



Allegheny County Department of Human Services

RFP Response Form

Foster Care Agencies

PROPOSER INFORMATION

Proposer Name: Every Child Inc.

Authorized Representative Name & Title: Jaime Simmons, Director of Marketing & Development

Address: 1425 Forbes Ave, Ste 300, Pittsburgh, PA 15219

Telephone: (412) 665-0600

Email: [REDACTED]

Website: www.everychildinc.org

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

Date Incorporated: October 1997

Partners and/or Subcontractors included in this Proposal: No formal partnerships have been formed for the purpose of this proposal; however, we have many partnerships and collaborations throughout the county.

How did you hear about this RFP? *Please be specific.* We are a current foster care agency.

REQUIRED CONTACTS

	Name	Phone	Email
Chief Executive Officer	Laura A. Maines, Esq	412-665-0600	[REDACTED]
Contract Processing Contact	Deb Fortna	412-665-0600	[REDACTED]
Chief Information Officer	Deb Fortna	412-665-0600	[REDACTED]
Chief Financial Officer	Deb Fortna	412-665-0600	[REDACTED]
MPER Contact*	Deb Fortna	412-665-0600	[REDACTED]

* *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

RFP for Foster Care Agencies

Provide a list of your board members as an attachment or in the space below.

Kevin Wills, Esq., *Chair*

Babst Calland

Demond Bledsoe, PhD, *Co-Chair*

Resolutions Counseling & Behavioral Health Services

Nicholas Crouse

BNY Mellon

Kristen Del Sole, Esq.

K & L Gates

Heather Dieckmann

SSB Bank

Kristen Batson Eberle, Esq.

Boyer Paulisick & Eberle

Matthew R. George

PNC Wealth Management

Richard Joyce, Esq.

Michael W. Nalli, PC

Lindsay Macken

Community Member

Dr. Samir Singh, DMD

North Pittsburgh Oral Surgery

Laura A. Maines, Esq., *Executive Director*

Every Child Inc.

Board Chairperson Name & Title: Kevin Wills, Esq.

Board Chairperson Address:

[REDACTED]

Board Chairperson Telephone:

[REDACTED]

Board Chairperson Email:

[REDACTED]

RFP for Foster Care Agencies

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.*

Sharon Sutton, MA
Consultant



Alicia J. Logue, MA, NCC, LPC, BCBA
Consultant



Robert W. Sheen, MA, LMFT
Consultant



PROPOSAL INFORMATION

Date Submitted 2/9/2021

Amount Requested: See attached line item budget

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

RFP for Foster Care Agencies

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 21st 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.**

Every Child, Inc. believes that family and community are essential to children’s growth and development. We are dedicated to developing, preserving, and strengthening those relationships. We were founded in 1997 on the belief that all children, no matter their age, race, disability or special health care need, deserve the opportunity to grow up with a loving and lasting family. Every Child serves birth, foster, and adoptive families, as well as children, youth, and adults with behavioral health challenges.

Our Core Values

- Empowerment—Through education, advocacy, compassion and support we empower those we serve to improve their lives.
- Collaboration—Together we are more effective and make a bigger impact. Shared goals and mutual support, with each other, those we serve, and our community partners, lead to greater success.
- Inclusion—We respect and seek inclusion of differences in individuals and ideas, understanding that we can learn from each other.
- Excellence—We are committed to holding ourselves and each other accountable for doing what’s right, going beyond what is expected for those we serve, and embracing best practices in all of our services.
- Growth—We endeavor to be the provider of choice through the efficient use of resources and building upon Every Child’s strengths to maximize our community impact.

Our mission is to build a stronger community by empowering families through family support and clinical services. We provide comprehensive, individualized clinical and/or therapeutic care to over 500 individuals and families each year, immediately impacting over 1,600 children and family members.

Family Support

Our Family Support teams focus on strengthening and preserving families; our staff work together to ensure children are provided with a safe, secure and nurturing environment.

Foster Care and Adoption

RFP for Foster Care Agencies

Our foster families provide care and a safe environment for children/youth who are temporarily placed with them. Every Child recruits and certifies foster families, monitors the health and wellness of children/youth placed in them, and supports foster families in best supporting the children/youth in their care. It is our goal to support reunification of children/youth with their family of origin whenever possible. When that is not possible, many of our foster homes are also pre-adoptive homes and we work with our families, OCYF and the child to achieve permanence. We recruit diverse foster families with a focus on the strengths they bring to children in need of a home.

We are experienced in placing children/youth who need specialized foster care due to medical conditions, developmental disabilities, or behavioral challenges. In addition, we are trained to address the needs of children/youth in the LGBTQ community and are currently seeking designation by All Children All Families as an innovator in the foster care and placement of LGBTQIA+ children/youth and families. Every Child is an affiliate agency of the Statewide Adoption and Permanency Network (SWAN).

In-Home Family Preservation Services

Every Child provides in-home services to families involved with the Allegheny County Department of Children, Youth and Family Services. Services can include parenting education, home management, budgeting, and linkage to community resources such as food banks, utility assistance programs, family support centers, and mental health counseling. We work with families who have one or more children/youth at imminent risk of out-of-home placement in order to preserve a safe and stable family setting. We also work with families who are in crisis after a child/youth has been moved to an out-of-home placement. We strive to stabilize the family so that the child/youth may be returned to their care.

Medically Related Wraparound

In this program, we work with families who have a child/youth with a complex or new medical diagnosis to help the family understand the diagnosis, develop the skills, and identify the resources necessary to help them manage their child/youth's unique needs.

All of our programs have feedback mechanisms, which allow and promote regular feedback from all levels of participants from children/youth to birth parents to foster parents. This data is shared regularly among our teams, leadership, and Program Quality Committee. When writing this proposal, our program managers engaged with our consumers about their ideas for the future of our program. Their feedback has been integrated into this proposal.

Clinical Services

Our clinical services provide families with the opportunity to address their mental health struggles in an empowering and structured manner, led by our multi-skilled, highly trained, and dedicated clinicians.

Family Based Mental Health Services (FBMH)

RFP for Foster Care Agencies

Our most intensive clinical service, FBMH is based on Family Structural Therapy and Family Systems Theory. Services are offered in the home for families with children/youth who have significant behavior problems, who have not shown progress from less intensive therapies, have a mental health diagnosis, and/or are at risk of out-of-home placement or are returning from an out-of-home placement. A two-person team comprised of one Master's and one Bachelor's-level clinician delivers service an average of twice per week in the home for a total of 32 weeks of service.

Community and School Based Behavioral Health (CSBBH)

CSBBH Team services are voluntary mental health services for children and youth with a severe emotional and/or behavioral problem, that interferes with their learning. School-based services differ from other types of behavioral health services because they are usually provided in school. After school and weekends, CSBBH Team services can be provided as needed in the home or community. The goals are to teach children and youth to better manage feelings and behaviors so that they can learn and get along better with others. CSBBH may include individual, group, or family therapy sessions, as well as behavior management planning, crisis intervention, and referrals. Services build on the strengths of child/youth and family.

Clinical Services Enhancements

Every Child also has Family Based clinical teams who have enhanced training and experience to provide mental health services for specific populations:

- Children/youth diagnosed with autism and related disorders;
- Children/youth diagnosed with obsessive compulsive disorder;
- Women with perinatal mood disorders;
- Children/youth diagnosed with reactive attachment disorder; and
- Members of the LGBTQIA+ community.

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.

We were founded on the belief that all children/youth deserve a safe and healing home. We have never strayed from that core belief. We open our doors to children, youth, and families involved in the child welfare, behavioral health, and criminal justice systems. We believe in the value of family, no matter the constellation, race, ethnicity, religion, culture, or ability. We pride ourselves in the capacity to help each family and to meet them where they are with culturally sensitive care, and have crafted our community messaging to ensure that the inclusivity of our agency shines through. Across our agency, approximately 55% of the children and families we work with identify as white, 25% identify as African American, 10% as Multiracial, 2% as Asian/Pacific Islander, 1% as Latinx and 7% choose not to disclose. Additional, approximately 35% of our foster parents identify as LGBTQ+ and 12% of the families we work with have at least one family member who identifies as LGBTQ+.

RFP for Foster Care Agencies

Inclusion is a core value that drives our organization. It begins with our commitment to actively seek out and hire a diverse workforce. During our onboarding process, all employees are required to take Diversity/Cultural Competence Training and Sexual Orientation, Gender Identity & Expression (SOGIE) training. We offer ongoing diversity, equity, and inclusion professional development opportunities that the majority of our teams participate. We are committed to inclusion being integrated into our workplace and it is incorporated into each person's job description and evaluated during performance appraisals each year. Not only are we striving to create a more equitable working environment, but also we want to provide the most equitable and inclusive care in the county.

In 2019, an Equity Team was formed to look at internal and external equity and inclusion issues. They focused the majority of the work in the first year on promoting anti-racism messaging, training, and resources. They are currently overseeing two assessment processes to examine our work and make meaningful change. They are seeking the first certification of a Western Pennsylvania child welfare agency from All Children, All Families through the Human Rights Campaign, ensuring our agency is recognized as an innovator in the field providing an inclusion environment for LGBTQIA+ children/youth and foster parents. Work is also being completed to make our agency more accessible to consumers and staff with disabilities. Because of the Equity Team's work and the commitment of our Every Child team, each day we are working to convey our culturally sensitive, inclusive, and equitable services through community messaging, outreach, hiring practices, and operations. In addition, each team member of Every Child is encouraged to join and/or provide feedback to the Equity Team.

Our commitment to providing inclusive and culturally humble services extends to our recruitment of foster families. Our foster families are located throughout Allegheny County and we welcome and certify single parent families, married couples, unmarried couples, LGBTQ+ individuals and families, and seniors. Our foster homes reflect the diversity in the populations we serve and include Black, Asian, Caucasian, Latinx, and Native American 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.

Every Child's Foster Care Program is central to our organization, our mission, and our vision. We have been working successfully in Allegheny County since 1997. Although our organizations has grown and evolved, our core commitment to be a child-focused and family-driven organization has never wavered. When we considered the RFP for a newly defined Foster Care program, we were excited to see the changes Allegheny County is committed to supporting and to see our core principles shine through.

Every Child is mid-sized agency with a specific focus on serving children within a family system. Rather than focus on program growth with a goal to become all things to all individuals needing services, we have chosen strategic growth that allows us to maintain close relationships with our foster and adoptive families, to be responsive to the needs of those we work with, and to remain laser-focused on developing and maintaining the highest

RFP for Foster Care Agencies

quality of service. Our modest but efficient infrastructure size has allowed us to be nimble throughout our history. We have used this advantage to maintain our focus while expanding our vision to include specialties driven by the families we serve, such as in the development of our autism and obsessive-compulsive disorder specialty clinical services. We have also been driven by community needs, such as our focus on being a safe and inclusive space for LGBTQIA+ children/youth in care, as well as LGBTQIA+ foster parents looking to make a difference but who reported feeling unwelcome in other foster care and adoption settings.

Every Child is committed to working with the whole family constellation around a child/youth, including birth parents, siblings, foster parents, support team members, and fictive kin, in collaborative and creative ways. We think outside the box and do what it takes to help families in crisis.

Expanding our Foster Care Program capacity to introduce Treatment Foster Care is aligned with our mission to strengthen our community through family empowerment and is part of our strategic plan. We are well positioned to assume additional beds and services. As you can see from our proposal, we can meet your goals with little change to our current infrastructure and with positive lasting outcomes. Over the past few years, we have implemented a number of changes to further enhance our ability to effectively partner with Allegheny County and meet the needs of children and youth in care. These changes include enhanced training for our foster families, additional professional development expectations for our caseworkers and leadership team, and a focused effort on ensuring racial equity in our agency and across our system. We improved our recruitment and retention of a diverse staff and foster parents who are delivering more culturally competent service to children, youth, and families in our community. We consistently receive a 95% satisfaction rate from families for our services and from collaborating organizations, and professionals.

