

TEXAS RFP FOR INDEPENDENT ADMINISTRATOR (Contract was not finalized)

The state sought an Independent Administrator to organize and manage services, including case management, in the San Antonio region. The RFP was released and the winner (an out-of-state corporation) was announced. The contract was not finalized.

Texas intended to use the following payment structure:

1. A fixed fee for Administration
2. A flat rate Facility Child Maintenance Fee per Child-Service-Day for children placed in 24-hour residential facilities
3. A flat rate Home Child Maintenance Fee per Child-Service-Day for children placed in foster homes
4. A flat rate Case Management Fee per Child-Service-Day
5. Financial incentives for exceeding key performance requirements *(the bidder proposed the incentive level for each)

TEXAS CHILD AND FAMILY OUTCOMES

This RFP included thirteen (13) child and family outcomes, each having a defined target that represents the IA's minimum required level of performance for the outcome.

Safety

Safety Outcome 1* (SFOC 1): Children are safe in care.

Performance Period: IA performance on this outcome will be measured throughout the Transition and Operational phases.
Financial Incentives: No Financial Remedies: Yes
Indicator: Percent of children served by the IA's Model that do not experience a validated incident of maltreatment while in DFPS' legal conservatorship (i.e., before the children achieve permanency).
Target: 100%
Purpose: The purpose of this measure is to evaluate the IA's success in protecting children in DFPS' legal conservatorship.
Definition(s): A validated incident of maltreatment means an incident for which a disposition of Reason To Believe (RTB) is determined and entered into the IMPACT system following an investigation by DFPS staff. This measure differs from the federal CFSR measure in that the federal measure assesses the safety of children living in foster care. The measure used for this RFP and the Contract will include all children in DFPS' legal conservatorship, whether living in foster care settings, living with kinship caregivers, or returned home.
Data Source IMPACT
Methodology: The numerator is the total number of unduplicated children in DFPS' legal conservatorship with at least one validated incident of maltreatment that occurs while the IA is responsible for the provision of services to those children during the

Performance Period. The denominator is the total number of unduplicated children in DFPS' legal conservatorship served by the IA's Model during the Performance Period. Divide the numerator by the denominator, subtract from 1, and state as a percentage.

Safety Outcome 2* (SFOC 2): Children are safe when returned to their families, placed with kinship caregivers, or adopted.

Performance Period: IA performance on this outcome will be measured throughout the Transition and Operational phases.

Financial Incentives: No

Financial Remedies: Yes

Indicator: Percent of children served by the IA's Model that are returned to their families, placed with kinship caregivers, or adopted and do not experience a validated incident of maltreatment during the first 12 months following the date that DFPS' legal conservatorship is dismissed.

Target: 100%

Purpose: The purpose of this measure is to evaluate the IA's Model's success at finding safe permanent placements for children.

Definition(s): The date that DFPS' legal conservatorship is dismissed is the date the court renders an order ending DFPS' legal conservatorship of a child. A validated incident of maltreatment means an incident for which a disposition of Reason To Believe (RTB) is determined and entered into the IMPACT system following an investigation by DFPS staff.

Data Source: IMPACT.

Methodology: The numerator is the total number of children for whom DFPS' legal conservatorship is dismissed after being served by the IA's Model who subsequently become a victim in a validated incident of maltreatment within 12 months of the date that DFPS' legal conservatorship was dismissed. A child is counted in the numerator only if the validated incident occurs during the Performance Period. The denominator is the total number of children served by the IA's Model for whom DFPS' legal conservatorship is dismissed within 12 months prior to any day in the Performance Period. Divide the numerator by the denominator, subtract from 1, and state as a percentage.

Permanency

Permanency Outcome 1* (PMOC 1): Children are quickly returned to their families or placed permanently with kinship caregivers.

Performance Period: IA performance on this outcome will be measured during the Operational phase.

