

CONTRACT FOR ASSETS AND NEEDS ASSESSMENT

THIS CONTRACT (the “Contract”) is between the Children’s Services Council of Leon County (“CSC Leon”), an independent special district, and Q-Q Research Consultants, LLC (“Contractor”), a research and evaluation firm (each individually a “Party” and collectively the “Parties”).

WHEREAS, the Contractor responded to CSC Leon’s competitive solicitation entitled *Invitation to Negotiate (ITN) Assets and Needs Assessment*; and,

WHEREAS, CSC Leon has relied on the Contractor's response, and explanations, demonstrations, and revisions thereof, to determine that the Contractor’s offer provides the best value to CSC Leon; and,

WHEREAS, the Parties desire to enter into the Contract pursuant to which the Contractor will provide the services hereafter described.

NOW THEREFORE, in consideration of the premises set forth herein, the Parties agree as follows:

1. The Contractor shall perform the services described in the Project Requirements attached as Exhibit 1, and outlined in the Service Description attached as Exhibit 2, and subject to the Contract terms and conditions (the “Services”).

2. This is a fixed price Contract. In exchange for acceptable performance of the Services, CSC Leon agrees to pay, and Contractor agrees to accept, the fixed price of \$279,773. The Contract price is all-inclusive, and CSC Leon will not compensate or reimburse the Contractor any other amounts related to Contract performance such as travel expenses, license fees, taxes, miscellaneous expenses, overhead, etc. CSC Leon will pay the Contractor in arrears the price agreed to for each Contract payment milestone identified in Exhibit 1. CSC Leon will not pay the Contractor any more than the Contract price in exchange for performing the Services. If it becomes necessary for CSC Leon to request the Contractor to render any additional services, either to supplement the Services or to perform additional work related to the Project, then the Parties will execute an amendment to the Contract. Such additional work shall not be performed unless set forth in an amendment. CSC Leon shall not be obligated to pay or reimburse the Contractor more than the amount obligated pursuant to the Contract including amendments.

3. The Contract effective date shall be November 1, 2021 or the date on which the last Party has signed the Contract, whichever is later (the “Effective Date”). The Contract term shall begin on the Effective Date and shall end on June 30, 2022, unless the Contract is terminated earlier as provided herein. CSC Leon’s shall not be obligated to pay for costs incurred related to the Contract prior to its Effective Date or after its ending date.

4. The Contract term may, upon mutual agreement, be extended for a period no longer than the term of the original Contract, if the Contractor's performance of the Services is delayed by causes outside the reasonable control of the Contractor. A Contract time extension is the sole remedy for delays. Because the Contract is for performance of specific Services, it will not be renewed.

5. The Parties' contact information for all purposes related to this Contract is:

CSC Leon
Holly McPhail
hmcphail@cscleon.org
PO Box 1816
Tallahassee, FL 32302
(850) 510-4377

Contractor
Q-Q Research Consultants, LLC
Sandra Williams
swilliams@qqresearchconsultants.com
P.O. Box 827501
Pembroke Pines, FL 33082
(305) 999-7772

A Party may designate a different contact person after the Effective Date of the Contract by providing written notice of the change to the other Party's contact, without amendment of the Contract.

6. The organizational chart contained in the Project Plan (Ex. 2) identifies the Contractor's "Key Staff" and the amount of time they will be dedicated to performing the Services. CSC Leon reserves the right to require removal of Contractor staff or subcontractor staff (including Key Staff) found, in the judgment of CSC Leon, to be unacceptable. Except in cases where the timing of the replacement is outside the Contractor's control (including illness, disability, and resignation or for cause termination of Key Staff), the Contractor will not remove or reassign any Key Staff until a replacement with equal or superior experience and qualifications has been reviewed and approved by CSC Leon. Violation of this restriction may be considered by CSC Leon to be a material breach of the Contract, which shall entitle CSC Leon to (i) impose financial consequences in the form of liquidated damages or (ii) terminate the Contract for cause. It is acknowledged that such violation will interfere with the timely and proper completion of the Project, to the loss and damage of CSC Leon, and that it would be impracticable and extremely difficult to fix the actual damage sustained by CSC Leon as a result of such violation. Therefore, Contractor and CSC Leon agree that, in the case of any violation in respect of which CSC Leon may not elect to exercise its rights to terminate this Contract, CSC Leon may assess liquidated damages against the Contractor associated to staffing changes in the amount of \$15,000. For amounts due CSC Leon as liquidated damages, CSC Leon may at its option deduct the amount

due from any money payable to the Contractor by CSC Leon or bill Contractor as a separate item

7. The Contractor warrants that its Services will be performed in a good and workmanlike manner, in accordance with the Contract, and that deliverables will materially comply with their applicable requirements. The Contractor will re-perform any work not materially in compliance with this warranty which is brought to its attention within 90 days after the work has been performed.

8. CSC Leon is an agency subject to Florida's public records laws. In performing the Services, the Contractor is acting on behalf of CSC Leon as provided under section 119.011(2), Florida Statutes. Accordingly, the Contractor shall:

(a) Keep and maintain public records required by CSC Leon to perform the Services.

(b) Upon request from CSC Leon's custodian of public records, provide CSC Leon with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided by Florida law.

(c) Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Contract term and following completion of the Contract if the contractor does not transfer the records to the public agency.

(d) Upon completion of the Contract, transfer, at no cost, to CSC Leon all public records in possession of the Contractor or keep and maintain public records required by CSC Leon to perform the Services. If the Contractor transfers all public records to CSC Leon upon completion of the Contract, the Contractor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Contractor keeps and maintains public records upon completion of the Contract, the Contractor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to CSC Leon, upon request from CSC Leon's custodian of public records, in a format that is compatible with the information technology systems of CSC Leon.

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT 850-7644-2966 OR INFO@CSCLEON.ORG.

9. CSC Leon may unilaterally cancel the Contract for refusal by the Contractor to allow public access to all documents, papers, letters, or other material made or received by the Contractor in conjunction with the Contract, unless the records are exempt from section 24(a) of Article I of the State Constitution and section 119.07(1), Florida Statutes.

10. To preserve the public interest in the prudent expenditure of public funds, CSC Leon is authorized to inspect (a) financial records, papers, and documents of the Contractor that are directly related to the performance of the Contract or the expenditure of public funds; and (b) programmatic records, papers, and documents of the Contractor which CSC Leon determines are necessary to monitor the performance of the Contract or to ensure that the terms of the Contract are being met. The Contractor shall provide such records, papers, and documents requested by CSC Leon within 10 business days after the request is made.

11. The Contractor shall not divulge to third parties any confidential information obtained by the Contractor or its agents, subcontractors, officers or employees in the course of performing the Services, including, but not limited to, protected health information as defined in 45 CFR Part 160, personally identifiable information as defined in *HHS Policy for Preparing for and Responding to a Breach of Personally Identifiable Information (PII)* (version 2.0), Doc. No. HHS-OCIO-PIM-2020-05-003, or personal information as defined in section 501.171(1), Florida Statutes (2021). The Contractor shall not be required to keep confidential information or material that is publicly available through no fault of the Contractor, or material that is otherwise obtainable under Florida law as a public record. To insure confidentiality, the Contractor shall take appropriate steps as to its personnel, agents, and subcontractors. The warranties of this paragraph shall survive the Contract.

12. In performing the Services, the Contractor and any subcontractor shall comply with the Florida Cybersecurity Standards promulgated in chapter 60GG-2 of the Florida Administrative Code, *Information Technology Security*.

13. All Services will be performed within the continental United States. All data related to or arising from the Contractor's performance of the Services shall remain in, and be maintained in, the continental United States. Neither the Contractor nor any subcontractor shall access such data from outside of the continental United States, nor will they send any such data outside the continental United States. For purposes of this requirement, "data" means a subset of structured information in a format that allows such information to be electronically retrieved and transmitted.

14. CSC Leon is a public employer as defined in section 448.095, Florida Statutes. Therefore, the Contractor shall register with and use the E-Verify system to verify the work authorization status of all newly hired employees (see <https://www.e-verify.gov/>). Any subcontractors engaged by the Contractor to provide Services for work on the Contract must provide the Contractor with an affidavit stating that the subcontractor does not employ, contract with, or subcontract with an unauthorized alien and the Contractor shall maintain a copy of such affidavit for the duration of the Contract.

