



Request for Proposals # 2023-77
Care Coordination Services using the Wraparound Approach

Montgomery County Collaboration Council for Children, Youth and Families, Inc.
1803 Research Boulevard, Suite 208 Rockville MD 20850

Issue Date: September 7, 2022
Questions submitted in writing by September 19, 2022
Deadline for Submission of Proposals: October 7, 2022 5:00 p.m.
No submissions will be accepted after this date and time

Preproposal Conference Dates:
September 22, 2022, 1:00-2:00 pm
September 23 ,2022, 9:00-10:00 a.m.
Offerors may choose to come to one or both.
All questions (either live or pre-submitted) will be answered at the conferences.
Sessions will be recorded and the recording will be shared upon request.

Link for pre-proposal conferences can be attained by emailing
meredith.bowers@collaborationcouncil.org with the subject heading: *RFP Preproposal Conference Link Request*

IMPORTANT NOTICE:
Please check the Collaboration Council webpage [here](#) regularly to note any amendments or clarifications to the RFP.

TABLE OF CONTENTS

	<u>Page</u>
<u>A. BACKGROUND</u>	<u>3</u>
1. Collaboration Council	3
2. Management of Certain System of Care Services	4
3. Intent of the Request for Proposals	4
4. Eligible Offerors	4
5. Available Funding	4
6. Terms and Conditions	5
a) Contract Start Date and Service Delivery Commencement	5
b) General Terms and Conditions	5
7. Deadline for Submission of Proposals	5
8. Further Information	5
<u>B. SCOPE OF WORK</u>	<u>6</u>
1. Population to Be Served	6
2. Wraparound	6
3. Care Coordination	8
4. Resource Development and Provider Network Management	10
5. Personnel Requirements	11
6. Record-keeping Requirements	13
7. Program Performance Measures and Child and Family Outcomes	14
8. Safety, Security and Risk Management	16
9. Fiscal Requirements	17
10. Reporting Requirements	18
<u>C. PROPOSAL NARRATIVE FORMAT AND CONTENT REQUIREMENTS</u>	<u>18</u>
1. Cover Page	18
2. Acknowledgement	19
3. Table of Contents for Program Narrative	19
4. Program Narrative	19
a) Agency Experience and Qualifications	19
b) Program Delivery: Care Coordination Services	19
c) Program Plan: Resource Development & Provider Network	20
d) Personnel Requirements	20
e) Record-keeping	20
f) Program Performance Measures and Child and Family Outcomes	21
g) Safety, Security and Risk Management	21
5. Fiscal Requirement	21
6. References	22

D. BUDGET FORMAT AND NARRATIVE REQUIREMENTS **22**

E. PROPOSAL EVALUATION CRITERIA **22**

- 1. Proposal Evaluation Committee 22
- 2. Determination of Responsiveness 22
- 3. Evaluation of Written Proposals 22
- 4. Determination of Responsible Offerors 23
- 5. Evaluation of Interview 23
- 6. Selection of Proposed Offeror 24

F. RFP ATTACHMENTS **24**

- 1. General Terms & Conditions 25
 - 1A – Insurance Requirements 33
- 2. 10 Principles of Wraparound 34
- 3. Proposal Submission Checklist 35
- 4. Cover Sheet Form Example 36
- 5. Acknowledgement Form Example 37
- 6. Cultural Competence Assessment Form Example 38
- 7. Minority Business Enterprise Report 41
- 8. Minority Business Enterprise Form 7A Example 42
- 9. Minority Business Enterprise Form 7B Example 44
- 10. Job Descriptions and Resumes 47
- 11. References Form Example 48
- 12. Proposed Budget Format and Content Form Example 51

A. BACKGROUND

1. Collaboration Council

Through state statute, the State of Maryland required the creation of a Local Management Board (LMB) in each jurisdiction to coordinate the planning and delivery of State-funded services to children, youth, and families. The Montgomery County Collaboration Council for Children, Youth and Families, Inc. is designated by the Montgomery County Council to be the Local Management Board for Montgomery County, Maryland. The Governor’s Office for Children provides oversight to the LMBs.

The Collaboration Council is a quasi-public nonprofit organization, with a 21-member Board of Directors appointed by the County Executive and confirmed by the County Council. Additional information about the Collaboration Council can be found at www.collaborationcouncil.org.

2. Management of Certain System of Care Services

The Montgomery County government has contracted with the Collaboration Council to manage the procurement and contractual delivery of services described in this RFP. This responsibility fits well with

other programs of the Collaboration Council which are intended to support a state-local system of care, namely:

- Pathways to Services (Local Access Mechanism). Pathways to Services provides information and referrals for families seeking services for youth with intensive needs which typically require cross-agency and interdisciplinary interventions. It is the entry point to the Local Care Team and can directly connect families to organizations that provide culturally competent family support services.
- Local Care Team (LCT). The Local Care Team is an inter-agency committee composed of representatives from the major child -serving agencies in the county. The LCT works to problem-solve, barrier bust and otherwise help families access services for youth with intensive needs. Families do not need to be referred by an agency to bring their case to the team.

3. Intent of the Request for Proposals (RFP)

The intent of this RFP is to select one qualified vendor to 1) deliver care coordination services to families in the County that maintain high fidelity to the wraparound philosophy and 2) to develop and maintain, through contractual relationships, a network of service providers that will deliver community-based interventions for eligible youth.

4. Eligible Offerors

The Collaboration Council seeks proposals from qualified private nonprofit or for-profit corporations, called "Offerors" or "Contractors" in this procurement process that have experience:

- Working with families with children with severe emotional and behavioral needs or disabilities.
- Working with ***culturally diverse families*** who may not be proficient in the English language.
- Working with public child-serving agencies and private direct service providers to implement a family service plan.
- Developing and providing administrative oversight to a network of providers.
- Collecting and analyzing program performance data.

If an Offeror provides direct services to children, youth or families in Maryland, it is the responsibility of the Offeror to clearly articulate in the proposal how the Offeror will maintain stringent firewalls to ensure that families, children and youth who receive services from the Offeror have freedom of choice in the selection of providers and are free to make decisions regarding continuation of services with a particular provider.

5. Available Funding

The maximum available funding for this contract is \$725,000 annualized with the option to renew for two additional fiscal years contingent upon satisfactory performance and availability of funds.

Should the Collaboration Council receive additional funding for services that are the same or similar as those required in this RFP, the successful Contractor's budget and deliverables may be expanded.

All costs incurred in the preparation and submission of proposals will be borne by the Offeror and shall not be incurred in anticipation of receiving reimbursement from the Collaboration Council.

6. Terms and Conditions

Contract Start Date and Service Delivery Commencement

The anticipated contract commencement date is January 1, 2023 and will continue through June 30, 2023

The selected Offeror or Contractor must have experience in providing care coordination, resource development and building a provider network. If the Offeror lacks experience, the Offeror's proposal must contain a clear vision and responsiveness to the scope of work that demonstrates the Offeror will be ready to operate on day one of the contract. The contractor must be able to begin delivering direct services by 60 days from contract execution as the contractor must assume the current contractor's caseload.

The contract resulting from this RFP will be renewable for two more fiscal years (Fiscal Year 2024 and Fiscal Year 2025) pending satisfactory performance by the contractor, continuation of the same contract requirements, availability of funding, and other factors as determined by the Collaboration Council Board of Directors.

General Terms and Conditions

RFP **Attachment 1** contains the General Terms and Conditions for contracting with the Collaboration Council.

These will be incorporated into the contract for services. They are not negotiable, including the insurance requirements set forth in **Attachment 1A**. Costs for these insurance requirements should be included in the proposed budget.

7. Deadline for Submission of Proposals

The Collaboration Council must receive proposals by **October 7, 2022 at 5:00 p.m.**

There will be no exceptions to this deadline. Proposals must be delivered via email to procurement@collaborationcouncil.org with a subject heading stating the Offeror's Name and *RFP#2023-77- WRAP*.

An automatic receipt of submission will be sent to the Offeror via reply email upon submission. If the Offeror does not receive the automatic receipt, the Offeror shall contact the Contract Monitor immediately: jade-ann.rennie@collaborationcouncil.org. The Offeror is responsible for ensuring that the deadline is met.

8. Further Information

In order to have a written record of any questions, questions must be emailed prior to September 19, 2022 to procurement@collaborationcouncil.org. The identity of the question submitter is kept confidential.

Pre-proposal meetings will be held virtually on September 22, 2022 at 1:00 p.m. and September 23, 2022 at 9:00 a.m.

The purpose of the pre-proposal meeting is to review the contents of the RFP and to provide answers to questions from Offerors. Attendance is optional and offerors are permitted to attend neither, either or both of the sessions. To be prepared for the pre-proposal meeting, prospective Offerors should:

- Obtain and read a copy of the RFP from the Collaboration Council prior to the meeting.

- Submit questions to procurement@collaborationcouncil.org by September 19, 2022.
- Email meredith.bowers@collaborationcouncil.org to obtain a link for the session(s) with the subject heading: *RFP Preproposal Conference Link Request*.

In order to have a written record of any questions, email your questions to procurement@collaborationcouncil.org. The identity of the question submitter is kept confidential. All questions will be answered at the preproposal conference and on the RFP website here: <https://collaborationcouncil.org/funding-opportunities/request-for-proposals-rfp/>

B. SCOPE OF WORK

1. Population to be Served

Wraparound services target children and youth experiencing complex and intensive mental health or other behavioral health challenges that may impact their overall health and well-being. Wraparound occurs in a team setting to engage with children, youth and their families with the intent of building on individual and family strengths to help families achieve positive goals and improve well-being.

The population is expected to reflect the diversity of residents in Montgomery County, including a growing immigrant population who may have limited English proficiency and very little understanding of American health and human services. Family members may have other challenges such as visual, hearing or physical impairments.

Referrals will come through the Local Care Team, using an agreed-upon referral form and applicable documentation to support eligibility and delineation of behaviors/family circumstances to be addressed during enrollment. Enrollment is typically for a 12-month period.

Historically, the anticipated number to be served in one contract or fiscal year is 60, accounting for new enrollees and discharges; however, there is no expressed guarantee of this number.

2. Wraparound

Offerors are expected to be familiar with, implement, support and promote the principles of high-fidelity wraparound. Wraparound is not a service or program; rather, *it is a definable process* that results in a unique set of community services and natural supports that are individualized for a child and family to achieve a positive set of outcomes.

The Offeror will be expected to implement culture-based wraparound approach. According to the National Wraparound Initiative, culture-based wraparound establishes a higher standard for cultural competence. This process integrates wraparound into the youth and family's culture as opposed to integrating culture into wraparound. This enhanced model expands on standard cultural competence by ensuring that families can receive treatment services that are a) grounded in their cultures; b) designed by members of their cultures; and c) provided by culturally and linguistically matched staff should the family choose.

