

Children's Services Council of Leon County (CSCLC)
Governing Council Meeting

Thursday, July 22, 2021, 2:00 pm - 5:00 pm ET
Leon County Commission Chambers, 5th Floor
Leon County Courthouse
301 S. Monroe Street

Members of the public can view the meeting via live stream on this YouTube channel:
<https://www.youtube.com/channel/UCC74A9evhLxbHlrH63-clbQ>.

AGENDA

- I. Call to Order
- II. Approval of Agenda
- III. Approval of Minutes from the Previous Meeting
- IV. Introduction of CSCLC CPA Firm
- V. Special Presentation: Pat Gleason, Special Counsel for Open Government, Florida Attorney General's Office
- VI. Public Comment
- VII. Interim Administrator's Report
- VIII. Parliamentarian Overview of Robert's Rules of Order
- IX. Consideration of Procurement Policy
- X. Committee Reports:
 - a. Needs Assessment Committee
 - b. CEO Search Committee
- XI. Next Meeting Dates, including TRIM Hearings
- XII. Agenda for the Next Meeting
- XIII. Member Comment
- XIV. Adjournment

Anyone wanting to appeal an official decision made on any subject at the meeting must have a verbatim record of the meeting that includes the testimony and evidence on which the appeal is based.

Agenda Item

Approval of Minutes from the Previous Meeting

Attachments:

1. Minutes from June 22

CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

June 22, 2021 Regular Meeting

PROPOSED MINUTES

Members Present: Principal Carmen Conner (Vice-Chair); Carolyn Cummings, Leon County Commissioner; Dr. Zandra Glenn; Rocky Hanna, Superintendent of Schools; Darryl Jones, School Board Member Liza McFadden; Paul Mitchell; Mark O'Bryant; Walter Sachs, DCF Northwest Region Managing Director; Honorable Jonathan Sjostrom (Chair), Chief Judge.

Location: Leon County Courthouse, Leon County Commission Chambers, 5th Floor
301 S. Monroe St., Tallahassee, Florida

1. CALL MEETING TO ORDER

2:06 p.m.

2. ROLL CALL

All Council members present. A quorum was established.

3. APPROVAL OF AGENDA:

Chair Sjostrom motioned for the following 3 changes:

- i. Move "Swearing in of New Members" to the next agenda item
- ii. Move "Contract Services" to immediately after the Minutes are approved because we have a speaker who needs to leave quickly for another meeting.
- iii. Add adoption of a Council Resolution authorizing the opening of a bank account.

Mr. Mitchell moved to approve the agenda. Dr. Glenn seconded. Mr. Sachs proposed to amend the motion by moving items #10 and #11 be moved up as much as possible so he could be present. Mrs. Sachs has to leave at 3:00 for a CSC meeting in Escambia County. The amended motion was approved unanimously.

4. SWEARING IN OF NEW MEMBERS

Chair Sjostrom swore in Superintendent Rocky Hanna and School Board Member Darryl Jones to the Council.

5. APPROVAL OF MINUTES FROM 6/15 MEETING:

Mr. Mitchell moved to have the Minutes from the June 15th meeting approved. Mr. O'Bryant seconded. The Minutes were approved unanimously.

6. CONTRACT SERVICES

A. Mr. Granger gave an update on Mr. Christopher Roe, candidate for approval as Council's General Counsel.

Ms. JoLinda Herring gave a brief introduction about Bryant Miller, and Olive PA. Ms. Herring introduced Mr. Christopher Roe. Mr. Roe gave a presentation about his work experience as an attorney.

Commissioner Cummings motioned to approve Bryant Miller, and Olive PA. Mr. Mitchell seconded. Dr. Glen proposed a change to the contract between the Council and Bryant Miller, and Olive PA to cap the amount of reimbursement at \$200.00 without prior approval from the Council. The amended motion to approve Mr. Granger to execute an agreement between the Council and Bryant Miller, and Olive PA passed unanimously.

7. COUNCIL RESOLUTION AUTHORIZING THE OPENING OF A BANK ACCOUNT

Mr. Mitchell moved to have authorize the opening of a bank account with Chair Sjostrom and Mr. Granger as signatories. Commissioner Cummings. Motion passed unanimously.

8. APPROVAL OF INTERLOCAL AGREEMENT

Mr. Mitchell moved to authorize Mr. Granger to execute the Interlocal Agreement with Leon County Board of County Commission. Ms. McFadden seconded the motion. The motion passed unanimously.

9. PUBLIC COMMENT

The next item on the agenda was originally the creation of a Needs Assessment Committee. Mr. Jones motioned to move Public Comment to the next item instead. Discussion. Mr. Sachs seconded. The motion passed unanimously. The following individuals addressed the Council:

Roger Osborne
Principal Benny Bolden
Michael Davidson
Rick Lockenbauch
Neil Skene
Dr. Irwin Jackson
Ginny Daily
Justin Fitzpatrick
Sgt. Mike Wallace

Courtney Atkins
Jack Levine
Stanley Simms
Vaughn Wilson

10. APPROVE TENTATIVE FISCAL YEAR 2021-22 BUDGET & MILLAGE RATE

Chair Sjostrom recused himself from participation. Vice-Chair Conner took over as Chair. Mr. Mitchell gave an update on the TRIM rate.

Mr. Sachs left the Council meeting at 3:15 pm to attend a Council meeting in Escambia County.

Superintendent Hanna moved to approve a millage rate of .375 for fiscal year 2021-2022. Commissioner Cummings seconded the motion. Discussion. Chair Sjostrom abstained from the vote. Mr. Sachs was not present for the vote. The motion passed unanimously via roll call vote.

Chair Sjostrom took over as Chair of the meeting. Mr. Mitchell made a motion to approve the 2020-2021 Interim Budget. The motion was seconded by Mr. O'Bryant. The 2020-2021 Interim Budget was approved unanimously.

Mr. Mitchell made a motion to approve the proposed 2021-2022 Fiscal Year Budget using the .375 millage rate. Mr. O'Bryant seconded the motion. Discussion. The 2021-2022 Fiscal Year Budget was approved unanimously.

11. INTERIM ADMINISTRATOR REPORT

Mr. Granger reported he is delaying the search for a CPA firm. He also addressed the plan for the Needs Assessment Committee.

12. APPOINTMENT OF PARLIAMENTARIAN

Chair Sjostrom asked to place adoption of the one-page summary of Roberts Rule of Order provided by Commissioner Cummings on the next meeting agenda. Mr. Mitchell moved to appoint Commissioner Cummings as the Parliamentarian of the Council. Mr. O'Bryant seconded. The motion passed unanimously.

13. CREATION OF NEEDS ASSESSMENT COMMITTEE

Vice-Chair Carmen Conner
Dr. Zandra Glenn
Darryl Jones
Liza McFadden

Mark O'Bryant
Chair Sjostrom

Mr. Mitchell made a motion to constitute the Needs Assessment Committee with the members listed above. by Mr. Mitchell. Seconded by Superintendent Hanna. Motion passed unanimously.

First meeting date, time, and location to be determined.

14. TRIM PUBLIC HEARING DATE

Mr. Mitchell moved to set the first TRIM Public Hearing for September 8, 2021 at 5:15 pm. Commissioner Cummings seconded the motion. The motion passed unanimously. Location to be determined.

15. NEXT MEETING

The next Regular Council Meeting is July 22, 2021 at 2:00 pm. The Needs Assessment Committee will set a meeting the same day at 12:45 pm. Location to be determined

Mr. Granger stated that the Executive Committee will also need to schedule a meeting.

16. NEXT MEETING AGENDA

- | | |
|---|---------------------------------------|
| A. Call to Order | H. Needs Assessment Committee Report |
| B. Roll Call | I. Authorize Hiring of CPA Firm |
| C. Approval of Agenda | J. Schedule Final TRIM Public Hearing |
| D. Approval of Minutes from June 22, 2021 Meeting | K. Next Meeting Date |
| E. Public Comment | L. Member Comments |
| F. Interim Administrator Report | M. Adjourn |
| G. Adopt Summary of Roberts Rules of Order | |

17. MEMBER COMMENTS

Chair Sjostrom addressed the Council regarding his pleasure to serve. Mr. Jones addressed the Council regarding his pleasure to serve.

Mr. Mitchell announced an event for the Florida Juvenile Justice Foundation on September 2, 2021 at LeMoyne Art Gallery. Proceeds go to scholarships for college students.

18. ADJOURN

Meeting adjourned at 4:37 pm.

Agenda Item

Introduction of CSCLC CPA Firm

Attachments:

1. John Grayson Resume
2. Letter from John Grayson

CERTIFICATION & LICENSURE

- Certified Public Accountant, (AC 28080) Florida
- Certified Fraud Examiner, National Association of Certified Fraud Examiners
- Certified Inspector General, Association of Inspectors General
- Private Investigator (C 2501010) Florida
- Statewide Firearm License (G2600573)
- Certified Process Server, State of Florida 2nd Judicial Circuit (ID# 183)

EDUCATION

- Masters of Business Administration, Nova Southeastern University, April 1992
- Bachelor of Science in Accounting, Bethune-Cookman College, May 1988

PROFESSIONAL EXPERIENCE

Grayson Accounting & Consulting, P.A.

Owner (2001 – Present)

Licensed audit firm providing accounting, auditing, attestation, tax and consulting services to individuals, small businesses, governmental agencies and not for profit organizations. Full time as of January 2003.

Financial Investigative Services, LLC

FL Agency License #A2600013

Managing Member (2006 – Present)

Licensed private investigation firm providing background checks, pre-employment screening, tenant screening, locate services, unclaimed asset recovery, financial (fraud) investigation.

Florida Public Service Commission

Inspector General (August 1996 – December 2002)

Responsible for the internal audit function for the Florida Public Service Commission (FPSC), a state regulatory agency with an annual budget in excess of \$25 million. Perform financial, compliance, and operational audits in conformity with Government Auditing Standards or Standards for the Practice of Internal Auditing. Perform agency-wide risk assessment to identify audit topics which are incorporated into annual and long range audit plans. Evaluate the adequacy and effectiveness of internal controls to determine the extent to which the objectives of management are

being met. Utilize spreadsheet, database, flowcharting, and word processing applications in the planning, filed work, and reporting of audits. Assist in the development of performance measures for the State of Florida, Performance Based Budgeting Program. Perform internal investigations as requested by the Commission Chairman. Present audit and investigatory reports in a formal setting to the Commissioners and executive management. Perform audit follow-up to assess the status of corrective action taken in response to audit findings. Provide the Commission Chairman with monthly updates on the status of ongoing projects.

Regulatory Analyst Supervisor (1995 - 1996)

Supervised a staff of 5-8 auditors in the audits of complex accounting systems of utilities regulated by the FPSC. Provided on-the-job training to the audit staff in areas including regulatory accounting, generally accepted accounting principles (GAAP), generally accepted auditing standards (GAAS), statistical sampling techniques, work paper preparation and documentation, and preparation of audit reports. Prepared and presented expert witness testimony before the Commission on audit findings. Communicated orally and in writing with Commission staff, utility officials, and independent auditors on matters concerning the accounting or auditing of regulated utilities.

