

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

Issue Date: August 23, 2021

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

Question Responses Posted: September 16, 2021

Response Deadline: September 24, 2021, 1:00 PM ET

Estimated Notice of Intent to Award: October 21, 2021

Do not contact the CSC Leon 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 following **Purchasing Official**:

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Children's Services Council of Leon County  
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## **SECTION 1 – INTRODUCTION**

### **A. Solicitation Objective and Overview**

The Children’s Services Council of Leon County (“CSC Leon”) seeks to establish, through this Invitation to Negotiate (“ITN”), a contract for completion of a comprehensive inventory and analysis of programs currently offered in Leon County, Florida, which will provide a sound basis for future CSC Leon funding decisions (“Contract”).

The analysis is intended not only to provide a snapshot of the current situation relating to the needs of and services available to children and youth in Leon County, but also to highlight the causes and effects of current and long-term trends relating to the well-being of children, youth, and their parents, and the infrastructure needed to support them. It is intended to inform the decision-making process of CSC Leon in creating a roadmap for policies, programs and services that will positively transform the trajectory of Leon County’s future based on proven principles of success: wholistic systems approaches based on prevention, resiliency, and evidence-based and emerging practices that have documented effectiveness.

CSC Leon has developed a draft Statement of Work (“SOW”) for the Contract, which is attached as Exhibit I. The final SOW will be developed during the negotiation phase of this ITN. The draft SOW details the questions being explored by this ITN, and the related facts, which include the following:

1. What programs and services are currently available for Leon County children, youth and parents?
2. Do these programs and services provide specific and measurable outcomes that promote the public good?
3. What barriers inhibit maximum fulfillment of currently available programs and services?
4. What gaps exist between currently available programs and services and the needs for those programs and services by Leon County children, youth and parents?
5. Based on those gaps, what options should CSC Leon consider for investment that could potentially yield the most significant returns?
6. What process measures and outcomes should be tracked by programs and services serving Leon County children, youth and parents?
7. How can CSC Leon realize best value while achieving the ITN goals?

The goal of this ITN is to establish a Contract providing the best value solution to the challenge of gathering and analyzing information to support CSC Leon’s future funding decisions.

### **B. Background**

CSC Leon is a catalyst for positive change to improve the lives and outcomes of children and families in the local community.

Approved by a majority of the Leon County (“County”) electorate in the November 2020 general election, CSC Leon has been established to provide children with early learning and reading skills, development, treatment, preventative and other children’s services.

As an independent special district authorized by section 125.901, Florida Statutes, CSC Leon 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. CSC Leon has independent oversight and accountability, and the following powers and functions:

1. To provide and maintain in the County such preventive, developmental, treatment and rehabilitative services for children as CSC Leon determines are needed for the general welfare of the County.
2. To provide such other services for all children as CSC Leon 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 CSC Leon 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 CSC Leon to issue bonds of any nature, nor shall CSC Leon 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 CSC Leon is to identify and assess the needs of the children in the County and submit to the Board of County Commissioners ("BOCC") 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 CSC Leon 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.

In the future, CSC Leon will report the following no later than January 1 of each year to the BOCC:

1. Information on the effectiveness of activities, services, and programs offered by CSC Leon, 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 CSC Leon's objectives and activities are consistent with the goals of the County ordinance establishing CSC Leon (No. 2018-13).
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 CSC Leon.

As a precursor to CSC Leon, the BOCC established an independent Children's Services Council Planning Committee ("Planning Committee"). The Planning Committee's purpose was to create a roadmap for ethical governance, quality controls, absolute transparency, no duplication of services, and measurable, results-based outcomes for the Council. The Planning Committee gathered information, sought expert advice, developed guidance on quality controls and 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 the 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 to encourage funding a range of potential programs reflecting the critical needs identified in the planning process. The Planning Committee intentionally left these priorities broad, explaining that "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."

To begin fulfilling its duties, CSC Leon formed a Needs Assessment Committee, which reviewed the Planning Committee's priorities on July 8 and July 22, 2021. The Needs Assessment Committee recommended using the Planning Committee's priorities as a basis for completing a comprehensive needs assessment. Additional items were placed under the three primary categories, with "economic well-being" included under "family & community." These priorities, which are integral to the SOW, are included in Exhibit II.