The Offeror will work with the provider community to develop responsive and flexible resources that facilitate community-based interventions and supports that correspond with the unique needs of each family and their children and youth. Care coordination using a wraparound philosophy enables timely response to the needs of all family members across several life domains, incorporates formal and informal supports, and develops realistic intervention strategies that complement the child's natural environment.

The Collaboration Council expects the successful Offeror to measurably work towards achieving these principles in its care coordination services as shown by its involvement in Wraparound Fidelity and Outcomes Monitoring efforts.

Services delivered in keeping with the "wraparound" philosophy have been shown to be successful in meeting needs and achieving positive outcomes in child and family health and well-being. Among the many elements of the wraparound philosophy found to be most effective are:

- Strengths-based approach with children and families
- Family engagement and ownership in guiding decision-making
- Needs-based service planning and delivery across several life domains
- Leveraging and maximizing public and private resources, including applicable insurance
- Collaborative service delivery across relevant child- and family-serving systems who are responsible for providing services and supports to the target population
- Effective communication with the family and the mix of service providers
- Cultural and linguistic competency
- Monitoring to assure the quality of the direct services to the family
- Persistence in re-evaluating and revising service plans to promote success
- Increasing the family's ability to sustain strategies and employ techniques which ensure family and child stability for the long-term

Offerors are expected to build on their previous experience working with diverse families to establish a higher standard of cultural competency known as culture-based wraparound. Some of the principles of culture-based wraparound are outlined below.

Culture-based wraparound, as articulated by Palmer and colleagues:

- Views culture as the wisdom, healing traditions, and transmitted values that bind people from one generation to another
- Integrates wraparound into the youth and family's culture
- Promotes cultural matching of staff and families when desired; staff views the world through the eyes of a family's culture
- Recognizes expertise in a particular culture requires decades of immersion and is an ongoing process for many providers
- Realizes that a youth or family member's perceptions of, and level of trust, for staff from different cultures may impair relationship formation no matter how culturally competent staff may be
- Provides fully bilingual staff members to ensure that true meanings are not lost and family members can emotionally process easier in their first language
- Is accountable to families, cultural communities, cultural organizations and local agencies

Prospective Offerors are strongly encouraged to obtain further information on wraparound and culture-based wraparound by visiting the websites of the National Wraparound Initiative and the National Wraparound Implementation Center, based at the University of Maryland's School of Social Work <https://www.nwic.org/>

3. Care Coordination

The successful Offeror who receives this contract will provide Care Coordination Services for eligible children and youth. The care coordinator will ensure that the principles of culture-based wraparound are incorporated into every aspect of care coordination. The following Care Coordination service elements are required:

- 1. Engaging Families as Partners.** The Offeror must ensure that all staff employed by this Contract understand and place a high priority on engaging and maintaining active involvement of families as partners in all aspects of wraparound. Care coordinators must be prepared to quickly engage with all families, including those with limited English fluency. A portion of the Care Coordinators should be fluent in Spanish. Further the Offeror should establish relationships with appropriate translators so as to facilitate timely engagement with families who have limited English fluency. Meetings with families must be in locales and at times that most enable their participation.
- 2. Assessments.** Upon referral and throughout enrollment, needed assessments of youth and families will occur in order to ensure an effective initial and updated Plan of Care.
- 3. Health Insurance.** The Contractor will work with each family to ensure their enrollment in public or private insurance as described in the Affordable Care Act. This coverage should be considered a primary source, as applicable, for purchasing services outlined in the Plan of Care.
- 4. Child and Family Team (CFT).** The Contractor must create a Child and Family Team for each case. This team is comprised of the Care Coordinator, the family and any advocates, the "lead" agency if appropriate, and representatives of other public and private agencies who are delivering services to the family and other persons influential in the child's or family's life who can be instrumental in developing effective services. The team is responsible for the Plan of Care. No CFT meeting can occur without the attendance of the parents/adult caregivers/guardians and children and youth (as developmentally appropriate).
- 5. Understanding Informal Supports.** The Care Coordinators must identify other community and individual supports that can be used by the family to achieve their care plan; these can include friends, relatives, and religious affiliations and so on.
- 6. Plan of Care (POC).** The Plan of Care describes the mix of services individualized to that family, which are agreed upon by the Child and Family Team and which are adjusted based on the changing needs of the child and family. The Contractor must use a standardized POC format, subject to the Collaboration Council's approval which outlines the family's strengths and needs and ties all services and supports to identified goals. An immediate crisis stabilization plan must be included within 15 days of receipt of an acceptable referral. The Plan of Care will be re-evaluated within CFT meetings on a regular basis to determine the effectiveness of service delivery to the family so that progress toward less restrictive and intensive services can be accomplished while strengthening the family's ability to function. At the time that the POC is developed, the Care Coordinator will identify how the wraparound process and goals are integrated into the family's culture.
- 7. Securing Direct Services.** The Contractor must have an ongoing awareness of the community resources that could potentially be useful to the child and family and develop positive

relationships with these providers in order to ensure access and quality services to the family. Providers will demonstrate that their staff have had training in cultural competence and will document how their services will be integrated into the culture of the youth and family. Payment for services must include verification of delivery of those services as stipulated in the POC and the contract or agreement with the service provider.

8. **Outcomes Focused Approach.** Prescribed, standardized tools will be used to measure the impact of services in addressing the presenting needs of the families being served.
9. **Transition Planning.** The Care Coordinator is responsible for preparing a family for its transition out of services. Transition planning must commence at time of enrollment with increasing emphasis as termination of services nears.
10. **Case Record Maintenance.** The Care Coordinator must ensure that all information relevant to performing the above service elements is collected and maintained in a timely manner in an electronic case record database.

Care Coordination Service Required Time Frames. The following table delineates the required services for families within an expected time frame.

Time Frame	Service Activity
FOR FAMILIES WHERE THERE IS AN UNUSUALLY EMERGENT SITUATION WHICH NEEDS TO BE STABILIZED	
Within 36 hours of receiving the referral	Face-to-face meeting with the family
FOR ALL FAMILIES:	
5 days after receipt of referral	Initial face-to-face meeting with youth and family/caregiver
15 days after referral	First Child and Family Team meeting
Within one month after referral	Initial completion of CANS and collection of other assessments
Within one month after referral	Development of initial Plan of Care
Within one month after referral	Begin delivery of Services outlined in Plan of Care
Weekly	Telephone contacts with youth and his/her family
At least twice monthly	Face to face contact with both child and family/caregiver
Every 4-6 weeks	Subsequent CFT meetings
At least every three months	Contract Monitor reviews case records and alerts LCT to any concerns POC reviewed and revised by team as needed
Every six months	Local Care Team Review

4. Resource Development and Provider Network Management

Wraparound is used to coordinate, create, tailor and individualize services and supports to fit the unique needs of the child and family while also building on their strengths. Those involved must be able to see the entire community as a resource that can be deployed for families. Wraparound programs should include a blend of services and supports including:

- Formal services drawn from existing systems, including evidence-based practices, that have been shown to be effective in achieving positive outcomes;
- Creative interventions that have been developed on a one-youth/one-family basis; and
- Purposeful support designed to help get families into and through relevant systems.

The provider network must include a sufficient array of public child serving agencies, public behavioral health providers, private agencies, individual practitioners, etc. so that the unique needs of each family can be met as identified within the plan of care. Network sufficiency includes geographic proximity; in-home and community-based clinical and other service providers; and culturally and linguistically diverse providers. Sufficient providers should be available on weekends and after usual business hours. The Contractor must be aware of providers delivering evidence-based practices such as Cognitive Behavioral Therapy. Relationships should be developed with the education, child welfare, behavioral health and juvenile justice systems so that the Contractor is aware of their resources.

In addition to formal services, the Contractor must also be aware of and engage natural helping networks to which families can be linked.

Services will be financed in the following ways:

- Available free-of-charge
- Covered by the child or family's public or private insurance
- Purchased with discretionary funds within this contract (see Fiscal Requirements, p. 14 for details)

The Contractor will perform the following tasks in ensuring adequate, appropriate and quality services and supports to fulfill each Plan of Care in a timely manner:

- 1. Assessment and Projection of Service Needs.** The Contractor should proactively identify potential providers to meet the child and family's services needs based on its past experience serving similar populations. Culturally competent assessments of each enrolled family shall also serve to identify needed services and supports.
- 2. Identification and Recruitment of Providers.** The Contractor will actively work to learn about current community-based providers and market membership in the provider network to them.
- 3. Enforcement of Provider Standards.** The Contractor will establish a listing of the types of formal programs and individual supports which it will seek to include in the Plan of Care. The Contractor will identify programs and other supports for purchase, when not otherwise available. The Contractor will identify the required qualifications and experience required to be enrolled in the network; and develop a process to vet providers. Providers must adhere to any licensing, credentialing and certification required in state law and/or to industry professional standards.
- 4. Contracting with Providers.** The Contractor will establish a system by which providers are committed to participating in Plans of Care. The provider (subcontractor) will deliver identified services for the specified outcomes at an established fee. Terms for contract termination are agreed upon by the Offeror and subcontractor.

5. **Training and Technical Assistance.** The Contractor will work with the providers to ensure their knowledge of the wraparound philosophy and values; culture-based wraparound; the extent to which the wraparound philosophy is integrated in service implementation and appropriate data collection for accountability to the Plan of Care. The Contractor will develop a plan to ensure required training of staff throughout the year including culture-based wraparound, child development and child and family mental health.
6. **Monitoring Service Delivery.** The Contractor will develop and implement policies and procedures for active monitoring of service delivery through both direct observation and written reporting. Such monitoring should confirm the actual delivery of services as intended by the Plan of Care and to manage risks and liability.

5. Personnel Requirements

All personnel necessary to carry out the terms, conditions, and obligations of this Contract are the responsibility of the Contractor. The Contractor shall recruit, hire, train, supervise and if necessary terminate such professional, paraprofessional, and support personnel as are necessary to carry out the terms of this Contract. The Contractor will submit a copy of the organization’s personnel policies to the Collaboration Council within 30 days of contract execution.

The Offeror will have a staff configuration that ensures successful care coordination services including the provision of the needed array of informal and formal services as identified in the Plan of Care. The Contractor must ensure that qualified staff and/or other resources are available 24 hours per day, 7 days per week to address crises and to prevent disruptions of service. The Contractor must ensure that staff maintains flexible work hours so that they are available at times when families are available, which may include early morning, evening and weekend hours.