With all of this, we feel prepared to continue to be an Allegheny County Foster Care provider and excited about the changes in front of us.

- 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).**

We have traditionally been a smaller foster care program in Allegheny County, housing a bed capacity between 20 and 30 in the last few years. Over the past two years, we have ramped up our recruitment efforts and are seeing positive results with a constant stream of newly certified foster parents with a wider scope of children and youth whom they are willing to serve. We have calculated our projections over the next three calendar years. We are open to discussions if more homes are needed in order to meet the needs of our community, but we wanted to project a number that felt attainable.

Timeframe	Certificated Homes	Beds	Therapeutic Foster Care Beds	Open to Children	Open to Infants	Open to LGBTQIA+
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RFP for Foster Care Agencies

				8 and above		
2021	30	45	15/45	20%	90%	60%
2022	40	60	30/60	30%	90%	70%
2023	50	75	60/75	40%	90%	80%

As you can see from our projections, we are able to work from the foundation we have built over the past two years in order to not only recruit more parents, but parents who can meet the needs of the children and youth in care.

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:
- Specifics about which populations you will target.
 - The strategies you will use to ensure your Foster Care families are diverse and culturally humble.
 - The recruitment staffing strategy, specific roles and number of staff involved in the recruitment of Foster Care families.
 - The specific recruitment strategies you will use for Emergency Placement Homes, Respite Homes and Emergency Respite Homes.
 - How you will incorporate a “customer service” approach.
 - How you include matching events and preplacement visits in your approach.

Over the past two years, we have worked on improving and expanding on our recruitment efforts. This has resulted in applicants with a clear expectation of fostering and has doubled the number of BIPOC and LGBTQIA+ applicants. We hope to build on this success.

Customer service is at the center of our business model and our recruitment team follows best practices outlined by the National Resource Center for Diligent Recruitment at AdoptUSKids, specifically the PRO framework¹. It begins with being transparent about our expectations of prospective foster parents and what they can expect from us and the child welfare system. Throughout the recruitment process, we connect them to information about Every Child, as well as other agencies, so that they are able to make an informed choice about which agency will best meet their family’s needs and goals. We believe that our constant and efficient efforts to provide high quality programs and service paired with strong relationships with all of our partners and an organizational culture that prioritizes customer service in all of our interactions results in a good customer service experience for everyone. This customer service framework is built into all of our recruitment efforts so that we may build trust in our prospects, transition them to potential partners, and finally partner with them as they accept placements for children/youth in our community.

¹ <https://professionals.adoptuskids.org/customer-service-concepts-for-recruitment-and-retention/>

RFP for Foster Care Agencies

Our recruitment strategies involve broad based and targeted promotion through several mediums. We have created content for social media, billboards, in-theater advertisement, radio programming, text messaging, event outreach, networking, lunch and learns, magazine advertisements, email marketing, and partnerships. The focus of these efforts has been awareness building around foster care, as well as more targeted messaging to families able to provide homes for children and youth that identify as LGBTQIA+, have disabilities and co-occurring disorders, sibling groups, respite placements, emergency placements, and older youth. We believe that our recruitment strategies are strong, but we are always energized by sharing creative ideas through the county-wide recruiting calls.

Our efforts to recruit diverse and culturally humble families involves several components. We promote our foster care program through marketing to reach diverse families through specific demographic, psychographic, behavioral, and geographic audiences. We convey our commitment to inclusion through diverse images throughout our printed and digital messaging, as well as through our diverse staff. Our information sessions communicate our inclusive philosophy and begin the conversation about the diverse needs of children/youth in care. Finally, our applicants are required to attend multiple diversity, inclusion, and equity trainings during the pre-certification process, as well as during their yearly recertification. Most importantly, we use our existing spectacular foster families to recruit by word of mouth.

We use similar tools for Emergency Placement Homes, Respite Homes and Emergency Respite Homes foster parent recruitment. We host specialized information sessions, targeted marketing with specialized messaging, and the use of community-based story sharing through blogs, events, and articles.

We have enjoyed participating in the recruitment events hosted by Allegheny County, such as the recruitment/matching event hosted a few years ago, and hope to continue to participate. We believe matching events give us an opportunity to build awareness of the wide array of opportunities to help children and youth in foster care. When we are recruiting families, we speak about matching events and pre-placement visits to better illustrate the support Every Child provides during these times. Our recruiters have a working knowledge of the children seeking homes through Options meetings (when happening) and other matching supports to help individualize the experience for foster parents if we meet a parent that might meet the needs of a specific child/youth seeking placement. We want to provide every opportunity for families to learn about the diverse children we serve and their needs. We see ourselves as a conduit to initiate these interactions whether during a matching event or pre-placement visit.

Our recruitment team, comprised of two staff members, share the responsibility of recruitment from the design of marketing materials and messaging to answering question via live chat and email. However, once a foster parent has submitted an application, our foster care caseworkers take over the important work of conducting home studies, training and support and are an essential part of the recruitment process. Through training, applicants meet the majority of Every Child's leadership team, including clinical staff who can support them, as well as meeting our seasoned foster parents.

RFP for Foster Care Agencies

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.

Every Child believes that the retention of foster parents begins with their first interaction with our organization. From the moment they inquire about our foster care program, we commit to providing them with a transparent, inclusive, and supportive environment. As they continue through their journey, we ensure that every applicant understands the importance of their role as a foster parent and Every Child team member. We continue to aim for retention through on-demand support, opportunities to connect, and other special enhancements.

Our training introduces and reinforces the supports we have in place for foster parents. Each foster parent has a catalog of supports to access if they need help, including but not limited to, dedicated family case workers, an Every Child support group for foster and adoptive families, mentor foster parents for peer-to-peer support, private Every Child Foster Parent Facebook pages to seek peer interaction, multiple contacts at Every Child, and 24 hour a day / 7 day a week crisis telephone/text line staffed by clinical and case work teams who will do emergency home visits as needed. Our intent is to ensure that they feel supported no matter what and provide multiple levels of support that they can access to maintain placement stability.

We host 4-6 cohort trainings per year that conclude with a celebration that includes current foster families. This provides an opportunity for the newly trained foster parents to connect with more seasoned parents, but also to start forming connections and networks of other families involved in foster care. Other opportunities for foster families to connect occur during our Annual Foster Care Appreciation Event and Annual Holiday Party. Due to the pandemic, we are offering more virtual opportunities through our Facebook page, Zoom meetups, and ongoing trainings.

Being a foster parent is hard work and the Every Child team is dedicated to enhancing the lives of the children and youth we serve, as well as their caregivers. We pass along donated items, offer funds for extracurricular or therapeutic activities not typically covered, fulfill holiday wish lists, and seek resources for special request items, such as computers, tablets, and wi-fi. All of these are possible through community partnerships with organizations such as Foster Love Project, Ticket to Dream, Hindi's Library, Tows for Tots, and Tickets for Kids.

We believe that our recipe of retention is a good balance between support, connection, and enhancements; however, there is always room for growth. Due to our recruitment push over the past two years, 30% of our foster parents have been certified in under 12 months and 33% of our foster parents have been certified within 12-24 months. However, 26% have been certified 2-5 years and 11% have been certified over 5 years. Over the last two years, 67% of families who have closed did so because they had permanency placements through either SPLC or adoption.

RFP for Foster Care Agencies

In order to continue to increase our rate of retention, we will be implementing more frequent feedback opportunities for current and departing foster parents and utilizing this feedback to shape future programs. This approach is consistent with our customer service and quality driven organizational philosophy.

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).**

Although we will not be using a specific model, we have collected best practices from across the country and elements from different models to inform our peer supports for foster parents. We host a monthly support group, Building Connections, for foster and adoptive parents to network with peers and have the opportunity to hear from different guest speakers about topics and resources that are relevant for them. Topics in this upcoming year range from self-care and active listening to fetal alcohol syndrome and behavioral management. Although this group is currently meeting online through Zoom we look forward to a post-Covid world where we can again connect in person. This support group also has a private hosted Facebook page in order to ask questions, stay connected, and seek support in between meetings.

Our precertification training takes place in a cohort setting which allows participants to get to know each other and begin the bonding process. During their final training session, we invite all of our current foster families to join a conversation about foster care and to welcome our newest families. This was intentional in design because we want them to build community amongst themselves. When asked about what keeps them going, our foster families frequently mention the foster community they have created with friends or peers that are like them - the foster families that gather for a picnic together, provide impromptu and planned respite care for each other's placements, or have extra clothes from a previous placement. Their foster parent community can provide peer supports that we might not even know are needed. We believe in our parents and want to provide them every opportunity to thrive.

In addition, we are in the process of designing a foster champions program (to be introduced May 2021) which will pair more experienced foster families with other foster homes based on geography to offer another level support to homes in their communities. The Mockingbird Family Model inspired our program.² The champions will attend additional trainings, help arrange transportation, serve as a more localized resource guide, and simply be there for families who need additional support. We will provide a small monthly stipend to our champion families. We hope that these small informal support networks can help connect others for respite care, emotional supports, or even small gatherings.

² <https://www.mockingbirdsociety.org/family-model>

RFP for Foster Care Agencies

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.

Following is our foster care approval process. Our average current length of time from application to certification is 98 days. This varies depending on the needs of the potential foster parent(s) and their achievement of milestones through the process. Our foster care team is looking at the onboarding process to see if we can mitigate pain points and speed up the overall process without jeopardizing the integrity of our vetting, training, and certification process. In addition, Therapeutic Foster Care Homes will have an extended training time post-certification in order to be certified as a TFC home.

- We invite all potential foster care parents to one of our information sessions.
 - Pre-Covid we offered these sessions both online and in-person. Since the pandemic they have been offered online and via telephone only. Our sessions are led by our foster parent recruitment team and always joined by a current foster parent. We have found that this combination has produced authentic conversations and helps manage expectations, resulting in more solid applications vs. “false starts.” After each session, participants are provided follow-up materials including our foster care application.
- Application turned in.
 - Once the application is turned in, it is assigned to a caseworker within 48 hours who then begins the set-up process.
- Caseworker set-up process.
 - Home visit #1 is scheduled
 - In-person training is scheduled
 - On-line training logins are created and assigned for the self-directed on-line portion of our pre-certification training.
- Certification process begins – all work is happening simultaneously, please see below for narrative explanation of the process
 - Home visit #1
 - Home visit #2
 - Home visit #3
 - Additional home visits as necessary
 - Physical standards assessment
 - Home study preparation/completion
 - Clearances
 - Resource Family Registry
 - Medical appraisal
 - In-person training
 - On-line training
 - Paperwork collection
- Certification meeting with caseworker and the Director of Foster Care
 - Final certification received

RFP for Foster Care Agencies

The Every Child home approval process includes an in-depth evaluation of family history, including financial stability. The physical features of the home are evaluated to ensure that there is adequate space for a child and that all safety requirements are met. We conduct a thorough assessment of the families' ability to provide care, nurture, and supervision for the child/youth; demonstration of an emotionally stable environment; ties with family, friends, and community; relationship with their own children as applicable; and the ability to meet the special needs of the children/youth in care.

Each family will develop a Foster Family Placement Plan to identify how they will meet the day-to-day needs of children/youth placed in their home. Families are required to have a plan for providing basic childcare and transportation, meeting financial needs of all children in their home, identifying where the child/youth will sleep, and how to have the home set up for the child. Families' motivations are identified and screened to ensure that they have realistic expectations of children/youth in the foster care system. A minimum of three references are contacted for each applicant. The Placement Plan along with additional information gathered during the home study process is used to select foster parents who meet Every Child and DHS standards and is reviewed and ultimately approved by the Associate Director of Family Supports.

