



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" umbrella, starting August 1, 2023. The objective of these funding opportunities is to invest in a wide 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 utilizing research informed programs, best practices and standards. These funding opportunities will also 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. Core services are focused on increasing family stability and the prevention of child maltreatment.

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

Eligibility: The successful vendor will have at least five 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 by a three-step process. First, CSC Leon staff will conduct an initial eligibility check based on the factors listed above. Then, 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. Then, 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
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

II. Family Strengthening & 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 support 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 be directed to “research-supported” programs ~~who-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 but 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” (Exhibit 2).

Eligibility: The successful “research informed” programs will have at least three years of experience managing Family Strengthening & Parent Education Programs in diverse settings and demonstrate evidence of effectiveness. The successful “grassroots” programs will have at least five years of experience serving families in Leon County, submit a logic model for their 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. Then, 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 & 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 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 who 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, but 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” (Exhibit 3).

Eligibility: The successful applicant will have at least three years of experience providing youth mentoring services, submit a logic model for their 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. Then, 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. Using an external evaluator, CSC Leon will study its long-term investments for implementation effectiveness and return on investment.

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: How much did each program do? How well did the program do it? 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 follow 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)
- Budget Request, Narrative & 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. Descriptions 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 above) 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 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-two~~ (23) FRCs in Leon County during this initial contract and additional FRCs upon demonstration of success and need in subsequent renewals. FRCs ~~-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 threetwo~~ 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. **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.
1. At minimum, logic models should clearly identify child abuse and neglect prevention and family stability as long-term outcomes.
- 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 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 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 7th 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 7th 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 7th 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 based on external evaluation findings, 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 look 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 7th 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 7th 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 children/youth 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. Youth is defined as individuals up to the age of 18 at the time of enrollment, transitioning out of foster care up to the age of 24 at the time of enrollment, or having special physical, developmental, or behavioral needs up to the age of 24 at the time of enrollment.
 - b. 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 7th 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 7th 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 are required to 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.