The Offeror must have an administrative structure that provides ample supervision and monitoring of the adherence to this contract and the collecting and analyzing data and the submission of required reports. The Offeror must be flexible and responsive in expanding or reorganizing its staffing pattern to serve families if additional resources are made available.

The positions listed in the table below are required; other positions can be proposed by the Contractor as needed to fulfill contract deliverables.

Position/Function	Minimum Responsibilities and Qualifications
Program Director	<ul style="list-style-type: none"> • Responsible and accountable for all operations required to satisfactorily fulfill the contract resulting from this RFP.
Resource/Provider Network Manager	<ul style="list-style-type: none"> • Responsible for provider network management and development with expertise in developing home and community-based services and for contracting for services as determined in plans of care. • Interacts regularly with the Care Coordinator Supervisor and Care Coordinators to ensure that 1) the appropriate providers are identified to meet the specific needs of families; 2) the providers are following principles of culture-based wraparound; and, 3) that providers are meeting the clinical and operational guidelines set forth by their contract.

Position/Function	Minimum Responsibilities and Qualifications
	<ul style="list-style-type: none"> • Must have a comprehensive understanding of the formal services and informal supports that are typically required by the population to be served and how these services can be individualized for each family's strengths and needs.
Clinical Director	<ul style="list-style-type: none"> • Provides expertise on provision of appropriate clinical services provided to families, especially with regard to mental health and substance abuse interventions. • Oversees the delivery of appropriate and quality care coordination and direct services to families. • Approves Plans of Care. • Must have a minimum of a Master's degree and be a licensed mental health professional in Maryland. • Be experienced in serving families with children with complex needs that cross agencies and professional disciplines.
Care Coordinator Supervisor	<ul style="list-style-type: none"> • Directly supervises the Care Coordinators assigned to this contract. • Must possess a Master's degree in Social Work, Psychology or other related profession along with any required license. • Must have had experience in case management. • Supervises no more than six Care Coordinators at any one time.
Care Coordinators	<ul style="list-style-type: none"> • Responsible for delivering the care coordination service elements (see page 8). • Assist the youth and family in accessing strengths-based mental health, social services, educational services and other supports and resources required to assist the family to attain its vision. Help the family identify natural supports that exist for the family, and work with families to maintain youth in the least restrictive setting possible. • Ensure that the principles of culture-based wraparound are adhered to in all decision-making and interactions with families. • Monitor the provision and quality of these services in conjunction with the family. • Assure that families have sustained ownership of their Plan of Care. • Comply with all required documentation and data collection in support of the program's implementation and evaluation strategy. • One Care Coordinator can serve no more than 10 families at any one time. • Care Coordinators must possess a minimum of B.A or B.S. degree in social work, psychology or related field with experience in human services, preferably case management.

The Offeror will provide a workforce that reflects the cultural and linguistic diversity of the families being served. Emphasis must be placed on hiring staff who are bilingual and whose culture is consonant with that of the families being served. Appropriate interpretation services for non-English proficient adult family members or Americans with Disabilities Act accommodations must be secured in a timely manner to fulfill and adhere to the Care Coordination Service Required Time Frame found on page 9. Children and youth are not to be used as interpreters for non-English language proficient adult family members.

The Offeror must have in place competitive compensation, a supportive workplace culture, personnel policies and supervisory practices that minimize turnover of staff due to job stress. The Offeror should have as part of its supervision process the goal of individual staff professional development.

The Contractor shall notify the Collaboration Council in writing within 48 hours of any staffing vacancies or changes for the positions found in the table above. If the change is a vacancy, the Contractor will include, in the written notification, the Contractor's plan for ensuring the responsibilities of any vacant position is carried out and the plan and time frame for filling the vacancy.

The Clinical Director, Care Coordinator Supervisor and the Care Coordinators must have completed trainings to be a certified Wraparound Practitioner within one (1) year of the commencement date of this contract or their employment (if after commencement of the contract).

The Contractor must have in place a professional development plan to assure that all staff are trained on the aspects of operations to fulfill this Contract including interacting with families, system of care and culture-based wraparound principles, and other topics that will ensure high quality services. The Contractor is encouraged to use cost-effective training modalities such as web-based training, online references and distance learning.

6. Record-keeping Requirements

The Offeror will be responsible for specific data collection and record-keeping, as follows:

Case Records

1. The Contractor must maintain accurate, up-to-date, and complete Case Record Files for each child and family referred or served.
2. Case records must be maintained using a secure electronic management information system. The contractor may use the Collaboration Council's software database with no additional fees. The Collaboration Council will provide the software license, training, and technical assistance. If the contractor chooses to use another secure electronic management information system, they will be responsible for covering costs for license, training, and technical assistance. The Collaboration Council must have read-only access to the system for contract monitoring and evaluation purposes.
3. These records must include, at minimum, characteristics of participating youth/families, including their demographic characteristics, case history, and level of clinical and social functioning, Plan of Care, Child and Family Team meeting minutes, and any other activity relative to the delivery of care coordination services.
4. The Contractor must be able to track expenditures by child and family, service provider, and type of service.

5. The Offeror must assure that work areas and practices comply with the Health Insurance Portability and Accountability Act (HIPAA) requirements; hard-copy files and electronic case records must not be publicly accessible nor in a public area of the workplace.
6. The Contractor shall have appropriate back-up of electronic records and materials needed to perform this contract without interruption.
7. The Offeror will retain all case records and other documents at its cost. Service records in any form generated or arising from the use of County funds provided under this contract are the sole and exclusive property of the County.

Provider Network Records

1. The Contractor will keep separate hard-copy or electronic records for each provider that is part of the network and a prospective subcontractor for delivering services to children or families.
2. The subcontractor's record will contain, at minimum:
 - a. Provider application
 - b. Vetting process for inclusion of the provider, including any required certifications or other qualifications, and background checks
 - c. Any subcontracts or agreements with providers to deliver services
 - d. Documentation of direct observation and written monitoring of services delivered to specific children under a subcontract
 - e. Documentation of required insurance
3. The Offeror will retain all provider network records at its cost. Provider records in any form generated using County funds provided under this contract are the sole and exclusive property of the County.

Personnel Records

1. The Contractor shall maintain personnel files on all staff paid through this Contract. The files must conform to standard human resources practice.
2. The records must be readable and accessible by the Collaboration Council at any time.

7. Program Performance Measures and Child and Family Outcomes

The Collaboration Council organizes program performance measures modeled after the Results-based Accountability Framework (clearimpact.com/results-based-accountability/). Contractors are required to collect and report data that answer three questions:

1. How much did you do?
2. How well did you do it?
3. Did it make a difference to those served?

The following table illustrates the specific data that must be reported.

Framework Question	Performance Items
How Much Did You Do?	<ul style="list-style-type: none"> ○ Number of children and families referred and served along with their demographics (age, race/ethnicity, sex, referral source, insurance status/payer) ○ Number and types of providers recruited into the provider network; number and types of providers who actually deliver services to enrolled families, especially services paid with discretionary funds in this contract
How Well Did You Perform?	<ul style="list-style-type: none"> ○ Degree to which Care Coordination Services adhere to the culture-based wraparound model ○ Degree to which Care Coordination tasks and timelines are completed as required ○ Extent to which the provider network and resource development ensured families had choices in Plan of Care services ○ Degree to which families are satisfied with various elements of the wraparound services being delivered and their perceived benefit to their children and family ○ Degree to which families perceive the care coordinator and service providers as sensitive to cultural issues <p>Service Providers:</p> <ul style="list-style-type: none"> ○ Degree to which service providers collect performance measures that show fulfillment of Plan of Care objectives ○ Degree to which service providers understand and utilize the culture-based wraparound philosophy in their delivery <p>Degree to which service providers are satisfied with the Contractor's support</p>
Did It Make a Difference to Those Served?	<p>Outcome Measures:</p> <ul style="list-style-type: none"> ○ Child moves to or maintains a lesser restrictive residential setting ○ Child participates in school/work or other regular daily activity for at least 85% of the time ○ Child's social and emotional functioning within a positive youth development framework is increased ○ Parenting skills to manage their child's behaviors are measurably increased ○ Family functioning is increased along with decreased family stress

The Offeror is expected to implement specific assessment tools that will capture the degree of positive impact in the family and youth resulting from the wraparound process, especially the data in the table above. Prescribed standardized tools will measure the impact of services in addressing the presenting needs of the families being served. In addition to measuring family functioning, the Offeror will provide a standardized measure of youth behavior using the Child Behavior Checklist (CBCL) and Youth Self Report (YSR), both utilized in wraparound programs. Satisfaction surveys will collect the family's perceptions of the wraparound process including their perceptions of the cultural sensitivity of the care coordinator and members from the service provider network.

The following are tools that the Collaboration Council prefers the Contractor utilize in its performance measurement portfolio:

- a. Child and Adolescent Needs and Strengths (CANS):
praedfoundation.org/tools/the-child-and-adolescent-needs-and-strengths-cans/
- b. Child Behavior Checklist (CBCL) and the Youth Self-Report (YSR) from the Achenbach System of Empirically Based Assessment (www.aseba.org)

The Offeror may suggest additional measurements tool(s) that can accurately capture changes in child and family functioning.

The Contract resulting from this RFP shall include the specific data to be collected and the actual tools and processes to be used within specified time frames.

8. Safety, Security and Risk Management

Information Technology.

- The Contractor must ensure that data and information systems in any medium are protected from improper use, alteration or disclosure, whether accidental or deliberate.
- The Contractor must ensure that data collected is regularly backed-up so that data are not lost and services disrupted.

Confidentiality and Consent.

- The Contractor shall develop and use consent forms that document the child/youth and family's agreement to share certain information and to participate in services and supports; to share with members of the Child and Family Team and as required to evaluate wraparound fidelity.
- The Contractor's employee training program will include instruction on confidentiality and the penalties for failing to comply with confidentiality agreement requirements and HIPAA.
- Proof of confidentiality from the vendors must be available to the Collaboration Council Contract Monitor.

Background Checks for Staff and Service Providers.

- The Contractor shall obtain background checks in compliance with State law and regulation for all employees and any students, interns or volunteers managed by the Contractor in delivering services in this contract. Evidence of completed checks must be maintained in the employee's file.
- The Contractor shall ensure that all subcontractors delivering services within this contract have evidence of completed background checks in compliance with State law and regulation for all employees, students, interns and volunteers who work with the youth and family.

Critical Incidents.

- The Contractor shall develop policies and procedures that are approved by the Collaboration Council for the continual assessment of the child and family's safety including documentation of that assessment.
- The Contractor will develop and implement policies and procedures that are approved by the Collaboration Council for reportable events that affect the health, safety, and welfare of an individual relevant to this contract's activities. Procedures must include the reporting of incidents within 24-hours of their occurrence using an established and agreed-upon Reportable Events Form. Failure to comply with this requirement may result in termination of the contract.

