

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

Thursday, March 23, 2023, 4:00 p.m.

Pineview Elementary School | Media Center | 2230 Lake Bradford Road, Tallahassee, FL 32310

*Members of the public can view the meeting via live stream, when available, on this YouTube channel:*

<https://www.youtube.com/channel/UCC74A9evhLxbHlrH63-clbQ>.

**AGENDA**

(REVISED)

- I. Call to Order
  - II. Roll Call
  - III. Approval of Agenda
  - IV. General Public Comment
  - V. Community Impact Story
    - A. SG Mental Health Counseling, Ms. Marissa Batie-Collier
  - VI. Consent Agenda
    - A. Minutes from the February 16 meeting **(pg. 3)**
    - B. Financials for February 2023 **(pg. 5)**
    - C. Program Services Committee Report - **PULLED** **(pg. 44)**
      - i. Family Support Services Program Procurements – Statements of Work (SOWs) **(pg. 48)**
        - 1. Family Resource Centers (Invitation to Negotiate)
        - 2. Family Strengthening/Parent Education (Request for Proposals)
        - 3. Mentoring (Request for Applications)
    - D. Executive Director's Report **(pg. 9)**
      - i. Capacity Building and Technical Assistance Implementation
      - ii. Children's Week 2023
      - iii. Integrated Information Systems Solution (SAMIS)
      - iv. MOU - Data Sharing MOU with Leon County Schools
      - v. CSC Leon Council Member Appointments
      - vi. Volunteer Evaluator Recruitment
  - VII. General Counsel's Update
    - A. Policy Updates
  - VIII. Committees & Reports
    - A. Executive Committee **(pg. 11)**
      - i. Proposed Staffing 2023 **(pg. 13)**
        - 1. Presentation of Proposed Staffing Options
        - 2. Public Comment
        - 3. Consideration to Approve a Recommendation
- PULLED FROM CONSENT FOR DISCUSSION**
- C. Program Services Committee Report - **PULLED** **(pg. 44)**
    - i. Family Support Services Program Procurements – Statements of Work (SOWs) **(pg.48)**
      - 1. Family Resource Centers (Invitation to Negotiate)
      - 2. Family Strengthening/Parent Education (Request for Proposals)
      - 3. Mentoring (Request for Applications)
- IX. Board Open Discussion
- X. Next Meeting Dates
- XI. Next Meeting Agenda
- XII. Member Comments
- XIII. Adjourn



**CHILDREN'S SERVICES COUNCIL OF LEON COUNTY**  
**Governing Council Meeting**  
**February 16, 2023**

**MINUTES**

**Members Present:**

- Dr. Zandra Glenn, Chair, Community Member
- Terrence Watts, Vice-Chair, DCF Appointee
- Paul Mitchell, Treasurer, Community Member
- Carmen Conner, Community Member
- Atty. Carolyn Cummings, Vice-Chair, Leon County Commission (via Zoom)
- Judge Anthony Miller, Second Judicial Circuit
- Darryl Jones, School Board Member, Leon County Schools
- Mark O'Bryant, Community Member

**Members Absent:**

- Liza McFadden, Community Member
- Rocky Hanna, Superintendent, Leon County Schools

**Staff Present:**

- Cecka Rose Green, Executive Director
- Dina Snider, Director of Finance and Operations
- Stephanie Eller Vaughn, Program Accountability and Research Manager
- Jacinta Clay, Administrative Services Manager;
- Holly McPhail, Special Projects Manager
- Christopher Roe, General Counsel

**Location:**

CSC Leon Office  
2002 Old St. Augustine Road, Suite A-50, Tallahassee, FL 32301

**I. CALL TO ORDER**

Chair Glenn called the meeting to order at 4:08 p.m.

**II. ROLL CALL**

Eight (8) council members were present, and quorum was established. One (1) council member attended via zoom.

**III. APPROVAL OF AGENDA**

Motion to approve the agenda was provided by Mr. Jones and seconded by Ms. Conner. The agenda was unanimously approved.

**IV. GENERAL PUBLIC COMMENT**

- Mr. Neil Skene

**V. COMMUNITY IMPACT STORY**

- A.** Pace Center for Girls, Ms. Kristel Avilus

**VI. APPROVAL OF CONSENT AGENDA**

Chair Glenn noted a typo in the February 2 minutes under General Counsel's update; February 19 was changed to reflect correct meeting date of February 16. Motion to approve agenda with necessary corrections was provided by Mr. Jones, with second by Mr. Watts. Consent agenda was unanimously approved.

**VII. General Counsel Update**

Mr. Roe presented the Executive Director's Contract and Compensation. Mr. Jones moved to accept the contract with 3% cost of living increase. Second was provided by Ms. Cummings. There was no public comment. The Motion was approved with a 6-2 vote.

**VIII. COMMITTEES & REPORTS**

**A. Program Services Committee**

Mr. Jones presented the committee report on the Family Support Services Strategic Framework. He then moved to approve the committee recommendations, seconded by Mr. Watts. Public comment was provided by Ms. Melissa Perez. Motion was approved by roll call vote of 8-0.

**IX. Board Open Discussion**

Comments were provided by Mr. Mitchell, Judge Miller, Mr. Jones, Ms. Conner, Ms. Cummings, and Dr. Glenn. Staff to provide information on Council Retreat dates, and a Youth Advisory Council.

**X. Next Meeting Dates**

Chair Glenn reminded the council of the next meeting date: Thursday March 23, 4:00 p.m.

**XI. Next Meeting Agenda Review**

- A.** Community Impact Story
- B.** SOWs for Family Support Services

**XII. Member Comments**

- Mr. Mitchell requested that Mr. Roe share a travel policy with the Council.

**XIII. Adjournment**

Meeting was adjourned at 5:53 p.m.

**Children's Services Council of Leon County**  
**Balance Sheet**  
As of February 28, 2023

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	Feb 28, 23
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
Money Market Account	10,314,385.69
Operating	914,669.52
Total Checking/Savings	11,229,055.21
Total Current Assets	11,229,055.21
Other Assets	
Security Deposits Asset	6,222.50
Total Other Assets	6,222.50
<b>TOTAL ASSETS</b>	<b>11,235,277.71</b>
<b>LIABILITIES &amp; EQUITY</b>	
Equity	
Unrestricted Net Assets	4,609,659.83
Net Income	6,625,617.88
Total Equity	11,235,277.71
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>11,235,277.71</b>

**Children's Services Council of Leon County**  
**Income & Expense Report**  
October 2022 through February 2023

	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	TOTAL
<b>Ordinary Income/Expense</b>						
Income						
Ad Valorem Proceeds	639.01	601,268.49	6,013,375.25	154,468.76	196,608.77	6,966,360.28
Interest	6,347.00	6,152.33	6,507.65	15,327.23	17,832.46	52,166.67
<b>Total Income</b>	<b>6,986.01</b>	<b>607,420.82</b>	<b>6,019,882.90</b>	<b>169,795.99</b>	<b>214,441.23</b>	<b>7,018,526.95</b>
Expense						
Compensation /Employee Benefits						
Dental & Vision Insurance	0.00	11.18	-79.58	11.18	36.76	-20.46
Health Insurance	3,318.51	3,318.51	3,300.81	3,318.51	8,051.68	21,308.02
Life & Accidental	0.00	0.00	0.00	0.00	327.12	327.12
Payroll taxes	1,454.52	2,060.98	2,865.53	2,648.75	2,083.70	11,113.48
Retirement Contribution	5,586.77	2,420.33	3,691.70	7,507.58	4,881.45	24,087.83
Salaries	19,230.76	24,769.22	37,153.83	25,140.11	25,153.84	131,447.76
<b>Total Compensation /Employee Benefits</b>	<b>29,590.56</b>	<b>32,580.22</b>	<b>46,932.29</b>	<b>38,626.13</b>	<b>40,534.55</b>	<b>188,263.75</b>
Contractual Services						
Accounting Fees	1,125.00	0.00	1,987.50	1,312.50	0.00	4,425.00
General Counsel (1099-MISC)	11,266.00	9,449.00	18,015.25	0.00	0.00	38,730.25
Program Specialist & Admin.	5,000.00	5,000.00	10,000.00	5,000.00	0.00	25,000.00
<b>Total Contractual Services</b>	<b>17,391.00</b>	<b>14,449.00</b>	<b>30,002.75</b>	<b>6,312.50</b>	<b>0.00</b>	<b>68,155.25</b>
Operations						
Communications	0.00	0.00	0.00	0.00	1,504.96	1,504.96
Dues & Subscription	0.00	600.00	175.00	26,520.02	5,786.69	33,081.71
Equipment	0.00	0.00	0.00	988.10	0.00	988.10
Furniture	0.00	0.00	0.00	25,142.11	0.00	25,142.11
Insurance (Liab., D&O, WC)	0.00	0.00	14,494.00	0.00	1,169.55	15,663.55
IT Hardware	0.00	1,213.67	1,348.05	0.00	183.92	2,745.64
IT Services (Web & Email)	0.00	273.80	161.19	154.50	154.50	743.99
Misc expenses	405.03	0.00	0.00	366.26	1,282.47	2,053.76
Occupancy (Rent, Util., Janito)	0.00	0.00	0.00	6,470.67	6,222.50	12,693.17
Office Supplies	0.00	39.08	0.00	0.00	300.00	339.08
Payroll processing / HR	1,251.58	1,273.64	1,910.46	1,313.64	1,273.64	7,022.96
Postage and Courier	0.00	0.00	0.00	13.20	359.25	372.45
Printing and Copying	134.99	27.52	145.66	76.44	136.62	521.23
Public Relations	0.00	0.00	0.00	450.00	0.00	450.00
Publication (Legal Adv)	0.00	10.64	0.00	1,580.24	1,569.78	3,160.66
Software	79.85	79.14	80.83	97.65	92.85	430.32
Sponsorship	0.00	0.00	0.00	500.00	0.00	500.00
Travel and Meetings						
Conference, Convention, Meeting	1,631.64	15.00	282.45	3,256.35	0.00	5,185.44
Travel (mileage)	820.32	-44.64	0.00	1,079.33	0.00	1,855.01
Travel and Meetings - Other	0.00	0.00	640.00	229.98	5.95	875.93
<b>Total Travel and Meetings</b>	<b>2,451.96</b>	<b>-29.64</b>	<b>922.45</b>	<b>4,565.66</b>	<b>5.95</b>	<b>7,916.38</b>
<b>Total Operations</b>	<b>4,323.41</b>	<b>3,487.85</b>	<b>19,237.64</b>	<b>68,238.49</b>	<b>20,042.68</b>	<b>115,330.07</b>
Security System	0.00	0.00	0.00	21,160.00	0.00	21,160.00
<b>Total Expense</b>	<b>51,304.97</b>	<b>50,517.07</b>	<b>96,172.68</b>	<b>134,337.12</b>	<b>60,577.23</b>	<b>392,909.07</b>
<b>Net Ordinary Income</b>	<b>-44,318.96</b>	<b>556,903.75</b>	<b>5,923,710.22</b>	<b>35,458.87</b>	<b>153,864.00</b>	<b>6,625,617.88</b>
<b>Net Income</b>	<b>-44,318.96</b>	<b>556,903.75</b>	<b>5,923,710.22</b>	<b>35,458.87</b>	<b>153,864.00</b>	<b>6,625,617.88</b>

**Children's Services Council of Leon County**  
**Income & Expense Budget vs. Actual**  
October 2022 through February 2023

	Oct '22 - Feb 23	Budget	\$ Over Budget	% of Budget
<b>Ordinary Income/Expense</b>				
Income				
Ad Valorem Proceeds	6,966,360.28	7,632,396.32	-666,036.04	91.3%
Interest	52,166.67	10,057.10	42,109.57	518.7%
<b>Total Income</b>	<b>7,018,526.95</b>	<b>7,642,453.42</b>	<b>-623,926.47</b>	<b>91.8%</b>
<b>Expense</b>				
Compensation /Employee Benefits				
Dental & Vision Insurance	-20.46			
Employee Benefits (Other)	0.00	2,000.00	-2,000.00	0.0%
Health Insurance	21,308.02	80,000.00	-58,691.98	26.6%
Life & Accidental	327.12			
Payroll taxes	11,113.48	29,484.00	-18,370.52	37.7%
Retirement Contribution	24,087.83	80,660.00	-56,572.17	29.9%
Salaries	131,447.76	323,000.00	-191,552.24	40.7%
<b>Total Compensation /Employee Benefits</b>	<b>188,263.75</b>	<b>515,144.00</b>	<b>-326,880.25</b>	<b>36.5%</b>
Contractual Services				
Accounting Fees	4,425.00	30,000.00	-25,575.00	14.8%
AmeriCorp Vists	0.00	10,000.00	-10,000.00	0.0%
External Audit Fee	0.00	20,000.00	-20,000.00	0.0%
General Counsel (1099-MISC)	38,730.25	75,000.00	-36,269.75	51.6%
Grantwriting Services	0.00	50,000.00	-50,000.00	0.0%
Program Specialist & Admin.	25,000.00	60,000.00	-35,000.00	41.7%
<b>Total Contractual Services</b>	<b>68,155.25</b>	<b>245,000.00</b>	<b>-176,844.75</b>	<b>27.8%</b>
Operations				
Ad Valorem Collection Fees	0.00	230,771.89	-230,771.89	0.0%
Awards & Recognition	0.00	500.00	-500.00	0.0%
Communications	1,504.96	5,200.00	-3,695.04	28.9%
Community Awareness/Engagement	0.00	20,000.00	-20,000.00	0.0%
1 Dues & Subscription	33,081.71	15,000.00	18,081.71	220.5%
Equipment	988.10	11,000.00	-10,011.90	9.0%
2 Furniture	25,142.11	1,000.00	24,142.11	2,514.2%
Insurance (Liab., D&O, WC)	15,663.55	17,500.00	-1,836.45	89.5%
IT Hardware	2,745.64	5,000.00	-2,254.36	54.9%
IT Services (Web & Email)	743.99	1,500.00	-756.01	49.6%
Licenses & Fees	0.00	1,000.00	-1,000.00	0.0%
Misc expenses	2,053.76	5,000.00	-2,946.24	41.1%
Occupancy (Rent, Util., Janito)	12,693.17	74,670.00	-61,976.83	17.0%
Office Supplies	339.08	5,200.00	-4,860.92	6.5%
Payroll processing / HR	7,022.96	10,000.00	-2,977.04	70.2%
Postage and Courier	372.45	750.00	-377.55	49.7%
Printing and Copying	521.23	2,000.00	-1,478.77	26.1%
Program & Financial Software	0.00	150,000.00	-150,000.00	0.0%
Public Relations	450.00	50,000.00	-49,550.00	0.9%
Publication (Legal Adv)	3,160.66	0.00	3,160.66	100.0%
Research	0.00	4,000.00	-4,000.00	0.0%
Software	430.32	3,000.00	-2,569.68	14.3%
Sponsorship	500.00	8,000.00	-7,500.00	6.3%
Travel and Meetings				
Conference, Convention, Meeting	5,185.44	12,000.00	-6,814.56	43.2%
Travel (mileage)	1,855.01	9,000.00	-7,144.99	20.6%
Travel and Meetings - Other	875.93			
<b>Total Travel and Meetings</b>	<b>7,916.38</b>	<b>21,000.00</b>	<b>-13,083.62</b>	<b>37.7%</b>
<b>Total Operations</b>	<b>115,330.07</b>	<b>642,091.89</b>	<b>-526,761.82</b>	<b>18.0%</b>
Program Investments				
Capacity Building	0.00	120,000.00	-120,000.00	0.0%
Innovation Funding	0.00	1,500,000.00	-1,500,000.00	0.0%
Priority Funding	0.00	7,502,906.30	-7,502,906.30	0.0%
Summer Programmatic Funding	0.00	1,600,000.00	-1,600,000.00	0.0%
<b>Total Program Investments</b>	<b>0.00</b>	<b>10,722,906.30</b>	<b>-10,722,906.30</b>	<b>0.0%</b>
Reserves/Community Grants	0.00	381,619.82	-381,619.82	0.0%
Security System	21,160.00			
<b>Total Expense</b>	<b>392,909.07</b>	<b>12,506,762.01</b>	<b>-12,113,852.94</b>	<b>3.1%</b>
<b>Net Ordinary Income</b>	<b>6,625,617.88</b>	<b>-4,864,308.59</b>	<b>11,489,926.47</b>	<b>-136.2%</b>
<b>Net Income</b>	<b>6,625,617.88</b>	<b>-4,864,308.59</b>	<b>11,489,926.47</b>	<b>-136.2%</b>

**Footnotes:**

<sup>1</sup> Reclassifying SAMIS subscription expense to "Program & Financial Software"

<sup>2</sup> No money was spend last fiscal year for furniture for new office, as was originally planned





**Executive Director's Report**  
**Governing Council Meeting | Thursday, March 23, 2023**

**Capacity Building and Technical Assistance Implementation** – Technical Assistance has been provided for prospective applicants for Summer Bridge 2023 Funding, which included four trainings (hybrid of in-person and virtual). Trainings were open to all, with the virtual trainings being recorded and available throughout the application process. Also, INIE/UPHS remained a point of contact to all prospective applicants, fielding ongoing questions and providing guidance.

**Children's Week Florida 2023** – Children's Week Florida™ – scheduled for March 26 – 31 at the state Capitol – is the largest event held in the state that celebrates and honors its commitment to children, youth, and advocates. Starting as a single-day grassroots event, it now is a year-round initiative that helps to strengthen Florida's families and communities. As approved in the FY 2022-23 budget, CSC Leon is a sponsor for this year's celebration.

**CSC Leon Member Appointments** – Staff is awaiting notification of from the Governor's Office on appointments/reappointments.

**Integrated Information Systems Solution** – SAMIS (Services & Activities Management Information System), through the FACCT SAMIS 3.0 Collaborative of children's services councils, continues to be in process; SAMIS will be used for data collection beginning with this summer's procurements (Summer Learning and Summer Feeding).

**Memorandums of Understanding: Data Sharing with Leon County Schools (LCS)** – Staff has been in conversations with LCS to develop a memorandum of understanding (MOU) to have applicable student data shared with CSC Leon, as is common between school districts and sister CSCs. A draft is in process and, once finalized, will be shared with the Council.

