



Allegheny County Department *of* Human Services

Request for Proposals

Re-procurement of Family Preservation Services: Case Management, Agency-Delivered Home Management, Kin-Delivered Home Management and Parenting Skills

RFP Posting:

Thursday, June 25, 2026

Questions Deadline:

3 p.m. Eastern Time on Thursday, August 20, 2026

Submission Deadline:

3 p.m. Eastern Time on Thursday, September 3, 2026

Estimated Award Decision/Notification:

November 2026

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Acronyms and Definitions

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

1. Agency-Delivered Home Management Service: Services delivered by professional staff that aim to improve quality of life in a household and provide support to families through activities like housekeeping, home safety improvements, running errands and meal support
2. Agreement: A contract negotiated between Allegheny County and the Successful Proposer to provide the Contract Services
3. Allegheny County: A home rule county and political subdivision of the Commonwealth of Pennsylvania
4. Bonfire: The County's online procurement software. Proposers must have a Bonfire account to submit a Response to this RFP.
5. Case Management Service: A service aiming to improve family functioning and prevent home removal through resource coordination and case management in the home
6. Child Welfare Office: DHS's child welfare office, also known as Children, Youth and Families (CYF), provides the majority of child and family safety and protection programming in Allegheny County.
7. Child Welfare Investigation: Child welfare process by which caseworkers review family interactions and living conditions to assess risk of child maltreatment and neglect in response to a child welfare referral
8. Contract Services: The specific services that the Successful Proposer agrees to provide to the County in response to this RFP, as more particularly described in the Scope of Services in the Agreement
9. Cost-Reimbursement (Program Funded): A contract reimbursement model in which a total contract amount is established for all program operating costs
10. DHS: [Allegheny County] Department of Human Services
11. DHS Bonfire Portal: A Bonfire webpage specific to Allegheny County Department of Human Services where Proposers can view open, past and awarded solicitations released through Bonfire
12. Evidence-Based Program (EBP): A program that has empirical evidence supporting its efficacy
13. Face-to-Face Contact: In-person communication between individuals
14. Family Preservation Services: Services that aim to preserve the family unit before any child removal or further intensive child welfare involvement occurs
15. Fee-for-Service: A contract reimbursement model in which a per-client rate is established and billing is based on the number of clients served
16. FFT LLC: The model developer organization of Functional Family Therapy modalities

17. Functional Family Therapy – Child Welfare Low-Risk Track (FFT-CW Low-Risk): A case management model that utilizes a strengths-based approach to supporting families at risk of child welfare involvement
18. Individual Service Plan (ISP): A service plan developed by the child welfare caseworker based on the family's assessed needs
19. Kin: Relatives of the family receiving an intervention or service
20. Kin-Delivered Home Management Service: Services delivered by designated kin that aim to improve quality of life in a household and provide support to families through activities like housekeeping, home safety improvements, running errands and meal support. Kin are paid for their efforts by a professional organization.
21. Nurturing Parenting: A parenting EBP that addresses abusive or neglectful parenting through skill-building lessons, with the ultimate goal of reducing child welfare recidivism
22. Open Child Welfare Case: Status of a family that has been referred to child welfare, investigated and identified as requiring child welfare monitoring to ensure child safety
23. Parent-Teen Conflict Service: A type of parenting skills service that aims to resolve intense conflict between parents and older youth by promoting positive communication between both parties, preventing home removal or further intensive child welfare involvement
24. Parenting Skills Services: Services that aims to strengthen parent-child attachment and prevent home removal or further systems involvement by improving skills in areas such as child development, communication, non-violent discipline practices and child behavior management
25. Positive Parenting Program (Triple P): A parenting EBP that encourages positive parenting skills to address child behavioral or emotional concerns
26. Preservation and Prevention Services: Sometimes called In-Home Services; An array of services provided through the County in which human services providers address the circumstances posing risk of harm to children; Designed to prevent their removal from home for the first time or for an additional time after having returned home following a stay in out-of-home care
27. Proposal: A completed Response Form, with specified attachments, submitted in response to this RFP
28. Proposer: The individual, non-profit organization, or for-profit organization or business submitting a Proposal in response to this RFP
29. Response Form: The Word document in which Proposers respond to requested information about this RFP
30. RFP: Request for Proposals
31. RFP Opportunity Page: The Bonfire webpage where the RFP and all supporting documents are listed and where RFP submission documents must be uploaded for a Proposal to be considered for review
32. Successful Proposer: The Proposer(s) selected by the County to provide the Contract Services

Other terms shall have the meaning or definition as stated in the RFP.

The RFP at a Glance

Purpose

The Department of Human Services (DHS), on behalf of Allegheny County, is seeking Proposals to offer family preservation services to families with children at risk of maltreatment and child welfare involvement including home removal. Specifically, DHS plans to procure three distinct types of family preservation services:

- Case management
- Home management (Kin-delivered and Agency-delivered)
- Parenting skills (Nurturing Parenting, Triple P and Parent-Teen Conflict)

Proposer(s) may elect to offer one or multiple of these services. **Proposers electing to offer multiple services must complete the RFP response form for each service.**

Family preservation services are an essential part of DHS's child welfare service continuum that provides timely, quality and individualized services to keep vulnerable families safe and together. Through a review of existing services and current best practice, DHS identified opportunities to improve its family preservation service array through 1) application of evidence-based programs (EBPs), 2) clarification of provider performance expectations and 3) development of sustainable natural supports through formal partnerships with kin.

Award Details

DHS intends to award a contract to one or more Successful Proposers to provide the services described in this RFP. The initial contract(s) will be for one year, with a County option to renew. Proposers must justify and explain all costs listed in their Proposal. DHS will consider all proposed costs for reasonableness and will negotiate final budgets with the Successful Proposer(s). DHS anticipates funding Successful Proposer(s) for their initial contract term on a cost-reimbursed (i.e., program funded) basis but expects to transition contracts to fee-for-service reimbursement following a negotiated start-up period.

Who can submit a Proposal

Anyone, including but not limited to non-profit organizations, for-profit organizations, small businesses and individuals, is eligible to submit a Proposal in response to this RFP. Proposers do not need to have an existing contract with Allegheny County to apply, but they must meet all of Allegheny County's contractual requirements (see Section 6: Contract Requirements for Successful Proposers) and have the programmatic, financial and staffing capabilities to provide the Contracted Services.

Collaborative Proposals, in which two or more organizations partner together to submit one Proposal, are permitted. See Section 4.1.c for details.

While this RFP is open to both new and existing providers, **current providers of these services must apply for continued funding through this RFP.** This includes providers contracted through DHS's Office of Children, Youth and Families (CYF) to deliver in-home services, parenting education and parent-teen mediation.

