



Children's Services Council of Leon County

**Family Resource Center Management  
Invitation to Negotiate**

Issue Date: March 31, 2023  
Questions Deadline: April 14, 2023 by 5:00 p.m.  
Question Responses Posted: April 18, 2023  
Response Deadline: May 5, 2023 by 2:00 p.m.  
Estimated Notice of Intent to Award: June 15, 2023

Do not contact the CSC Leon Executive Director, any member of the Council or their respective staff regarding this request. Direct all correspondence or inquiries during the ITN process to the following **Purchasing Official:**

Dina Snider, Director of Finance and Operations  
Children's Services Council of Leon County  
2002 Old St. Augustine Road, Bldg A, Suite 50  
Tallahassee, FL 32301  
[procurement@cscleon.org](mailto:procurement@cscleon.org)

## SECTION I: INTRODUCTION

### **A. ITN OBJECTIVE AND OVERVIEW**

**CSC Leon seeks to establish through this Invitation to Negotiate (ITN) a contract with a single entity to establish and manage Family Resource Centers (FRCs) located in targeted neighborhoods (“Contract”).**

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. Core services are focused on increasing family stability and the prevention of child maltreatment.

CSC Leon has developed a draft Statement of Work (“SOW”) for the Contract, which is attached as Exhibit I. The final SOW will be developed during the negotiation phase of this ITN. The draft SOW details the expectations of the selected Vendor to serve as the Managing Agency to establish and operate two (2) Family Resource Centers (FRCs) in Leon County during this initial contract and additional FRCs upon demonstration of success and need in subsequent renewals. CSC Leon has allocated up to \$4 million for the duration of the initial Contract (August 1, 2023, - September 30, 2025) to achieve the objectives outlined in the ITN.

### **B. BACKGROUND OF ORGANIZATION**

The Children’s Services Council of Leon County (CSC Leon) is a catalyst for positive change to improve the lives and outcomes of children, youth, and families in the local community. Established as an independent special district by the voters of Leon County in 2020, CSC Leon provides funding through ad valorem taxation to organizations that increase school readiness, provide school-age supports and reduce juvenile crime; improve child physical and mental health, while reducing adverse childhood experiences; and provide youth development opportunities, increase food and housing stability, and support caregivers. At its core, CSC Leon seeks to fund programs based on the following values: inclusive, data-driven, equitable, collaborative, and innovative. By funding and making available prevention and early intervention services while using a results-based accountability framework, CSC Leon’s ultimate goal is to ensure all children and youth in Leon County are socially, emotionally, and physically equipped to reach their full potential.

One of CSC Leon’s first tasks was to identify and assess the needs of the children in the County. In November 2021, CSC Leon contracted with a third-party research firm to conduct a comprehensive asset and needs assessment of the community resources available to meet the varying needs of children, youth and families. That work concluded in June 2022, identifying 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.

### **C. MINIMUM QUALIFICATIONS OF VENDORS**

Any entity (e.g., nonprofit, for profit, government or university, etc.) is eligible to submit a proposal provided the Vendor is able to demonstrate at least five years of experience providing services materially similar to those specified in the SOW.

### **D. PURCHASING OFFICIAL AND “QUIET PERIOD”**

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

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

## **SECTION II: SOLICITATION PROCESS**

### **A. OVERVIEW**

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

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

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

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

### **B. QUESTIONS AND ANSWERS**

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

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

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

CSC Leon does not guarantee the validity or reliability of information obtained from other sources. If it becomes necessary to revise any part of this ITN, an addendum will be posted on the CSC Leon website at [www.csleon.org/announcements](http://www.csleon.org/announcements). The Vendor is responsible for checking the website for any addenda or clarifications.

**C. TIMELINE OF EVENTS**

The table below contains the anticipated timeline of events for this solicitation. The dates and times are subject to change. The Vendor is responsible for ensuring that CSC Leon receives all required documentation by the dates and times (Eastern time) specified below (or as revised by ITN addenda).