**Summer Expo** – CSC Leon, in partnership with Leon County Government and the City of Tallahassee, is developing a "summer expo" to feature our funded and other summer programs in a collective space where caregivers/parents can have a "one-stop shop" to access free/reduced-cost programs for their children and youth. Additional information will be provided at the next Council meeting in April.

**Volunteer Evaluator Recruitment Process** – Approximately 20 applications were received from community members to serve as volunteer evaluators for Summer Bridge 2023 Funding; applicants represent a diverse group of individuals with various acumens that will be beneficial to the evaluation and scoring process. Staff has contacted all applicants to ensure they will be available to serve for the dates specified in the RFA and will provide the final list of volunteers at the April Council meeting.

*Submitted by:*  
Cecka Rose Green, CPM  
Executive Director



## **Executive Committee**

**Thursday, March 23, 2023**

The Executive Committee met on Monday, March 13, 2023. Discussion was had on the Executive Director's request to hire additional staff.

### **Committee Members present:**

- Dr. Zandra Glenn, Community Member, Committee and Council Chair
- Terrence Watts, DCF Designee, Council Vice-Chair
- Paul Mitchell, Community Member, Council Treasurer

### **Discussion:**

CSC Leon Executive Director presented information on the positions she is requesting be approved to add to the current staffing. These positions include three as follows: two (2) Program and Quality Assurance Specialists and one (1) Community Relations Specialist. Additionally, she presented the budget impact, as well as the draft timeline for program procurements.

Committee members had a robust discussion regarding various staffing options, including the addition of one or two positions as an alternative to approving all three.

Also, the Council Treasurer requested the travel policies for Leon County and the State of Florida be reviewed to inform development of a CSC Leon Travel Policy, in addition to a policy governing use of the Purchase Card.

### **Committee Recommendation for Consideration by the full Council**

The following is recommended by the Executive Committee for discussion and action by the full Council:

1. The Executive Committee recommends that the Executive Director present the staffing plan and request to the full Council at its March 23, 2023 meeting.



CSC Leon Staffing  
**CURRENT**



Category	Position 1	Position 2	Position 3	Position 4	Total Positions
Annual Compensation	Executive Director	Director, Finance & Operations	Program Accountability & Research Manager	Admin. Services Manager	Total FTE Cost
# of positions	1	1	1	1	4
Salary	\$ 128,750	\$ 85,000	\$ 72,000	\$ 45,000	\$ 330,750
FICA @ 7.65%	\$ 9,849	\$ 6,503	\$ 5,508	\$ 3,443	\$ 25,302
FRS Contribution @ 31.57% (for SMS); @11.19% (for other)	\$ 40,646	\$ 26,835	\$ 8,575	\$ 5,360	\$ 81,416
Long-Term Disability Insurance (pending) <sup>3</sup>	\$ 1,597	\$ 570	\$ 893	\$ 230	\$ 3,288
Life Insurance	\$ 1,200	\$ 816	\$ 346	\$ 216	\$ 2,578
Health Insurance	\$ 36,309	\$ 22,481	\$ 27,441	\$ 6,604	\$ 92,834
Total Compensation	\$ 218,351	\$ 142,203	\$ 114,762	\$ 60,851	\$ 536,168

CSC Leon Proposed Staffing  
**Option A**



Children's Services Council of Leon County	Position 1	Position 2	Position 3	Position 4	Positions 5 & 6	Position 7	Total Positions
Annual Compensation	Executive Director	Director, Finance & Operations	Program Accountability and Research Manager	Admin. Services Manager	Program & QA Specialist <sup>1</sup>	Comm. Relations Specialist	Total FTE Cost
# of positions	1	1	1	1	2	1	7
Salary	\$ 128,750	\$ 85,000	\$ 72,000	\$ 45,000	\$ 55,000	\$ 55,000	\$ 440,750
FICA @ 7.65%	\$ 9,849	\$ 6,503	\$ 5,508	\$ 3,443	\$ 4,208	\$ 4,208	\$ 33,717
FRS Contribution @ 31.57% (for SMS); @11.19% (for other)	\$ 40,646	\$ 26,835	\$ 8,575	\$ 5,360	\$ 6,551	\$ 6,551	\$ 94,517
Long-Term Disability Insurance (pending) <sup>3</sup>	\$ 1,597	\$ 570	\$ 893	\$ 230	\$ 165	\$ 165	\$ 3,618
Life Insurance	\$ 1,200	\$ 816	\$ 346	\$ 216	\$ 1,200	\$ 1,200	\$ 4,978
Health Insurance	\$ 36,309	\$ 22,481	\$ 27,441	\$ 6,604	\$ 27,441	\$ 27,441	\$ 147,715
Total Compensation	\$ 218,351	\$ 142,203	\$ 114,762	\$ 60,851	\$ 189,127	\$ 94,564	\$ 819,858

**Notes:**

<sup>1</sup> Total for two (2) FTEs, same positions

<sup>3</sup> estimated premium,calculated starting in April for FY 2022-23 (Leon County is working to get us set up)

Hiring during 3rd Quarter 2023

CSC Leon Proposed Staffing

**Option B**



Children's Services Council of Leon County	Position 1	Position 2	Position 3	Position 4	Position 5	Position 6	Total Positions
Annual Compensation	Executive Director	Director, Finance & Operations	Program Accountability and Research Manager	Admin. Services Manager	Program & QA Specialist <sup>1</sup>	Comm. Relations Specialist	Total FTE Cost
# of positions	1	1	1	1	1	1	6
Salary	\$ 128,750	\$ 85,000	\$ 72,000	\$ 45,000	\$ 55,000	\$ 55,000	\$ 440,750
FICA @ 7.65%	\$ 9,849	\$ 6,503	\$ 5,508	\$ 3,443	\$ 4,208	\$ 4,208	\$ 33,717
FRS Contribution @ 31.57% (for SMS); @11.19% (for other)	\$ 40,646	\$ 26,835	\$ 8,575	\$ 5,360	\$ 6,551	\$ 6,551	\$ 94,517
Long-Term Disability Insurance (pending) <sup>3</sup>	\$ 1,597	\$ 570	\$ 893	\$ 230	\$ 165	\$ 165	\$ 3,618
Life Insurance	\$ 1,200	\$ 816	\$ 346	\$ 216	\$ 1,200	\$ 1,200	\$ 4,978
Health Insurance	\$ 36,309	\$ 22,481	\$ 27,441	\$ 6,604	\$ 27,441	\$ 27,441	\$ 147,715
Total Compensation	\$ 218,351	\$ 142,203	\$ 114,762	\$ 60,851	\$ 94,564	\$ 94,564	\$ 725,295

**Notes:**

<sup>1</sup> Total for one (1) FTE, different positions

<sup>3</sup> estimated premium,calculated starting in April for FY 2022-23 (Leon County is working to get us set up)

Hiring during 3rd Quarter 2023

CSC Leon Proposed Staffing  
**Option C**



Children's Services Council of Leon County	Position 1	Position 2	Position 3	Position 4	Position 5 & 6	Total Positions
Annual Compensation	Executive Director	Director, Finance & Operations	Program Accountability and Research Manager	Admin. Services Manager	Program & QA Specialist <sup>1</sup>	Total FTE Cost
# of positions	1	1	1	1	2	6
Salary	\$ 128,750	\$ 85,000	\$ 72,000	\$ 45,000	\$ 55,000	\$ 385,750
FICA @ 7.65%	\$ 9,849	\$ 6,503	\$ 5,508	\$ 3,443	\$ 4,208	\$ 29,510
FRS Contribution @ 31.57% (for SMS); @11.19% (for other)	\$ 40,646	\$ 26,835	\$ 8,575	\$ 5,360	\$ 6,551	\$ 87,966
Long-Term Disability Insurance (pending) <sup>3</sup>	\$ 1,597	\$ 570	\$ 893	\$ 230	\$ 165	\$ 3,453
Life Insurance	\$ 1,200	\$ 816	\$ 346	\$ 216	\$ 1,200	\$ 3,778
Health Insurance	\$ 36,309	\$ 22,481	\$ 27,441	\$ 6,604	\$ 27,441	\$ 120,274
Total Compensation	\$ 218,351	\$ 142,203	\$ 114,762	\$ 60,851	\$ 189,127	\$ 725,295

**Notes:**

<sup>1</sup> Total for two (2) FTEs, same position
<sup>3</sup> estimated premium,calculated starting in April for FY 2022-23 (Leon County is working to get us set up)
Hiring during 3rd Quarter 2023



**From:** [Cecka Rose Green](#)  
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**Subject:** ATTENTION: Additional information for this Thursday's Council Meeting  
**Date:** Tuesday, March 21, 2023 1:30:00 PM  
**Attachments:** [image001.png](#)  
[Email from Leon Co Comm Proctor 3-2023.pdf](#)  
[TCT Program Metrics Tool .pdf](#)  
[CSCLC Org Chart and Staffing Plan FY 2022-23 proposed rev.pdf](#)  
**Importance:** High

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Good afternoon, Council Members—

As we prepare for this Thursday's Council meeting, there are two additional items I want to share with you in advance of the meeting. These will be placed online, as well.

- Attached is an email from Leon County Commissioner Bill Proctor, Jr. sent to the Leon County Commission regarding support for CSC Leon. His staff originally copied all Council Members to your CSC Leon email addresses, which are not functioning as intended (we now have a managed IT vendor to assist us with all things IT to help correct this and other related issues). As such, I want to provide to you, as was the intention of Comm. Proctor.
- Also attached is a sample of the Program Metrics tool that The Children's Trust of Miami uses to regularly evaluate and offer feedback to their providers on program progress to support the full utilization of high-quality services for the benefit of their community. This tool:
  - Lists the Components, Items, Responsible Staff, Type of Program, and Duration of Program to ensure all funded programs understand the metrics on which they will be evaluated, and that all staff understand their specific role in the process; and
  - Provides a detailed description of each item within a component, the options for answers, the scoring value, and the weight (if applicable).

As we will have a robust discussion on my staffing request for two (2) Program and Quality Assurance Specialists and one (1) Community Relations Specialist, and while we will adapt this for CSC Leon, I feel it important to illustrate the work that will be put into providing proper oversight, accountability, evaluation and feedback to all funded Community Investment Partners.

- And, the third attachment contains a proposed organizational chart, timeline for anticipated funding, and requested position description summaries.

Finally, I erroneously reported that Council Member Mark O'Bryant would not be in attendance; he WILL be in attendance as confirmed on Friday. My apology, Council Member O'Bryant.

Looking forward to seeing you on Thursday. Thank you, as always, for your work!

## Cecka



Cecka Rose Green, CPM (she/her)  
Executive Director

Children's Services Council of Leon County

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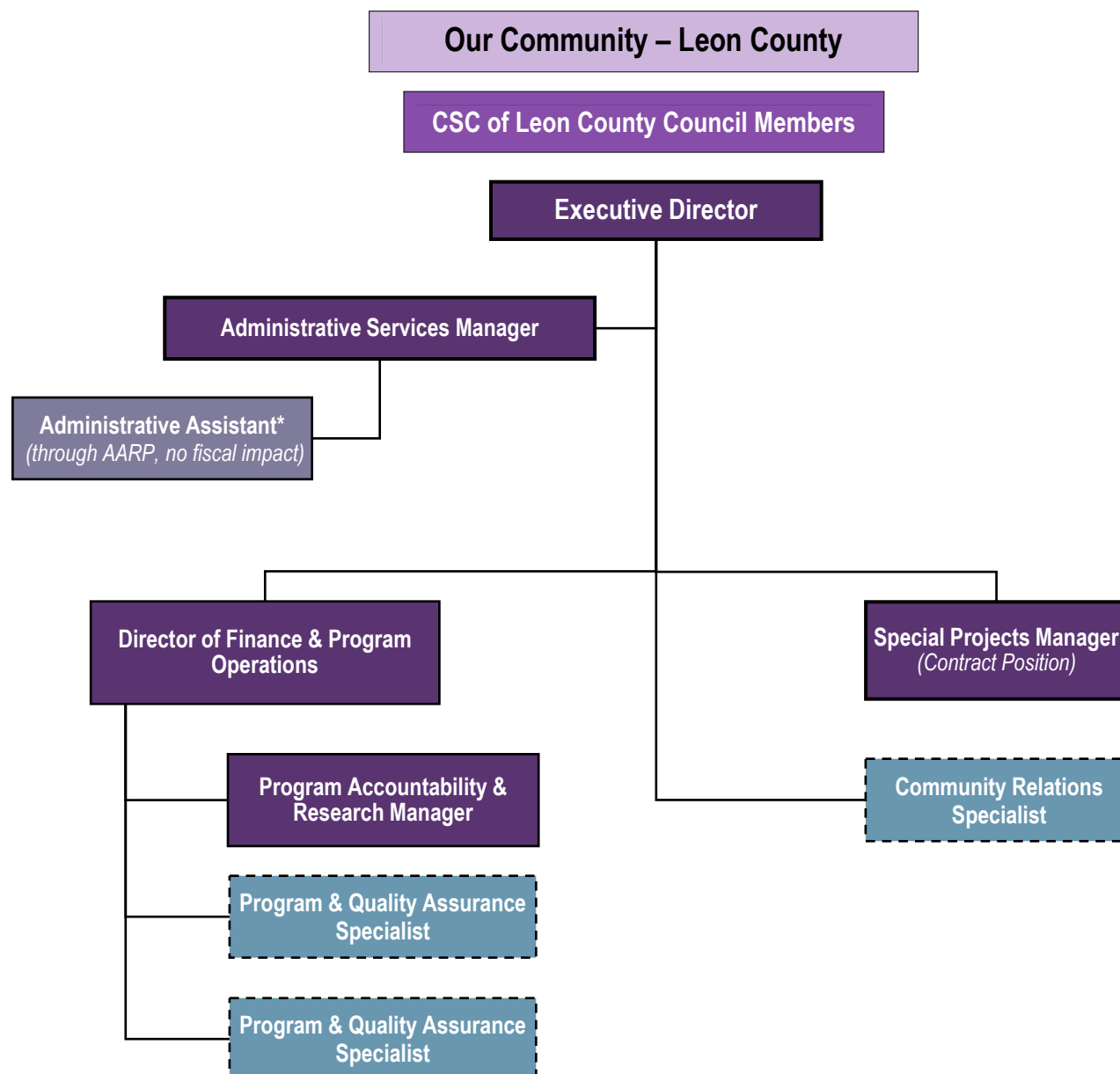
🌐 [www.cscleon.org](http://www.cscleon.org) | [LinkedIn](#) : [FB](#) : [IG](#) : [TW](#) :  
[@CeckaRoseGreen](#)

\* Please be advised that Florida has a broad public records law and all correspondence to me via email may be subject to disclosure. Under Florida records law, e-mail addresses are public records. If you do not want your e-mail address released in response to a public-records request, do not send electronic mail to this entity. Instead, contact me by phone or in writing.



Children's Services Council of Leon County

# Proposed Team Member Structure FY 2022 – 2023







Children's Services Council of Leon County

FY 22-23				
	Ad Valorem (95%)	\$7,639,186		
	Total Budget	\$12,588,227		
	Program Services	\$10,729,362		
	% of total	85.23% (approx. \$10,189,000)		
		FY 22-23		
CATEGORIES	STRATEGIES	TIMELINE	QUANTITY	OVERSIGHT
HIGH QUALITY EARLY LEARNING	QEL/On Ramp	May-Sept 2023	Sole source	DFO
	QEL/++	Oct - Sept 2023*	Multiple programs	DFO, PQA Spec
FAMILY SUPPORTS	FRC	Aug 2023	Single provider	DFO, ED
	Family Strengthening/Parent Education	Aug 2023	Multiple programs	PQA Spec
	Mentoring (youth violence prevention)	Aug 2023	Multiple programs	PQA Spec
	Behavioral Health/Wellness	TBD	Multiple strategies	TBD
	Childcare (nontraditional hours)	TBD	Multiple strategies	ED, TBD
	Summer Learning	May 2023	Multiple programs	PQA Spec
SUMMER BRIDGE	Summer Feeding	May 2023	Multiple programs	PQA Spec
	Prenatal	Fall 2023**	Multiple programs	PQA Spec
HOMELESSNESS	Homelessness	TBD	TBD	TBD
YOUTH DEVELOPMENT	Apprenticeships/Career & College Ready	Fall 2023**	Multiple programs	PQA Spec
	CSC Teen Board	Summer 2023	CSC Leon	CEOC, PQA Spec
OTHER	Rolling Small Grants (SIPS)	Apr 2023	Multiple programs	PQA Spec
SUPPORT	Capacity Building	In progress		DFO, SPMgr
	SAMIS	In progress		SPMgr
	Needs Assessment			PARM, CEOC, ED
	Funded Program Evaluations	Ongoing		PARM (DFO/ED)
	Program Staffing			ED, DFO
CSC Leon Priority Area		ED – Executive Director		
• Success in School & Life		DFO – Director, Finance and Operations		
• Healthy Children, Youth and Families		PARM – Program Accountability and Research Manager		
• Stable and Nurturing Families & Community		PQA Spec – Program Accountability and Quality Assurance Specialist		
• All three priorities		CEOC – Community Engagement and Outreach Coordinator		
		*Anticipated, finalizing EL Strategic Framework in April 2023		
		**Procurement process starts		

## Proposed Additional Positions, FY 2022 – 23

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Total new FTEs: 3

Total CSC Leon FTEs: 7

*Total other: 4 contracted [CPA, General Counsel, Special Projects Manager, Administrative Assistant (AARP)]*



### **Program & Quality Assurance Specialist (2 positions, reports to the DFO)**

- Facilitates/coordinates CIP engagement, relations and training
- Assists with development/management of preparation/implementation of funding cycle(s), contract management/execution and compliance,
- Assists with the application evaluation process
- Monitors funded CIP performance according to specific programs, including compliance with contract deliverables and participant outcomes
- Manages and performs on-site program reviews and audits
- Performs initial review of submitted CIP programmatic reports
- Maintains program/provider files in accordance with records retention policies and state law

### **Community Relations Specialist (1 position, reports to the ED)**

- Ensures community awareness of CSC Leon initiatives, programs and funding
- Plans/manages all outreach events, including coordinating CSC Leon's participation in external events
- Engages in volunteer recruitment, management and mobilization
- Supports internal/external communication through an established and approved communications plan
- Manages/updates website and social media platforms
- Creates/manages CSC Leon newsletter and online CSC-TV
- Handles media and press relations
- Primary contact for public records requests
- Coordinates Grade Level Reading (GLR) Campaign\*









**Administrative Assistant (no fiscal impact to CSC Leon)** – Serves as the receptionist and oversees the lobby of CSC Leon. Performs other administrative duties, as assigned. Reports to the ASM.