Florida Department of Education

Inspector General (1994 - 1995)

Conducted, supervised, and coordinated audits, investigations, and management reviews relating to the programs and operations of the Florida Department of Education. Performed two fraud investigations, one of which resulted in the identification of criminal activity. The case was forwarded to the Florida Department of Law Enforcement for further investigation and ultimately to the State's Attorney office for prosecution. Provided the Commissioner of Education monthly updates on the status of audits and investigations.

Florida Public Service Commission

Regulatory Analyst (Telecommunications Accountant) (1992 - 1994)

Performed comprehensive analysis of the financial statements of telecommunications companies operating in Florida to evaluate the companies' current earnings position and forecast future earnings. Researched, developed and presented recommendations on technical accounting issues, regulatory accounting, and generally accepted accounting principles (GAAP) to the Commission in a formal public forum. Analyzed cost studies, contracts and supporting documents relating to jurisdictional separations.

Regulatory Analyst (Auditor) (1989 - 1992)

Served as audit manager in the financial audits of regulated utility companies in Florida. Audited financial statements, billing systems, and accounting systems for conformity with GAAP; regulations promulgated by the Federal Electric Regulatory Commission (FERC), Federal Communication Commission (FCC), and the National Association of Regulatory Utility Commissioners (NARUC); and FPSC rules.

PROFESSIONAL ORGANIZATIONS

- American Institute of Certified Public Accountants
- Florida Institute of Certified Public Accountants
- Association of Certified Fraud Examiners
- Association of Inspectors General, Charter Member

BOARD OF DIRECTORS

- First Commerce Credit Union, Director
- Big Bend Minority Chamber of Commerce, Director

June 21, 2021

Theodore Granger, Interim Administrator
Children's Services Council of Leon County
301 S. Monroe St., 5th Floor
Tallahassee, FL 32301

Dear Mr. Granger:

Thank you for allowing me the opportunity to submit a proposal for providing accounting services for the Children's Services Council of Leon County. It is my understanding that the selected accounting firm will be responsible for the day to day accounting of the Council's transactions and reporting on such transaction on a monthly and quarterly basis. The accounting firm will also be responsible for maintaining support for all financial transactions and making such documentation available for the annual audit. The accountant will also recommend a financial institution to serve as the depository for the Council's funds

Grayson Accounting & Consulting, P.A. has experience in providing outsourced CFO/Controllership services to clients and trust that we can provide the requisite accounting services and guidance to the Council during it developmental stage.

We are proposing that Ms. Netali Chapple serve as the lead accountant on this project at a rate of \$100/hour. Her resume is attached. I will be available as necessary and my proposed rate is \$150/hour. My resume is included as well.

We look forward to the possibility of working with you and the Children's Services Council. Please let me know if you have any questions.

Sincerely,



John M. Grayson, CPA

Agenda Item

Interim Administrator's Report

Attachments:

1. Holly McPhail's Resume
2. Interim Operations Manager Service Overview

Holly McPhail

Story Teller | Digital Strategist | Problem Solver

 850 510 4377  hollymcphail@yahoo.com  @hollymcphail  Tallahassee, FL

Creative communications professional experienced in the government relations industry. Skilled in social media strategy, marketing, community outreach and engagement, local government and nonprofit management, program evaluation and event management.

PROFESSIONAL EXPERIENCE

CHIEF STRATEGIST & CREATOR | Windwood Communications | *Jul 2019 - Present*

Provide program development and communications support for a vast array of client needs including strategic planning, program development, marketing, digital media strategy, community outreach and event management; Regular writer, speaker and trainer for organizations on digital outreach and social media integration for local government.

COMMUNICATIONS COORDINATOR | Florida League of Cities, Inc. | *May 2016 –Jun 2019*

Coordinate digital media and marketing for statewide association representing municipal government including social media, web design and digital communications; Develop strategy and materials to support special initiatives, legislative action and issue campaigns; Develop, launch and manage the *Florida Municipal Communicators Association*; Provide regular online and in-person training on successful social media strategies, digital accessibility and community building.

LEGISLATIVE COORDINATOR | Florida League of Cities, Inc. | *Feb 2014 – May 2016*

Coordinate and track legislative activities for 7-person lobbying team; Conduct research, develop communications strategy and coordinate advocacy efforts for key legislative issues; Manage legislative events including advocacy days at the capitol, committee meetings, and an annual legislative conference; Manage annual award recognitions for association members and policy makers; Supervise administrative functions for department, including internship program.

PROGRAM COORDINATOR | Ounce of Prevention Fund of Florida | *Aug 2007 – Feb 2014*

Manage quality improvement efforts for statewide child abuse prevention program including strategic planning and progress tracking, policy development, data analysis, contract compliance and technical assistance; Conduct research and develop white papers on early childhood investment; Manage special projects including legislative budget requests, advocacy efforts, systems of care integration, budget allocations and grant writing; Supervise unit members.

TRAINING COORDINATOR | Florida Department of Health | *Jul 2003 – Aug 2007*

Coordinate statewide and regional training activities for clinical staff and healthy start care coordinators including content development, marketing and digital communications; Facilitate interagency meetings to reduce programmatic overlap and improve family health outcomes; Assist quality assurance program and make recommendations for policy and procedural changes.

POLICY ADVISOR | Scottish Parliament | *Mar 2001 – Jun 2002*

Conduct research, author issue briefs and develop policy recommendations on various issues including child poverty, urban regeneration and public health; Manage all public relations activities including correspondence, speech writing and event management; Supervise internship program.

EDUCATION**URBAN AND REGIONAL PLANNING** | Florida State University | *Aug 2006*

Graduate certificate with a concentration on planning for developing areas and economics; Capstone project focused on cultural competency of Florida's health services.

INTERNATIONAL AFFAIRS | Florida State University | *Apr 2006*

Bachelor of Arts, summa cum laude, with a concentration in anthropology and economics; honors in the major thesis on the global inequities of garbage.

COMMUNITY**CAPITAL CITY YOUTH SERVICES** | Tallahassee | *September 2019 – July 2021*

Providing guidance, shelter, and support for youth in crisis.

WHOLE CHILD LEON | Tallahassee | *Dec 2011 – July 2019*

Building a community where everyone works together to make sure children thrive.

TALLAHASSEE SOUTHERN MODEL UNITED NATIONS | Tallahassee, FL | *May 2019 – Present*

Striving to further the understanding of international affairs in middle and high school students.

GOOD SAM ARTS | Tallahassee, FL | *Sep 2013 – May 2017*

Uniting art and soul through creative expression

SKILLS & ATTRIBUTES

Extensive background working with diverse populations and engaging stakeholders; Exceptional written and verbal communication skills; Savvy in social media strategy and digital marketing including design, SEO, lead generation and conversion; Adept in quantitative/qualitative research, gap analysis, strategic planning and continuous quality improvement; Proficient in contract management and compliance; Strong competency for curriculum development, managing board relations and conference planning; Gifted writer and public speaker; Exceptional technological skills.

REFERENCES AVAILABLE ON REQUEST

Interim Operations Manager Service Overview

Children's Services Council of Leon County

This professional contracted position will do the following:

1. Provide executive level administrative and strategic communications support to advance the CSCLC's mission. This includes:
 - Plan, notice, document, and archive all public meetings for the Council including
 - i. Venue management
 - ii. Coordinate printing
 - iii. Live streaming
 - iv. Minutes
 - Establish internal and external communication channels including
 - i. Secure email server
 - ii. Phone system
 - iii. Web and google listings
 - iv. Website
 1. Migrate all data from County to new system
 - v. Social media channels
 - vi. "Newsletter" sign-up
 - Create policy manual for human resources and organizational governance to include, at minimum, a policy on:
 - i. Public notices
 - ii. Public comment
 - iii. Procurement
 - iv. HIPPA
 - v. Council Committees
 - vi. Code of Conduct
 1. Doing business with the CSC
 2. Nepotism
 - vii. Others as assigned by CSCLC
 - Attend regular community events and meetings as a representative of the client
 - Prepare and deliver presentations for or on behalf of the client, as requested

2. Support executive staff with the development of an organizational strategic plan and implementation timeline, as well as track activities and progress toward established objectives, that includes:
 - Needs assessment process
 - CEO search
 - Communications plan
 - Community engagement activities
 - Provider training
3. Develop, implement and track a digital media management strategy to build and establish the CSCLC's brand, increase engagement by select audiences, and facilitate participation at community engagement meetings and other events. This includes:
 - Visual design
 - Social media management
 - Email marketing
 - Web development and maintenance
4. Provide training to CSCLC Council members on effective uses of social and digital media for elected and appointed officials, including open meetings and public records considerations.
5. Meet, at minimum, twice weekly with Interim Administrator to set goals, review priorities and report on progress.

This position will serve on an interim basis extending 60-days post CEO start date or until services are no longer needed.

This position is prohibited from seeking the CEO position.

Agenda Item

Consideration of Procurement Policy

Attachments:

1. To be provided at meeting (the online packet will be updated to include this file when it becomes available)

Agenda Item

Committee Reports: (a) Needs Assessment Committee

Attachments:

1. Draft ITN
2. Draft Needs Assessment Timeline

Invitation to Negotiate (ITN)
Assets & Needs Assessment
Children's Services Council of Leon County (CSCLC)

Issue Date: August 23, 2021

Questions Deadline: September 3, 2021, 5:00 PM ET

Question Responses Posted: September 16, 2021

Response Deadline: September 30, 2021, 5:00 PM ET

Estimated Notice of Intent to Award: October 28, 2021

Do not contact the CSCLC Interim Administrator, any member of the Council or their respective staffs regarding this request. Direct all correspondence or inquiries during the ITN process to the contact listed below.

Designated Contact:

Holly McPhail, Interim Operations Manager

Children's Services Council of Leon County

P.O. Box 1816

Tallahassee, Florida 32302

procurement@cscleon.org

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SECTION 1 – GENERAL INFORMATION

A. BACKGROUND

The Children’s Services Council of Leon County (CSCLC) is a catalyst for positive change to improve the lives and outcomes of children and families in our community.

Approved by a majority of the local electorate during the November 2020 General Election, the CSCLC has been established to provide children with early learning and reading skills, development, treatment, preventative and other children's services. It is an independent special district that will provide funding for these children's services throughout the County by annually levying ad valorem taxes, not exceeding the maximum millage rate of one-half (1/2) mill, and has independent oversight and accountability as required by law.

CSCLC has the following powers and functions:

1. To provide and maintain in the County such preventive, developmental, treatment and rehabilitative services for children as the council determines are needed for the general welfare of the County.
2. To provide such other services for all children as the Council determines are needed for the general welfare of the County.
3. To allocate and provide funds for other agencies in the County which are operated for the benefit of children, provided they are not under the exclusive jurisdiction of the public school system.
4. To collect information and statistical data and to conduct research, which will be helpful to the Council and the County in deciding the needs of children in the County.
5. To consult with other agencies dedicated to the welfare of children, to the end that the overlapping of services will be prevented.
6. To lease or buy such real estate, equipment, and personal property and to construct such buildings as are needed to execute the foregoing powers and functions, provided that no such purchases shall be made or building done unless paid for with cash on hand or secured by funds deposited in financial institutions. Nothing in this subsection shall be construed to authorize the district to issue bonds of any nature, nor shall the district have the power to require the imposition of any bond by the Board of County Commissioners.
7. To employ, pay, and provide benefits for any part-time or full-time personnel needed to execute the foregoing powers and duties.