Proposals must be submitted electronically by logging into or creating an account on [Bonfire](#) (See Section 4: How to Submit a Proposal).

What's important to us

We are seeking Proposers for family preservation services that demonstrate:

- Readiness to work with families referred to our child welfare office and to treat them with empathy, compassion and understanding.
- Experience delivering services to families through a trauma-informed lens.
- Ability to monitor and evaluate progress to ensure services are delivered effectively and adjusted as needed.
- Willingness to be flexible with service offerings to limit family barriers to participation.
- A strengths-based, family empowerment mindset.

Specific to the case management service, DHS is also seeking Proposers that demonstrate:

- The ability to rapidly connect with referred families to begin service delivery and immediately start to work toward resolving the risks that may lead to child maltreatment and home removal.
- Willingness to work with a DHS-identified technical assistance provider to implement Functional Family Therapy – Child Welfare Low-Risk Track (FFT-CW Low-Risk) to fidelity.
- A “whatever it takes” approach to case management.

Specific to the home management service, DHS is seeking at least one Successful Proposer that will offer referred families an opportunity to select kin to provide the home management service to their household.

Specific to the parenting skills service, DHS is seeking at least one Successful Proposer for each desired model (Nurturing Parenting, Triple P and Parent-Teen Conflict). DHS is seeking Proposers that demonstrate an ability and willingness to implement one of the models defined in this RFP.

What we don't want

We are not seeking proposals that offer interventions other than case management, home management and/or parenting skills. Other service needs of family preservation clients—such as housing navigation and behavioral health services—will be met through referrals to other DHS providers.

Timeline

RFP Posting	Thursday, June 25
Information Session (see section 4.1 for details)	Thursday, July 16 at 11 a.m. Eastern
RFP Open Office Hours (see section 4.1 for details)	Thursday, July 30 at 11 a.m. Eastern
Questions Deadline	Thursday, August 20 at 3 p.m. Eastern
Last Website and Q&A Update	Thursday, August 27 at 6 p.m. Eastern
Submission Deadline	Thursday, September 3 at 3 p.m. Eastern
Estimated Award Decision/Notification	November 2026

Who we are

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

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

Section 1: Why DHS Is Issuing This RFP

The mission of DHS's child welfare office is to protect children from abuse and neglect, strengthen and preserve families, and promote child well-being. DHS is making strategic investments to build a child welfare system that prioritizes prevention and family preservation, and this RFP is one such investment.

Family preservation services are an essential part of our child welfare service continuum that provides timely, quality and individualized services to keep vulnerable families safe and together. Family preservation services are community-based, non-placement services offered to families who have had contact with the child welfare system because of concerns or unmet needs, but whose children are not in immediate danger and do not need to be removed from

the home. The goals of family preservation services are to maintain children safely in their own homes and prevent future child welfare referrals by reducing risk factors and promoting protective factors. Family preservation services aim to accomplish these goals by engaging families, providing support and access to services, and building family resilience and community connections.

We are issuing this RFP to ensure that our service array reflects the current needs of families, clarify expectations for family preservation providers, and strengthen the quality and consistency of services. We have identified the following opportunities to improve our service array through this re-procurement of family preservation services.

Improve service consistency and outcomes by implementing EBPs for case management and parenting skills

Nationally, child welfare agencies are expanding their use of EBPs to provide the most effective children and family programs available and to implement the Family First Prevention and Services Act. EBPs are grounded in research. They have been evaluated and have demonstrated effectiveness in achieving their intended outcomes. DHS does not currently require its contracted family preservation providers to use EBPs. As a result, families may have inconsistent experiences across agencies or experience less effective care. An analysis of families who received family preservation services from July 1, 2023, through June 30, 2024, revealed that over half were re-referred to child welfare within six months and two-thirds within one year, indicating that there is significant opportunity for family preservation services to reduce the risk of future child welfare involvement. DHS seeks family preservation case management and parenting skills providers with the capacity and willingness to partner with us and a technical assistance provider to implement the EBP to fidelity.

Strengthen service quality and timeliness by clarifying service descriptions, goals and performance expectations

We currently contract with multiple providers for the services described in this RFP and expect to continue to contract with multiple providers as a result of this RFP. We want to ensure that families with similar needs receive the same quality and consistent care, irrespective of provider.

Timeliness of service provision is a priority. We recognize that the earlier we reach families with meaningful supports, the more likely we are to keep them safely together. Family crises—whether related to housing, safety or unmet basic needs—can be addressed through timely intervention that strengthens resilience and reduces the likelihood of child welfare involvement. This RFP provides an opportunity to set clear service expectations and goals, improving transparency and communication between providers and DHS.

Build sustainable natural supports by formally partnering with kin

Research shows that strong social connections with kin, friends, neighbors and community members offer families practical, informational and emotional support that reduces the stress and isolation that can contribute to child maltreatment. A robust support system can provide tangible aid such as help with childcare, transportation to appointments and keeping up with household tasks. Sustainable and trusted relationships can prevent issues from escalating into neglect. While current family preservation services are provided exclusively by paid professionals, we envision a system in which kin can be paid helpers who work alongside other service providers to stabilize the family. **We seek at least one home management service provider that will offer families an opportunity to select kin to provide their home management service.**

Section 2: What DHS Is Looking For

Overview

We are seeking Proposals from qualified Proposers to offer **one or more** of the following services related to child welfare family preservation:

- Case management
- Home management (Kin-delivered and Agency-delivered)
- Parenting skills (Nurturing Parenting, Triple P or Parent-Teen Conflict)

We intend to procure at least one of each service. Proposer(s) may elect to offer one or multiple services. **Proposer(s) who seek to provide more than one service must complete a response form for each service.** Other service needs of family preservation clients (e.g., housing navigation, behavioral health services) will be met through referrals to other DHS providers and are not in scope for this RFP.

While this RFP is open to both new and existing providers, **current providers of these services must apply for continued funding through this RFP.** This includes providers contracted through DHS to deliver in-home services, parenting education and parent-teen mediation.

Target Population

The Target Population is families who have had contact with the child welfare system because of concerns or unmet needs, but whose children are not in immediate danger and do not need to be removed from the home. Families can be under a child welfare investigation, have an open child welfare case, or have recently been in contact with child welfare but do not have an open case. These families are at risk of maltreatment and home removal due to a variety of factors that may include parental mental health or substance use issues, economic insecurity, family conflict and/or unsafe discipline.

Based on prior service trends, the estimated Target Population size for each service is:

- Case management: 530 families
- Home management: 200 families
- Parenting skills: 350 families

We anticipate contracting with multiple Proposers for each service to serve the total Target Population.