*\*If GLR is an approved investment under the High-Quality Early Learning Strategic Framework*

# THE CHILDREN’S TRUST PROGRAM METRICS TOOL

Version with values & weights – April 2021

## COMPONENTS OVERVIEW – STAFF WHO COMPLETES THE REVIEW AND REVIEW TIMING

Component	Item	TCT Staff	School-Year and Year-Round Programs				Summer Only Programs
			Month 1-4	Month 4-8	Month 8-12	Summer Act.	
 Safety, Administrative & Fiscal Compliance	Set of contractual requirements that include environmental safety, administrative (policies and staffing) and fiscal compliance. Items out of compliance should be addressed immediately	Program Manager Accountant	X				X
 Fiscal Health	Fiscal viability: current ratio, Net Asset ratio and Debt ratio	CFO		X	X		X
	Financial statement findings and concerns	CFO		X	X		X
	Program-specific audit findings and concerns	CFO		X	X		X
 Staffing	All positions identified in the Scope of Services are filled with qualified staff	Program Manager	X			X	X
	Staff training and supervision are supported within the agency	Program Manager	X	X		X	X
 Service Delivery	Content Area Team (CAT) program observation using Initiative Specific Observation tools	Content Area Team		X		X	X
	Contract management activity observations	Program Manager	X			X	X
	Program collects and uses participant feedback	Program Manager	X				
	Screenings and timely referrals	Research Analyst		X	X		X
 Program Data Quality	Quality of participant demographic data entered in the Trust electronic reporting system	Program Manager	X	X		X	X
	Quality of participant attendance data entered in the Trust electronic reporting system	Program Manager	X	X		X	X
	Test Administration : Outcome measurement tools are administered as contracted	Research Analyst			X	X	X
	Quality of participant outcome data entered in the Trust electronic reporting system	Program Manager	X	X			
 Population Focus	Expected inclusion of children and youth with disabilities	Research Analyst		X	X	X	X
 Program Participation	Service utilization/Recruitment: Services offered are being utilized by participants/families	Research Analyst		X	X	X	X
	Engagement: Average participant attendance is in line with expected attendance	Research Analyst		X	X	X	X
	Retention: Contracted number of participants are receiving contracted number of sessions	Research Analyst			X	X	X
 Participant Outcomes	Outcome achievement: Contracted proportion of participants served realize program benefits	Research Analyst			X	X	X

\*X Item to be reviewed if issues were identified during the previous review

\*Items highlighted in yellow- Updates



## Safety, Administrative & Fiscal Compliance

The following items are applicable to all programs and reviewed throughout the contract year, unless specified otherwise.

Note: Items under this component are measured as in or out of compliance. Items don't have weights as they do not produce a rating (Mastery, Advancing, Emerging, and Struggling).

Item	Item Breakdown and Instructions	Answer Options	Value	Weight
Incident Reporting	<b>Organization must have a policy on incident reporting that is in line with The Trust's Incident Reporting Policy and Procedure.</b> Incident report policy must be provided during the <b>one to four-month review</b> with continued follow-up if needed. <ul style="list-style-type: none"><li>Program Manager (PM) confirms that the policy is in line with the Trust's policy (refer to core contract) and provides technical assistance if needed.</li><li>PM inquiries about any policy updates or changes once per contract year.</li></ul>	The organization has an incident report policy that is in line with the contract with The Children's Trust	4	N/A
		The organization does not have an incident report policy that is in line with the contract with The Children's Trust	1	
Data Security	<b>Data Security Policy: Organization must have a policy on data security that is in line with the expectations laid out in the contract with The Trust.</b> Data security policy must be provided during the <b>one to four-month review</b> . Policy should include information on how data and confidentiality are handled by the organization and acknowledged by staff. <ul style="list-style-type: none"><li>PM confirms that the policy is in line with the core contract and provides technical assistance if needed.</li><li>PM inquires about any policy updates or changes once per contract year.</li></ul>	The organization has a data security policy that is in line with the contract with The Children's Trust	4	N/A
		The organization does not have a data security policy that is in line with the contract with The Children's Trust	1	
	<b>Data Security Evidence: Evidence that policies and procedures are being implemented is observed on a consistent basis</b> PM completes observations during every site visit provider demonstrates use of data security policy and procedures (e.g., locked file cabinets or doors, password protected computers, restricted access to files, staff are deactivated in Trust Central ).	During the most recent site visit, there was evidence of data security policies and procedures being implemented	4	
		During the most recent site visit, there was evidence of the data security policies and procedures not being implemented	1	
Background Checks	<b>All employees, volunteers and subcontracted personnel in direct contact with children must complete a background screening and be cleared prior to starting employment. Staff working without a background check must be removed from the site immediately and must be background checked within five (5) days and prior to returning to work (refer to the core contract).</b> <b>For Youth Development K-5 programs:</b> As of July 1, 2016, Afterschool programs may only utilize the DCF Clearinghouse and Live Scan for background screening and must follow the process outlined by the Office of Child Care Regulation. (No other clearances are acceptable. For example: Letters/ID badges from MDCPS are no longer valid for after school and these employees must be screened using the Clearinghouse). <b>For all other initiatives:</b> While reviewing personnel files during site visit, PM confirms that each file contains one of the following: <ul style="list-style-type: none"><li>Volunteer and Employee Criminal History System Attachment E-1: Affidavit for Level 2 Background Screening from the Florida Department of Law Enforcement</li><li>Miami-Dade County Public Schools ID Badge</li><li>Department of Children and Families (DCF) or Department of Juvenile Justice (DJJ) clearance letter</li></ul>	All employees that require background checks have background checks	4	N/A
		One or more employees did not have background checks, but the background check was completed within five (5) days of the finding	2	
		One or more employees did not have background checks, and the finding has not been resolved	1	
		N/A – Site(s) not required to have a DCF license	0	
Transportation Requirements	<b>Organization must have all requirements in place prior to transporting children.</b> <ul style="list-style-type: none"><li>PM reviews documentation/personnel driver file(s) regarding transportation of participants during site visit(s). Files must include the following:</li></ul>	All transportation requirements are in place	4	N/A



	<ul style="list-style-type: none"> <li>○ A current inspection</li> <li>○ A valid Florida driver's license or Commercial Driver's License (CDL)</li> <li>○ A valid vehicle registration</li> <li>• If the transportation company is on the Miami-Dade County Public School Private Bus Vendor List (An updated list of approved bus companies can be found in the M-DCPS website :<a href="https://dot.dadeschools.net/#!/fullWidth/3335">https://dot.dadeschools.net/#!/fullWidth/3335</a>) , no further check is needed.</li> <li>• For hired vehicles, PM reviews current contractual agreement and inspection and must comply with the Children's Trust contract.</li> </ul>	All transportation requirements are not in place	1	
		N/A – Program does not transport participants	0	
CPR Certification	<b>Organization must have at minimum one (1) CPR-certified staff member per site at all times, verified through staff assignment.</b> <ul style="list-style-type: none"> <li>• PM reviews personnel files to identify which staff are CPR certified: <ul style="list-style-type: none"> <li>○ CPR certification must be in the personnel file</li> </ul> </li> </ul>	Each site has at least one (1) CPR-certified staff member	4	N/A
		Not all sites have at least one (1) CPR-certified staff member	1	
		N/A – Program does not serve children without parent/caregiver in attendance	0	
		N/A – Item is reviewed by the Department of Health	0	
Environment Safety	<b>Physical environment must meet minimum safety requirements.</b> PM checks the following during all site visits: <ul style="list-style-type: none"> <li>• There must be at least one (1) first aid kit accessible and visible from the site</li> <li>• Indoor and outdoor areas are free of debris and/or clutter (e.g main walkways, exits, high traffic areas )</li> <li>• All entrances must be supervised for security during program hours (for Youth Development programs)</li> </ul>	During the latest site visit, the physical environment met the minimal safety requirements	4	N/A
		During the latest site visit, the physical environment did not meet the minimal safety requirements	1	
		N/A - Administrative Site	0	
		N/A – Home Visiting programs	0	
		N/A – Item is reviewed by the Department of Health	0	
Marketing and Publicity	<b>Organization prominently displays most current Children's Trust program sign decal</b> <ul style="list-style-type: none"> <li>• Decal must be placed on the main entry door , front window of its Trust-funded site locations or where services are provided.</li> </ul>	Organization prominently displays most current Children's Trust program sign decal on main entry door, front window or where services are provided	4	N/A
		Organization prominently does not display most current Children's Trust program sign decal on main entry door, front window, or where services are provided	0	
	<b>Organization displays current Children's Trust Logo on their website or web page</b> <ul style="list-style-type: none"> <li>• Program Manager (PM) confirms that logo is current, and placement is in line with the Trust's Marketing and Publicity policy (refer to core contract).</li> <li>• PM reviews website or webpage</li> </ul>	Organization displays current Children's Trust Logo on their website	4	
		Organization does not display current Children's Trust Logo on their website	1	
		N/A- Organization does not have a website	0	
Program Roles and Contact Information	<b>Organization must have the following program roles assigned with most up-to-date contact information in Trust Central.</b> PM checks the following program roles are assigned and include phone number and email: <ul style="list-style-type: none"> <li>• Agency CEO Contact</li> <li>• Official Correspondence Contact</li> <li>• Program Primary Contact</li> <li>• Parent Contact, if applicable.</li> <li>• Program Secondary Contact, if applicable.</li> <li>• Finance Contact</li> </ul>	All program roles are assigned and contain required contact information.	4	N/A
		One or more program roles are not assigned or does not contain required contact information.	1	

Financial Statement Audit Submission and Format	<b>Financial Statement Audit submission</b> Organization must submit their annual financial statement in accordance with the requirements included in the Children’s Trust contract. The finance department updates and enters whether the financial statement audit was submitted on time.	Financial statement audit was submitted on time	4	N/A
		Financial statement audit was submitted late	2	
		Financial statement audit has not been submitted.	1	
	<b>Financial Statement Audit format</b> Organization must submit their annual financial statement in accordance with the requirements included in the Children’s Trust contract. The finance department updates and enters whether the financial statement audit is in the correct format and in accordance with <i>Government Auditing Standards</i> .	Financial statement audit was submitted using the correct format	4	N/A
		Financial statement audit was submitted using the incorrect format	2	
Program Specific Audit Submission and Format	<b>Organization must submit program specific audit in accordance with the requirements included in the Children’s Trust contract.</b>			
	<b>Program Specific Audit Submission</b> The finance department updates and enters whether the Program specific audit was submitted on time.	Program specific audit was submitted on time	4	N/A
		Program specific audit was submitted late	2	
		Program specific audit has not been submitted	1	
	<b>Program Specific Audit Format</b> The finance department updates and enters whether the Program specific audit is in the correct format.	Program specific audit was submitted using the correct format	4	N/A
		Program specific audit was submitted using the incorrect format	2	
Invoicing Submission & Timeliness	<b>Organization must submit monthly invoices in accordance with the requirements included in the Children’s Trust contract.</b>			
	<b>Invoices Submission</b> Invoice submission information is tracked through SAMIS and imported into the Program Metrics System to determine whether invoicing is up-to-date: the most recent invoice due was submitted.	Program’s submission of monthly invoices is up to date	4	N/A
		Program’s submission of monthly invoices is not up to date	1	
	<b>Invoices Timeliness</b> Invoice submission information is tracked through SAMIS and imported into the Program Metrics System to determine whether monthly invoices have been submitted in a timely manner.	Monthly invoices have been submitted in a timely manner	4	N/A
		Monthly invoices have not been submitted in a timely manner (More than 2 invoices were submitted beyond the due date)	2	
Insurance Policy	<b>Organization must have active insurance policies that are in accordance with the requirements included in the Children’s Trust contract.</b> The finance department updates and enters this information into the CRM station in Trust Central on a regular basis. Information is automatically uploaded into the Program Metrics System.	All required insurance policies are current	4	N/A
		One or more required insurance policies are not current	1	
Auditor Engagement Letter	<b>Organization must provide agreement with independent Certified Public Accounting (CPA) firm to conduct an annual financial statement audit and a program specific audit within thirty (30) days of the organization’s fiscal year end date.</b> The finance department updates and enters this information into the Program Metrics System. The finance department updates and enters this information into the Program Metrics System.	Engagement letter was submitted on time	4	N/A
		Engagement letter was submitted late	2	
		Engagement letter has not been submitted	1	



## Fiscal Health

The following guidelines are to be used by the Finance Director when reviewing the financial statement and the program specific audits. This review will take place annually within a month of the audits' due date.

Item	Item Breakdown and Instructions	Answer Options	Value	Weight
Fiscal Viability	<b>Current Ratio</b> This is a liquidity ratio that measures a company's ability to meet short and long-term obligations. Calculation: $\frac{\text{Current Assets}}{\text{Current Liabilities}}$	Current assets are greater than or equal to 150% of current liabilities - There are significant current assets available and the organization is in position to meet all of its current obligations	4	4
		Current assets are between 120-149% of current liabilities - There are adequate current assets available and the organization should be able to meet all of its current obligations. Since the current ratio improved 10% from the previous year, a bonus point will be assessed for this measure	4	
		Current assets are between 120-149% of current liabilities - There are adequate current assets available and the organization should be able to meet all of its current obligations	3	
		Current assets are between 110-119% of current liabilities - There are adequate current assets available, however, there is some concern that the organization cannot meet all of its current obligations. Since the current ratio improved 10% from the previous year, a bonus point will be assessed for this measure	3	
		Current assets are between 110-119% of current liabilities - There are adequate current assets available, however, there is some concern that the organization cannot meet all of its current obligations	3	
		Current assets are between 100-109% of current liabilities - The current asset balance slightly exceeds current liabilities, however, there is significant concern that the organization cannot not meet all of its current obligations. Since the current ratio improved 10% from the previous year, a bonus point will be assessed for this measure	3	
		Current assets are between 100-109% of current liabilities - The current asset balance slightly exceeds current liabilities, however, there is significant concern that the organization cannot not meet all of its current obligations	2	
		Current assets are less than 100% of current liabilities - Current liabilities exceed current assets and there is severe concern that the organization cannot meet its current obligations. Since the current ratio improved 10% from the previous year, a bonus point will be assessed for this measure	2	
	<b>Net Asset Ratio</b> This ratio measures a company's ability to use reserve or emergency funds to sustain its operational activity. Calculation: $\frac{\text{Net Assets}}{\text{Total Annual Expenditures}}$	Current assets are less than 100% of current liabilities - Current liabilities exceed current assets and there is severe concern that the organization cannot meet its current obligations	1	
		Net assets are greater than or equal to 15% of total operating expenses - There are significant net assets available to sustain operational activity for a limited time if a significant revenue source is lost	4	4
		Net assets are between 11-14% of total operating expenses - The net assets balance will sustain operational activity for a limited duration if a significant revenue source is lost	3	
		Net assets are between 8-10% of total operating expenses - The net assets balance will sustain operational activity for a short duration if a significant revenue source is lost	3	
		Net assets are between 5-7% of total operating expenses - The net assets balance will sustain operational activity for a very short duration if a significant revenue source is lost	2	
		Net assets are less than 5% of total operating expenses - The net assets balance and will not sustain operational activity if a significant revenue source is lost	1	

Financial Statement Findings and Concerns	<b>Debt Ratio</b> This ratio measures the organization’s ability to meet its current obligations. Calculation: <div> <div>Current Liabilities</div> <div>Total Annual Expenditures</div> </div>	Current liabilities are between 5-9% of total operating expenses - The current liabilities balance when compared to total annual expenditures indicates that the organization is meeting its current obligations	4	4
		Current liabilities are between 10-17% of total operating expenses - The current liabilities balance when compared to total annual expenditures indicates that the organization is meeting most of its current obligations	3	
		Current liabilities are between 18-24% of total operating expenditures - The current liabilities balance indicates some concern that the organization may not be capable of meeting its current obligations	3	
		Current liabilities are between 25-35% of total operating expenditures - The current liabilities balance is significant when compared to total annual expenses. This indicates that the organization may not be capable of meeting its current obligations	2	
		Current liabilities are greater than 35% of total operating expenditures - The current liabilities balance is severe when compared to total annual expenditures. This indicates that the organization may not be capable of meeting its current obligations	1	
	<b>Financial Statement Footnote Disclosures</b> Organizations are expected to create and implement a program and professional Footnotes are explanatory and supplemental notes that accompany the financial statements issued by an organization. The nature and amount of footnotes will vary, depending upon the financial framework used to construct the financial statements.	There were no findings or concerning disclosures noted in the footnotes of the financial statements	4	1
		There were some findings or concerning disclosures noted in the footnotes of the financial statements. The Trust does not find this concerning due to their infrequency and immaterial nature	3	
		There were some findings or concerning disclosures noted in the footnotes of the financial statements. The Trust finds them concerning due to their frequency, however the findings are immaterial in nature	2	
		There were several findings or concerning disclosures noted in the footnotes of the financial statements. The Trust considers these disclosures to be severe due to their frequency or significantly concerning nature	1	
	<b>AU-C 265 Letter (Communicating Internal Control Related Matters Identified in an Audit)</b> This Letter is intended to communicate all identified significant deficiencies or material weaknesses in the organization’s internal controls.	There were no findings or concerning disclosures noted in the AU-C 265 Letter	4	1
		There were some findings or concerning disclosures noted in the AU-C 265 Letter. The Trust does not find this concerning due to their infrequency and immaterial nature	3	
		There were some findings or concerning disclosures noted in the AU-C 265 Letter. The Trust finds them concerning due to their frequency however, the findings are immaterial in nature	2	
		There were several findings or concerning disclosures noted in the AU-C 265 Letter. The Trust considers these disclosures to be severe due to their frequency or significantly concerning nature	1	
	<b>AU-C 260 Letter (Auditor’s Communication With Those Charged With Governance)</b> This Letter is intended to communicate to those charged with governance (such as the Board of Directors, Auditee Committee, President, or Management) the scope of audit procedures, significant findings, disagreements with management, audit adjustments, passed journal entries and significant estimates that aren’t communicated in the audited financial statements.	There were no findings or concerning disclosures noted in the AU-C 260 Letter	4	1
		There were some findings or concerning disclosures noted in the AU-C 260 Letter. The Trust does not find this concerning due to their infrequency and immaterial nature	3	
		There were some findings or concerning disclosures noted in the AU-C 260 Letter. The Trust finds them concerning due to their frequency however, the findings are immaterial in nature	2	
		There were several findings or concerning disclosures noted in the AU-C 260 Letter. The Trust considers these disclosures to be severe due to their frequency or significantly concerning nature	1	