One of the first tasks of the CSCLC is to identify and assess the needs of the children in the County served by the Council and submit to the Board of County Commissioners a written description of:

1. The activities, services and opportunities that will be provided to children.
2. The anticipated schedule for providing those activities, services, and opportunities.

3. The manner in which children will be served, including a description of arrangements and agreements which will be made with community organizations, state and local educational agencies, federal agencies, public assistance agencies, the juvenile courts, foster care agencies, and other applicable public and private agencies and organizations.
4. The special outreach efforts that will be undertaken to provide services to at-risk, abused, or neglected children.
5. The manner in which the Council will seek and provide funding for unmet needs.
6. The strategy which will be used for interagency coordination to maximize existing human and fiscal resources.

Thereafter, CSCLC shall provide an annual written report to be presented no later than January 1 to the Board of County Commissioners, to include:

1. Information on the effectiveness of activities, services, and programs offered by the Council, including cost-effectiveness.
2. A detailed anticipated budget for continuation of activities, services, and programs offered by the Council, and a list of all sources of requested funding, both public and private.
3. Procedures used for early identification of at-risk children who need additional or continued services and methods for ensuring that the additional or continued services are received.
4. A description of the degree to which the Council 's objectives and activities are consistent with the goals of the County Ordinance.
5. Detailed information on the various programs, services, and activities available to participants and the degree to which the programs, services, and activities have been successfully used by children.
6. Information on programs, services, and activities that should be eliminated; programs, services and activities that should be continued; and programs, services and activities that should be added to the basic format of the Council.

Prior to the CSCLC forming, the Leon County Board of County Commissioners voted to establish an independent Children's Services Council Planning Committee to create a roadmap for ethical governance, quality controls, absolute transparency, no duplication of services, and measurable, results-oriented outcomes for a future CSC of Leon County. That Planning Committee gathered information, sought expert advice, developed accountability measures, kept the public informed and engaged, and laid the groundwork for future collaboration.

The Planning Committee reviewed existing assessments of unmet community needs, collected input on unmet needs, invited public testimony, and synthesized findings. Members reviewed data in four key areas: economic well-being, education, health, and family and community. They reviewed data from community organizations about unmet needs and service gaps as well as data collected by community coordinating partners such as United Partners for Human Services, United Way of the Big Bend and Whole Child Leon. The data review focused on

outcome areas in which Leon County ranks relatively low on a state or national basis. The data and extensive public comments highlighted unmet needs.

The Planning Committee then determined broad priorities (see Appendix I) to encourage funding a range of potential programs reflecting the critical needs identified in the planning process. The Planning Committee was intentional in leaving these priorities broad as they felt “Narrowly defined priorities and specific measures would exceed the role of the Planning Committee and infringe upon the role of the CSC of Leon County’s board and executive director.”

The CSCLC Needs Assessment Committee reviewed these priorities on July 8, 2021, and recommended use as a basis for establishing the priority areas for the purposes of a comprehensive needs assessment. Additional items were placed under the three primary categories. This list can be reviewed in Section 2-E.

B. OVERVIEW

The purpose of this Invitation to Negotiate (ITN) is to solicit competitive responses from qualified firms (hereinafter referred to as Respondents) offering assessment and analytical services to the CSCLC as described in Section 2, Scope of Services.

The CSCLC intends to outsource these services. The successful Respondent will need to demonstrate exceptional credentials and expertise necessary to provide the requested services to the CSCLC. To be considered, each Respondent’s reply must meet the standards and requirements set forth in Section 4, Response Requirements.

The CSCLC intends to enter into a contract with the Respondent selected. The final fee and the basis thereof will be determined during contract review and negotiation.

The issuance of this ITN is merely the beginning of the negotiation process. Alternate means of accomplishing the requirements specified herein, with reasonable assurance of satisfactory results, will be considered and may be accepted, at the CSCLC’s sole discretion, without further addendum to the ITN. The CSCLC may, in its sole discretion, enter into one or more contracts that include terms (including terms relating to pricing and services) that are materially different from the requirements of this ITN or the terms of any response submitted under this ITN. As a result, the CSCLC may consider any and all responses (including modifications to any response), any information obtained from oral interviews, the negotiation process between the CSCLC and one or more of the Respondents, or information from any other source or alternative in determining whether to enter into one or more contracts and the terms and provisions of such contract.

Any contract that shall serve as the agreement between the parties will be developed through the negotiation process. The CSCLC may enter into negotiations with the Respondent(s) in order to achieve the most effective plan. The CSCLC reserves the right to negotiate concurrently or separately with competing Respondents any time after the finalists are selected. The CSCLC reserves the right to accept portions of a competing Respondent’s response and use such portions to form an overall program in the best interest of the CSCLC. Furthermore, the CSCLC shall have the right to use any or all ideas or adaptations of the ideas presented in any response

received pursuant to this ITN. Selection or rejection of a response will not affect this right. The CSCLC reserves the right to reject any and all responses or portions thereof. The CSCLC reserves the right to withdraw this ITN or a portion of this ITN without selecting a vendor. The CSCLC reserves the right to not utilize the services of any selected firm or to terminate the selection without cause or penalty.

C. MINIMUM QUALIFICATIONS

Respondents must be able to affirmatively respond to each of the following statements in order to be considered for the award:

1. The Respondent must accept and enter into a written services contract as supplied by the CSCLC. The final language will be negotiated in the contract negotiation phase and the Respondent must accept and agree that the final contract will include or will not include (as applicable) the following items and provisions:
 - a. Confidentiality – The Respondent must agree to maintain confidentiality of all data reviewed unless otherwise required by applicable law, requested by a regulatory authority (with advance notice to the CSCLC) or authorized in a prior writing or request by the CSCLC. The Respondent must also acknowledge and agree that the CSCLC is subject to the Florida Public Records Laws and, therefore, the CSCLC's agreement (if any) to keep confidential and not to disclose the Respondent's information will be provided only to the extent permitted by the laws of the State of Florida.
 - b. Indemnification – The Respondent must agree to indemnify and to hold the CSCLC harmless from any and all losses, claims and damages (including reasonable attorneys' fees) arising out of the negligence, willful misconduct, breach of duty, breach of contract or violation or non-compliance with any law, rule, regulation or other legal requirements of the Respondent or its agents, nominees, or appointees.
 - c. Exculpation and Limitation of Liability and Remedies – The Respondent must agree the final contract for services under this ITN will not exculpate or limit the liability of the Respondent or otherwise limit the remedies of the CSCLC against the Respondent.
 - d. Governing Law and Jurisdiction – The Respondent must agree that the final contract will be governed by, construed under and interpreted in accordance with the laws of the State of Florida without regard to conflict of laws and principles. The Respondent must agree and consent to the exclusive jurisdiction of the Florida state courts located in Leon County, Florida with respect to all legal proceedings that may be instituted by the Respondent or the CSCLC under the contract.
2. The Respondent must agree (by written affirmation) to provide the services as detailed in Section 2, as well as agree to all other requirements as stated in the ITN.
3. The Respondents' key professionals and organization must disclose any current or potential conflicts of interest with the CSCLC.

4. The Respondent's firm is prohibited from engaging in activities in connection with services for the CSCLC which produce direct or indirect financial gain for the firm other than for the agreed upon compensation without the CSCLC's written consent after being fully informed of such activities in writing.

Respondents must further meet all the requirements set forth in item 5 below. Any other experience that can be shown to be comparable may be considered at the sole discretion of the CSCLC.

5. The Respondent must have been in business and provided services similar to those described in Section 2 for at least 5 years.

D. DEFINITIONS

For purposes of this document, a list of definitions is provided to help clarify between various terms.

1. Child: Unless otherwise specified, "Child" or "Children" refer to young people (all genders) prenatally up to, but not including, age 12, including those with special needs
2. COVID: Any variant of the coronavirus disease that was first reported in the United States in January 2020.
3. Evidence-based: A classification system indicating the research and/or evidence measuring an initiative, program, or service delivery model's effectiveness (e.g., proven, evidence-informed, emerging, etc.).
4. Funder: An organization that provides money to an entity to provide services
5. Process Measure: A count of the number of services provided or the number of individuals served.
6. Outcome: The measurable impact on a child, youth or parent resulting from their exposure to an initiative or campaign, receipt of services, or program participation.
7. Parent: The biological mother or father, guardian, or primary caregiver of a child or youth.
8. Program: Coordinated services provided by an entity, usually adhering to a specified model or curriculum
9. Provider: A non-profit, for-profit, governmental, or other organization that delivers services or programs to children, youth, and/or parents.
10. Service: A single, discreet unit of assistance provided to an individual or individual family.
11. Unmet Need: The degree to which there are no existing programs or services available to effectively address a given condition which, if not addressed, will negatively impact a parent, child or youth current or future wellbeing.

12. Youth: Unless otherwise specified, “youth” refer to young people (all genders) age 12 through 24, including those with special needs.

DRAFT

SECTION 2 – SCOPE OF WORK

A. PURPOSE

The purpose of the assets and needs assessment is to collect community and human services information and statistical data at the neighborhood level (i.e., zip codes and census-tracts) that will provide specific and measurable outcomes to the public. Beyond creating an inventory of programs and services for Leon County children and youth, this assessment will also identify gaps in those services and make recommendations for results-based accountability identifying process measures and outcomes to be tracked with both short-term and long-term expectations. Further, recommendations should include parameters for when a program or service should no longer be funded (i.e., if certain objectives are not met within a specified time period). Specifically, the goals of this process are to:

1. Detail the availability, usage, capacity, outcomes, and statistical trends of existing programs and services for Leon County children and youth, and their parents, providing demographic detail (gender, race, ability, etc.) by age cohort:
 - a. 0-4 (including the prenatal period)
 - b. 5-8
 - c. 6-11
 - d. 12-17
 - e. 18-24
2. Detail the gaps in service delivery and program availability for Leon County children, youth and parents, identifying barriers to assistance including service accessibility (hours of operation), psychological, technological and other.
3. Identify opportunities and make recommendations for program, services, and systems development and capacity building. Recommendations may include investment in public relations campaign, prizes to incentivize change, use of technology (web portals, artificial intelligence, nudging efforts), incentives to small businesses, grants to nonprofits, and use of funds to leverage greater resources (e.g., matching funds for other funding streams, social impact bonds, etc.), and use of volunteers.
4. Provide quantifiable information necessary for the CSCLC to prioritize funding for preventive, developmental, treatment, rehabilitative and other services to children, youth and parents.
5. Identify opportunities and make recommendations to improve the existing system of care in Leon County to best serve the multifaceted needs of children, youth and parents using a collective impact model that will:
 - a. partner with the community to plan, advocate for and fund strategic investments that improve the lives of all children, youth and families.

- b. reward ingenuity and innovation by supporting efforts of providers to maximize coordination and collaboration, service integration, and use of evidence-based practices documented with yielding a return on investment.