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.

Our current pre-service training is divided into two components – in-person and online. Our in-person training is currently presented in six weekly two-hour sessions. (Please note: We also have begun offering a once a year bootcamp training, which allows participants to complete training in three four-hour sessions on weekends.) Participants are also required to complete six two-hour online modules through our online learning management resource. These trainings were built in-house by a seasoned educator with input from current and past foster parents, social workers, mental health therapists, and former foster and adoptive youth. The content covered in the training includes:

- Orientation - Participants get to know each other, child welfare, Every Child, and the larger foster care landscape, as well as their roles. Introductions help establish a group identity and give everyone a chance to state their needs and expectations. Participants will gain understanding of the training path and how to access both in-person and online trainings.
- The Impact of Foster Care - Participants will be introduced to the impact of foster care on children, as well as themselves as resource families. The training reviews the stages of grief and different kinds of loss experienced by the children in care. They are introduced to family systems and how the child welfare system alters these systems. Participants will gain an understanding of these concepts and how to apply it to children in their care.
- Professional Parenting & Managing Behaviors - Participants will be introduced to the idea of professional parenting. The trainer introduces the competencies, roles, and

RFP for Foster Care Agencies

responsibilities of being a resource family. The levels of supervision necessary for different children will be discussed. Also, the differences between discipline and punishment is explored, as well as different ways to manage problem behaviors.

- **Building Cultural Competency + Working with LGBTQIA+ Youth** - Participants will be challenged to look at themselves and their family to measure their cultural competence. Discussion of best practices regarding cultural diversity and the best ways to work with children from various backgrounds. In addition, participants will look at the most effective ways to work with LGBTQIA+ youth while reflecting on their place in gender and sexual orientation constructs.
- **Building Healthy Relationships + Maintaining Family Connections** - Healthy relationship and family connections will be the prime area of focus. Foster care is a team sport. It is important that resource families understand that they are part of a larger team of support around the children placed in their homes. Biological parents play a crucial role in this process and resource families serve as one of the many supports to allow them to grow, change, and have their children reunified with them.
- **Child Development** – Participants review typical child development stages, as well as the milestones and safety concerns at each stage.
- **Children with Special Needs** – Participants learn about children with the special needs. Children with special needs may have been born with a syndrome, terminal illness, profound cognitive impairment, or serious psychiatric problems. Other children may have special needs that involve struggling with learning disabilities, food allergies, developmental delays, or panic attacks. The designation “children with special needs” is for children who may have challenges, which are more severe than the typical child, and could possibly last a lifetime. Participants learn about goal setting, extra support, the laws that protect them, and how to assess their own readiness.
- **Trauma-Informed Care** – Participants are introduced to types of trauma and the response of children and youth to trauma. Participants explore the effects of trauma at different ages and begin to learn the best practices for working with children and youth with trauma.
- **Separation, Bonding & Attachment** – Participants learn about how separation and loss impacts the children they care for and how to help minimize the impact. The necessary removal of children from their caregiver(s) to whom they are attached, have both positive and negative aspects. From a child protection perspective, separation has several benefits, the most obvious being the immediate safety of the child; however, separating a parent and child can also have profoundly negative effects. Participants learn about this process and the developmental effects.
- **Mental & Physical Health + Abuse** – Participants will learn to identify and prepare for possible mental health issues often associated with children and youths. Explore physical health issues and expectations of children/youths in care, as well as available supports to help ensure a healthy child/youth. Explore domestic violence and its effect on children/youths and behavior management. Gain a better understanding of sexual abuse, and develop the necessary skills to work with children/youths who have been exposed to sexual abuse.
- **Taking Care of You + Working with Helping Professionals** – Participants learn strategies for working with professionals whose work intersects with the children's

RFP for Foster Care Agencies

lives and who may be in their home, including teachers, pediatricians, mental health providers, advocates, lawyers, early intervention, and social workers. The section ends with learning about foster parent grief and how best to find support and advocate for their own well-being.

- Perspectives on Foster Care - Participants will be able to hear the stories of seasoned resource families and foster and/or adopted youth.
- Additional training – Each family is required to complete CPR/First Aid, Reasonable and Prudent Parenting Standard, Commercial Sexual Exploitation of Children

In line with our commitment to program quality, we are currently conducting feedback sessions with trainers, youth, and foster parents to improve our current training program. In addition to integrating current feedback, we will also be adding the four module Trauma Systems Therapy for Foster Care (TST-FC) curriculum, funded by the Annie E. Casey Foundation, to our existing training. We will be reconfiguring our training to add these four interactive group sessions through role-playing, hands-on exercises, and reflective conversations to learn about trauma and connect what has happened in a child/youth's life to their behavior.

In addition, foster parents are required to attend annual training which includes a SOGIE training, CSEC, Mandated Reporter, Crisis Response, Crisis Management/De-escalation Techniques, and additional professional development. We look forward to incorporating additional teen trainings.

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.

We believe that family and community are essential to the growth and development of every child and youth, and we are dedicated to developing and strengthening those relationships. In our Foster Care program, we bring together the child/youth, the foster family, and the birth family, including a child/youth's siblings, to provide the best possible care and environment for the child/youth and to create a stable home in which they can grow and thrive. Our programs strengthen the child/youth and the families, together and individually. We make building relationships and community connections part of all planning and goal setting. We help children/youth, and their families achieve attachment, stability, and growth.

To begin the process of relationship building for a child/youth in care, our agency organizes and conducts an Icebreaker meeting within a child/youth's first three days of placement when possible. In some cases, depending on the circumstances of a child's removal, this meeting happens within the first several days of placement and/or may happen in stages beginning with a phone call. The safety and well-being of the child in placement is the paramount concern. Participants include the birth parents, the foster family, and the child/youth. To prepare the birth parents for the meeting, we provide them with an information packet including an overview of the agency, services, and resources. The meeting is facilitated by the assigned foster care caseworker, utilizing the Annie E. Casey Foundation Parent Partner

RFP for Foster Care Agencies

Model.³ The meeting allows for the child/youth, birth parents, and foster family to exchange information about home setting, schedule, cultural differences, family values, and practices. We have found that through conducting Icebreaker meetings can improve the child's overall stability while in a foster care placement significantly due to reduced conflict between the birth parents and the foster family.

The goal of these meetings is to build an alliance and relationship among the caregivers, and to facilitate a sense of teamwork as they work to provide stability for the child/youth. A visitation and communication plan are developed to ensure consistent, open, and effective communication between the birth parents and the foster family. The visitation and communication plan addresses type of visitation, mode of communication, frequency of visits, and communication and information to be shared and discussed.

Follow-up meetings on an on-going basis are planned and utilized, depending upon the child/youth's permanency goal, until date of discharge. Participants at these subsequent meetings include the child/youth's birth parents, foster family, child/youth, foster care caseworker, CYF caseworker, any other significant parties identified, and the discharge resource if it is different from the birth parents or foster family. The focus of these meetings is to address any concerns or issues surrounding the youth's care, needs, and placement, as well as to address any challenges or issues with the communication plan or visitation plan.

We also request conferencing and teaming meetings throughout the child/youth's stay in foster care and ensure participation and follow up on the family plan that is created by the family's team in order to assist them in taking the steps needed to achieve the desired outcomes as outlined in the family plan.

Consistent and frequent communication between birth parents and foster families is critical and begins with a strong understanding and appreciation for the experiences of the child/youth and the birth parents. When a youth is placed into care, the parent-child relationship is disrupted. As a result, the youth can experience identity, trust, and self-esteem issues. In addition, birth parents grapple with grief and loss as well as other emotions surrounding the removal of their child from their home.

Foster parents and our staff are prepared to have a good understanding of the grief and loss experienced by birth parents as well as of trauma children/youth experience as a result of being placed in care, which provides a strong foundation for communicating effectively with both birth parents and the children/youth in care. We train foster parents in the importance and necessity of co-parenting with birth parents and ways to do this effectively. We encourage open communication between foster parents and birth parents and encourage foster parents to identify the most effective lines of communication, such as phone calls, emails, text messages, or other methods.

Our staff discuss with birth parents any issues concerning the child and serve as communication support for both birth and foster parents, reminding them and encouraging

³ <https://www.aecf.org/resources/icebreaker-meetings/>

RFP for Foster Care Agencies

them to be in touch whenever appropriate. If foster parents and birth parents are struggling to communicate well, our staff can serve as mediators or can bring in appropriately trained therapeutic staff to address issues that have arisen.

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.**

Every Child is in the process of establishing a Therapeutic Foster Care (TFC) program using the Together Facing the Challenge (TFTC) evidence-based therapeutic foster care model. Every Child has the capacity to institute this model effectively and expeditiously. It brings our strategic goal to create TFC together with our commitment to creating an equitable and trauma-informed agency. Our infrastructure will have to be slightly adapted through the addition of a new position that will oversee the TFC program, as well as serving as a conduit between our clinical and family support programs.

Our timeline for the TFC program has already started, and our goal is to have five TFC homes ready to accept placements by the beginning of July 2021. We anticipate training another cohort of five homes by the end of the year, exceeding the 30% requirement.

When vetting models, we were impressed by the TFTC model, the implementation support, and on-going coaching built into the timeline. In addition, TFTC was recently designated by The California Evidence-Based Clearinghouse for Child Welfare as Level 2 with a high relevance to child welfare for children/youth 3-17 with applicability to older youth in care as well. The model is built around high-quality, child-centered caregiver and staff training with multiple levels of coaching for quality care improvement. In addition, the content of the program revolves around core concepts, which Every Child embraces as an agency:

- Builds a therapeutic relationship between adults and children/youth and recognizes the significance of the therapeutic relationship by exhibiting both verbal and non-verbal behaviors that include:
 - Encouragement
 - Showing a genuine interest
 - Identifying common ground
 - Having a positive attitude
 - Being patient, understanding, consistent, and following through
- Grounded in trauma-informed care - identifies situations in which a child/youth's traumatic past can impact their ability to form positive relationships; coaches caregivers and staff on alternative strategies for parenting traumatized children/youth
- Develops proactive parenting strategies to reinforce prosocial positive behaviors

RFP for Foster Care Agencies

- Teaches cooperation – balances the use of implementing corrective discipline strategies within the context of a supportive and therapeutic environment
- Addresses thoughts, feelings, and behavior – demonstrates ability to assist child/youth in recognizing, talking about, and dealing with difficult thoughts and feelings that emerge; helps the child/youth to understand how their thoughts and feelings can impact their behavior
- Interrupts the conflict cycle – identifies conflicts that take place and demonstrates ability how to avoid power struggles and intervene through de-escalation.
- Utilizes problem solving techniques - demonstrates ability to use a problem-solving model to address a specific problem by defining it clearly, generating multiple solutions, and selecting the solution that presents as the best based on outcomes
- Promotes inclusive care - explores and supports children/youths’ different aspects of identity, including race, ethnicity, culture, sexual orientation, gender identity, gender expression, religion, etc.; and assists parents with creating inclusive and equitable home environments
- Teaches relevant life skills – demonstrates ability to transform daily living activities into learning opportunities to assist youth in the development of independent living skills
- Focused on self-care for caregivers, children, and youth – recognizes the impact that stress has on life, the ‘warning signs’, and specific strategies to manage stress levels while taking time for self on a regularly scheduled basis

The implementation process has begun for our Treatment Foster Care Program. We have submitted our application to the program and are hopeful that the initial staff intensive will begin in March and Stage I of implementation will begin in April. Detailed stages are outlined below.