Insurance Requirements.

- Immediately prior to the execution of the Contract, the Contractor must provide the Collaboration Council with certificates of insurance that furnish evidence of its compliance with insurance requirements as stated in **RFP Attachment 1A**.
- The Contractor shall require that any subcontractors providing services under this Contract obtain and maintain similar levels of insurance and shall maintain such evidence in the Contractor's file on the subcontractor as a requirement for contract execution and payment for services.

9. Fiscal Requirements

Accounting Standards and Independent Audit

- The Contractor shall maintain financial records in accordance with Generally Accepted Accounting Principles.
- The Contractor will make available and give access to the Collaboration Council and Montgomery County government or their designees all information, systems, and personnel necessary to review its ledgers, bank accounts, policies and procedures in order to assess the appropriateness of the Contractor's accounting and security systems.
- The Contractor must arrange for and provide the results of an annual independent audit of financial records under this contract, within 120 days of the end of the contract year. If the contract is included in an audit of an organization with other activities, a separate schedule of the revenues and expenses under this contractor shall be included as part of the audit.

Budget

Compensation to the Contractor for services will be in two components: 1) a per diem rate will be established based on an approved budget for personnel, operating expenses and indirect costs; 2) discretionary of flexible funds will be available to cover costs for services within Plans of Care which are not free-of-charge or payable through public or private insurance.

- The Offeror must deliver Care Coordination Services at or below the cost listed in the contract budget resulting from this RFP.
- The Offeror's proposed budget must be reasonable and related to the costs required to perform the required services for the number of families to be served.
- The Offeror will maintain effective fiscal and program management in order to ensure cost effectiveness in the delivery of services and adherence to the budget established for each family's Plan of Care.
- Administrative and/or indirect costs must be kept to a minimum.
- The Offeror must be sensitive to the need to deliver cost-effective services that result in children staying with their families or in their home communities rather than going to more expensive out of home or community settings.

Discretionary or Flexible Funds

"Discretionary" or "flexible" funds are those funds utilized to cover costs for services to the youth and/or family within the Plan of Care (POC) that are not free of charge nor available via the public or private insurance. These services must be appropriate as related to the scope of the contract and the plan of care. These funds will be awarded to the Contractor and use of these funds follow guidelines for

reasonable and necessary costs. The amount of these funds are NOT to be included in the budget submitted for this RFP, but will be included as additional dollars in the negotiated contract.

10. Reporting Requirements

In a format to be determined by the Collaboration Council and the Contractor, monthly, quarterly and/or annual reports will be submitted that include demographics and information regarding outcomes achieved, including data described in Program Performance Measures and Child and Family Outcomes, p. 15. The Contractor will also respond to ad hoc requests for reports.

C. PROPOSAL NARRATIVE FORMAT AND CONTENT REQUIREMENTS

Failure to include the required information as detailed below may disqualify the proposal as nonresponsive as determined by the Proposal Evaluation Committee that will be established to evaluate and rank the proposals submitted in response to this Request for Proposals. A Proposal Submission Checklist is in **RFP Attachment 3** and should be completed as a guide to ensure Offeror's submission of all required materials. The Collaboration Council reserves the right not to review a proposal if these requirements are not met.

Offerors must submit written proposals that present the Offeror's qualifications and understanding of the work to be performed. Offerors must respond to the requirements below in a thorough, yet concise manner. Proposals which merely echo back the RFP content will be considered nonresponsive.

Offerors must submit written proposals via email PDF attachment that present the Offeror's qualifications and understanding of the work to be performed as outlined in the Scope of Work. Offerors must respond to the requirements below in a thorough, yet concise manner. Proposals which merely echo back the RFP content or that do not provide the required content as outlined in this proposal will be considered ineligible as nonresponsive.

- 1. 25 pages**
- 2. Single line spacing using 11-point font**
- 3. 1-inch margins all sides**
- 4. Paginated on the lower right-hand side of the page**
- 5. Additional information as specified in this RFP will be considered as attachments and are not included in the 25-page limit.**
- 6. No other attachments should be included and will not be reviewed.**

Proposals must include the following information, in the following order:

1. A **Cover Page (RFP Attachment 4)** will provide the entire legal name and address of the organization or agency; the federal taxpayer identification number; the name, title and phone number of the person responsible for answering any questions regarding the proposal or requests for additional information; the name and phone number of the person who should be contacted regarding notice of the contract award; and, the original signature of the individual authorized to bind the organization to all statements, including services and costs contained in the proposal.

2. An **Acknowledgement (RFP Attachment 5)** of this solicitation must be signed and submitted by the person authorized to bind the Offeror to this proposal.
3. **Table of Contents for the Program Narrative and Attachments.** Create a Table of Contents that shows the page numbers for at least the major required sections, listed below.
4. The **Program Narrative** with the following identified sections:
 - A. **Agency Experience and Qualifications**
 - 1) **Vision:** Describe your agency’s vision and philosophy for strengthening and supporting families who have children with intensive needs that require cross-agency and cross-discipline interventions to keep them in their homes/communities.
 - 2) **Past Experience:** Describe your experience operating similar services to those in this RFP’s Scope of Work within the past four years. Include in this description the numbers of families served, race/ethnicity and languages spoken, strengths and needs of the families, and how you ensured the family received specific formal and informal program services.
 - 3) **Effectiveness:** Identify any data collected to measure the results of the program and describe what the data reveals about your effectiveness. If parents were surveyed as to their satisfaction with the services, describe the nature of the questions, and the results.
 - 4) **Cultural Competence:** Describe any experience you have had using culture-based wraparound, or using a culture-based model in delivering services to youth and families. Specify how cultural competence was infused into your work. In addition, please complete **RFP Attachment 6**, Cultural Competence Assessment Form along with your description.
 - 5) **Partnerships:** Describe any partnerships or collaborations with public agencies, private service providers, businesses, churches, law enforcement agencies, or other community-based organizations that have helped you to deliver your services to families.
 - 6) If you are a current or potential provider of direct services, describe how you will keep the services delivered under this RFP operating separately within your organization.
 - 7) Complete Minority Business Enterprise Report Form **RFP Attachment 7A or 7B**, If applicable.
 - B. **Program Delivery: Care Coordination Services**
 - **Wraparound Values:** Describe how you will work to implement the values and components of wraparound as described in the Scope of Work.
 - **Family Engagement:**
 - Describe how you will reach out to engage families upon referral, gain their ownership of their plan of care and retain their active participation throughout the required service time frame.
 - Describe how cultural competence and culture-based wraparound initially will engage families and ensure ongoing relationships in the wraparound process. Describe how you would integrate wraparound into the family’s culture rather than integrating culture into wraparound.
 - Describe how you will ensure that you can communicate with families who are not proficient in speaking English and/or where disabilities are present to ensure required accommodations.
 - **Child and Family Teams:**

- Describe how you will create Child and Family Teams and ensure their timely meeting to create and update Plans of Care.
- Describe how you will identify and engage informal supports for each family.
- **Care Coordination:** Describe how you will keep track of the required time frames for assignment of Care Coordination and Child and Family Team and creation of the Plan of Care.
- **Crisis Services:** Describe how you will provide 24-hours a day, 7 days-a-week access to crisis services to the assigned families.
- **Partners:** Describe how you will develop positive relationships with the public child-serving agencies (Child Welfare Services, Department of Juvenile Justice Services, Core Service Agency, Montgomery County Public Health Department, and Montgomery County Public Schools) to deliver these services.
- **Transition Planning:** Describe how you will prepare families for transition out of wraparound.

C. Resource Development and Provider Network

- Describe how you will identify and recruit providers to become part of the network to ensure an array of services responsive to the Plan of Care while ensuring family choice.
- Describe how you will vet potential providers in terms of quality and safety.
- Describe how you will monitor providers to ensure safe and quality service delivery.
- Describe how you will ensure that providers demonstrate cultural competence or employ a culture-based approach.
- Describe policies and procedures for ending a relationship with a provider who is not delivering safe or quality services.

D. Personnel Requirements

- Describe your proposed staffing pattern that will comply with the Scope of Work. Include job descriptions and resumes (for currently filled positions) in **Attachment 8**.
- Describe how you will maintain the guaranteed minimum staff level to ensure the availability of care coordination for families in accordance with the timelines specified.
- Describe how you will address situations where Care Coordinators leave your agency and families are currently being served are or awaiting assignment to a coordinator.
- Describe how you will ensure adequate supervision of the Care Coordinators occurs to support the values and elements of care coordination, wraparound and sound clinical practice.
- Describe the supervision of staff responsible for resource development and the provider network.
- Describe your orientation and in-service training/professional development activities for staff under this contract.

E. Record-Keeping

- Describe the electronic case management information system that you will use for Case Record Files. If choosing to use the Collaboration Council's Compyle software, identify

who will be your point of contact to work directly with the Collaboration Council's system administrator to coordinate training and support for staff. If choosing another software platform, describe your experience and plans for allowing the Collaboration Council read-only access and on-demand reporting.

- Describe how you will keep Case Record Files up-to-date.
- Describe how you will ensure compliance with HIPAA.
- Describe how you will maintain the required records for each provider and prospective subcontractor.
- Describe your maintenance of personnel records for employees relative to this contract.

F. Program Performance Measures and Child and Family Outcomes

- Describe your framework for quality assurance procedures, including plans to conduct case audits, gathering and assessing of data on fidelity to the wraparound model, and efforts for continuous quality improvement
- Describe who is responsible for ensuring that program performance and child and family outcome data described in the Scope of Work are collected and analyzed
- Describe your process of data collection, including the type of data will be collected, using what tools, and at what time points. Identify the specific data elements, qualitative and quantitative, that you will use to track performance and the child/family outcomes that align with those categories on page 15.
- Describe how you will use the data collected for reporting and evaluation purposes to maintain and strengthen your success in impacting families and meeting the program performance measures. These reports will relate to outcomes, practice, and compliance.
- Include in your descriptions above how you will monitor and provide oversight of the provider network so as to ensure highest quality of care is given to children and families.

G. Safety, Security, and Risk Management

- Describe briefly your resources and procedures for ensuring that data and information systems are secure and backed-up.
- Describe your current consent forms and how you will develop any other needed consent forms.
- Describe how you will ensure compliance with HIPAA.
- Describe how you will ensure that all legally required background checks are secured prior to the person's interaction with clients.
- Describe how you will ensure that subcontractors have secured all legally required background checks prior to interaction with clients.
- Describe how you will ensure that continual assessment of child and family safety is occurring.
- Describe your policies and procedures for handling and reporting critical incidents.
- Describe how you will ensure that subcontractors have appropriate insurance coverage.