Program Specific Audit Findings and Concerns	<b>OMB Circular A-133 Audit</b> (Single Audit, if applicable) The Single Audit provides assurance to federal and/or state governments as to the management and use of funds provided by those governments. It encompasses both financial and compliance components.	There were no findings and recommendations included in the OMB Circular A-133 audit report	4	1
		There were some findings or concerning disclosures noted in the OMB Circular A-133 audit report. The Trust does not find this concerning due to their infrequency and immaterial nature	3	
		There were some findings or concerning disclosures noted in the OMB Circular A-133. The Trust finds them concerning due to their frequency, however the findings are immaterial in nature	2	
		There were several findings or concerning disclosures noted in the OMB Circular A-133 audit report. The Trust considers these disclosures to be severe due to their frequency or significantly concerning nature	1	
		N/A- The organization was not required to have an OMB Circular A-133 audit report	0	
	<b>Letter Issued to Management</b> This is a comprehensive letter with operational recommendations. Required communications include control deficiencies, however, management letters can include additional professional advice.	There were no findings and recommendations included in the issued management letter	4	1
		There were some findings or concerning disclosures noted in the issued management letter. The Trust does not find this concerning due to their infrequency and immaterial nature	3	
		There were some findings or concerning disclosures noted in the management letter. The Trust finds them concerning due to their frequency however, the findings are immaterial in nature	2	
		There were several findings or concerning disclosures noted in the issued management letter. The Trust considers these disclosures to be severe due to their frequency or significantly concerning nature	1	
		N/A- The auditor did not issue a separate management letter	0	
	<b>Independent Auditor's Report on Compliance for the Children's Trust Contracts and Report on Internal Control Over Compliance</b> This letter reports any findings or instances of noncompliance with the requirements described in the Children's Trust contract.	There were no findings or concerning disclosures noted in the compliance report	4	1
		There were some findings or concerning disclosures noted in the compliance report. The Trust does not find this concerning due to their infrequency and immaterial nature	3	
		There were some findings or concerning disclosures noted in the compliance report. The Trust finds them concerning due to their frequency, however the findings are immaterial in nature	2	
		There were several findings or concerning disclosures noted in the compliance report. The Trust considers these disclosures to be severe due to their frequency or significantly concerning nature	1	
	<b>Children's Trust Contract(s): Schedule of Findings and Questioned Costs</b> This schedules reports any findings, overbillings or questioned costs discovered during program-specific audit procedures.	There were no findings, questioned costs or overbillings noted in this schedule	4	1
		There were some findings or concerning disclosures noted in the schedule. The Trust considers these disclosures to be less severe due to their infrequency and immaterial nature	3	
		There were some findings or concerning disclosures noted in the schedule. The Trust finds them concerning due to their frequency however, the findings are immaterial in nature	2	
		There were several findings or concerning disclosures noted in the schedule. The Trust considers these disclosures to be severe due to their frequency or significantly concerning nature	1	
Critical Findings	<b>Item indicates whether critical findings were identified in the audit evaluation</b> Specific findings will be notes in the comments section following the item.	There are critical finding(s) identified in the audit evaluation	1	100
		N/A – No critical findings identified in the audit evaluation	0	



## Staffing

Review of ten (10) personnel files (including volunteers and subcontractors) during site visit (If program has a lower number of staff, then **all files** are reviewed).

- **School year** and **year-round** programs: review takes place during months **one and four** of the contract year. For programs offering services during the **summer** and **summer only** programs, this review takes place between the months of **June and July**.

Item	Item Breakdown and Instructions	Answer Options	Value	Weight
All positions identified in the Scope of Services are filled with qualified staff	<b>Staff Hired</b> Timing: Item will be reviewed during <b>one to four-month</b> review. All program staff should be hired, especially staff holding key programmatic positions needed to carry out the required components/services of the program. <ul style="list-style-type: none"> <li>• PM reviews the Position Management module in Trust Central against the Staffing Table in the contract.</li> </ul>	All positions identified in the Scope of Services are filled	4	4
		One or more positions are vacant at this time, but all key positions are filled	3	
		Less than 15% of positions are vacant at this time, including key positions	2	
		15% or more of positions are vacant at this time, including key positions	1	
	<b>Staff Continuity (Test item- Does not have weight.)</b> Timing: Item will be reviewed during <b>one to four-month</b> review. All program staff identified during review, are retained throughout the contract year. *This item will not be applicable during the first year of a funding cycle for providers that are new to the initiative. <u>Not- applicable to summer</u> portion of Youth Development Calculation: <div style="border: 1px solid black; padding: 5px; width: fit-content; margin: 10px auto;"> <math display="block">\frac{\text{Total \# of same program staff still employed}}{\text{Total \# program staff identified at start of previous contract year}}</math> </div>	90% or more of program staff were retained throughout the contract year	4	0
		80- 89% of program staff were retained throughout the contract year	3	
		70- 79% of program staff were retained throughout the contract year	2	
		Less than 70% of program staff were retained throughout the contract year	1	
		N/A- Provider is new to the initiative; this item is not applicable during the first year of a funding cycle.	0	
	<b>Vacancies Support and Hiring Strategy</b> Timing: Item will be reviewed during <b>one to four-month</b> review. When one or more vacancies are identified, the provider should have a plan to fill them in a timely manner and support affected services in the meantime. PM has a <b>conversation</b> with the provider inquiring about the following: <ul style="list-style-type: none"> <li>• Steps that have been taken to ensure program implementation is not compromised due to existing vacancies</li> <li>• Progress to fill existing vacancies</li> </ul>	Program implementation is not compromised during vacancies and progress has been made toward filling all vacant positions	4	2
		Program implementation is not compromised during vacancies; however, process to fill vacant positions has not been initiated	3	
		Program implementation has been compromised during vacancies; however, progress has been made toward filling all vacant positions	2	
		Program implementation has been compromised during vacancies and process to fill vacant positions has not been initiated	1	
		N/A – No vacant positions at this time	0	
	<b>Staff Qualifications</b> Timing: Item will be reviewed during <b>one to four-month</b> review Staff's requirements should be aligned with the Staffing Table and EPB table, if applicable in the contract. While reviewing personnel files during site visit, PM reviews proof of: <ul style="list-style-type: none"> <li>• Certifications/licensures for all staff with requirement including direct service staff and clinical supervisors (also includes teacher certifications)</li> <li>• Review of ten (10) personnel files (including volunteers and subcontractors) during site visit (If program has a lower number of staff, then <b>all files</b> are reviewed).</li> </ul>	Of files reviewed-All staff meet the qualifications required for the position	4	3
		Of files reviewed-One or more staff don't meet the qualifications; however, all key staff are qualified	3	
		Of files reviewed- Less than 15% of staff don't meet the qualifications, including key staff	2	
		Of files reviewed 15% or more staff don't meet the qualifications, including key staff	1	
Staff Professional	<b>Attendance to Professional Development offerings</b> Timing: Item will be reviewed during <b>four to eight-month</b> review	Of files reviewed-All staff attended all required professional development opportunities as required	4	3



Development and supervision are supported within the organization	<p>Review of ten (10) personnel files (including volunteers and subcontractors) during site visit (If program has a lower number of staff, then <b>all files</b> are reviewed).</p> <p>Providers must ensure staff and subcontractors meet expectations around continuous professional development by attending required professional development opportunities sponsored by The Trust or other entities. The Trust provides a list of available PD offerings where expectations for specific staff are identified. <a href="#">Find list of trainings per initiative here</a></p>	Of files reviewed- 80-99% of staff attended all required /professional development opportunities as required	3	
		Of files reviewed -80-99% of staff attended at least half of required professional development opportunities as required	2	
		Of files reviewed -60-79% of staff attended all required /professional development opportunities as required	2	
		Of files reviewed - Less than 60% of staff attended all required professional development opportunities as required	1	
	<p><b>Staff Supervision</b></p> <p>Timing: Item will be reviewed during <b>one to four-month</b> review</p> <p>The organization should have a written supervision policy or plan that includes staff observation and regular feedback. Evidence of the plan/policy being implemented must be provided.</p> <ul style="list-style-type: none"><li>PM reviews the organization’s policy or plan.</li><li>PM reviews documentation of regular individual or group supervision. Documentation <u>may</u> include (but is not limited to):<ul style="list-style-type: none"><li>Written goals, agendas/minutes, sign-in sheets, evidence of regular supervision and observation feedback</li></ul></li></ul>	There is a staff supervision plan that includes staff observation and regular feedback, and there is evidence of the plan being implemented consistently	4	3
		There is no staff supervision plan, however, there is evidence of regular supervision including staff observation and feedback	3	
		There is a staff supervision plan that includes staff observation and regular feedback; however, there no evidence of the plan being implemented consistently	2	
		There is no staff supervision plan that includes staff observation or regular feedback	1	



## Service Delivery

The following guidelines are to be used by the Program Manager when observing providers' implementation of activities during site visits (these are separate and complementary to the Content Area Team (CAT) observations). The items below are applicable to all programs unless specified otherwise.

- **School year or year-round programs** will have one observation between **months one and four**. PM should visit different sites during subsequent review periods (if applicable).

PM is expected to observe **one** activity for its full duration for **all programs**. For **K-5 programs**, two of the following activities should be observed: Fitness, Literacy, and Homework.

**EACH OBSERVATION WILL BE ENTERED AS A SEPARATE ASSESSMENT IN THE METRICS WEB-BASED SYSTEM.**

Item	Item Breakdown and Instructions	Answer Options	Value	
Contract Management Observation Guidelines	<b>Ratios and Group Size</b> YOUTH DEVELOPMENT PROGRAMS <ul style="list-style-type: none"><li>• Is the number of direct service staff assigned to the participants' supervision in alignment with the contracted staff/child ratios in the staffing table in the scope of services or in site table? (If children are divided into groups based on the activity, ratios can vary, but overall ratio expectation must be met.)</li><li>• Smaller ratios for inclusion of children with disabilities or for specific activities may be required based on the scope of services.</li><li>• Staff in direct care should be at least 18 years old.</li></ul> OTHER PROGRAMS Ratio/Group Size refers to the expectations included in the scope of services (staffing table) or in the specific Evidence Based Program (EBP) <ul style="list-style-type: none"><li>• Home Visiting/Individual services: Caseloads for home visitors/direct staff (this is part of a desk review instead of a direct observation)</li><li>• Parenting and Family Strengthening services: Refer to EBP table in the scope</li><li>• Group: Recommended group size and number of facilitators</li></ul>	The staff/participant ratios or group size are in accordance with the contracted scope of services or best practices	4	2
		The staff/participant ratios or group size are not in accordance with the contracted scope of services or best practices	1	
		N/A- Unable to determine appropriate staff/participant ratio	0	
	<b>Activities Delivered as Contracted</b> Considers whether the schedule of activities observed aligns with the overall description (including fidelity to EBPs or curricula being implemented), frequency, and intensity proposed in the scope of services. <ul style="list-style-type: none"><li>• PM requests schedule per group prior to the site visit<ul style="list-style-type: none"><li>○ Check schedule to ensure it aligns with the activities' frequency and intensity in the scope of services (If applicable)</li></ul></li><li>• Observation during the site visit:<ul style="list-style-type: none"><li>○ Was the activity description aligned with what was observed?</li><li>○ Did the activity meet the expected intensity? Did it start and end on time?</li><li>○ Did the activity appear to be delivered with fidelity to evidence-based practices/strategies and/or curricula as found in the scope of services?</li></ul></li></ul>	Activities observed were delivered as contracted	4	3
		As compared to the scope of services, activities observed were delivered with some inconsistencies	2	
		Activities observed were not delivered as contracted	1	
		N/A – Does not apply to Family Strengthening Programs	0	
	<b>Staff/Facilitator Knowledge and Preparation</b> Considers whether the observed staff/facilitator has the content knowledge necessary to deliver the material effectively and is able to facilitate the session as well as the participants' understanding of the content covered. <ul style="list-style-type: none"><li>• PM should consider the following during the activity observation:<ul style="list-style-type: none"><li>○ Did the facilitator/staff seem knowledgeable on the subject matter?</li><li>○ Did the facilitator/staff clearly relate activity to session content?</li></ul></li></ul>	Staff/facilitator appeared knowledgeable and prepared	4	2
		Staff/facilitator appeared knowledgeable but was unprepared	2	
		Staff/facilitator did not appear knowledgeable and was unprepared	1	
		N/A – Does not apply to Family Strengthening Programs	0	



CAT Observations	<ul style="list-style-type: none"> <li>Did the facilitator ensure participant understanding and find alternative/creative ways to explain concepts to facilitate participants understanding?</li> </ul>			
	<b>Materials</b> Considers whether there are developmentally appropriate and culturally sensitive materials available to all participants. <ul style="list-style-type: none"> <li>PM should consider the following during the activity observation:               <ul style="list-style-type: none"> <li>Did the staff have all materials needed for the session to begin? Examples may include audio/visual equipment, handouts, supplies, toys, etc. Were there sufficient materials for all participants?</li> <li>Were the materials in good condition?</li> </ul> </li> <li>Were the materials developmentally appropriate? (If applicable) Were the materials reflective of the population being served and culturally sensitive? Were the materials available in the participants' preferred language? (If applicable)</li> </ul>	Materials used during the observed activity were adequate (amount, characteristics, quality)	4	1
		Materials used during the observed activity were inadequate (amount, characteristics, quality)	1	
		N/A - Materials are not required	0	
	<b>Staff-Participant Interactions</b> Considering questions related to the staff/facilitator's familiarity with participants, verbal communication and non-verbal cues that facilitate interaction and support participant active engagement, interaction with children with disabilities, and cultural competency. <ul style="list-style-type: none"> <li>During the observation, PM must identify the main facilitator/direct care staff person and consider the following questions:               <ul style="list-style-type: none"> <li>Did the facilitator address participants by their names?</li> <li>Did the facilitator make eye contact with the participants?</li> <li>Did the facilitator frequently engage participants in conversation, such as by asking open-ended questions? Did participants have the opportunity to express their ideas or concerns freely without judgment or criticism?</li> <li>Did the facilitator praise the participants or use other positive reinforcement?</li> <li>Did the facilitator make accommodations for participants with disabilities that allowed them to fully participate in activities?</li> <li>Was there a good balance between facilitator-led activities and participant-led activities? (For YD6-12 and PAR programs) Was the staff encouraging and did they provide direction for youth/parents to take lead roles in activities?</li> </ul> </li> <li>Did the facilitator conduct the session in the group's preferred language? (If applicable)</li> </ul>	The interactions between the staff leading the observed activity and the participants were positive and all participants were fully engaged during the session	4	3
		The interactions between the staff leading the observed activity and the participants were positive; however, participants did not appear to be fully engaged during the session	2	
		The interactions between the staff leading the observed activity and the participants were not always positive and participants appeared disengaged during the session.	1	
		N/A – Does not apply to Family Strengthening Programs	0	
	<b>Environment</b> Considers aspects of the physical environment such as noise level, lighting and temperature, as well as accessibility for children and families with physical disabilities. APPLICABLE TO ALL PROGRAMS EXCEPT HOME VISITING <ul style="list-style-type: none"> <li>PM should consider the following during the activity observation:               <ul style="list-style-type: none"> <li>Were the noise level, lighting and temperature comfortable? Was the site accessible for children and families with physical disabilities?</li> </ul> </li> <li>Were the indoor and outdoor areas clean?</li> </ul>	The environment was comfortable (i.e., noise level, lighting and temperature) and conducive to learning	4	1
		The environment was comfortable; however, there were environmental elements that affected the quality of the activity	2	
		The environment was uncomfortable and hindered the quality of the activity	1	
		N/A – Services are provided at participant's home.	0	
		N/A – Does not apply to Family Strengthening Programs	0	
	<b>Content Area Team Observation(s) results:</b> Content Area Teams (CATs) are formed by a mix of Program Managers, Research & Evaluation Analysts and External Observers who have been trained as reliable external assessors on initiative specific observation tools. CAT members complete activity observations during months four and eight of the contract year. The results from one or more CAT observation(s) are averaged and used to select the appropriate response for this item.	CAT Observation(s) average score is 4.5 or higher	4	30
		CAT Observation(s) average score is between 3.5 and 4.4	3	
		CAT Observation(s) average score is between 2.5 and 3.4	2	
		CAT Observation(s) average score is below 2.5	1	

		N/A – Program does not have an initiative specific activity observation tool at this time	0	
Program Collects and Uses Participant Feedback for Continuous Learning and Program Development	<p><b>The organization should have a systematic way of collecting input from program participants and using this feedback in a systematic way to improve programming. Evidence of this process must be provided.</b></p> <ul style="list-style-type: none"> <li>PM reviews the organization’s methods for collecting participant feedback, and then, through conversation and documentation review, gathers information about how the organization uses this input to make changes and improvements to the program. Potential methods and documentation may include: <ul style="list-style-type: none"> <li>Surveys (periodic and/or at program exit/completion), suggestion boxes, participant meeting or focus groups, communication with parents, program exit interviews, community needs assessments</li> <li>Reports or summaries of results of participant input, board updates on participant input, staff meeting discussions about participant input</li> </ul> </li> </ul>	There are well-established, routinely-administered methods for collecting input from program participants, and there is evidence that the organization regularly and formally uses participant feedback for program development or improvement.	4	3
		There are some methods for collecting input from program participants, and there is evidence that the organization uses participant feedback for program development or improvement.	3	
		There are some sporadic methods for collecting input from program participants, but there is minimal or no evidence that the organization uses participant feedback for program development or improvement.	2	
		There are no established methods for collecting input from program participants, and the organization does not use participant feedback for program development or improvement.	1	
Screenings and Timely Referrals	<p><b>Completion of participants’ screenings is in line with the Scope of Services</b>  Applicable to: School health and Parenting programs as applicable.  Calculated using the screenings and referral information available in Health Master for BMI and Vision reports.</p> $\frac{\text{Actual number of participants screened}}{\text{Number of participants expected to be screened}}$	100% of participants expected to be screened were screened	4	6
		85-99% of participants expected to be screened were screened	3	
		70-84% of participants expected to be screened were screened	2	
		Less than 70% of participants expected to be screened were screened	1	
		N/A: Program is not required to screen participants	0	
	<p><b>Programs are expected to complete referrals in line with the Scope of Services</b>  Applicable to: School health programs  Calculated using referral information from BMI and Vision screening reports</p> $\frac{\text{Number of participants with complete referrals}}{\text{Number of participants referred}}$	100% of participants needing to be referred were referred on a timely manner	4	3
		85-99% of participants needing to be referred were referred on a timely manner	3	
		70-84% of participants needing to be referred were referred on a timely manner	2	
		Less than 70% of participants needing to be referred were referred on a timely manner	1	
		N/A: Program not required to screen participants – Unable to measure item at this time	0	
		N/A: Not a Youth Development program	0	



## Program Data Quality

The following items are applicable to all programs and reviewed throughout the contract year, unless specified otherwise.

