



ECKERD CONNECTS
(A D/B/A FOR ECKERD CHILD ALTERNATIVES, INC.)

COMMUNITY-BASED CARE LEAD AGENCY FOR
CIRCUIT 6-PASCO COUNTY
CIRCUIT 13- HILLSBOROUGH COUNTY

ITN #ITN-ECA-CMO-FY24

To Provide Teen Unit Case Management Services
Circuit 6 and Circuit 13: Pasco and Hillsborough Counties

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I. Statement of Need

Eckerd Community Alternatives (ECA) (a d/b/a for Eckerd Child Alternatives, Inc. "Eckerd") is the Community-Based Care Lead Agency in Circuit 6 effective July 1, 2014 under Master Agreement #QJ511 and in Circuit 13 effective July 1, 2012 under Master Agreement #QJ3E0.

Eckerd Connects Hillsborough is currently in the contract procurement process with the Department of Children and Families, and a final decision is expected in November 2021 with the new 5 year contract beginning in January 2022. Eckerd Connects fully anticipates continuing as the Lead Agency in Circuit 13. If a different Lead Agency is selected, Eckerd Connects would immediately transition this contract to the new Lead Agency.

Eckerd Connects Pinellas and Pasco is not going through a procurement and is contracted in Circuit 6 with the Department of Children and Families through June 2024.

In accordance with the Master Agreements noted above, Eckerd Connects is seeking to contract for the delivery of Teen Unit Case Management Services with a provider that offers a program that is innovative, responsive to the Lead Agency and the Department of Children and Families (DCF), efficient, cost effective, and will meet applicable Federal, State, and County requirements for the provision of services.

Eckerd Connects Teen Unit Case Management Services are comprehensive case coordination services for families with children who have been removed, or are at risk of being removed, from their homes as a result of abuse, neglect or abandonment. Services shall include parental engagement, home visitation, preparation of court reports and court representation, case plan development, permanency planning and staffing, case documentation and data management, referrals, linkages and coordination with other providers and community resources.

Respondents may submit their proposal to provide Teen Unit Case Management Services in one or both counties. It is important to note that the Pasco County Teen Unit will be contracted with Eckerd Connects Pinellas and Pasco and the Hillsborough County Teen Unit will be contracted with Eckerd Connects Hillsborough. These two Lead Agencies share the same contracting unit and the terms of the contracts will be similar if not identical. The contracts may be different if different agencies are awarded the separate Teen Units and proposed unique strategies.

The major program goals of the case management services include, but are not limited to:

- A. Ensure the safety, permanency and well-being of all children under the protective supervision or legal custody of the Department.
- B. Seek permanency for all children through timely, integrated, family-centered services designed to meet the unique needs of the family and capitalize on their strengths.
- C. Ensure children living in Out of Home Care (OHC) thrive and that services provided during that time enable children to safely reunify with their families or otherwise safely achieve permanency as soon as possible.
- D. Engage, encourage and support children and families in the execution of their case plan. Ensure foster parents, relatives/non-relatives and residential providers are involved in service/case planning for children and their families and actively participate in the delivery of those services.
- E. Ensure children removed from their families are placed in their community, with their siblings and in the least restrictive setting that meets their needs.
- F. Ensure children removed from their families are integrated to the maximum extent possible into normalized educational, leisure and work activities. All caregivers, foster parents, relatives / non-relatives and residential providers shall be an active participant in providing these opportunities for children.
- G. Ensure the coordination and integration of behavioral health and social services for child in Out of Home Care placements who present with mental health, substance abuse, and behavioral health

challenges in order to stabilize assigned children in their identified placement, school, and the community.

- H. Ensure the My Pathway to Success Plan is developed with all youth in an out of home care placement.
- I. Ensure children that are eligible for independent living service are provided in conjunction with all state and lead agency requirements.
- J. Ensure children who “age out” of the system shall possess educational success, work experience and opportunities to engage in basic life skills activities.

Eckerd Connects will provide data weekly on performance, based on provider input into Florida Safe Families Network (FSFN), and other reports provided by the selected Case Management Organization (CMO). Data will be discussed during the Performance Meetings, and publicized weekly at www.Eckerd.org.

II. Terms of Agreement and Contract Amount

- A. The initial term of this agreement shall be for no more than thirty-six (36) months, subject to the availability of funds beginning on July 1, 2021 and ending on June 30, 2024. The agreement may be renewed for an additional thirty-six (36) months, subject to the availability of funds. Unless renewed, this agreement will end on June 30, 2024. Any such renewal shall be contingent upon satisfactory performance evaluations of the Respondent by Eckerd Connects and shall be subject to the availability of funds.
- B. Respondents are encouraged to be creative and to bring the very best strategies and services to help these children be safe and achieve permanency. Eckerd Connects encourages the submission of each Respondents best proposal; therefore, a maximum dollar amount available has not been included in this ITN. Responses are anticipated to be approximately \$800,000 per unit. However, Eckerd Connects will evaluate all responses to ensure the best services are identified in order to achieve the best results for the children being served. Also, other funding sources (Medicaid, grants, donations, etc.) incorporated into the budget portion of the proposal will be taken into consideration.
- C. Common positions to consider and current pay ranges for such positions include:
 - 1. Program Director, \$70k to \$85k (provides leadership and direction to the program, attends system meetings and assures unit is operating within current policy requirements, advocates for resources and system changes to assist in achieving stated goals)
 - 2. Assistant Program Director, \$60k to \$70k (develops, and leads the administration of case management services to children, birth families, foster families and primary caregiver(s) in assigned coverage area. This position bears general responsibility for the care, safety, and programming provided to clients and their families)
 - 3. Supervisor, \$45k to \$60k (supervises unit, staff cases to set tasks and assure progress towards permanency, etc.)
 - 4. Lead Case Manager, \$43k to \$50k (manage smaller case load with most challenging child, staff cases to set tasks and assure progress towards permanency, mentors new case managers, may even supervise one or two case managers, promotional opportunity)
 - 5. Case Manager, \$38k to \$43k (Bachelor’s Degree and Florida Certification required, primary coordinator of the case for the child(ren) and family, coordinates, communicates, and documents all services, court witness, assures safety of child(ren))
 - 6. Family Support Worker \$13.00/hour (transportation and supervision of children, can supervise sibling and family visits)
 - 7. Administrative support \$15.00/hour (assist with paper work, referrals for services, obtaining documents, developing and maintaining a calendar, tracking court orders and assuring court prep and other documents are done and filed)
 - 8. Respondents may include additional positions in addition to the position types identified above

- D. Administrative costs shall not exceed Respondent’s Federal Indirect Rate. If Respondent does not have a Federal Indirect Rate, the administrative costs shall not exceed the 10% De Minimis rate of the Modified Total Direct Costs in compliance with Code of Federal Regulations (CFR) 200.414(f).

III. Contact Person

The designated “single point of contact” for this ITN is:

Name:	Jason Thomas
Title:	Director of Contract Management
Address:	9393 N. Florida Ave., Suite 1100 Tampa, FL 33612
Phone:	813-225-1105, ext. 1249
Email:	jthomas@eckerd.org

IV. Eligible Respondents

Organizations eligible to submit proposals include:

- A. Agencies with a history of delivering Case Management Services to at-risk children and families, including those served by the child welfare system.
- B. Community Organizations or Individuals with a history providing services other than Case Management or Independent Living for families involved in the Child Welfare System.
- C. Florida-based businesses and minority owned businesses encouraged to respond and may be given preferential treatment in contracting when all else is considered equal.
- D. Agencies/Community organizations/Individuals that DO NOT meet the disqualification criteria as defined in Section V. Disqualification.