Financial Incentives: Yes

Financial Remedies: Yes

Indicator: Percent of children that achieve family reunification or permanent placement with a kinship caregiver and are no longer in DFPS' legal conservatorship within 12 months of the date DFPS refers a child to the IA.

Target: Above regional baseline for the first year. For each subsequent year, the target may be adjusted by an agreed upon percentage but in no event will the target be below

the target identified in this RFP.
Purpose: The purpose of this measure is to evaluate the IA's Model's effectiveness in achieving family reunification or finding permanent kinship caregiver placements for children within a limited timeframe.
Definition(s): Permanency means the dismissal of DFPS' legal conservatorship. For this outcome, the indicator applies to children who are reunified with their families or placed with kinship caregivers. The indicator does not include children for whom DFPS has become the permanent managing conservator. Length of time is measured by counting the number of months from the date DFPS refers a child to the IA through the date DFPS' legal conservatorship is dismissed for a child who is returned home or placed with a kinship caregiver.
Data Source: IMPACT.
Methodology: The numerator is the number of children who achieved a permanent placement, as defined above, with their families or with a kinship caregiver within 12 months of referral to the IA. The denominator is the number of children served by the IA for more than 12 months who have not achieved a permanent placement, plus the number of children counted in the numerator. The numerator is divided by the denominator, and then multiplied by 100 to achieve a percentage.
Permanency Outcome 2* (PMOC 2): Children in DFPS' legal conservatorship longer than 12 months will be returned to their families or placed with kinship caregivers as quickly as possible.
Performance Period: IA performance on this outcome will be measured throughout the Operational phase.
Financial Incentives: No Financial Remedies: Yes
Indicator: Percent of children in DFPS' legal conservatorship for more than 12 months that achieve permanency between 13 and 18 months, inclusive; between 19 and 24 months, inclusive; between 25 and 30 months inclusive; and 31 months or more after DFPS referred the child to the IA.
Target: For the first year, above the regional baseline for each block of months. For each subsequent year, the target may be adjusted in a manner that improves this outcome.
Purpose: This purpose of this measure is to evaluate the effectiveness of the IA's Model in achieving family reunification or permanent kinship placements for children that have been in the conservatorship of DFPS longer than 12 months.
Definition(s): Permanency means the dismissal of DFPS' legal conservatorship. For this outcome, the indicator applies to children who are reunified with their families or placed with kinship caregivers. The indicator does not include children for whom DFPS has become the permanent managing conservator. Length of time is measured by counting the number of months from the date DFPS refers a child to the IA through the date DFPS' legal conservatorship is dismissed for a child that is returned home or placed with a kinship caregiver. For all children with a permanency goal of reunification or kinship placement who do not achieve permanency within 30 months of referral to the

IA, time to achieve permanency will always be counted as 31 months.
Data Source: IMPACT
Methodology: For this measure, a different numerator and denominator will be used for each group of children belonging to each of the following groups: children achieving permanency between 13 and 18 months, inclusive; between 19 and 24 months, inclusive; between 25 and 30 months, inclusive; and 31 months or more after DFPS refers the children to the IA. Respectively, the numerator for each group is the unduplicated number of children served by the IA during the Performance Period who have been in DFPS conservatorship for more than 12 months and for whom conservatorship is dismissed 13 to 18 months, inclusive; 19 to 24 months, inclusive; 25 to 30 months, inclusive; and 30 months or more after referral to the IA. The denominator is the unduplicated number of children served by the IA during the Performance Period who have been in DFPS' legal conservatorship for more than 12 months. Divide each numerator by the denominator, multiply by 100, and state as a percentage.

Permanency Outcome 3* (PMOC 3): Timely consummation of children’s adoptions.