Referrals

All referrals to family preservation services will come from DHS. Successful Proposers will be required to accept referrals and attempt to contact the referred family within 24 hours (including weekends and holidays) for case management service and 3 business days for all other services.

Case Management Service Description

Case management providers will evaluate family functioning in the home and coordinate resources to stabilize the family unit. Case management activities include:

- **Needs assessment and service planning:** Providers work in partnership with families to identify challenges and create solutions. This begins with comprehensive evaluation across the domains of child safety and well-being, parenting capacity and family dynamics, and environmental and economic factors. The resulting service plan must be specific, practical and actionable.
- **Referrals, facilitation and care coordination:** Providers link clients with other services and help them navigate complex systems, improving their ability to access resources and successfully engage in the care they need by communicating, scheduling and coordinating among various providers.
- **Monitoring:** Providers track family progress, evaluate outcomes and adjust services as needed.
- **Advocacy:** Case management reflects a "whatever it takes" approach, acting as a voice for families and children to ensure their needs are met and helping them overcome barriers to care.

Service Delivery Model

The Successful Proposer(s) must implement FFT-CW Low-Risk (). See appendix A for additional model information. DHS and the model developer will provide no-cost technical assistance to ensure that Successful Proposer(s) are onboarded and appropriately supported with implementation. Successful Proposer(s) must participate in required training, a site certification process and outcome reporting standards.

FFT-CW Low-Risk is a case management model that utilizes a strengths-based approach to supporting families at risk of child welfare involvement. It aims to improve family functioning and create more stability by effectively connecting families to the resources they need, identifying key strengths in the family unit and monitoring progress. This track is not a therapeutic intervention like FFT-CW High-Risk—it is intended for families more willing to engage in referred community services.

Service duration and intensity will vary according to individual family needs. For the purposes of responding to this RFP, Proposer(s) should estimate that case management will entail an average of 2.5 hours spent per family per week for six months and that staff will carry a caseload of eight to 15 families at any given time. We expect that face-to-face contact with families will occur at least once per week and that it will account for at least 50% of total time spent on a case. Phone calls, texts and time spent preparing case documentation do not meet the requirement for face-to-face contact.

Services will be delivered in the family's home or temporary residence at hours that are convenient to the family's schedule, including weekday evenings and weekends. Successful Proposer(s) are expected to have staff coverage at all times during the week to accept referrals.

Home Management (Kin-Delivered and Agency-Delivered) Service Description

Home management providers will assist families with daily household tasks to reduce parental stress, ensure child well-being and improve housing conditions. Referrals to this service are made at intake by the case management provider or assigned child welfare caseworker and documented in an Individual Service Plan (ISP) authorized by DHS staff. ISPs may include any combination of the following based on the needs of the individual family:

- **Household maintenance:** Light housekeeping (e.g., dusting, vacuuming, mopping), laundry and general home safety improvements (e.g., covering wall outlets, anchoring heavy furniture, managing electrical cords)
- **Meal support:** Meal planning, grocery shopping and preparing meals
- **Shopping and errands:** Running errands and purchasing necessary household items
- **Childcare:** Brief, intermittent supervision of children in the home to ensure safety and allow caregivers to attend appointments when no long-term, formal options exist
- **Transportation:** Providing transport to crucial appointments and to ensure access to basic needs and services

We intend to select at least one service provider to offer families an opportunity to select kin to provide the home management service. Selected Proposer(s) offering this service delivery model must:

- Establish procedures to identify and qualify kin for every family served. This will require obtaining contact information from referred families for potential kin providers, reaching out to potential kin providers to explain service requirements, assessing kin

qualifications to deliver service (including conducting child abuse clearances and other relevant background checks), completing onboarding procedures and offering kin-specific training.

- Be equipped to compensate kin for services delivered. This includes onboarding kin, offering information about the impact of stipend payments on taxes and public benefits, maintaining identification and employment eligibility documentation, maintaining timesheets and visit verification records, and managing payroll and applicable payroll taxes.

Service Delivery Model

Service duration and intensity will vary according to individual family needs and will be documented in each family's ISP. For the purposes of responding to this RFP, Proposer(s) may estimate that home management services will be provided for an average of four hours per week (10 hours maximum) for a duration of up to three months. Although this service is not an EBP or structured model, Proposers should demonstrate an ability to set and adhere to consistent operational procedures and performance indicators.

Services will be delivered in the family home or temporary residence and in the community (when running errands as described above) at hours that are convenient to the family's schedules including weekday evenings and weekends.

Parenting Skills Service Description

Parenting skills providers deliver high-quality services that foster supportive parent-child relationships. Core goals of these services include strengthening parent-child attachment, teaching non-violent discipline skills, improving child behavior management and increasing parental knowledge of child development. Referrals to this service will be made by the case management provider or assigned child welfare caseworker at intake and documented in an ISP authorized by DHS.

We intend to procure at least one provider in each of the following models:

- Nurturing Parenting
- Positive Parenting Program (Triple P)
- A model designed to reduce parent-teen conflict through mediation or communication

Nurturing Parenting Service Delivery Model

The Successful Proposer(s) must implement Nurturing Parenting's Nurturing Skills for Families (<https://www.nurturingparenting.com/>). DHS will provide no-cost technical assistance to ensure successful onboarding and implementation. Successful Proposer(s) will be required to participate in required training, outcome reporting and fidelity monitoring.

Nurturing Skills for Families is a parenting education model that aims to reduce child maltreatment by improving parenting behaviors. It provides education in appropriate disciplinary practices, meeting a child's basic needs and child development. Successful Proposer(s) will work one-on-one with families as described in the EBP. This service is intended for families with children, birth through 17, who are at risk of home removal.

For the purposes of responding to this RFP, Proposer(s) may estimate that Nurturing Skills for Families will be provided for an average of one hour per week for 15 weeks, with staff carrying a caseload of 10-15 families at any given time. We expect face-to-face contact with families to account for at least 50% of total time spent on a case. Phone calls, texts and time spent preparing case documentation do not fulfill the requirement for face-to-face contact.

Services may be delivered in the family's home or temporary residence and/or the Successful Proposer's site at hours that are convenient to the family's schedule, including weekday evenings and weekends.

Triple P Service Delivery Model

The Successful Proposer(s) will implement Level 4 Standard and Teen Positive Parenting Programs ([Triple P](#)). DHS will provide no-cost technical assistance to ensure successful onboarding and implementation. Successful Proposer(s) will be required to participate in required training, outcome reporting and fidelity monitoring.