V. Disqualification

- A. Failure to have performed any previous contractual obligations with DCF or Eckerd Connects in a manner satisfactory to DCF or Eckerd Connects will be a sufficient cause for disqualification. To be disqualified as a offeror under this provision, the offeror must have: (1) previously failed to satisfactorily perform in a contract with DCF or Eckerd Connects, been notified by DCF or Eckerd Connects of the unsatisfactory performance, and failed to correct the unsatisfactory performance to the satisfaction of the Department or Eckerd Connects; or (2) had a contract terminated by the Department or Eckerd Connects for cause.
- B. The prospective bidder will be disqualified for failing to meet the instructions/qualifications/timeframes/format and contact rules as described in this ITN, to include:
 - 1. Contact Person
 - 2. Eligible Respondents
 - 3. Schedule of Events and Deadlines
 - 4. Limitation on Contacting Eckerd Connects Personnel
 - 5. Inquiries
 - 6. Notice of Intent to Submit a Proposal
 - 7. Acceptance of Proposals
 - 8. Negotiation Process
 - 9. Mandatory Criteria

VI. Schedule of Events and Deadlines

ACTIVITY	DUE DATE	TIME	LOCATION
A. ITN posted on the Eckerd Connects website.	4/12/21	5:00 PM	http://https://eckerd.org/contract-procurement/
B. Pre-Proposal Conference: Mandatory (open to the public) Q&A and General Information- Unofficial	4/15/21	1:00 PM	Click here to join the meeting
C. Deadline for submitting written questions	4/19/21	5:00 PM	Via email: Jason Thomas, Director of Contracts jthomas@eckerd.org
D. Official Response to written questions	4/21/21	5:00 PM	https://eckerd.org/contract-procurement/
E. Notice of Intent to Submit a Proposal due. <u>Must be submitted on Agency Letterhead to the proposal contact listed in the ITN.</u>	4/22/21	5:00 PM	jthomas@eckerd.org Confirmation of Intent to Submit proposal will be submitted via email with return receipt; hard copy will be available upon request
F. Deadline to submit Proposals. <u>Must be submitted to the proposal contact listed in the ITN in a sealed container and adhere to ITN mandatory criteria.</u>	5/12/21	12:00 PM	<u>Hard copy only:</u> 9393 N. Florida Ave., Tampa, FL 33612 Proposals submitted past the established deadline will not be accepted
G. Proposal opening and review of mandatory criteria.	5/12/21	12:01 PM	9393 N. Florida Ave., Tampa, FL 33612
H. Proposal Scoring	5/12/21-5/18/21	4:00 PM	9393 N. Florida Ave., Tampa, FL 33612
I. Post the Notice of “Invitation to make Oral Presentation”.	5/19/21	5:00 PM	https://eckerd.org/contract-procurement/
J. Oral Presentations (limited to 2 hours each) - Evaluation Team judges Oral Presentation(s) and makes recommendation to Eckerd Leadership	5/25/21	9:00 AM-4:00 PM	Microsoft Teams Platform
K. Post Notification of the Negotiations	5/26/21	5:00 PM	https://eckerd.org/contract-procurement/
L. Negotiations	5/28/21	9:00 AM-4:00 PM	Microsoft Teams Platform
M. Post Intent to Award Notice	5/31/21	5:00 PM	https://eckerd.org/contract-procurement/
N. Protest Deadline	6/3/21	5:00 PM	jthomas@eckerd.org

			Protest Notification will be submitted via email with return receipt
O. Transition Implementation	6/7/21	8:00 AM	Microsoft Teams Platform
P. Anticipated effective date of contract	7/1/21	12:00 am	

VII. Limitations on Contacting Eckerd Connects Personnel

Prospective bidders are prohibited from contacting Eckerd Connects personnel regarding this Invitation to Negotiate (ITN) other than the contact person identified in this document. Contact with the contact person must be in writing and may be submitted by e-mail or mail delivery services. Any occurrence of a violation may result in the disqualification of the prospective bidder.

VIII. Inquiries

Inquiries must be submitted in writing to the contact person identified in Section IV. of this ITN on or before the time and date specified in Section VI. Schedule of Events and Deadlines.

Copies of responses to all inquiries which involve clarifications and/or changes to this ITN will be made available at www.Eckerd.org. **No questions related to this ITN will be accepted after the date specified above. Oral inquiries will not be accepted at any time.**

All inquiries will only be considered if the following are completed:

- A. All inquiries must be in writing to the Eckerd Connects ITN Contact Person indicated in this document.
- B. All inquiries must be accepted by deadline date stated in Section VI. Schedule of Events and Deadlines.
- C. All inquiries must include organization name, contact name and title, address, telephone number, facsimile number and e-mail address of the individual to whom all correspondences should be forwarded.
- D. Responses to all properly submitted inquires will be posted at www.Eckerd.org.

IX. Case Management Services Authority

The Case Management Services include foster care and related services pursuant to Florida Statutes, Chapter 39 (Proceedings Related to Children) Chapter 409, (Social and Economic Assistance) Chapter 402 (Health and Human Services), 20.19 F.S (Department of Children and Family Services), Chapter 63 (Adoption) Chapter 435 (Employment Screening) and Chapter 65C F.A.C. { Title IV-B, and Title IV-E of the Social Security Act} as well as all applicable Federal Law and any specified Eckerd Connects policy and procedures, while ensuring each child’s safety, well-being and permanency.

X. Notice of Intent to Submit a Proposal

Respondents shall submit a Notice of Intent to Submit a Proposal as referenced in Section VI. Schedule of Events and Deadlines. The Notice of Intent shall be on agency letterhead, from an authorized representative with contracting signature authority. The submission of a Notice of Intent to Submit a Proposal does not obligate the Respondent to submit a proposal.

Notice of Intent shall include Respondent's statement as to the eligibility and non-disqualification of agency and shall include full contact information, including email information, for the Respondent's single point of contact (to be determined by the authorized representative of the responding agency). Upon receipt and review, Eckerd Connects will issue, via email, confirmation of receipt of the Respondent's Notice of Intent to Submit a Proposal, and if Eckerd Connects identifies any disqualification at that time, Eckerd Connects will indicate such in its response.

Information regarding any addenda to the Invitation to Negotiate and copies of written responses to questions resulting in clarifications or addenda to this ITN will be posted at www.eckerd.org/contract-procurement. Respondents and Bidders are encouraged to check the website daily.

XI. Withdrawal of Proposals

A written request for withdrawal, signed by the Respondent's single point of contact, may be considered if received by Eckerd Connects within 72 calendar hours after the proposal opening time and date indicated in the Schedule of Events and Deadlines. A request received in accordance with this provision may only be granted by Eckerd Connects upon proof of the impossibility to perform based upon an obvious error on the part of the Respondent. Such withdrawn proposals may be retrieved from Eckerd Connects at the expense of the bidder respondent.

XII. Acceptance of Proposals

All proposals must be received by Eckerd Connects, addressed to the ITN Contact Person, named in Section III., on or before the following date and time at the designated location:

May 12, 2021

4:00 pm Eastern Standard Time

Eckerd Connects

9393 North Florida Avenue, Suite 1100

Tampa, FL 33612

No changes, modifications or additions to the proposals submitted, will be accepted by or be binding to Eckerd Connects after the deadline for submitting proposals has passed.

Proposals not received at either the specified place, or by the specified date and time, or both, will be rejected and returned unopened to the offeror.

XIII. Right to Waive Minor Irregularities Statement

Eckerd Connects reserves the right to reject any and all replies or to waive minor irregularities when to do so would be in the best interest of the children to be served. Minor irregularities are defined as a variation from the ITN terms and conditions, which does not affect the price of the services, delivery of quality of the services, or give the respondent an advantage or benefit not enjoyed by other respondents, and does not adversely impact the interests of Eckerd Connects or DCF. At its option, Eckerd Connects may correct minor irregularities but is under no obligation whatsoever to do so. All replies accepted by Eckerd Connects are subject to Eckerd Connects' terms and conditions and any and all additional terms and conditions submitted by the respondents are rejected and shall have no force and effect. Eckerd Connects reserves the right to withdraw this ITN even after an award is made.

XIV. Evaluation Process

An Evaluation Team, consisting of at least two (2) community members and three (3) Eckerd Connects employees will score the written and oral presentations.

Each of the evaluation components, both written and oral, are weighted and assigned a maximum number of points. Proposals will be evaluated in each of the categories and scored by each evaluator independently. The evaluators' total scores will be added to get the final score for each respondent.

Representatives from the Eckerd Connects Finance Department will review the submitted budget proposal and finance related documentation in accordance with the provisions of Section XX. Budget and Financial Documents of this ITN. The evaluators will score the response as well as any corresponding exhibits identified in this section. The total maximum points for the Budget Response represent 10% of the total points.

The Evaluation Team will review the submitted written proposals and score them in accordance with the provisions of Section XIX. Mandatory Criteria, of this ITN. Evaluators will score the written response on parts A, B, C, and D as well as the corresponding exhibits. The Written Response represents 60% percent of the total maximum points. Up to three respondents will be invited to the oral presentation phase.

The oral presentation phase is not open to the public for observation pursuant to F.S. §286.0113. Evaluators will score the oral presentation(s) based on the ability of the presenter(s) to clearly articulate how the information presented in the ITN response will come to life if the Respondent is presented with a contract. During this phase, the Respondent's oral presentation score will be added to the written evaluation score. The Oral Presentation represents 30% percent of the total maximum points. At the conclusion of the presentation(s), the Evaluation Team will submit their total scores. The Contact Person will calculate the scores and will prepare a recommendation to Eckerd Connects Leadership for negotiations.