15. The Contractor agrees to indemnify, protect, defend and hold harmless CSC Leon, its current and future Council members, officers, employees, agents, representatives, successors and assigns (the "CSC Leon Indemnitees") from and against any and all claims, actions, suits, proceedings, investigations, audits, losses, liabilities, penalties, fines, sanctions, damages,

demands, causes of action, costs and expenses including, but not limited to, all reasonable consulting, reasonable attorneys (in-house and outside counsel) or other professional fees including disbursements (collectively, "Losses"), which CSC Leon Indemnitees, or any of them, may incur or suffer by reason of the following arising out of relating to or resulting from the following actions in the Contractor's performance of the Services or the activities of the Contractor in connection with the Services or the Contractor's breach of this Contract: (i) bodily injury or death of any natural person; (ii) damage to property of any person or entity; (iii) violations of law; and (iv) misappropriation, infringement or misuse of intellectual property rights of a third party; except to the extent any such Losses were caused primarily by the willful misconduct or omissions of the CSC Leon Indemnitees, or any of them. The Contractor's indemnity obligation hereunder shall not be limited in any way by any limitation on the amount or type of damages, compensation, penalty or benefits payable by or for the Contractor under any available insurance coverage or statutory program or scheme, including without limitation, any workers compensation, disability benefit or other employee benefit acts.

16. This Contract shall be governed by the laws of the State of Florida without regard to its conflict of laws provision. The exclusive venue for any lawsuits, actions or proceedings arising in connection with this Contract shall be the state courts of Leon County, Florida; in any such action Florida law will apply, the Parties waive any right to jury trial, and the prevailing Party is entitled to recovery of reasonable attorneys' fees.

17. If any provision of this Contract is held to be invalid or unenforceable by a court of competent jurisdiction, such holding shall not affect the validity of the remaining provisions, it being the intention of the Parties that this Contract be so construed as to render enforceable that portion of this Contract unaffected by such holding. The contractual provisions shall be deemed severable.

18. CSC Leon may terminate the Contract if the Contractor fails to (1) maintain adequate progress, thus endangering timely performance of the Contract, (2) honor any material term of the Contract, or (3) abide by any material legal requirement. Before exercising its right to terminate, CSC Leon will provide the Contractor at least ten days written notice and opportunity to cure.

19. If either Party shall be delayed or hindered in, or prevented from, the performance of any act required hereunder by reason of strikes, lock-outs, labor troubles, inability to procure materials, failure of power, riots, insurrection, adverse weather conditions (including but not limited to tropical storms and hurricanes), epidemic or pandemic, war or other reasons of a like nature not the fault of the Party delayed (all of such reasons or causes referred to as "Force Majeure"), then performance of such acts shall be excused for the period of the delay, and the period within which the performance of such act may be required hereunder shall be extended by a period equivalent to the period of such delay. The exclusive relief for a Force Majeure event will be receipt of an extension of the schedule for the performance of the Services or other act required under the Contract.

20. The parties will comply with all applicable health and safety laws, rules, regulations, and guidelines. In the case of conflict among federal, state, and local recommendations, the parties will follow the most stringent recommendations. If Services are required at a site at which the most stringent recommendations are not followed, the parties will negotiate in good faith concerning alternative means of Service delivery, which may include transition to virtual means of delivery. The parties may also agree to alternative virtual Service delivery in the event that pandemic conditions rise to the level of a Force Majeure event.

21. The relationship between CSC Leon and the Contractor is that of customer and service provider, and nothing contained in this Contract shall be deemed or construed as creating the relationship of principal and agent, or of partnership, or of a joint venture between CSC Leon and the Contractor in respect to the Services or otherwise.

22. The Contractor shall take all actions necessary to ensure that the Contractor's employees, subcontractors and other agents are not employees of CSC Leon. Such actions include, but are not limited to, ensuring that the Contractor's employees, subcontractors, and other agents receive benefits and necessary insurance (health, workers' compensation, and unemployment) from an employer other than CSC Leon.

23. The Contractor shall not permit this Contract or any of its obligations or rights hereunder to be delegated or assigned voluntarily, involuntarily or by operation of law, without the express prior written authorization of CSC Leon at its sole and absolute discretion. No such written authorization, however, shall be construed as discharging or releasing the Contractor from the fulfillment of obligations under this Contract. This Contract shall inure to the benefit of and bind the Parties and their permitted successors and permitted assigns.

24. The execution and performance of this Contract by each Party has been duly authorized by all applicable laws and regulations and all necessary corporate action, and this Contract constitutes the valid and binding obligation of such Party, enforceable in accordance with its terms.

25. The Contractor warrants that, to the best of its knowledge, there is no pending or threatened action, proceeding, or investigation, or any other legal or financial condition, that would in any way prohibit, restrain, or diminish the Contractor's ability to satisfy its Contract obligations. The Contractor warrants that neither it nor any affiliate is currently on the convicted vendor list maintained pursuant to section 287.133, Florida Statutes, or on any similar list maintained by any other state or the federal government. The Contractor shall immediately notify the CSC Leon in writing if its ability to perform is compromised in any manner during the term of the Contract.

26. CSC Leon and the Contractor are the exclusive Parties to this Contract, and no other individual or entity is intended to have, nor shall any individual or entity be deemed to have, any rights, benefits, privileges, causes of action, rights of action or remedies as a third-party beneficiary to or under this Contract or otherwise.

27. This Contract and any amendment made in accordance with the terms hereof may be executed in any number of counterparts, each of which shall be an original, but all of which together shall constitute one and the same instrument.


28. Every one of the rights, remedies, and benefits provided by this Contract shall be cumulative and shall not be exclusive of any other such rights, remedies, and benefits allowed by law.

29. Failure by either Party to enforce any of the provisions hereof for any length of time shall not be deemed a waiver of its rights set forth in this Contract. Such a waiver may be made only by an instrument in writing signed by the Party sought to be charged with the waiver.

30. This Contract (including exhibits) contains all the agreements of the Parties with respect to the subject matter herein. There have been no representations made by either Party or understandings made between the Parties express or implied with respect to the subject matter hereof other than those set forth in this Contract. This Contract may not be modified except by a written instrument duly executed by the Parties. The Parties have had an opportunity negotiate this Contract and to consult with counsel; accordingly, the rule of interpretation known as "construction against the drafter" will not apply to this Contract.

IN WITNESS WHEREOF, each Party has caused this Contract to be executed by its duly authorized representatives.

CHILDREN'S SERVICES COUNCIL OF LEON COUNTY


By: Jonathan Sjosdrom
Its: Chair
Date: October 21, 2021

Q-Q RESEARCH CONSULTANTS, LLC

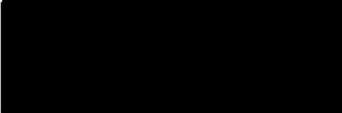

By: Sandra Williams
Its: Chief Executive Officer
Date: October 14, 2021

Exhibit 1
Project Requirements

Exhibit 1
Project Requirements

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 (ex 1, attachment A), 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; and
4. current programs and services in Florida, nationally and internationally using effective and other practices and any demonstrated results related to key outcomes.
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 Attachment A to this Exhibit I.
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-2nd)
 - iii. 9-11 (3rd-5th)
 - iv. 12-14 (6th- 8th)
 - v. 15-18 (9th-12th)
 - 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>	<u>Date</u>
Draft Project Governance Documents	10		10-Nov
Final Project Governance Documents	15	10%	15-Nov
Draft Key Outcomes & Measures	70		9-Jan
Final Key Outcomes & Measures	75	20%	14-Jan
Draft Comprehensive Programs Inventory, Informative Programs Inventory	100		8-Feb
Draft Gap Analysis & Funding Options A (expedited funding awards)	135		15-Mar
Final Comprehensive Programs Inventory, Informative Programs Inventory AND Final Funding Options A (expedited funding awards)	165	20%	14-Apr
Final Gap Analysis AND Draft Funding Options B (short-, mid- and long-term investments)	190	20%	9-May
Final Funding Options (short-, mid- and long-term investments)	215	20%	3-Jun
Council/Public Presentation	228		16-Jun
Close-Out	242	10%	30-Jun

Ex. I, Attachment A – 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.