Triple P is a parenting education EBP that aims to reduce child behavioral issues and improve parenting competencies through positive parenting practices; it emphasizes stress management, conflict resolution and effective communication provided on a one-to-one basis. This service is intended for families with children, birth through 16, who have been referred to child welfare for behavioral issues or because their parents are struggling to effectively parent.

For the purpose of responding to this RFP, Proposer(s) may estimate that Triple P will be provided for an average of one hour per week for a duration of 10 weeks, with staff carrying a caseload of 10-15 families at any given time. DHS expects face-to-face contact with families to account for at least 50% of total time spent on a case. Phone calls, texts and time spent preparing case documentation do not count toward this requirement for face-to-face contact.

Services may be delivered in the family's home or temporary residence and/or the Proposer's site. The service should be delivered at hours that are convenient to the family's schedule, including weekday evenings and weekends.

Parent-Teen Conflict Service Delivery Model

The Successful Proposer(s) must propose to deliver an EBP or structured model (such as [GenerationPMTO](#)) that focuses on resolving conflict between parents and teens. Proposed models must involve both the parent and child in intervention sessions. Successful Proposer(s)

will be required to participate in required training, outcome reporting and fidelity monitoring in accordance with the model proposed. Successful Proposer(s) will work one-on-one with families to provide the service.

Service duration and intensity must be documented in each family's ISP and will vary according to the specific model and individual family needs. For the purpose of responding to this RFP, Proposer(s) may estimate parent-teen conflict services to be provided for an average of 1.5 hours per week for a duration of up to four months, with staff carrying a caseload of 10-15 families at any given time. We expect face-to-face contact with families to make up at least 50% of total time spent on a case. Phone calls, texts and time spent preparing case documentation are not face-to-face contact.

Services may be delivered in the family's home or temporary residence and/or the Proposer's site. The service should be delivered at hours that are convenient to the family's schedule, including weekday evenings and weekends.

Staff Qualifications and Training

Successful Proposers must recruit and train qualified staff. At minimum, staff must possess at least a high school diploma or equivalent, reliable transportation, and child abuse and criminal record clearances.

Successful Proposers implementing FFT-CW Low-Risk must ensure that all case management staff possess at least a bachelor's degree in a relevant field (e.g., social work, counseling, psychology).

Staff, including kin, should be trained to deliver high quality family preservation services upon hire and annually thereafter; at minimum, training must include the following topics:

- CPR and First Aid
- Client rights
- Trauma-informed care
- Reporting child abuse and neglect
- Requirements specific to a selected EBP to ensure fidelity, if applicable

In addition to the above, Selected Proposer(s) must comply with training requirements outlined in the DHS Office of Children, Youth and Family's [Contract Specifications Manual](#) (see Chapter 1., Section III. N.) and [Pa. Code § 3680.25](#).

Staff or kin providing the home management service should be trained in the following additional topics upon hire:

- Child safety
 - Safe sleep practices

- Preventing and responding to food allergies and other common emergencies
- Transportation safety
- Developmentally appropriate discipline and guidance
- Basic nutrition and meal planning

Outcomes, Data Collection and Reporting

Successful Proposer(s) will use DHS-defined computer applications and platforms for service logging and invoicing (i.e., Key Information and Demographics System [KIDS] database and Master Provider Enterprise Repository [MPER]). We will work with the Successful Proposer(s) to determine the data to be shared. Examples of data the Successful Proposer(s) will provide are: first name, last name, date of birth and legal sex of all participating family members; dates of referral contact attempts and case closure; service hours/units provided to each family; funds expended for each family; and back-up detail as requested by DHS. A monthly progress report will also be required for each family, as well as a closing report within one month of the family exiting the service. Additionally, Successful Proposer(s) must administer a consumer satisfaction survey at discharge for each family and provide copies of survey responses to DHS. See specific data collection requirements outlined in our child welfare office's Contract Specifications Manual (see Chapter 2.).

Successful Proposer(s) of the case management service will also be required to use FFT LLC's Clinical Services System to track outcomes, client change, model adherence and service delivery trends.

Successful Proposer(s) for all services will also be required to collect and report client and service data so that we can monitor performance against the following outcome metrics:

- Percent of cases with successful contact with family within the stated time after referral
- Percent of cases with complete and up to date (within last 30 days) ISP
- Percent of billed hours spent on face-to-face contact
- Percent of cases achieving ISP goals and closed within expected duration
- Reduction in parent stress (self-reported)
- EBP/model fidelity outcomes (if applicable)

We may define additional outcome measures for individual services after Successful Proposer(s) are selected.

Implementation Timeline

Once Successful Proposer(s) are selected through this RFP, a phase-out period will begin for any current family preservation providers not selected for continued service. This will involve a

transition period for families to switch from phased-out providers to Successful Proposer(s), ensuring continuity of support during this period.

To ensure a successful transition for families and children, Successful Proposer(s) must be able to deliver services at full capacity within four months of the contract execution. Successful Proposer(s) must be able to demonstrate capacity to hire and train appropriate staff, implement programming and engage families within the time period.

Budget

Proposers should provide a realistic annual cost estimate that aligns with anticipated service capacity, and cost estimates should be reasonable for the number of families proposed to be served. Proposers must include all assumptions and calculations in their submitted budget and should indicate whether they expect to be able to deliver services (even if at a lesser capacity) if awarded less than their proposed budget. We expect to fund new Successful Proposers on a cost-reimbursement (Program funded) basis for the first year of implementation, after which contracts will transition to a per diem (Fee for Service) funding structure.

For services that require use of an EBP, please use the following numbers to estimate cost of model training and implementation:

- Case Management Service: \$5,000 per staff member
- Parenting Skills – Nurturing Parenting: \$625 per staff member
- Parenting Skills – Triple P: \$5,000 per staff member

Section 3: Proposal Requirements and Evaluation Criteria

We will evaluate Proposals based upon the evaluation criteria listed below. Current DHS providers will also be evaluated based on past performance for specific criteria as noted below. Proposers must address their qualifications in their Proposal by responding to the requested items or questions in the Response Form. Proposers should download and type their responses directly into the Response Form available on the Active Solicitations webpage at <https://solicitations.alleghenycounty.us/>.