### **C. Minimum Qualifications of Respondents**

To respond to this ITN, a Respondent must demonstrate at least five years of experience providing services materially similar to those specified in the SOW. A Respondent may satisfy this requirement via the experience of its proposed key project members, even if those members performed the service for another company. Responses not satisfying this minimum requirement will be deemed non-responsive and will not be evaluated.

**D. Purchasing Official and “Quiet Period”**

The Purchasing Official is identified on the ITN cover page. Any person requiring a special accommodation due to a disability should contact the Purchasing Official.

All Respondent communications regarding the ITN shall be limited to the Purchasing Official. There shall be a “quiet period” between the date the ITN is advertised and the date the recommended award (or cancellation) has been announced. During the quiet period, no one acting on Respondent’s behalf may engage in any written or verbal communication or other attempts to influence anyone else at CSC Leon regarding this ITN, the merits of the Respondent, or whether CSC Leon should award the Contract to the Respondent. Any unauthorized contact may disqualify the Respondent from further consideration .

## **SECTION 2 – SOLICITATION PROCESS**

### **A. Overview**

This ITN is a method of competitive solicitation under CSC Leon’s Purchasing Policy. Those interested in submitting a Response are to comply with all terms and conditions described in this solicitation. CSC Leon will hold a public opening of the Responses at the date, time, and location provided in the Timeline of Events.

The ITN process is divided into two phases: the evaluation phase and the negotiation phase. During the evaluation phase, CSC Leon evaluates all Responses, except those deemed non-responsive, against the evaluation criteria to establish a competitive range of Responses reasonably susceptible of award. CSC Leon then selects one or more Respondents within the competitive range with which to commence negotiations.

The negotiation phase involves negotiations between CSC Leon and one or more Respondents whose evaluated Responses were determined to be within the competitive range. During this phase, CSC Leon may request revised Responses and final Responses (best and final offer or “BAFO”) based on the negotiations.

Final contract terms will be established during the negotiation phase. Once negotiations have concluded and BAFO(s) received and reviewed, CSC Leon will hold a Negotiation Team public meeting to recommend Contract award. The CSC Leon Governing Council will take up the recommendation at a public meeting and make the final decision concerning Contract award.

### **B. Questions and Answers**

Submit all questions about the ITN in writing to the Purchasing Official via email. The deadline for submission of questions is reflected the Timeline of Events.

CSC Leon 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.

CSC Leon’s responses to questions will be posted on the CSC Leon website at [www.csleon.org/announcements](http://www.csleon.org/announcements). Respondents unable to download responses should direct their requests for hard copies via e-mail to the Purchasing Official. Answers to questions will be published as an addendum to and, as such, an integral part of this ITN.

CSC Leon 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 will be posted on the CSC Leon website at [www.csleon.org/announcements](http://www.csleon.org/announcements). The Respondent is responsible for checking the website for any addenda or clarifications.

### **C. Timeline of Events**

The table below contains the anticipated timeline of events for this solicitation. The dates and times are subject to change. The Respondent is responsible for ensuring that CSC Leon receives



all required documentation by the dates and times (Eastern time) specified below (or as revised by ITN addenda).

Aug 23	ITN Issued	5:00 PM ET
Sep 3	Deadline to submit questions to the Purchasing Official	5:00 PM ET
Sep 16	Publication of CSC Leon’s answers to Respondents’ questions	5:00 PM ET
Sep 24	Deadline to submit Response to the Purchasing Official	1:00 PM ET
Sep 24	Public Opening [Leon County Commission Chamber]	3:00 PM ET
Sep 27-Oct 6	Evaluation Phase	
Oct 7	Evaluation Team Public Meeting to Rank Responses and Designate Respondents for Negotiation Phase [Leon County Commission Chamber]	2:00 PM ET
Oct 8-14	Negotiation Phase	
Oct 14	Negotiation Team Public Meeting to Recommend Award [Leon County Commission Chamber]	1:00 PM ET
Oct 14	Purchasing Official Communicate Recommendation of Award	4:00 PM ET
Oct 21	CSC Leon Governing Council Meeting to Consider Recommendation of Award	2:00 PM ET
Nov 1	Anticipated Contract Start Date	

**D. Response Submittal and Deadline**

Submit one bound copy and one electronic copy in PDF format on a flash drive via postal or commercial courier services of the complete Response by the deadline indicated in the Timeline of Events.