The Eckerd Connects ITN Contact Person will certify that the tabulated scores are correct and forward the tabulation and identification of their recommended respondents to the Eckerd Connects Leadership Team for their final decision, which will be posted at www.Eckerd.org as indicated in Section VI. Schedule of Events and Deadlines. The Eckerd Connects Leadership team reserves the right to accept or reject the recommendation of the evaluators for negotiations and to negotiate with up to two parties until a decision of "contract award" is made.

XV. Negotiation Process

At least one, possibly two, agencies will be invited to negotiate for the contract. Negotiation plans will be posted at www.Eckerd.org in the timeframe indicated in Section VI. Schedule of Events and Deadlines. At the conclusion of the negotiations, a notice of contract award will be posted as outlined in section XVI. Notice of Contract Award, and transitional services (if applicable) will begin.

XVI. Notice of Contract Award

Official notice of any anticipated award made pursuant to this ITN will be electronically posted in accordance with Section VI. Schedule of Events and Deadlines. The aggregate scores will be posted at www.Eckerd.org.

The electronic notice posted on the Internet will remain for seventy-two (72) hours. It is the responsibility of those submitting a response to obtain the results from the Internet posting in sufficient time to protect their own interests. If no written notice of protest is received during this posting, the anticipated contract award becomes final and Eckerd Connects will enter into contract negotiations. The Internet posting is the official posting for the purpose of determining deadlines for further proceedings including protests.

XVII. Protest or Disputes

Any person who is adversely affected by the terms, conditions and specifications contained in this solicitation, including any provisions governing the methods for ranking this proposal, awarding contracts, reserving rights of further negotiation, or modifying or amending any contract shall file a notice of protest in writing within 72 hours after the posting of the solicitation or decision or intended decision.

When protesting a decision or intended decision the protestor must post a bond equal to one percent (1%) of the estimated contract amount. The estimated contract amount shall be based upon the contract price submitted by the protestor. **FAILURE TO FILE THE PROPER BOND AT THE TIME OF FILING THE FORMAL WRITTEN PROTEST WILL RESULT IN A REJECTION OF THE PROTEST.**

XVIII. Cost of Proposal Preparation

Eckerd Connects is not liable for any costs incurred by an offeror in responding to this Invitation to Negotiate under any circumstances.

XIX. Mandatory Criteria

Submitted replies will be opened at the Eckerd Connects office beginning at 12:01 p.m. on May 12, 2021 to verify that the replies meet the mandatory criteria requirements of this ITN. Replies that do not meet the Mandatory criteria will be rejected, and the respondent will be required to retrieve their proposals at their own cost within ten (10) calendar days or forfeit them. Replies that meet the mandatory requirement will be forwarded to the ITN Evaluation Team for consideration and scoring.

- A. Original Signature and Authorization: Proposals must be submitted in the legal entity name of the agency or organization, or an authorized representative. Proposals submitted must be signed by the corporation officer/representative authorized by the organization. A copy of such authorization must be submitted to Eckerd Connects with the proposal (Attachment A). Signature facsimile stamps will not be accepted. Each bidder must complete and submit all items referenced in the ITN.
- B. Format: The response content must be in accordance with section XIX. Proposal Format, and must be formatted as follows:
- Typed in Times New Roman font size 12
 - Use only 8 ½ X 11 paper with a one (1) inch margins, double-sided
 - All pages must be clearly and consecutively numbered
 - One (1) original and five (5) copies of the proposal
 - For ease of handling, please do not use binders, staples, or rings. Please bind with paper clips and/or binding clips.
- C. Face Sheet: All proposals must include a face sheet, and must identify the following:
- Name of Organization
 - Name of ITN contact person and title
 - Address
 - Telephone number
 - E-mail address
 - Proposed annual budget amount
 - Marking with “Original” or “Copy # ___”

- Signature – The “Original” proposal must be signed by the officer/representative authorized by the organization, as listed in Attachment A. Signature facsimile stamp will not be accepted.

D. Order of Documents: All proposals must be in the following order:

1. Face Sheet page (do not number)
2. Table of Contents page (do not number)
3. Proposal Format response (maximum of 45 pages)
 - a. Organizational Capacity...10 pages
 - b. Programmatic Proposal...20 pages
 - c. Outcomes...10 pages
 - d. Transition Plan...5 pages
4. Mandatory Attachments A-G (from Eckerd Connects – completed by Respondent)
5. Exhibits

XX. Budget and Financial Documents

The budget and required financial documentation is valued at 10% of the total scoring.

Maximum points possible = 50

1. Propose a plan and monetary goal for obtaining outside funding resources and community linkages to support the proposed service (other than Eckerd Connects). Specifically describe how the services offered will qualify for federal match under the FFPSA when this law becomes effective in Florida.
2. Describe details around the current financial status of your organization to assure Eckerd Connects will be contracting with a financially secure and robust organization. Explain what expenses you plan on incurring during the transition and where the funding to support this will come from.
3. The Respondent’s twelve (12) month budget, to include a detailed narrative using Attachment G.

Related Exhibits:

1. Exhibit 1 - Provide the Respondent’s latest audited financial statement, independent audit and management letter.
2. Exhibit 2 – Provide board member list, terms, meeting schedule, and past 12 months of board meeting minutes.

XXI. Written Proposal Format and Written Evaluation Scoring

The written proposals are valued at 60%. If not selected for the oral presentation phase, the evaluation phase is complete at the conclusion of the written evaluation.

The order of information provided in the response must correspond to the outline that follows and shall be labeled accordingly.

A. Organizational Capacity and Collaborative Relationships limited to 10 pages, excluding related Exhibits.

Maximum points possible = 10

4. Describe the Respondent’s mission, philosophy, and purpose and how it pertains to Case Management Services. Describe the Respondent’s experience with this population.
5. Provide a brief overview statement on past success that will demonstrate the potential to successfully contract for a Child Welfare service and provide supporting evidence where necessary. List all current child welfare contracts by service type/location/Funder/annual budget/end date.

6. Describe the Respondent's ability, proposed service locations and plan to begin service delivery on July 1, 2021. The plan shall include an implementation timeline for June 7, 2021 through July 1, 2021, and provisions for immediate service delivery to new clients, as well as for the continuity of care for existing clients.
7. Propose a plan and monetary goal for obtaining outside funding resources and community linkages to support the proposed service (other than Eckerd Connects).
8. Describe details around the current financial status of your organization to assure Eckerd Connects will be contracting with a financially secure and robust organization. Explain what expenses you plan on incurring during the transition and where the funding to support this will come from.
9. The Respondent's twelve (12) month budget, to include a detailed narrative using Attachment G.

Related Exhibits:

3. Exhibit 1 - Provide the Respondent's latest audited financial statement, independent audit and management letter.
4. Exhibit 2 - Provide an organizational chart for the agency including the proposed Case Management Services structure.
5. Exhibit 3- Provide the Respondent's proposed job descriptions
6. Exhibit 4 – Provide board member list, terms, meeting schedule, and past 12 months of board meeting minutes.
7. Exhibit 5 - Provide 3 one-page letters of support, preferably from a financial or collaborative partnership.

B. Programmatic Proposal limited to 20 pages, excluding related exhibits. All responses in this section should be consistent with the information provided below in the sections labeled, "Circuit Overview & Program Objectives."

Maximum points possible = 35

Provide a general overview of the service delivery structure. List and describe all service components to be provided as follows:

1. Describe how organization will provide services including frequency, duration, staff structure and ratios, staff competency/ability. Please also provide information on structure for the supervision of program.
2. Describe the organization's staffing plan, indicating if possible, names and credentials of staff you would hire to manage and run this contract. The minimum professional qualifications and certification are required:
 - a) The Respondent's CMO Agency Director, CMO Case Manager and CMO Supervisor must have minimally a Bachelor's degree in social work or related area of study from an accredited college or University and must meet other minimum qualifications as outlined in 65C-15.017 of Florida Administrative Code.
Respondent shall ensure that all Child Welfare staff are appropriately licensed and/or certified, as required. Additionally, Respondent will ensure that employed or subcontracted staff performing services on behalf of Respondent have also successfully complied with the requirements set forth by all Department of Children and Families and Florida Certification Board requirements and any other relevant legal or contractual authority, to include Eckerd Connects Policies and Procedures.
3. Describe how the organization will provide a service that is community based, responsible and affordable. The description should include how and where children can access the service, and how the organization can provide cost effective service.
 - a) Describe the linkages that your organization has with community based resources from other sectors and how these links will be useful in providing this service.