Exhibit 2
Project Plan

QQ Organizational Chart

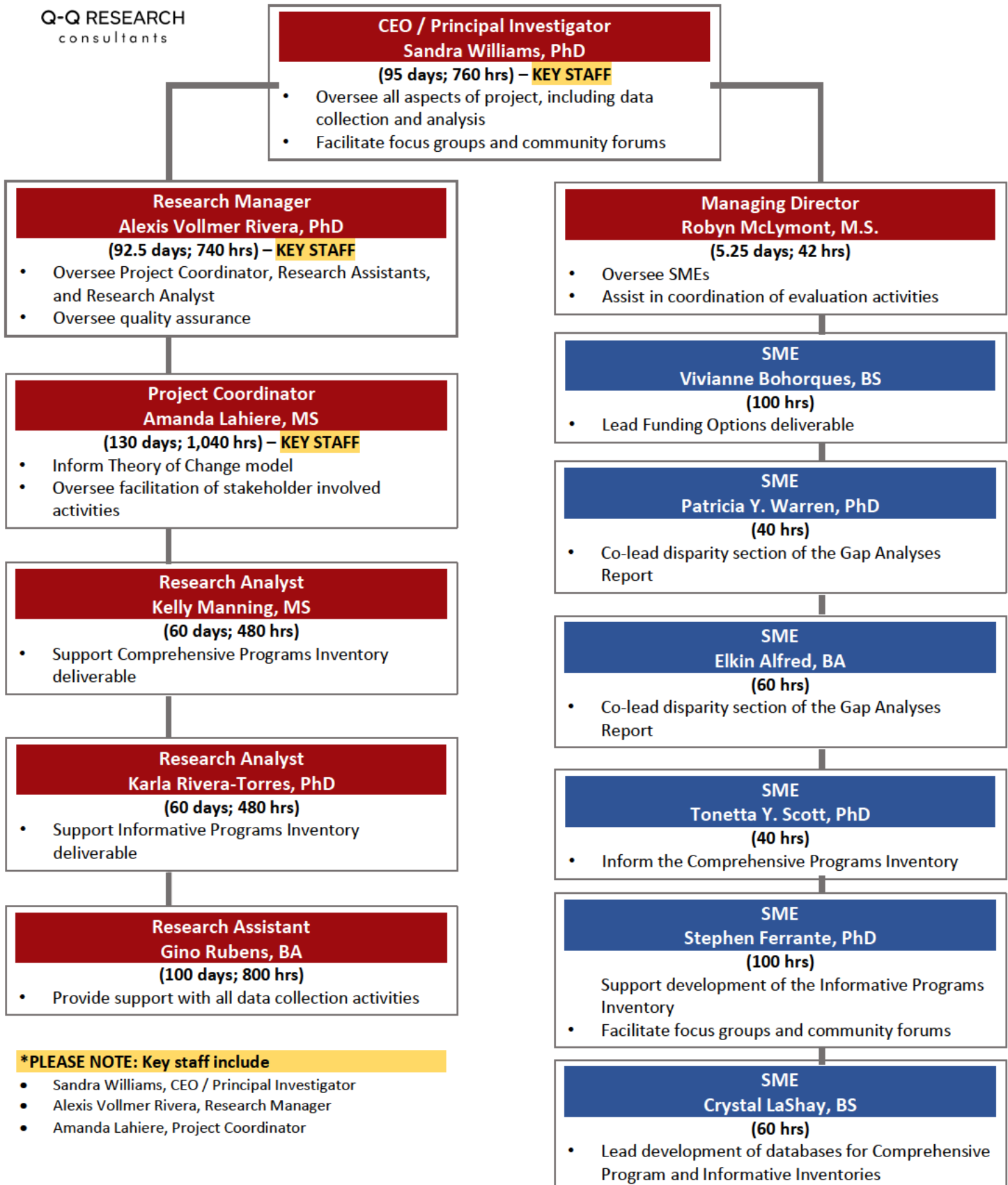


Q-Q RESEARCH
consultants

LEGEND

Red = QQ Employee

Blue = QQ Non-Employee



Approach

There are several key elements to QQ's approach that will be integrated throughout the design, methodology, and overall work plan:

- **Close collaboration and communication** with CSC Leon Board and Staff, Community-Based Organizations (CBOs), and parents/guardians in Leon County to foster a trusting and effective collaborative relationship.
- We ensure the **highest quality of results by devoting time to gain an in-depth understanding** of the needs of children and families in Leon County by analyses of the data, review of reports, and conversations with CBOs and CSC Leon Board and Staff.
- **Flexibility in implementation.** Although we adhere strictly to the desired and approved design and methodology, our hallmark is flexibility and adjustment.
- **Diversity and cultural sensitivity** are fundamentally part of the research design for all of our projects and interactions with stakeholders and community members (e.g., CBOs, parents, youth). We recognize the importance of engaging in research through the lenses of diversity and cultural sensitivity and have a strong commitment to understanding the role of cultural and linguistic factors in research. Team members also bring extensive expertise in evaluating projects with a racial equity lens.

In order to truly capture the needs of children and families in Leon County, it is necessary to ensure that diverse voices of the community from all corners of the county are engaged throughout the process. Intentionally reaching and listening to all community members creates a culture of collaboration, respect, and encourages community buy-in. QQ will take a three-pronged approach to **engage all community members and foster community buy-in.**

Step One: Understanding Who Comprises the Community

In order to include all voices in the community, it is first necessary to understand who comprises the community. As illustrated in Tab C, QQ has already engaged in extensive research to understand the makeup of the county, including identifying the following within Leon County that will be utilized to strategize recruitment for community engagement:

- Concentration by geographic location of racial and ethnic groups
- Areas in which 20% to over 40% of families are living in poverty
- Ethnic/racial groups living in poverty
- Presence of Head Start Centers
- Areas of low food access
- Children and young adults in out-of-home care by race
- Juvenile data and Relative Rate Index (RRI) for Black/African youth arrests

Additionally, although QQ is based in Miami, Florida, we have intentionally staffed our team to include members **who are based in Tallahassee.** Specifically, **Dr. Tonetta Scott**, an experienced evaluator with an emphasis on child and youth programming. With more than fifteen years of experience, she is skilled in adolescent health, research, and community advocacy with vulnerable and at-risk populations. Her knowledge of Leon County, K-12 education, and child and youth program evaluation will assist our ability to work with children, youth, and educational service providers.

Dr. Patricia Warren, also based in Tallahassee, is an expert on social control and punishment, racial and gender stratification, racial profiling, collateral consequences of incarceration, and the school-to-prison pipeline. Her extensive knowledge of Leon County and experience investigating racial and ethnic disparities in the criminal justice system, with an emphasis on minority youth, will add value to this project.

Step Two: Commitment to Cultural Competence to Reach “Hidden” or “Hard-to-Reach” Populations

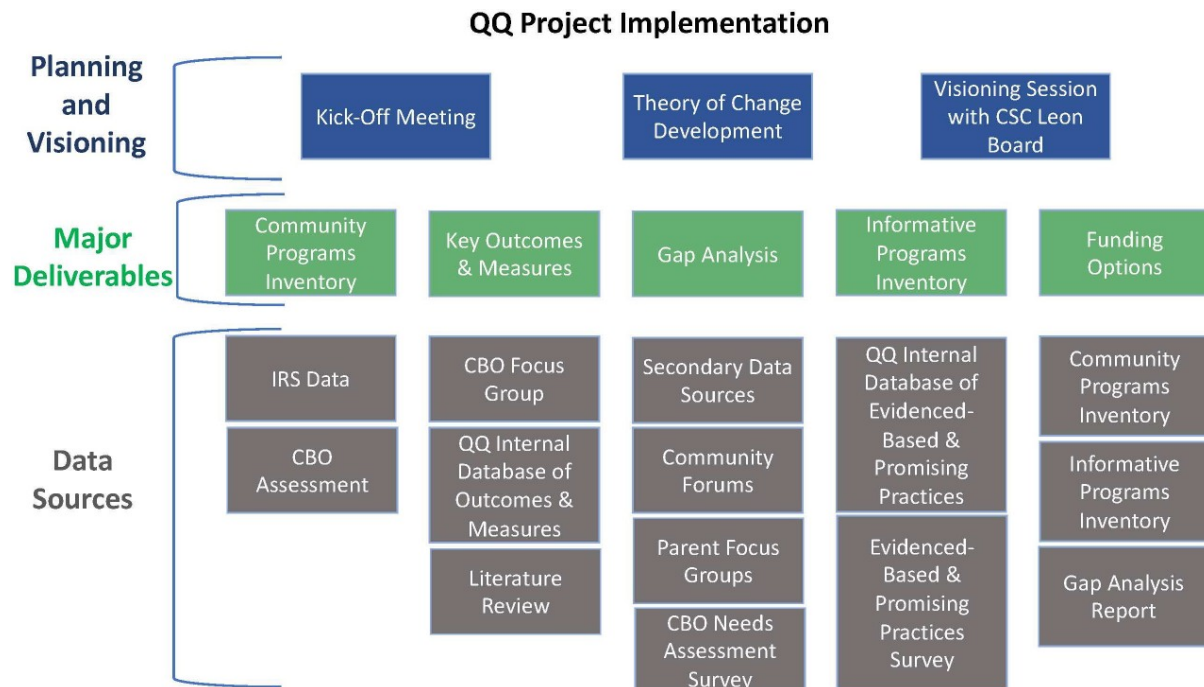
QQ is well versed in recruiting participants from diverse backgrounds, as well as those who may be considered “hidden” or “hard-to-reach” populations. The basis of our success in reaching and engaging diverse individuals stems from our commitment to being culturally competent and understanding the role of cultural and linguistic factors in research. Our team’s work has been conducted in diverse populations where cultural norms and primary languages have varied. We have strategically grown a team that is composed of multi-ethnic and multilingual professionals that always strive to be aware of factors such as age, race, gender, sexual orientation, and culture.