Stage 1 - Group Engagement & Relationship-Building

April 2021-June 2021

Group Engagement & Relationship-Building is the first stage of the TFTC process. This will encompass the training of foster parents and staff that were not available during the intensive and the building of a collaborative relationship between Every Child and TFTC consultants. This will ensure that we will sustainably implement the program through mindful infrastructure changes and a commitment to sustaining the model with the highest fidelity possible.

During this stage we will:

- Finalize staff training
- Identify at least 5 homes to transition to treatment foster care model – to able to take children/youth by the beginning of July 2021
- Implement the 7-week training for foster parents and establish training dates for the next cohorts
- Begin weekly staff coaching and monthly foster parent coaching sessions
 - Strength-based relationships and partnerships
 - Establish goals
 - Evaluate progress

RFP for Foster Care Agencies

- Receive feedback
- TFTC consultants will conduct virtual observations of foster parent training and coaching sessions in order to support model fidelity
- Inner-agency assessment of potential challenges, obstacles, and solutions surrounding Stage 1

Stage II - Active Support

July 2021 – December 2021

The second stage in the TFTC model is *Active Support*. Through this stage, coaching continues at all levels - coaching between coaches, coaches and foster parents, and coaching between supervisors and direct care staff. TFTC consultants are still active members of our Every Child community providing pragmatic, interactive support for application of TFTC elements, and offering solution-driven strategies for changing agency practice.

During this stage we will:

- Create a timeline for ongoing onboarding of new treatment foster parents with the intention of starting another group of 5 families by the end of the stage
- Ensure a balance between using a structured approach during the in-home coaching sessions and allowing foster parents the opportunity to reflect on their experiences and needs
- Model and coach specific strategies and skills for foster parents, showing how to use these tools to effectively intervene with the children in their care
- Encourage less receptive foster parents to try something new and/or make some modifications to how they parent the children/youth in their care
- Introduce fidelity form usage - The *Parent Coaching Form* and the *Staff Coaching Form* - to strengthen the connection between training and practice. Submission of forms to TFTC begins in December 2021.

Stage III - Transition

January 2022 – March 2022

During the *Transition Stage*, the primary focus is on assuring we are ready to continue with less support and coaching from the TFTC consultants. We will prepare for certification.

During this stage we will:

- Discuss Every Child's success and plan with TFTC for continued success and sustainability of the model
- TFTC staff will evaluate Every Child's preparedness for Full TFTC Certification with a recertification process every two years

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

We have tracking mechanisms in place to ensure compliance with all assessment deadlines. These are introduced during initial onboarding; staff are trained on each of the various assessment protocols. After they feel confident, they shadow an assessment, then are mentored during assessments until they feel secure completing them on their own. On-going assessments are routinely monitored by supervisors and tracked by both supervisors and

RFP for Foster Care Agencies

compliance. This provides a triple-check tracking system in which the team member conducts the assessments and tracks all deadlines, these are double-checked by the supervisor and then triple checked by Every Child's quality and compliance department. This system has ensured strong compliance with regulations. We use both digital and paper tools to track the data. We use not only the assessments, but also contact summaries and encounter forms to track information. See below our current assessment protocols:

Within 30 days of placement

- EC-CANS or CANS (depending on the age of the child) to fully assess the strengths and needs of the child/youth
- Education screening tool to understand the education needs of the child/youth
- ISP meeting to establish goals and objectives for the family

Updated every 7 days

- Emergency Placement Progress Reports towards the goals of the ISP

Updated every 30 days

- Foster care Progress Reports towards the goals of the ISP

Updated every 6 months

- EC-CANS or CANS
- Education screening
- ISPR

As needed

- Transition Planning 90 days before aging out of foster care or transition placement to new home or status
- Provisional Status Plans if home is being put on provisional status
- Terminated Status Notice if home has not achieved satisfactory status while a foster care provider

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

At Every Child, feedback from children and youth, foster parents, and birth parents is collected through surveys, home visits, foster parent trainings, and focus groups. Foster parent surveys are completed upon certification to gauge the home study/certification process. Foster parent surveys are completed yearly on the families' recertification dates to gather information about all aspects of the experience. Every Child also uses the information from foster parents and children that is received during ISP meetings and home visits to

RFP for Foster Care Agencies

inform the program manager and discussed during supervision meetings. This information is gathered during family conversations, as well as one-on-one conversations to ensure authentic responses. During in-service trainings, foster parents are provided with an opportunity to share feedback on the program, and lastly, we have structured focus groups once every six months with foster parents to assess the need for program changes. Every Child uses this feedback to help evaluate and assess the program, and to discover ways to improve the program and its development.

In addition, Every Child's Program Quality & Improvement (PQI) Committee reviews key performance and quality indicators regularly, which includes consumer feedback from foster parents, birth parents, and foster youth. They believe that in having the voice of the consumers of services is crucial in the process of service development as well as the ongoing assessment of the delivery of services.

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.

Every Child extensively monitors quality and compliance through an internal system that includes our foster care team. Accurate, well-maintained, and timely data entry is crucial in foster care program management to ensure the safety and program quality of the families we serve. Teams are required to complete their paperwork within specific guidelines. Data entry is completed by the Case Workers, as well as the Records Technician. The Case Workers report to the Assistant Director of Family Supports and the Records Technician has a dual reporting structure with the Assistant Director of Family Supports and the Quality and Compliance Manager. The Quality and Compliance Department completes monthly file audits to certify compliance with regulatory guidelines. Once completed, the results are shared with the supervisors. Supervisors perform ongoing quality audits to identify quality issues and professional training opportunities. All of this data is utilized in staff training and supervision.

The data is also shared with our Performance and Quality Improvement (PQI) Committee which has multiple objectives. They review and analyze the collected data from across Every Child's programs and services to recognize trends. The PQI Committee uses the analyzed data as a measure of progress in any ongoing PQI initiatives and in reporting of outcome measures. They produce reports and dashboards that display information collected to agency stakeholders and develop improvement plans to address areas of concern. Our Board of Directors also includes a PQI committee made up of Board Directors and community volunteers with particular compliance and/or data analysis expertise. They review our PQI initiatives from a governance and long-term planning perspective.

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.

RFP for Foster Care Agencies

See Appendix A

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.

Every Child's current foster care staffing model is sufficient to meet the current needs of our foster placements. However, the addition of Therapeutic Foster Homes and increased certified homes will place a burden in our current staff structure therefore; we have constructed a staffing plan to use as we meet certain milestones.

Our plan is to open the Therapeutic Foster Care Coordinator position as we are onboarding our first TFC families. We believe that some current team members who are qualified will be very interested in transitioning to the new program. There is a large pool of MA level clinicians in our Family Based Mental Health program to recruit for the TFC Coordinator position. We have a larger pool of BA level clinicians and social workers that would be interested if additional TFC support positions became available.

As we recruit more homes, additional Foster Care Case Worker positions will be opened. At all times we have on social worker who is cross-trained in all of our child welfare services and carries a caseload of foster care cases as well as in-home cases. That ratio can and is adjusted based upon changing needs and case volume by department.

We have found that providing opportunities for career advancement within our agency, combined with other recruitment and retention strategies have improved our turnover rate and we hope to continue that with these positions. Our work has resulted in moving from a 5% monthly turnover rate to under 2% consistently month to month with staff percentages trending higher (2%) than supervisor percentages (<.5%).

We examined our benefit package and surveyed the staff for suggestions on how to improve the agency. As a result, we did a comprehensive salary survey and adjusted our salaries to be competitive, added paid maternity/paternity leave, flexible work schedules, child care subsidies, and student loan subsidies. We have increased our investment in training, licensing supervision, and offered opportunities to staff to become subject matter experts in their fields. We have also added an Equity Team with representation across our agency in order to have staff voices forwarding initiatives to make Every Child better.

Our strategy to recruit and retain these positions will be the same.

In addition, our plan includes a comprehensive recruitment promotional strategy. Through leveraging social media, various community hiring events, colleges, print advertising, and subsections of recruitment websites, we hope to hire a talented pool of quality team members that reflect the community we will be serving.

RFP for Foster Care Agencies

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.

Our staff training plans have three distinct mechanisms – onboarding training, yearly training, and additional professional development opportunities.

Required onboarding training includes, but is not limited to: Cultural Competence, Cultural Diversity, SOGIE, Drugs in the Workplace, HIPAA and Behavioral Health, Infection Control, Influenza Prevention, IT Security Fundamentals, Legal and Ethical Standards of Care in Behavioral Health, Sexual Harassment for Employees, Substance Use in the Workplace, Comprehensive Crisis Management, CPR / First Aid, Recognizing and Reporting Child Abuse: Mandated and Permissive Reporting in Pennsylvania, and Child Protective Service Law.

In addition, our Foster Care & Permanency trainings include, but are not limited to: In-person and online Foster Parent Training, SWAN trainings, Prudent Parenting, CSEC, and Assessment Tool training.

Required ongoing training (at variable intervals) includes, but is not limited to: Cultural Competence, Cultural Diversity, SOGIE Refresher, Drugs in the Workplace, HIPAA and Behavioral Health, Infection Control, Influenza Prevention, IT Security Fundamentals, Legal and Ethical Standards of Care in Behavioral Health, Sexual Harassment for Employees, Substance Use in the Workplace, Comprehensive Crisis Management, CPR / First Aid, Recognizing and Reporting Child Abuse: Mandated and Permissive Reporting in Pennsylvania, and Child Protective Service Law.

In addition, our Foster Care & Permanency teams includes, but is not limited to: Recruitment Training & Recruitment Collaborative trainings, CSEC, and additional professional development hours.

Additional professional development is offered throughout the year for the Every Child team which include lunch and learns, webinars, guest speakers, conference opportunities, resource sharing, and licensure supervision. The Equity Team has brought a variety of diversity, equity, and inclusion related speakers to our weekly staff meeting to share resources and give short presentations. In addition, we have a professional development budget that staff can request for specialized training opportunities.

All of the onboarding and ongoing trainings will remain mandatory; however, we are in the process of adding additional trainings to both requirements regarding unconscious bias and trauma-informed care. We believe with the combination of these new trainings and our existing training plans we meet the exceed the training requirements outlined in the RFP.

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

In 2016, Every Child underwent an intensive Strategic Planning process to prepare the organization for its next three years. This process found that we were not hiring quality, racially diverse staff and that in order to become the provider of choice across our service

RFP for Foster Care Agencies

lines, we needed to improve our hiring practices. From there, we adopted our new core values and identified inclusion as a guiding value.

We began the process by reviewing our recruitment and hiring practices. We restructured the way job openings were promoted and more consciously chose the language, tone, requirements, and details of the postings. By leveraging social media, various community hiring events, colleges, print advertising, and subsections of recruitment websites, we were able to increase the pool and hiring of quality, racially diverse staff.

We recognized we still had work to do and carried our commitment even further with the addition of our Equity Team in 2019 to help us achieve our organizational goal to improve diversity awareness and inclusion within every aspect of our organization. The Team works to ensure that inclusion and equity among its staff, board, and volunteers are closely aligned with our strategic priorities to advance inclusion efforts. With their guidance, we have introduced more professional development for the staff, conducted a diversity audit of our marketing materials, reworked all of our intake paperwork and forms, and have begun looking at all of our policies and processes with an equitable lens. In addition, by making our inclusion and equity efforts more public, we have seen another increase our pool of qualified, diverse staff.

With these resources and the support of the leadership of our organization, we are excited about cementing this into the expanded Foster Care Program.

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.