- b) How will program design meet the criteria of “*Circuit Overview and Program Objectives*”

Overview & Program Objectives

A. Overview

1. Eckerd Connects’ current System of Care in Pasco County consists of one (1) Case Management Organization (YOUTH and Family Alternatives), and Hillsborough County, FL consists of four (4) Case Management Organizations (Devereux Foundation, Gulf Coast Jewish Family and Community Services, and Lifestream Behavioral Health Center, and Eckerd Connects).
2. Each Teen Unit will be assigned a maximum of 50 children. Sibling groups will stay intact and each child will be included in the total child count for the unit.
3. No case manager will carry more than 10 children at a time, unless there is a vacancy, as the unit will maintain a caseload of 50.
4. Children assigned to these units will be determined by the lead agency in partnership with the case management organizations. Child assigned will commonly be aged 13 to 17 (siblings could be younger).
5. Common characteristics of the children assigned include placement instability, juvenile delinquency history and activity, substance abuse, physical violence, mental health issues, property destruction, refusal of services, sexual acting out, runaway episodes, refusing to attend school.
6. The Teen Unit provider shall be responsible for the children in their unit 24 hours per day, 365 days per year. Eckerd Connects and our subcontracted Placement Services Provider (Children’s Home Network in circuit 13) will provide placement services; however, if a child assigned to the Teen Unit is unable to be placed, refuses a placement, disrupts a placement, refuses to attend school or a day program, or for any other reason is without a place to go, the Teen Unit staff will be responsible for transportation and supervision of the child until such placement is secured and the child is placed. For this reason, it is recommended that respondents consider having staff on shifts to provide support before and after regular business hours and throughout the weekend. Family Support Workers (or similar type staff) are often scheduled in shifts or other configurations other than 8 to 5 for this purpose.

B. Program Objectives

1. General Service Tasks.

Respondent shall perform the following tasks in accordance with Eckerd Connects policies and procedures and other relevant legal and/or contractual authority:

- a) **Point of Contact.** Respondent’s Program Director shall function as the point of contact for Eckerd Connects in regard to operational and programmatic concerns. The Program Director or designee shall be accessible via telephone to Eckerd Connects Senior Management 24 hours a day, 7 days a week (24/7) to address emergent concerns related to child safety.
- b) **Family Functioning Assessment (FFA)** Respondent shall complete an Ongoing Family Functioning Assessment addressing each child, as well as appropriate family members, within thirty (30) calendar days following the Case Transfer staffing. The assessment should reflect strengths, needs and changing circumstances affecting the case and shall be documented in Florida Safe Families Network (FSFN), pursuant to Chapter 65C-30.005, FAC and Children and Families Operating Procedure (CFOP) 170-9.

Progress updates shall be completed at least every three (3) months until termination of services and/or at critical juncture. This Ongoing Family Functioning Progress Update will be used to evaluate overall outcome progress and change and will be used to identify specific behavior that demonstrates an enhanced caregiver protective capacity, thus remediation of an identified danger threat. Therefore, the criteria used to assess progress is related to: (1) the specific behavior and (2) caregiver readiness to change.

Related to progress assessment, the completion of the Progress Evaluation will occur when the criteria have been applied to all outcomes in the case plan.

- c) **Family Meeting.** Per the recommendation of the Department of Children and Families (DCF), in order to improve family engagement, a Family Meeting shall be facilitated within 45 calendar days of Case Transfer staffing for all assigned children. This Family Meeting may not be held in conjunction with the case plan conference, as this would not give the family an opportunity to invite all of their own natural supports to participate in this family meeting, unless the family's natural supports are in attendance at the case plan conference or if there are no other natural supports identified at that time. If both parents are not participating, the meeting shall be held without parents in attendance.
- d) **Educational Needs Screening.** Respondent shall ensure that every school aged child placed in out of home care is screened and assessed for educational needs. This requirement can be met through the completion of the comprehensive behavior health assessment for children placed in out of home care. Respondent shall provide referrals and monitor ongoing educational services to assure child's needs are met.
- e) **Collaboration.** Respondent shall work in collaboration with the Child Protection Investigator (CPI) from the time of the Case Transfer to disposition. Further, Respondent shall interact in a professional manner and collaborate with the Sheriff's Office, Guardian ad Litem (GAL), Client Legal Services (CLS), foster parents, relative and non-relative caregivers, and all other entities.
- f) **Correspondence.** Respondent shall ensure that all staff read and respond to emails, memos, phone messages and any other correspondence from Eckerd Connects and other Respondents in a timely manner, typically within one (1) business day.
- g) **Case Record Maintenance.** Respondent shall ensure case records are current and in accordance with Florida Statutes, Florida Administrative Codes, and DCF and Eckerd Connects policies and procedures.
- h) **Advocacy.** Respondent shall serve as an advocate for the child and family.
- i) **Support and Information.** Respondent shall ensure that foster parents, residential group care Respondents, relative/non-relative caregivers, birth parents and other team members are engaged, supported and receive information, including but not limited to: engagement of kinship care and family connections, a copy of the Case Plan and timely notification of staffings and court hearings.
- j) **Service Continuity.** Respondent shall maintain the consistency of the assigned Case Management Organization (CMO) Case Manager and CMO Supervisor throughout service

delivery, to the greatest extent possible, even though multiple agencies may be involved in service provision.

- k) **Mandatory Reporting.** Respondent shall report any and all new incidents of abuse/neglect to the central abuse hotline, as required by Florida Statutes.
- l) **Crisis Response.** Respondent shall respond to and intervene in crisis situations, as required by the individual circumstances of each case. The Respondent shall assist Eckerd Connects and other Respondent staff, as well as share appropriate expertise, in crisis situations, as needed. CMO Operations Management staff must be available 24/7 to address emergencies. This includes availability and response to Eckerd Connects and the Hillsborough County Sheriff's Offices.
- m) **Access to On-Call Services.** Respondent shall communicate and collaborate with the Eckerd Connects Placement Department on any child specific matters that may occur after normal business hours.
- n) **Amendment of Service Array.** To the extent that the Master Agreement requires compliance with new and/or additional obligations or procedures, including but not limited to increased or enhanced provision of services, Respondent agrees to comply with such additional obligations as if contracted for herein.
- o) **Media.** The Respondent will not communicate with the media about any cases (prior to finalized adoption) that the Respondent is assigned to, as a result of the contractual relationship between Respondent and Eckerd Connects, without prior notification and collaboration with Eckerd Connects' Director of External Relations. Additionally, the Respondent will not plan or attend media-related events involving dependent children in Eckerd Connects system of care without prior consent by Eckerd Connects' Director of External Relations.

2. Case Staffing Tasks.

- a) **Staffing Coordination and Documentation.** A staff person, as designated by Respondent, shall be responsible for scheduling, tracking, facilitating, properly documenting in FSFN all staffings, including staffing outcomes, and any necessary follow-up on identified issues/tasks discussed in said staffings.

Reunification, Permanency, Children and Families Operating Procedure (CFOP)170-1 through 170-18 and Closure Staffings must be facilitated by a member of the Respondent's Management staff, which may include Operations Specialists and Assistant Program Directors (this may not be a supervisor). Parents, family members, caregivers, foster parents, the subject children, as age appropriate, relevant service Respondents, natural supports identified by the family, and the Office of the State Attorney shall be invited to attend all permanency staffings, and other staffings, as appropriate. Eckerd Connects Operations staff must receive an invitation to reunification staffings, CFOP 170-1 chapter 9 staffings, and other cases as deemed appropriate. The notification for staffings must occur within five (5) business days prior, when possible, and no less than 72 hours prior to the staffing.

All staffings must be documented by the facilitator in FSFN under the Meeting Icon utilizing the approved case manager and facilitator form.