We recognize that the success of this project rests on our ability to establish and build trust with community members. QQ has experienced team members on board who have conducted over 500 interviews, focus groups, and community forums with a wide variety of stakeholders, including service providers, parents, teachers, business owners, government officials, academia, civil society, international organizations, and vulnerable populations, to name a few. As an additional illustration of our commitment to cultural competence, these community engagements have been facilitated in a variety of languages, including English, Spanish, Haitian Creole, and French, among others.

Step Three: Collaborate with a Local Organization

The team will employ additional strategies that have proven to be successful, including working with a local organization to identify and respectfully engage diverse community members. Working with local partners is critical to gaining trust with participants and stakeholders, ensuring smooth logistics on the ground, enhancing the application of the evaluation team’s linguistic abilities and cross-cultural competencies, and addressing cultural and gender sensitivity in all data collection efforts.

Taking this approach into account, the figure on the following page depicts **QQ’s Implementation Model** for the proposed project. The model includes planning activities that will start prior to the implementation of major tasks, the deliverables that will be submitted, and associated data sources that will be used to complete each deliverable.



Initial Meeting with Leadership

QQ will begin the project by meeting promptly with CSC Staff to ensure a mutual understanding of project goals. During this meeting, the research team will gather background information, review documents and reports, and review available local datasets. Additionally, QQ will review the timeline with the leadership to ensure that all deliverables are included and all activities are conducted on time. Finally, this meeting will allow the research team to answer any outstanding questions the leadership may pose. Information gathered from this meeting will be incorporated into a draft work plan. QQ will then begin the development of an organizational **Theory of Change for CSC Leon** that will serve as the guiding framework for strategies across the priority areas that demonstrates the link between CSC’s overall organizational mandate and the needs of Leon County’s children, youth, and families.

Visioning Session with CSC Leon Board of Directors

Following the above-mentioned activities, QQ will facilitate a visioning session with the CSC Leon Board of Directors. Through the firm’s vast experience working with funders, QQ confidently deems this activity as one of the most critical. The visioning session for the Board of Directors will be interactive so that all individuals will have the opportunity to share their thoughts. This session will allow for rapport-building and free expression. During this session, the research team will facilitate a discussion to address the expectations of the project and special considerations for the Board members. The following list targets objectives for the session.

1. **Define vision/purpose statement:** What is your *why* / guiding purpose/reason for conducting this project?
2. **Areas of interest and expectations:** What are some of your indicators that this project was

successfully implemented? In addition to the questions outline in the ITN, what other questions would Board members like answered?

3. **Eliminating equity gaps in your grantmaking process:** How can we find and eliminate equity gaps in your grantmaking process?
4. **Aligning action:** How to partner with other funders and make shared progress on complex, interconnected issues in Leon County?
5. **Defining Success:** What does success look like? How would we know it if we saw it? Rethinking long-entrenched key outcomes and metrics.
6. **Presentation of draft Theory of Change**

Design and Methodology

QQ has designed a comprehensive plan utilizing a mixed-methods design that will employ a variety of assessment methods to collect both qualitative and quantitative data. Quantitative data will allow for the manipulation of variables and increase the reliability of findings. Data will include **primary data** captured from a community-based organization assessment (**CBO Assessment**), **CBO Needs Assessment Survey**, and **secondary data** captured via existing data sources (See Tab D Attachments). Qualitative data will be captured from focus groups with Leon County parents/guardians, focus group and community forums with CBOs, and sessions with CSC Board facilitated by the research team. The procedures and methodology to be employed for data collection using each assessment method are described in the following sections.

ITN Goal 2. Current programs and services in Leon County using effective and other practices and any demonstrated results related to key outcomes.

Comprehensive Programs Inventory

As CSC Leon lays out the foundation for their funding strategy, it will be important to identify which CBOs exist within each respective priority area that is providing services to families and children in Leon County. Q-Q will develop a **Comprehensive Programs Inventory** to meet this goal. Q-Q will ensure that all CBOs serving children, youth, and families in Leon County are represented in the inventory. Below outlines the methodology that will be utilized to develop the Comprehensive Programs Inventory.

Refinement of Available CBOs in Leon County

To begin the collection of data for the Comprehensive Programs Inventory, QQ will acquire data directly from the Internal Revenue Service (IRS Publication 78). The IRS Publication 78 includes a list of organizations that have been recognized by the IRS as eligible to receive tax-deductible contributions. There are approximately **1643** tax-exempt organizations in Leon County as of July 12, 2021, according to the U.S. Internal Revenue Service. CBOs that have suspended services due to the pandemic will also be included and coded as such in the database. The contact information (e.g., point of contact, email, address, phone number) for each organization will be confirmed via websites and direct contact with the provider and added to the inventory.

Additional pertinent data will be captured via a **CBO Assessment** developed by QQ that is made up of closed-ended structured and open-ended questions that aim to gather information in several categories. The table below provides *sample* categories for the assessment.

General Operations	Organization Type	Target Population	Target Population Demographics	Priority Area of Focus	Actual and Projected Sources of Funding for current fiscal (including amount)
<ul style="list-style-type: none"> • Organization Name • Address • Program Site Address • Phone Number • Primary Contact • Email of Primary Contact • Website • Number of Clients Served • Total Revenue 	<ul style="list-style-type: none"> • Charitable Organization • Churches and Religious • Private Foundation • Political Organization • Other Nonprofits 	<ul style="list-style-type: none"> • Special-Needs • LGBTQIA • Geographic Specific (certain zip codes) 	<ul style="list-style-type: none"> • Race • Ethnicity • Gender • Age • Grade 	<ul style="list-style-type: none"> • Success in School and Life (e.g., School Readiness, School) • Healthy Children, Youth and Families (e.g., Physical Health, Mental Health) • Stable and Nurturing Families and Community (e.g., Youth Development, Food Stability, Housing Stability, Supporting and Expanding the Number of Caregivers) 	<ul style="list-style-type: none"> • Federal Award (DOE, DHH, ARP, DJJ) • Local Award (United Way)

Once the draft assessment is developed, QQ will hold a session with CSC Leon Staff. CSC Leon Staff will be provided the draft assessment no later than one week prior to the session. During this session, QQ will share the domains and questions along with the methodology for administration and will answer any questions and gather feedback. After this session, QQ will revise the assessment based on pertinent feedback received from the session. The final approved **CBO Assessment** will be uploaded on **an online platform (i.e., Qualtrics)** for administration to CBOs in Leon County.

Assessment Administration

Using email information captured in the preliminary Comprehensive Programs Inventory, QQ will send the assessment link to eligible CBOs in Leon County (e.g., registered 501c3 nonprofit organization, serving children and families in Leon County, currently operating and providing services to children, youth and families in Leon County).