ACTIVITY	DATE(S)
Release Procurement	Friday, March 31
Informational Webinar	Thursday, April 6 at 3:00 p.m.
Written Question Deadline	Friday, April 14
Answers to Questions Posted	Tuesday, April 18
Proposals Due	Friday, May 5 by 2:00 p.m. ET
Public Opening of all Responses	Friday, May 5 at 3:00 p.m. ET
1st 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

**D. RESPONSE SUBMITTAL AND DEADLINE**

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

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

CSC Leon accepts no responsibility whatsoever for failure to deliver or late delivery by postal or commercial courier services. Failure by postal or commercial courier services to meet the response deadline may result in disqualification.

#### **E. CSC LEON NOT LIABLE FOR VENDOR'S COST**

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

#### **F. DISCLOSURE OF CONTENTS**

All material submitted by Vendors shall become the property of CSC Leon and will not be returned. Responses submitted may be reviewed and evaluated by persons designated by CSC Leon, in its sole discretion. Records made and received by CSC Leon in connection with this ITN are public records and must be furnished and disclosed to any person under a request to inspect or copy such documents or records, pursuant to Chapter 119, Florida Statutes.

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

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

#### **G. RIGHT TO CANCEL**

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

#### **H. RESPONSIVENESS AND RESPONSIBILITY**

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

#### **I. ITN SPECIFICATIONS PROTEST PROCESS**

Any protest of the terms of this solicitation or the award of any contract shall be filed via email to the Purchasing Official within five calendar days after the advertisement of the solicitation. A protest must

state with particularity the facts and law upon which it based. Failure to file a timely protest shall constitute a waiver of any pre-award challenges.

### **SECTION III: RESPONSE FORMAT AND CONTENTS**

Prepare the Response in a clear, comprehensive, and concise manner with five separately tabbed sections, A through E. Do not include any appendix or attachment beyond these sections. Attachments within sections are permissible, e.g., resumes within Tab B, list of current contracts and/or available services with Tab C-D. Respond using no smaller than 12-point font. Tables and graphs are exempt from the font requirement but must be readable.

#### **A. COVER LETTER**

Address the cover letter to the Purchasing Official. Identify the Vendor's name and principal address. Provide the name, telephone number and email address of the person authorized to represent the Vendor regarding all matters related to the ITN. Explain very briefly how the Vendor satisfies the minimum qualifications to respond (see Section 1.C). Affirm that the Vendor has thoroughly reviewed the ITN and agrees to provide the selected services set forth in the SOW if awarded a Contract. If the Response includes any alleged trade secrets, confirm compliance with Section 2.G.

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

#### **B. ORGANIZATIONAL PROFILE**

1. Describe briefly the Vendor's background/history, primary location(s) and size (number of offices and employees).
2. Detail Vendor's specialized qualifications for providing this service and previous work experience in this area.
3. Describe Vendor's financial capability to provide the services. Be specific. Attach brief evidence of objective details, such as portions of financial statements
4. Describe any experience the Vendor or key personnel previously had with any Children's Services Councils in Florida or any entity seeking to create one. Please disclose the entity with whom you worked and their primary contact (name, phone number, and email address), and the scope of services and level of engagement you provided.
5. Provide three client reference letters from entities that have used the Vendor for similar services within the last three years.
6. Provide letters of support from local child and family serving agencies providing services in Leon County.

#### **C. PROGRAM DESIGN**

1. Explain in detail how Vendor proposes to develop, deliver and manage the services outlined in the SOW under Program Design (A-L).

## **D. EVIDENCE OF EFFECTIVENESS**

1. 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.
2. 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.
  - a. At minimum, logic models should clearly identify child abuse and neglect prevention and family stability as long-term outcomes.