5. Fiscal Requirements

- Respond to questions found on **RFP Attachment 10** as described below in **Section D. Budget Format and Narrative Requirements, (page 22)**.

6. References

- Complete the Reference Form **RFP Attachment 9**. These references will be contacted by the Collaboration Council in order to determine whether the Offeror is a responsible entity, based in part on prior business interactions with the references.

D. BUDGET FORMAT AND NARRATIVE REQUIREMENTS

The budget submission is in addition to the 25 pages for the Program Narrative. **Use RFP Attachment 10** to prepare the budget section which includes both costs and several questions related to financial management and accounting policies.

The budget is to identify only those costs that are related to the Scope of Work. The proposed budget must not include any funding to purchase direct services (discretionary or flexible funds). Thus, the proposed budget must be less than the \$725,000 (maximum annualized amount available) so that an additional amount can be included in the final contract. Enrollment is anticipated to be approximately at an average of 60 clients served annually contingent upon the availability of funding.

E. PROPOSAL EVALUATION CRITERIA

Proposal Evaluation Committee

The Proposal Evaluation Committee (PEC) will be established and consist of various representatives from the Collaboration Council board and staff and others deemed appropriate such as private individuals and agency representatives with a shared interest in this procurement. The PEC will have a maximum of six members. Members will be screened for any conflict of interest with the Offerors.

Determination of Responsiveness

The PEC will first determine that each Offeror's proposal conforms to the terms and specifications of the RFP. If the Offeror has not conformed to the RFP specifications, the proposal will be deemed non-responsive and will not be considered for further evaluation.

Evaluation of Written Proposals

The Proposal Evaluation Committee will evaluate the written proposals based on the following criteria. Scoring guidelines will be used for each criterion.

Criteria for Evaluation of Written Proposals	Possible Points
Experience and qualifications of the Offeror in delivering services of similar nature, especially their experience and knowledge in culturally competent service delivery to families of children with severe emotional and/or behavioral disabilities.	20
Detailed program plan outlining Care Coordination Services using the wraparound model. Proposed plan for engaging and involving families with intensive needs children in the development of the Plan of Care.	15
Detailed plan for resource development and maintaining a provider network that is responsive to families' needs with safety and quality.	15
Proposed staffing plan, the experience and roles and responsibilities of current and needed staff in fulfilling the Scope of Work and their initial and ongoing professional development.	15
Plan to collect and analyze information to report program activity and program effectiveness in meeting required performance measures, including providing and sharing information regarding oversight of the provider network.	15
Plan to ensure safety, security and management of risk.	10
Proposed budget to deliver proposed program; justification of cost; knowledge and experience in financial management.	10
MAXIMUM SCORE FOR EVALUATION OF WRITTEN PROPOSAL	100

7. Determination of Responsible Offerors

For those Offerors whose proposals score an average of 75 or more on the written proposal, a designated member of the PEC will contact these Offerors' references to learn about the Offerors' reputation, past performance, business and financial capacity as well as other factors which will satisfy the Collaboration Council's needs and requirements for a specific contract. This information will be submitted to the Executive Director, who will determine whether each Offeror is responsible. Offerors who are determined not responsible will no longer be considered for a contract under this RFP.

8. Evaluation of Interview

Offeror's determined to be responsible will be invited for a discussion regarding their proposal with the Proposal Evaluation Committee. The Proposal Evaluation Committee will evaluate the interview based on the following criteria. Scoring guidelines will be used for each criterion.

Criteria for Evaluation of Interview	Possible Points
Experience and qualifications of the Offeror in successfully delivering services of similar nature, especially their experience and knowledge in culturally competent service delivery to families of children with severe emotional and/or behavioral disabilities.	15

Criteria for Evaluation of Interview	Possible Points
Description of proposed delivery of culturally-based care coordination through responding to a case study.	30
Description of resource development and provider network maintenance to enable family choice among culturally competent, quality providers.	20
Understanding of and ability to manage safety, security and risks.	10
Fulfillment of the several record-keeping responsibilities.	10
Collection and analysis of program performance and child and family outcomes data.	15
MAXIMUM SCORE FOR INTERVIEW	100

9. Selection of Proposed Offeror

The average score for the written proposal and the average score for the interview will be added together for the final score for each Offeror. The Collaboration Council will comply with its procurement policies and announce the highest ranked vendor.

F. REQUEST FOR PROPOSAL ATTACHMENTS

Attachment 1 – General Terms and Conditions

Attachment 1A – Insurance Requirements

Attachment 2 – Principles of Wraparound

Attachment 3 – Proposal Submission Checklist (Fillable Form)

Attachment 4 – Cover Sheet Example (Fillable Form)

Attachment 5 – Acknowledgement Example (Fillable Form)

Attachment 6 – Cultural Competence Self-Assessment (Fillable Form)

Attachment 7 - Minority Business Enterprise Form

Attachment 7A or 7B - Minority Business Enterprise Report (Fillable Forms)

Attachment 8 – Job Descriptions/Resumes

Attachment 9 – References (Fillable Form)

Attachment 10 – Budget Forms (Fillable Form)

[Click here to download the PDF Portfolio which contains all the ATTACHMENTS needed to complete this RFP.](#) Note: some attachments are fillable forms. Please complete the forms, save them to your computer and include the completed forms with your RFP Proposal Response. See below for samples of all attachments.

ATTACHMENT 1: GENERAL TERMS OF CONDITIONS (EXAMPLE)

GENERAL CONDITIONS OF CONTRACT BETWEEN MONTGOMERY COUNTY COLLABORATION COUNCIL FOR CHILDREN, YOUTH AND FAMILIES, INC. & CONTRACTOR

1. **ACCOUNTING SYSTEM AND AUDIT, ACCURATE INFORMATION**

The contractor certifies that all information the contractor has provided or will provide to the Montgomery County Collaboration Council for Children, Youth and Families, Inc. is true and correct and can be relied upon by the Montgomery County Collaboration Council for Children, Youth and Families, Inc. in awarding, modifying, making payments, or taking any other action with respect to this contract including resolving claims and disputes. Any false or misleading information is a ground for the Montgomery County Collaboration Council for Children, Youth and Families, Inc. to terminate this contract for cause and to pursue any other appropriate remedy. The contractor certifies that the contractor's accounting system conforms with generally accepted accounting principles, is sufficient to comply with the contract's budgetary and financial obligations, and is sufficient to produce reliable financial information.

The Contractor agrees to provide the Collaboration Council with a copy of its most recent audit report. For any contractor who receives in excess of \$300,000 in Children's Cabinet funds, the audit must include a separate schedule of Children's Cabinet funds and expenditures.

The Montgomery County Collaboration Council for Children, Youth and Families, Inc. may examine the contractor's and any first-tier subcontractor's records to determine and verify compliance with the contract and to resolve or decide any claim or dispute arising under this contract. The contractor and any first-tier subcontractor must grant the Montgomery County Collaboration Council for Children, Youth and Families, Inc. access to these records at all reasonable times during the contract term and for 6 years after final payment. If the contract is supported to any extent with federal or state funds, the appropriate federal or state authorities may also examine these records. The contractor must include the preceding language of this paragraph in all first-tier subcontracts.

2. **AMERICANS WITH DISABILITIES ACT**

The contractor agrees to comply with the nondiscrimination requirements of Titles II and III, and other provisions, of the Americans with Disabilities Act of 1990, Pub. Law 101-336, as amended, currently found at 42 U.S.C., § 12101, et seq. and corresponding State and local disability and non-discrimination laws.

3. **APPLICABLE LAWS**

This contract must be construed in accordance with the laws and regulations of Maryland and Montgomery County, which shall be the forum for any claims or disputes.

4. **ASSIGNMENTS AND SUBCONTRACTS**

The contractor may not assign or transfer this contract, any interest herein or any claim hereunder, except as expressly authorized in writing by the Executive Director, Collaboration Council for Children, Youth and Families, Inc. Unless performance is separately and expressly waived in writing by the Executive Director, Collaboration Council for Children, Youth and Families, Inc., an assignment does not release the contractor from responsibility for performance of this contract. Unless otherwise provided in the contract, the contractor may not contract with any other party for furnishing any of the materials or

services herein contracted for without the written approval of the Executive Director, Collaboration Council for Children, Youth and Families, Inc. In the event use of a subcontractor is approved, the contractor is responsible for ensuring that the subcontractor is bound by the obligations applicable to contractors in these GENERAL CONDITIONS.

5. CHANGES

The Montgomery County Collaboration Council for Children, Youth and Families, Inc., may change the work, materials and services to be performed. The change must be in writing and within the general scope of the contract. The contract will be modified to reflect any time or money adjustment the contractor is entitled to receive. Any claim about an adjustment in time or money due to a change must be given in writing to the program monitor (Deputy Director) within 30 days from the date the Executive Director, Collaboration Council for Children, Youth and Families, Inc., issued the change, or the claim is waived. Any failure to agree upon a time or money adjustment must be resolved under the "Disputes" clause of this contract. The contractor must proceed with the prosecution of the work as changed, even if there is an unresolved claim. No charge for any extra work, time or material will be allowed, except as provided in this section.

6. CONTRACT ADMINISTRATION

- A. The program monitor, subject to paragraph B below, is the Montgomery County Collaboration Council for Children, Youth and Families, Inc.'s representative designated by the Executive Director, Collaboration Council for Children, Youth and Families, Inc., in writing and is authorized to:
- (1) serve as liaison between the Montgomery County Collaboration Council for Children, Youth and Families, Inc. and Contractor;
 - (2) give direction to the Contractor to ensure satisfactory and complete performance;
 - (3) monitor and inspect the Contractor's performance to ensure acceptable timeliness and quality;
 - (4) serve as records custodian for this contract, including wage requirements;
 - (5) accept or reject the Contractor's performance;
 - (6) furnish timely written notice of the contractor's performance failures to the Executive Director, Collaboration Council for Children, Youth and Families, Inc. and to the Montgomery County Collaboration Council for Children, Youth and Families, Inc. Attorney, as appropriate;
 - (7) prepare required reports;
 - (8) approve or reject invoices for payment;
 - (9) recommend contract modifications or terminations to the Executive Director, Collaboration Council for Children, Youth and Families, Inc.; and
 - (10) issue notices to proceed.
- B. The program monitor is NOT authorized to make determinations (as opposed to recommendations) that alter, modify, terminate or cancel the contract, effect a procurement, interpret ambiguities in contract language, or waive the Montgomery County Collaboration Council for Children, Youth and Families, Inc.'s contractual rights.