Proposers can apply to provide one or more of the services sought in this RFP (Case management, Kin-delivered home management, Agency-delivered home management, Parenting skills). A complete proposal must be submitted for each service proposed. The maximum score that a Proposal can receive for each Program is:

- Case Management Service = 145 points possible
- Kin-Delivered Home Management Service = 125 points possible

- Agency-Delivered Home Management Service = 115 points possible
- Parenting Skills Services = 130 points possible

Organizational Capacity and Experience (35 points)

- Description of your organization’s experience in serving the target population (5 points)
- Description of your organization’s approaches used to ensure staff are responsive to a diverse population. Inclusion of a description of any cultural competency trainings provided to staff about working with individuals of different backgrounds in areas such as race and ethnicity, religion, national origin or ancestry, English language ability, sex, gender identity or expression, sexual orientation, disability, income and marital status (5 points)
- Description of a current service offered by your organization that serves the Target Population. Inclusion of tracked outcomes and benchmarks established for service provisions, including but not limited to number of clients served, time between accepted referrals and service provisions, and total service utilization. Inclusion of outcome results for the 2025 Calendar Year. Indication of the external reference listed under the *References* section of the Response Form that can be contacted to verify the provided information or the inclusion of an additional external reference in the response (5 points)
- Description of your organization’s experience delivering the Proposed Service (5 points)
- Description of the Proposed Service’s alignment with your organization’s mission (5 points)
- Description of your organization’s plan to meet the staffing needs of the Proposed Service, including a plan to retain qualified, diverse staff. Inclusion of the number of staff currently hired and the number of staff who would need to be hired in order to support the Proposed Service. If staff need to be hired, the inclusion of a detailed description of your organization’s hiring process and the average position fill time (time from vacancy to a filled position) (5 points)
- Description of your organization’s experience successfully meeting funder administrative requirements. Inclusion of evidence of invoicing on time, processes for data entry and reporting, and tracking funder-specific outcomes. Indication of the external reference listed under the *References* section of the Response Form that can be contacted to verify the provided information or the inclusion of an additional external reference in the response (5 points)

Case Management Service (50 points)

- Description of your organization’s plan to implement FFT-CW Low-Risk Track to fidelity, including conducting needs assessments and developing a plan for delivering services (10 points)
- Description of your organization’s plan to monitor progress of the service delivery plan and incorporate family input (10 points)
- Demonstration of the ability to effectively link families to community services that relate to family goals, through a given scenario (10 points)

- **Scenario:** During the intake with a referred family undergoing a child welfare investigation, multiple external needs appeared. The family is at risk of eviction because they are behind on utilities and one of the parents struggle with untreated substance use disorder. The family also does not have reliable transportation, leading to multiple bouts of unemployment and food insecurity. What goals would be set for this family and how would your case management staff leverage community services internal and external to DHS?
- Demonstration of the ability to effectively communicate with and advocate for families, through a given scenario (5 points)
 - **Scenario:** A family active with child welfare that your organization has been working with has struggled to attend the parenting program they were court-ordered to participate in. How would staff be expected to communicate with and move the family toward compliance with the court order?
- Description of your organization’s experience implementing any EBP, intervention, and/or service to model fidelity. Inclusion of any software currently being used to implement an EBP or service model (5 points)
- Description of your organization’s plan for effectively monitoring FFT-CW Low-Risk Track model to fidelity, including the staff and technical assistance needed to successfully implement the model (5 points)
- Description of your organization’s plan to implement performance adjustments in response to fidelity-related outcomes (5 points)

Kin-Delivered Home Management Service (30 points)

- Description of your organization’s plan to communicate with kin identified by families and assess the qualifications of kin to deliver home management services (5 points)
- Description of your organization’s plan to onboard kin and provide kin-specific home management trainings in household maintenance, meal support, errands, childcare, and transportation (10 points)
- Demonstration of a process and personnel plan to deliver the Proposed Service as described in this RFP, through a given scenario (10 points)
 - **Scenario:** A family member of a referred family that is active with child welfare has been onboarded by your organization to provide home management services. The family’s case manager has noted that they need help with meal preparation, grocery shopping, and managing sanitary housing conditions. The family also needs childcare assistance for 3 hours each week while the parents attend a court-ordered program. What documentation would the family member record as they performed the service and how would your organization’s staff monitor the family member’s completion of the referred family needs?
- Description of your organization’s plan to compensate kin for completed home management activities (5 points)

Agency-Delivered Home Management Service (20 points)

- Description of your organization's plan to train staff in the Proposed Service, including household maintenance, meal support, errands, childcare and transportation (10 points)
- Demonstration of the process and personnel plan to deliver the Proposed Service as described in this RFP, through a given scenario (10 points)
 - **Scenario:** A family active with child welfare has been referred to your organization for home management services. The family's case manager has noted that they need help with meal preparation, grocery shopping, and managing sanitary housing conditions. The family also needs childcare assistance for 3 hours each week while the parents attend a court-ordered program. What documentation would your staff record as they performed the service and how would they be monitored for completion of the referred family needs?

Parenting Skills Service (35 points)

- Description of the EBP or model that your organization is proposing to implement. Inclusion of any relevant past history with the selected model (5 points)
- Description of your organization's plan to implement the selected model, including each model component, to deliver the Proposed Service (10 points)
- Description of your organization's experience implementing any EBP, intervention, and/or service to model fidelity. Inclusion of any software currently being used to implement an EBP or service model (10 points)
- Description of your organization's plan for effectively monitoring the selected model to fidelity, including the staff and technical assistance needed to successfully implement the model (5 points)
- Description of your organization's plan to implement performance adjustments in response to fidelity-related outcomes (5 points)

Implementation Plan (40 points)

- Description of your organization's plan to assign DHS referrals appropriately to staff, communicate with families after a referral is received, manage waitlists, and close services in the time frame described in this RFP. Indication of the external reference listed under the *References* section in the Response Form that can be contacted to verify the provided information or the inclusion of an additional external reference in the response (5 points)
- Demonstration of proven strategies to effectively engage families and address participation barriers, through a given scenario (5 points)
 - **Scenario:** A single-parent family being referred to your organization is also working with two other court-ordered services. The child welfare caseworker has noted that the parent works 30 hours a week at a local restaurant, and their schedule changes every two weeks. They are often only available on Sunday mornings or Monday and Tuesday evenings. How would your staff engage this family to start providing the service and ensure continued service participation?