Service Name	Service Description	Contracting Entity	Contract Amount	Start Date of Contract
Family Foster Care	Foster Care	Allegheny County CYF	Rate per child	January 1998
Family Foster Care	Foster Care	Westmoreland County Children's Bureau	Rate per child	August 2013
Family Foster Care	Foster Care	Washington County CYSSA	Rate per child	December 2014
Family Based Mental Health	Mental Health Services	Beacon Health Options for Washington & Westmoreland Counties	Rate / Uncapped	Pre-2003
Family Based Mental Health	Mental Health Services	Community Care Behavioral Health for Allegheny County	Rate / Uncapped	Pre-2003
In-Home Preservation Services	In-Home Preservation Services	Allegheny County	948,741	January 1998

RFP for Foster Care Agencies

Community School Based Behavioral Health	School and community based mental health	Community Care Behavioral Health for Allegheny County	Yr 1 362,000 Cap Yr 2+ Retainer per position	July 2020
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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.

Sustaining High Program Quality

Strengths: During a strategic plan review, three years ago, we took a critical look at our foster care program and did not believe the standard of service to the foster parents, staff, and children in our care met the level of service we expect. We spent time evaluating our program with internal and external constituents to gain a realistic understanding of the service and quality we were providing. From that evaluation, we built an implementation plan to build a better foster care program. We rebuilt our training, recruitment, and service plans from the ground up. What resulted was a stronger program with positive indicators at all levels. Our recruitment of foster parents who reflect our community grew with more applicants from the LGBTQIA+ community and communities of color. Our foster parent training was re-imagined involving both in-person and online learning utilizing a cloud-based learning management system. The recruitment and onboarding of foster care staff was re-designed to provide a better foundation that foster care case workers could build upon. The retention of foster parents increased as we were recruiting foster parents that wanted to make a longer commitment to their community and were supported in a way that best served them. All of this combined, helped us establish a high quality program that we have sustained that we continue to grow. We have adopted a quality management system that allows us to integrate feedback from children, youth, caregivers, and staff to improve the processes as we continue to work within them and look forward to creating better iterations of our solid base.

Improvement: Our challenges are built into the framework of rebuilding a program from the ground up. Our recruitment and training initiatives have been in place for two years and every year we recruit more families. However, we still have room to improve on recruiting more families for older youth and youth with serious behavioral health challenges. The COVID-19 pandemic has also delayed some of the growth and progress we had hoped to see this year, although in light of the pandemic and need for virtual recruitment, we've done very well. We look forward to continue to work in tandem with Allegheny County to enhance our program and constantly strive to make it better for children/youth and families we serve.

Working with Targeted Populations

Strengths: During the review of our program, we realized that our recruitment efforts had not changed in years. Our marketing team re-designed our messaging and outreach plan to reach a more diverse group of potential foster parents while incorporating Diligent Recruitment efforts. The outcome has been remarkable. Our information sessions are filled with a diversity of people and family structures. The number of foster parent applications from BIPOC and LGBTQIA+ families have doubled. We have become a safe haven for LGBTQIA+ potential foster parents who cite our inclusion efforts on our marketing materials and information sessions, as well as our affirming and welcoming staff. We have solidified this commitment to the LGBTQIA+ community through our work with the Human Rights

RFP for Foster Care Agencies

Campaign's All Children All Families certification process and commitment to serving LGBTQIA+ youth with our involvement in the Time to Thrive campaign.

Challenges: Although our efforts to increase awareness of diverse foster parents has succeeded in more applications from people of color, we understand that more work is needed to increase this number even more. We have spent the past two years, connecting with a number of diverse community groups ranging in race, ethnicity, primary language, and religion. We have been thrilled to be invited into their communities to discuss the need for all families to help children/youth in care, but true partnerships take time. We are willing to invest in these partnerships because we believe that they will help children in care have the opportunity to live in a home that better reflects and affirms them. Our challenge is to continue to this work at a pace that will be authentic and at its core be collaborative to be serve our families and their communities.

Direct Work with Children and Youth

Strengths: Every Child has a long history of providing effective services for young people. Staff at our agency are very approachable, open, and engaging to all. Children and youth are comfortable talking with our staff about their current needs and their healing processes, which enables us to respond quickly and effectively and to achieve positive outcomes. We have been effective in reaching hard-to-reach youth who are mistrusting of adults.

Improvement Areas: Increased visitation requirements, which we understand are extremely important for relationship building, result in increased transportation pressures on foster families. We are working to help foster families find solutions that maintain a manageable balance for foster families, children/youth in care, and foster care staff while meeting the visitation needs of the children/youth and birth families.

Work with Birth Parents

Strengths: Every Child encourages foster parent and birth parent communication and relationship building. We train foster parents about the importance of co-parenting with birth parents and ways to do this effectively. We encourage open communication between foster and birth parents and work to maintain it by encouraging foster parents to contact birth parents as appropriate and by encouraging our staff to discuss with birth parents any issues concerning the child. Foster parents and our staff are trained on and have a good understanding of grief and loss in birth parents and understand their role in family reconciliation and reunification.

Improvement Areas: We have found that it is difficult for some of our seasoned foster families to transition to the approach of working more closely with birth families, and to co-parenting in particular. Many became foster families at a time when this was not considered part of the process, so it has required time, training, and patience to bring some of our families to an understanding of and commitment to this approach. In addition, our recruitment screening will be strengthened to ensure that new foster families understand and embrace the expectation that they will work closely with birth families for the best interests of children/youth in their care. We've also experienced the opposite challenge, in which a foster parent (usually newer to foster care) struggles to maintain appropriate boundaries with

RFP for Foster Care Agencies

biological parents or other kinship resources or becomes deeply invested in the outcome of a particular placement in a way that is counterproductive to cross-system collaboration. In those rare instances, our approach has been to require additional training, frequently communicate areas of improvement and require more frequent communication with our caseworkers. If or when a foster parent is unable or unwilling to lean into that training and coaching, we would consider revoking their certification.

Work with Foster Parents Who Serve Children/Youth

Strengths: We encourage foster parents to identify age-appropriate activities, employment, and extracurricular activities for the children/youth in their care and we assist them in finding and paying for these opportunities when necessary. We provide training to our foster parents and feedback mechanism to our children/youth to ensure they are receiving high quality care.

Improvement Areas: Not atypically, finding foster families willing to foster children/youth with significant mental health or behavioral health need has been an ongoing challenge. Most foster families feel they have no experience or knowledge appropriate to handling such needs effectively, particularly if they are fostering other children or have children of their own. Establishing TFC with enhanced training, as well as bringing a mental health professional full time into our Foster Care Program will allow us to build skill and capacity among our existing foster homes and recruit new homes open to fostering children/youth with behavioral challenges.

- 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.**

See Appendix B

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.**

See Appendix C

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

Case Management

- Foster Care Worker - 3 FTE * 36,750/year = 110,250
- Case Recovery Specialist - .5 FTE * 32,800/year = 16,400
- Permanency Specialist - 1 FTE * 36,750/year = 36,750

RFP for Foster Care Agencies

- Case Aide - FTE * 36,750/year = 110,250
- Permanency Services Coordinator - .20 FTE * 39,500/year = 7,900
- Intake & Outcomes Coordinator - .50 FTE * 39,300/year = 19,650
- Case Aide – hourly 11.54/hour * 2080 hours/year = 24,000
- Therapeutic Foster Care Coordinator – 1 FTE * 40,000/year = 40,000

Supervision

- Associate Director of Family Supports - .5 FTE * 60,000/year = 30,000

Benefits – includes medical, dental, life insurance, fringe benefits

- Subtotal of salaries 284,950 * 15.6% = 44,454

Staff Training

- Foster Care Staff – 8 FTE * 122 hours * 17.67 (avg rate) = 17,245.92
 - (TFC Training – 18 hour initial training + 104 continuing hours)
- TFC Coordinator – 1 FTE * 174 hours * 19.23 = 3,346.02
- Associate Director of Family Supports – 1 FTE * 174 hours * 28.85 = 4,991.05
 - (TFC Training – 18 hour initial training + 156 continuing hours)

Indirect Office / Operational Expense (includes office space, maintenance, building utilities, communication, office supplies, postage and shipping, printing, insurance, equipment, association dues, professional fees)

- Subtotal of indirect 1,054,575 * 16% allocation = 168,732

Staff Transportation / Travel

- 8 staff * 525/month * 12 month = 50,400

Foster Parent Transportation / Travel

- 30 homes * 50/month * 12 month = 15,900

Recruitment of Foster Parents (materials, etc)

- 10 homes * \$100/home = \$1,000

Recruitment of Staff (advertising, fees, etc)

- \$500 (estimate based on previous years of allocation)

Advertising

- \$2,000 (estimate based on previous years expenses)

Therapeutic Foster Care Training Model (implementation, trainers, travel)

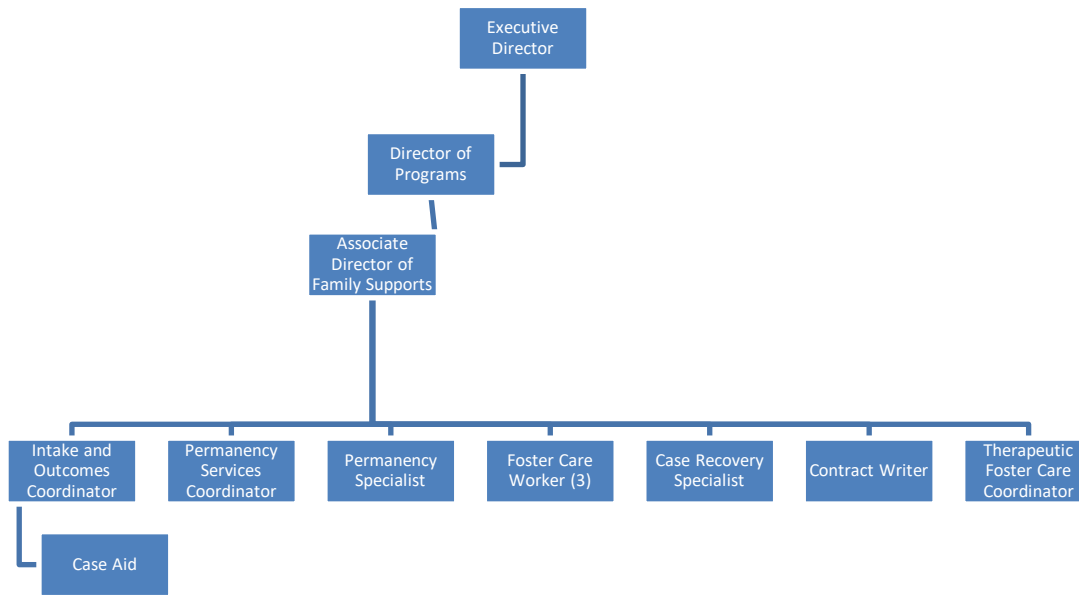
- 10,000 (provided by TFTC)

Consultant Fees (MH consultants for TFC for ongoing consultation)

- Sharon Sutton \$125/hr * 2 hours * 12 months = 3,000
- Bob Sheen \$100/hr * 2 hours * 12 months = 2,400

