Care	6/30/2020	9/20/2022
State of Delaware	Functional Family Therapy	6/30/2020	9/20/2022
Steuben, NY	Treatment Family Foster Care	1/1/2020	12/31/2021
Tioga, NY	Treatment Family Foster Care	1/21/2021	12/31/2021
Tompkins, NY	Treatment Family Foster Care	7/1/2020	6/30/2021
U.S. Office of Refugee Resettlement	Unaccompanied Alien Children Transitional Foster Care	2/1/2020	1/31/2023
U.S. Office of Refugee Resettlement	Long Term Foster Care	2/1/2020	1/31/2023
Wayne, NY	Treatment Family Foster Care	1/10/2019	6/30/2021
Yates, NY	Treatment Family Foster Care	7/1/2020	6/31/2021