- Description of your organization’s plan to ensure documentation of service delivery by staff. Inclusion of any current practices utilized to document services and past evidence of service documentation within funder expectations. Indication of the external reference listed under the *References* section in the Response Form that can be contacted to verify the provided information or the inclusion of an additional external reference in the response (5 points)
- Description of your organization’s experience working with clients that benefit from trauma-informed services. Inclusion of a description of any current practices to train staff in trauma-informed care (5 points)
- Demonstration of a protocol for staff to communicate unanticipated family needs or service appropriateness to the child welfare caseworker or in-home navigator, through a given scenario (5 points)
 - **Scenario:** Your staff have been providing services to an active child welfare over the past 6 weeks. The family has expressed during sessions they have additional needs not currently addressed in the family’s documented goals. In this instance, assume a child welfare staff member has to make the necessary referral to meet this need. How would your organization communicate this information to the child welfare casework team and child welfare in-home navigation team?
- Description of how your organization plans to monitor staff or kin performance and compliance with service delivery expectations. Inclusion of current strategies used to monitor staff performance. (10 points)
- Description of any anticipated service delivery challenges and the strategies your organization will use to address them (5 points)

Budget (20 points)

- Provision of a detailed line-item budget that reflects a realistic estimate of the costs associated with implementing and sustaining the Proposed Service for a one-year period using the provided line-item budget template (Excel file) (10 points)
- Provision of a budget narrative that clearly explains and justifies all line items in the proposed line-item budget (10 points)

Section 4: How to Submit a Proposal

4.1 Prepare

- a. Information Session
 - DHS will conduct an information session about this RFP at 11 a.m. Eastern Time on Thursday, July 16, 2026, via Microsoft Teams. It will include a presentation about the RFP, and DHS staff will answer questions from attendees.
 - Attendance at the information session is not required in order to submit a Proposal. Everything (video recording, slide deck, transcribed Q&A) shared

during the information session will be posted afterwards on the RFP Opportunity Page and the DHS Solicitations webpage.

- Preliminary answers will be provided orally for questions asked during the conference. Final definitive answers will be posted in writing on Bonfire on the RFP Opportunity Page and on the DHS Solicitations webpage.
- Prospective Proposers can join the information session by:
 - Calling (267) 368-7515 and using Conference ID 728 157 325#
 - Or following this link: [Click here to join the meeting](#)
 - Or copying and pasting this link:
<https://teams.microsoft.com/meet/298898909557567?p=Q4J8cPnlOcpAAcG4je>

b. Office Hours

- DHS will hold “RFP open office hours” at 11 a.m. Eastern Time on Thursday, July 30, 2026, via Microsoft Teams. Anyone interested in the RFP and in submitting a Proposal may drop in during this time to ask questions.
- Attendance during office hours is not required in order to submit a Proposal. Preliminary answers will be provided orally for questions asked during the office hours. Final, definitive answers will be posted in writing on the RFP Opportunity Page and the DHS Solicitations webpage.
- Prospective Proposers can join the office hours by:
 - Calling (267) 368-7515 and using Conference ID 667 646 626#
 - Or following this link: [Click here to join the meeting](#)
 - Or copying and pasting this link:
<https://teams.microsoft.com/meet/257510930638857?p=CqNCCGhLnVTpr38Sar>

4.2 Submit a Proposal

- a. Take time to review and understand the RFP in its entirety including:
 - The background (see Section 1: Why DHS Is Issuing This RFP)
 - The narrative (see Section 2: What DHS Is Looking For)
 - The requirements (see Section 3: Proposal Requirements and Evaluation Criteria)
 - The evaluation process (see Section 5: How DHS Will Evaluate Your Proposal)
- b. Use the Response Form to develop your Proposal. Type your responses to each requested item directly into the Response Form. It is available on the RFP Opportunity Page on our [DHS Bonfire Portal](#) and on our Active Solicitations webpage with the RFP announcement at <https://solicitations.alleghenycounty.us>.
- c. Collaborative Proposals
 - Collaborative Proposals, in which two or more entities partner to apply together, are permitted. Collaborative Proposals can include:
 - i. Lead Agency: The County can enter a contract with only one partner of a Collaborative Proposal. Therefore, a Collaborative Proposal must identify one entity as the Lead Agency that will be the contracting party with the County. The Lead Agency should be the Proposer.

- ii. **Partners:** Partners must be committed to a role in carrying out the Contract Services and will be compensated for that role. Collaborative Proposals must attach a signed letter of commitment from each Partner that details and agrees to their role in the Contract Services.
 - Entities may participate in more than one Collaborative Proposal.
- d. Submit a complete Proposal that includes the following attachments that are available on our Active Solicitations website:
 - Response Form
 - Partner commitment letters, if applicable
 - W-9
 - Minority, Women or Disadvantaged Business Enterprise (MWDBE) and Veteran Owned Small Business (VOSB) documents (see sections 7.1 and 7.2)
- e. Do not send any attachments other than those listed either above or in the Response Form.
- f. Make sure to complete each section of the Response Form and to stay within any word counts or page limits specified in the Response Form.
- g. **Proposals must be submitted electronically by logging into or creating an account on Bonfire at <https://allegHENYcountyDHS.bonfirehub.com> and uploading the required submission documents to the appropriate RFP Opportunity Page no later than 3:00 p.m. Eastern Time on Thursday, September 3, 2026, to be considered for review. If you are having trouble making an account or uploading your documents, please contact Bonfire Support. You can also reach out to the DHS Procurement Team at DHSProposals@allegHENYcounty.us or (412) 350-6352.**
- h. All Proposals must be submitted before the deadline! Once the deadline has passed, the RFP Opportunity Page will no longer accept Proposals. If a Proposal is late, it will be rejected and will not be presented to the Evaluation Committee (as described in Section 5 below) for review and scoring.
- i. Proposers will receive an email acknowledging receipt of their Proposal. If a Proposer does not receive this notification within 48 hours of submitting their Proposal, please contact: DHSProposals@allegHENYcounty.us.

4.3 How to Contact DHS about this RFP and RFP Communications

- a. If you have any questions about this RFP, please use the Vendor Discussion feature through the DHS Bonfire Portal at <https://allegHENYcountyDHS.bonfirehub.com> on the RFQ Opportunity Page, or email us at DHSProposals@allegHENYcounty.us.
 - a. All content-related questions must be submitted by the Questions Deadline at 3 p.m. Eastern Time on Thursday, August 20, 2026.
 - b. You may submit technical or logistical questions at any time, even after the Questions Deadline.
- b. All information about the RFP, including answers to all content-related questions and any changes or amendments, will be posted on the Bonfire RFP Opportunity Page and on our Active Solicitations website at <https://solicitations.allegHENYcounty.us>. Once you

have created an account and indicated you are interested in this RFP, you will receive automatic email updates through Bonfire when any questions, changes or amendments are available.

- a. Please check our DHS Bonfire Portal and the website regularly for answers to questions, additional information and changes to the RFP or the RFP process.
- b. The webpage will be updated only on Thursdays, with any new information visible after 6 p.m.
- c. The last Q&A and website update for this RFP will be on Thursday, August 27, 2026, at 6 p.m. We will make every effort not to post any new information after this time; however, we reserve the right to post new information in emergency circumstances.

4.4 New Provider Requirements

Any Successful Proposer(s) who does not have a current Allegheny County DHS contract must submit the DHS New Provider Application and its supporting documents upon Notice of Intent to Award. Proposers are not required to submit this documentation with their Proposal.