Performance Period: IA performance for this outcome will be measured during the Operational phase.
Financial Incentives: Yes Financial Remedies: Yes
Indicator: Percent of children with a permanency goal of adoption that have their adoptions consummated within 24 months of DFPS being granted legal conservatorship.
Target: Above regional baseline for the first year. For each subsequent year, the target may be adjusted by an agreed upon percentage but in no event will the target be lower than what is required in this RFP.
Purpose: The purpose of this measure is to evaluate the IA’s Model’s effectiveness in ensuring timely consummations of adoptions for children with permanency goals of adoption.
Definition(s): For this measure, “children” refers only to those children with a permanency goal of adoption. An adoption is consummated when a court issues a final adoption decree or order pursuant to TFC Chapter 162, or a substantially similar procedure in another state or country entitled to full faith and credit.
Data Source: IMPACT.
Methodology: The numerator is the total number of children served by the IA’s Model for whom adoptions are consummated during the Performance Period if the consummations occur within 24 months of the date legal conservatorship was granted DFPS. The denominator is the total number of children with a permanency plan of adoption that have been in DFPS conservatorship for more than 24 months plus the number of children identified in the numerator. Divide the numerator by the denominator, multiply by 100, and state as a percentage.

Permanency Outcome 4* (PMOC 4): Children with permanency goals of adoption who have remained in the legal conservatorship of DFPS for more than 24 months will have consummated adoptions as quickly as possible.

Performance Period: IA performance on this outcome will be measured throughout the Operational phase.
Financial Incentives: No Financial Remedies: Yes
Indicator: Percent of children with a permanency goal of adoption that have consummated adoptions within 25 to 30 months, inclusive; 31 to 36 months, inclusive; 37 to 42 months, inclusive; or 43 or more months after DFPS referred the child to the IA.
Target: For the first year, above the regional baseline for each block of months. For each subsequent year, the target may be adjusted in a manner that improves this outcome.
Purpose: This purpose of this measure is to evaluate the effectiveness of the IA’s Model in achieving consummated adoptions for children with a permanency goal of adoption that have been in DFPS’ legal conservatorship longer than 24 months.
Definition(s): For this measure, the word “children” refers only those with a permanency goal of adoption. An adoption is consummated when a court issues a final adoption decree or order pursuant to TFC Chapter 162, or a substantially similar procedure in another state or country entitled to full faith and credit. Length of time is measured by counting the number of months from the date DFPS refers a child to the IA through the date a child’s adoption is consummated. For all children with a permanency goal of adoption who do not have a consummated adoption within 42 months of referral to the IA, the time to consummation will, for purposes of this measure, always be 43 months.
Data Source: IMPACT
Methodology: For this measure, a different numerator and denominator will be used for each group of children belonging to each of the following groups: children whose adoptions are consummated within 25 to 30 months, inclusive; 31 to 36 months, inclusive; 37 to 42 months, inclusive; and 43 months or more after DFPS refers the children to the IA. Respectively, the numerator for each group is the unduplicated number of children served by the IA during the Performance Period who have been in DFPS’ legal conservatorship for more than 24 months and for whom an adoption is consummated within 25 to 30 months, inclusive; 31 to 36 months, inclusive; 37 to 42 months, inclusive; and 43 or more months after referral to the IA. The denominator is the unduplicated number of children served by the IA’s Model during the Performance Period who have been in DFPS’ legal conservatorship for more than 24 months and have adoption as a permanency goal. Divide each numerator by the denominator, multiply by 100, and state as a percentage.

Permanency Outcome 5* (PMOC 5): Children do not re-enter DFPS’ legal conservatorship.

Performance Period: IA performance on this outcome will be measured during the Operational phase.
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Financial Incentives: Yes	Financial Remedies: No
Indicator: Percent of children that do not re-enter DFPS' legal conservatorship within 12 months of DFPS' legal conservatorship being dismissed.	
Target: Above regional baseline for the first year. For each subsequent year, the target may be adjusted by an agreed upon percentage but in no event will the target be lower than what is required in this RFP.	
Purpose: The purpose of this measure is to evaluate the IA's Model's effectiveness in finding placements for children that are truly permanent.	
Definition(s): Children for whom DFPS' legal conservatorship has been dismissed are considered to have re-entered DFPS' legal conservatorship if the date a court awards legal conservatorship to DFPS is within 12 months of the prior dismissal.	
Data Source: IMPACT.	
Methodology: The numerator is the total number of children served by the IA's Model who, during the Performance Period, re-entered DFPS' legal conservatorship within 12 months from the date prior DFPS' legal conservatorship was dismissed. The denominator is the total number of children served by the IA's Model who achieved permanency within 12 months of any day during the Performance Period. Divide the numerator by the denominator, subtract from 1, and state as a percentage.	