7. COST & PRICING DATA

The contractor guarantees that any cost & pricing data provided to the Montgomery County Collaboration Council for Children, Youth and Families, Inc. will be accurate and complete. The contractor grants the Montgomery County Collaboration Council for Children, Youth and Families, Inc., access to all books, records, documents, and other supporting data in order to permit adequate evaluation of the contractor's proposed price(s). The contractor also agrees that the price to the Montgomery County Collaboration Council for Children, Youth and Families, Inc., including profit or fee, may, at the option of the Montgomery

County Collaboration Council for Children, Youth and Families, Inc., be reduced to the extent that the price was based on inaccurate, incomplete, or noncurrent data supplied by the contractor.

8. COVID SAFETY POLICY

The Collaboration Council currently has a COVID vaccine mandate in place for its employees. The Collaboration Council follows the public health and safety guidance from the Montgomery County Department of Health and Human Services and requires that all contractors who have direct contact with youth comply with the mask and vaccination policies of the County and the funding entity, whether it be Department of Juvenile Services, Montgomery County Department of Recreation, Montgomery County Public Schools, or other entity. It is the Contractor's responsibility to stay up to date with evolving COVID safety guidance regarding mask use, vaccination, and/or weekly testing. The Collaboration Council contract monitor will assist the Contractor to determine the funding agency if the Contractor requests assistance.

It is the Contractor's responsibility to maintain any necessary verification of compliance with this requirement. Collaboration Council contract monitors will perform spot checks to ensure compliance if and when there are vaccine or weekly testing mandates. Signing this contract acknowledges that funding may be withdrawn if the Contractor has not complied with the COVID vaccination requirements of the funding agency.

9. DISPUTES

For any dispute by Contractor arising under this contract which is not disposed of by this agreement, the Contractor must immediately notify Montgomery County Collaboration Council for Children, Youth and Families, Inc. Pending final resolution of a dispute, the Contractor must proceed diligently with contract performance. The contractor waives any dispute or claim not made in writing and received by the Montgomery County Collaboration Council for Children, Youth and Families, Inc. within 30 days of the occurrence giving rise to the dispute or claim. A dispute must be in writing, for specific relief, and any requested relief must be fully supported by in writing including all relevant calculations, cost and pricing information, records, and other information. The contractor may, at the Montgomery County Collaboration Council for Children, Youth and Families, Inc.'s option, be made a party to any related dispute involving another contractor.

10. DIVERSITY, EQUITY AND INCLUSION

The Collaboration Council for Children, Youth and Families values work that centers diversity, inclusivity, and equity where all recipients of services, irrespective of their gender, race, ethnicity, national origin, age, sexual orientation or identity, education or disability, feel valued and respected. The Collaboration Council is committed to ensuring that we work to achieve a sense of belonging for all residents of Montgomery County, and call upon all whom we fund or partner with to ensure they carry out practices to create and maintain an inclusive environment with equitable treatment for all.

The Contractor shall provide documentation to the Contract Monitor showing how the funded program complies with this provision; as well as any organizational documents/statements that reflect the importance of integrating diversity, equity and inclusivity principles.

11. DOCUMENTS, MATERIALS AND DATA

Service records, reports, data, studies or other materials in any form generated or arising from the use of State funds provided under this contract or Community Partnership

Agreement (CPA) are the sole and exclusive property of the State of Maryland. . The Contractor agrees that all creative ideas, developments and creations conceived in the performance of the services are the property of the Collaboration Council and hereby assigns all rights therein to the Collaboration Council. The Montgomery County Collaboration Council for Children, Youth and Families, Inc. as an agent of the State has the right to use and reproduce any documents, materials, and data, including confidential information, used in the performance of, or developed as a result of, this contract. The Montgomery County Collaboration Council for Children, Youth and Families, Inc. may use this information for its own purposes, including reporting to state and federal agencies. The contractor is granted a non-exclusive license, without cost or fee, to use such materials. The contractor may not assign or transfer its license. To the extent that such materials are generated by a subcontractor or grantee, the Contractor shall ensure that the State's ownership interests are disclosed and not impaired by the terms and conditions of such grants and subcontracts. The Contractor must keep confidential all documents, materials, and data prepared or developed by the Contractor or supplied by the Montgomery County Collaboration Council for Children, Youth and Families, Inc.

12. DURATION OF OBLIGATION

The contractor agrees that all of contractor's obligations and warranties, if any, which, directly or indirectly, are intended by their nature or by implication to survive performance of the contractor do survive the completion of performance, termination for cause, or the termination for convenience of the contract.

13. ENTIRE AGREEMENT

There are no promises, terms, conditions, or obligations other than those contained in this contract. This contract supersedes all communications, representations, or agreements, either verbal or written, between the parties hereto, with the exception of express warranties given to induce the Montgomery County Collaboration Council for Children, Youth and Families, Inc. to enter into the contract.

14. ETHICS REQUIREMENTS/ POLITICAL CONTRIBUTIONS

The contractor must comply with the following ethics provisions:

- (a) a prohibition against making or offering to make certain gifts.
- (b) a prohibition against kickbacks.
- (c) a prohibition against a contractor that is providing a recommendation to the Montgomery County Collaboration Council for Children, Youth and Families, Inc. from assisting another party or seeking to obtain an economic benefit beyond payment under the contract.
- (d) a restriction on the use of confidential information obtained in performing a contract.
- (e) a prohibition against contingent fees.

15. GUARANTEE

Contractor guarantees for one year from acceptance, or for a longer period that is otherwise expressly stated in the Montgomery County Collaboration Council for Children, Youth and Families, Inc.'s written solicitation, its ability to perform the specified services adequately for the contract period.

16. HAZARDOUS AND TOXIC SUBSTANCES

Manufacturers and distributors are required by federal "Hazard Communication" provisions (29 CFR 1910.1200), and the Maryland "Access to Information About Hazardous and Toxic Substances" Law, to label each hazardous material or chemical container, and to

provide Material Safety Data Sheets to the purchaser. The contractor must comply with these laws and must provide the Montgomery County Collaboration Council for Children, Youth and Families, Inc. with copies of all relevant documents, including Material Safety Data Sheets, prior to performance of services or contemporaneous with delivery of goods.

17. IMMIGRATION REFORM AND CONTROL ACT

The contractor warrants that both the contractor and any subcontractor do not and shall not hire, recruit or refer for a fee, for employment under this contract or any subcontract, an alien while knowing the alien is an unauthorized alien, or any individual without complying with the requirements of the federal Immigration and Nationality laws, including but not limited to any verification and record keeping requirements. The contractor further assures the Montgomery County Collaboration Council for Children, Youth and Families, Inc. that, in accordance with those laws, it does not and will not discriminate against an individual with respect to hiring, or recruitment or referral for a fee, of the individual for employment or the discharging of the individual from employment because of such individual's national origin or, in the case of a citizen or intending citizen, because of such individual's citizenship status.

18. INCONSISTENT PROVISIONS; PRIORITY OF DOCUMENTS.

The following documents as incorporated by reference into and made a part of this contract, are listed in order of legal precedence below in the event of a conflict in their terms:

- i. This Agreement;
- ii. The General Conditions of Agreement Between Montgomery County Collaboration Council for Children, Youth, and Families, Inc., and Contractor;
- iii. The Contractor's approved budget;
- iv. The Request for Proposals (or Open Solicitation); and,
- v. The Contractor's proposal.

19. INDEMNIFICATION

The contractor is responsible for any loss, personal injury, death and any other damage (including incidental and consequential) that may be done or suffered by reason of the contractor's negligence or failure to perform any contractual obligations. The contractor must indemnify and save the Montgomery County Collaboration Council for Children, Youth and Families, Inc. harmless from any loss, cost, damage and other expenses, including attorney's fees and litigation expenses, suffered or incurred due to the contractor's negligence or failure to perform any of its contractual obligations. If requested by the Montgomery County Collaboration Council for Children, Youth and Families, Inc., the contractor must defend the Montgomery County Collaboration Council for Children, Youth and Families, Inc. in any action or suit brought against the Montgomery County Collaboration Council for Children, Youth and Families, Inc. arising out of the contractor's negligence, errors, acts or omissions under this contract. The negligence of any agent, subcontractor or employee of the contractor is deemed to be the negligence of the contractor.

20. INDEPENDENT CONTRACTOR

The contractor is an independent contractor. The contractor and the contractor's employees or agents are not agents of the Montgomery County Collaboration Council for Children, Youth and Families, Inc. and have no capacity to represent or bind the organization in any way. The Contractor is solely responsible for payment of taxes, and is not entitled to workers' compensation, unemployment compensation, or any employee benefits, statutory or otherwise from the Collaboration Council, and shall at all times comply with all laws, rules, regulations, and ordinances applicable to the performance of the services.

21. INSPECTIONS

The Montgomery County Collaboration Council for Children, Youth and Families, Inc. has the right to monitor, inspect and evaluate or test all supplies, goods, or services called for by the contract at all reasonable places (including the contractor's place of business) and times (including the period of preparation or manufacture).

22. HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT OF 1996 (HIPAA)

The vendor agrees not to disclose or use Protected Health Information other than as permitted or as required by law, to use appropriate safeguards to prevent use of or disclosure of Protected Health Information other than as provided by this Agreement, to report to the Collaboration Council any use or disclosure of Protected Health Information not provided for by this Agreement of which the vendor becomes aware, ensure that any subcontractor to whom it provides Protected Health Information received from, or created or received by the vendor on behalf of the Collaboration Council agrees to the same restrictions and conditions that apply through this Agreement with respect to such information, agrees to mitigate, to the extent practicable, any harmful effect that is known to the vendor of a use or disclosure of Protected Health Information in violation of the requirements of this Agreement, the vendor agrees to provide access, at the request of the Collaboration Council, in a time and manner to be determined or as needed, to Protected Health Information to the Collaboration Council staff in order to meet the requirements under 45 CFR § 164.524, the vendor agrees to make any amendment(s) to Protected Health Information that the Collaboration Council directs or agrees to pursuant to 45 CFR § 164.526 at the request of Collaboration Council, and in the time and manner determined.