RFP for Foster Care Agencies

Appendix A Foster Care Organizational Chart and Job Descriptions



RFP for Foster Care Agencies

Job Title:	Permanency Services Coordinator	Job Category:	Exempt
Department/Group:	Family Support	Travel Required	Yes
Job Description			
<p>The permanency coordinator assumes responsibility in planning, organizing, coordinating, implementing, and assisting with all personnel and services associated with SWAN units of service. These responsibilities require adherence to all internal/external fiscal, regulatory, programmatic, and agency policies and procedures. Fulfillment of all contract allotments, completion of all contractual allotments, and completion of reports in accordance with guidelines set forth by all funding sources.</p> <p>QUALIFICATIONS AND EDUCATION REQUIREMENTS</p> <p>Bachelor’s Degree in Counseling, Social Work, Psychology or related field. Minimum of two years related experience and/or internship; or equivalent combination of education and training. Familiarity with social services compliance and training protocols/requirements. Ability to work non-traditional flexible schedules, evening and weekends. Proficiency with personal computers and Microsoft based software applications. Good oral and written communications skills, professional etiquette, good time management skills, ability to multi-task, meet deadlines and take initiative on assignments.</p> <p>ROLE AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Implements SWAN units of service in accordance with the Statewide Adoption and Permanency Network protocol as well as Every Child, Inc. protocol. • Maintains a limited individual SWAN caseload, in addition to overseeing all SWAN cases, with caseload to be determined in collaboration with the Associate Director. • Works closely with referral sources in order to develop a comprehensive permanency plan in collaboration with the client and family. • Clearly documenting attainable goals and objectives for each family member. • Participate in case planning process and meetings. • Provide informal advocacy and emotional support to children and families. • Completes written assessments of children and families in accordance with Statewide Adoption and Permanency Network protocol as well as Every Child, Inc. protocol. • Transportation of children and families may be required. • Provide follow up support for families. • Participates in outreach activities as assigned. • Complete office protocol and documentation requirements • Execute full circle daily responsibilities of SWAN units of services to include processing of all Units of service, reports, certifications, placement calls, billing, and Diakon Portal. • Review, record and provide guidance on staff monthly reporting requirements. • Verification of families meeting SWAN specifications for billing. • Timely processing of SWAN authorization forms to ensure timely prompting of Affiliate Referred Profiles. • Assign and monitor cases delegated to staff and contracted child profile writers 			

RFP for Foster Care Agencies

- Complete SWAN/Adoptive work in accordance with SWAN and DPW regulations and protocol.
- Facilitation of SWAN billing (i.e. benchmarking, interaction with caseworkers, invoice transmission).
- Facilitate group supervision with SWAN staff.
- Assist in coordinating and training potential resource parents and providing ongoing education to resource parents.
- Field and respond to all calls from resource families, caseworkers and referral sources related to SWAN activities.
- Maintain accurate and up to date filing system in adherence with DPW, SWAN and auditing regulations.
- Be available and support on call staff during scheduled supervisor on-call shifts.
- Performs other miscellaneous duties as requested.
- Works closely with the Associate Director of Family Support.

PHYSICAL REQUIREMENTS

Use of general office equipment (computer, keyboards, telephones, copy and telefax machines). May require minimal filing. Driving/operation of a vehicle. Must be able to transport children safely by law.

ADDITIONAL REQUIREMENTS

Act 33/34, child abuse, criminal and FBI clearances required.

Employee Signature		Date:	
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RFP for Foster Care Agencies

Job Title:	Family Support Intake and Outcomes Coordinator	Job Category:	Exempt
Department/Group:	Family Support	Travel Required:	Yes
Job Description			
<p>The Intake and Outcomes Coordinator maintains responsibility for various intake coordination tasks and outcomes tracking related to the administrative operations of Every Child, Inc.'s Family Supports, which include Permanency Services (Foster Care and Adoption), In-Home Services, Medically-Related Wrap-Around, and Caregiver Support. The position requires developing and maintaining positive relationships with county resource coordinators, as well as other provider organizations and referral sources. This position maintains clear and effective communication and collaboration with Every Child's direct service staff as well as our consumers. The person in this role will spend approximately 30% of their time working directly with families in the field to facilitate case intake and closer. Responsible for complying with all state, county, managed care, and departmental paperwork expectations. Other agency related duties as required or assigned.</p> <p>QUALIFICATIONS AND EDUCATION REQUIREMENTS</p> <p>Bachelor's Degree in Counseling, Social Work, Psychology, or related field. Minimum of two years related experience in the social services field, with preference to work in the child welfare setting. Experience with foster care or community-based services strongly preferred. Must be highly organized with strong interpersonal and communication skills and emotional intelligence. Must be highly motivated, solution-oriented, with excellent judgment and decision-making ability. Ability to maintain highly confidential data. Self-starter able to work with minimal supervision and multi-task to meet important deadlines. Ownership of a reliable vehicle. Valid PA Driver's License and proof of insurance. Act 33/34, Child Abuse, Criminal and FBI Clearances required.</p> <p>ROLE AND RESPONSIBILITIES:</p> <ul style="list-style-type: none"> • Manage the foster parent certification process, from receipt of initial application to ensuring appropriate documentation of final and annual re-certification. This includes, but is not limited to, timely communication with resource family applicants, working with the Associate Director of CFS to assign a caseworker to complete the home study, and track timeliness of certification. • Work in collaboration with the Associate Director of CFS, the Director of Program Operations, and the Manager of Quality and Compliance to establish operating policies related to Family Supports referral coordination and outcome data collection. • Represent ECI in the community to expand outreach endeavors and provide education related to ECI services. • Track, and coordinate referrals for all child and family services. 			

RFP for Foster Care Agencies

- Conduct initial 24 hour home visit for every new In-Home referral, ensure completion of all intake paperwork, and initiate case in Every Child's EMR, including calendaring the reauthorization deadline.
- Coordinate casual case aides.
- Create and manage weekly visitation schedule.
- Enter opening and closing case data into the appropriate tracking spread sheets.
- Responsible for responding to all placement calls received by Every Child during regular business hours, including communication and coordination with potential foster care placements, ECI foster care caseworkers, and county intake.
- Maintain close communication with Associate Director of CFS and/or program supervisors regarding referral status, case assignments, and outcome collection.
- Promote and maintain continuous quality improvement philosophy with departmental goals and objectives.
- Demonstrate an understanding of and respect for the cultural diversity of consumers, volunteers, staff and other stakeholders throughout the provision of services.
- Working closely with the Manager of Quality and Compliance to ensure compliance with best practice standards, state regulations, county contracts and agency policies and procedures.
- Maintain effective relationships with county resource coordinators, including timely responses to all referrals and placement calls.
- Document case assignment records for assigning new referrals and in preparation for State/County Licensing Reviews.
- Serves as a liaison between Family Supports and community stakeholders, including county caseworkers, foster families, and other providers.
- Attends required staff, departmental and agency meetings including high risk case consultation.
- Ensures effective communications with all parties (internal and external) to ensure a smooth transition into ECI's services.
- Advocates for Every Child Inc.'s services in Allegheny County as well as surrounding counties.
- Perform all other necessary duties as assigned by the Associate Director of Family Supports.

PHYSICAL REQUIREMENTS

Use of general office equipment (computer, keyboards, telephones, copy and telefax machines). May require minimal filing. Must be able to move documents under 15 lbs.

ADDITIONAL REQUIREMENTS

Act 33/34 Clearances current within one (1) year, FBI Clearance, Physical with TB Test. Knowledge in Microsoft Word, and Excel, experience with Survey Monkey.

Employee Signature:

Date:

RFP for Foster Care Agencies

Job Title:	Permanency Specialist	Job Category:	Non Exempt
Department/Group:	Family Support	Travel Required	Yes
Job Description			
<p>A SWAN Program Caseworker implements all of the SWAN units of service including but not limited to Child Profiles, Child Preparation Services, Child Specific Recruitment, Family Profiles, Placement and Finalization. This position is primarily responsible for identifying adoptive/kinship families who are in need of additional supports; complete an assessment to identify individualized family service, providing in-house visits, continued support and case advocacy.</p> <p>QUALIFICATIONS AND EDUCATION REQUIREMENTS</p> <p>Bachelor’s Degree in Counseling, Social Work, Psychology or related field. Minimum of one to two years related experience and/or internship; or equivalent combination of education and training. Familiarity with social services compliance and training protocols/requirements. Ability to work non-traditional flexible schedules, evening and weekends. Proficiency with personal computers and Microsoft based software applications. Good oral and written communications skills, professional etiquette, good time management skills, ability to multi-task, meet deadlines and take initiative on assignments.</p> <p>ROLE AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Meeting productivity requirements which are 35 of 40 hours being billable with 60% direct time and 40% being indirect time. • Implements all of the SWAN units of service in accordance with the Statewide Adoption and Permanency Network protocol as well as Every Child, Inc. protocol. • Works closely with referral sources in order to develop a comprehensive permanency plan in collaboration with the client and family. • Clearly documenting attainable goals and objectives for each family member. • Participate in case planning process and meetings. • With supervisory overview, assists with the development of crisis/safety plans and individualized family service plan in collaboration with the child/adolescent and family. • Provide informal advocacy and emotional support to children and families. • Completes written assessments of children and families in accordance with Statewide Adoption and Permanency Network protocol as well as Every Child, Inc. protocol. • Transportation of children and families may be required. • Provide follow up support for families. • Participates in outreach activities as assigned. • Complete office protocol and documentation requirements <p>PHYSICAL REQUIREMENTS</p>			

RFP for Foster Care Agencies

Use of general office equipment (computer, keyboards, telephones, copy and telefax machines). May require minimal filing. Driving/operation of a vehicle. Must be able to transport infants in car seats under 20 lbs.

ADDITIONAL REQUIREMENTS

Act 33/34, child abuse, criminal and FBI clearances required.

Employee Signature		Date:	
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RFP for Foster Care Agencies

Job Title:	Foster Care Caseworker	Job Category:	Non-Exempt
Department/Group:	Family Support	Travel Required:	Yes
Job Description			
<p>QUALIFICATIONS AND EDUCATION REQUIREMENTS</p> <p>Bachelor’s Degree in Counseling, Social Work, Psychology or related field. Knowledge of KIDS database a plus. Minimum of one to two years related experience and/or internship; or equivalent combination of education and training. Familiarity with social services compliance and training protocols/requirements. Ability to maintain highly confidential data. Excellent planning and organizational skills. Well-developed interpersonal and communication skills. Ability to work with minimal supervision and multi-task to meet important deadlines.</p>			
<p>ROLE AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Managing Active Cases which includes Intake. • Making placements if called to do so when foster care case worker is on call for that week. • Supervised Visits, Coordinating and supervising visits between child and parents, caregivers and sometimes other providers. • Visit the prisons, jails and halfway houses if child's parent is incarcerated. • Case Coordination which entails Contacting CYF case workers and other providers through email, phone, or visit in person. • Speaking with attorney's involving your case. • Attending court hearings as Foster Care Case Workers may be asked to testify. • Attending Psychological evaluations, attending Permanency Plan Conferences/meetings. • Making Contact with schools, birth families, and foster families. • Additional duties may include transporting children if foster family cannot transport child to visits, hearings, or school occasionally, MH appointments, etc. • Providing crisis management for situations that occur. • Managing foster homes which includes assisting foster families with support in finding services, trainings and maintaining certification as a foster care family, home inspections once a month. • Other duties may include but are not limited to child case paperwork, administrative duties, and other duties as assigned. 			
<p>PHYSICAL REQUIREMENTS</p> <p>Use of general office equipment (computer, keyboards, telephones, copy and fax machines). May require minimal filing. Driving/operation of a vehicle. Must be able to transport infants in car seats under 20 lbs.</p>			

RFP for Foster Care Agencies

ADDITIONAL REQUIREMENTS

Ownership of a reliable vehicle. Valid PA driver's license and proof of insurance. Act 33, Act 34 child abuse, criminal, and FBI clearances required.