Stability

Stability Outcome 1* (STOC 1): Children experience stability in their living situations.

Performance Period: IA performance on this outcome will be measured throughout the Transition and Operational phases.	
Financial Incentives: Yes	Financial Remedies: Yes
Indicator: Percent of children in DFPS' legal conservatorship for 12 months or less that have experienced two or fewer placements while being served by the IA's Model.	
Target: Above regional baseline for the first year. For each subsequent year, the target may be adjusted by an agreed upon percentage but in no event will the target be lower than what is required in this RFP.	
Purpose: This purpose of this measure is to evaluate the effectiveness of the IA's Model in providing stability to children by limiting placement changes.	
Definition(s): A placement is defined as an event where the IA or one of its subcontractors places a child in a substitute care placement outside the child's home such as a licensed facility or kinship caregiver's home. This measure includes the initial out-of-home placement and any placement thereafter, excluding hospitalizations for medical or behavioral reasons.	
Data Source: IMPACT	
Methodology: The numerator is the unduplicated number of children served by the IA's Model during the Performance Period who have been in DFPS' legal conservatorship for 12 months or less and have had two or fewer placements. The denominator is the unduplicated number of children served by the IA's Model during the Performance Period who have been in DFPS' Legal conservatorship for 12 months or less. Divide the numerator by the denominator, multiply by 100, and state as a percentage.	

Stability Outcome 2* (STOC 2): Children are placed in home-like settings.

Performance Period: IA performance on this outcome will be measured during the Operational phase.
Financial Incentives: Yes Financial Remedies: Yes
Indicator: The percent of children placed in settings that are least restrictive and most appropriate.
Target: Above regional baseline for the first year. For each subsequent year, the target may be adjusted by an agreed upon percentage but in no event will the target be lower than what is required in this RFP.
Purpose: The purpose of this measure is to evaluate the IA's Model's ability to establish normalcy for children in DFPS' legal conservatorship.
Definition(s): Least restrictive settings are the children's own homes, kinship caregiver homes, foster homes, pre-adoptive homes, and independent living settings.
Data Source: IMPACT. Analyses of this measure occur quarterly during the fiscal year and use three months of data for each analysis (September – November; December – February; March – May; June – August). Should the Operational phase begin after a quarter begins, the initial quarterly analysis will use data only for the time remaining in the quarter the Operational phase began. For example, if the Operational phase begins on January 5, the first quarterly analysis will include data for January 5 through February 28 (or 29).
Methodology: The numerator is the unduplicated number of children in substitute care during a quarter (3-month period of time) living in the least restrictive and appropriate setting. The denominator is the total unduplicated number of children in substitute care during the same quarter. Divide the numerator by the denominator, multiply by 100, and state as a percentage.

Continuity of Family and Community Connections

Continuity Outcome 1* (CTOC 1): Children are placed with siblings.