- b) **Permanency Staffings.** Respondent shall facilitate a permanency staffing for all primary children. For those who have not achieved permanency, a staffing must occur on the ninth month since removal or initiation of services; and minimally every six months thereafter until case closure.
- c) **Case-Specific Staffings.** Respondent shall facilitate other case-specific staffings, including, but not limited to, Case Planning Conferences, Reunification and Case Closure staffings, CFOP 170-1 chapter 9 Staffings, Independent Living Staffings, “After the Fact” Staffings and Family Meetings. All staffings shall be documented in the Meeting Icon in FSFN by the facilitator.
- d) **Staffings Facilitated by Eckerd Connects.** Respondent shall participate in staffings facilitated by Eckerd Connects, including, but not limited to: Case Transfer, Open Service Case Meetings, Utilization Review, separated sibling, Multidisciplinary Team (MDT) staffing, and Permanency Roundtables (PRT).
- e) **Interagency Staffings.** Respondent shall participate in staffings and other services with the Child Protection Team, the Agency for Persons with Disabilities, Foster Care Service Respondents, the Agency for Health Care Administration, and other entities within and outside the Eckerd Connects System of Care, as needed.
- f) **Adoption Sibling Separation Staffing.** Respondent shall be bound by the requirements of Eckerd Connects policies and procedures in relation to the adoption of siblings who are or may be separated. Eckerd Connects will facilitate this staffing. The approval is a joint decision based on recommendations from GAL, Therapist, CM, Caregiver, child (if age appropriate) and court order. Eckerd Connects Director of Adoptions has the final approval.

3. Case Plan Tasks.

- a) **Case Plan Preparation.** Respondent shall prepare initial Case Plans in accordance with s. 39.6011 and 39.6012, Fla. Stat. and Ch. 65C-30, F.A.C. Respondent shall prepare Amended Case Plans in accordance with s. 39.6013, Fla. Stat.
- b) **Case Plan Development.** Respondent shall develop a case plan with a concurrent goal and a twelve (12) month expiration date. Respondent shall ensure that all case planning activities are individualized and use a strength-based approach. Case plans must also be geared towards increasing the parent’s protective capacities while addressing allegations or findings related to the dependency petition or termination of parental rights (TPR) Petition, as well as the Family Functioning Assessment (FFA)/Ongoing FFA. All out of home case plans must include clearly defined conditions for the child to return to the home in which they were removed Further, the Respondent shall ensure that families and caregivers are actively involved in the development of Case Plans to the greatest extent possible, by providing adequate notice of the case plan development, facilitating transportation or telephonic participation, scheduling the conference at the convenience of the family, gathering caregiver input, providing a thorough explanation of the case planning process, and furnishing copies of the Case Plan to all caregivers. Case Plans shall be filed with the court 60 calendar days from the removal date or 72 hours from disposition, whichever occurs first. Respondents shall also complete a separate case planning conference meeting with a child 14 years of age or older who is in Out of Home Care (OHC) with an opportunity for such a child to invite any of their natural or identified supports to participate in the meeting. The case plan conference will be documented in the FSFN Meeting Icon.

- c) **Case Plan Services.** Respondent shall ensure that each child served, as well as his/her family and caregiver(s), receives services based on the established Case Plan. Respondent shall be responsible for the implementation, coordination, and oversight of Case Plans, in conjunction with the family and other team members. Respondent shall monitor and review case plans through documented supervision with team members.
- d) **Case Plan Goals.** Provide evidence through case record documentation that case plan goals are specific to the needs of the family, objective and measurable; and provide evidence, through case record documentation of client's progress towards behavior change or lack of progress toward behavior change, in meeting the goals of the case plan.

4. Service Provision Tasks.

- a) **Service Referral and Coordination.** Respondent shall coordinate services to ensure that children have access to needed services, including dental/medical/therapeutic treatment, educational services, religious activities and other extracurricular activities. Respondent is responsible for providing referrals and follow-up monitoring to ensure preventive, emergency, ongoing medical and dental needs of children are addressed, pursuant to Chapters 65C-28.003 and 65C-13.007, FAC.
- b) **Documentation of Service Needs and Eligibility.** Respondent shall submit complete documentation for services requested or rendered to assigned children and families within established timeframes and in compliance with other standards set forth by statute, Medicaid rules, and Eckerd Connects policies and procedures. Required documentation may include progress notes, assessments, Case Plans or other case records.
 - a) All activities, including service referrals, must be documented in FSFN in the appropriate "tabs" and/or chronological notes as identified by the Department. Further, Respondent shall maintain effective contact and communication with Eckerd Connects, parents, caregivers, the Office of the State Attorney, Guardians ad Litem, Attorneys ad Litem, the CPI Division, law enforcement agencies, Clerk of Court, the Judiciary, direct service Respondents, and all other entities necessary to ensure efficient and coordinated delivery of services and supports for all children and families served.
 - b) All Respondent staff performing case management functions must have a working knowledge of the Child Welfare Prepaid Mental Health Plan (Sunshine or its successor) as well as Medicaid mental health services and programs.
- c) **Parental Consent.** Respondent shall ensure that when children have been declared dependent by the court, unless a court order provides to the contrary, parents have, in addition to the rights accorded by s. 39.407, Fla. Stat., the right to consent to:
 - 1) Medical care and/or treatment, except for routine medical treatment where the parent or legal guardian is not available,
 - 2) Individual Education Plans (IEP) and other educational services,
 - 3) Enlistment in armed forces,
 - 4) Marriage,
 - 5) Surrender of parental rights,
 - 6) Tattoos and body piercings, and
 - 7) Birth control, unless the subject child is a parent, is pregnant, or may, in the opinion of the physician, suffer probable health hazards if such services are not provided.

- d) **Compliance with Interagency Agreements.** Respondent shall comply with all requirements and responsibilities assigned to the Eckerd Connects System of Care, as outlined in working agreements, memoranda of understanding or memoranda of agreement entered into by Eckerd Connects with other entities that address topics relevant to the services furnished by Respondent under this Subcontract, including but not limited to the CPI Division of the Hillsborough County Sheriff's Office, CPI Division of the Pasco County Sheriff's Office Out of County Services (OCS) Statewide Workgroup, Department of Education, Department of Juvenile Justice, Agency for Workforce Innovation, and the Agency for Persons with Disabilities.
- e) **Transportation.** Respondent shall facilitate, coordinate and/or furnish transportation for all children to appointments, including but not limited to: medical, dental, mental health, court, and visitation. Additionally, Respondent shall make every reasonable effort to accommodate the transportation needs of each child due to varied individual interests and activities.
- f) **Visitation.** Unless prohibited by court order, Respondent shall ensure that children are provided regular opportunities to visit parents, siblings, relatives or other persons with whom the court has permitted visitation. In exigent circumstances wherein it would be detrimental to the child's safety or well-being to continue visitation with a parent, Respondent must immediately notify the CLS of the circumstances and request that an emergency motion be filed with the court to suspend or modify visitation. Respondent shall document the circumstances supporting the request, as well as all attempts to contact the CLS, the child's parents and all other parties. The visitation schedule shall be identified/documented through a Family Time Transition Plan and filed with the court.
- g) **Runaway Prevention and Recovery.** Respondent shall assist and cooperate in locating children who have eloped (i.e. runaways) and in returning them to their assigned placements or other appropriate locations. Respondent shall also complete and submit the Missing Child Report, as prescribed by Eckerd Connects policies and procedures, and shall attend and document the debriefing and runaway staffings held for any assigned children who have eloped.
- h) **Client Confidentiality.** All case management and/or adoption records, regardless of the format in which such records are kept, are the property of the Department, and as such, they must be maintained, held, and kept confidential, as set forth by federal and state law as well as Eckerd Connects policies and procedures.
- i) **Case Closure.** Within ten (10) business days following case closure, Respondent shall complete and submit for approval to Eckerd Connects Records Department all case closure documentation, as required by Eckerd Connects policies and procedures, including a copy of the executed court order terminating protective supervision and/or jurisdiction. All efforts made by Respondent to obtain a copy of the executed court order from the CLS shall be documented in the case record. Upon approval of the submitted closure documentation, Eckerd Connects Data Services shall initiate complete inactivation of the closed case in FSFN.
- j) **Home Studies.** Complete and upload Unified Home Studies in FSFN for relative and non-relative placements. Complete abbreviated reunification home studies and file with the court in Pasco County.