23. INSURANCE

Prior to contract execution by the Montgomery County Collaboration Council for Children, Youth and Families, the proposed awardee/contractor must obtain at its own cost and expense the insurance specified in Attachment D-1, INSURANCE REQUIREMENTS. The insurance shall be obtained with one or more insurance company(ies) licensed or qualified to do business in the State of Maryland, and acceptable to the Montgomery County Collaboration Council for Children, Youth and Families, Inc. Contractor must keep this insurance in full force and effect during the term of this contract, including all extensions. Unless expressly provided otherwise, Attachment D-1 is applicable to this contract. The insurance must be evidenced by one or more Certificate(s) of Insurance and, if requested by the Montgomery County Collaboration Council for Children, Youth and Families, Inc., the proposed awardee/contractor must provide a copy of any and all insurance policies to the Montgomery County Collaboration Council for Children, Youth and Families. At a minimum, the proposed awardee/contractor must submit to the Executive Director, Collaboration Council for Children, Youth and Families, Inc., one or more Certificate(s) of Insurance prior to award of this contract, and prior to any contract modification extending the term of the contract, as evidence of compliance with this provision. The contractor's insurance must be primary. Montgomery County Collaboration Council for Children, Youth and Families, Inc. must be named as an additional insured on all liability policies. Forty-five days written notice to the Montgomery County Collaboration Council for Children, Youth and Families, Inc. of cancellation or material change in any of the policies is required. In no event may the insurance coverage be less than that shown on the applicable table, attachment, or contract provision for required insurance. The Executive Director, Collaboration Council for Children, Youth and Families, Inc., may waive the requirements of this section, in whole or in part.

24. NONCONVICTION OF BRIBERY

The contractor hereby declares and affirms that, to its best knowledge, none of its officers, directors, or partners or employees directly involved in obtaining contracts has been convicted of bribery, attempted bribery, or conspiracy to bribe under the laws of any state or the federal government.

25. NON-DISCRIMINATION IN EMPLOYMENT

The contractor agrees to comply with the nondiscrimination in employment policies and or provisions prohibiting unlawful employment practices as well as all other applicable state and federal laws and regulations regarding employment discrimination.

The contractor assures the Montgomery County Collaboration Council for Children, Youth and Families, Inc. that, in accordance with applicable law, it does not, and agrees that it will not, discriminate in any manner on the basis of race, color, religious creed, ancestry, national origin, age, sex, marital status, disability, or sexual orientation.

The contractor must bind its subcontractors to the provisions of this section.

26. PAYMENTS

Under no circumstances will the Montgomery County Collaboration Council for Children, Youth and Families, Inc. pay the contractor for legal fees. The Contractor must not proceed to perform any work (provide goods, services, or construction) for the Montgomery County Collaboration Council for Children, Youth and Families, Inc. not expressly authorized under the Contractor's Contract with the Montgomery County Collaboration Council for Children, Youth and Families, Inc.

27. PERSONAL PROPERTY

All furniture, office equipment, equipment, vehicles and other similar types of personal property specified in the contract and purchased with funds provided under the contract become the property of the Montgomery County Collaboration Council for Children, Youth and Families, Inc. upon the termination or expiration of this contract. To the extent such property is purchased with funds provided by the State of Maryland through its agencies and subdivisions thereof, it becomes property of the State of Maryland upon expiration of this contract, unless expressly stated otherwise.

28. TERMINATION.

The Executive Director, Collaboration Council for Children, Youth and Families, Inc., may terminate the contract in whole or in part, and from time to time, whenever the Executive Director, determines that the contractor is:

- (a) Defaulting in performance or is not complying with any provision of this contract;
- (b) Failing to make satisfactory progress in the prosecution of the contract; or
- (c) Endangering the performance of this contract.

Prior to a termination for cause, the Montgomery County Collaboration Council for Children, Youth and Families, Inc. will send the contractor written notice specifying the cause. The notice will give the contractor 10 days from the date the notice is issued to cure the default or make progress satisfactory to the Montgomery County Collaboration Council for Children, Youth and Families, Inc. in curing the default, unless a different time is given in the notice. If the Montgomery County Collaboration Council for Children, Youth and Families, Inc. determines that default contributes to the curtailment of an essential service or poses an immediate threat to life, health, or property, the Montgomery County Collaboration Council for Children, Youth and Families, Inc. may terminate the contract immediately upon

issuing oral or written notice to the contractor without any prior notice or opportunity to cure. In addition to any other remedies provided by law or the contract, the contractor must compensate the Montgomery County Collaboration Council for Children, Youth and Families, Inc. for additional costs that would be incurred by the Montgomery County Collaboration Council for Children, Youth and Families, Inc., whether the costs are actually incurred or not, to obtain substitute performance. Any termination for cause must be considered a termination for convenience as of the date the contractor was advised of the termination for cause, if there was no cause.

29. TERMINATION FOR CONVENIENCE

This contract may be terminated by the Montgomery County Collaboration Council for Children, Youth and Families, Inc., in whole or in part, upon written notice to the contractor, when the Montgomery County Collaboration Council for Children, Youth and Families, Inc. determines this to be in its best interest. The termination is effective 10 days after the notice is issued, unless a different time is given in the notice. The Montgomery County Collaboration Council for Children, Youth and Families, Inc. is liable only for payment for acceptable performance prior to the effective date of the termination.

30. TIME

Time is of the essence.

REMAINDER OF PAGE INTENTIONALLY LEFT BLANK

RFP ATTACHMENT 1A (EXAMPLE)

Insurance Requirements

Prior to the execution of the Contract by the Montgomery County Collaboration Council for Children, Youth and Families, Inc., the Contractor must obtain at its own cost and expense and keep in effect until termination of the contractual relationship with the Montgomery County Collaboration Council for Children, Youth and Families, Inc., the following insurance with insurance company/companies licensed to do business in the State of Maryland evidenced by a certificate of insurance. Contractor's insurance shall be primary.

Commercial General Liability

A minimum limit of liability of one million dollars (\$1,000,000) combined single limit for bodily injury and property damage coverage per occurrence including the following coverage:

- Contractual Liability
- Premises and Operations
- Independent Contractors
- Products and Completed Operations

Automobile Liability Coverage

A minimum of liability of one million dollars (\$1,000,000), combined single limit for bodily injury and property damage coverage per occurrence including the following:

- owned automobiles
- hired automobiles
- non-owned automobiles

Workers Compensation/Employer's Liability

Meeting all requirements of Maryland Law and with the following limits:

- Bodily Injury by Accident \$100,000 each accident
- Bodily Injury by Disease \$500,000 policy limits
- Bodily Injury by Disease \$100,000 each employee

Additional Insured

Montgomery County Collaboration Council for Children, Youth and Families, Inc. must be named as an additional insured on the general liability policy.

Policy Cancellation

Forty-five (45) days written notice of cancellation or material change to any of the policies is required

Certificate Holder

Montgomery County Collaboration Council
for Children, Youth and Families, Inc.
1803 Research Boulevard, Suite 208
Rockville, MD 20850

RFP ATTACHMENT 2 (EXAMPLE)

10 PRINCIPLES OF WRAPAROUND

- 1. Family voice and choice.** Family and youth/child perspectives are intentionally elicited and prioritized during all phases of the wraparound process. Planning is grounded in family members' perspectives, and the team strives to provide options and choices such that the plan reflects family values and preferences.
- 2. Team based.** The wraparound team consists of individuals agreed upon by the family and committed to them through informal, formal, and community support and service relationships.
- 3. Natural supports.** The team actively seeks out and encourages the full participation of team members drawn from family members' networks of interpersonal and community relationships. The wraparound plan reflects activities and interventions that draw on sources of natural support.
- 4. Collaboration.** Team members work cooperatively and share responsibility for developing, implementing, monitoring, and evaluating a single wraparound plan. The plan reflects a blending of team members' perspectives, mandates, and resources. The plan guides and coordinates each team member's work towards meeting the team's goals.
- 5. Community-based.** The wraparound team implements service and support strategies that take place in the most inclusive, most responsive, most accessible, and least restrictive settings possible; and that safely promote child and family integration into home and community life.
- 6. Culturally competent.** The wraparound process demonstrates respect for and builds on the values, preferences, beliefs, culture, and identity of the child/youth and family, and their community.
- 7. Individualized.** To achieve the goals laid out in the wraparound plan, the team develops and implements a customized set of strategies, supports, and services.
- 8. Strengths based.** The wraparound process and the wraparound plan identify, build on, and enhance the capabilities, knowledge, skills, and assets of the child and family, their community, and other team members.
- 9. Persistence.** Despite challenges, the team persists in working toward the goals included in the wraparound plan until the team reaches agreement that a formal wraparound process is no longer required.
- 10. Outcome based.** The team ties the goals and strategies of the wraparound plan to observable or measurable indicators of success, monitors progress in terms of these indicators, and revises the plan accordingly.

RFP ATTACHMENT 3 (EXAMPLE)

Proposal Submission Checklist

Cover Sheet

Example is in RFP Attachment 4

Acknowledgement

Use the form in RFP Attachment 5

Table of Contents (not counted in page numbering)

Proposal Narrative, with the following major headings

- Agency Experience and Qualifications
- Delivering Care Coordination Services
- Resource Development and Provider Network
- Personnel Requirements
- Record-Keeping
- Program Performance Measures and Child and Family Outcomes
- Safety, Security and Risk Management

Attachments Referenced in the Narrative: (clearly label each attachment with the prescribed letter)

- A. Cultural Competence Assessment Form (RFP Attachment 6)
- B. Minority Business Enterprise Report Form (RFP Attachment 7)
- C. Resumes & Position Descriptions of a care coordinator and supervisor (RFP Attachment 8)
- D. References (RFP Attachment 9)

Budget

Line Item Budget (See example in RFP Attachment 10)

Budget Narrative Explanation*

Description of Fiscal Management and Accounting Practices*

* The text for these two sections should be under 10 pages.

RFP ATTACHMENT 4 (EXAMPLE)

Cover Sheet

Legal Name of the Organization:

Street Address:

Suite, Floor, etc.:

City:

State:

Zip Code:

Federal ID Number:

Private for-profit

Private nonprofit

Primary Contact Information:

First Name:

Last Name:

Title:

Telephone number:

E-mail Address:

Proposed Budget:

Collaboration Council \$

Any In-Kind Contribution \$

Total \$

Signature of Authorized Official for the Organization

Date:

RFP ATTACHMENT 5 (EXAMPLE)

Acknowledgement

The Offeror must include a signed acknowledgement that all the terms and conditions of the offer may, at the Collaboration Council's option, be made applicable in any contract issued as a result of this Request for Proposals. Offerors that do not include such an acknowledgement may be rejected. Executing and returning with the Offeror's proposal this form containing the signed acknowledgement below may satisfy this requirement.

The undersigned agrees that all the terms and conditions of this Request for Proposals and offer may, at the Collaboration Council's option, be made applicable in any contract issued as a result of this Request for Proposals.

Business Firm's Typed Legal Name:

The correct legal business name of the Offeror must be used in all contracts. A trade name (i.e., a shortened or different name under which the firm does business) should not be used when the legal name is different. Corporations must have names that comply with State Law.