Item	Item Breakdown and Instructions	Answer Options	Value	Weight
Quality of participant demographic data entered in the Trust electronic reporting system	<b>Electronic participants' demographic data entered in Trust Central <u>matches</u> the data available in the participants' registration form in the participants' physical/electronic files.</b> Applicable to: All programs collecting and reporting participant demographics. Item reviewed through participant file review during site visits: Review of ten participant files (15 files if program serves more than 200 participants). <ul style="list-style-type: none"><li><b>School year</b> and <b>year-round</b> programs: File review during site visit takes place between months <b>one and four</b> of the contract year. <u>If issues are identified (13% or more data errors)</u>, review is completed again between months four and eight.</li><li>For the <b>summer</b> portion of <b>school year and summer</b>, and <b>summer only</b> programs, this review takes place between the months of June and July.</li><li>PM checks the demographic fields in the participant's registration form/electronic file against the demographic fields in Trust Central.</li></ul> Calculation: $\frac{\text{Total \# of demographic fields entered correctly}}{\text{Total number of possible demographic fields}}$ <b>For Benefit enrollment Programs:</b> <ul style="list-style-type: none"><li>PM selects 20 cases with mixed applicants' type and disposition status</li></ul> Calculation: $\frac{\text{Families who have at least one child in household}}{\text{Total number of families being served}}$	96-100% of participant demographics match data entered in the system	4	2
		88-95% of participant demographics match data entered in the system	3	
		81-87% of participant demographics match data entered in the system	2	
		80% or less of participant demographics match data entered in the system	1	
		N/A – Provider does not enter demographics at the participant level	0	
		N/A – Provider is not expected to enter demographics at this time	0	
Quality of program participant data entered in the Trust electronic reporting system	<b>Electronic program participants' data entered in the electronic reporting system <u>matches</u> the data available in the participants' physical/electronic files or in other participant attendance records.</b> Applicable to: All programs collecting and reporting participant attendance. Item reviewed through participant file review during site visits: Review of ten participant files (15 files if program serves more than 200 participants). <ul style="list-style-type: none"><li><b>School year</b> and <b>year-round</b> programs: File review during site visit takes place during months <b>one and four</b> of the contract year. <u>If issues are identified (13% or more data errors)</u>, review is completed again between months four and eight.</li><li>For the <b>summer</b> portion of <b>school year and summer</b>, and <b>summer only</b> programs, review is completed between June and July.</li></ul> <b>For programs entering attendance data by participant:</b> <ul style="list-style-type: none"><li>PM checks the attendance records in the participant's file (or any other attendance records kept by the provider) against Units of Service in Trust Central while at the site visit.</li></ul> <b>For programs entering group attendance:</b> <ul style="list-style-type: none"><li>PM checks the attendance records in file (or any other attendance records kept by the provider) against the numbers registered in Trust Central.</li></ul>	96-100% participants' attendance data match attendance entered in the system	4	2
		88-95% of participants' attendance data match attendance entered in the system	3	
		81-87% of participants' attendance data match attendance entered in the system	2	
		80% or less of participant attendance data match data entered in the system	1	

		<p>Calculation:</p> <div> <div>Total # of attendance fields entered correctly</div> <div>Total number of possible attendance fields</div> </div>	N/A – Provider does not enter participant attendance	0	
			N/A – Provider is not expected to enter participants' attendance at this time	0	
	<b>Quality of participant outcome data entered in the Trust electronic reporting system</b>	<p><b>Electronic participants' outcome data entered in SAMIS <u>matches</u> the testing/outcome data available in the participants' physical/electronic files.</b></p> <p>Applicable to: All programs collecting and reporting participant outcome data.</p> <p>Item reviewed through participant file review during site visits:</p> <ul style="list-style-type: none"> <li><b>School year</b> and <b>year-round</b> programs: File review during site visit takes place during months <b>one and four</b> of the contract year. <u>If issues are identified (13% or more data errors)</u>, review is completed again between months four and eight.</li> <li>For the <b>summer</b> portion of <b>school year and summer</b>, and <b>summer only</b> programs, this review takes place between the months of June and July.</li> </ul> <p><b>For programs entering outcome data by participant:</b></p> <ul style="list-style-type: none"> <li>PM checks the outcome records in the participant's file against the Participant Input screen in Trust Central.</li> </ul> <p><b>For programs entering group outcome data (GroupPM):</b></p> <ul style="list-style-type: none"> <li>PM checks the outcome data on file against the numbers in the Participant Input screen in Trust Central.</li> </ul> <p><b>For Benefits Enrollment programs:</b></p> <p>PM reviews the Insurance Enrollment Activities report: There must be evidence that the application was submitted. In addition, the submission date, type of application (KidCare, Medicaid, PEPW, and SNAP), confirmed status and disposition must correspond with the data entered in SAMIS.</p> <p>Calculation:</p> <div> <div>Total # of outcome/insurance fields entered correctly</div> <div>Total number of possible outcome fields/fields reviewed</div> </div> <p>•</p>	96-100% participants' outcome data match performance measures entered in the system	4	2
			88-95% of participants' outcome data match outcome data entered in the system	3	
			81-87% of participants' outcome data match outcome data entered in the system	2	
			80% or less of participants' outcome data match outcome data entered in the system	1	
			N/A – Provider does not enter participant outcome data	0	
			N/A- Outcome data not expected to be entered at this time	0	
	<b>Test Administration</b>	<p><b>Outcome measurement tools are administered as contracted</b></p> <p>Applicable to: all programs testing participants</p> <p>Review time: Item will be reviewed twice -One time during months <b>one and four</b> of the contract year and a second time by month ten for school year programs, and during month 12 for year-round programs.</p> <p>*21-22 Note: Calculations for this item will become available at the outcome level. (Exploratory phase: Not included in rating)</p> <p>Calculation:</p> <div> <div>Number of participants tested</div> <div>Total participants expected to be tested</div> </div>	100% or more of the expected participants have been tested	4	3
			90-99% of the expected participants have been tested	3	
			80-89% of the expected participants have been tested	2	
			Less than 80% of the expected participants have been tested	1	
			N/A: Program does not collect participant outcomes	0	



## Population Focus

Items will be reviewed twice: One time during months four and eight of the contract year and a second time during months eight and twelve, with continued follow up if needed

Item	Item Breakdown and Instructions	Answer Options	Value	Weight
Expected Inclusion of Children and Youth with Disabilities	<b>The actual percentage of children/youth with disabilities (CWD) being served is in line with the contracted in the Scope of Service</b> Applicable to: Youth Development, Parenting, Family Strengthening and Family and Neighborhood Supports programs.  Calculation: <ul style="list-style-type: none"><li>Youth Development programs: <math display="block">\frac{\text{Actual \% of CWD recruited}}{\text{Contracted \% of CWD to be served}}</math></li><li>Family and Neighborhood Supports, Parenting and Family Strengthening programs: <math display="block">\frac{\text{Actual \% of families with CWD recruited}}{\text{Contracted \% of families with CWD to be served}}</math></li></ul> Note: If a program is contracted to serve 50% CWD or more, the number of CWD contracted will be used instead of actual % of CWD recruited	Provider recruited 100% or more of the contracted percentage of families/children/youth with disabilities	4	4
		Provider recruited 85- 99% of the percentage of families/children/youth with disabilities contracted to be served	3	
		Provider recruited 70- 84% of the percentage of families/children/youth with disabilities contracted to be served	2	
		Provider recruited less than 70% of the percentage of families/children/youth with disabilities contracted to be served	1	
		N/A: No target for % of families/children/youth with disabilities to be served	0	
	<b>Engagement of CWD served by the program</b> (Exploratory phase: Not included in rating) Applicable to: Youth Development Programs  Calculation: $\frac{\text{Average of days/sessions attended by CWD}}{\text{Average of contracted days/sessions CWD were expected to attend}}$	Engagement of CWD is 100% or higher	4	0
		Engagement of CWD is from 90- 99%	3	
		Engagement of CWD is from 80- 89%	2	
		Engagement of CWD is lower than 80%	1	
		N/A: Not a Youth Development program	0	
	<b>Outcome achievement of CWD served by the program</b> (Exploratory phase: Not included in rating) Applicable to: Youth Development programs  Calculation: $\frac{\text{\% of CWD meeting the outcomes}}{\text{\% of CWD expected to meet the outcomes}}$	Outcome achievement for CWD is 100% or more of the outcome target	4	0
		Outcome achievement for CWD is 90-99% of the outcome target	3	
		Outcome achievement for CWD is 80-89% of the outcome target	2	
		Outcome achievement for CWD is less than 80% of the outcome target	1	
		N/A: Not a Youth Development program	0	



## Program Participation

Item	Item Description and Instructions	Answer Options	Value	Weight
Service Utilization OR Recruitment	<p>Applicable to: All programs implementing attendance-based activities.</p> <p><b>Service Utilization: Services offered are being utilized by participants</b></p> <ul style="list-style-type: none"><li>For K-5 school-year and summer programs: <math display="block">\frac{\text{Average number of slots filled by day}}{\text{Total number of contracted slots}}</math></li><li>For 6-12 programs: <math display="block">\frac{\text{Total number of hours utilized by all participants}}{\text{Total number of contracted hours for all participants}}</math></li></ul> <p><b>Recruitment: Number of participants/families recruited is in line with number of participants/families contracted</b></p> <ul style="list-style-type: none"><li>For Family and neighborhood Supports, Parenting, Family Strengthening : <math display="block">\frac{\text{Number of participants/families recruited}}{\text{Number of participants/families expected to be recruited}}</math></li></ul>	Service utilization/Recruitment is 100% or higher	4	4
		Service utilization/Recruitment is from 90- 99%	3	
		Service utilization/Recruitment is from 80- 89%	2	
		Service utilization/Recruitment is less than 80%	1	
		N/A- Item does not apply to activity type	0	
Engagement	<p><b>Average participant attendance is in line with expected attendance</b></p> <p>Applicable to: All programs that implement attendance-based activities.</p> <p>Review time: Item will be reviewed throughout the contract year.</p> <p>Calculation: <math display="block">\frac{\text{Average of days/sessions/hours attended by all participants}}{\text{Average of contracted days/sessions/hours participants were expected to attend}}</math></p>	Engagement is 100% or higher	4	4
		Engagement is from 90- 99% of engagement	3	
		Engagement is from 80- 89% of engagement	2	
		Engagement is lower than 80%	1	
		N/A: Program does not implement attendance-based activities	0	
		N/A: Item does not apply to activity type	0	
Retention	<p><b>Contracted Number of Participants are Receiving Contracted Number of Sessions</b></p> <p>Applicable to: Programs that implement attendance-based activities (except K-5 school-year and summer programs).</p> <p>Review time: For rolling enrollment programs, item will be reviewed throughout the contract year; for year-round programs, item will be reviewed during months eight and twelve.</p> <p>Calculation: <math display="block">\frac{\text{Total participants/families meeting the expected number of sessions/hours}}{\text{Total participants/families contracted to be served}}</math></p>	Retention is 100% or higher	4	4
		Retention is 85- 99%	3	
		Retention is 70- 84%	2	
		Retention is lower than 70%	1	
		N/A: Program that does not implement attendance-based activities	0	
		N/A: Item does not apply to activity type	0	



## Participant Outcomes

Item	Item Description and Instructions	Answer Options	Value	Weight
Outcome Achievement	<b>Contracted proportion of participants served realize program benefits</b> Applicable to: all programs testing participants Review time: Item will be reviewed by month ten for school year programs and during month twelve (12) for year-round programs. For Benefits Enrollment programs this item will also be reviewed during month six. *21-22 Note: Calculations for this item will become available at the outcome level. (Exploratory phase: Not included in rating)  Calculation: <div><div>% of participants meeting the outcomes</div><div>% of participants expected to meet the outcomes</div></div>	Outcome achievement is 100% or more of the outcome target	4	4
		Outcome achievement is 90-99% of the outcome target	3	
		Outcome achievement is 80-89% of the outcome target	2	
		Outcome achievement is less than 80% of the outcome target	1	
		N/A: Program does not collect participant outcomes	0	
		N/A: Item does not apply at this time	0	

SAMPLE





**From:** [Rayshell Holmes](#)  
**To:** [Nick Maddox](#); [Rick Minor](#); [Carolyn Cummings](#); [Brian Welch](#); [Christian Caban](#); [David O'Keefe](#)  
**Cc:** [Cecka Rose Green](#); [Dailey, John](#); [Richardson, Curtis](#); [Williams-Cox, Dianne](#); [Porter, Jack](#); [Matlow, Jeremy](#); [Dr. Zandra Glenn](#); [Terrence Watts](#); [Paul Mitchell](#); [Carmen Conner](#); [Carolyn Cummings](#); [Rocky Hanna](#); [Darryl Jones](#); [Liza McFadden](#); [Judge Anthony Miller](#); [Mark O'Bryant](#); [Vince Long](#)  
**Subject:** CSC - MOU 2023  
**Date:** Monday, March 20, 2023 1:23:33 PM  
**Attachments:** [image001.png](#)  
[CSC - MOU 2023.pdf](#)

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On behalf of Commissioner Bill Proctor, please see the attachment.



M. Rayshell Holmes  
Commission Aide  
Office of Leon County Commissioner Bill Proctor  
301 South Monroe Street | Tallahassee, FL 32301  
(850) 606-5371 /work | (850) 606-5301 /fax  
[Holmesr@leoncountyfl.gov](mailto:Holmesr@leoncountyfl.gov)

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**Bill Proctor**  
**Commissioner • District 1**

March 20, 2023

Leon County BOCC  
Courthouse, 5<sup>th</sup> Floor  
301 South Monroe Street  
Tallahassee, FL 32301

Dear BOCC:

Our community has come to admire the hard work and tremendous efforts of the Children Services Council (CSC), its director, and its staff. The CSC track record valiantly demonstrates the herculean efforts of a small yet determined staff.

As such, I am pleased that Leon County and the City of Tallahassee will lend our talents and combined resources to the success of the CSC – a voter-approved entity. This MOU we enter, along with the City of Tallahassee, signals our uncompromising support of the CSC. Therefore, I strongly encourage that all vacant positions of the CSC are filled expeditiously so maximum delivery of services can be rendered.

With complete staffing CSC can meet the assessed needs, voters' expectations, and commitments made and projected to this community. The organizational chart of the CSC should be more than an unfilled hope. Again, I encourage that all vacancies are filled, especially given the millions of dollars already amassed to meet programmatic functions.

Finally, in earnest, I encourage our government to always maintain honor and faith with abiding love and charity for the mission of the Children Services Council. It is with unflinching resolve I endorse the MOU from Leon County with our CSC.

Sincerely,

A handwritten signature in black ink that reads "Bill Proctor".

Bill Proctor  
District 1

cc: Cecka Green, CSC Executive Director  
City of Tallahassee Commissioners  
CSC Council Members  
Vince Long, Leon County Administrator

Leon County Courthouse  
301 South Monroe Street, Fifth Floor  
Tallahassee, Florida 32301  
Email: [proctorb@leoncountyfl.gov](mailto:proctorb@leoncountyfl.gov)

*People Focused. Performance Driven*

(850) 606-5300  
FAX: (850) 606-5300

**PROGRAM SERVICES COMMITTEE REPORT PULLED FROM  
CONSENT AGENDA.**

**(Original follows this page.)**

**PLEASE SEE HANDOUT FOR REVISED SOWs FOR REVIEW,  
DISCUSSION AND APPROVAL.**



## **Program Services Committee Report**

### **Thursday, March 23, 2023**

The Committee met on Thursday, March 2, 2023, at 5:00 p.m. the CSC Leon Office.

#### **Committee Members present:**

- Mr. Darryl Jones, School Board Member, Committee Chair
- Dr. Zandra Glenn, Community Member, Council Chair
- Mrs. Carmen Connor, Community Member
- Mrs. Liza McFadden, Community Member

Mr. Mark O'Bryant was absent due to a previous engagement.

#### **Presentation**

The Committee first heard from Ellen Piekalkiewicz, Director of the Center for the Study and promotions of Communities, Families and Children, and Tai Cole, Assistant Director of Rebound & Recovery, Curriculum Developer, both from the College of Social Work at Florida State University (FSU). They presented "Rebound & Recovery," which is a cognitive behavioral resiliency intervention program for children in early childhood through adolescence. The program, through the training of educators and those working with children, teaches what their emotions are, how they are connected to thoughts and action, and how to children can regulate their emotions while understanding and reframing their thoughts, thereby improving their ability to achieve academic success.