Performance Period: IA performance on this outcome will be measured during the Operational phase.
Financial Incentives: Yes Financial Remedies: Yes
Indicator: Percent of sibling groups where at least two siblings in the group are placed together in the same substitute care facility or home.
Target: Above regional baseline for the first year. For each subsequent year, the target may be adjusted by an agreed upon percentage that is above the previous year's performance but in no event lower than what is required in this RFP.
Purpose: The purpose of this measure is to evaluate the IA's Model's ability to maintain continuity of family connections for children with siblings who are also in substitute care.
Definition(s): A sibling group consists of two or more children from the same family who are placed in DFPS' legal conservatorship. If one or more members of sibling group that were placed together is/are subsequently placed in hospital setting during the Performance Period, that sibling group will be counted as placed together

subsequent year, the target may be adjusted by an agreed upon percentage in a manner to improve this outcome.
Purpose: The purpose of this measure is to evaluate the IA's Model's ability to provide services that promote the well-being of Clients.
Definition/Indicator: Percent of survey participants that self-report that some or all of the services they are receiving help to stabilize, improve, or maintain improvements to their family situations.
Data Source: Survey questionnaire approved by DFPS.
Methodology: The numerator is the number of survey questionnaires with a to-be-determined number of positive or affirmative responses to service-related questions. The denominator is the total number of survey questionnaires returned. Divide the numerator by the denominator, multiply by 100, and state as a percentage.

Well-being Outcome 2 (WBOC 2): Youth aging out of DFPS' legal conservatorship, exiting foster care after their 18th birthday, and exiting the PAL program after their 18th birthday have high school diplomas.

Performance Period: IA performance on this outcome will be measured during the Operational phase.
Financial Incentives: Yes Financial Remedies: Yes
Indicator: Percent of youth that have a high school diploma at the time they age out of DFPS' legal conservatorship, exit foster care after their 18 th birthday, or exit the PAL program after their 18 th birthday.
Target: Above regional baseline for the first year. For each subsequent year, the target may be adjusted by an agreed upon percentage but in no event will the target be lower than what is required in this RFP.
Purpose: The purpose of this measure is to evaluate the IA's Model's ability to prepare youth for adulthood by ensuring emancipating youth have completed high school.
Definition(s): Youth may age out of the foster care system at 18 years of age or opt to continue foster care up to the age of 22 for purposes of completing high school or its equivalent. Youth may also opt to receive PAL services after their 18 th birthday. Youth who turn 18 years but are still attending school when the Performance Period ends are excluded from the measure.
Data Source: Youth case records
Methodology: The numerator is the number of youth that possess a high school diploma, or its equivalent, at the time they age out of DFPS' legal conservatorship, or after they exit foster care or the PAL program if they are 18 or older during the Performance Period. The denominator is the total number of youth that age out of DFPS' legal conservatorship or exit foster care or the PAL program if they are 18 or older and are no longer in school during the Performance Period. Divide the numerator by the denominator, multiply by 100, and state as a percentage.

TEXAS SYSTEM IMPROVEMENT MEASURES

System improvements achieved through the Contract should include increased availability of resources for Clients, improved case management services, reduced racial disparities in outcome achievement, and enhanced community engagement.

Resources for Children and Families

System Improvement Measure 1 (SIM 1): **Initial placements for children are in family homes.**

- Performance Period: Initial Performance Period begins September 1, 2008 and ends August 31, 2009 (i.e., FY 2009). Subsequent Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to increase the availability of initial placement options for children that do not require placements in restrictive environments.
- Indicator: Percentage of initial placements made in family homes.
- Target: Above regional baseline for fiscal year 2008. For each subsequent year, the target may be adjusted to an agreed upon percentage that improves the baseline and improves the System.

System Improvement Measure 2 (SIM 2): **Youth aging out of DFPS legal conservatorship are employed or enrolled in or attending a college, university, or trade school.**

- Performance Period: Initial Performance Period begins September 1, 2008 and ends August 31, 2009. Subsequent Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to improve successful transition of youth aging out of DFPS legal conservatorship to adulthood.
- Indicator: Percentage of youth aging out of DFPS legal conservatorship who are employed or enrolled in college, university or trade school, or attending a college, university or trade school.
- Target: Above regional baseline for FY 2008. For each subsequent year, the target may be adjusted to an agreed upon percentage that improves the baseline and improves the System.

