

**NOTICE TO BIDDERS**  
**Request for Proposals**  
**Worcester Navigation**  
**Worcester County's Initiative to Preserve Families**

Worcester County's Initiative to Preserve Families, also known as the Worcester County Local Management Board, seeks a provider with an office located in Worcester County for the purpose of hiring a program coordinator for implementation the Worcester Navigation program.

Worcester Navigation will use a strengths based approach to provide children, youth and families with "no wrong door" access by providing necessary referrals and linkages to services. The primary target population to be served through this project will be families living at or below the poverty threshold in Worcester County. Interested parties are encouraged to utilize the nationally recognized, evidence based model of Family Success Alliance, and the trainings Bridges out of Poverty and Getting Ahead in a Just Getting By World, as references for proposal development.

This grant is to support staff salary for a family navigator, training costs for the family navigator, equipment needs for the family navigator, and travel related expenses. This grant will assist with the provider's ability to plan and implement a family navigation service in Worcester County, Maryland. The funding available for this program will be decided by Worcester County's Initiative to Preserve Families Board of Directors on an annual basis pending availability of funds.

Proposals will be accepted by the Office of the County Commissioners until **Monday, August 23, 2021 at 1:00 PM**. One (1) original, and five (5) copies should be addressed and mailed or hand carried in a sealed envelope labeled "Navigation" to:

**Office of the County Commissioners**  
**ATTN: Mr. Weston Young, Chief Administrative Officer**  
**Worcester County Government Center**  
**One West Market Street, Room 1103**  
**Snow Hill, MD 21863**

Questions and all contact related to this Request for Proposals (RFP) may be sent to [Worcester.lmb@maryland.gov](mailto:Worcester.lmb@maryland.gov). Questions will be responded to within three (3) business days. Thank you for your interest.



*Worcester County's Initiative to Preserve Families*

**The Local Management Board**  
FY 2022 Request for Proposals for  
**Worcester Navigation**

Deadline for Submission: August 23, 2021

**Worcester Navigation**

**Table of Contents**

Introduction .....Pg. 2  
Executive Summary .....Pg. 2  
Priority Population .....Pg. 3  
Program Description .....Pg. 4  
Proposal Specifics.....Pg. 4  
Selection Schedule .....Pg. 6  
Evaluation.....Pg. 7  
Submission Details.....Pg. 8  
Evaluation Criteria.....Pg. 10  
Budget.....Pg. 12

## Worcester Navigation

### Introduction

Local Management Boards (LMBs) were established in the 1990s as part of a State/local collaboration committed to improving the well-being of Maryland's children, youth, and families. The LMBs were created to promote improved, coordinated local decision-making that focuses on results and accountability. The premise was, and continues to be, that health, education, economic, and social outcomes are more likely to be improved if decisions about programs and strategies are made by local jurisdictions with the funding, support, guidelines, and accountability managed by the State.

The jurisdictions, through their LMBs, bring the knowledge of local needs, resources, and strengths. The LMBs bring together public and private agencies, local government, faith-based and civic organizations, families, youth, and community members to develop, implement, and review a community plan. The plan includes strategies to improve outcomes for one or more of the State's Child Well-Being Results<sup>1</sup>:

- Babies Born Healthy
- Healthy Children
- Children Enter School Ready to Learn
- Children are Successful in School
- Youth will Complete School
- Youth have Opportunities for Employment or Career Readiness
- Communities are Safe for Children, Youth and Families
- Families are Economically Stable

In fiscal year 2022, the Children's Cabinet encouraged LMBs to focus on the following priorities:

1. Reducing the impact of parental incarceration on children, youth, families and communities;
2. Reducing youth homelessness;
3. Improve outcomes for disconnected/opportunity youth;
4. Reducing childhood hunger;
5. Increasing opportunities for community-based programs and services for youth (including diversion); and/or
6. Preventing out-of-State placements.

For purposes of this Request for Proposal, Worcester County's Initiative to Preserve Families (Worcester County Local Management Board) and the Board of Directors are seeking proposals for Fiscal Year 2022 from providers able to develop and implement a community-based program that will **reduce the impact of poverty by increasing opportunities for community based programs and services for children, youth and families** in Worcester County. Funding is available to local 501-(c) not-for-profit organizations, faith based organizations, and government agencies who are in good standing with the State of Maryland.

### Executive Summary

Worcester County's Initiative to Preserve Families' office is located in the central part of Worcester County in Snow Hill, Maryland. The Worcester County Local Management Board (LMB), Board of Directors is composed of five (5) ex officio members and four (4) at-large members; all of who are committed to improving the well-being and outcomes for children, youth and families in Worcester County.