5. Case Management Supervision Service Tasks.

- a) **Face-to-Face Contact.** Respondent shall make face-to-face contacts with all assigned children; a minimum of one (1) face-to-face contact in the child's primary residence must occur every thirty (30) days, as defined in Chapter 65C-30.007, FAC. If face-to-face contact with the child is not completed by the 28th day, the CMO must provide explanation to Eckerd Connects Director of Support Services. The Case Manager shall document face-to-face visits with all assigned children and all visits must be documented in FSFN immediately, but no later than within two (2) business days of the event.
- a) The assigned Case Manager must assess risk in the Traditional model by completing a face-to-face visit with the child and the caregiver at the child's current residence at least once every thirty (30) days. At least once every three (3) months, the Case Manager shall complete an unannounced visit to assess probable risk in the child's current residence. Risk levels are: low (1-2 face-to-face visits each month), moderate (3 face-to-face visits each month) and high (weekly face-to-face visits or more).
- b) Pursuant to Safety Methodology Practice Guidelines, Respondent shall maintain or develop written safety plans on an individual basis, dependent upon the needs of each individual child and family. Respondent must include all parties in the development, review and approval of the safety plan, and shall ensure that all parties are in agreement with the content of the safety plan. Safety Plans shall be based on the analysis of danger threats (purpose of safety plan), the identification of how the threat will be managed and the determination of the least intrusive course of action to ensure child protection. If a modification to the plan is required and is based on continual assessment of child safety the safety plan monitoring shall be made only through a Safety Plan developed by the Case Manager and approved by the Case Manager Supervisor, and signed by all participants in the Safety Plan, as documented in FSFN.
- c) Contacts occurring outside the child's primary residence must occur in an environment that is critical to the life of the child, such as an early education or child care program, school setting, or therapeutic setting.
- d) If the primary case manager and the Out of County Services case manager are within the same judicial circuit, the primary case manager is required to conduct a face-to-face visit one time per quarter on the second month of the quarter.
- b) **Initial Contact.** No later than two (2) business days following case assignment at the Case Transfer staffing, Respondent shall make initial, in-home, face-to-face contact with each assigned child. For out of county children, the request for OCS Services shall be made within two (2) business days. For cases assigned to Respondent outside the Case Transfer staffing process, such as those assignments made pursuant to Pro Se Motions, Out of County Service (OCS) requests, or the Interstate Compact on the Placement of Children (ICPC) process, the initial, in-home, face-to-face contact with each child shall occur within five (5) business days of Eckerd Connects notice to Respondent of the assignment.
- c) **Contact during Shelter Status in Licensed Placements.** Respondent shall conduct face-to-face contacts with assigned children and their caregivers in the child's residence at least once every seven (7) calendar days during the period the child remains in shelter status in a licensed home or facility/until adjudication.
- d) **Contact with Children Placed with Relatives /Non-Relatives.** Respondent shall conduct face-to-face contacts with assigned children placed with relatives or non-relatives following

removal. Specifically, the CMO Case Manager shall visit children and caregivers in the residence at least once every seven (7) calendar days during the period the child remains in shelter status/ until adjudication. After the first thirty (30) calendar days, the frequency of contacts may be modified to no less frequently than once every thirty (30) days. The CMO Case Manager must document a safety plan to include the recommended frequency of contacts and shall seek approval of the safety plan by the CMO Supervisor.

- e) **Parental Contact.** Respondent shall, at a minimum, conduct face-to-face contact at least every 30 calendar days with each parent (including locally incarcerated parents), for all cases in which the parental rights have not yet been terminated, and document the contact in FSFN. Parents that are incarcerated out of circuit must be communicated with on a monthly basis via telephone, internet, or in writing. The contact with the parents must be clearly documented in FSFN.
- f) **Failed Attempts to Make Contact.** Document any inability to complete contacts at required levels and all attempts in FSFN immediately, but no later than within two (2) business days of the event.
- g) **Separated Families Visitation.** Initial visitation with separated families shall commence within 7-10 calendar days of the case being accepted and continue with regular visits as determined by the case plan. The Case Manager shall arrange for ongoing family and sibling visitation as per Statute, Rule, policy and contractual requirements through the development of a Family Time Transition Plan.
- h) **Exceptions.** In cases where children are out of the area and/or have existing circumstances that indicate a less intensive approach than the levels stated above, the need for, type and frequency of contacts by the CMO Primary Case Manager shall be made on a case-by-case basis by Respondent staff supervisors and the case staffing process. Respondent is responsible for requesting courtesy supervision for all children placed out of the area in accordance with Eckerd Connects policies and procedures.
- i) **Supervisory Case Reviews.**
 - 1) Ensure a supervisory review, utilizing the State Mentoring and Modeling Qualitative Discussion model, is completed on all cases no less than every 90 calendar days and more frequently depending on the Respondent's assessment of the assigned worker.
 - 2) A supervisory review is required at a minimum of every ninety (90) calendar days.

Ensure that supervisory consults are conducted and documented in FSFN to ensure continued direction and guidance on safety, permanency and assigned case tasks. Ensure that a supervisory consultation is completed within 5 calendar days following a case transfer to ensure sufficiency of the safety plan.
- j) **Community Contacts.** On behalf of the children and families served, Respondent shall maintain contacts with other agencies in the community to ensure the continuity of care.
- k) **Transition Planning.** At the close of each active case, Respondent shall develop for each family a plan detailing recommendations for the family, including a list of appropriate referrals to community resources to support the family, promote self-sufficiency and prevent recidivism. Including the CMO Case Manager's chain of command contact information.

6. Child Welfare Case Management Service Tasks.

- a) **Exit Interviews.** Respondent shall ensure that for every child age five (5) years of age and older, who leaves a licensed out of home care placement and has resided in that placement for thirty (30) consecutive calendar days or longer, a face-to-face exit interview is completed by the Respondent within five (5) calendar days of the child's exit from the placement. If face-to-face contact cannot be made, documentation must be provided in FSFN and on the child exit survey.
- b) **Review of Foster Parent Performance.** Respondent shall ensure that the assigned Case Manager completes a Review of Foster Parent Performance for all foster family homes from which a child exits, after having resided there for a period of thirty (30) calendar days or longer, or upon the request of a foster home licensing agency conducting relicensing activities for foster homes where an assigned child remains.
- c) **Medical Foster Care.** Respondent shall initiate the services of Medical Foster Care when appropriate and shall participate in activities with the Department of Health, Children's Medical Services, the Agency for Healthcare Administration (AHCA) and other entities involved in the Medical Foster Home program.
- d) **Child Resource Record (CRR).** Respondent shall ensure that the Child Resource Record (CRR) for each assigned child is furnished to that child's caregiver, along with information and instructions regarding the upkeep and use of the CRR, in accordance with Eckerd Connects policies and procedures. Respondent shall ensure that a copy of the CRR is provided to each child's parent at the time of reunification and/or to the child's relative or non-relative caregiver when placed in the home of a relative or non-relative after having been placed in a licensed foster home.
- e) **CFOP 170-11 Child Placement Agreement.** Pursuant to CFOP 170-11, Respondent shall develop or maintain Child Placement Agreements on an individual basis, dependent upon the needs of each individual child and family. Respondent must include all parties in the development, review and approval of the Child Placement Agreement, and shall ensure that all parties are in agreement with the content of the Child Placement Agreement.
 - 1) The Child Placement Agreement must be updated by the Respondent and signed by all parties within five (5) days of a new placement. If the Respondent is not aware of the move, the CMO must complete the safety plan the same day they become aware of the move.
 - 2) If circumstances arise wherein a new Child Placement Agreement is needed or an update to an existing safety plan is needed, it is the responsibility of the Respondent to initiate/update the safety plan, ensure that it is signed by all relevant parties, and provide a copy to the caregiver. In the case a child's therapist recommends discontinuation of the CFOP 175-88 Safety Plan, Respondent shall notify Eckerd Connects' Clinical Supervisor.
 - 3) Respondent shall include all Child Placement Agreements and contacts in the Child's Resource Record and shall provide a copy thereof to Eckerd Connects Placement Services and to the caregiver for children placed in out of home care.