Submit Responses to CSC Leon care of the Purchasing Official at the delivery address reflected on the ITN cover page. Facsimile transmissions will not be accepted. All bound responses must be submitted in a sealed envelope or box and must be marked “ITN for CSC Leon Needs Assessment.” CSC Leon 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.

**E. CSC Leon Not Liable for Respondent’s Cost**

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

**F. Disclosure of Contents**

All material submitted by Respondents shall become the property of CSC Leon and will not be returned. Responses submitted may be reviewed and evaluated by persons designated by CSC Leon, in its sole discretion. Records made and received by CSC Leon in connection with this ITN 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 CSC Leon 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 connection with this ITN in negotiating and entering into any contract or for any purpose. CSC Leon shall have such rights regardless of whether CSC Leon 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.

#### **G. Right to Cancel**

CSC Leon, in its sole discretion, may cancel this ITN at any time and for any reason. Issuance of this ITN in no way constitutes a commitment by or obligation of CSC Leon to enter into any contract, and CSC Leon may, in its sole discretion, reject all Responses to this ITN for any reason whatsoever.

#### **H. Responsiveness and Responsibility**

CSC Leon will be the sole judge of a Response’s responsiveness. CSC Leon will reject any Response that it deems non-responsive; provided, however, that CSC Leon may also waive any minor defect in a Response or deviation from the ITN requirements. CSC Leon will reject the Response of any Respondent it deems non-responsible.

#### **I. ITN Specifications Protest Process**

Any protest of the terms of this solicitation, including without limitation terms governing the evaluation phase, the negotiation phase, or the award of any contract, shall be filed via email to the Purchasing Official within five calendar days after the advertisement of the solicitation. A protest must state with particularity the facts and law upon which it based. Failure to file a timely protest shall constitute a waiver of any pre-award challenges.

## SECTION 3 – RESPONSE FORMAT AND CONTENTS

Prepare the Response with five separately tabbed sections, A through E. Do not include any appendix or attachment beyond these sections. Attachments within sections are permissible, e.g., resumes within Tab B. Respond using no smaller than 12-point font. Tables and graphs are exempt from the font requirement, but must be readable.

Respond concisely and avoid superfluous information. A Response should not exceed 45 pages.

### A. Cover Letter

Address the cover letter to the Purchasing Official. Identify 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 ITN. Explain very briefly how the Respondent satisfies the minimum qualifications to respond (see Section 1.C). Affirm that the Respondent has thoroughly reviewed the ITN and agrees to provide the services set forth in the SOW if awarded a Contract following negotiations. If the Response includes any alleged trade secrets, confirm compliance with Section 2.F.

Behind the cover letter, include the executed original of the completed ITN Form A, *Service Requirement: Disclosures and Affirmation Statement*. **Failure to include the executed form will result in the Response being deemed non-responsive.**

### B. Respondent Experience, Qualifications and References

Restate each item in bold face type, and then address it clearly and concisely. Communicate Respondent's distinguishing features and key value propositions.

1. Describe briefly Respondent's background/history, ownership structure, primary location(s) and size (number of offices and employees).
2. Describe any anticipated changes to Respondent's basic ownership structure or any other significant changes in its organization, its management, or key personnel.
3. Describe any plans to use subcontractors or third parties for any of the Contract services.
4. Describe Respondent's financial capability to provide the Contract services. Be specific. Attach brief evidence of objective details, such as portions of financial statements (if statements are available on-line, refer to URL).
5. CSC Leon strongly supports and encourages diversity and participation of historically disadvantaged business enterprises in contracting, as evidenced in the CSC Leon Purchasing Policy. Attach any evidence of firm certification by the *Minority, Women, and Small Business Enterprise Division of the Office of Economic Vitality* or comparable public body and identify the qualifying individuals. Non-certified firms may highlight individual investments, e.g., the number and percentage of professionals who are minorities or women.
6. Has the Respondent or key personnel previously had a contract with any Children's Services Council in 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 email address), and the scope of services and level of engagement you provided.

7. Has the Respondent or key personnel previously conducted a human services needs assessment for any governmental or other entity in Florida? If yes, please disclose the entity with whom you worked and their primary contact (name, phone number, and email address).
8. Describe generally Respondent's firm's qualifications for providing the Contract services and previous work experience in this area.
9. Provide a list of three client references (name, phone number, and email address) that CSC Leon may contact.
10. Provide the names, titles, and brief biographies of the professionals who would actually perform the Contract services. Describe each individual's current role with the Respondent, their experience, any specialized expertise related to the Contract services, the length of time each person has been with the firm, and the location of their primary office. Include the resumes of key personnel responsible for Contract performance.