**Mission Statement:** The mission of the Worcester County Local Management Board is to achieve a comprehensive system of education, health and human services that effectively and responsibly address the needs of Worcester County children and families through public and private interagency collaboration.

## **Worcester Navigation**

**Vision Statement:** The Worcester County Local Management Board envisions a caring, compassionate, inclusive community with leadership and government that fosters an environment, which empowers all children, youth and families to thrive.

### **Brief Description of Program:**

The Worcester Navigation program will provide Worcester County's children, youth and families in poverty assistance through a local navigator. This Navigator will work with the families to connect them to much needed resources, to improve overall health and well-being.

### **Priority Population**

#### **Poverty:**

The target population will be youth and/or families that are receiving some form of public assistance or those that are living in poverty. Worcester County continues to see high numbers of children and families living in poverty. Worcester County residents, especially in areas of Pocomoke and Snow Hill, have the highest levels of poverty in the area, with 67% and 61%, respectively, of all residents living below the ALICE threshold. Worcester continues to have a high rate of FARMs (Free and Reduced Meals) students, with a reported 43% of the entire student body eligible to receive assistance. Individuals eligible for FARMs are traditionally of a lower socioeconomic status. Community members of this area also face higher levels of unemployment, higher levels of food insecurity and higher levels of child poverty rate.

#### **Racial:**

As of 2019, Worcester County's population was 52,276 people. 80% of those individuals identified as Non-Hispanic White, 12.7% as Non-Hispanic Black, 3.7% identified as Hispanic, 1.5% Asian, and 2% as other. Interestingly, Worcester County still faces an unproportioned distribution among its most populated towns and jurisdictions, particularly when it comes to race. In the most populated, year-round residential areas of Ocean City, Ocean Pines and Berlin, the total population amounts to 28,161, which is more than half of the population within Worcester County. That being said, only 8% of the population is Black or African American, and 7% is considered other. In the less populated towns in the county, Snow Hill and Pocomoke, the population is more evenly dispersed racial, with 6,225 residents. In these areas, 40% are Black or African American and 8% considered other. (US Census Bureau; 2020 Worcester County Community Health Assessment; DataUSA).

#### **ACEs:**

ACEs are very common and as the traumatic events occur in childhood, it has a detrimental impact on the developing brain. ACEs Study that was done in collaboration between CDC and Kaiser Permanente in 1994 showed that two thirds of the study participants had at least one ACE. And according to 2018 MD BRFSS, the prevalence of ACEs is very common in Adult Marylanders. Around 52% of Worcester County participants had ACEs scores of 1-2, which is much higher than the state prevalence of around 39%. ACEs are found to have a "dose-response" reaction, which means, as the number of ACEs increases, the risk of developing significant health problems increases strongly. However, ACEs can be prevented and can have enormous impact on the health of the community.

### **Worcester Navigation Program Specific Description**

Worcester Navigation will provide children, youth and families with a "no wrong door" approach, providing necessary linkages to services. Families will work with the program coordinator to set goals to improve and make positive changes for their overall health and wellbeing.

Once a referral is received, the Navigator will complete an "Action Plan" with the family within three (3) days of first contact. This "Action Plan" will determine what linkages are needed for the family. Linkages

## **Worcester Navigation**

could include: referrals to food banks; referrals to behavioral health services; transportation; job readiness and employment services; SNAP/TCA benefits; local community college for high education/vocational training; etc. The Navigator will complete these referrals and conduct weekly follow-up with the family to ensure that resources are obtained, and needs are met. Once the family has achieved their goals as outlined in their “Action Plan” the Navigator will close the case. Part of the Navigator’s job will be to ensure the thorough documentation is kept.

During the initial contact, the Navigator could conduct an ACEs Screening to determine if behavioral health services are necessary for the family.

Families will have the ability to self-referral. Partnering agencies will also be able to refer to the program, thus ensuring that the “no-wrong-door” approach is supported.

### **Proposal Specifics**

The LMB is asking that interested parties develop a robust, sisynced, concise proposal to reduce the impact of poverty by increasing opportunities for community based programs and services for children, youth, **and families** through the program entitled Worcester Navigation. Interested parties are encouraged to utilize the nationally recognized, evidence-based model of Family Success Alliance, and the trainings Bridges out of Poverty and Getting Ahead in a Just Getting By World, as references for proposal development. **A maximum award of \$112,500 is available for the Worcester Navigation program in FY2022, and may be renewed with an annualized budget of up to \$150,000 in FY2023 pending availability of funds.**

The LMB reserves the right to negotiate the proposed budget with the chosen vendor. Additionally, the LMB reserves the right to award a lesser amount than requested. If a lesser amount is awarded, the applicant will have the opportunity to adjust the scope of the proposal and/or decline funding.