B. ASSESSMENT LOGISTICS

Describe in detail the process, timing and sequencing for conducting and concluding the Inventory and Analysis in Section 2-C, and providing the two-part funding recommendations in Section 2-D, including, but not limited to:

1. Timeline from executing a contract with CSCLC to perform the work that is the subject of this ITN to final completion of the work, including key dates and deliverables, interim and final reports, and updates to the CSCLC.
2. The year/years of annual and cumulative data that will be used as the basis for the assessments in light of COVID, and how data generated during 2020–21 will be used to frame and inform the overall data analysis and recommendations.
3. The data sources that will be used to perform the assessments and inform recommendations.
4. The role of community engagement throughout the needs assessment process to ensure representation of programs, providers and services from all neighborhoods, including special outreach to those in high-poverty census tracts, keeping in mind the disproportionate contact between minority communities and services.
5. Format for presenting the data to ease understanding and depict geographic distribution of assets and needs.

C. INVENTORY & ANALYSIS

1. *Comprehensive Program Inventory*

For each priority identified in Section 2-E, describe in detail:

- a. how respondent will create a comprehensive inventory of programs, providers, and services in Leon County that serve children and parents
- b. the factors respondent will use to gain an understanding about those programs, providers, and services including but not limited to:
 - i. accessibility
 - ii. availability
 - iii. capacity
 - iv. outcomes
 - v. gaps
 - vi. utilization of evidence-based practices
 - vii. the extent to which providers coordinate or collaborate

- c. how respondent will access, compile and report information on the total amount of funding and funding by source (local, state, federal, grant, etc.) for programs, providers, and services included in the inventory.
- d. How respondent will measure racial equity and document disparities in provision of programs and services, including contact with and within the system of care
- e. how respondent will gather and report the operational changes undertaken by providers in the inventory to address COVID.
- f. How the respondent will quantify the projected short- and long-term impacts on delivery of programs and services by providers due to COVID.
- g. how respondent will determine:
 - i. the amount of federal funds each provider will/is anticipated to receive through the American Rescue Plan (ARP)
 - ii. how the funding will be used
 - iii. the projected benefits the funds will have on child outcomes
 - iv. the projected positive and negative fiscal impacts on providers, programs and services that will occur after the funding expires
 - v. how providers, the CSCLC and other funders can leverage the positive impacts and mitigate against negative impacts generated by one-time ARP funding.

2. *Gap Analysis*

Quantify how the respondent will assess gaps in service provision to children and parents by cohort (see Section 2-A-1) in Leon County based on the list of priorities identified in Section 2-E using the parameters below:

- a. need for services
- b. number of children and/or parents currently being served
- c. deficits in capacity to address the needs
- d. barriers to access services
- e. gaps in services
- f. services for which there are wait lists and the number of children on those wait lists

3. *Informative Programs Inventory*

Quantify how the respondent will identify programs and services in Florida and around the country that have documented effectiveness in addressing issues identified in Section C-1 and C-2, including efforts and initiatives that coordinate service delivery models.

D. FUNDING RECOMMENDATIONS

Utilizing data and information obtained in Section 2-C, the CSCLC desires to make community investments through a regular funding process beginning no later than October 1, 2022, and provide short-term funding for select priorities beginning on a date determined by the CSCLC and ending September 30, 2022, unless extended by the CSCLC.

Note, entities receiving Expedited Funding Awards will not automatically receive funding through the CSC's regular Community Funding process; they may or may not receive such funding.

1. Based on the findings from Section 2-C, describe how respondent will:
 - a. Identify the length of time it will take and the process respondent will use to identify opportunities and make recommendations to the CSCLC for *expedited funding awards* that will make a positive difference in child and youth outcomes:
 - i. throughout Leon County
 - ii. in targeted zip codes and/or poverty census tracts.
 - b. Identify opportunities and make recommendations to the CSCLC for long-term investments in priority areas (Section 2-E) – through programs, providers, services, and/or collaborative initiatives – that will make a positive difference in child and youth outcomes:
 - i. throughout Leon County
 - ii. in targeted zip codes and/or poverty census tracts.
 - c. Identify the projected time frames, both short-term and long-term, within which quantifiable process measures and outcomes can be anticipated
 - i. include parameters for when a program or service should no longer be funded (i.e., if certain objectives are not met within a specified time period)
2. When making recommendations, respondents should consider:
 - a. how the CSCLC can best allocate resources for the most significant return on investment. Recommendations may include: investment in public relations campaign, prizes to incentivize change, use of technology (web portals, artificial intelligence, nudging efforts), incentives to small businesses, grants to nonprofits, and use of funds to leverage greater resources (e.g., matching funds for other funding streams, social impact bonds, etc.), and use of volunteers.
 - b. a time-frame of at least a 3-year period and the impact of the end of the American Recovery Funds on budgets, noting budget of \$x in 2022, and an estimated budget of \$x in 2023 and 2024.

E. PRIORITY AREAS**1. SUCCESS IN SCHOOL AND LIFE****a. School Readiness**

- i. Increase the number of children who enter kindergarten socially, emotionally and academically ready.

b. School-Age Supports

- i. Increase school performance and reduce juvenile crime among school-age children and youth.

2. HEALTHY CHILDREN, YOUTH AND FAMILIES**a. Physical Health**

- i. Reduce infant and maternal mortality, increase infant health, improve oral health, and improve early identification of health problems.

b. Mental Health

- i. Increase resiliency and reduce the number and consequences of adverse childhood events.

3. STABLE AND NURTURING FAMILIES AND COMMUNITY**a. Youth Development**

- i. Build occupational skills, expand career pathways and increase economic opportunities.

b. Food Stability

- i. Reduce the consequences of food insecurity by ensuring that children and youth in Leon County have adequate year-round access to healthy food.

c. Housing Stability

- i. Reduce the number of children and youth at risk of or experiencing homelessness, including those transitioning out of the child welfare system

d. Supporting Caregivers

- i. Enhance caregiver (including kinship, foster and adoptive parents) capability to respond to the emotional and behavioral needs of neglected and abused children and youth

SECTION 3 – REQUIRED INFORMATION

This section identifies the information that should be submitted in response to the ITN, and the order in which it should appear in the response package. Each response package should include the following, in the order listed below:

A. Cover Letter

The response package shall contain a cover letter addressed to the designated contact identifying the Respondent's name and principal address. Provide the name, telephone number and email address of the person authorized to represent the Respondent regarding all matters related to the reply. The letter shall explicitly affirm the following:

1. The Respondent has thoroughly reviewed this ITN and understands and agrees to provide the services set forth in Section 2 and meets the minimum qualifications and eligibility criteria set forth in Section 1-C of this ITN. There will be an opportunity for the Respondent to provide additional details, if needed.
2. The Respondent acknowledges and accepts all terms and conditions included in the ITN.
3. If applicable, the Respondent acknowledges Trade Secret Information has been included as a separate attachment, along with a table of contents, as indicated in Section 4-J.
4. The Respondent acknowledges that it is in compliance with the "Quiet Period" provisions in Section 4-Q of this ITN. A person authorized to bind the Respondent to all commitments made in its reply is the signatory of the letter.

B. Experience, Qualifications, and Specialized Expertise

The response package shall include a detailed description of the respondent's experience, qualifications and specialized expertise. For each of the items listed below, give clear, concise, quantifiable replies to all questions, restating each question in bold face type and using no smaller than 12-point font, with its response directly below. Tables and graphs are exempt from the font requirement, but must be readable. The length of this section **must not exceed 8 pages** and the response must not contain references to an appendix or attachment, with the exception of resumes as required below. Any omitted or incomplete responses may eliminate a Respondent from evaluation.

1. Provide a brief summary of the key value and distinguishing features of your organization. Ensure that you identify how the organization, service model, team assigned and services offered are designed to provide exceptional services to the CSCLC.
 - a. Describe briefly your organization's background/history, ownership structure, primary location(s) and size (number of offices).
 - b. Has the Respondent or key personnel previously had a contract with any Children's Services Council in the State of Florida or any entity seeking to create one? If yes, please disclose the entity with whom you worked and their primary contact (name, phone number, and mailing address).

- c. Has the Respondent or key personnel previously conducted a human services needs assessment for any governmental entity in the state of Florida? If yes, please disclose the entity with whom you worked and their primary contact (name, phone number, and mailing address).
 - d. Describe any anticipated changes to your organization's basic ownership structure or any other significant changes in your organization, its management, or key personnel.
 - e. Describe any plans to use subcontractors or third parties for any of the services to be provided to the CSCLC.
 - f. Describe in general your firm's qualifications for providing the services identified in this ITN and previous work experience in this area. Specifically,
 - g. Provide a list of three client references (name, phone number, and mailing address) whom the CSCLC may contact.
 - h. Provide the names, titles, and a brief biography of the professionals who would actually perform the services requested in this ITN. Describe each individual's current role with the organization, their experience, any specialized expertise related to the services required by the CSCLC, the length of time each person has been with the firm, and the location of their primary office.
2. Describe your firm's specialized expertise, capability and resources to provide the services described in Section 2 and the value your firm will provide to the CSCLC, if selected. Specifically, include your experience in the areas referenced in Appendix II.
 3. Elaborate on your firm's capabilities to provide any other services which are not listed in Section 2 or above, but which it believes are essential to the CSCLC. Note, these other services should be included in the anticipated budget; however, do not indicate any cost information here.
 4. The CSCLC supports and encourages diversity and participation of small and minority business enterprises in contracting. In order to identify minority, woman-owned, and disabled veteran businesses or other firms which actively pursue providing opportunities to women and minorities, provide the following information. Indicate if your firm is a minority-owned business or a woman-owned business and identify the principal shareholders who qualify your firm. Indicate the number and percentage of professionals within your firm who are minorities or women. Provide a list of the names and positions of any minority professionals who will be working under this contract. Provide a brief description of your firm's minority hiring/affirmative action program.
 5. Include the resumes of key personnel identified in item "h" above that will be involved with this project should it be awarded.

C. Service Description

The response package shall contain a service description for each item included in the Scope of Work (Section 2). **This section must not exceed 15 pages** in total length including any reference to an appendix or attachment. Any omitted or incomplete responses to a given section or subsection may eliminate a Respondent from evaluation.

D. Anticipated Budget

The maximum budget allocated to this project is \$300,000. Respondents are encouraged to provide the CSCLC with the most competitive price to achieve the goals of this ITN. In addition, respondents should provide recent examples (during the last three years) of fees charged for comparable projects, if any. The Respondent should indicate if the fee is negotiable or nonnegotiable. Fees will be considered in conjunction with the proposed scope of services and negotiated prior to awarding the contract. In addition, the Respondent should identify any parts of the requirements listed in this ITN which the Respondent cannot satisfy within the maximum budget provided, requiring an extra cost to the CSCLC. Indicate if none.

1. The response package shall contain a detailed budget for performing the work described in Section C above. It must include all expenses of the Respondent related to providing these services, including travel. **The budget should not exceed 3 pages.**

E. Service Requirement: Disclosures and Affirmation Statement

The response package shall include a signed copy of the Service Requirements Affirmation Statement attached hereto as Appendix III.

F. Financial Information

The response package shall include a respondent's audited financial statements for the last three years. The financial statements must include the auditor's report and any management letters which have been issued.

SECTION 4 – RESPONSE REQUIREMENTS

This section indicates the terms and conditions that will govern the submission and review of replies to the ITN.

A. Completeness

A response must be complete as to all terms and conditions, including the appendices, on the date submitted. Additional information submitted after the response document or separate from the response document will not be considered unless specifically requested by the CSCLC and then only to the extent requested. Incomplete responses may be eliminated from further consideration.