- a. The DHS New Provider Application is available at our Active Solicitations website under the “Required documents” bar at <https://www.alleghenycounty.us/Projects-and-Initiatives/Bids-and-Solicitations/Human-Services-DHS-Solicitations>.
- b. The DHS New Provider Application asks for audited financial reports for the last three years. If a Proposer does not have audited financial reports for the last three years, then the Proposer may submit other financial documentation that attest to the financial health of the organization. Tax returns are the preferred alternative. Please note that providing adequate financial documentation is a requirement of contracting through Allegheny County.

4.5 Other Information

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

4.6 Pennsylvania’s Right-to-Know Law

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

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

Section 5: How DHS Will Evaluate Your Proposal

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

5.1 Evaluation of Proposals

The evaluation process will consist of the following steps:

- a. DHS will form an Evaluation Committee. The Evaluation Committee, which will be comprised of evaluators with expertise in the subject matter of this RFP, may include community members with lived experience, external subject matter experts, provider representative(s), representative(s) from key partners or funders, and DHS staff.
- b. All Evaluation Committee members will individually review and score each Proposal. Each Evaluation Committee member will award points for each response on a Proposer’s Response Form, utilizing their personal expertise and best judgment of how

the Proposal submitted by that Proposer meets the evaluation criteria in Section 3 using the following scale:

- 0 – Not addressed in Proposal
- 1 – Poor
- 2 – Below expectations
- 3 – Meets expectations
- 4 – Exceeds expectations
- 5 – Outstanding

- c. Each 0-5 score will be multiplied by the appropriate weight for the number of possible points noted after each evaluation criterion in Section 3. For example, for a criterion worth 15 points, the 0-5 score would be multiplied by three. An “Outstanding” response would receive 15 points, while one that “Meets Expectations” would receive nine points.
- d. DHS will tally the average scores of the members of the Evaluation Committee and report a list of average scores to the entire Committee. The Committee will meet, consider the average scores, and arrive at a consensus on which Proposer(s) can best provide the Contract Services in response to the RFP. The Committee will have discretion to either: (1) recommend to the DHS Director that a reduced number of Proposals be shortlisted for more extensive review through a formal oral presentation to the Committee, interview or a site visit or (2) recommend to the DHS Director that DHS request authorization for the County to enter into an Agreement(s) with the Successful Proposer(s).
- e. As described in d above, DHS, on behalf of the County, shall have the exclusive discretion to shortlist a reduced number of Proposals for more extensive review. In this case, DHS may request that shortlisted Proposers make a formal oral presentation to the Evaluation Committee. Each Committee member will individually score the oral presentation of the shortlisted Proposers using the following criteria and the scale outlined in 5.1b. The maximum score that a shortlisted Proposer’s oral presentation can receive is 15 points:
 - Presentation demonstrates Proposer’s ability to implement the Contract Services effectively (5 points)
 - Proposer’s answers to Evaluation Committee’s questions demonstrate Proposer’s ability to implement the Contract Services (5 points)
 - Proposer’s presentation is thoughtful and well prepared (5 points)
- f. DHS will tally the scores of the members of the Evaluation Committee and report a list of average scores to the entire Committee. The Committee will meet, consider the scores and arrive at a consensus as to which Proposer(s) can best provide the Contract Services in response to the RFP.
- g. The Committee will submit its recommendation for award of an Agreement or Agreements to the DHS Director for approval. The Director will, in turn, submit a request to the County Manager for approval for the County to enter into an Agreement with the Successful Proposer(s).
- h. At any time during the evaluation process, DHS may contact a Proposer to discuss any areas of the Proposal needing clarification or further explanation.

- i. At any time during the evaluation process, DHS may contact a Proposer's references.
- j. As part of determining a Proposer's eligibility to enter a contract with Allegheny County, all Proposers' financial audits or other documentation will be reviewed by DHS fiscal analysts to ensure a Proposer's financial stability.
- k. DHS's final award determination is informed by a range of factors, including but not limited to the evaluation committee's recommendations and consideration of whether a provider addresses specific service gaps or target population needs. **The County is under no obligation to award or enter into an Agreement with a Proposer as a result of this RFP. The County reserves the right to reject any and all Proposals.**
- l. All Proposers will be notified of the County's final decision of which Proposer(s) will be awarded an Agreement.
- m. Proposers that are not awarded an Agreement but who are interested in receiving feedback regarding their submission may request a phone call at DHSProposals@alleghenycounty.us.

5.2 Other Requirements

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

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

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

Section 6: Contract Requirements for Successful Proposers

In order to enter into an Agreement with the County, Successful Proposers must comply with all contract requirements listed below and all standard terms and conditions contained in a County contract for provision of services to DHS and its offices. In addition, Successful Proposers must be able to meet the insurance requirements necessary to provide the Contract Services. Additional details about contracting with Allegheny County and the insurance requirements are available in the [DHS Contract Specifications Manual](#) and the [Insurance Requirements Overview](#) at <https://www.alleghenycounty.us/Projects-and-Initiatives/Bids-and-Solicitations/Human-Services-DHS-Solicitations> under the "Required Documents."

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

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

- a. All Proposals must include a completed Allegheny County DHS Combined MWDBE Form and supporting documents. The Allegheny County DHS Combined MWDBE Form should be completed as follows:
 - All Proposers must complete Section 1 – Contact Information and attach their MWDBE Diversity Plan (see Section 4 – Sample Diversity Policy).
 - If the Proposer can meet the MWDBE contract goals, the Proposer should complete Section 2 – MWDBE Participation Statement. Proposers also must attach the MWDBE certifications of the firms cited in the Participation Statement.
 - If the Proposer would like to request a waiver from participating in the MWDBE contract goals, the Proposer should complete Section 2 – MWDBE Participation Statement and Section 3 – MWDBE Participation Waiver Request Form.
- b. MWDBE forms and resources can be found at <https://www.alleghenycounty.us/Projects-and-Initiatives/Bids-and-Solicitations/Human-Services-DHS-Solicitations> “MWDBE/VOSB.”:
 - [Allegheny County DHS Combined MWDBE Form](#)
 - MWDBE Resources
 - [MWDBE Contract Specifications Manual](#)
 - [MWDBE Guide for DHS Proposers](#)
- c. For more information about MWDBEs, visit the [Allegheny County Department of Equity and Inclusion website](#).

6.2 Veteran-Owned Small Business (VOSB) Requirement

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

- a. A veteran-owned small business is defined by the County as a business having 100 or fewer full-time employees and not less than 51% of which is owned by one or more veterans, or in the case of any publicly owned business, not less than 51% of the stock of which is owned by one or more veterans, and the management and daily business operations of which are controlled by one or more veterans. The VOSB vendor **MUST** provide proof of veteran ownership including percentage and name and address of business.
 - For contracts under \$100,000, VOSB vendors are exempted from all bonding requirements.