- 4) Respondent shall comply with Eckerd Connects policies and procedures regarding the Prevention and Placement of Child Victims and Aggressors in Substitute Care in serving children who are sexual abuse victims or aggressors.
- f) **Timely Notice of Placement Changes.** Respondent understands and agrees that if Respondent fails to report a change of placement that results in an unnecessary payment to a residential facility or a foster home, the amount of the unnecessary payment may be recovered from Respondent by Eckerd Connects.
- 1) Respondent shall furnish proper notification through the Eckerd Connects designated information system of all temporary placement interruptions, such as elopements, hospitalizations, visits, juvenile detention, or other occurrences with a specified end date, as well as **all** placement changes outside of licensed care settings, such as a move from a foster home to a relative or a move from a non-relative to a different non-relative, within twenty-four (24) hours of the move or, if the 24 hour period would end after normal business hours, notification must occur prior to close of business on the next business day. The Eckerd Connects Data Management staff will track and report on all placement activities for which proper notification was not provided.
 - 2) Respondent shall furnish proper notification to Eckerd Connects Placement Services of all placement changes or changes in placement type within a licensed setting, including but not limited to moves from one foster home to another or a step up/down within same home, within twenty-four (24) hours of the change, or if the 24 hour period would end after normal business hours, notification must occur prior to close of business on the next business day.
 - 3) All new licensed placements, placement changes within licensed care or changes in the type of placement must be made by Eckerd Connects Placement Services.
- g) **Missing Child Report Forms.** Respondent shall ensure that all missing children reporting forms (MCRF) are filed within twenty-four (24) hours of the Case Manager or other Respondent staff member being notified. Respondent shall also ensure all parties to the case are notified of the run event within 24 hours. Respondent shall also ensure an order to take into custody is obtained within 24 hours and an Incident Report must be completed (as outlined in CFOP 215-6). If the child remains missing, Respondent shall ensure that efforts to locate the child are completed weekly until the child is recovered and efforts to locate are entered into FSFN within 24 hours of the effort being completed. Upon recovery, provider shall ensure the recovery form is completed in FSFN within 24 hours and that the child is interviewed/debriefed within 24 hour. All requirements above are in accordance with Eckerd Connects policies and procedures pursuant to Rule 65C-30.019.
- h) **Psychotropic Medication.** Respondent shall ensure that FSFN accurately reflects all child(ren) prescribed psychotropic medication(s) and that all data elements associated with psychotropic medications are timely and accurately completed. Respondent shall ensure that the case file contains a valid court order or other legally acceptable documentation of express and informed parental consent to administer psychotropic medications to the subject child. Respondent shall ensure that a copy of the parental consent or court order is provided to the caregiver immediately upon placement. For newly prescribed psychotropic medications or other changes requiring a new court order or consent, Respondent shall send the new court order or consent to the caregiver within one business day of receipt of the consent/court order. Respondent shall ensure that copies of all medication logs are received monthly from the caregiver and are

maintained in the child's permanent record. All other documentation required by or relevant statutory authority must be included within the case record and/or filed with the court.

- i) **Integration of Behavioral Health Services.** Respondent shall ensure the coordination and integration of behavioral health and social services for child in Out of Home Care placements who present with mental health, substance abuse, and behavioral health challenges in order to stabilize assigned children in their identified placement, school, and the community.
- j) **Human Trafficking Screening Tool (HTST).** Respondent shall assess any child or young adult suspected of being sexually exploited, using the "Human Trafficking Screening Tool" (CF FSP 5406 and 65C-43.001 F.A.C.). Any professional administering the HTST must meet the training requirements set forth in s. 409.1754 and Rule 65C-43.005, F.A. C. and must have completed the Department approved training for the HTST prior to administering the tool. Case management staff will be trained on Human Trafficking and trained to administer the Human Trafficking tool within six (6) months of becoming Child Welfare Certified. Training includes attending the 6 hour training on Human Trafficking provided by Eckerd Connects and community partners quarterly. HTST training is included in the quarterly training. All instructions for notification, filing, documentation in JRSSR, etc. will be followed pursuant to CFOP 170-14. For children who meet criteria, based on the indicators, the case manager will have thirty (30) calendar days in which to initiate the tool. Completion of the tool shall be done within ninety (90) calendar days of identifying the indicators. If unable to complete within the above timeframes, attempts are to be documented in FSFN. If the completed tool reveals the child to be suspected of involvement in HT, provider will ensure notification to the Abuse Hotline is made. The completed tool is to be provided to the Eckerd Connects Missing Child Specialist and uploaded to the file cabinet in FSFN and ASK. Respondent will ensure the Provider assigned to a case with an open abuse report participates in HT MDT staffing initiated by CPI as required in CFOP 170-14. Respondent will ensure that all Case Managers who have completed HT training will remain up to date on completion of quarterly hours as required in CFOP 170-14. Quarterly training documentation shall be provided to the Eckerd Connects Missing Child Specialist for each Case manager as requested.

7. Independent Living and Normalcy Activities.

The Respondent shall provide such children and young adults with opportunities to participate, in their foster family homes and in their communities, in life skills activities which are reasonable and appropriate for their respective ages, and the Respondent shall provide them with services to build their skills and increase their ability to live independently and become self-sufficient, as described in s. 409.1451, Fla. Stat. and in accordance with "Community-Based Care Lead Agency Standards for Independent Living Transitional Services" (dated 2/21/13). Accordingly, Respondent shall:

- a) Ensure all children who enter the system of licensed care at the age of 13 or older, or who turn 13 years old while receiving services, are participating in Life Skills Training and are aware of their ability to stay in extended foster care until the age of 21, or 22 if the child has a qualifying disability.
- b) Ensure that an Independent Living checklist is completed at the time of the Case Transfer Staffing.
- c) Pursuant to Chapter 65C-30.007(10), FAC, "Normalcy for Adolescents and Teenagers in the Custody of the Department," ensure that caregivers allow and encourage children to engage in

social and extracurricular activities to promote social development, when appropriate according to the child's age and maturity level.

- d) Ensure that caregivers arrange for and/or provide transportation for each child to and from work and job interviews, if applicable.
- e) During each monthly visit, ensure that the child's caregiver has completed the Eckerd Connects-approved Life Skills Plan and that an updated copy is maintained in the child's CRR and filed with the Judicial Review Social Study Report (JRSSR). The Life Skills Plan shall contain documentation that the child was provided with training on a minimum of one life skills topic per month.
- f) Case Managers shall be responsible for entering Independent Living Life Skills information into the FSFN IL tab for all child in licensed foster homes. Case managers should obtain IL training information from the child's placement during home visits and maintain a copy in the CRR.
- g) Work with the Independent Living Provider to ensure that the needs of each eligible child in Out of Home Care Independent Living are addressed at each permanency review and ensure that the Independent Living Provider is invited to court hearings.
- h) Notify the Independent Living Provider of any changes to placement or legal status for child in Residential Group Care placements.
- i) Ensure all appropriate parties are notified and invited to all staffings, including but not limited to parents and State Attorney's Office.
- j) Obtain all necessary documentation for inclusion in the Case Plan and Judicial Reviews, including, but not limited to: child's Identification Card, Birth Certificate and Social Security Card
- k) Ensure that child who are receiving Supplemental Security Income (SSI) apply for SSI as an adult prior to aging out of care.
- l) Facilitate and follow up on all CBC referrals to service providers to ensure that needed services are provided in a timely manner (i.e. mental health and substance abuse counseling; life skills classes, including credit management and preventive health activities; parenting classes; job skills training; temporary financial assistance; and those services necessary to prevent homelessness).
- m) Obtain a copy of a consumer credit history report from the Independent Living Specialist or other Eckerd Connects representative for any child age 14 or older. Respondent is responsible for reviewing the report with the child, assisting with interpretation and resolving any inaccuracies in the report. Respondent shall also review and file with the courts the child's associated statement of understanding.
- n) Ensure case transfer to Independent Living provider for all children in licensed care turning age 18 that are eligible for continued services. Respondent shall ensure attendance by the child at this case transfer staffing. If the child is not able to attend the staffing face to face, Respondent shall document the reason why the child is not able to attend in FSFN.

8. Timely Permanency through Adoption.

Respondent shall proactively work within the Eckerd System of Care to move children towards their designated Case Plan permanency goal. When adoption is the permanency goal, Respondent shall work with the CLS and others to ensure that all tasks associated with moving a child towards termination of parental rights are completed in a timely manner.