B. Requests for Modification of a Response

A Respondent to this ITN may withdraw and modify its response prior to the response deadline specified in E. below, only upon prior approval by the CSCLC. A request for modification of any response must be in writing and addressed to the designated contact at the delivery address set forth in Section 4-G below and must adequately explain the reasons for the request to modify the response. If the CSCLC approves the request, a modified response may then be submitted. The CSCLC will not consider modifications offered in any other manner, whether oral or written. Under no circumstances may the Respondent modify a response unilaterally at a date or time subsequent to the response deadline specified in Section 4-E below. The CSCLC may, however, permit any Respondent to modify its response after the deadline specified in Section 4-E, if the CSCLC determines that such modification is in the best interest of the CSCLC.

C. Respondent Guarantees

All terms and conditions submitted in response to the ITN (all parts) must be guaranteed to remain effective and may not be changed, amended, modified, qualified, or otherwise altered by the selected Respondent(s) for a period beginning on the date of the response filing deadline for this ITN, and ending at the conclusion of the contract. All fees and charges, as proffered in response to this ITN must be guaranteed for the term of the contract.

D. Requests for Clarification of the ITN

All questions regarding the clarification of any requirement, standard, or question in this ITN because of any ambiguity, conflict, discrepancy, omission or other error, must be received by the CSCLC no later than **5:00 p.m. ET on September 3, 2021**.

Written requests for clarification must be sent via e-mail to the contact provided in Section 4-G.

The CSCLC reserves the right to accept or reject any or all requests for clarification, either in whole or in part, and may require requests to be clarified or supplemented through additional written submissions. Respondents will be notified of the rejection of their request for clarification. Oral requests for clarification will not be accepted.

The CSCLC's responses to clarification requests will be posted on the CSCLC website at www.cscleon.org/announcements. Respondents unable to download responses should direct their requests for hard copies via e-mail to the contact provided in G. below. Such responses shall be considered an addendum to and, as such, an integral part of this ITN.

The CSCLC does not guarantee the validity or reliability of information obtained from other sources. If it becomes necessary to revise any part of this ITN, an addendum or clarification will be posted on the CSCLC website at www.cscleon.org/announcements. The Respondent is responsible for checking the website for any addendums or clarifications.

E. Response Requirements and Deadline

Submit eight (8) bound copies via postal or commercial courier services and one electronic copy in PDF format via email of the complete response package by **5:00 p.m. ET, September 30, 2021**. All responses must include the completed items listed in Section 3 of this ITN.

Submit these responses to the CSCLC at the delivery address as provided in Section 4-G. Facsimile transmissions will not be accepted. All bound responses must be submitted in a sealed envelope or box and must be marked "ITN for CSCLC Needs Assessment." The CSCLC accepts no responsibility whatsoever for failure to deliver or late delivery by postal or commercial courier services. Failure by postal or commercial courier services to meet the response deadline may result in disqualification.

F. CSCLC Not Liable for Respondent's Cost

The CSCLC shall not be liable or responsible for any costs incurred by any Respondent for preparing and submitting any response to this ITN, attending any oral interview, or for any other activities or occurrences related in any way to this ITN on or prior to the execution of a contract.

G. Delivery Address

Designated Contact:
Holly McPhail, Interim Operations Manager
Children's Services Council of Leon County
P.O. Box 1816
Tallahassee, Florida 32302
procurement@cscleon.org

H. Respondent's Responsibility

Each Respondent should familiarize itself with the service requirements and the work to be performed before submitting a response. All replies shall remain valid for at least 180 days from the date of submission.

I. Interviews at the CSCLC

Respondents that submit a reply to this ITN may be required to give an oral presentation of their reply to the CSCLC. Should interviews and oral presentations be entertained, each selected Respondent will be given an opportunity to clarify or elaborate on its reply, but will not be permitted to change the Respondent's original written submission. The CSCLC has determined oral presentations will be conducted October 11-14, 2021. The location and time will be determined at a later date.

J. Disclosure of Contents

All material submitted by Respondents shall become the property of the CSCLC and will not be returned. Responses submitted may be reviewed and evaluated by persons designated by the CSCLC, in its sole discretion. Each Respondent understands and agrees that all documents and records made and received by the CSCLC in connection with this ITN or any official business of the CSCLC are public records and must be furnished and disclosed to any person under a request to inspect or copy such documents or records, pursuant to Chapter 119, Florida Statutes.

If information is provided that could reasonably be ruled a "trade secret" as defined in Section 812.081, Florida Statutes, include such information in a separate attachment clearly marked – "Trade Secret Information." Include a table of contents within this attachment with a detailed listing of and explanation for EACH item marked as a "trade secret."

Designation of items as "trade secret" by Respondents is not dispositive and does not guarantee that the items will not ultimately be disclosed pursuant to Chapter 119, Florida Statutes. The State of Florida places a high priority on the public's right of access to governmental meetings and records. By submitting a response, each Respondent further understands and agrees that the CSCLC shall have the right to use any and all information, records, documentation, or items, including any derivation or adaptation thereof or knowledge gained thereby, presented by any Respondent in any response, during any interview, or otherwise in connection with this ITN in negotiating and entering into any contract or for any purpose. The CSCLC shall have such rights regardless of whether the CSCLC enters into any contract with such Respondent or any Respondent under this ITN, successfully negotiates any contract with any Respondent, rejects any or all responses to this ITN, amends or withdraws this ITN at any time, or otherwise satisfies its needs through alternative means.

K. Right to Amend and/or Withdraw

The CSCLC, in its sole discretion, reserves the right to amend or withdraw this ITN at any time and for any reason. Issuance of this ITN in no way constitutes a commitment by or obligation of the CSCLC to enter into any contract, and the CSCLC may, in its sole discretion, reject all responses to this ITN for any reason whatsoever.

L. Rejection of Replies

The CSCLC will be the sole judge of the Respondent's responsiveness to the ITN and reserves the right to reject, in whole or in part, any or all responses, with or without cause, without incurring any liability whatsoever. The CSCLC may also waive any material or immaterial defect in a response or deviation from the requirements of this ITN. Any waiver exercised under this section will not modify any provision of this ITN.

M. Contract Execution

After selection of the finalists, the CSCLC will enter into contract negotiations with the selected Respondent(s) to finalize terms, fees, and conditions. This ITN and the selected Respondent(s) reply, or any part thereof, may be included in and made a part of the final contract. The resulting contract and all attachments shall be considered a public document.

If, in the sole opinion of the CSCLC, an acceptable contract with the selected Respondent or Respondents cannot be reached, the CSCLC reserves the right to negotiate with the next preferred Respondent or to take any other actions in its sole discretion as contemplated by this ITN.

N. Contract Term

The CSCLC intends to enter into a contract with the selected Respondent to perform the Scope of Work as agreed upon by the CSCLC and the respondent **in accordance with the CSCLC's Procurement Policy**. Any contract entered into will be subject to periodic review and revision.

O. False or Misleading Statements

Any response which contains false or misleading statements, or which provides references which do not support an attribute, condition, or capability claimed in the response document, will not be considered by the CSCLC if, in the opinion of the CSCLC, such false or misleading statement was intended to mislead the CSCLC in its evaluation of the response.

P. Collusion

By responding, the Respondent represents that the reply is not made in connection with any competing Respondent submitting a separate response to the ITN and is in all respects fair and without collusion or fraud. It is further represented that the Respondent did not directly or indirectly induce any party to submit a false or sham reply or to refrain from proposing. In addition, the Respondent represents that it did not participate in the ITN development process, had no knowledge of the specific contents of the ITN prior to its issuance, and that no employee of the CSCLC nor any member of the Trustees' staffs participated directly or indirectly in the Respondent's reply preparation.

Q. Quiet Period

During the “selection period” (defined below), the Respondent (its agents, officers, principals, and employees, including any individual assisting the Respondent in this process) will not engage in any written or verbal communication or any lobbying efforts or other attempts to influence the CSCLC (including Council members, any member of the Evaluation Team, or any CSCLC staff member or employee, whether or not such individual or employee is assisting in the selection of the Respondent), regarding this ITN, the merits of the Respondent, or regarding whether the CSCLC should retain or select the Respondent with respect to this proposed request. An exception is given for the CSCLC Interim Administrator, CEO and designated contact person name in G. above. Any unauthorized contact may disqualify the Respondent from further consideration. Normal business communications are allowed, however, for current CSCLC service providers who are also ITN respondents. Any and all such efforts made by the Respondent or its agents, officers, principals, employees, or lobbyists will be disclosed to the Executive Director within five calendar days of its becoming known.

The “selection period” for this ITN begins on **August 23, 2021**, and will continue until the final selection has been announced, all replies have been rejected, or the selection process is otherwise concluded.

Nothing herein shall preclude the CSCLC from seeking clarification about the substance of the response to the ITN within the time frame as provided herein. Nothing herein shall preclude a Respondent from seeking a request for clarification as provided herein.

R. Further Instructions and Conditions

1. *Conformance with instructions* – All responses to this ITN must conform to these instructions. Failure to conform may be considered appropriate cause for rejection of the response.
2. *Terms and conditions of the ITN* – Submission of a reply indicates the Respondent’s acceptance of the conditions contained in this ITN, unless clearly and specifically noted in the reply submitted and confirmed in the contract between the CSCLC and the Respondent selected.
3. *Conformance with statutes* – Any contract awarded as a result of this ITN must be in full conformance with statutory and other legal requirements of the State of Florida and the U.S. government.
4. *Timing and sequence* – The timing and sequence of events resulting from this ITN will be determined solely by the CSCLC and may be modified by the CSCLC in its sole discretion.
5. *Oral agreements* – Any alleged oral agreement or arrangement made by a Respondent with the CSCLC or any CSCLC staff member shall be superseded by the written contract between the CSCLC and such Respondent.
6. *Amending or canceling requests* – The CSCLC reserves the right to amend or cancel this ITN, prior to the Respondent’s due date and time, at its sole discretion.

7. *Rejection for default or misrepresentation* – The CSCLC reserves the right to reject the reply of any Respondent that is in default of any prior contract, for misrepresentation or otherwise, as may be determined by the CSCLC (or its designate) in its sole discretion.
8. *Clerical errors in awards* – The CSCLC reserves the right to correct, in its sole discretion, inaccurate awards resulting from its clerical errors.
9. *Respondent's presentation of supporting evidence* – A Respondent, if requested, must be prepared to present evidence of experience, ability, service facilities, and financial standing necessary to satisfactorily meet the requirements set forth or implied in its response.
10. *Corrections and changes* – Any corrections or changes to this ITN will be issued by the CSCLC, will be identified as a correction or change, and will be posted on the CSCLC website at www.cscleon.org/announcements. Corrections or changes made in any other manner will not be binding. It is the responsibility of the Respondent to obtain all corrections and changes.
11. *Dispute resolution* – The contract shall not include binding arbitration provisions.
12. *Respondent's credentials* – The CSCLC may make such investigations, as deemed necessary, to determine the ability of the Respondent to perform the services specified in this ITN. The CSCLC reserves the right to reject any response if the evidence submitted by, or investigation of, the Respondent fails to satisfy the CSCLC that the Respondent is properly qualified to carry out the obligations of the contract.
13. *Reply content and format* – In determining the capabilities of a Respondent to perform the services specified herein, the information required in this ITN must be provided by the Respondent and will be weighed by the Evaluation Team as indicated in the evaluation process. **(Note: Each requirement must be thoroughly addressed. Taking exception to any requirement listed in the ITN may disqualify the Respondent and its response, in the CSCLC's sole discretion.)**

SECTION 5 – EVALUATION CRITERIA

A. Overview

The Respondent will be evaluated on the merits of its creativity, its capabilities, and its understanding and willingness to work with the CSCLC to address its needs as evidenced by the full response package.