Employee Signature		Date:	
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RFP for Foster Care Agencies

Job Title:	Case Recovery Specialist	Job Category:	Non Exempt
Department/Group:	Family Support	Travel Required	Yes
Job Description			
<p>The Case Recovery Specialist assists in providing case coverage for all Family Support programs including Family Preservation, Foster Care and SWAN. Assessing children and families and assists with the development of crisis safety plans in collaboration with children and families. Provide follow up support for families in treatment. Acts as primary medical, educational and CYF contact. The Family Preservation Specialist also provides pregnancy and doula support services for at-risk mothers that focuses on enhancing maternal and infant health for the long-term benefit of mother and child. Responsible for completion of all assessment paperwork as applicable to all protocols. Participation in outreach activities as required. Meet required 35 of 40 hours documented time with 60% direct time and 40% indirect time. Other agency related duties as required or assigned.</p> <p>QUALIFICATIONS AND EDUCATION REQUIREMENTS</p> <p>Bachelor’s Degree in Counseling, Social Work, Psychology or related field. Minimum of one to two years related experience and/or internship; or equivalent combination of education and training. Familiarity with social services compliance and training protocols/requirements. Ability to maintain highly confidential data. Excellent planning and organizational skills. Well-developed interpersonal and communication skills. Ability to work with minimal supervision and multi-task to meet important deadlines</p> <p>ROLE AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Provides In-Home, Medically Related Wraparound Services, SWAN units of service and Foster Care monitoring in the home and in the community • Ensures family members’ active participation in case planning process by engaging families as partners in the change process • Demonstrates a non-judgmental orientation when working with families and treats all individuals with respect, regardless of differing cultures, religions, sexual and gender identities, values, philosophies, and lifestyles • Able to maintain appropriate and professional boundaries with families and providers • Develops comprehensive service plans which clearly document attainable goals and objectives for each family • Completes accurate and timely completion of written assessments of children and families and tools to assist with evaluation and the quality improvement of programs 			

RFP for Foster Care Agencies

- Identifies and coordinates with formal/informal supports, community based resources, and concrete items to assist families
- Offers informal advocacy and emotional support to families and children
- Educates and reviews child development and parenting practices with caregivers to promote an increase in healthy parenting behaviors and attachment
- Serves as a primary contact with medical, educational, and interagency contacts (including, but not limited to Allegheny County Children, Youth, and Families)
- Provides families with accompaniment to appointments in order to access services/benefits in the community
- Able to respond effectively to psychosocial stressors families are experiencing (domestic violence, mental health, child abuse, etc.) and de-escalates crisis situations as they arise
- Facilitates an understanding of how psychosocial stressors and other issues have impacted the functioning of the family and each of its members
- Provides life skill education and practice (budgeting, meal planning, time management, etc.)
- Provide needed supports for mothers to adopt medical providers’ recommendations for a healthy pregnancy, delivery and newborn
- Provide non-directive support that helps them to make decisions throughout the pregnancy that are the best for their circumstances including pregnancy, abortion and adoption considerations
- Provide educational support to mothers during and after pregnancy including psycho-social support during post-partum and attachment period
- Assist with the development of an informed birth plan which may include physical and emotional presence throughout delivery
- Meets productivity requirements of 35 of 40 documented hours with 60% direct time and 40% indirect time.
- Completes administrative documentation requirements as outlined in agency policy
- Performs other special assignments, outreach, or miscellaneous duties as requested
- Performs on-call duties as assigned

PHYSICAL REQUIREMENTS

Use of general office equipment (computer, keyboards, telephones, copy and telefax machines). May require minimal filing. Driving/operation of a vehicle. Must be able to transport infants in car seats under 20 lbs.

ADDITIONAL REQUIREMENTS

Act 33/34 Clearances current within one (1) year, FBI Clearance, Physical Examination with TB Test, Vehicle ownership, Valid Driver’s License, car registration and insurance.

Employee Signature		Date:	
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RFP for Foster Care Agencies

Job Title:	Case Aide	Job Category:	Part Time
Department/Group:	Family Support	Travel Required:	Yes
Job Description			
<p>The Part Time Visitation and Transportation Aide (“Case Aide”) provides transportation and emotional support during health and wellness appointments for children served by our foster care and family preservation programs. The Aide provides transportation and supervision for court-ordered supervised visits between the children in our foster care program and their family of origin or other loved ones. The Aide is responsible for submitting reports that will serve as legal documentation following all appointments and visitation. The Aide also provides transportation to and from school for children in our care when necessary. The Aide is required to work a minimum of at least two visits/transports a week, maintain a flexible schedule, and work evenings and weekends. Other agency related duties as required or assigned.</p> <p>QUALIFICATIONS AND EDUCATION REQUIREMENTS</p> <p>High School Diploma/GED required; Associates Degree in Social Work or related field, preferred. Ability to work a flexible schedule, and must be available to work evenings and weekends. Proficiency with personal computers and Microsoft based software applications. Good oral and written communication skills, professional etiquette, good time management skills, ability to multi-task, ability to maintain appropriate boundaries, meet deadlines, and take initiative on assignments. College and graduate students are encouraged to apply!</p> <p>ROLE AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Transports families and children as requested by supervisor. • Coordinates family appointments and travel arrangements. • Forms positive, supportive relationships with families while engaging in appropriate conversation and maintaining boundaries during transport services and during appointments. • Supervises birth family visits when transporting foster children as requested by supervisor. • Completes required documentation and operational requirements (i.e. logs, safety assessments and expense reporting) in an organized and timely fashion. • Adherence to policies and procedures set forth by Every Child, Inc. and its Board of Directors. • Completes all other duties as required or assigned. <p>PHYSICAL REQUIREMENTS</p> <p>Use of general office equipment (computer, keyboards, telephones, copy and telefax machines). May require minimal filing. Must be able to move documents under 15 lbs.</p> <p>ADDITIONAL REQUIREMENTS</p> <p>Act 33/34 Clearances current within one (1) year, FBI Clearance, Valid current PA Driver’s License, vehicle and proof of adequate vehicle /liability insurance coverage.</p>			

RFP for Foster Care Agencies

WHAT WE OFFER OUR EMPLOYEES:

- Competitive Salary with Merit and Cost of Living Increases
 - Flexible Schedule
 - Mileage Reimbursement
 - Transport Incentive Bonuses
 - Guaranteed Pay When Schedule Transports Cancel Unexpectedly
 - Holiday Bonus Pay
 - Opportunity To Earn Car Insurance Reimbursement
 - Paid Sick Leave
 - A Supportive, Professional Work Environment In A Mission-Driven Organization With Professional Growth Opportunity
- And more!

Employee Signature:		Date:	
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RFP for Foster Care Agencies

Job Title:	Profile Contract Writer	Job Category:	Casual
Department/Group:	Family Support	Travel Required	Yes
Job Description			
<p>The Profile Writer is responsible for creating child profiles following SWAN protocols.</p> <p>Profile Writers are expected to submit a professional written profile that requires minimal editing. Writers are given a maximum of 40 hours within a two-month period to complete the profile. Progress is reviewed on a weekly basis.</p> <p>QUALIFICATIONS AND EDUCATION REQUIREMENTS</p> <p>Bachelor's Degree in Counseling, Social Work, Psychology or related field required. Previous experience in the assessment of child and family situations and writing SWAN child profiles preferred.</p> <p>Ability to maintain highly confidential data. Excellent planning and organizational skills. Excellent, well-developed written communication skills. Proficiency with Microsoft Office software, especially Word. Use of other general office equipment (telephones, copy machine). Ability to complete the profiles within mandated deadlines. Must have a current driver's license and reliable transportation.</p> <p>ROLE AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Create child profiles following SWAN protocols. • Profiles must be completed accurately • Profiles must be completed in a timely manner <p>ADDITIONAL REQUIREMENTS</p> <p>Act 33/34 Clearances, FBI Clearance, Physical Exam with TB Test, vehicle ownership, and valid driver's license, car registration and car insurance.</p>			
Employee Signature		Date:	

RFP for Foster Care Agencies

Job Title:	Treatment Foster Care Coordinator	Job Category:	Non-Exempt
Department/Group:	Family Permanency	Travel Required:	Yes
Job Description			
<p>The Treatment Foster Care Coordinator may act as a therapist, case manager, and treatment home supervisor. The treatment coordinator works with children, biological and foster families to achieve stability and permanency by supporting educational, community, and behavioral health needs. These efforts provide both staff and families with a sense of purpose and accomplishment.</p> <p>QUALIFICATIONS AND EDUCATION REQUIREMENTS</p> <p>Master’s Degree in Counseling, Social Work, Psychology or related field. Knowledge of KIDS database a plus. Minimum of two years related experience; or equivalent combination of education and training. Familiarity with social services compliance and training protocols/requirements. Ability to maintain highly confidential data. Excellent planning and organizational skills. Well-developed interpersonal and communication skills. Ability to work with minimal supervision and multi-task to meet important deadlines. PA licensure and/or certification</p> <p>ROLE AND RESPONSIBILITIES</p> <ul style="list-style-type: none"> • Conduct weekly home visits with treatment parents • Provide feedback, support and recommendations to treatment parents • Engage with biological family members • Complete evaluations and assessments with youth and families • Maintain client records and complete service documentation • Act as an advocate for youth and families • Attend school meetings and court reviews • Attend weekly supervision • Additional duties may include transporting children if foster family cannot transport child to visits, hearings, or school occasionally, MH appointments, etc. • Providing crisis management for situations that occur. • Managing foster homes which includes assisting foster families with support in finding services, trainings and maintaining certification as a foster care family, home inspections once a month. • Other duties may include but are not limited to child case paperwork, administrative duties, and other duties as assigned. <p>PHYSICAL REQUIREMENTS</p>			

RFP for Foster Care Agencies

Use of general office equipment (computer, keyboards, telephones, copy and fax machines). May require minimal filing. Driving/operation of a vehicle. Must be able to transport infants in car seats under 20 lbs.

ADDITIONAL REQUIREMENTS

Ownership of a reliable vehicle. Valid PA driver's license and proof of insurance. Act 33, Act 34 child abuse, criminal, and FBI clearances required.

Employee Signature		Date:	
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RFP for Foster Care Agencies

Job Title:	Associate Director of Family Support	Job Category:	Exempt
Department/Group:	Family Support	Travel Required	Yes
Job Description			
<p>The Associate Director of Family Support is responsible for program administration, and provides program oversight and direction to caseworkers working in placement services, as well as family preservation and other prevention services. This includes working with the Leadership and Executive Teams to develop strategies for the improvement and growth of Family Support, including increasing capacity, assisting with development of career pathways for staff, and program-wide budget management. The Associate Director ensures services are performed in accordance with program, funder, and agency regulations as well as with the individual service plans for each consumer. This position reports to the Director of Program Operations.</p>			
MINIMUM QUALIFICATIONS AND EDUCATION REQUIREMENTS			
<ul style="list-style-type: none"> • BA in social work, psychology, education or related field; • A minimum of 5-7 years' experience supervising professional community-based staff; • A minimum of 5 years' experience of proven leadership and hands-on experience training and managing staff and programmatic functions, including managing budget performance standards; • Must have strong crisis management; • Ability to approach challenges in a supportive and creative manner; • Strong communication and interpersonal skills; • Excellent organizational skills. 			
ROLE AND RESPONSIBILITIES			
<ul style="list-style-type: none"> • Promote the mission and strategic plan of Every Child in the provision of all responsibilities. • Monitors the implementation of the responsibilities of direct care staff through observation, regular supervisory meetings, team meetings, and review of files and documentation. • Provides guidance and leadership to staff to emphasize the importance of Every Child programs achieving high standards of quality. • Cultivates, maintains, and leverages effective relationships with key county, state, and provider personnel. • In conjunction with Human Resources, facilitates hiring, intake and orientation of new staff. • Responds to and guides team members during crisis, signs off on Incident Reports and liaises with the Director of Program Operations and Executive Director as appropriate. • Working collaboratively with the Director of Program Operations and the Manager of Quality and Compliance, develops and implements policies and procedures to support department goals. 			