#### **Panel and Discussion**

Additionally, the Committee heard from a panel of early learning professionals representing both public- and private-sector providers, as follows: Mrs. Rita Brown, Director/Principal, Brownsville Preparatory Institute; Kimberly Sineath, Senior Director, The Learning Pavilion (nonprofit); Roy Keister, Owner, Scottsdale Academy; and Tomica King Jackson, CEO, Our Blessings Early Learning Center. Additionally in attendance were Kristine Parker, Family Services Supervisor, Early Learning Coalition of the Big Bend; and Brooke Brunner, Director of Early Childhood Programs, Leon County Schools. The panel provided their perspectives regarding what is needed in Leon County to help bolster the availability of high-quality early learning options for parents and caregivers. Subsequently, the Committee engaged in a robust discussion regarding possible strategies the Council could champion to infuse funding into the area in a meaningful and impactful way.

#### **Family Support Services (FSS) Strategic Framework**

Staff provided an update on the FSS statements of work (SOWs) along with discussion points for Committee Members to review and provide feedback directly to staff via email. The feedback will be used to complete the draft SOWs, provide the drafts via email to Committee members for review and

edits, and then, submitting the finalized drafts to the full Council on the consent agenda on March 23, 2023.

Also, there was discussion on the process to approve the SOWs for program procurements; as such, the Committee directed staff to provide a draft of a Program Procurement Approval Process for review.

### **Committee Recommendations**

The Program Services Committee recommends the following be presented to the full Council for review and approval:

1. Council approval (via the consent agenda) of the draft SOWs for the procurement of programs for Family Resource Centers (ITN), Family Strengthening/Parent Education (RFP) and Mentoring Programs (RFA).

**TO: CSC Leon Council Members**

**FROM: Mr. Darryl Jones, Chair, CSC Leon Program Services Committee**

**RE: Statements of Work (SOWs) for Family Support Services (FSS) Strategic Framework**

**DATE: March 23, 2023**



The correspondence regards the draft Statements of Work (SOWs) for the Family Support Services (FSS) Strategic Framework for FY 2023-2025.

All members of the Program Services Committee have had the opportunity to review the attached SOWs for strategies and the associated procurement methods, as follows:

1. **Family Resource Centers** – Invitation to Negotiate (ITN);
2. **Family Strengthening/Parent Education** – Request for Proposals (RFP); and
3. **Mentoring Programs** – Request for Applications (RFA).

The Committee received the initial drafts and was provided multiple opportunities to submit edits, input and other feedback, with the final drafts included in the Consent Agenda for today's full Council meeting. As such, on behalf of the Program Services Committee, I request that the Council approve these SOWs in conjunction with the other items on the Consent Agenda, thereby allowing staff to move forward with issuing the corresponding procurements on Monday, March 27, 2023.

Thank you.







### **Family Supports Funding Opportunity Overview**

The Children's Services Council of Leon County (CSC Leon) seeks to fund very specific program types under the "Family Supports" category beginning on August 1, 2023. The objective of these funding opportunities is to invest in a variety of programs that reach children, youth and families in their neighborhoods to promote connectivity, facilitate access to resources and increase family functioning.

These are long-term funding opportunities that cross priority areas, are informed by the 2022 Community Needs Assessment, and reflect input from the recent Family Listening Sessions. There is a strong focus on using research-informed programs, best practices, and quality standards. These funding opportunities also will allow for *some* "grassroots" programs to build their evidence.

Below are summaries of three procurements currently scheduled for release on Monday, March 27, 2023. These opportunities were included in the strategic framework approved by the CSC Leon Governing Council in February 2023. Additional opportunities will be released in the future. Following the summaries are brief descriptions of the Results Based Accountability Framework that CSC Leon will use to determine and measure program effectiveness, general information on the scoring matrix for proposals, and a note about capacity-building services.

#### ***I. Family Resource Center Management***

CSC Leon seeks to release an Invitation to Negotiate (ITN) to select a single entity to establish and manage Family Resource Centers (FRCs) located in targeted neighborhoods. FRCs operate using a set of nationally recognized standards that focus on collaborating with families to solve problems utilizing a strengths-based approach and serve as a resource hub where families can access formal and informal supports to promote their health and well-being. Core service provision will rely on community partnerships to ensure availability at commencement of an FRC opening and throughout its operation.

This initial contract (August 1, 2023 – September 30, 2025) will focus on the creation of the FRC infrastructure and establishment of three locations. One FRC will be co-located adjacent to the CSC Leon main office. Upon successful implementation, subsequent contracts may include the creation of additional FRCs as needed. A draft "statement of work (SOW)" is attached (Exhibit 1).

*Eligibility:* The successful vendor will have at least five (5) years of experience managing FRCs utilizing national standards and demonstrate evidence of community partnerships.

*Budget Impact:* \$4 million over three fiscal years.

*Timeline:* All proposals received in response to this ITN will be evaluated using a three-step process. First, CSC Leon staff will conduct an initial eligibility check based on the factors listed above. Second, members of a local community impact panel will evaluate the written proposals against published evaluation criteria to establish a competitive range of proposals reasonably susceptible of award and

make a recommendation for one or more proposals within the competitive range with which to commence negotiations. Third, members of a negotiation team will conduct oral interviews with each of the short-listed proposals, may engage in negotiations, and ultimately make the recommendation for a single award. The CSC Leon Governing Council will make the final decision of award.

The timeline for the Family Resource Center Management Invitation to Negotiate is listed below.

ACTIVITY	DATE(S)
Release Procurement	Monday, March 27
Informational Webinars	Friday, March 31
Protective Factors Framework (in-person) Training	Tuesday, April 11 (PM) or Wednesday, April 12 (AM)
Written Question Deadline	Friday, April 14
Answers to Questions Posted	Tuesday, April 18
Proposals Due	Monday, May 8
First-Round Evaluations Complete	Friday, May 12
Evaluation Results (Public Meeting) & Strategy Session	Monday, May 15
Call Backs	Tuesday-Wednesday, May 23-24
Best & Final Due	Tuesday, May 30
Final Evaluation Results (Public Meeting)	Thursday, June 1
Intent to Award Issued by Council	Thursday, June 15
Contracts Approval by Council	Thursday, July 20
Anticipated Contract Start Date	Tuesday, August 1
Renewal Eligibility Assessment	Thursday, July 7, 2025
Initial Contract End Date	Tuesday, September 30, 2025

## ***II. Family Strengthening and Parent Education Programs***

CSC Leon seeks to release a Request for Proposals (RFP) to support the implementation or expansion of multiple programs designed to promote protective factors, increase family self-sufficiency and prevent child maltreatment. These voluntary programs are designed to help families develop and maintain stable and nurturing caregiver-child relationships; learn effective and appropriate parenting skills to support child development and improve child behavior; enhance family communication and conflict resolution skills; and provide caregivers with social supports and linkages to existing community resources.

The initial contracts (August 1, 2023 – September 30, 2025) will focus on the implementation of new or expansion of existing Family Strengthening and Parent Education Programs. The majority of funds will support “research-supported” programs that can demonstrate evidence of effectiveness. The remaining funds will be available to build the evidence of existing “grassroots” programs. There is no minimum or maximum amount to request; however, proposals will be required to include a “cost per family” calculation to demonstrate a common measure for cost-benefit analysis. This is a simple calculation that divides the total investment amount by the proposed number of families to serve. Renewals will be

based on effectiveness of reaching specific goals outlined in the attached draft “statement of work (SOW)” (Exhibit 2).

*Eligibility:* The successful “research-informed” programs will have at least three (3) years of experience managing Family Strengthening and Parent Education Programs in diverse settings and demonstrate evidence of effectiveness. The successful “grassroots” programs will have at least five (5) years of experience serving families in Leon County, submit a logic model for the program, and provide some evidence that the existing program produces measurable outcomes.

*Budget Impact:* \$2.4 million over three fiscal years.

*Timeline:* All proposals received in response to this RFP will be evaluated by a two-step process. First, CSC Leon staff will conduct an initial eligibility check based on the factors listed above. Second, members of a local community impact panel will evaluate the written proposals against published evaluation criteria, host provider presentations and make recommendations for a competitive range of proposals reasonably susceptible of award. The CSC Leon Governing Council will make the final decision of award.

The timeline for the Family Strengthening and Parent Education Programs Request for Proposals is listed below.

ACTIVITY	DATE(S)
Release Procurement	Monday, March 27
Informational Webinar	Friday, March 31
Protective Factors Framework (in-person) Training	Tuesday, April 11 (PM) or Wednesday, April 12 (AM)
Written Question Deadline	Friday, April 14
Answers to Questions Posted	Tuesday, April 18
Proposals Due	Monday, May 8
Provider Presentations	Wednesday-Friday, May 10 - 12
Evaluations Complete	Friday, May 19
Evaluation Results (Public Meeting)	Thursday, May 25
Statements of Work Approved by Council	Thursday, June 15
Anticipated Contract Start Date	Tuesday, August 1
Renewal Eligibility Assessment	Monday, April 7, 2025
Initial Contract End Date	Tuesday, September 30, 2025

### **III. Youth Mentoring Programs**

CSC Leon seeks to release a Request for Applications (RFAs) to support the implementation or expansion of mentoring programs designed to promote positive youth development through the intentional pairing of youth with caring, non-parental adults in a mentoring relationship. It is the intent of this procurement to fund programs that demonstrate capacity to incorporate very specific standards associated with positive outcomes. These voluntary programs may be designed to prevent juvenile crime and recidivism, foster academic achievement, encourage positive peer relationships and healthy behaviors, and support

youth with specific severe needs, such as those struggling with mental health challenges or those who are victims of commercial sexual exploitation. Programs that focus on youth violence prevention will be prioritized.

The initial contracts (August 1, 2023 – September 30, 2024) will focus on the implementation of new or expansion of existing Youth Mentoring Programs. There is no minimum or maximum amount to request; however, proposals will be required to include a “cost per child/youth” calculation to demonstrate a common measure for cost-benefit analysis. This is a simple calculation that divides the total investment amount by the proposed number of children/youth to serve. Renewals will be based on effectiveness of reaching specific goals outlined in the attached draft “statement of work (SOW)” (Exhibit 3).

*Eligibility:* The successful applicant will have at least three (3) years of experience providing youth mentoring services, submit a logic model for the program, and provide some evidence that the existing program produces measurable outcomes.

*Budget Impact:* \$1 million over two fiscal years.

*Timeline:* All proposals received in response to this RFA will be evaluated by a two-step process. First, CSC Leon staff will conduct an initial eligibility check based on the factors listed above. Second, members of a local community impact panel will evaluate the written proposals against published evaluation criteria, host provider presentations and make recommendations for a competitive range of proposals reasonably susceptible of award. The CSC Leon Governing Council will make the final decision of award.

The timeline for the Youth Mentoring Request for Applications is listed below.

ACTIVITY	DATE(S)
Release Procurement	Monday, March 27
Informational Webinar	Friday, March 31
Written Question Deadline	Friday, April 14
Answers to Questions Posted	Tuesday, April 18
Proposals Due	Monday, May 8
Provider Presentations	Wednesday-Friday, May 10 - 12
Evaluations Complete	Friday, May 19
Evaluation Results (Public Meeting)	Thursday, May 25
Statements of Work Approved by Council	Thursday, June 15
Anticipated Contract Start Date	Tuesday, August 1
Renewal Eligibility Assessment	Wednesday, August 7, 2024
Initial Contract End Date	Monday, September 30, 2024

#### **IV. Results Based Accountability Framework Overview**

CSC Leon is using Results Based Accountability (RBA) as its framework to determine and measure program effectiveness. Preliminary background information on this approach is included below. Results Based Accountability Framework (Friedman, 2015) provides organizations with the tools to achieve sustained, community-wide and program-based improvements in child and family well-being to achieve collective impact. Collective impact includes sharing results, data, strategies, best practices, and mutual accountability (Kania & Kramer, 2011). To achieve success, this process requires that leaders and program staff across agencies and sectors work together to achieve improved results. RBA provides a plain language framework comprised of two perspectives – population-level results and agency performance accountability. Population-level results, including those listed in the 2022 CSC Leon Needs Assessment, WILL NOT BE used for measuring individual program effectiveness. They will be used as long-term indicators of the collective investments made by CSC Leon.

Agency performance accountability, specifically those indicators included in the aforementioned exhibits, are divided into process measures and program outcomes, and WILL BE required for all CSC Leon-funded programs. The data collection required, along with mandatory site visits, will be used to answer three key questions: (1) How much did each program do? (2) How well did the program do it? And (3) Is anybody better off?

In-depth information on this approach will be provided to all funded programs following contract negotiations.

#### **V. Proposal Scoring Criteria**

CSC Leon will publish unique scoring criteria for each funding opportunity, but will use the following high-level categories, or sections, to determine scores:

- Relevant Experience, Financial Stability and Community Relationships (up to 15 points);
- Program Design, including target population description and staffing plan (up to 40 points);
- Program Evidence and Evaluation Plan (up to 20 points); and
- Budget Request, Narrative and Cost-Benefit Calculation (up to 25 points).

**Total points available: 100**

Each section of the evaluation will rate the quality of the proposal using this scale: excellent, good, moderate, marginal or poor. A description for each rating level is provided below. Then, reviewers will assign a numerical point value for that rating. Point value ranges for each rating vary by section (as highlighted on the previous page) and will be published in each of the final procurements.

Quality Rating	Description	Strengths Relative to Requirements	Weaknesses	Level of Confidence in Applicant
Excellent	Fully addresses all section requirements and meets or exceeds expectations for all elements.	Numerous strengths identified in proposal that align with this section.	None	Very High
Good	Fully addresses all section requirements and more than adequately meets the expectations for most elements.	Some strengths identified in proposal that align with this section.	Minor - not in key areas	High
Moderate	Addresses most of the section requirements and moderately meets the expectations for those elements.	Few strengths identified in proposal that align with this section.	Moderate - does not outweigh strengths	Moderate
Marginal	Addresses most of the section requirements but less than adequately meets the expectations for those elements.	Minimal strengths identified in proposal that align with this section.	Exist in key areas - outweighs strengths	Low
Poor	The response meets little to none of the RFP requirements. Fails to address the section requirements and fails or minimally meets the expectations for most elements.	No clear strengths identified in proposal that align with this section.	Significant and numerous	No Confidence

## VI. *Capacity Building Services*

CSC Leon will provide direct application assistance through the provision of select training opportunities listed in the timeline above. Participation is not mandatory, but strongly encouraged. Registration details for these events will be found on the CSC Leon website. Applicants are also permitted to submit questions directly to [procurement@cscleon.org](mailto:procurement@cscleon.org) by no later than 5:00 p.m. on Friday, April 14, 2023. All questions and answers will be posted on the CSC Leon website by the date and time indicated in the above timelines.

Finally, CSC Leon contracted with United Partners for Human Services (UPHS) and the Institute for Nonprofit Innovation and Excellence (INIE) to provide direct training and coaching assistance throughout the application process at no cost to the applicant. **You do not have to be a member of UPHS or INIE to access these opportunities.** Please contact a member of the UPHS or INIE team to learn more.

**EXHIBIT 1**  
**FAMILY RESOURCE CENTERS**  
**STATEMENT OF WORK**

**I. Background/Rationale**

The CSC Leon Needs Assessment (2022) identified the need for improved access to services, despite there being more than 1,000 providers servicing children, youth and families in Leon County. Due to access barriers, namely transportation, the true potential of many of these providers is not realized. Further, these barriers perpetuate inequities in the community and limit the affected community members from achieving their true potential. To enhance access to services and promote equity across Leon County, CSC Leon seeks to establish neighborhood hubs, or “Family Resource Centers,” as a solution to collocate services directly in neighborhoods to serve as one-stop shops for children and family services.

Family Resource Centers (FRCs) have gained national popularity as a promising practice to address and successfully divert the consequences of poverty. In summary, FRCs are place-based resource hubs where families can access formal and informal supports to promote their health and well-being. Services may include parent skills workshops, job training, substance abuse prevention, mental health services, housing support, crisis intervention services, literacy programs, referral services, and concrete supports such as food or clothing banks.

FRCs are distinct in that they are uniquely community-focused, are driven by family needs, and offer a multitude of programs and resources. They operate using a set of nationally recognized standards that focus on collaborating with families to solve problems utilizing a strengths-based approach instead of a risk-factor focus. Programming often focuses on a particular age group, such as parents of children ages birth to eight (8).

Evolving research and evaluation indicate that family resource centers are promising strategies for addressing such issues as:

- Child abuse and neglect
- Substance abuse
- Family violence
- Family instability
- Juvenile violence and crime
- Welfare to work/employment
- Community unity
- Family isolation
- Family and community health
- Educational outcomes

Not only can FRCs effectively address many societal issues related to poverty, but they can also result in significant long-term taxpayer savings. Case studies show that for every \$1 invested, up to \$3.65 is saved for the child welfare system in Orange County, CA, and every \$1 invested in an FRC in Teller County, CO,

resulted in \$2.92 of savings. A 2014 analysis found that the Alabama Network of FRCs provided a return on investment of \$4.93 per dollar spent to the State of Alabama (Omni, 2021).

To be most effective, FRCs should incorporate these nine “Best Practice” principles for Family Support:

1. Staff and families work together in relationships based on equality and respect.
2. Staff enhances families’ capacity to support the growth and development of all family members – adults, youth, and children.
3. Families are resources to their own members, to other families, to Programs, and to communities.
4. Programs affirm and strengthen families’ cultural, racial, and linguistic identities and enhance their ability to function in a multicultural society.
5. Programs are embedded in their communities and contribute to the community-building process.
6. Programs advocate with families for services and systems that are fair, responsive, and accountable to the families served.
7. Practitioners work with families to mobilize formal and informal resources to support family development.
8. Programs are flexible and continually responsive to emerging family and community issues.
9. Principles of family support are modeled in all Program activities, including planning, governance, and administration.

In addition, risk factors resulting from poverty can be counterbalanced by protective factors. Research shows that the Protective Factors Framework increase family stability, enhance child development, and reduce child abuse and neglect. For more information on the Protective Factors Framework, see <https://www.childwelfare.gov/topics/preventing/promoting/protectfactors/>.

It is the intent of this invitation to negotiate to identify a single entity to serve as the Managing Agency to establish and operate three (3) FRCs in Leon County which will offer “member” and “drop-in” services to include resource and referral to primary prevention and early intervention services, and, when appropriate, targeted case management or navigation services to children and families throughout Leon County. While the primary focus of the FRCs is families with young children, FRCs may serve all Leon County residents. Centers will be located in targeted zip codes and neighborhoods and conveniently located near public transportation.