## **E. PROPOSED PRICING**

CSC Leon has allocated up to \$4 million over three fiscal years (August 1, 2023, - September 30, 2025) to achieve the ITN goals. Provide CSC Leon with the most competitive price to accomplish the goals of the ITN. Include a detailed budget for performing the services outlined in Sections 3.C. Justify the proposed terms.

Financial terms will be considered in conjunction with the proposed SOW and negotiated prior to Contract(s) award.

## **SECTION IV: EVALUATIONS & NEGOTIATIONS**

### **A. EVALUATION CRITERIA**

The CSC Leon Evaluation Team members independently evaluate Responses, except those deemed non-responsive, using the following high-level criteria.

- Organizational Profile (up to 15 points)
- Program Design (up to 40 points)
- Program Evidence (up to 20 points)
- Budget (up to 25 points)

**Total points available: 100**

The scores of each Evaluation Team member will be aggregated and then reviewed by the Evaluation Team at a public meeting to reach consensus on a final ranking. Based on its ranking, the Evaluation Team will establish a competitive range of Responses reasonably susceptible of award. The Evaluation Team will then decide which one or more Vendors in that range will advance to the negotiation phase. The evaluation scoring does not carry forward into the negotiations. The Negotiation Team will not be bound by Evaluation Team scoring during the negotiation phase but may use it as a reference tool.

### **B. NEGOTIATION OVERVIEW**

CSC Leon reserves the right to negotiate different terms, additional terms, and related price adjustments if the Negotiation Team determines that such changes would provide the best value to CSC Leon. Additional operational requirements may be defined and clarifications required.

The format and content of any pricing submissions, including but not limited to BAFOs, may be amended during negotiations at the discretion of the Negotiation Team. The Negotiation Team may require Additional technical detail, demonstrations, and documentation during negotiations. The Negotiation Team may request proposed alternative terms or deliverables during negotiations, but it is under no obligation to accept proposed alternative terms or deliverables.

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

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

### **C. REVISED RESPONSES AND BEST AND FINAL OFFERS**

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

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

### **D. OTHER CSC LEON RIGHTS DURING NEGOTIATIONS**

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

1. Schedule additional negotiation sessions with any or all Vendors.
2. Require any or all Vendors to provide additional, revised, or final written Responses addressing specific topics, including, but not limited to, modifications to the solicitation specifications, terms and conditions, or business references.
3. Require any or all Vendors to provide revised Responses and written BAFOs.
4. Require any or all Vendors to address services, prices, or conditions offered by any other Vendor.
5. Pursue a Contract with one or more Vendors for the Contract services, including any addenda thereto and any request for additional, revised, or final written Responses or request for Best and Final Offers.
6. Finalize Contract terms and conditions with any Vendor at any time.
7. End negotiations with any or all Vendors at any time, regardless of the status of or schedule of negotiations, and to continue with other Vendors, or not continue with any Vendors.
8. Conclude negotiations at any time and proceed to Contract award.



9. Re-open negotiations with any Vendor, except those deemed non-responsive.
10. Negotiate concurrently or sequentially with competing Vendors).
11. Take any additional, administrative steps deemed necessary in determining the award, including conducting demonstrations, additional fact-finding, evaluation, or negotiation where necessary and consistent with the terms of this solicitation.
12. Request the assistance of and use subject matter experts for any portion of the procurement or throughout the procurement.
13. Review and rely on any information contained in the Responses.
14. Request pricing options different from the initial pricing offered by the Vendor.
15. Contact Vendor's customers or other entities with information relevant to the Vendor's responsibility, experience, or ability.
16. Request value-added services from Vendors.

#### **E. NEGOTIATION MEETINGS NOT OPEN TO PUBLIC**

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

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

If the Vendor fails to inform the Negotiation Team that any portion of the negotiation meetings should be considered confidential, proprietary, trade secret or otherwise not subject to disclosure, the Negotiation Team is authorized to produce the audio recording in answer to a public records request for these records.