### **C. Specialized Expertise**

Restate each item in bold face type, and then address it clearly and concisely. Communicate Respondent's specialized expertise and experience with each of the following areas, which will be important for successful Contract performance.

1. Working 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 and local agencies, children and family advocates, interest groups and funders (e.g., foundations, commissions and children's institutes, governance boards, etc.), and the scope of services and level of engagement you provided.
2. Understanding population and community-level at-risk factors.
3. Understanding and applying Diversity, Equity, and Inclusion practices as it relates to impact on children, youth and family outcomes and service delivery.
4. Quantifying the overrepresentation of minority children and youth in the systems of care and custody (e.g., child welfare and juvenile justice).
5. Assessing the existing status of minority children and youth in the systems of care and custody.
6. Identifying prevention strategies and programs to reduce overrepresentation of minority children and youth in the systems of care and custody.
7. Identifying efforts to assist federal, state or local governments and other child and youth organizations in the reduction of the disproportionate minority contact, specifically within the juvenile justice system.

### **D. Service Description**

Explain in detail how Respondent proposes to deliver the Contract services outlined in the SOW, Exhibit I.

1. First address the overall project approach, describing in detail the process, timing and sequencing of services, including, but not limited to:
  - a. Timeline from Contract execution to final completion of the work, including key dates and deliverables, draft and final reports, and updates to CSC Leon (see Exhibit I, Section D).

- b. 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, reporting and conclusions.
  - c. The data sources that will be used to perform the assessments and inform conclusions.
  - d. 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.
  - e. Format for presenting the data to ensure ease of understanding and depict geographic distribution of assets and needs.
2. Key Outcomes, Inventory and Analysis
- a. Key Outcomes and Measures: **For each priority area**, describe how Respondent will identify key outcomes that address short-, mid-, and long-term success based on associated measures (Exhibit I.C.1).
  - b. Comprehensive Programs Inventory: **For each priority area**, describe in detail how Respondent proposes to perform each of the seven specified requirements (Exhibit I.C.2)
  - c. Gap Analysis: **For each priority area**, describe how Respondent proposes to assess gaps in service using the two specified parameters (Exhibit 1.C.3).
  - d. Informative Programs Inventory: Describe how Respondent will complete this inventory (Exhibit 1.C.4).
3. Funding Options (Exhibit 1.C.5)
- a. Identify the length of time it will take and the process Respondent will use to develop expedited funding award options.
  - b. Describe the process Respondent will follow to develop regular funding award options.

**E. Financial Terms**

CSC Leon’s Contract budget is \$300,000. Provide CSC Leon with the most competitive price to achieve the ITN goals. Justify the proposed terms, e.g., by reference to recent examples (during the last three years) of fees charged for comparable projects, if any. Fees will be considered in conjunction with the proposed SOW and negotiated prior to Contract award. Include a detailed budget for performing the services, including travel, described in Section 3.D of the Response.

## SECTION 4 – EVALUATION OF RESPONSES

The CSC Leon Evaluation Team members will independently evaluate Responses, except those deemed non-responsive, using the criteria below. The scores of each Evaluation Team member will be aggregated and then reviewed by the Evaluation Team at a public meeting to reach consensus on a final ranking.

Evaluation Category	Criteria Description	Weight
<b>Respondent Experience, Qualifications and References (Section B.3.; p. 11-12)</b>	Organizational and personnel/professional staff experience and qualifications, including quality of proposed key professional personnel, considering overall experience, qualifications, and expertise	25%
<b>Specialized Expertise (Section B.4.; p. 12)</b>	Respondent’s specialized expertise, capability and resources to meet the Service Description, including relative merits (and points of differentiation) on the resources, capability, and approach to providing services, and staff to meet the requirements	20%
<b>Service Description (Section D, pp. 12-13)</b>	Quality, clarity, and responsiveness of the service description, effectively demonstrate a high quality, verifiable, responsive ability to meet the SOW	45%
<b>Financial Terms (Section 3.E; p. 13)</b>	Financial terms, relative to the universe of Respondents and the available budget	5%
<b>Response Format and Contents (Section 3; pp. 11-13)</b>	Adherence to ITN technical requirements	5%
Total possible		100%

Based on its ranking, the Evaluation Team will establish a competitive range of Responses reasonably susceptible of award. The Evaluation Team will then decide which one or more Respondents in that range will advance to the negotiation phase. The evaluation scoring does not carry forward into the negotiations. The Negotiation Team will not be bound by Evaluation Team scoring during the negotiation phase, but may use it as a reference tool.