- b. All Proposals must include either of the following:
 - If the Proposer can meet the VOSB contract goal, a completed VOSB Participation Statement is required. You must also attach a copy of the VOSB vendor(s) DD 214 discharge form(s) cited in the Participation Statement.
 - If the Proposer requests a waiver from participating in the VOSB contract goal, a completed VOSB Participation Statement and VOSB Waiver Request are required.
- c. VOSB forms can be found at <https://www.alleghenycounty.us/Projects-and-Initiatives/Bids-and-Solicitations/Human-Services-DHS-Solicitations> under “MWDBE/VOSB”:
 - [VOSB Participation Statement](#)
 - [VOSB Waiver Request](#)

6.3 HIPAA Compliance

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

6.4 Cyber Security

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

6.5 Equal Employment Opportunity and Non-Discrimination Requirements

By submitting a Proposal, a Proposer agrees to not discriminate against any employee, applicant for employment, independent contractor, client or any other person on the basis of race, color, religion, national origin or ancestry, sex, gender identity or expression, sexual orientation, disability, marital status, familial status, age (40 or over), or use of a guide or support animal because of blindness, deafness or physical disability.

6.6 Language Access Requirements

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

Appendix A

FFT-CW – Low Risk Model Overview

FFT Child-Welfare Low-Risk (FFT-CW LR) is a case management model for child protection workers and/or case managers who are tasked with providing supports, services, and oversight to families who are involved with, or at risk of involvement in, a child protection system.

Drawn from key concepts of the evidence-based model *Functional Family Therapy*, the FFT-CW Low-Risk model integrates assessment, supervision and intervention by clarifying the case manager's role and how it changes during the course of service delivery.

FFT-CW Low Risk trains and supports case managers to:

- Engage and motivate families to be part of a change process
- Effectively gather information to assess risk and protective factors
- Identify resources, services and supports best suited to families needs and support linkages to such change programs
- Support families to overcome barriers to resources/services
- Maintain and enhance the impact of resources/services and supports
- Support families to maintain and generalize change for the long haul

The FFT-CW Low-Risk model applies research on how to effectively engage families and build hope that solutions and changes are possible. It motivates families to take part in the services, resources, supports and/or interventions that best meet their needs. It applies specific techniques to create family involvement in the change process through:

Maintain Respect for Individual Differences:

We work hard to understand families on their own terms with respect for their needs and priorities. We work hard to match each phase of the FFT-CW intervention to the unique cultural and social characteristics of the family.

Strength Based:

FFT-CW LR asks that we learn to recognize strength in all its forms. We acknowledge the inherent dangers of harmful behaviors and offer a positive outlook for their purpose. We work hard to point out the assets of behaviors even when they appear detrimental to the families we serve. FFT-CW LR trains us to look at the individual as a whole. We believe there is a 'noble intent' motivating behaviors, and we use positive regard as a way to empower families.

Summary of FFT-CW Low Risk Phases/Activities

The First Phase: Engagement and Motivation

The Engagement and Motivation Phase is the foundation of the FFT-CW Low-Risk model. This phase helps build trust between the family and the LR case manager. Families involved with child welfare services are often overwhelmed, frustrated, or unsure what to expect. LR case managers work to understand each family's unique situation, values, and concerns so they can build a strong working relationship and create hope for positive change.

During the first FFT-CW sessions, the goal is to connect with everyone involved. LR case managers listen to each family member, understand their perspective, and avoid judgment or blame. Families are more likely to participate when they feel respected, heard, and supported. LR case managers also begin identifying family strengths and patterns that can be used to support change and improve relationships and interactions.

Early in the process, LR case managers stay available and meet with families as often as needed, matching frequency of sessions to level of risk and protective factors within the family.

Engagement and Motivation Phase Goals:

- Work to develop a **“balanced alliance”** between the LR case manager and all of the family members involved. By balanced alliance, we mean that no one feels as if we are anyone's side.
- Use engagement and motivation skills to **“reduce negativity and blame.”** In FFT-CW we offer families new perspectives and ways to understand challenging behaviors and situations.
- Work to **“minimize hopelessness”** by engaging with families on their terms and pointing out the strengths we see in problem behaviors.
- Create a **“relational focus for the problem statement(s)”** by asking relational questions and making relational statements.
- Try and help the family to see that there are different, more productive solutions to their problems.

The Second Phase: Support and Monitoring

The support and monitoring phase of FFT-CW contains features that are more familiar to traditionally trained child welfare workers and case managers. In this phase LR case managers are supporting families to connect with services, resources, and supports in the community to decrease risk factors and increase protective factors.

LR case managers are also helping families overcome any barriers to on-going participation in their services. Throughout the phase they actively help families to get the most out of their services and to implement what they are learning or receiving in their daily lives

LR case managers develop and maintain ongoing relationships with service providers in the community and are supported to think creatively about what referrals would be the best fit for the family, rather

than taking a one-size fits all approach to service recommendations. They are also encouraged to take a sequential approach to linking families with services, and to not overload families with unnecessary services.

Support and Monitor Phase Goals:

- Develop a service plan to help the family **decrease risk factors** (i.e. mental health, gang involvement, high levels of negativity, substance use, truancy) and **increase protective factors** (i.e. school, work, pro-social activities, family events)
- Communicate regularly with the family members and service providers to **“support the family and service provider.”**
- Work with everyone, especially the family, to **“eliminate barriers to services.”**
- Maintain contact with family and service providers to effectively **“monitor service progress.”** Make sure the services are doing what they are intended to do.

The Third Phase: Generalization

During the final phase of FFT-CW LR, the case manager increases the frequency of their meetings to identify, bolster, and reinforce positive changes. Discussions with the family address what has been working throughout the intervention and how those changes can be applied to other situations in the future. The case manager also provides the family with information on additional services or resources that might be helpful down the road. The primary focus for the generalization phase is sustainability of change. This is also addressed through anticipating and planning for relapses. LR case managers help families predict where things might go wrong or get off track and then help families develop plans to both prevent set-backs from occurring, and recover from set-backs when they do happen.

Generalization Phase Goals:

- Support the family members with a plan to **maintain** changes – which may include ongoing participation in the services that have helped with positive **change**.
- Suggest ideas for additional **supports** or resources when appropriate.
- Work with the family on a plan for **relapse prevention** to support them in maintaining the adaptive changes they have made.
- Help the participating family members to **“generalize the changes to other, similar situations.”**