**ALL FUNDING IS CONTINGENT UPON AVAILABILITY OF FUNDS AND MAY BE AMENDED TO REFLECT CHANGES IN THE FINAL BUDGET APPROPRIATION BY THE GENERAL ASSEMBLY.**

Proposals should consider the following:

- A strong community based, family focused and strength based in philosophy, modality and design
- Priority will be given to proposals that include commitment to utilize appropriate elements of the Family Success Alliance evidence base model
- Priority will be given to proposals that have a location within Worcester County; the selected vendor could potentially have a main office within a neighboring jurisdiction.
  
- Staff should include at a minimum:
  - Program Coordinator (Navigator); The LMB requests utilizing a program coordinator with experience navigating children and family serving systems of care (i.e.: Department of Social Services, Department of Education, Department of Juvenile Services, Behavioral Health Services, community resources) to help alleviate barriers for children, youth and families
- Proposals must include a detailed description and programmatic outline of how they will provide one-on-one support to families to include:
  - Reaching their specified goals;
  - Connecting with schools, community services and programming; and
  - Bringing family perspectives to help improve services and break down systemic barriers to success.

## Worcester Navigation

- Proposals must include a detailed and robust outreach plan with identified referral sources and community partners as well as a non-traditional promotional plan (i.s. Social media, etc.).
- Proposals must include discussion on how the applicant will intentional address race equity issues; Specifically:
  - Provide targeted outreach to Pocomoke and Snow Hill areas which have higher rates of poverty as well as racial disparities
  - Ensure that all staff are trained in Race Equity as well as Social Determinants of Health
  - Ensure that all staff are trained in Bridges Out of Poverty
- Proposals must incorporate intentional efforts to reduce ACEs and increase trauma-informed practices;
- Collaboration of multiple services entities is encouraged.
- Proposals for specific individuals or families will not be considered.
- Proposals sent after the due date will not be considered.

The following are the anticipated performance measures developed for the Worcester Navigation program. These performance measures are subject to change.

Performance Measure	For Percentages, Indicate the Numerator and Denominator (NUM/DEM)	Targeted Outcome for FY2022
<b>What/How Much We Do:</b>		
# of families/individuals served by a Navigator		A minimum of 15 families
Average number of referrals per family/individual		TBD
<b>How Well We Do It:</b>		
#/% of families/individuals served by community-based options	NUM: # of families/individuals served by community based options	TBD
	DEN: # of families/individuals served by a navigator	
#/% of families/individuals with action plans completed within 3 days of contact	NUM: # of families/individuals with action plans completed within 3 days	TBD
	DEN: # of families/individuals served by a navigator	
<b>Is Anyone Better Off?</b>		
#/% of families/individuals who report increase in self sufficiency	NUM: # of families/individuals who report increase in self/sufficiency	TBD

**Worcester Navigation**

	DEN:# of families/individuals served by a navigator	
#/% of families/individuals who report a reduction of food insecurity	NUM:# of families/individuals who report a reduction of food insecurity	TBD
	DEN:# of families/individuals served by a navigator	

The LMB reserves the right to discontinue funding if the program is not meeting deliverables or if funding is withdrawn from the Children’s Cabinet.

The LMB does not discriminate on the basis of race, color, sex, age, national origin, religion, disability or sexual orientation in matters affects employment or in providing access to programs.

**Selection Schedule**

County Commissioners meeting in which the RFP will be reviewed for approval: **July 20, 2021.**  
 RFP Question and Answer Session by LMB Staff: Questions can be submitted electronically to [worcester.lmb@maryland.gov](mailto:worcester.lmb@maryland.gov). **A response will be provided within 3 business days.**  
 RFP due to the Worcester County Administration: **August 23, 2021 by 1:00 pm.**  
 Evaluation Meeting: Week of **August 23, 2021.**  
 County Commissioners meeting to submit vendor(s) selected: **September 7, 2021.**  
 Chosen vendor(s) will be contacted by: **Letter.**  
 The vendor(s) chosen will be notified by LMB staff by **September 15, 2021.** A follow up meeting will then be scheduled. Vendors are expected to be ready for implementation by **October 1, 2021.**