## **SECTION 5 – NEGOTIATION**

### **A. Overview**

CSC Leon reserves the right to negotiate different terms, additional terms, and related price adjustments if the Negotiation Team determines that such changes would provide the best value to CSC Leon. Additional operational requirements may be defined and clarifications required. The format and content of any pricing submissions, including but not limited to BAFOs, may be amended during negotiations at the discretion of the Negotiation Team.

The Negotiation Team may require additional technical detail, demonstrations, and documentation during negotiations. The Negotiation Team may request proposed alternative terms or deliverables during negotiations, but it is under no obligation to accept proposed alternative terms or deliverables.

Negotiation meetings will be conducted in Tallahassee, Florida. CSC Leon reserves the right to schedule negotiations via video or telephone conference (i.e., “virtually”). The Negotiation Team may distribute an agenda in advance of any negotiation session. Representatives for each Respondent should plan to be available, at least by telephone, without interruptions, for the entirety of the Respondent’s scheduled negotiation meeting(s).

Negotiations will continue as determined by the Negotiation Team, until acceptable terms and conditions are agreed upon through a BAFO, if applicable, or it is determined that an acceptable agreement cannot be reached. CSC Leon reserves the right to conclude negotiations at any time and proceed to contract award.

### **B. Revised Responses and Best and Final Offers**

During the negotiation phase, the Negotiation Team may request clarifications and revisions to Responses (including BAFOs) and identify information to be submitted to CSC Leon until it is satisfied that it has achieved the best value. Failure to provide information requested by the Negotiation Team during the negotiation phase may result in termination of negotiations with the Respondent.

CSC Leon reserves the right to require any Respondent from which it requests a BAFO to sign the final Contract in its submitted BAFO. Once a Contract is awarded, no modifications will be made to the BAFO or any documents that form the final Contract.

### **C. Other CSC Leon Rights During Negotiations**

The Negotiation Team has sole discretion in deciding whether and when to take any of the following actions and to decide the scope and manner of such actions. The Negotiation Team reserves the right at any time during the negotiation phase to:

1. Schedule additional negotiation sessions with any or all Respondents.
2. Require any or all Respondents to provide additional, revised, or final written Responses addressing specific topics, including, but not limited to, modifications to the solicitation specifications, terms and conditions, or business references.
3. Require any or all Respondents to provide revised Responses and written BAFOs.
4. Require any or all Respondents to address services, prices, or conditions offered by any other Respondent.
5. Pursue a Contract with one or more Respondents for the Contract services, including any addenda thereto and any request for additional, revised, or final written Responses or request for Best and Final Offers.
6. Finalize Contract terms and conditions with any Respondent at any time.
7. End negotiations with any or all Respondents at any time, regardless of the status of or schedule of negotiations, and to continue with other Respondents, or not continue with any Respondents.
8. Conclude negotiations at any time and proceed to Contract award.
9. Re-open negotiations with any Respondent, except those deemed non-responsive.
10. Negotiate concurrently or sequentially with competing Respondents).
11. Take any additional, administrative steps deemed necessary in determining the award, including conducting demonstrations, additional fact-finding, evaluation, or negotiation where necessary and consistent with the terms of this solicitation.
12. Request the assistance of and use subject matter experts for any portion of the procurement or throughout the procurement.
13. Review and rely on any information contained in the Responses.
14. Request pricing options different from the initial pricing offered by the Respondent.
15. Contact Respondent's customers or other entities with information relevant to the Respondent's responsibility, experience, or ability.
16. Request value-added services from Respondents.

#### **D. Negotiation Meetings Not Open to Public**

In accordance with section 286.0113, Florida Statutes, negotiations between CSC Leon and Respondents are exempt from Chapter 286, Florida Statutes, and s. 24(b), Art. I of the State Constitution. Also, any portion of a team meeting at which negotiation strategies are discussed are exempt from section 286.011, Florida Statutes.