Name and Title of Person Authorized to Sign Proposal:

Signature of that Person:

Date:

Printed Name and Title:

Name:

Title:

Acknowledgement of Any Amendments to the Request for Proposals (if applicable)

The Offeror acknowledges they have checked Collaboration Council website: <https://collaborationcouncil.org/funding-opportunities/request-for-proposals-rfp/> and downloaded any amendments or addenda to the Request for Proposals: please list below (if applicable).

Amendment No.

Date

Amendment No.

Date

RFP ATTACHMENT 6 (EXAMPLE)

CULTURAL COMPETENCE AND EQUITY SELF-ASSESSMENT

The Collaboration Council believes that working to achieve cultural competence and equity is an ongoing process that requires continued attention within an organization. Thus, this self-assessment asks you to candidly identify where you are, if at all, in the process. There are very few agencies who can respond “yes” to each item. The Collaboration Council expects each of its partner organizations to focus on increasing its cultural competency and actions toward achieving equity.

COMPLETE THE FOLLOWING CHECKLISTS AND INCLUDE IN YOUR PROPOSAL AS ATTACHMENT 6

Cultural Responsiveness and Competence as Organizational Values and Tasks

Organizational Characteristic	Yes	No
Does your organization have a policy statement that demonstrates recognition and appreciation for the role of culture and diversity in your work?		
Does your organization have published standards (e.g., mandates, guidelines) for cultural responsiveness and competence in the following domains: organizational values and infrastructure; governance; staffing, research, service delivery and interventions, monitoring and evaluation, community relations and engagement?		
Is there a point person or committee for addressing and monitoring cultural responsiveness and competence?		
Does your agency periodically evaluate its services against cultural competency and/or inclusiveness goals?		

Cultural Diversity and Competency of Board and Staff

Organizational Characteristic	Yes	No
Does your Board membership recruitment and retention respond to community needs and diversity?		
Does membership of any committees or workgroups actively address current community needs and issues surrounding equity?		
Are cross-cultural competence requirements built into job classifications and descriptions?		
Does your organization have staff recruitment and retention strategies that respond to community needs and diversity?		
Are there internal tools (e.g., brown bag lunches, speakers, ongoing training, discussion groups) for increasing staff’s capacity to understand issues of equity and barriers facing the people they serve?		

Understanding and Relationships with Diverse Communities that are Served

Organizational Characteristic	Yes	No
Does your agency have an understanding of the demographic characteristics of the community you serve, whether through a discussion, presentation, or a document? How often is it updated if so?		
Can your organization document good relationships with community organizations that serve different racial, ethnic, and cultural populations?		
Are culturally-aware staff placed at agency points of entry?		
Does your organization make accommodations at points of services for people with limited or no English proficiency, disability, and other special needs (e.g., interpreters, translated materials, audio tapes)?		
Are your organization's outreach strategies proactively marketed to diverse racial, ethnic, and cultural groups?		
Is your organization's staff reflective of the community they serve?		
Do you seek to integrate the array of perspectives of the people you serve into your program/service plans and delivery?		

RFP ATTACHMENT 7 (EXAMPLE)

Minority Business Enterprise Report

For those Offerors who are for-profit organizations, complete Form 7A.

For those Offerors who are nonprofit organizations, as determined by the Internal Revenue Service, complete Form 7B.

RFP ATTACHMENT 7A (EXAMPLE)

MINORITY BUSINESS ENTERPRISE REPORT FOR FOR-PROFIT OFFERORS

Company's Legal Name:

Mailing Address:

Company Contact Person:

Title:

Phone Number:

E-mail address:

Type of company:

Corporation Partnership Sole Proprietor

Is your company at least 51% owned and controlled by persons from one or more of the following categories: Yes No

If yes, check all that apply:

- African Americans
- American Indians
- Asian Americans
- Hispanics
- Women
- Physically or mentally disabled

Has your firm received Minority Business Certification from the State of Maryland Department of Transportation?

No Yes, Certification No.

Has your firm received U. S. Small Business Administration 8(a) Certification?

No Yes, Certification No.

If your firm currently has a certificate(s), please attach to completed form.

Authorized Signature:

Print Name:

Title:

Date:

RFP ATTACHMENT 7B (EXAMPLE)

MINORITY MANAGED NONPROFIT OFFERORS AFFIRMATION FORM

Company's Legal Name:

Mailing Address:

Street Address:

Suite, Floor, etc.:

City:

State:

Zip Code:

Company Contact Person:

First Name:

Last Name:

Title:

Phone Number:

E-mail address:

Has your company been certified by the U.S. Internal Revenue Service as a nonprofit organization?

No

Yes, attach copy of certification letter

Describe organization's mission:

Describe services typically delivered:

Total Number of Board Members Stipulated in Bylaws:

Number of currently elected Board Members:

Number of Board Members with Minority Status:

List names/titles of Key Management Staff and indicate how they identify race or ethnicity:

Name and Title	Race/Ethnic	Female	Disability
	Check all that apply.		
		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>

Authorized Signature:

Print Name:

Title:

Date:

RFP ATTACHMENT 8 (EXAMPLE)

JOB DESCRIPTIONS/RESUMES

Please include job descriptions/resumes for all personnel involved in this project as ATTACHMENT 8 to the narrative.

RFP ATTACHMENT 9 (EXAMPLE)

REFERENCES

You are requested to provide references to the Collaboration Council with your proposal. The three references must be from individuals or firms that you currently, or within the past two years, have delivered similar services. **Names for references shall be of individuals who directly supervised or have knowledge of the services provided.** These should not be people providing general praise for your organization. Failure of an Offeror to provide the Collaboration Council with references of the specified nature may result in the Offeror being considered non-responsive.

REFERENCE 1

NAME OF FIRM:

STREET ADDRESS:

SUITE, FLOOR, ETC.:

CITY:

STATE:

ZIP CODE:

CONTACT PERSON:

FIRST NAME:

LAST NAME:

PHONE:

E-MAIL ADDRESS:

SERVICES DELIVERED:

REFERENCES (continued)

REFERENCE 2

NAME OF FIRM:

STREET ADDRESS:

SUITE, FLOOR, ETC.:

CITY:

STATE:

ZIP CODE:

CONTACT PERSON:

FIRST NAME:

LAST NAME:

PHONE:

E-MAIL ADDRESS:

SERVICES DELIVERED:

REFERENCES (continued)

REFERENCE 3

NAME OF FIRM:

STREET ADDRESS:

SUITE, FLOOR, ETC.:

CITY:

STATE:

ZIP CODE:

CONTACT PERSON:

FIRST NAME:

LAST NAME:

PHONE:

E-MAIL ADDRESS:

SERVICES DELIVERED:

RFP ATTACHMENT 10 (EXAMPLE)

PROPOSED BUDGET FORMAT AND CONTENT

Agency/Organization:

Chief Executive Officer:

Telephone Number:

E-mail Address:

Chief Financial Officer:

Telephone Number:

E-mail Address:

PROPOSED BUDGET

- The budget should be for one year.
- Round figures to the nearest whole dollar. Carefully check the math.
- Contract negotiations will arrive at the final amount based on the timeframe to be covered...
- All expenses must be justified and related to proposed program activities.

Category of Expense	Grant Funding Requested	Other Resources/Funding *	Proposed Program Total
PERSONNEL			
Personnel			
Fringe			
SUBTOTAL PERSONNEL			
OPERATING EXPENSES – Directly Related to Program Objectives			
Travel			
Supplies			

Category of Expense	Grant Funding Requested	Other Resources/Funding *	Proposed Program Total
Contractual Services/Consultants			
Equipment Purchase			
Equipment Maintenance/Rental			
Printing/Photocopying			
Communications (Telephone, postage)			
Staff Development/Training			
Facility Expense (rent, utilities)			
Other, Specify by line item			
SUBTOTAL OPERATING EXPENSES			
AGENCY INDIRECT – Explain Below			
TOTAL BUDGET			

Agency Indirect Explanation:

***Other Resources/Funding – Not Required**

The column records any proposed in-kind or cash match provided by the organization. Please describe these below.

Source of Funding	Line Item	Amount
<i>Example: Community Center</i>	<i>Facility Expenses: Meeting Space</i>	<i>\$250</i>

JUSTIFICATION OF EXPENSES

PERSONNEL

Please account for all full-time and part-time positions that are part of the proposed program services only. The salary costs should reflect a one-year timeframe. If the person is considered a contractor, please justify their expenses in the Contractor Services/Consultants Line Item in Operating Expenses.

Job Title	Total Number of Hours/week worked	Number of Hours/week for this program	Hourly Rate or Annual Salary	Amount Paid through this Grant	Amount Paid by Other Resources
1)					
2)					
3)					
4)					
5)					

Job Title	Total Number of Hours/week worked	Number of Hours/week for this program	Hourly Rate or Annual Salary	Amount Paid through this Grant	Amount Paid by Other Resources
6)					
7)					
8)					
9)					
10)					
11)					
12)					
TOTALS					

(please attach separate sheet if additional space is needed)

JUSTIFICATION FOR PERSONNEL

Justification for Job Title 1)
Justification for Job Title 2)
Justification for Job Title 3)
Justification for Job Title 4)
Justification for Job Title 5)
Justification for Job Title 6)
Justification for Job Title 7)
Justification for Job Title 8)
Justification for Job Title 9)
Justification for Job Title 10)
Justification for Job Title 11)
Justification for Job Title 12)

Please list any other Personnel not listed above (include Job title and Justification)

How is the Fringe Rate Calculated? What rate is applied to this proposed budget?

JUSTIFICATION FOR OPERATING EXPENSES

Using this or another format, please give detailed calculations and narrative explanation that show the importance of the expense to the proposal program.

If Vendor Name is unknown please leave blank but provide \$ amount in Line Item for all expenses.

Line Item		Justification
Vendor Name	Amount	
Travel:		
Supplies:		
Contractual Services/Consultants:		
Equipment Purchase:		
Equipment Maintenance/Rental:		
Printing/Photocopying:		
Communications (Telephone, postage):		
Staff Development/Training:		
Facility Expenses (rent, utilities, etc.):		
Other, Specify by line item:		

FISCAL MANAGEMENT AND OPERATING PROCEDURES

Are financial statements audited annually?

Yes

No

If yes, by who?

If not, please explain.

Are you required to file Form 990 with the Internal Revenue Service?

Yes

No

If yes, are you current with your filings?

Yes

No

If no, please explain.

Is your charitable registration with the Maryland Secretary of State and filings with the Maryland Division of "Taxation current? Yes No

If no, please explain since you must be legally able to conduct business in the State of Maryland in order to contract with the Collaboration Council.

Briefly describe the fiscal management and accounting procedures used by your organization.

(one page maximum)

As negotiations begin and prior to beginning a contract, a copy of your last audit or review must be submitted.