The responses to this ITN that satisfy the minimum qualifications set forth in Section 1 will be assessed on a comparative basis and will be independently evaluated by the CSCLC Needs Assessment Committee on the basis of the written responses to this ITN and additional written information as requested. Points will be assigned as indicated below. The level of fees and expenses indicated by a Respondent will not be scored; however, the competitiveness, transparency, and responsiveness of a Respondent's fees and expenses will be considered during the contract negotiation phase.

The CSCLC Needs Assessment Committee will evaluate the responses to the ITN by reviewing the responses to each of the items, taking into consideration the quality and responsiveness of the reply and assigning points up to the maximum points allowed for each item. The ranking of each member of the team will be aggregated to establish an overall ranking by the team. Other non-scored items will not be used in computing the score received, but will be used for informational purposes or as a basis for possible disqualification.

Using the scoring and evaluation process, Respondents may be recommended by the CSCLC Needs Assessment Committee for oral interviews at a location determined by the CSCLC and/or on-site reviews, if needed. Commitments made by the Respondents at the oral interviews and/or on-site reviews will be considered binding. Information and materials obtained during the interviews and/or on-site reviews will be used by the CSCLC Needs Assessment Committee to prepare final scores for the Respondents.

The final scoring may take into consideration any information, evidence or capabilities that, in the judgment of the Evaluation Team, demonstrate a Respondent as being best qualified to provide the necessary services to the CSCLC.

B. Scoring Categories

The evaluation will utilize broad scoring categories based on consideration of the full response package as instructed in Section 3. The categories and their respective descriptions are provided below, along with the point distribution per category.

Selection Criteria	Weight	Points (up to 10)
Respondent's organization and personnel/professional staff experience and qualifications (Section ____)	20%	
Respondent's specialized expertise, capability and resources to provide the Scope of Services (Section ____)	20%	
Quality, clarity, and responsiveness of the service description (Section ____)	35%	
Anticipated Budget (Section ____)	20%	
Adherence to ITN requirements (Section ____)	5%	
Total possible	100%	50

1. *Respondent's organization and personnel/professional staff experience and qualifications*

Responses will be assessed on a comparative basis reviewing the quality of the key professional personnel assigned to provide services to the CSCLC and considering their overall experience, their qualifications and their expertise as it relates to the general purpose of the ITN.

2. *Respondent's specialized expertise, capability and resources to provide the Scope of Services*

Responses will be assessed on a comparative basis reviewing the relative merits (and points of differentiation) on the resources, capability, and approach to providing services, and staff to meet the respective components of the Scope of Services as outlined in the ITN.

3. *Quality, clarity, and responsiveness of the service description*

Responses will be assessed on a comparative basis related to the overall quality, clarity, and responsiveness thereof as evidence of the ability of a Respondent to effectively demonstrate a high quality, verifiable, responsive ability to meet the Scope of Services as outlined in this ITN.

4. *Anticipated Budget*

Responses will be assessed on a comparative basis reviewing the thoroughness and competitiveness of a Respondent's submission relative to the universe of respondents and the ITN's stated maximum budget.

5. *Adherence to ITN requirements*

Responses will be assessed on a comparative basis reviewing the completeness of a Respondent's submission relative to the universe of respondents and the ITN's technical requirements.

C. Other Considerations

1. The **CSCLC Needs Assessment Committee** intends to evaluate service levels, fee proposals, terms of performance and other contract terms within the context of the Respondent's complete response (i.e., written response, additional written information submitted by the Respondent, and presentations), and any other information available from any other source. Subsequent negotiation is expected to take place upon the selection of the finalist.

The **CSCLC Needs Assessment Committee** will present the final scores and/or rankings and a recommendation to the CSCLC Chair. The Chair shall have the sole authority, in his discretion, to determine whether the CSCLC will enter into any agreement with any Respondent and to make all final decisions regarding the matters contemplated by this ITN.

2. **The CSCLC will NOT be required to select the lowest-cost Respondent.**

SECTION 6 – TIMELINE

The following is the anticipated timeline for the full ITN process.

Aug 23	ITN Issued	12:00 PM
Sep 3	Due date for written request for ITN explanations	5:00 PM
Sep 16	Estimated issuance of explanation	5:00 PM
Sep 30	ITN Response Deadline	5:00 PM
Oct 7	Responses Reviewed and Ranked for Short List (Committee Meeting)	1:00 PM
Oct 11-14	Oral Presentations/Demos	TBA
Oct 21	Council Approval of Vendor (Council Meeting)	2:00 PM
Oct 27	Contract Negotiations Completed	
Oct 28	Estimated Notice of Intent to Award posted	5:00 PM
Nov 1	Contract Awarded/Needs Assessment Begins	TBA
Mar 1, 2022	Anticipated Needs Assessment Completed	
Mar 17, 2022	Anticipated Community Presentation of Needs Assessment Findings and Recommendations	

APPENDIX I – CSC PLANNING COMMITTEE BROAD PRIORITIES

The recommended priorities identified by the CSC Planning Committee are listed below. The CSCLC Needs Assessment Committee reviewed these exact priorities on July 8, 2021, and recommended to use these as a basis for establishing the priority areas for the purposes of a comprehensive needs and assets assessment. The recommendation was ratified by the full CSCLC on July 22, 2021.

A. SUCCESS IN SCHOOL AND LIFE

1. School Readiness

- a. Increase the number of children who enter kindergarten socially, emotionally and academically ready.

2. School-Age Supports

- a. Increase school performance and reduce juvenile crime among school-age children.

B. HEALTHY CHILDREN AND FAMILIES

1. Physical Health

- a. Reduce infant and maternal mortality, increase infant health, improve oral health, and improve early identification of health problems.

2. Mental Health

- a. Increase resiliency and reduce the number and consequences of adverse childhood events.

C. STABLE AND NURTURING FAMILIES AND COMMUNITY

1. Youth Development

- a. Build occupational skills and increase economic opportunities.

2. Providing Food Stability

- a. Reduce the consequences of food insecurity by ensuring that children in Leon County have adequate year-round access to healthy food.

APPENDIX II – SPECIALIZED EXPERTISE

As requested in Section 3-B, describe your firm’s specialized expertise, capability, and resources to provide the Scope of Services described in Section 2 and the value your firm will provide to the CSCLC, if selected. Specifically, include your experience and/or how you will perform the following:

1. Advocacy & Funding

- a. Developing working relationships with community partnerships such as community-based care organizations, managing entities, early learning coalitions, chambers of commerce, workforce development boards, local college access networks, state & local agencies, children and families advocates, interest groups and funders (e.g., foundations, commissions and children’s institutes, governance boards, etc.)

2. Data Analysis, Innovation and Automation

- a. Working data management systems specific to children’s services and helping to incorporate data-driven decision-making for performance assessment, monitoring, planning and strategy purposes
- b. Providing technical assistance to funders and contractors assisting children’s services entities to develop their capacity to provide real-time accessibility to data for reporting, monitoring, compliance and quality assurance.
- c. Developing performance measures and outcomes for child, youth and family focused organizations

3. Accountability and Performance

- a. Understanding population and community-level at-risk factors
- b. Designing results-based accountability (RBA) performance measures and outcomes
- c. Incorporating RBA performance measures and outcomes into strategic plans and long-range planning
- d. Training service providers, advocates and stakeholders on RBA performance measures and outcomes
- e. Monitoring the performance, administrative, operation and fiscal requirements of children’s services providers

4. Diversity, Equity and Inclusion – (DEI)

- a. Understanding and applying Diversity, Equity, and Inclusion practices as it relates to impact on child and youth outcomes, governance boards, strategy and planning, policies, programming and service delivery

5. Disproportionate Minority Contact (DMC)

- a. Quantifying the overrepresentation of minority children and youth in the systems of care and custody (e.g., child welfare and juvenile justice)

- b. Assessing the existing status of minority children and youth in the in the systems of care and custody
- c. Identifying prevention strategies and programs to reduce overrepresentation of minority children and youth in the systems of care and custody
- d. Identifying efforts to assist federal, state or local governments and other child and youth organizations in the reduction of DMC specifically within the juvenile justice system

DRAFT

APPENDIX III – SERVICE REQUIREMENT: DISCLOSURES AND AFFIRMATION STATEMENT

By inclusion and execution of the statement provided herein, each Respondent shall certify that:

- ❑ The selection of the Respondent will not result in any current or potential conflict of interest with the CSCLC. Alternately, should any potential or existing conflict be known by the Respondent, the response shall specify the party with which the conflict exists or might arise, the nature of the conflict, and whether the Respondent would step aside or resign from that engagement creating the conflict, including each of the items below.
 - ❑ Whether any officer, director, employee, or agent is also a current or former employee of the CSCLC, or any of the members of the Council, and if there are any factors, financial or otherwise, known to them which may give rise to a conflict of interest between you and the CSCLC and its employees, or have the effect of impacting your ability to meet your responsibilities, duties, and obligations to the CSCLC, as set forth in this ITN, and whether the Respondent would step aside or resign from that engagement creating the conflict. Disclose the name of any CSCLC member or staff who owns, directly or indirectly, an interest of five percent (5%) or more of your company or any of its branches or affiliates.
 - ❑ Any arrangement with any individual or entity with respect to the sharing of any compensation, fees, or profit received from or in relation to acting as financial advisor for the CSCLC. If applicable, provide a copy of any contract relating to the arrangement and describe in detail the nature of the arrangement and the method of computing compensation.
 - ❑ Any person or firm retained for the purpose of seeking to be selected pursuant to this ITN. Will your firm pay or be obligated to pay any firm or an individual who is not a full time employee of your firm if you are selected to provide the services under this ITN to the CSCLC? If so, identify the individual or firm, provide specific information relating to compensation paid or to be paid, and provide a copy of any written contract relating to such arrangement.
- ❑ The response is made without prior understanding, agreement, or connection with any corporation, Respondent, or person submitting a reply for the same services, and is in all respects fair and without collusion or fraud.
- ❑ The Respondent's responses to the ITN are those of the Respondent and have not been copied or obtained from any other Respondent responding to any other ITN or competitive proposal whether in Florida or elsewhere either in the past or present.
- ❑ The Respondent affirms that it has not been convicted of or entered a plea of nolo contendere to fraud within a period of two years of such conviction. The Respondent and the agents, officers, principals, and professional employees thereof have not and will not participate in any communication prohibited in this ITN.

The Respondent hereby agrees to abide by all conditions of this ITN, and I hereby certify that all information provided in this response is true and correct, that I am authorized to sign this response for the Respondent and that the Respondent is in compliance with all requirements of this ITN, including but not limited to, requirements in this exhibit.