## **II. Program Design**

Proposals for Family Resource Center Management are required to include the following components in their application for funding.

- A. **History:** provide thorough explanation of your organization’s history in the creation and management of Family Resource Centers; demonstrate use of national standards in practice.



- B. **Location:** identify up to four (4) feasible locations for two of the final FRCs, understanding that one of the three funding FRCs should be located in the property adjacent to CSC Leon; letters of support from nearby service providers and/or businesses are strongly encouraged; include detailed description of the neighborhood and why the proposed location is ideal for the creation of an FRC.
- C. **Timeline:** include a proposed timeline for securing locations, staff, partnerships, and resources, as well as targeted “open for service” dates for each location
1. CSC Leon expects, at minimum, that all three locations will be operational by no later than February 2025.
- D. **Hours:** list the hours of operation you anticipate offering as part of the FRC establishment and provide justification based on the needs of the local neighborhood, keeping in mind
- E. **Theory of Change/Logic Model:** explain how the program (services and activities) will result in the desired outcomes at the participant and community level. Ideally, this will draw on relevant research and theory, illustrating the validity of the program design and how the services align with local needs, contexts, and circumstances. A logic model can further illustrate this action by explaining the inputs, outputs, and short- and long-term outcomes that result from implementing the program.
- F. **Programming:** describe the plan for ensuring the following core services will be available at the FRCs at commencement and throughout the duration of the contract; clearly state if you or a community partner (for whom you have a letter of support from) will provide the service
1. Parent Education (such as classes, support groups, peer-to-peer)
  2. Child Development Activities (such as Play & Grow, Mommy & Me)
  3. Resource and Referral (links to community resources and services; may include targeted case management and/or navigation services, as appropriate)
  4. Drop-in Availability (a comfortable place for confidential conversations, neighbor-to-neighbor meetings)
  5. Peer-to-Peer Supports (such as support groups, mentoring)
  6. Life Skills Advocacy (such as anger management classes, communication skills, budgeting, cooking classes, etc.)
- \*Note, the entity selected for funding will be required to submit plans for expansion (later funding cycle) as part of one of its contract deliverables.
- G. **Ancillary Services:** identify ancillary services that will be available at the FRCs at commencement and/or throughout the duration of the contract (e.g., computing, printing, notary, etc.); provide justification for these services (required if seeking funding to support ancillary service implementation).
- H. **Advisory Council:** describe plan for the creation, support, and maintenance of a parent/family advisory council at each individual FRC; plans should include description of recruitment

activities, leadership development, member engagement and meeting facilitation.

- I. **High Quality Family Support Standards:** demonstrate knowledge of “model fidelity” adherence and/or plan to acquire the necessary training from the National Family Support Network and implement the standards over the course of the contract terms, including staff training.
- J. **Target Population:** identify how many unduplicated families (parents, youth, children) will be served by the FRC per year as a “drop in,” or “member;” describe in detail the population to be served, including primary language; identify the percent of families you will engage who reside in the targeted zip codes of 32301, 32303, 32304, 32305, and 32310.
  - 1. *Sample Recruitment Targets:*
    - i. 1,200 Parents/Caregivers including Teen Parents (to grow to 4,000 members per center by year three)
    - ii. 50 Youth (Middle to High School; to grow to 125 by year three)
    - iii. 50 Children (age birth through Elementary School; to grow to 125 by year three)
- K. **Program Recruitment:** provide a detailed a plan for recruitment and retention of FRC “members;” indicate prospective referral sources, follow up plans, enrollment processes, etc.
  - 1. Budget requests can include funding for marketing expenses and materials, as well as recruitment incentives and program enhancements to boost participation and engagement.
- L. **Participation Fees:** membership should be offered to families free of charge or very low cost. If fees are to be charged, a detailed explanation of what the fees cover and why must be included in the proposal.
- M. **Data Collection:** demonstrate capacity to adhere to each of the data collection requirements and corresponding performance indicators as listed below; include any justification for not being able to capture data requested and suggest alternatives, if applicable.
  - 1. Budget requests can include funding for data collection and entry.
  - 2. Proposals should anticipate the need for translation and interpreter services. CSC Leon will provide data collection forms in English and Spanish and incur translation costs for other languages on these materials should the need arise.
- N. **Staffing Plan:** provide a detailed staffing plan with job descriptions and qualifications to include a minimum of Director (oversees all centers), Center Managers, and at least two Service Coordinators (bilingual preferred); include training and background screening expectations.
  - 1. CSC Leon expects all employees of an FRC who will have direct contact with children, youth and families to submit to and pass (or clear) a Level 2 Background screen.

### III. Data Collection Requirements

The entity awarded the Family Resource Center Management contract is required to collect and report the following from all FRCs. All data must be input into SAMIS (tools and training will be provided):

- A. Basic demographic details for all children, youth and families “members” served.
  - 1. Programs will be required to gather demographic data to help CSC Leon better understand the types of children, youth and families accessing services including but not limited to age, grade, race, gender, zip code, and school.
- B. Participation Data
  - 1. Number of children/youth/parents “members” at the FRC
  - 2. Number of children/youth/parents “drop in” at the FRC
  - 3. Number, frequency, and types of activities and/or referrals completed/given, by member type (member vs drop in)
- C. FRC Activity Data
  - 1. Number of activities/events/programs conducted at the FRC.
  - 2. Number and types of community partnerships established.
  - 3. Other relevant information based on logic model.
- D. Family Functioning Assessments
  - 1. FRCs will be required to administer periodic Family Functioning assessments with FRC family “members” to measure gains in protective factors and family functioning resulting from their “membership” experience. The assessment tools must be administered at or near enrollment and then at six months and 18 months. The tools are validated survey instruments selected and provided by CSC Leon. All assessment tools and training will be provided after the award notification.
- E. “Member” Satisfaction Survey (using CSC Leon-provided questionnaire)
  - 1. To contribute to CSC Leon’s composite picture of program quality, FRCs will be required to administer a short satisfaction survey periodically based on FRC utilization by individual members to identify both program strengths and areas for improvement. Results will be accessible by the program to help improve quality and better meet the needs of families in the future.
- F. Community Partnership Satisfaction Survey (using CSC Leon-provided questionnaire)
  - 1. To contribute to CSC Leon’s composite picture of program quality, FRCs will be required to administer a short satisfaction survey periodically based on FRC utilization by partners to identify both program strengths and areas for improvement. Results will be accessible by the program to help improve quality and better meet the needs of families in the future.

#### **IV. Performance Indicators**

The entity awarded the Family Resource Center Management contract is required to collect data to meet the following process measures and outcomes.

### *Process Measures*

- A. FRC will meet or exceed its membership recruitment and retention goals each year (defined by program in program design, item I).
- B. 95% of family “members” will complete a Family Functioning Pre-Service Assessment within first two weeks of enrollment.
- C. 80% of family “members” who completed a Family Functioning Pre-Service Assessment will complete a second assessment six months later.
- D. 65% of family “members” who completed a Family Functioning six-month Assessment will complete a third assessment twelve months later.

### *Program Outcomes*

- E. 85% of family “members” who complete the Family Functioning Assessments at enrollment and six months will show gains in at least one subscale of the instrument.
- F. 85% of family “members” who complete the Family Functioning Assessments at enrollment and eighteen months will show gains in at least one subscale of the instrument.
- G. 90% of “members” indicate they are satisfied or highly satisfied with their FRC membership.
- H. 90% of community partners indicate they are satisfied or highly satisfied with their FRC partnership.

## **V. Reporting Requirements**

The entity awarded the Family Resource Center Management contract will be required to provide the following regular reports through a standardized template in SAMIS.

1. An “Implementation Status Report” is required on October 7, 2023, and then quarterly thereafter on the 7<sup>th</sup> of the January, April, July, October, January, and April. The report shall include, at minimum, a brief narrative on the status of location acquisition, staffing, community partnerships, services and membership. Additional elements may be required.
2. A “Data and Budget Report” is required on October 7, 2023, and then quarterly thereafter on the 7<sup>th</sup> of the January, April, July, October, January, April, and July. The report shall include, at minimum, a brief narrative, status report on data collection efforts, and overview of

expenditures from the reporting period. Additional elements may be required.

3. A “Monthly Membership and Activities Report” is due on the 7<sup>th</sup> of every month starting in March 2024. The report will include demographic data of children, youth and families served, number of meetings, number of events, types of supports provided, etc.
4. A “Renewal Eligibility Assessment” must be completed by no later than July 7, 2025. This assessment will include a program narrative, preliminary outcome findings, a SWOT analysis of the program, expansion plan, compliance with enhanced data collection and reporting requirements, and budget request for continued funding beyond September 30, 2025.
5. A “Final Report” is required by no later than October 15, 2025. The report shall include, at minimum, a complete program narrative, final distribution records, and a detailed expenditure report. Unspent funds are required to be returned to CSC Leon by no later than September 30, 2025, to avoid fines or exclusion from future funding opportunities. Funded entities may return the funds via mail postmarked by September 30, or place a sealed envelope clearly labeled with the entity’s name and contact person in the drop box at CSC Leon’s office located at 2002 Old St. Augustine Road, Suite A-50, Tallahassee, FL 32301.

**EXHIBIT 2**  
**FAMILY STRENGTHENING & PARENT EDUCATION**  
**STATEMENT OF WORK**

**I. Background/Rationale**

The CSC Leon Needs Assessment (2022) identified child maltreatment as an area of concern for Leon County. Despite a general downward trend in child abuse cases for children ages 5-11 beginning in 2006, the number of children in this age group who experienced child abuse in Leon County began increasing in 2018 and surpassed the state average in both 2020 and 2021. Equally troubling is the number of domestic abuse cases in Leon County. In 2020, this rate was approximately 40% higher than the state average. When witnessed by children, domestic abuse can result in lifelong trauma that can negatively impact brain development, physical and mental health, reduce cognitive abilities, weaken resiliency, and decrease self-esteem.

Family Strengthening and Parent Education programs are a proven approach to successfully addressing and preventing child maltreatment and resulting trauma. These are voluntary programs designed to promote protective factors that counterbalance risk factors. They accomplish this by helping families develop and maintain stable and nurturing caregiver-child relationships; learn effective and appropriate parenting skills to support child development and improve child behavior; enhance family communication and conflict resolution skills; and provide caregivers with social support and linkages to existing community resources. These programs can be implemented using various formats, including home- or center-based, one-on-one, or in a group setting.

Emphasizing protective factors instead of risk factors has been shown to be more effective for child maltreatment prevention and intervention strategies (Child Welfare Information Gateway, 2014). As such, it is the intent of this procurement to fund programs that demonstrate capacity to incorporate these elements into the proposed program.

- A. **Family-Centered Services:** Family-centered services are based upon the belief that the best place for children to grow up is in a family and the most effective way to ensure children's safety, permanency, and well-being is to provide services that engage, involve, strengthen, and support families. In practice, this looks like what follows:
1. Working with the family unit to ensure the safety and well-being of all family members.
  2. Strengthening the capacity of families to function effectively by focusing on solutions.
  3. Engaging, empowering, and partnering with families throughout the decision- and goal-making processes.
  4. Developing a relationship between parents and service providers characterized by mutual trust, respect, honesty, and open communication.
  5. Providing individualized, culturally responsive, flexible, and relevant services for each family.
  6. Linking families with collaborative, comprehensive, culturally relevant, community-based networks of supports and services (Child Welfare Information Gateway, 2022).

- B. **Protective Factors Framework:** A protective factors framework provides a better understanding on how six protective factors may contribute to or explain positive outcomes for children, families, and communities, as well as prevent child abuse and neglect. Protective factors are conditions or attributes of individuals, families, communities, or the larger society that reduce risk and promote healthy development and well-being of children and families, today and in the future.
1. **Parental Resilience:** Parents who can cope with the stresses of everyday life, as well as an occasional crisis, have resilience; they have the flexibility and inner strength necessary to bounce back when things are not going well.
  2. **Social Connections:** Research has shown that parents who are isolated and have few social connections are at higher risk for maltreating their children. Parents and caregivers with a social network of emotionally supportive friends, family, and neighbors often find that it is easier to care for their children and themselves compared with those who do not have such a network.
  3. **Knowledge of Parenting and Child and Youth Development:** There is extensive research linking healthy child development to effective parenting. Children thrive when parents provide not only affection but also respectful communication and listening, consistent rules and expectations, and safe opportunities that promote independence.
  4. **Concrete Support for Parents:** Partnering with parents to identify and access resources in the community may help prevent the stress that sometimes precipitates child maltreatment. Providing concrete supports may also help prevent the unintended neglect that sometimes occurs when parents are unable to provide for their children.
  5. **Nurturing and Attachment/Children's Social and Emotional Development:** Research shows that babies who receive affection and nurturing from their parents have the best chance of healthy development. A child's relationship with a consistent, caring adult in the early years is associated later in life with better academic grades, healthier behaviors, more positive peer interactions, and an increased ability to cope with stress.
  6. **Social and Emotional Competence of Children:** Parents support healthy social and emotional development in children when they model how to express and communicate emotions effectively, self-regulate, and make friends. A child's social and emotional competence is crucial to sound relationships with family, adults, and peers. Conversely, delayed social-emotional development may obstruct healthy relationships. Early identification of such delays and early assistance for children and parents can provide support for family relationships and sustain positive and appropriate development.
- C. **Trauma-Informed Practice:** Trauma-informed practice focuses on infusing trauma awareness, knowledge, and skills into organizational cultures and practice to maximize safety and decrease the likelihood of re-traumatization. It also allows for placement of children and families into the

appropriate evidence-based treatment that meets their needs. A program, organization, or system that is trauma-informed:

1. Realizes the widespread impact of trauma and understands potential paths for recovery.
2. Recognizes the signs and symptoms of trauma in clients, families, staff, and others involved with the system;
3. Responds by fully integrating knowledge about trauma into policies, procedures, and practices;
4. Seeks to actively resist re-traumatization.

## **II. Evidence of Effectiveness**

Proposals for Family Strengthening and Parent Education Programs are required to identify the level of evidence available to support claims of effectiveness. The majority of funds available to support Family Strengthening and Parenting Education will go to programs deemed “Research Supported.” Some funding is also available to support existing, local programs deemed “Grassroots.”

- A. *Research Supported:* Well-supported (Evidence-Based) and Supported (Research-Informed) programs demonstrate the highest standards of program research design, reproducibility, and effectiveness for targeted participant outcomes. Programs meeting this standard are based on sound theory, have been evaluated in at least two well-conducted studies (true or quasi-experimental design), and have demonstrated significant, short-term and/or long-term positive effects. Programs classified as “Promising” are based on sound theory, have been rigorously evaluated, and demonstrate some level of effectiveness. To find programs meeting these standards or to determine if a specific program meets this threshold of evidence, please visit the Results First Clearinghouse Database at <https://evidence2impact.psu.edu/what-we-do/research-translation-platform/results-first-resources/clearing-house-database/> or the California Evidence-Based Clearinghouse at <https://www.cebc4cw.org/>.
  1. The following list includes examples of programs that meet the intent of this level of evidence but is not meant to be exhaustive. The list is provided only to illustrate examples of evidence-based or promising programs that have been successful at improving outcomes for the population desired to be served by this procurement.
    - a. Circle of Security
    - b. Parent Child+
    - c. Parents as Teachers
    - d. Nurturing Parent Program
    - e. Strengthening Families Program (higher risk families)
    - f. ACT Raising Safe Kids Programs
    - g. Step by Step Parenting
    - h. Supporting Father Involvement
    - i. Nurturing Fathers
    - j. 24/7 Dad Fatherhood Program
    - k. Healthy Families
    - l. Strong African American Families (SAAF)
    - m. SNAP (for children and parents)



\*The list above is not exhaustive, nor in any particular order.

- B. *Grassroots*: If your program does not currently meet one of three standards of research evidence above, but it can demonstrate effectiveness in developing parenting skills, enhancing life skills management, and promoting the Protective Factors, then your program may be eligible for funding. Non-research supported programs must have been in existence and providing documented Family Strengthening and Parent Education services in Leon County for a minimum of five (5) years, submit a logic model for the program, and provide some evidence that the existing program produces measurable outcomes.
  - 1. While supportive, anecdotal evidence (such as testimonials) does not meet the criteria for funding in the grassroots category.

### III. Program Design

Applications for Family Strengthening and Parent Education Programs are required to include the following components in their application for funding.

- A. **Demonstrated Need**: describe why the program is needed and the meaningful change that it hopes to produce at the participant and/or community level.
- B. **Program Description**: outline the type of program to be offered; include any unique features and/or activities inherent to the program's success; if using a *research supported* model, describe how you will establish and/or maintain "fidelity to the model"; include how successful completion of the program looks like for participants.
- C. **Theory of Change/Logic Model**: explain how the program (services and activities) will result in the desired outcomes at the participant and community level. Ideally, this will draw on relevant research and theory, illustrating the validity of the program design and how the services align with local needs, contexts, and circumstances. A logic model can further illustrate this action by explaining the inputs, outputs, and short- and long-term outcomes that result from implementing the program.
- D. **Target Population**: identify how many families with children/youth between birth and the age of 18 at the time of enrollment will be served over the course of the initial contract; describe in detail the population to be served, including primary language; identify the percent of CSC-funded slots that will be prioritized for children and youth who live in the targeted zip codes of 32301, 32303, 32304, 32305, and 32310.
  - 1. Families with youth having special physical, developmental, or behavioral needs up to age 24 at the time of enrollment are also eligible.
  - 2. Youth transitioning out of foster care up to age 24 at the time of enrollment are also eligible.
- E. **Service Delivery**: describe where, when and how often the program is available and/or offered. Flexibility of services, scheduling, and location are all effective tools in engaging and retaining families.