A “read receipt” will allow the Research Assistant to keep track of organizations that have not opened the email. The email will include an introduction, the purpose of the assessment, contact information for questions, and a link to the survey. The Research Assistant will monitor which organizations have and have not completed the assessment via an internal tracking database. CBOs will be given one month to complete the assessment. Reminder emails will be sent twice a week. During the third week, the Research Assistant will reach out to the organizations that have not completed the survey via phone.

Management: Online Survey Platform

Once the administration of the CBO Assessment is complete, QQ is experienced in entering and managing large amounts of data using various software (e.g., STATA, PASW; formally known as SPSS). Furthermore, QQ has experience in:

- Managing and analyzing data that has been collected by different sources
- Appropriate handling of missing data, using the multiple imputation expectation-maximization strategies, as well as outlier robust analytic techniques
- Anonymizing data whenever possible
- Housing sensitive data in password protected and encrypted databases
- Ensuring that all those working with data are under strict confidentiality agreements, protecting all participants' right to privacy

Data Quality Controls and Status Updates

QQ understands that any evaluation or data analysis is only as good as its data inputs. Our commitment to quality is evidenced throughout all phases of the evaluation design and implementation. Examples include:

- Our qualified Research Assistant updates the database multiple times a week. During this time, they review all data to ensure proper entry and coding.
- The Research Analyst routinely monitors the master database to detect any data anomalies, including missing data, partial responses, and non-responses. If any issues during this time are found, the Project Coordinator will immediately report such issues.
- The Research Analyst will provide close supervision for all survey activities and preparation for data analysis.

To keep CSC Leon abreast of the status of the database, QQ will provide them with regular status updates that include, but are not limited to response rates, data integrity, and preliminary findings.

Once all data collection for the **CBO Assessment** is completed, pertinent data such as target population, target population demographics, priority area of focus, evidence-based or promising practices, and key outcomes measured utilized will be added to the Draft Community Programs Inventory. This will approach will allow us to meet the **ITN Goal 2. Current programs and services in Leon County using effective and other practices and any demonstrated results related to key outcomes. The Draft Community Programs Inventory** will be submitted to CSC Staff and stakeholders for review and feedback. Modifications will be made based on feedback and the inventory will be finalized.

CSC Leon Comprehensive Programs Inventory Drill-Down Report Platform

The **Final Comprehensive Programs Inventory** will be provided to CSC Staff and stakeholders in a user-friendly, interactive drill-down report, giving CSC Leon Staff and stakeholders the ability to filter on multiple parameters (organization type, target population, priority area of focus, sources of funding) allowing users to identify and select CBO's of interest. The user interface will be a Microsoft Power BI solution, a Business Intelligence, and Data Visualization tool for converting data from various data sources into interactive dashboards and analysis reports.

Goal 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.

Key Outcomes, Indicators, and Measures

To identify key outcomes, indicators, and measures by priority area, Q-Q will facilitate focus

groups with CBOs in each priority area. In preparation for these sessions, **Q-Q will prepare key outcomes, indicators, and measures used nationwide by priority area**, serving as a discussion point during the focus groups. This strategy aligns with the Community Participatory Approach and will strengthen a collaborative relationship between CSC Leon and CBOs.

Community Participatory Approach

The power dynamics between funders and grantees, although unspoken, inherently exist. As CSC of Leon begins to establish its foundation and relationship with CBOs, it can determine how it plans to respond to this dynamic. One way CSC Leon can effectively respond to the power dynamics is to utilize the expertise of those working with children and families in Leon County. CSC can begin this process by hearing from CBOs on what they believe are the needs of children, youth, and families in Leon County. Some of this engagement has already taken place with the work of the CSC Leon Planning Committee.

To that end, the QQ team will apply a **community participatory, collaborative approach** to finalize **key metrics and outcomes** that are developed *in collaboration* rather than *for* CBOs or *for the purposes* of CSC Leon County accountability system. This approach helps to create an environment that will enable collaboration between CSC Leon and CBOs and has the potential **to advance equity** between CSC Leon and providers **by sharing decision-making power**.

QQ has previous experience helping funders develop outcomes, indicators, and measures. QQ provided **Capacity Building Training to Broward County Humans Service Department** (i.e., Children Services Administration, Health Care Service, and Homeless Initiative Partnership Service Administrators, Grant/Contract Administrators, and Program/Project Coordinators). The trainings addressed **Creating and Evaluating Service Outcomes and Indicators; How to Develop Logic Models and Theories of Change; and Developing a Data Framework**. A post-training, anonymous survey revealed that participants felt more knowledgeable and confident in their ability to carry out those functions as a result of the training.

Q-Q will conduct a total of **16 community engagements**. The table below indicates the number and type of engagement (i.e., Focus Group, Community Forum), the target population for each engagement, the QQ team members who will facilitate the engagement, and if there is an incentive, the amount each participant will receive for participation.

Community Engagement Activity	Number	Target Population	Incentive for Participation	Facilitator
3 Focus Groups	3	Service Providers	None	Dr. Sandra Williams, Dr. Stephen Ferrante
6 Community Forums	6	Service Providers	None	Dr. Sandra Williams, Dr. Stephen Ferrante
6 Focus Group	6	Parents	\$50	Dr. Sandra Williams, Dr. Stephen Ferrante
1 Focus Group	1	Youth	\$50	Dr. Sandra Williams, Dr. Stephen Ferrante
Total Community Engagements	16			

Focus Group with Service Providers (Key Outcomes, Indicators, and Measures)

Using the Final Comprehensive Programs Inventory and conversation with CSC Staff and stakeholders, QQ will **identify CBOs with the capacity to engage** in a discussion regarding key outcomes, indicators, and measures. CBOs with the capacity to engage in these discussions would have a basic understanding of evaluation terms such as outcomes, indicators, logic models, etc. QQ will facilitate three focus groups with approximately 10-12 participants per focus group by priority area (Success in School and Life, Healthy Children, Youth, and Families, Stable and Nurturing Families and Community). During these sessions, **QQ will present key outcomes, indicators, and measures commonly used nationwide within each respective priority area.** Findings from this discussion will be incorporated into the **Draft Key Outcomes and Measures deliverable** which will be submitted to CSC Staff and stakeholders. The draft will include the key outcomes by priority area, associated Indicator, Indicator Definition, how the outcome should be measured, and what the short-, mid-, and long-term expectations. This approach aligns with and will result in meeting **Goal 1 of the ITN “key outcomes for each priority area, how those key outcomes should be measured, and what the short-, mid-, and long-term expectations should be”.** See the figure below which depicts an example of the type of information that will be captured.

Academic Category: High School					
	Academic Outcome	Indicator	Indicator Definition	Counting Guidelines	Analysis/Computation
Short-Term	Increased overall GPA gains for tutored students	GPA Gains	GPA increase from beginning to end of academic school year for tutored students	Students may only be counted once. Cumulative GPA should be used for analyses, not semester and/or quarter GPA	<p>Post GPA (subtracted from) Pre GPA (divided by) Total Possible GPA (i.e. 4.0) (subtracted from) Pre Assessment score</p> <p>Ex: Post GPA = 3.4; Pre GPA = 3.0 Total Possible GPA = 4.0 $3.4 - 3.0 = 0.4$ $4.0 - 3.0 = 1.0$ $0.4/1.0 = 0.4$ GPA Gain</p>

Mid-Term	Decreased # students with more than 1 disciplinary referral	Disciplinary referrals	Formal action taken by school personnel to report any misconduct that violates academic and/or behavioral school policies (e.g., bullying, committing a crime)	Students may only be counted once. Do not count student multiple times if they received multiple disciplinary referrals Ex. Student received 2 disciplinary referrals at start of year and 2 at end of year = 1 student at start of year, 1 student at end of year	# students with 1+ disciplinary referral at end of school year (subtracted from) # students with 1 + disciplinary referrals at start of school year (divided by) # of students with 1 + disciplinary referral at start of school year
Long-Term	Increased # of at-risk high school graduates who enrolled in post-secondary education who attain all credits in first semester of post-secondary education	Percentage of high school at-risk students completing first-semester of college	At-risk college enrolled students completing first semester of college with a passing grade (a D or Above)	Students may only be counted if they receive all credits (i.e. pass all classes). Withdrawing from a class prior to receiving a grade does not count toward "all credits". # of credits for withdrawal should be eliminated from possible total credits earned	# of college freshmen enrolled in first semester classes (divided by) # of freshmen receiving all credits for first semester classes

QQ will hold a session with CSC Staff and stakeholders to gather feedback on the Draft Key Outcomes and Measures deliverable which will be provided at minimum one week prior. Once all feedback is received, QQ will make modifications and submit a **Final Key Outcomes and Measures deliverable**.