9. Court Related Case Management Service Tasks.

- a) **Court Attendance and Testimony.** Respondent shall attend all judicial proceedings regarding assigned cases, ensuring that the assigned CMO Case Manager and/or agency supervisor are present and knowledgeable regarding the circumstances of the case. The Respondent will document all judicial proceedings in FSFN immediately, but no later than within two (2) business days of such hearing. Respondent representative(s) shall have gathered all information and documentation necessary prior to the scheduled court date.
- b) **Required Reports and Legal Filings.** Respondent shall prepare and implement reports and documents as required by state or federal law, court order, Eckerd Connects policies and procedures, or other relevant authority, within timeframes that allow for supervisory review and approval to ensure the accuracy and thoroughness of these reports and documents. Said reports and documents shall be delivered by Respondent to the CLS no later than ten (10) calendar days prior to the scheduled court date, to permit the CLS to review the submissions for legal sufficiency, prepare for the scheduled proceeding, and to timely file the reports and/or documents within statutorily mandated timeframes. Within fourteen (14) business days of notification that a Client Trust Fund account has been established for a child in licensed out of home care, Respondent shall file the required forms with the court; Respondent shall also file the required Client Trust forms at all Judicial Review hearings until court supervision is terminated.
- c) **Case Plan Monitoring.** Respondent shall monitor each child's Case Plan on a monthly basis and shall properly file with CLS proposed changes to the Case Plan, in advance of any scheduled judicial proceedings. All such changes and filings must be documented by Respondent in FSFN.
- d) **Involvement of Placement Providers.** Respondent shall notify all placement providers, mental health providers, and licensing agencies regarding court dates, court orders, and other outcomes of court proceedings, to ensure that all necessary consultation occurs prior to scheduled court dates. Said consultation shall include the Single Point of Access (SPOA), for children who are in placements requiring court orders, such as Statewide Inpatient Psychiatric Programs (SIPP) and/or Specialized Therapeutic Group Homes (STGH).
- e) **Judicial Reviews.** Respondent shall comply with all aspects of state and federal law, as well as Eckerd Connects policies and procedures, including, but not limited to s. 39.701, Fla. Stat., as they relate to the requirements for appropriate Judicial Reviews. Respondent shall accurately input all outcomes of Judicial Review Hearings in FSFN within two (2) business days following the Judicial Review hearing.
- f) **Compliance with Court Orders.** Respondent is responsible for compliance with all court orders issued in assigned cases. Respondent shall communicate barriers to compliance with the CLS and shall document said communication in the FSFN case record. In addition to being responsible for any fines, penalties or other sanctions entered by the Court against Respondent,

as outlined in the indemnification provisions of this Subcontract, Respondent shall be responsible for any fines, penalties, sanctions, or damages incurred by Eckerd Connects as a result of the acts or omissions of Respondent.

- g) **Purchase of Service.** Respondent shall utilize Purchase of Service requests for those services and activities outside the scope of services normally provided under this Subcontract. Respondent shall ensure that all other available resources have been utilized prior to requesting a purchase of service. Respondent shall refer to the Eckerd Connects Purchase of Child Services Request Policy and Procedure OHC-OG10.
- h) **Child Client Trust Fund Accounts.** Facilitate the utilization of the child's Master Trust account through submission of an expenditure plan and a withdrawal form. Respondent shall follow all applicable procedures for the management of client trust fund accounts, as outlined in Eckerd Connects Client Trust Fund Procedure incorporated herein by reference.
 - 1) The Case Management Organization shall advise the court of the establishment of the Master Trust Account within fourteen (14) business days of notification by the Eckerd Connects Accounting Department.
 - 2) Respondent shall review the Notice of Fee Assessment and Rights of Foster Child Regarding Government Benefits form with a client within fourteen (14) business days of notification from Eckerd Connects that an account has been established. Once reviewed, Respondent shall complete a Notice of Filing and submit a copy of the Notice of Fee Assessment and Rights of Foster Child Regarding Government Benefits to the court and to Eckerd Connects. The Respondent will return the Notice of Filing Attestation to Eckerd Connects along with the Notice of Fee Assessment and Rights of Foster Child Regarding Government Benefits to Eckerd Connects. The Respondent shall file the Notice of Fee Assessment and Rights of Foster Child Regarding Government Benefits with every JRSSR along with the latest transaction report.
 - 3) An original receipt shall be submitted to the Eckerd Connects Client Trust Specialist for all expenditures within thirty (30) business days of receipt. If an online purchase is made, all packing slips (or box labels if packing slip is not included) must be sent to Eckerd Connects Client Trust Fund Specialist within ten (10) business days of receipt of items.
 - 4) In no event shall a child's Master Trust account exceed \$2,000.00. In the event that a child's account exceeds \$1,500.00, the Respondent's Case Manager shall submit an expenditure plan for the subsequent three months. The Respondent's Case Management Organization shall be responsible for payment of any expenditures that are not consistent with Social Security Guidelines and for any receipts not submitted within 30 calendar days of check issuance. If a client's balance exceeds \$2000 asset limit at the end of any given month, the Respondent will be responsible for any benefits lost/returned to Social Security.

C. Performance Outcomes and Quality of the Services to be provided limited to 10 pages.

Maximum points possible = 10

- 1. Please provide detail on the formal quality mechanisms that are in place in your organization and how those formal quality mechanisms result in consistent high quality service provision. Please include information on who is responsible for ensuring that the quality standards in the organization are maintained.

2. Explain how you will meet the outcome measures and how you will capture and report on the DCF outcome data as outlined below in “**Current Outcome and Performance Measures for Case Management Services**”.
3. Explain how success of the proposed service delivery structure will be measured. List the expected outcomes, performance indicators, targets and description of how each measure will be calculated and tracked.
4. Include a description of your plan for linking outcomes and your evaluation system to the existing **CBC Lead Agency Quality Assurance Plan** and the **Child and Family Services Review (CFSR)** standards.

Related Exhibits

5. None

Current Outcome and Performance Measures for Case Management Services:

The quality of service provision will be determined through measurement against the following performance targets, which are set forth in the DCF Master Agreements #QJ3E0 and QJ511:

#	Contract Measures	Current Target
1	Rate of abuse or neglect per day while in foster care	≤8.50
2	Percentage of children under supervision who are seen every thirty (30) days	≥99.5%
3	Children exiting foster care to a permanent home within twelve (12) months of entering care	40.5%
4	Children who do not re-enter foster care within twelve (12) months of moving to a permanent home	≥91.7%
5	Children’s placement moves per 1,000 days in foster care	≤4.12
6	Percent of children in out of home care who have received medical services in the last twelve (12) months	≥95%
7	Percent of children in out of home care who have received dental services within the last seven (7) months	≥95%
8	Percent of young adults in foster care at age 18 that have completed or are enrolled in secondary education	≥80%
9	Percent of children who are not neglected or abused during in home services	≥95%
10	Percent of children who are not neglected or abused within six (6) months after receiving in home or out of home services	≥95%
11	Percent of children achieving permanency for children in foster care 12 to 23 months	43.7%
12	Average daily rate of children who are missing per 1,000 children in out of home care	≤10
13	Reduction in number of children in out of home care (YTD)	5%
14	Reduction in number of children in licensed foster care (YTD)	5%
15	Reduction in number of children remaining in out of home care greater than twelve (12) months (YTD)	5%
16	Percent of children achieving permanency before the age of eighteen (18) (YTD)	≥93.0%

Respondent shall also complete all action tasks identified by Rapid Safety Feedback (RSF) reviews completed by the Eckerd Community Alternative Quality Management Department.

D. Transition Plan to be provided limited to 5 pages.

Maximum points possible = 5

The technical proposal must include a plan detailing the Respondent's strategy for transition of the Case Management Services described in this ITN from the current Respondent. Failure to submit a Transition Plan will result in the disqualification of the proposal. The plan must include specific detail regarding transition logistics and must also include the following stipulations:

1. The plan must be initiated no later than one (1) business day after the protest deadline as identified in Section VI. Schedule of Events and Deadlines at no cost to Eckerd Connects. The Respondent shall detail any organizational experience and history with any large scale transitional implementation(s) similar to what is required by this ITN.
2. At the conclusion of contract negotiations, a final transition plan detailing phase-in to full operations will be mutually developed between Eckerd Connects, the successful Respondent, and the incumbent Case Management Services Provider.

XXII. Oral Presentation Evaluation

Respondents who are invited to the oral presentation phase will have up to two hours to answer six questions – three of which are standard for each agency that is invited to make an oral presentation, and at least three questions specifically developed by the Evaluation Team to clarify elements of the agency's written response.

Maximum points possible = 30

1. Based on your written response to Section A. and the related exhibits only, please describe why your organization should be chosen.
2. Based on your written response to Section B. and the related exhibits only, please explain your operational plan to execute the requirement of the pending contract.
3. Based on your written response to Section C., please explain your plan to ensure quality and exceptional outcomes.
4. Agency-specific question 1
5. Agency-specific question 2
6. Agency-specific question 3

Note: Attachments A-G are available on individual forms, to be downloaded from the procurement section at www.eckerd.org. If you experience any difficulty in obtaining those forms, please contact Jason Thomas at jthomas@eckerd.org. Respondent is responsible for developing and submitting Exhibits 1-5.

XXIII. Required Attachments

A. Attachment A: Authorization

B. Attachment B: Affidavit of Service Provider Standards

C. Attachment C: Lobbying

D. Attachment D: Debarment

E. Attachment E: Convicted Vendor

F. Attachment F: Conflict of Interest

G. Attachment G: Proposed Budget