#### **E. AWARD RECOMMENDATION**

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

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

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

The Negotiation Team will reduce its recommendation to writing, including a description of the basis of its recommendation, and convey that written recommendation to the Purchasing Official. The written

recommendation will be a public record available for inspection (particular details may be redacted as authorized by Florida law).

#### **SECTION V: AWARD PROCESS**

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

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

**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 increases family stability, enhances child development, and reduces 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 two (2) FRCs in Leon County during this initial contract and additional FRCs upon demonstration of success and need in subsequent renewals. FRCs 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 the FRCs; 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 two locations will be operational by no later than February 2025; there is opportunity for subsequent renewals to include funding for additional sites upon demonstration of successful implementation, outcomes and needs
- 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. **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.
- F. **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).
- G. **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.
- H. **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)
  
- I. **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.
  
- J. **Participation Fees:** membership should be offered to families free of charge or at 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.
  
- K. **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.
  
- L. **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 during its initial contract. The entity will also be required to participate in an external evaluation measuring implementation success and progress towards intended outcomes as identified in the proposal logic model.

##### *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 the 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.

- A. 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.
- B. 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.
- C. 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.



- D. 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 based on external evaluation findings, and budget request for continued funding beyond September 30, 2025.
  
- E. 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.

## FORM A – DISCLOSURES AND AFFIRMATION STATEMENT

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

- The selection of the Vendor will not result in any current or potential conflict of interest with CSC Leon. Alternately, should any potential or existing conflict be known by the Vendor, specify the party with which the conflict exists or might arise, the nature of the conflict, and whether the Vendor would step aside or resign from that engagement creating the conflict, including each of the items below.
  - Whether any officer, director, employee, or agent is also a current or former employee of CSC Leon, or any of the members of the Council, and if there are any factors, financial or otherwise, known to them which may give rise to a conflict of interest between you and CSC Leon and its employees, or have the effect of impacting your ability to meet your responsibilities, duties, and obligations to CSC Leon, as set forth in this ITN, and whether the Vendor would step aside or resign from that engagement creating the conflict. Disclose the name of any CSC Leon member or staff who owns, directly or indirectly, an interest of five percent (5%) or more of your company or any of its branches or affiliates.
  - Any arrangement with any individual or entity with respect to the sharing of any compensation, fees, or profit received from or in relation to acting as financial advisor for CSC Leon. If applicable, provide a copy of any contract relating to the arrangement and describe in detail the nature of the arrangement and the method of computing compensation.
  - Any person or firm retained for the purpose of seeking to be selected pursuant to this ITN will the Vendor pay or be obligated to pay any firm or an individual who is not a full-time employee of the Vendor if the Vendor is awarded a Contract under this ITN. If so, identify the individual or firm, provide specific information relating to compensation paid or to be paid, and provide a copy of any written contract relating to such arrangement.
- The Response is made without prior understanding, agreement, or connection with any other person or entity submitting a response for the same services, and the response is in all respects fair and without collusion or fraud. The Response is not made in connection with any competing Vendor submitting a separate response to the ITN and is in all respects fair and without collusion or fraud. The Vendor did not directly or indirectly induce any party to submit a false or sham Response or to refrain from responding. The Vendor did not participate in the ITN development process, had no knowledge of the specific contents of the ITN prior to its issuance, and did not involve any employee of CSC Leon directly or indirectly in the Response preparation.
- The Response is that of the Vendor and has not been copied or obtained from any other person or entity responding to any other competitive solicitation whether in Florida or elsewhere either in the past or present.

- ❑ The Vendor has not been convicted of or entered a plea of nolo contendere to fraud within a period of two years of such conviction.
- ❑ The Vendor and the agents, officers, principals, and professional employees thereof have not and will not participate in any communication prohibited in this ITN.

*I hereby certify that all information provided in this Response is true and correct, that I am authorized to sign this Response for the Vendor, and that the Vendor is in compliance with all requirements of the ITN.*

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Authorized Signature (Manual)

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Name and Title (Typed)

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Date (Typed)

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Vendor (Typed)