Community Forums

QQ will hold **6 community forums** with Service Providers by **sub-priority areas**.

Community Forum 1	Community Forum 2	Community Forum 3	Community Forum 4	Community Forum 5	Focus Group 6
School Readiness, School-Age Supports	Physical Health Mental Health	Youth Development	Food Stability	Housing Stability	Enhance Caregiver

The purpose of the community forums is to bring CBOs within their respective priority area in Leon County to address the following:

1. **Needs Assessment:** What does the data tell us about the needs of Leon County’s most vulnerable children? What are the geographic regions with the most need?
2. **Gaps in services:** What services are currently offered that meet the identified needs of children and families in Leon County? What are the gaps in services that are not being met through current programming?
3. **Meeting the Needs:** What are evidence-based and promising practices to meet the needs?
4. **COVID Pandemic:** The impact of COVID on the delivery of services will also be addressed during the focus group/community forum.
5. **Impact:** What does success look like? What are the standards of success we want to see for the children of Leon County? How will we know we’ve made an impact? What metrics, indicators, process measures, and outcomes should be tracked by programs?

In taking this approach, we are **intentionally listening to the voices** of CBOs, setting impact goals, determining what success looks like, and what gets measured *as a community*. This creates a **culture of collaboration, encourages buy-in, fosters trust and shared values**. This approach communicates to CBOs that their perspective and experience working with Leon County children and families are **valued and respected**.

Using the Comprehensive Programs Inventory as a basis, the Project Coordinator will work with CSC Leon staff to identify CBOs by priority area, to send out a formal invitation for participation, and schedule all community forums. A total of **six** community forums will be conducted, representing CBOs in each sub-priority area. The sessions will be in places and during times most convenient for participants. Flyers, email blasts, social media, and word of mouth are possible methods for recruitment. Once an organization demonstrates interest to participate, they will be contacted and provided with information regarding the time, location, and duration of the community forums. The day prior to the community forum, the Research Assistant will send reminder emails to participants. Community forums will be facilitated by **Dr. Sandra Williams** and **Mr. Stephen Ferrante** using an approved guide. The community forums are expected to last between 90 - 120 minutes.

Focus Groups with Parents in High Poverty Areas

QQ will conduct **six** focus groups with parents and guardians from high poverty areas in Leon County (32301, 32303, 32304, 32305, 32310) with a total of 50 to 60 participants overall. The purpose of the focus group is to explore their unmet needs, programming services they have utilized, and program services that are needed but not available. Focus group participants will be

offered a stipend in the amount of \$50 for their participation. At the beginning of the focus group, participants will be asked to sign an Informed Consent for participation.

Focus Groups with Leon County Youth

Given that the youth of Leon County will be the individuals receiving the services, it is imperative to engage with them. QQ will conduct **one** focus group with eight to 10 youth from high poverty areas in Leon County (32301, 32303, 32304, 32305, 32310). The purpose of the focus group is to explore their unmet needs, program services they participated in, program services that they feel are needed but not available, and how to make program services engaging and meaningful. Focus group participants will be provided a \$50 stipend for their participation. In order to participate in the focus group, a family member will be required to sign an informed consent form for their child. Additionally, the youth will be required to sign an informed assent form.

Focus Group Procedures

A semi-structured focus group guide will be developed and used to conduct focus groups. Focus group questions will be developed and used to guide group discussions as described in the preceding paragraph. The focus group guide and questions will be shared with CSC Leon.

In addition, we will take into account the role of culture and other contextual factors when interpreting findings. Once participants demonstrate an interest in participating, they will be contacted and provided with information regarding the time, location, and duration of the focus group. The day prior to the focus group, the Research Assistant will conduct reminder calls and will send reminder texts to participants. At the beginning of the focus group, participants will be asked to sign an informed consent and assent (youth) for participation. At the end of the focus group session, participants will receive the \$50 stipend and will be asked to sign a receipt. Focus groups will be facilitated by the research team using the approved guide and can be conducted **in multiple languages (e.g., English, Spanish, Haitian Creole)**, either in-person or via a virtual platform, as decided with CSC Leon Staff. The focus groups are expected to last between 90 - 120 minutes. Findings from the focus group will inform the **Gap Analysis**.

ACES Framework to Inform Community Engagement

The trauma that results from adverse childhood experiences (ACEs) predisposes children and youth to social, emotional, and cognitive impairment. Ultimately, the distress that results from these experiences can span into adulthood and lead to a compounding cycle of negative life outcomes. It is therefore important for children and youth who have experienced trauma in their childhood to have access to programs that can both address their needs while also intervening to disrupt the pathway to more problematic behavior.

The QQ team will employ an ACEs framework to inform community engagement and the preparation of required deliverables. Based on the child maltreatment, familial, and environmental stressors documented within the ACE Questionnaire, QQ will collect and analyze Leon County child welfare, homeless, violence, behavioral health (mental health and substance abuse), poverty, and bullying data as available and applicable to understand the incidence and prevalence of these conditions within the community. The same ACE factors will be explored with providers and parents within the community forums and focus groups to gain their

perspective on the incidence, prevalence, nature, and impact on children. QQ will partner with a local partner within Leon County to assist with recruiting a diverse population of participants. QQ will highlight the importance of diversifying the focus groups and community forums to ensure a range of experiences and the needs of the community across racial, ethnic, gender, and social class categories are collected. Facilitated service provider dialogue and surveys will serve to gather information on the extent to which community-based children's services organizations within Leon County are trauma-informed and screening for ACEs, collecting ACEs related data, addressing ACEs within programming, and yielding intervention outcomes that demonstrate ACEs mitigation and positive youth development. This data and these metrics will be evaluated as part of the community assessment process. In addition, community forum and focus group dialogue will include stakeholder recommendations on the migration of ACEs in children and the promotion of positive childhood experiences and development.

With regard to required deliverables, the QQ team will use nationally recognized and available ACEs and trauma-informed care resources through the Substance Abuse and Mental Health Services Administration, National Center for Injury Prevention and Control, and Center for Health Care Strategies to provide a context for the integration of trauma-responsive services within Leon County programs for children. QQ's recommendations and guidance will incorporate trauma-informed care principles and practices. The QQ team includes a SAMHSA certified trauma-informed care trainer, Dr. Stephen Ferrante, who is skilled in trauma informed organizational and system of care analysis and capacity building.

Gap Analysis in Service Provision

QQ will conduct a gap analysis to identify gaps in service provision to children, youth, and families in Leon County that will result in a final Gap Analysis Report. The **Gap Analysis Report will integrate findings from the secondary data analyses, parent/guardian focus groups, the CBO Community Forums, and a CBO Needs Assessment Survey.**

Data Acquisition and Analysis

Goal #2 of ITN current and multi-year disaggregated data (e.g., race, sex, age, county, school, census tracts, etc., as available) for each key outcome.

In an effort to run comparative analysis to county, state and national data, QQ will collect current and multi-year (2020, 2019, 2018) disaggregated data (e.g., race, sex, age, county, school, census tracts, etc., as available) for each key outcome. Comparative analysis will also be conducted for neighborhood-level data (i.e., zip-code, census-tract, school zones) for each key outcome. Secondary data will be captured via available data sets and existing relevant reports from county organizations. A QQ document review checklist is used in order to complete a thorough document review that enables research staff to extract relevant information related to the identified key priority areas. QQ staff will use available secondary data from various sources (e.g., city, county, local organizations) in order to augment newly collected data. Secondary data will be captured via available data sources and existing relevant reports from county organizations (see **Tab D Attachments** for a preliminary list of data sources) to be able to provide CSC Leon with meaningful and useful findings/recommendations. This approach will allow us to meet **Goal #2 of ITN current and multi-year disaggregated data (e.g., race, sex, age, county, school, census tracts, etc., as available) for each key outcome.**

Data Analysis

Data captured from the CBO Needs Assessment, available data sources, Parent/Guardian Focus Groups, and CBO Community Forums will be merged, integrated, and analyzed as described in the figure below.