CSC Leon will record all meetings of the negotiation team and all negotiation meetings between the Negotiation Team and Respondents, as required by law, and such recordings will eventually become public record pursuant to Chapter 286, Florida Statutes. During negotiations, Respondents must inform the Negotiation Team if any portion of the meetings should be considered confidential, proprietary, trade secret, or otherwise not subject to disclosure pursuant to Chapter 119, Florida Statutes, the Florida Constitution, or other authority, so that the Negotiation Team can make appropriate arrangements for the segregation of the recording. If the Respondent fails to inform the Negotiation Team that any portion of the negotiation



meetings should be considered confidential, proprietary, trade secret or otherwise not subject to disclosure, the Negotiation Team is authorized to produce the audio recording in answer to a public records request for these records.

#### **E. Award Recommendation**

The Negotiation Team will formulate by consensus a recommendation of Contract award that will provide the best value to CSC Leon based on the following selection criteria:

1. The Respondent's demonstration of its prior relevant experience and the overall professional experience of the Respondent at providing the proposed services.
2. The Respondent's ability and approach to meeting the ITN goals.
3. The Respondent's ability and approach to providing the proposed services.
4. The Respondent's pricing.

"Best value" means the expected outcome of the Contract that, in the Negotiation Team's estimation, provides the greatest overall benefit in response to the ITN requirements.

The Negotiation Team will reduce its recommendation to writing, including a description of the basis of its recommendation, and convey that written recommendation to the Purchasing Official. The written recommendation will be a public record available for inspection (particular details may be redacted as authorized by Florida law).

## **SECTION 6 – AWARD PROCESS**

The following outlines the award and contracting process governing this ITN.

1. The Purchasing Official will convey the Negotiation Team’s written recommendation to the Executive Director and/or Interim Administrator, for purposes of planning the meeting at which the CSC LEON Governing Council will consider the recommendation.
2. The Purchasing Official will advise in writing (including email) every Respondent of the Negotiation Team’s recommendation of award. This notice will include the date, time, and place of the meeting at which the CSC Leon Governing Council will consider the recommendation, which will be at least seven days after the date of the notice. The notice will also describe briefly CSC Leon’s protest process.
3. Any protest of a recommended award must be made within seven days after the Purchasing Official communicates notice of the recommended award, and before the CSC Leon Governing Council votes on the recommendation. Failure to provide written notice of protest by certified letter received by CSC Leon within seven days after the Purchasing Official communicates notice of the recommended award will result in respondent waiving its right to protest.
4. No recommendation of award is binding on CSC Leon. Only the CSC Leon Governing Council may approve award of the Contract.
5. If the CSC Leon Governing Council votes to award the contract to a vendor other than the one recommended by the Negotiation Team, within three business days after the Council meeting, the Purchasing Official will advise in writing (including email) every Respondent of the Governing Council’s decision. No notice will be given if the Governing Council adopts the Negotiation Team’s recommendation of award. If notice is given, it will describe briefly the CSC Leon protest process.
6. Any protest of a final award decision must be made within seven days after the Purchasing Official communicates notice of the award decision. There is no right of protest if the Governing Council adopts the recommendation of award.
7. After Governing Council approval of Contract award and the expiration of any protest period, CSC Leon will execute the written Contract through its Council chairperson or authorized designee.

## EXHIBIT I – DRAFT STATEMENT OF WORK

### A. Purpose

The purpose of the Contract is to provide quantifiable information necessary for CSC Leon to prioritize funding for preventive, developmental, treatment, rehabilitative and other services to children, youth and parents.

Specifically, the goals are to identify:

1. key outcomes for each priority area, how those key outcomes should be measured, and what the short-, mid-, and long-term expectations should be;
2. current and multi-year disaggregated data (e.g., race, sex, age, county, school, census tracts, etc., as available) for each key outcome;
3. current programs and services in Leon County using effective and other practices and any demonstrated results related to key outcomes;
4. current programs and services in Florida, nationally and internationally using effective and other practices and any demonstrated results related to key outcomes;-; and
5. expedited and regular funding options for new or existing programs and services that target key outcomes with evidence-based practices or promising innovative interventions. Innovative interventions include, but are not limited to, investment in public relations campaigns, prizes to incentivize change, use of technology (web portals, artificial intelligence), 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. Definitions

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. **Food Stability:** Having physical and economic access to sufficient, safe and nutritious food that meets dietary needs and food preferences.
5. **Funder:** An organization that provides money to an entity to provide services.
6. **Homelessness:** Lacking a fixed, regular, and adequate nighttime residence and/or utilizing a primary nighttime residence that is a public or private shelter designed to provide temporary residence, a public or private transitional living program, or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.