Interested parties must submit one (1) original and five (5) copies of their proposal in a sealed envelope marked “Navigation Program” in the lower left corner of the envelope to the Worcester County Government by the established deadline of **August 23, 2021 at 1:00 pm.** The Worcester County Government will ensure that all proposals received by the deadline are given to the LMB. Proposals should be in a sealed envelope addressed and mailed or hand carried to:

**Office of the County Commissioners  
 ATTN: Mr. Weston Young, Incoming Chief Administrative Officer  
 Worcester County Government Center  
 One West Market Street, Room 1103  
 Snow Hill, MD 21863**

**Evaluation**

The LMB will utilize an Evaluation Committee to review and evaluate each proposal submitted by the guidelines established on the provided evaluation criteria. A total of five members will serve on the RFP panel. The panel will be assigned a facilitator who will assist the group through the process, but will not have a vote. Members of the RFP panel will receive all proposals once they have been received from the County Administrator. Agencies that are submitting a proposal cannot be part of the panel that reviews the proposals. This would prohibit past/present employees of the agency; persons with a current conflict of interest with an applying agency, and present/past board members of an applying agency. This will limit

## **Worcester Navigation**

the amount of available volunteers in this small community. *Examples* of persons/agencies we may draw from could include:

- The Worcester Commission on Aging
- LMB Directors from other jurisdictions
- Clergy
- Representatives from civic groups
- Representatives from SU School of Social Work or professor(s) from WorWic and/or UMES
- Pediatricians
- Representatives from the United Way
- Representatives from the Eastern Shore Community Foundation

The top three (3) proposals (those receiving the highest scores) may be invited to be interviewed by a subset of the panel. This interview will be for the purpose of gathering additional information and negotiating terms of a potential agreement.

Following the rating and rankings and/or the interviews, the panel will meet to obtain consensus on the proposals submitted. Scoring details and notes regarding proposals will be forwarded to LMB staff.

The LMB staff will present the proposals to the Board of Directors for final discussion and considerations to move forward with presenting the selected proposal to the Worcester County Commissioners. Board members can call a motion to recommend changes for the program vendor to consider, but any such change would require a unanimous vote of support by the full Board.

After the LMB Board of Directors has voted to support the selected program vendor, the LMB will then move to follow the Worcester County procurement policy where the selected vendor information will be presented to the Commissioners of Worcester County for approval.

Agencies wanting to appeal a decision reached for this RFP may do so in writing to the LMB Executive Committee within one week of the panel priorities being announced. The Executive Committee will either deny the appeal and inform the petitioner, or forward the appeal for consideration by the full Board. To reverse an earlier decision concerning the RFP made by the panel it will require a unanimous vote by the full Board.

Once the Board of Directors and County Commissioners have approved the selected proposal, the LMB staff will notify all vendors of their status with the proposal. The LMB will contact the selected vendor to meet and prepare program plans and implementation strategies.

## **Submission Details**

All proposals are limited to no more than 15 pages, double spaced, not including title page, abstract, budget, and/or appendices. All proposals should contain the following components:

1. Title Page
  - a. The title of the proposal;
  - b. The Strategic Goal Population(s) which will be served
  - c. The name of the organization(s) submitting the proposal
  - d. The name title, and phone number of the contact individual for the proposal
  - e. The name and title of the person overseeing the grant (if different from above)
  - f. The name and title of the person who will manage the fiscal aspects of the grant (if different from above)