System Improvement Measure 3 (SIM 3): **Children for whom DFPS has permanent managing conservatorship will have stable placements.**

- Performance Period: Initial Performance Period begins September 1, 2008 and ends August 31, 2009. Subsequent Performance Periods correspond to

each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.

- Purpose: The purpose of this measure is to evaluate the IA's ability to decrease the number of placement moves experienced by children in substitute care longer than 12 months.
- Indicator: Average number of placement changes per year per child for all children who are in the permanent managing conservatorship of DFPS.
- Data Source: IMPACT
- Target: Below regional baseline for FY 2008. For each subsequent year, the target may be adjusted to an agreed upon average that improves the baseline and improves the System.

System Improvement Measure 4 (SIM 4): **Fewer children age out of foster care.**

- Performance Period: Initial Performance Period begins September 1, 2008 and ends August 31, 2009. Subsequent Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to find adoptive families for children who cannot be returned home or cannot be placed with kinship caregivers.
- Indicator: The percentage of youth that age out of foster care during a Performance Period. The percentage is calculated by dividing the number of youth that age out of foster care during the Performance Period by the number of youth and children for which DFPS conservatorship is dismissed during the Performance Period.
- Data Source: IMPACT
- Target: Below regional baseline for FY 2008. For each subsequent year, the target may be adjusted to an agreed upon percentage that improves the baseline and improves the System.

Case Management Services

System Improvement Measure 5 (SIM 5): **All children have, at a minimum, monthly face-to-face contact with their case managers.**

- Performance Period: Initial Performance Period begins June 1, 2007 and ends August 31, 2007. Subsequent Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to ensure that all children are seen and interact with their case managers regularly.

- Indicator: Percentage of children for whom DFPS has legal conservatorship that have had at least one (1) monthly face-to-face contact with their case managers.
- Target: Above regional baseline for FY 2008. For each subsequent year, the target may be adjusted by an agreed upon percentage that improves the baseline and improves the System.

System Improvement Measure 6 (SIM 6): **Children and families have continuity in case management.**

- Performance Period: Initial Performance Period begins September 1, 2008 and ends August 31, 2009. Subsequent Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to ensure Clients retain the same case managers while being served by the IA's Model.
- Indicator: Average number of case manager changes per Client during the Performance Period.
- Target: Below regional baseline for FY 2008. For each subsequent year, the target may be adjusted by an agreed upon percentage that improves the baseline and improves the System.

Reduced Racial and Ethnic Disparities

System Improvement Measure 7 (SIM 7): **Achievement of all child and family outcomes will be similar, if not the same, for Clients of all races and ethnic backgrounds when adjusted for relevant factors.**

- Performance Period: Initial Performance Period begins September 1, 2008 and ends August 31, 2009. Subsequent Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to reduce disparity in the achievement of outcomes for children and families across all racial and ethnic groups.
- Indicator: For child and family outcomes SFOC 1, SFOC 2, PMOC 1, PMOC 2, PMOC 3, PMOC 4, PMOC 5, and WBOC 2, the extent to which differences in achievement of each outcome is reduced between racial and ethnic groups.
- Data Source: IMPACT
- Target: Percent difference between any racial or ethnic group on the achievement of each outcome is below regional baselines for FY 2008. For each subsequent year, the targets may be adjusted by an agreed upon percentage that improves the baseline and improves the System.

Community Engagement

System Improvement Measure 8 (SIM 8): **Community-based organizations have favorable relationships with the IA.**

- Performance Period: Baseline data to be collected for the period beginning June 1, 2007 and ending August 31, 2007. Performance Periods correspond to each state fiscal year through August 31, 2011. A final Performance Period begins September 1, 2011 and ends December 31, 2011.
- Purpose: The purpose of this measure is to evaluate the IA's ability to ensure community engagement in the development and operation of a quality system of care for Clients.
- Indicator: Percentage of community survey questionnaires that have favorable responses to community-IA relationship items.
- Target: The target for this measure will be determined after an initial baseline is determined using the data collected from a survey covering the June 1, 2007 – August 31, 2007 period.