7. **Housing Stability:** Continuously living in housing that is affordable and adequately meets safety needs.
8. **Key Outcomes:** Key outcomes are those outcomes identified for each priority area that address short-, mid-, and long-term success based on associated measures.
9. **Long-term:** Within 5 years or beyond.
10. **Mid-term:** Within 1-5 years.
11. **Process Measure:** A count of the number of services provided or the number of individuals served.
12. **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.
13. **Parent:** The biological mother or father, guardian, or primary caregiver of a child or youth.
14. **Priority Areas:** List of priority areas adopted by CSC Leon, identified in Exhibit II.
15. **Program:** Coordinated services provided by an entity, usually adhering to a specified model or curriculum.
16. **Provider:** A non-profit, for-profit, governmental, or other organization that delivers services or programs to children, youth, and/or parents.
17. **Service:** A single, discreet unit of assistance provided to an individual or individual family.
18. **Short-term:** Within 12 months.
19. **Unmet Need:** The degree to which effective programs exist but are unable to serve all eligible children, youth and families or there are no existing programs or services available to effectively address a given condition which, if not addressed, will negatively impact parent, child or youth wellbeing.
20. **Youth:** Unless otherwise specified, “youth” refers to young people (all genders) age 12 through 24, including those with special needs.

### C. Deliverables

#### 1. *Key Outcomes & Measures*

##### **For each priority area,**

- a. Identify options for key outcomes as defined above that might be adopted by CSC Leon.
- b. Identify associated measures for each key outcome that can be used to gauge success.

- c. Identify the short-, mid-, and long-term performance expectations for each key outcome and measure, if appropriate.

## 2. *Comprehensive Programs Inventory*

### **For each priority area,**

- a. Create a comprehensive inventory of programs, providers, and services in Leon County that serve children, youth and parents, providing demographic detail (gender, race, ability, etc.) by age cohort:
  - i. 0-4 (including the prenatal period)
  - ii. 5-8 (K-2<sup>nd</sup>)
  - iii. 9-11 (3<sup>rd</sup>-5<sup>th</sup>)
  - iv. 12-14 (6<sup>th</sup>- 8<sup>th</sup>)
  - v. 15-18 (9<sup>th</sup>-12<sup>th</sup>)
  - vi. 19-24 (post high school)
- b. Convey understanding about those programs, providers, and services, at the county and neighborhood level (e.g., school zone, zip code and census-tracts), including but not limited to:
  - i. accessibility
  - ii. availability
  - iii. capacity (including number of clients served)
  - iv. outcomes and process measures reported
  - v. gaps
  - vi. barriers, including cultural, psychological, technological, transportation and other barriers
  - vii. utilization of evidence-based practices
  - viii. utilization of trauma-informed care
  - ix. the extent to which providers coordinate or collaborate
- c. 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. Measure racial equity and document disparities in provision of programs and services, including contact with and within the system of care.
- e. Gather and report the operational changes undertaken by providers in the inventory to address COVID.
- f. Quantify the projected short-, mid- and long-term impacts on delivery of programs and services by providers due to COVID.
- g. Determine:
  - i. the amount of federal funds each provider will/is anticipated to receive through the American Rescue Plan (ARP) and, if feasible, any other

federal appropriation passed into law during the contract period of this ITN

- ii. how the funding will be used
- iii. the anticipated 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, CSC Leon and other funders can leverage the positive impacts and mitigate against negative impacts generated by one-time ARP funding.

### 3. *Gap Analysis*

#### **For each priority,**

a. Assess gaps in service provision to children, youth and parents by age cohort (see Exhibit I.C.2.a.) in Leon County using the parameters below:

- i. need for services
- ii. number of children and/or parents currently being served
- iii. deficits in capacity to address the needs
- iv. barriers to access services, including cultural, psychological, technological, transportation and other barriers
- v. services for which there are wait lists and the number of children on those wait lists

b. Describe the potential reasons for those gaps and historical trends identified above for Leon County children, youth and parents, identifying barriers to assistance.