Potential Data Analytic Methods	
Statistical Analysis	Qualitative Analysis
<ul style="list-style-type: none"> - Quantitative survey and secondary data - Descriptive statistics - Inferential statistics - Data weighting - Benchmarking - Analyses by zip code/county 	<ul style="list-style-type: none"> - Qualitative survey and secondary data - Content analysis - Discourse analysis - Thematic analysis - Analyses by zip code/county

** All data analysis is directly overseen by the Research Analyst and Research Manager; all methodology is reviewed and approved by the Research Manager*

QQ is aware of previous assessments and literature from Leon County, Florida, and the United States. Findings from these reports will add value to the current Assets & Needs Assessment and will be incorporated by QQ. See Tab D Attachments for examples of recent reports.

CBO Needs Assessment Survey

QQ will develop a CBO Needs Assessment Survey that will include both open-ended and closed-ended questions. The purpose of the CBO Needs Assessment Survey is to gather CBOs perception of the current needs facing Leon County children, youth, and families and to gather their perception of the gaps in service provisions. **In addition, the assessment will also include items to capture data on the following:**

1. Accessibility	7. Utilization of evidence-based practices
2. Availability	8. Utilization of trauma-informed care
3. Outcomes and process measures reported	9. Extent to which the provider coordinates or collaborates
4. Gaps in resources to serve and meet needs	10. Commitment to racial equity as measured
5. Barriers	11. Operational changes undertaken by providers in the inventory to address COVID
6. Organizational Capacity	12. Evaluation capacity (e.g., process and outcome measures and indicators documented, measures to collect outcome data in place)

QQ will assess gaps in service provision to children, youth, and parents by age cohort, race/ethnicity, **vulnerable populations [e.g., children and youth in the systems of care and custody (e.g., child welfare and juvenile justice), LGBTQ, Special Needs, homeless individuals/families]** in Leon County using the parameters described in the ITN and seen 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, including cultural, psychological, technological, transportation and other barriers
- e. Services for which there are waitlists and the number of children on those waitlists

The report will begin with a sociodemographic profile of Leon County as well as analyses and descriptions of data from other existing databases. When applicable, **data findings will be presented by census tract and zip code, highlighting disparities, zip codes of high need (e.g., high juvenile crime, food deserts, limited school readiness programs)**. The report will describe the needs of children, youth, and families, resources available to them, and will identify the unmet service needs and gaps within Leon County. The report will also address any **disparities that exist with the systems of care and custody (e.g., child welfare and juvenile justice)**.

The Gap Analysis Report will address the following evaluation questions identified in the ITN:

1. What gaps exist between currently available programs and services and the needs for those programs and services by Leon County children, youth, and parents?
2. Based on those gaps, what options should CSC Leon consider for investment that could potentially yield the most significant returns?
- 3.
4. Additional questions the report will address include:
5. Are there services that are available for which parents and providers are not aware?
6. Are there services that parents are aware of but do not access?
7. Are there services that parents/guardians use but don't perceive to be effective?
8. Are there capacity issues preventing CBOs from addressing the unmet needs of children, youth, and families?

COVID

During the COVID pandemic, the social service providers QQ works with reported they had to shift to providing virtual services, including video- and telephone-based care. The majority continued to provide services in the community, but did so with additional safety protocols (e.g., staggering employee shifts, wearing masks, increased cleaning measures). Barriers noted were lack of technology access among clients, reduced client engagement, and reduction in workforce. Taking this experience into account, QQ's data analysis and conclusions for the CSC Leon project will be made with caution. QQ will examine trends in the data and using findings from the CBO Community Forum and the CBO Assessment to identify areas in which the pandemic had an impact on outcomes.

Data Visualization

In today's data-driven world, it is often difficult to interpret and derive meaning from the vast amount of data being collected across organizations and their projects. In designing and delivering the final report(s) and presentation(s), QQ staff with expertise in data visualization will use these techniques to ensure that data, findings, and recommendations generated for each survey are conveyed in a way that is relevant for CSC Leon and community stakeholders. Combined with strong data collection and analysis, QQ applies data visualization in their research and evaluation

to allow a deeper level of exploration and insight from all types of data—quantitative or qualitative.

In each deliverable, QQ will utilize software (e.g., Tableau, Power BI) to display data in various formats and orientations to make data more readable and digestible to CSC Leon and its stakeholders. For each deliverable, QQ will choose the visual element (e.g., chart, graph, map) that will communicate data and findings to community stakeholders so that they may make informed decisions. Additionally, QQ will create dashboards for the Comprehensive Programs Inventory and Informative Programs Inventory deliverables that will allow CSC Staff and other stakeholders to filter and manipulate data in real-time. For example, the end-user may use this dashboard to identify all of the mental health services within a specific zip code or census tract. CSC Staff will not be required to purchase a license to view the dashboard. QQ will provide CSC staff with the raw data in excel format.

QQ's successful application of data visualization techniques will enable clients to allocate more energy towards exploring their data, more so than attempting to understand it. Ultimately, QQ leverages data visualization to gain the insight needed to improve strategies and maximize impact.

QQ will hold a session with CSC Staff and stakeholders to gather feedback on the Draft Gap Analysis Report to be provided at a minimum one week prior. Upon receipt of feedback, QQ will make modifications and submit a **Final Gap Analysis Report**. The Gap Analysis Report will allow stakeholders to develop priorities and strategies to address the identified needs and gaps.

ITN Goal 4. Current programs and services in Florida, nationally and internationally using effective and other practices and any demonstrated results related to key-outcomes.

Informative Programs Inventory

Given Q-Q's vast experience with large-scale program evaluations, QQ provides evidence-based and promising and emerging practices in addressing outcomes for the identified priority areas. QQ has done this work for federal, state and local government (e.g., CSC Broward, Florida Department of Health, Broward County, City of Miami Gardens, U.S. Department of Education, U.S. Department of Human and Health Services).

QQ will develop an **Informative Programs Inventory** of current programs and services in Florida, nationally and internationally using effective and other practices and any demonstrated results related to key outcomes. This inventory will categorize nationwide and statewide evidence-based and promising and emerging practices into three categories: a) Evidence-Based, b) Research-Based, and c) Promising Practice. Although there are a variety of definitions for these categories available in the research literature, the definitions below will be utilized for the Inventory and were used in the first evidenced-based programs list taken from the Washington State Inventory of Evidence-based, Research-based and Promising Practices¹³:

Evidence-Based- A program or practice that has been tested in heterogeneous or intended populations with multiple randomized and/or statistically-controlled evaluations, or one large multiple-site randomized and/or statistically-controlled evaluation, where the weight of the

evidence from a systematic review demonstrates sustained improvements in at least one of the following outcomes: child abuse, neglect, or the need for out of home placement; crime; children’s mental health; education; or employment.¹

Research-Based- A program or practice that has been tested with a single randomized and/or statistically-controlled evaluation demonstrating sustained desirable outcomes; or where the weight of the evidence from a systematic review supports sustained outcomes as identified in the term “evidence-based” in RCW (the above definition) but does not meet the full criteria for “evidence-based.

Promising Practices- A program or practice that, based on statistical analyses or a well-established theory of change, shows potential for meeting the “evidence-based” or “research-based” criteria, which could include the use of a program that is evidence-based for outcomes other than the alternative use.

QQ will begin the development of the **Informative Programs Inventory** using its **internal database of nationwide evidence-based and promising and emerging practices**. QQ maintains this database and uses it to provide recommendations to clients in the form of a formal report (e.g., Process, Outcome, and Impact Evaluations). Based on a thorough literature review, QQ will add to its current inventory of evidence-based or promising and emerging practices to ensure that the Informative Programs Inventory has the most updated programs listed.

QQ will continue to **bring in the voices of Leon County CBOs** in the development of the Informative Programs Inventory. Leon County services providers will be invited to complete an **Evidenced-Based and Promising Practice Survey** that allows them to nominate evidence-based and promising practices that they find effective for the population they serve. QQ will then review all promising programs identified by the providers to determine if a program meets the criteria to be defined as promising and thereby included in the Informative Programs Inventory. All data captured thus far will be used to develop the **Draft Informative Programs Inventory**. Q-Q will hold a session with CSC Staff and stakeholders to gather feedback on the Draft Informative Programs Inventory which will be provided at a minimum of one week prior. Once all feedback is received, QQ will make modifications and submit a **Final Informative Programs Inventory**.