Authorized Signature (Manual)

Name and Title (Typed)

Date (Typed)

Children's Services Council
2021-2022 Working Schedule of Activities
Needs Assessment Process

CSCLC Meeting Packet Pg. 51

Date	Activity	Time
July, 2021		
7/1/2021	Draft Needs Assessment Scope of Work	
7/8/2021	Needs Assessment Committee Reviews Scope of Work & Establishes Priority Areas (Committee Meeting)	1:00 PM
7/12/2021	Revise & Review Second Draft of ITN	
7/22/2021	Needs Assessment Committee Reviews Full ITN with Council commentary (Committee Meeting)	12:45 PM
August, 2021		
8/5/2021	Needs Assessment Committee Final Review of ITN including invited testimony	1:00 PM
8/12/2021	Draft ITN Shared with Full Council & Public in advance of August 19 Meeting	
8/19/2021	ITN Approved by Council (Council Meeting)	2:00 PM
8/23/2021	ITN Issued	12:00 PM
September, 2021		
9/3/2021	Written request for ITN explanation: due date	5:00 PM
9/16/2021	Estimated issuance of ITN explanation	5:00 PM
9/30/2021	ITN Response Deadline	5:00 PM
October, 2021		
10/7/2021	Responses Reviewed and Ranked for Short List (Proposed Committee Meeting)	1:00 PM
10/11/2021	Oral Presentations/Demos (October 11-14)	
10/14/2021	Needs Assessment Committee deliberates on choices, ranks preferences and sets expectations/parameters for negotiations (Proposed Committee Meeting)	1:00 PM
10/21/2021	Council Approval of Vendor (Council Meeting)	2:00 PM
10/27/2021	Contract Negotiations Completed	
10/28/2021	Estimated Notice of Intent to Award posted	
November, 2021		
11/1/2021	Contract Awarded/Needs Assessment Begins	
11/1/2021-3/1/2022	Needs Assessment Conducted	
March, 2022		
3/1/2022	Needs Assessment Completed	
3/17/2022	Needs Assessment Presentation by Vendor (Council Meeting)	2:00 PM
3/31/2022	Needs Assessment Committee Reviews Priorities for Community Funding including possible Expedited Funding Priorities (Proposed Committee Meeting)	1:00 PM
April, 2022		
4/21/2022	Council Adopts Priorities for Community Funding including possible Expedited Funding Priorities (Council Meeting)	2:00 PM

YELLOW HIGHLIGHTS = MILESTONE ACTIVITY; RED TEXT = COUNCIL/COMMITTEE MEETING

Children's Services Council
2021-2022 Working Schedule of Activities
Needs Assessment Process

CSCLC Meeting Packet Pg. 52

Date	Activity	Time
May, 2022		
5/5/2022	Needs Assessment Committee Reviews Community Funding RFP and Expediated Funding recipients, if applicable (Proposed Committee Meeting)	1:00 PM
5/19/2022	Council Approves Community Funding RFP and selects Expediated Funding recipients, if applicable (Council Meeting)	2:00 PM
5/23/2022	RFP Released for Community Funding	
June, 2022		
6/1/2022	Expediated Funding Awards Issued (if applicable)	
6/23/2022	Community Funding RFP Submission Deadline	5:00 PM
July, 2022		
7/19/2022	Proposals Reviewed and Ranked, allowing time for oral interviews, if applicable	
7/21/2022	Proposals Ranking (Proposed Committee Meeting)	12:45 PM
7/21/2022	CSCLC Governing Council	2:00 PM
August, 2022		
8/4/2022	Discussion of Community Funding Recipients (Council Workshop)	1:00 PM
8/18/2022	Council Approves Funding for Community Investments (Council Meeting)	2:00 PM
8/22/2022	Community Funding Recipients Mandatory Systems Training	
September, 2022		
9/1/2022	Community Funding Awarded / Services Start	

YELLOW HIGHLIGHTS = MILESTONE ACTIVITY; RED TEXT = COUNCIL/COMMITTEE MEETING

Agenda Item

Committee Reports: (b) CEO Search Committee

Attachments:

1. Draft CEO Position Announcement
2. Draft CEO Position Description
3. Draft CEO Timeline

Announcement

The Children's Services Council of Leon County seeks a chief executive officer to serve as the official representative of the organization and provide strategic leadership to its development as a catalyst for positive change to improve the lives and outcomes of children, youth and families in our community.

Overview of Children's Services Council

Children's Services Councils (CSCs), established by Florida statute, are independent taxing districts located in various counties throughout Florida. CSCs use local property taxes to fund programs and services that improve the lives of local children and families. Leon County voters created the Children's Services Council of Leon County in 2020.

Overview of the Position

The Children's Services Council of Leon County (CSCLC) is newly formed and seeking a visionary leader to guide the organization into the future. The successful candidate will have accomplished business skills, be performance orientated, including experience in results-based accountability, possess a passion for the CSCLC's mission, and experience in successfully creating and leading collaborative enterprises involving multiple stakeholders.

This position is responsible for the overall operations of the CSCLC including planning, budgeting, advocacy, community leadership, implementing, managing and evaluating the activities and functions of the CSCLC. The position reports directly to the Governing Council of the CSCLC.

The full list of duties, responsibilities and professional qualifications is accessible on the CSCLC website: [insert link]

Compensation

The salary and executive benefits package is competitive and commensurate with experience and qualifications.

To Apply

Email resume, cover letter and salary history/requirements to hmcphail@cscleon.org by 5 p.m., August 20, 2021, and include "CSCLC, CEO – (Your name)" in subject line. Due to the high volume of interest, we cannot accept phone calls.

All applications are subject to the Florida Government in the Sunshine meaning all applications will be made available to members of the public upon request and all deliberations concerning the selection of the CEO, including interviews, will be conducted during public meetings.

CHILDREN'S SERVICES COUNCIL OF LEON COUNTY**POSITION DESCRIPTION****CHIEF EXECUTIVE OFFICER****REPORTS TO Governing Council****Position Summary**

The chief executive officer (CEO) is the official representative of the Children's Services Council of Leon County (CSCLC). The position is responsible for providing strategic leadership by working with the Governing Council to establish long-range goals, strategies, plans and policies. The CEO directs the budget, implementation and management of the activities and functions of the organization pursuant to its mission and consistent with the directions and delegations of the Governing Council.

This is a non-graded position for which compensation is established by the Governing Council.

General Duties

Planning, budgeting, advocacy, community leadership, implementing, managing and evaluating the activities and functions of the CSCLC.

Specific Duties and Responsibilities

This position is responsible for the overall operations of the CSCLC. Specific duties may be assigned to other personnel with appropriate oversight. Final accountability remains with this position.

Planning:

1. Ensure that a comprehensive plan for the needs of youth in Leon County is developed and implemented and that the purposes of § 125.901, Fla. Stat. and Leon County Ordinance 2018-03 are met.
2. Direct the activities of the CSCLC based on the comprehensive plan
3. Ensure the comprehensive plan is updated as appropriate
4. Institute mechanisms to ensure community involvement in planning processes
5. Work with other local planning bodies to ensure coordination and consistency of efforts
6. Develop benchmarks to track progress toward strategic goals

Financial and Program Management:

1. Preparation, management and oversight of annual budget and funding recommendations for board approval
2. Preparation and oversight of budget model forecast for planning purposes
3. Establishment of policies and procedures related to the evaluation of funding requests
4. Oversight of program and fiscal monitoring of funded programs

Operations Management:

1. Establish work environment that fosters a productive work culture
2. Foster high levels of customer service to ensure effectiveness and further development of customer-centered service delivery
3. Develop and provide oversight to such organizational plans and procedures as necessary for effective operations
4. Manage and direct the activities of staff and contractors to ensure programs are properly executed and the Council's priority objectives are achieved
5. Lead and ensure the effective management of the organization in meeting the statutory functions relevant to the CSCLC
6. Participate and oversee emergency planning and responses to emergency situations when required to do so
7. Other administrative duties as required

Community Relations and Advocacy:

1. Establish and oversee the mechanisms to communicate the activities of the CSCLC to the community
2. Develop and foster effective external working relationships with community stakeholders within the community in order to address key strategic issues facing the community.
3. Serve as the primary representative of the CSCLC to the community
4. Represent the CSCLC at various local and state events addressing issues related to the interests and mission of the organization
5. Work with local legislative delegation and local elected officials to advance the interests of children and families
6. Communicate CSCLC positions to providers and the community

Board Relations:

1. Provide directional leadership and sound, imaginative advice to the Council on all matters relating to Children's Services Council
2. Develops and maintains positive and open relationship and communication with the board
3. Ensures the board is kept informed of relevant policy issues and relevant operational issues
4. Preparation and oversight of agendas and supporting materials for Council meetings
5. Preparation and oversight of recommendations as requested by the board
6. Assists the board chair in matters relating to Council member participation and Council meetings

Perform other duties as assigned.

Professional Experience/Qualifications

The CEO is a visionary, strategic, results-oriented leader who has the personal characteristics and professional experience to lead the CSCLC. S/he must:

- A. Possess passion for the Council's mission and the ability to communicate that passion with impact to multiple stakeholders.
- B. Be creative and possess the drive, personal dynamism, communication and interpersonal skills to be an outstanding advocate, representative and spokesperson.
- C. Be mature, self-assured, able to demonstrate credibility, and command the respect of multiple stakeholders, both internally and externally.
- D. Be a strong relationship builder. Ideally, this individual will have been engaged in dealing in a political environment, and with government entities, the media and the organizations of the kind that are supported by CSCLC.
- E. Possess a collaborative style, and diplomatic and persuasive skills, including the ability to build strong and effective teams.
- F. Demonstrate cultural competence, be sensitive to the needs of the diverse communities of Leon County, and possess the credibility to partner and engage with the leaders of those communities.
- G. Have strong business acumen and be performance orientated, including experience in results-based accountability and managing large budgets.
- H. Possess a strong grounding in the fundamentals of management, be well-organized and resourceful, and possess excellent planning skills.

Educational Requirements

- 1. Master's Degree in Public Administration, Business Management, Social Sciences, or other related area of specialization with a minimum of eight years of professional experience in management/leadership, community planning, program development, agency budgeting, or related activities, or
- 2. A Bachelor's degree with ten or more years of experience in Social Services.

Scope of Responsibility

Errors of fact, interpretation or judgment can result in significant monetary and human resources losses and undermines the overall effectiveness and success of the CSCLC. The CEO has access to the most proprietary information regarding the organization's strategy, finances, and internal information, and is expected to demonstrate the highest levels of discretion and business conduct and ethics while complying with all applicable Florida Government in the Sunshine law requirements.

All applications are subject to the Florida Government in the Sunshine meaning all applications will be made available to members of the public upon request and all deliberations concerning the selection of the CEO, including interviews, will be conducted during public meetings.

Compensation

The salary and executive benefits package is competitive and commensurate with experience and qualifications.

Application Deadline

Open until filled. Apply no later than 5 p.m., August 20, 2021, to be considered in the initial screening.

Application Procedure

Email resume, cover letter and salary history/requirements to hmcphail@cscleon.org. Include "CSCLC, CEO – (Your name)" in subject line. Due to the high volume of interest, we cannot accept phone calls.