### 4. *Informative Programs Inventory*

Identify programs and services in Florida and around the country that have documented effectiveness utilizing evidence-based or emerging practices in addressing the key outcomes and measures identified in Exhibit I.C.1, including efforts and initiatives that coordinate service delivery models.

### 5. *Funding Options*

Based on the deliverables above, CSC Leon desires to make community investments through a regular funding process beginning no later than October 1, 2022. For select priorities, CSC Leon may provide expedited funding awards beginning on earlier dates and ending September 30, 2022, unless extended by CSC Leon. Entities receiving expedited funding awards will not automatically receive funding through CSC Leon's regular funding process; they may or may not receive regular funding.

- a. Identify options for CSC Leon to provide expedited funding awards that will generate immediate, positive impacts on priority areas
  - i. throughout Leon County
  - ii. in targeted zip codes, school zones, and/or high-poverty census tracts.
- b. Identify options for CSC Leon to make short-, mid- and long-term investments in programs, providers, services, and/or collaborative initiatives that will generate positive impacts on priority areas

- i. throughout Leon County
- ii. in targeted zip codes, school zones, and/or high-poverty census tracts.

**D. Payment Schedule**

<u>Deliverable</u>	<u>Contract Day</u>	<u>Contract Payment</u>
Project Governance Documents	15	10%
Key Outcomes & Measures	45	20%
<b>Draft</b> Comprehensive Programs Inventory, Gap Analysis, Informative Programs Inventory	90	20%
<b>Final</b> Comprehensive Programs Inventory, Gap Analysis, Informative Programs Inventory AND <b>Draft</b> Funding Options	120	20%
<b>Final</b> Funding Options, Public Presentation	135	20%
Close-Out	150	10%

## EXHIBIT II – PRIORITY AREAS

### **Success in School and Life**

- ✓ School Readiness:
  - Increase the number of children who enter kindergarten socially, emotionally and academically ready.
- ✓ School-Age Supports:
  - Increase school performance and reduce juvenile crime among school-age children and youth.

### **Healthy Children, Youth and Families**

- ✓ Physical Health:
  - Outcome: Reduce infant and maternal mortality, increase infant health, improve oral health, and improve early identification of health problems.
- ✓ Mental Health:
  - Increase resiliency and reduce the number and consequences of adverse childhood events.

### **Stable and Nurturing Families and Community**

- ✓ Youth Development:
  - Build occupational skills, expand career pathways and increase economic opportunities.
- ✓ Food Stability:
  - Reduce the consequences of food insecurity by ensuring that children and youth in Leon County have adequate year-round access to healthy food.
- ✓ Housing Stability:
  - Reduce the number of children and youth at risk of or experiencing homelessness, including those transitioning out of the child welfare system
- ✓ Supporting and Expanding the Number of Caregivers:
  - Enhance caregiver (including kinship, foster and adoptive parents) capability to respond to the emotional and behavioral needs of neglected and abused children and youth.



## FORM A – DISCLOSURES AND AFFIRMATION STATEMENT

The undersigned certifies the following with respect to the Respondent and its response; if an unqualified certification is not accurate, attach explanation to this form:

- The selection of the Respondent will not result in any current or potential conflict of interest with CSC Leon. Alternately, should any potential or existing conflict be known by the Respondent, 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 CSC Leon, 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 CSC Leon and its employees, or have the effect of impacting your ability to meet your responsibilities, duties, and obligations to CSC Leon, 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 CSC Leon 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 CSC Leon. 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 the Respondent pay or be obligated to pay any firm or an individual who is not a full-time employee of the Respondent if the Respondent is awarded a Contract under this ITN? 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 other person or entity submitting a response for the same services, and the response is in all respects fair and without collusion or fraud. The Response 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. The Respondent did not directly or indirectly induce any party to submit a false or sham Response or to refrain from responding. The Respondent did not participate in the ITN development process, had no knowledge of the specific contents of the ITN prior to its issuance, and did not involve any employee of CSC Leon directly or indirectly in the Response preparation.
- The Response is that of the Respondent and has not been copied or obtained from any other person or entity responding to any other competitive solicitation whether in Florida or elsewhere either in the past or present.

- ❑ The Respondent 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.

*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 the ITN.*

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Authorized Signature (Manual)

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Name and Title (Typed)

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Date (Typed)

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Respondent (Typed)