## Worcester Navigation

2. Abstract
  - a. Will summarize the proposal in one paragraph and should not exceed 500 words. Abstract must clearly identify which Strategic Goal Population(s) that the grantee intends to serve.
3. Organizations Capacity
  - a. History of the applicant's operation (specific to the proposed project), and demonstrated experience in developing and implementing projects of a similar nature.
4. Discussion of Need
  - a. Proposals must clearly identify and define the problem(s). Applications submitted for funding must clearly address the identified Strategic Goal population and explain the need in Worcester County.
  - b. All proposals must clearly indicate that all activities will directly impact Worcester County.
5. Narrative
  - a. Proposals must propose a solution to the problem or need based on an evidence based or best practices model.
  - b. Proposals should indicate how the project aligns with the proposed population
  - c. Timetable for implementation, and set expectations all funds will be exhausted by June 30, 2023.
  - d. Clearly indicate what partners are involved in making this program successful.
  - e. Clearly describe a robust and comprehensive outreach plan.
  - f. Proposals are required to clearly define plans for sustainability. Include how the ongoing project will be funded after the grant expires and include in the proposal documentation of the ongoing financial commitment.
6. Race Equity:
  - a. Include a discussion of how a focus on racial equity will inform the implementation and outcomes of the program/strategy.
  - b. Include a discussion of the local data with citations.
  - c. Include a discussion of how demographic data will be collected, disaggregated, and utilized to inform future programmatic strategies, including outreach and education.
7. ACEs
  - a. Include intentional efforts to reduce ACEs and increase trauma-informed practices
8. Two-Generation:
  - a. The program/strategy should propose a clearly-articulated and well-constructed two-generation approach, with simultaneous interventions directed at both the parent(s) and their child(ren)/youth; demonstrate a clear effort to remove silos and/or create new strategies that involve collaboration and communication between agencies serving different members of the family.
9. Budget
  - a. Proposals must include projected expenses and submit a 12 month budget at \$150,000 AND a 9 month budget at \$112,500. These expenses should include those that are ordinary, necessary and reasonable to the implementation of the award. All other revenue or in-kind support must be explained. Please include budget line items such as personnel costs, operating expenses associated with daily functions, equipment/supplies, staff support and training.
  - b. Complete and accurate budget forms that include a detailed budget narrative for each proposed line item must be included. The budget narrative must include a description of the cost and show the calculation of how the cost was derived. See Appendix B for a budget example.
  - c. Please refer to the Policies and Procedures Manual for Local Management Boards, Section V for unallowable costs: <https://goc.maryland.gov/wp-content/uploads/sites/8/2018/03/LMB-Manual-01-01-2018.pdf>
  - d. Cost(s) incurred prior to the award of the grant will not be funded.

**Worcester Navigation**

**Evaluation Criteria**

Criteria Categories	Maximum Score
<p><b>Organizations Capacity:</b> Has the organization clearly articulated their capacity and history of developing, implementing and operating projects of a similar nature?</p>	4
<p><b>Discussion of Need:</b> Is the problem clearly defined? Is the need clearly identified? Is the population of <b>Families Living in Poverty</b> addressed? Will this program directly impact the children, youth and families in Worcester County?</p>	16
<p><b>Narrative:</b> Is there clear discussion on how the program will utilize the <b>Family Success Alliance</b>, evidence-based model? Is there a clear indication of how the program will align and impact the <b>Families Living in Poverty</b> population in Worcester County? Is there a detailed and comprehensive programmatic plan, spanning from intake to discharge? Is there a robust and comprehensive outreach plan? Are partners identified? Is there an obtainable timeline for implementation, including usage of funds? Are sustainability plans discussed?</p>	28
<p><b>Worcester:</b> Is the agency located within Worcester County? Is there clear discussion on how the agency will provide services to all areas of Worcester County?</p>	8
<p><b>Race Equity:</b> Is there a commitment to providing an equitable program across all races, genders and demographics? Is there a clear discussion of how a focus on racial equity will inform implementation and outcomes based upon local data?</p>	8
<p><b>ACES/Trauma Informed Practices:</b> Is there a commitment to incorporate intentional efforts to decrease ACES and include trauma informed practices?</p>	4
<p><b>Two-Generation:</b> Does the program clearly articulate how the program/strategy will provide interventions directed at both the parent(s) and their child(ren)/youth? Does the program demonstrate a clear effort to remove silos and/or create new strategies that involve collaboration and communication between agencies serving different members of the family?</p>	8
<p><b>Budget:</b></p>	12

**Worcester Navigation**

Does the budget include projected expenses? Is there a budget narrative that includes a description of the cost and the calculation of how the cost was derived? Cash Match?	
<b>Total</b>	<b>88</b>

## **Worcester Navigation**

### **Budget**

A maximum award of **\$112,500** is available for the Worcester Navigation program to support a nine month project. A budget of **\$150,000** is anticipated for a full 12 month project.

The LMB reserves the right to negotiate the proposed budget with the chosen vendor. Additionally, the LMB reserves the right to award a lesser amount than requested. If a lesser amount is awarded, the applicant will have the opportunity to adjust the scope of the proposal and/or decline funding.

This budget is negotiable between the selected vendor and the LMB. The LMB reserves the right to award a lesser amount than requested. If a lesser amount is awarded, the applicant will have the opportunity to adjust the scope of the project and/or decline funding.

Two (2) extra points will be assigned by the evaluation committee if the budget for the program/strategy demonstrates a cash match of 25% or more of the total funding request for the program/strategy. Eligible cash match does not include in-kind support or funds that are paid/awarded to the program vendor or another third party in support of the program/strategy.

***ALL FUNDING IS CONTINGENT UPON AVAILABILITY OF FUNDS AND MAY BE AMENDED TO REFLECT CHANGES IN THE FINAL BUDGET APPROPRIATION BY THE GENERAL ASSEMBLY.***