RFP for Foster Care Agencies

- Working with the agency’s Executive Team, manages department and assigned service areas to budget. Conducts a written analyses of budget and productivity variances.
- Ensure full compliance with agency policies, contracts and state and federal regulations, including conducting regular file audits in collaboration with the Manager of Quality and Compliance.
- Work in collaboration with Executive Director to establish operating policies related to placement services and staff development.
- Conduct staff performance appraisals in accordance with Agency policy and procedure.
- Working with the Director of Program Operations, identify, implement and follow up on program goals and objectives.
- Represent EC in the community to expand outreach endeavors.
- Track, ensure and report billing expectations.
- Demonstrate and understanding of and respect for the cultural diversity of consumers, volunteers, staff and other stakeholders throughout the provision of services.
- Assure clinical compliance with standards, state regulations, county contracts and agency policies and procedures.
- Perform all other necessary duties as assigned.

PHYSICAL REQUIREMENTS

Use of general office equipment (computer, keyboards, telephones, copy and telefax machines). May require minimal filing. Must be able to lift and carry up to 25 pounds.

ADDITIONAL REQUIREMENTS

Act 33/34 Clearances current within one (1) year, FBI Clearance, Valid current PA Driver’s License, vehicle and proof of adequate vehicle /liability insurance coverage. Ability to work a flexible work schedule to include evening and weekends.

Employee Signature		Date:	
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RFP for Foster Care Agencies

Appendix B Implementation Plan

As a current Foster Care Contract Holder with Allegheny County, Every Child is already abiding by nearly all the program standards put forth in the Scope of Services. A timeline and description follows of the few adjustments and modifications that will need to be made at Every Child to meet the requirements of the Scope of Services.

Implementation Timeline

<i>March 2021</i>	<ul style="list-style-type: none"> • Therapeutic Foster Care Staff Training • Recruitment of TFC homes • Increased typical recruitment
<i>April 2021</i>	<ul style="list-style-type: none"> • Stage 1 of TFTC process (see pg 19) • Foster care curriculum expanded to include TST-FC (see pg 16) • Recruitment of TFC homes • Increased typical recruitment
<i>May 2021</i>	<ul style="list-style-type: none"> • Stage 1 of TFTC process (see pg 19) • Begin recruitment of TFC Coordinator • Recruitment of TFC homes • Increased typical recruitment
<i>June 2021</i>	<ul style="list-style-type: none"> • Stage 1 of TFTC process (see pg 19) • Goal: TFC Coordinator on-boarding • Recruitment of TFC homes • Increased typical recruitment
<i>July 2021</i>	<ul style="list-style-type: none"> • Stage 2 of TFTC process (see pg 20) • Goal: 5 TFC homes • Recruitment of TFC homes • Increased typical recruitment
<i>August 2021</i>	<ul style="list-style-type: none"> • Stage 2 of TFTC process (see pg 20) • Recruitment of TFC homes • Increased typical recruitment
<i>September 2021</i>	<ul style="list-style-type: none"> • Stage 2 of TFTC process (see pg 20) • Recruitment of TFC homes • Increased typical recruitment
<i>October 2021</i>	<ul style="list-style-type: none"> • Stage 3 of TFTC process (see pg 20) • Recruitment of TFC homes • Increased typical recruitment
<i>November 2021</i>	<ul style="list-style-type: none"> • Stage 3 of TFTC process (see pg 20) • Recruitment of TFC homes • Increased typical recruitment
<i>December 2021</i>	<ul style="list-style-type: none"> • Stage 3 of TFTC process (see pg 20) • Goal: 10 TFC homes (15 beds)

RFP for Foster Care Agencies

	<ul style="list-style-type: none"> • Goal: 30 Foster Care homes (45 beds) • Recruitment of TFC homes • Increased typical recruitment
<i>January 2022</i>	<ul style="list-style-type: none"> • Recruitment of TFC homes • Increased typical recruitment
<i>June 2022</i>	<ul style="list-style-type: none"> • Recruitment of TFC homes • Increased typical recruitment
<i>December 2022</i>	<ul style="list-style-type: none"> • Goal: 20 TFC homes (30 beds) • Goal: 40 Foster Care homes (60 beds) • Recruitment of TFC homes • Increased typical recruitment
<i>June 2023</i>	<ul style="list-style-type: none"> • Recruitment of TFC homes • Increased typical recruitment
<i>December 2023</i>	<ul style="list-style-type: none"> • Goal: 40 TFC homes (60 beds) • Goal: 50 Foster Care homes (75 beds) • Recruitment of TFC homes • Increased typical recruitment

RFP for Foster Care Agencies

Changes to Our Organization

- **Expansion of our existing respite program.** Every Child has a pool of respite families that can assist with respite as needed and provide support to families taking on children/youth who may have additional needs, such as specific mental health diagnoses, medical needs or other special needs. We will continue to expand this pool of respite and emergency respite families.
- **Expansion of our recruitment program.** Every Child has been successful over the past two years in building a stronger recruitment program for foster parents; however with a brand new Therapeutic Foster Care program adjustments will need to be made in the materials and messaging. Those will be initiated in March 2021 and we hope to begin our first TFC cohort in April 2021 with placements beginning in July 2021. After those dates, ongoing recruitment will take place.
- **Expanded foster parent training.** Every Child's existing foster parent training will be updated to incorporate the four module Trauma Systems Therapy for Foster Care (TST-FC) curriculum, funded by the Annie E. Casey Foundation, to our existing training. This change will happen in April 2021.
- **Expanded work with birth families.** Although we do extensive work with birth families and building connections with foster families, we know we can do more. We will establish face-to-face contact with a child/youth's birth family at least once a month outside of the visitation setting in order to discuss progress and needs. We will ensure that the birth families are provided with information on the child/youth's medical care, including dental and vision, and any upcoming appointments, behavioral health concerns and treatment, psychotropic medication, educational progress, and attendance. This will be an ongoing effort with no definitive timeline.
- **Expanded tools for those limited English proficiency.** Every Child has worked with translators in the past and are able to access them as needed. Our agency has developed a standardized process to address the needs of those with limited English proficiency. We will train our staff and our foster parents about understanding, appreciating, and working with cultural differences, including immigration status and primary language. We will seek out additional resources for foster and birth parents when needed. This will be an ongoing effort with no definitive timeline.
- **Additional staff and staff recruitment.** Expanding our capacity to serve greater numbers of children and youth in foster care aligns with our mission and we are well-positioned to assume the added responsibility. Our staffing structure currently meets our caseload needs; however, with additional homes and TFC more staff will be needed. A Therapeutic Foster Care Coordinator will be brought on towards the end of our first TFC cohort's training and will oversee the expansion of the program. As the traditional foster care program continues to expand, we are ready to expand the staffing model per predetermined caseload maximums.

RFP for Foster Care Agencies

Appendix C

OBJECTS OF EXPENSE	Foster Care Projected Budget 30 Beds/Kids	Therapeutic Foster Care- 15 Beds/Kids - Addnl Costs	Therapeutic Foster Care- 45 Beds/Kids w 15/ TFP
Personnel Expenses			
Case Management	178,200	36,750	214,950
Manage/Supervise Staff	30,000	0	30,000
Mental Health Clinician		40,000	40,000
Employee Benefits	38,054	6,400	44,454
Staff Training	0	25,583	25,583
Total Personnel Expenses	246,254	108,733	354,987
Facility / Operational Expenses			
Indirect Office / Operational Expenses	168,732	0	168,732
Staff Transportation/Travel	44,100	6,300	50,400
Foster Parent Transportation/Travel	13,800	2,100	15,900
Recruitment of Foster Parents	0	1,000	1,000
Recruitment of Staff	250	250	500
Advertising	0	2,000	2,000
Therapeutic Foster Care training Model		10,000	10,000
Consultant Fees		5,400	5,400
S	226,882	27,050	253,932
Total Expenditures	473,136	135,783	608,919

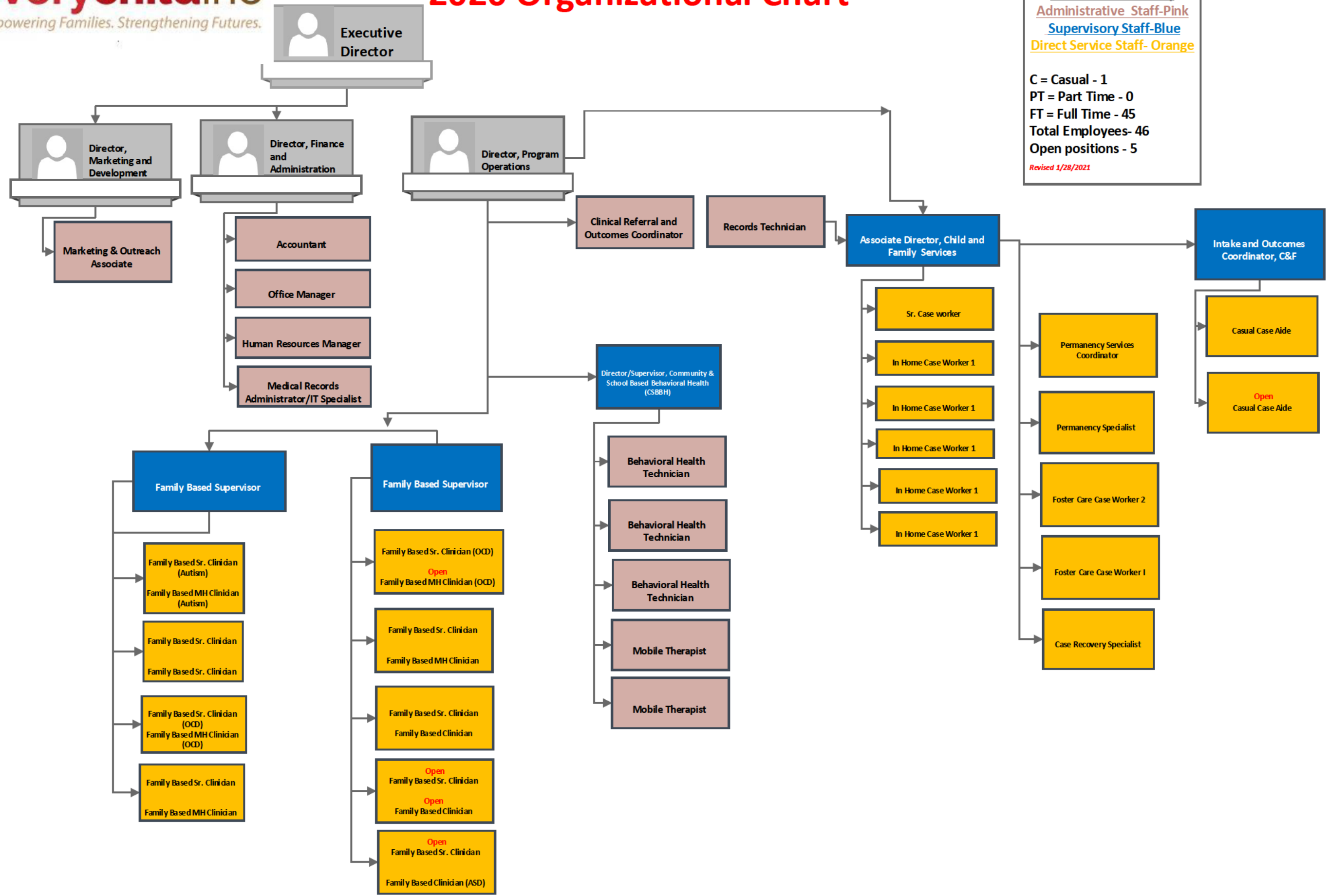
Proposed foster care administrative cost: \$45/day (not including maintenance payment)

Proposed TFC administrative cost: \$60/day (not including maintenance payment)



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2020 Organizational Chart



Key
 Executive Staff- Gray
 Administrative Staff-Pink
 Supervisory Staff-Blue
 Direct Service Staff- Orange

C = Casual - 1
 PT = Part Time - 0
 FT = Full Time - 45
 Total Employees- 46
 Open positions - 5

Revised 1/28/2021