- F. **Program Duration:** describe the intended length of the program and frequency of family contact to ensure successful outcomes.
- G. **Program Recruitment:** provide a detailed plan for recruitment and retention for program participants; indicate prospective referral sources; include mention of additional services required to facilitate program participation and engagement such as childcare, food/refreshments, and transportation.
  - 1. Budget requests can include funding for recruitment incentives and program enhancements to boost participation and engagement.
- H. **Participation Fees:** programs should be offered to families free of charge. If fees are to be charged, a detailed explanation of what the fees cover must be included in the proposal.
- I. **Cost Benefit Ratio:** include a “cost per family/child/youth” calculation.
- J. **Marketing:** provide a detailed plan to demonstrate capacity to market and recruit the expected number of families.
  - 1. Budget requests can include funding for marketing expenses and materials.
- K. **Data Collection:** Proposals must demonstrate capacity to adhere to the data collection requirements and corresponding performance indicators as listed below.
  - 1. Budget requests can include funding for data collection and entry.
  - 2. Proposals should anticipate the need for translation and interpreter services. CSC Leon will provide data collection forms in English and Spanish and incur translation costs for other languages on these materials should the need arise.

#### IV. Data Collection Requirements

Funded Family Strengthening and Parent Education Programs are required to collect and report the following from all program participants. All data must be input into SAMIS (tools and training will be provided):

- A. Basic demographic details for all children served.
  - 1. Programs will be required to gather demographic data to help CSC Leon better understand the types of children, youth and families accessing services including but not limited to age, grade, race, gender, zip code, and school.
- B. Participation Data
  - 1. Number of children/youth/families “enrolled” in the program
  - 2. Number of sessions successfully completed by children/youth/family
  - 3. Number and types of activities and/or referrals completed/given during the program
  - 4. Other relevant data as identified in the logic model

- C. Parent/Caregiver consent to approve/deny child/youth records be shared with/from Leon County Schools, Department of Juvenile Justice, and Department of Children and Families (using CSC Leon-provided form).
  - 1. CSC-Leon plans to measure longitudinal outcomes of family strengthening/parent education participants through partnership with these and other human services entities.
- D. Caregiver/Parent Satisfaction Survey (using CSC Leon-provided questionnaire)
  - 1. To contribute to CSC Leon's composite picture of program quality, providers will be required to administer a short satisfaction survey annually and at the conclusion of the program to identify both program strengths and areas for improvement. Results will be accessible by the program to help improve quality and better meet the needs of families in the future.
- E. Pre-service, Mid-service and Post-service Assessments
  - 1. Programs will be required to administer two tools with families to measure gains in protective factors and family functioning resulting from their program experience. The assessment tools are validated survey instruments selected and provided by CSC Leon. All assessment tools and training will be provided after the award notification.

## **V. Performance Indicators**

Funded Family Strengthening and Parent Education Programs will collect data to meet the following process measures and outcomes. These will be calculated by the data input into SAMIS.

### *Process Measures*

- A. 100% of program participants will complete the Parental Consent Form allowing or denying permission to access Leon County Schools, the Department of Juvenile Justice, and/or the Department of Children and Families records.
- B. 85% of program participants who enroll will complete the program (defined by program in program design, item 2-3).
- C. 95% of families will complete a Family Strengths Pre-Service Assessment within the first week of participation.
- D. 95% of families will complete a Family Functioning Pre-Service Assessment within the first week of participation.
- E. 90% of program participants enrolled will complete a Family Functioning Assessment at the mid-point of program participation (defined by program in program design, item 6).

- F. 80% of program participants who completed a Family Strength Pre-Assessment will complete the Post-Assessment at the conclusion of the program.
- G. 80% of program participants who complete the program will complete a third Family Functioning Assessment within the last two weeks of program participation.

#### *Program Outcomes*

- H. 85% of program participants who complete both the pre- and post- Family Strengths assessment will show gains in at least one subscale of the instrument.
- I. 85% of program participants who complete at least two Family Functioning Assessments will show gains in at least one subscale of the instrument.
- J. 95% of families have no findings of verified child maltreatment during program participation.
- K. 90% of program participants indicate they are satisfied or highly satisfied with their program experience.

#### **VI. Reporting Requirements**

Funded Family Strengthening and Family Education Programs will provide the following regular reports through a standardized template in SAMIS:

1. A “Monthly Activities Report” is due on the 7<sup>th</sup> of every month starting in October 2023. The report will include demographic data of children, youth and families served, number of meetings, number of events, types of supports provided, etc.
2. A “Data and Budget Report” is required on October 7, 2023, and then quarterly thereafter on the 7<sup>th</sup> of the January, April, July, October, January, April and July. The report shall include, at minimum, a brief narrative, status report on data collection efforts, and overview of expenditures from the reporting period. Additional elements may be required.
3. A “Renewal Eligibility Assessment” must be completed by no later than April 7, 2025. This assessment will include a program narrative, preliminary outcome findings, a SWOT analysis of the program, and budget request for continued funding beyond September 30, 2025.
4. A “Final Report” is required by no later than October 15, 2025. The report shall include, at minimum, a complete program narrative, final distribution records, and a detailed expenditure report. Unspent funds are required to be returned to CSC Leon by no later than September 30, 2025, to avoid fines or exclusion from future funding opportunities. Funded entities may return the funds via mail postmarked by September 30, 2025, or place a sealed envelope clearly labeled with the entity’s name and contact person in the drop box at CSC Leon’s office located at 2002 Old St. Augustine Road, Suite A-50, Tallahassee, FL 32301.

**EXHIBIT 3**  
**MENTORING PROGRAMS**  
**STATEMENT OF WORK**

**I. Background/Rationale**

The CSC Leon Needs Assessment (2022) identified child and youth mentoring as an existing gap in services. Mentoring programs, which pair youth with caring, non-parental adults, promote positive youth development and can be impactful for both prevention and intervention goals. Some of these include the prevention of juvenile crime and recidivism, fostering academic achievement, encouragement of positive peer relationships and healthy behaviors, and supporting youth with specific severe needs, such as those struggling with mental health challenges or those who are victims of commercial sexual exploitation.

National research suggests that students who participate in mentoring relationships with a caring, non-parental adult have fewer days out of school, are less likely to participate in risky behavior and are more likely to graduate on time. Research further shows that when a mentor and mentee are well-matched, programs can produce exceptional results. Some of the outcomes of spending just one hour a week with a mentor can help a child become:

- 55% more likely to be enrolled in college.
- 81% more likely to report participating regularly in sports or extracurricular activities.
- 78% more likely to volunteer regularly in their communities.
- More than twice as likely to say they held a leadership position in a club or sports team.
- 52% less likely to skip a day of school.
- 46% less likely than their peers to start using illegal drugs.
- 27% less likely to start drinking.

However, not all mentoring programs are effective in achieving desired outcomes. Studies show that mentoring programs that incorporate the specific standards and characteristics outlined below produce better mentee outcomes. It is the intent of this procurement to fund programs that demonstrate their capacity to incorporate these standards.

- 1. Recruitment:** Be realistic when describing the program's objectives and expected outcomes. Recruitment strategies should build positive attitudes and emotions about mentoring, and target mentors and mentees whose skills, backgrounds, and needs best match the goals and structure of the program.
- 2. Screening:** Screening prospective *mentors* to determine whether they have the time, commitment, and personal qualities to be safe and effective mentors; and screening prospective *mentees* to determine if they have the time, commitment, and desire to be effectively mentored.

3. **Training:** Successful programs will ensure prospective mentors, mentees, and their parents or caregivers have the basic knowledge, attitudes, and skills needed to build a safe and effective relationship. Training of mentors has implications for the length of match relationship as well as both parties' perceptions of the quality of the relationship.
4. **Matching and Initiating:** Matching helps create appropriate mentoring relationships by using strategies most likely to increase the odds that the relationship will be safe and effective. Matching should consider individual characteristics about the mentor and mentee to foster an enduring relationship. Initiating is the step that formally establishes the mentoring relationship.

As part of this standard, programs should incorporate the values, ideals, and preferences of their mentees into the design of their services and the ways in which participants experience the program. This not only empowers mentees and their families, but it also honors them as partners in this work. A young person who has a say in the purpose and activities of their mentoring relationship is more likely to be engaged and reach their goals; a family whose experiences and opinions are respected is more likely to support the work of the mentor; and programs that embrace the individuals they serve as equal partners rather than passive recipients are more likely to have a strong impact.

5. **Monitoring and Support:** Monitoring and support is critical to mentoring not only to create satisfying and successful relationships, but also to adjust to changing needs of the mentee and mentor, and to ensure safety. Support ensures ongoing advice, problem-solving, training, and access to resources for the duration of a mentoring relationship.
6. **Closure:** Bringing a mentoring relationship to closure in a way that affirms the contributions of both the mentor and the mentee is essential to ensuring the relationship ends with positive impacts for the mentee. Closure is a normal stage in a mentoring relationship, and mentors and mentees should be able to prepare for closure and assess their experience with the relationship.

## II. Program Design

Applications for Mentoring Programs are required to include the following components in their application for funding.

1. **Demonstrated Need:** describe why the program is needed and the meaningful change that it hopes to produce at the participant and/or community level.
2. **Program Description:** outline the type of mentoring to be offered (one-to-one, group, team, or peer) as well as the focus of the mentoring sessions (career involvement, academic support, socialization); include how successful completion of the program looks for participants.
3. **Theory of Change/Logic Model:** explain how the programs (services and activities) will result in the desired outcomes at the participant and community level. Ideally, this will draw on relevant research and theory, illustrating the validity of the program design and how the services align

with local needs, contexts, and circumstances. A logic model can further illustrate this action by explaining the inputs, outputs, and short- and long-term outcomes that result from implementing the program.

4. **Target Population:** identify how many youth/children will be served over the course of the initial contract; describe in detail the population to be served, including the youth needs and opportunities to be addressed by the program; include primary language; identify the percent of CSC-funded slots that will be prioritized for children and youth who live in the targeted zip codes of 32301, 32303, 32304, 32305, and 32310.
  - a. Programs that recruit at least 75% of total CSC-funded mentees residing in these zip codes will receive higher points.
5. **Participation Fees:** programs should be offered to families free of charge. If fees are to be charged, a detailed explanation of what the fees cover must be included in the proposal.
6. **Duration and Dosage:** describe the intended length of the program and frequency of mentor/mentee meetings.
  - a. Programs that establish mentoring relationships that last for at least nine (9) consecutive months (12 months or more preferred) allow for the development of mutual trust and are correlated with better mentee outcomes.
  - b. Programs that require at least one-hour meetings each week for a total of four hours a month throughout the duration of the program typically have better outcomes.
7. **Recruitment:** describe the recruitment strategies for attracting mentor and mentees to the program.
8. **Mentor Screening:** detail screening expectations specific to the proposed program. It is expected that program mentors will submit to a Level 2 Background Screening. However, eligibility to serve as a mentor is dependent upon the program model proposed. For example, if a "research-supported" mentoring program utilizes felons to engage with youth at-risk of juvenile crime, then specific exceptions may be made.
9. **Training:** detail the required pre-service training the program will provide to mentors.
  - a. Programs should provide robust mentor training, including trauma-informed response and cultural competency. Programs may include the cost of trainings in the proposed budget request.
10. **Cost Benefit Ratio:** include a "cost per child/youth" calculation.
11. **Marketing:** provide a detailed plan to demonstrate capacity to market and recruit the expected number of mentees and mentors.
  - a. Budget requests can include funding for marketing expenses and materials.
12. **Data Collection:** Proposals must demonstrate capacity to adhere to the data collection requirements and corresponding performance indicators as listed below.
  - a. Budget requests can include funding for data collection and entry.

- b. Proposals should anticipate the need for translation and interpreter services. CSC Leon will provide data collection forms in English and Spanish and incur translation costs for other languages on these materials should the need arise.

### **III. Data Collection Requirements**

Funded Mentoring Programs are required to collect and report the following from all program participants. All data must be input into SAMIS (tools and training will be provided):

1. Basic demographic details for all children served.
  - a. Programs will be required to gather demographic data to help CSC Leon better understand the types of children and youth accessing services including but not limited to age, grade, race, gender, zip code, and school.
2. Participation Data
  - a. Number of children/youth mentees enrolled
  - b. Number of mentors engaged and active
  - c. Number of mentoring sessions successfully completed by mentee
  - d. Number of documented hours spent with mentor monthly
3. Parent/Caregiver consent to release/deny mentee records be shared with/from Leon County Schools, Department of Juvenile Justice, and Department of Children and Families (using CSC Leon-provided form).
  - a. CSC-Leon plans to measure longitudinal outcomes of mentoring participants through partnership with these and other human services entities.
  - b. Children and youth who participate in high-quality mentoring opportunities often perform better and miss less school.
  - c. Children and youth who participate in high-quality mentoring programs have a reduced likelihood of juvenile justice involvement.
4. Mentee/Parent Satisfaction Survey (using CSC Leon-provided questionnaire)
  - a. To contribute to CSC Leon's composite picture of program quality, providers will be required to administer a short satisfaction survey at the conclusion of the program to identify both program strengths and areas for improvement. Results will be accessible by the program to help improve quality and better meet the needs of families in the future.
5. Pre-service, Mid-service and Post-service Assessments
  - a. Programs will be required to administer two tools with mentees to measure students' resiliency/noncognitive gains resulting from their mentoring experience and to determine the quality of the mentoring relationship. The assessment tools are validated survey instruments selected and provided by CSC Leon. All assessment tools and training will be provided after award notification.



- i. For programs working with elementary school-aged populations, the tool will be administered with parents.
- ii. For those programs working with teenagers, a different tool will be administered with students.

#### **IV. Performance Indicators**

Funded Mentoring Programs will collect data to meet the following process measures and outcomes. These will be calculated by the data input into SAMIS.

##### *Process Measures*

1. 100% of program participants' parents/caregivers will complete the Parental Consent Form allowing or denying permission to access Leon County Schools, the Department of Juvenile Justice, and/or the Department of Children and Families records.
2. 85% of mentees who enroll will complete the program (defined by program in program design, item 2-3).
3. 95% of mentees will complete a Student Strength Pre-Assessment within the first week of participation.
4. 90% of program participants enrolled will complete a Mentoring Quality Assessment at the mid-point of program participation (defined by program in program design, item 6).
5. 80% of program participants who completed a Student Strength Pre-Assessment will complete the Post-Assessment at the conclusion of the program.
6. 80% of program participants who complete the program will complete a second Mentoring Quality Assessment within the last two weeks of program participation.

##### *Program Outcomes*

7. 85% of program participants who complete both the pre- and post- Student Strengths Assessment will show gains in at least one subscale of the instrument.
8. 85% of program participants who complete the Mentoring Quality Assessment at both the mid-point and end of services will show gains in at least one subscale of the instrument.
9. 95% of mentees demonstrate no arrests/convictions or "new" involvement with juvenile justice during program participation.

10. 90% of mentees and mentors indicate they are satisfied or highly satisfied with their mentoring program experience.

## **V. Reporting Requirements**

Funded Mentoring Programs will provide the following regular reports through a standardized template in SAMIS:

1. A “Monthly Activities Report” is due on the 7<sup>th</sup> of every month starting in September 2023. The report will include demographic data of mentors and mentees engaged, number of meetings, number of events, types of supports provided, etc.
2. A “Data and Budget Report” is required on October 7, 2023, and then quarterly thereafter on the 7<sup>th</sup> of the January, April, and July. The report shall include, at minimum, a brief narrative, status report on data collection efforts, and overview of expenditures from the reporting period. Additional elements may be required.
3. A “Renewal Eligibility Assessment” must be completed by no later than August 7, 2024. This assessment will include a program narrative, preliminary outcome findings, a SWOT analysis of the program, and budget request for continued funding beyond September 30, 2024.
4. A “Final Report” is required by no later than October 15, 2024. The report shall include, at minimum, a complete program narrative, final distribution records, and a detailed expenditure report. Unspent funds must be returned to CSC Leon by no later than September 30, 2024, to avoid fines or exclusion from future funding opportunities. Funded entities may return the funds via mail postmarked by September 30, 2024, or place a sealed envelope clearly labeled with the entity’s name and contact person in the drop box at CSC Leon’s office located at 2002 Old St. Augustine Road, Suite A-50, Tallahassee, FL 32301.

**Executive Director's Report**  
**Governing Council Meeting | Thursday, March 23, 2023**

**Capacity Building and Technical Assistance Implementation** – Technical Assistance has been provided for prospective applicants for Summer Bridge 2023 Funding, which includes four trainings (hybrid of in-person and virtual). Trainings were open to all, with the virtual trainings being recorded and available throughout the application process. Also, INIE/UPHS has remained a point of contact to all prospective applicants, fielding ongoing questions and providing guidance. CSC Leon staff remains in constant contact with INIE/UPHS to ensure adherence to application requirements.

**Children's Week Florida 2023** – Children's Week Florida™ – scheduled March 26 – 31 at the state Capitol – is the largest event held in the state that celebrates and honors its commitment to children, youth, and advocates. Starting as a single-day grassroots event, it now is a year-round initiative that helps to strengthen Florida's families and communities. As approved in the FY 2022-23 budget, CSC Leon is a sponsor for this year's celebration.

**CSC Leon Council Member Appointments** – Staff is awaiting notification of from the Governor's Office on appointment/reappointments.

**Integrated Information Systems Solution** – SAMIS (Services & Activities Management Information System), through the FACCT SAMIS 3.0 Collaborative of children's services councils, continues to be in process; SAMIS will be used for data collection beginning with this summer's procurements (Summer Learning and Summer Feeding).

**Memorandums of Understanding: Data Sharing with Leon County Schools (LCS)** – Staff has been in conversations with LCS to develop a memorandum of understanding (MOU) to have applicable student data shared with CSC Leon, as is common between school districts and sister CSCs. A draft is in process and, once finalized, will be shared with the Council.

**Summer Expo** – CSC Leon, in partnership with Leon County Government and the City of Tallahassee, is developing a "summer expo" to feature our funded summer programs in a collective space where caregivers/parents can have a "one-stop shop" to access free/reduced-cost programs for their children and youth. Additional information will be provided at the next Council meeting in April.

**Volunteer Evaluator Recruitment Process** – Approximately 20 applications were received from community members to serve as volunteer evaluators Summer Bridge 2023 Funding; applicants represent a diverse group of individuals with various acumens that will be beneficial to the evaluation and scoring process. Staff has contacted all applicants to ensure they will be available to serve for the specified dates in the RFA and will provide the final list of volunteers at the April Council meeting.

*Submitted by:*  
Cecka Rose Green, CPM  
Executive Director