Anticipated Start Date

November 1, 2021

Children's Services Council
2021-2022 Working Schedule of Activities
CEO Timeline

CSCLC Meeting Packet Pg. 59

Date	Activity	Time
June, 2021		
6/22/2021	CEO Search Committee formed	
July, 2021		
7/6/2021	Draft Position Description and Search Strategy Outline Developed	
7/12/2021	Search Committee Convenes; Reviews Position Description & Search Strategy; Edit & Recommend for Presentation	
7/15/2021	CEO Position Description & Search Strategy Included in the Council Agenda & Supplemental Information Packet for July 22nd Meeting	
7/22/2021	CEO Position Description & Search Strategy Presented to Council & Approved	
7/23/2021	CEO Position Opens: Announce Position on various channels identified in Search Strategy	
August, 2021		
8/20/2021	CEO Position Closes	
8/23/2021	Initial Screening of CEO Applications	
8/24/2021	Search Committee Convenes ; Review all third-tier Candidates (those who pass initial screening); Create list of second-tier Candidates (those invited for interview)	
8/25/2021	Call Candidates to Schedule Interviews for Following Week (may take 2-3 days)	
8/30/2021	Interview Week, M-Th due to long weekend (all Candidates will be interviewed in-person unless Candidate is from out-of-town)	
September, 2021		
9/7/2021	Conduct Reference Checks for CEO as Directed by Search Committee (may take 2-3 days)	
9/14/2021	Search Committee Convenes ; Reviews References; Create list for second interviews/presentation	
9/15/2021	Call Candidates to Schedule 2nd Interviews/Presentations for Following Week; Complete Background screens	
9/20/2021	2nd Interview/Presentation Week, M-W (if a candidate was not in-person previously, this time they will be requested to travel)	
9/23/2021	Search Committee Convenes to Make Final Recommendation and	12:45 PM
9/23/2021	Council Meeting Approves Final Selections and Set Parameters of Offer Letter	2:00 PM
9/24/2021	Position Offered to Candidate; Response Requested by 9/27/21	
9/28/2021	Reconvene Search Committee if needed (Candidate declines, Candidate requests beyond parameters authorized by the committee, etc.)	
9/28/2021	Final offer extended to chosen candidate	
October, 2021		
10/1/2021	Professional Notice Grace Period	
November, 2021		
11/1/2021	CEO Start Date	

YELLOW HIGHLIGHTS = MILESTONE ACTIVITY; RED TEXT = COUNCIL/COMMITTEE MEETING

Agenda Item

Next Meeting Dates, including TRIM Hearings

Attachments:

1. Combined Timeline
2. Meeting Schedule Only

Children's Services Council
2021-2022 Working Schedule of Activities

CSCLC Meeting Packet Pg. 61

Date	Activity	Time
June, 2021		
6/22/2021	CEO Search Committee formed	
July, 2021		
7/1/2021	Draft Needs Assessment Scope of Work	
7/6/2021	Draft Position Description and Search Strategy Outline Developed	
7/8/2021	Needs Assessment Committee Reviews Scope of Work & Establishes Priority Areas (Committee Meeting)	1:00 PM
7/12/2021	Revise & Review Second Draft of ITN	
7/12/2021	Search Committee Convenes; Reviews Position Description & Search Strategy; Edit & Recommend for Presentation	
7/15/2021	CEO Position Description & Search Strategy Included in the Council Agenda & Supplemental Information Packet for July 22nd Meeting	
7/22/2021	Needs Assessment Committee Reviews Full ITN with Council commentary (Committee Meeting)	12:45 PM
7/22/2021	CEO Position Description & Search Strategy Presented to Council & Approved	
7/23/2021	CEO Position Opens: Announce Position on various channels identified in Search Strategy	
August, 2021		
8/5/2021	Needs Assessment Committee Final Review of ITN including invited testimony	1:00 PM
8/12/2021	Draft ITN Shared with Full Council & Public in advance of August 19 Meeting	
8/19/2021	ITN Approved by Council (Council Meeting)	2:00 PM
8/20/2021	CEO Position Closes	
8/23/2021	ITN Issued	12:00 PM
8/23/2021	Initial Screening of CEO Applications	
8/24/2021	Search Committee Convenes ; Review all third-tier Candidates (those who pass initial screening); Create list of second-tier Candidates (those invited for interview)	
8/25/2021	Call Candidates to Schedule Interviews for Following Week (may take 2-3 days)	
8/30/2021	Interview Week, M-Th due to long weekend (all Candidates will be interviewed in-person unless Candidate is from out-of-town)	
September, 2021		
9/3/2021	Written request for ITN explanation: due date	5:00 PM
9/7/2021	Conduct Reference Checks for CEO as Directed by Search Committee (may take 2-3 days)	
9/8/2021	TRIM Hearing	5:15 PM
9/14/2021	Search Committee Convenes ; Reviews References; Create list for second interviews/presentation	
9/15/2021	Call Candidates to Schedule 2nd Interviews/Presentations for Following Week; Complete Background screens	
9/16/2021	Estimated issuance of ITN explanation	5:00 PM

YELLOW HIGHLIGHTS = MILESTONE ACTIVITY; RED TEXT = COUNCIL/COMMITTEE MEETING

Children's Services Council
2021-2022 Working Schedule of Activities

CSCLC Meeting Packet Pg. 62

Date	Activity	Time
9/20/2021	2nd Interview/Presentation Week, M-W (if a candidate was not in-person previously, this time they will be requested to travel)	
9/23/2021	Search Committee Convenes to Make Final Recommendation and	12:45 PM
9/23/2021	Council Meeting Approves Final Selections and Set Parameters of Offer Letter	2:00 PM
9/24/2021	Position Offered to Candidate; Response Requested by 9/27/21	
9/28/2021	Reconvene Search Committee if needed (Candidate declines, Candidate requests beyond parameters authorized by the committee, etc.)	
9/28/2021	Final offer extended to chosen candidate	
9/30/2021	ITN Response Deadline	5:00 PM
October, 2021		
10/1/2021	Professional Notice Grace Period	
10/7/2021	Responses Reviewed and Ranked for Short List (Proposed Committee Meeting)	1:00 PM
10/11/2021	Oral Presentations/Demos (October 11-14)	
10/14/2021	Needs Assessment Committee deliberates on choices, ranks preferences and sets expectations/parameters for negotiations (Proposed Committee Meeting)	1:00 PM
10/21/2021	Council Approval of Vendor (Council Meeting)	2:00 PM
10/27/2021	Contract Negotiations Completed	
10/28/2021	Estimated Notice of Intent to Award posted	
November, 2021		
11/1/2021	Contract Awarded/Needs Assessment Begins	
11/1/2021	CEO Start Date	
11/1/2021-3/1/2022	Needs Assessment Conducted	
11/18/2021	CSCLC Governing Council	2:00 PM
December, 2021		
12/16/2021	CSCLC Governing Council	2:00 PM
January, 2022		
1/20/2022	CSCLC Governing Council	2:00 PM
February, 2022		
2/17/2022	CSCLC Governing Council	2:00 PM
March, 2022		
3/1/2022	Needs Assessment Completed	
3/17/2022	Needs Assessment Presentation by Vendor (Council Meeting)	2:00 PM
3/31/2022	Needs Assessment Committee Reviews Priorities for Community Funding including possible Expedited Funding Priorities (Proposed Committee Meeting)	1:00 PM
April, 2022		
4/21/2022	Council Adopts Priorities for Community Funding including possible Expedited Funding Priorities (Council Meeting)	2:00 PM

YELLOW HIGHLIGHTS = MILESTONE ACTIVITY; RED TEXT = COUNCIL/COMMITTEE MEETING

Children's Services Council
2021-2022 Working Schedule of Activities

CSCLC Meeting Packet Pg. 63

Date	Activity	Time
May, 2022		
5/5/2022	Needs Assessment Committee Reviews Community Funding RFP and Expediated Funding recipients, if applicable (Proposed Committee Meeting)	1:00 PM
5/19/2022	Council Approves Community Funding RFP and selects Expediated Funding recipients, if applicable (Council Meeting)	2:00 PM
5/23/2022	RFP Released for Community Funding	
June, 2022		
6/1/2022	Expediated Funding Awards Issued (if applicable)	
6/16/2022	CSCLC Governing Council	2:00 PM
6/23/2022	Community Funding RFP Submission Deadline	5:00 PM
July, 2022		
7/19/2022	Proposals Reviewed and Ranked, allowing time for oral interviews, if applicable	
7/21/2022	Proposals Ranking (Proposed Committee Meeting)	12:45 PM
7/21/2022	CSCLC Governing Council	2:00 PM
August, 2022		
8/4/2022	Discussion of Community Funding Recipients (Council Workshop)	1:00 PM
8/18/2022	Council Approves Funding for Community Investments (Council Meeting)	2:00 PM
8/22/2022	Community Funding Recipients Mandatory Systems Training	
September, 2022		
9/1/2022	Community Funding Awarded / Services Start	
9/15/2022	CSCLC Governing Council	2:00 PM

YELLOW HIGHLIGHTS = MILESTONE ACTIVITY; RED TEXT = COUNCIL/COMMITTEE MEETING

**Children's Services Council
2021-2022 Meeting Schedule**

CSCLC Meeting Packet Pg. 64

Date	Activity	Time
July, 2021		
7/22/2021	Needs Assessment Committee	12:45 PM
7/22/2021	CSCLC Governing Council	2:00 PM
August, 2021		
8/5/2021	Needs Assessment Committee	2:00 PM
8/19/2021	Needs Assessment Committee	12:45 PM
8/19/2021	CSCLC Governing Council	2:00 PM
8/24/2021	CEO Search Committee	1:00 PM
8/30/2021	CEO Interview Week (Aug 30-Sep 2)	TBA
September, 2021		
9/8/2021	TRIM Hearing	5:15 PM
9/14/2021	CEO Search Committee	1:00 PM
9/20/2021	2nd Interview/Presentation Week (Sep 20-22)	TBA
9/23/2021	CEO Search Committee	12:45 PM
9/23/2021	CSCLC Governing Council	2:00 PM
9/28/2021	Reconvene Search Committee if needed	1:00 PM
October, 2021		
10/7/2021	Needs Assessment Committee	1:00 PM
10/11/2021	ITN Oral Presentations/Demos (October 11-14)	
10/14/2021	Needs Assessment Committee	1:00 PM
10/21/2021	CSCLC Governing Council	2:00 PM
November, 2021		
11/18/2021	CSCLC Governing Council	2:00 PM
December, 2021		
12/16/2021	CSCLC Governing Council	2:00 PM
January, 2022		
1/20/2022	CSCLC Governing Council	2:00 PM
February, 2022		
2/17/2022	CSCLC Governing Council	2:00 PM
March, 2022		
3/17/2022	CSCLC Governing Council	2:00 PM
3/31/2022	Needs Assessment Committee	1:00 PM
April, 2022		
4/21/2022	CSCLC Governing Council	2:00 PM
May, 2022		
5/5/2022	Needs Assessment Committee	1:00 PM
5/19/2022	CSCLC Governing Council	2:00 PM
June, 2022		
6/16/2022	CSCLC Governing Council	2:00 PM
July, 2022		
7/21/2022	Needs Assessment Committee	12:45 PM
7/21/2022	CSCLC Governing Council	2:00 PM

**Children's Services Council
2021-2022 Meeting Schedule**

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Date	Activity	Time
August, 2022		
8/4/2022	CSCLC Governing Council (Workshop)	2:00 PM
8/18/2022	CSCLC Governing Council	2:00 PM
September, 2022		
9/15/2022	CSCLC Governing Council	2:00 PM

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