Informative Programs Inventory Drill-Down Report Platform - The **Final Informative Programs Inventory** will be provided to CSC Staff and stakeholders in a user-friendly, interactive drill-down report, providing CSC Leon Staff and stakeholders the ability to filter on multiple parameters (e.g., target population, priority area of focus) allowing users to identify evidence-based or emerging practices of interest. The user interface will be a Microsoft Power BI solution.

¹ WSIPP. (2018) Updated inventory of evidence-based, research-based, and promising practices: For prevention and intervention services for children and juveniles in the child welfare, juvenile justice, and mental health systems. University of Washington. http://www.wsipp.wa.gov/ReportFile/1698/Wsipp_Updated-Inventory-of-Evidence-Based-Research-Based-and-Promising-Practices-For-Prevention-and-Intervention-Services-for-Children-and-Juveniles-in-the-Child-Welfare-Juvenile-Justice-and-Mental-Health-Systems_Report.pdf

Funding Options

The development of the Funding Options will be led by **Ms. Vivianne Bohorques**, who served as the **Chief Operations Officer and Director of Innovation for The Children's Trust of Miami-Dade County** (a dedicated source of revenue derived from property taxes, established by a voter referendum in 2002) for more than four years. During her tenure, one of her roles included the identification and the development of a system for grantees to respond to solicitations. She led and developed a new strategy for a \$100M grantmaking process **ensuring equity and fairness**, which led to a **30% increase in new awardees**.

ITN Goal 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.

Planning and Development for Expedited and Regular Funding Award Options

QQ will develop expedited and regular funding options for new or existing programs and services that target key outcomes with evidenced-based practices or promising innovative interventions.

QQ will begin by developing a **Funding Options Framework** for the **Expedited Funding Award** (a shortened application and due diligence process) and **Regular Funding Award**. The Framework will include the following components:

- a. Short-, mid-, and long-term investments options
- b. Performance measures/outcomes linked to the priorities
- c. Development of key requirements for eligibility
- d. Written solicitation for the Expedited Award
- e. Defined timeline for the application writing and review process for the Expedited Award
- f. Development of a communications plan to announce the release, inclusive of a cone of silence messaging for the Expedited Award

The planning and development of the Funding Options deliverable will take approximately one month and will be informed by findings from the **Gap Analysis Report, community engagement activities** (e.g., focus groups with parents, CBO focus groups, CBO community forums), **the Comprehensive Programs Inventory, and the Informative Programs Inventory**.

Expedited Funding Award Options

Data pulled from the **Comprehensive Programs Inventory, Gap Analysis, and Informative Programs Inventory** will be analyzed to develop criteria that will assist CSC Leon in determining Expedited Award Options for program services that will have a short-term impact (having an effect soon rather than in the distant future) on an immediate need within Leon County.

Comprehensive Programs Inventory

Data pulled from the **Comprehensive Programs Inventory**, such as a) Geographic Area-High Poverty Areas, b) Underserved Target Population (e.g., Special Needs, LGBTQ), and c) Number of available service providers providing services for a given priority, will be analyzed for the

Funding Options deliverable. The **Comprehensive Programs Inventory** will also provide data on which providers are currently providing evidence-based programming and /or promising practices and which providers have the capacity to use an expedited funding award to have an immediate impact on the community.

Gap Analysis Report

Data gathered from the Gap Analyses Report will also inform the expedited and regular funding award options. Specifically, quantitative data gathered from secondary data sources and findings gathered from the Focus Groups and Community Forums will help to identify the immediate needs of children and youth in the community.

The Informative Programs Inventory will provide data on evidence-based and promising practices that can be recommended for both the expedited and regular funding awards. Funding options will include **short-, mid-, and long-term investments**.

QQ will conduct analysis using the above-mentioned data from key deliverables to develop criteria for Expedited Funding Awards, which may include, but are not limited to, the following:

1. Meets an immediate community need
2. Pre-existing evidence-based or promising program
3. Targets key outcomes
4. Program model has the potential to produce a short-term impact
5. Service Providers with a history of providing the needed service
6. Service provider with the ability to provide services immediately

The same data collection and analytic processes will be followed to determine the criteria and options for the Regular Funding Award. Whereas the criteria for the Expedited Funding Award will focus on programming that will meet an immediate need and provide a short-term impact on the community, the criteria for the Regular Funding Award will also allow for programming that does not already exist, but that fills a gap within the community and may have a short-, mid-, or long-term impact.

Potential Criteria for Regular Funding Award may include, but will not be limited to the following:

1. Program model that has the potential to produce short-, mid- and long-term impact
2. Targets key outcomes
3. New and or innovative programs
4. Evidenced-based or promising program
5. Non-existing program that fills a gap
6. In alignment with the priority allocation cycle

The Funding Options will also include potential options for processing expedited and regular awards. Potential options for processing regular funding awards may include Pilot/Planning Award, Letter of Intent, Brief Request For Proposal, Sole Source. Potential options for processing regular funding awards may include but are not limited to Request for Proposal, Intent to Negotiate, and Request for Quote.

The Funding Options deliverable will conclude with a **session with CSC Leon Board and stakeholders** and will include the following Agenda Items:

1. Presentation of proposed **Funding Options** for **Expedited Funding Award** and **Regular Funding Award**.
2. QQ will present grantee portal options, including portals QQ has expertise in, like **SAMIS** (currently the platform used by CSCs in Florida) and **Fluxx**.

QQ will meet with CSC Staff to discuss feedback received from the CSC Board and any additional feedback received during the meeting will be incorporated into the **Final Funding Options Framework**. The Final Funding Options framework will address the need for an expedited process **while at the same time ensuring accountability to residents of Leon County, CSC Leon Board, and the identified priorities**.

Work Plan and Project Management

QQ believes that **preparation** and **communication** are the foundation of any successful project implementation. This process begins by establishing an open line of communication and confirming each party has a thorough and mutual understanding of the project. From here, we establish a robust work plan that acts as a roadmap, explicating the “what,” “how,” and “why” of the evaluation. QQ will ensure timely evaluation activities and deliverable submissions through the use of a detailed work plan. QQ will deliver a work plan that will delineate the major deliverables/milestones and their respective sub-tasks. Built into these sub-tasks are opportunities for regular collaboration and communication with CSC Leon staff. The work plan will additionally detail the project design, framework, and methodology. The Project Coordinator and Lead Research Analyst will author these sections, harnessing their vast knowledge of mixed-methods evaluations. During the drafting and review processes, they will consult with SMEs who will provide expert advice related to elements of the work plan that may best support a successful implementation. Once the work plan has been provided, it goes under two reviews:

- (i) **technical/quality assurance review** by the Lead Research Analyst and the Research Manager to ensure alignment with the evaluation plan/design and
- (ii) **contractual review** by the Principal Director to ensure alignment with contract scope of work. Ongoing oversight of the implementation of work plan activities is conducted by the Principal Director and Research Manager through ongoing team meetings to ensure performance levels are maintained.

Project Timeline

The table below outlines the proposed project timeline that is to be discussed/revised with CSC Leon.

Deliverable	Timeline
Kick-Off Meeting	November 1-5, 2021
Project Governance Documents Draft	November 10, 2021
Final Project Governance Documents	November 15, 2021
Visioning Session with CSC Leon County Board	November 18-22, 2021
Development of Guides and Survey	November 2021

Data Collection Planning	November 2021
Recruitment: Community Forums and Focus Groups	November – December 2021
Host Online Community Organization Survey	December 2021- January 2022
Community Forums and Focus Groups	January 2022
Draft Key Outcomes and Measures	January 9, 2022
Final Key Outcomes and Measures	January 14, 2022
Data Analysis	January-February 2022
Draft Comprehensive Programs Inventory, Informative Programs Inventory	February 8, 2022
Draft Gap Analysis and Funding Options A	March 15, 2022
Final Comprehensive Programs Inventory, Informative Programs Inventory AND Final Funding Options A (expedited funding awards)	April 14, 2022
Final Gap Analysis and Draft Funding Options B (short-, mid- and long-term investments)	May 9, 2022
Final Funding Options (short-, mid- and long-term investments)	June 3, 2022
Council/Public Presentation	June 16, 2022
Close-Out	June 30, 2022