



**Family Resource Center Management
Invitation to Negotiate**

Issue Date: September 18, 2023
Bidder's Conference: September 26, 2023, 3:00 p.m.
Questions Deadline: October 5, 2023 by 5:00 p.m.
Question Responses Posted: October 9, 2023
Response Deadline: October 30, 2023 by 2:00 p.m.
Estimated Notice of Intent to Award: December 21, 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:**

Holly McPhail, Procurement Officer
Children's Services Council of Leon County
2002 Old St. Augustine Road, Bldg. A, Suite 50
Tallahassee, FL 32301
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 protective factors and the prevention of child maltreatment.

A draft Statement of Work (“SOW”) 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 a minimum of two (2) Family Resource Centers (FRCs) in Leon County during this initial contract, with the possibility of a third FRC upon demonstration of success. Additional FRCs will be based on need in subsequent renewals. CSC Leon has allocated up to \$4 million for the duration of the initial Contract (February 1, 2024, - September 30, 2026) 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 FRC management services or those materially similar to the requirements specified in the SOW. Additionally, any vendor deemed qualified for Family Resource Center (FRC) Management Invitation to Negotiate (ITN), Project No. 2023-03, will also be qualified for this ITN.

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 is 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 multiple phases: the evaluation phase, the negotiation phase, and the final decision phase. During the evaluation phase, CSC Leon will appoint an “Evaluation Team” to evaluate all Responses, except those deemed non-responsive, against specific evaluation criteria to establish a competitive range of Responses reasonably susceptible of award. CSC Leon will then select one or more Vendors within the competitive range with which to commence negotiations. If no Responses are in the competitive range, CSC Leon reserves the right to cancel this ITN.

For the negotiation phase, CSC Leon will appoint a “Negotiation Team” that may include representatives from the “Evaluation Team.” The Negotiation Team will hold closed presentations and negotiations with one or more Vendors whose evaluated Responses were determined to be within the competitive range. During this phase, the Negotiation Team may request revised Responses and final Responses (best and final offer or “BAFO”) based on the negotiations, including final contract terms should a BAFO be accepted.

Once negotiations have concluded and all BAFO(s) received and reviewed, CSC Leon will enter into the final decision phase. The Negotiation Team will host a public meeting to formulate a recommendation for Contract award to the full CSC Leon Governing Council. The full council holds final decision-making authority.

B. MANDATORY PARTICIPATION IN BIDDER’S CONFERENCE

Vendors must participate in the mandatory Bidder’s Conference that will be held virtually on the date indicated in the Timeline of Events. Pre-register using this link: <https://bit.ly/3EHuckg>.

C. 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. 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. The Vendor is responsible for checking the website for any addenda or clarifications.

D. 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	Monday, September 18
Bidder’s Conference (via Zoom)	Tuesday, September 26, 3 p.m.
Written Question Deadline	Thursday, October 5, 5 p.m.
Answers to Questions Posted	Monday, October 9, by 5 p.m.
Proposals Due	Monday, October 30, by 2 p.m.
Public Opening of all Responses (livestreamed on YouTube)	Monday, October 30, at 3 p.m.
Evaluations Complete	Thursday, November 9
Evaluation Results & Selection of Vendors to Advance to Negotiations (Public Meeting)	Monday, November 13, 4 p.m.

Vendor Presentations	Monday-Tuesday, November 27-28 (Times, TBA)
Negotiation Team (Closed) Strategy Session	Tuesday, November 28
Best & Final Due	Wednesday, December 6, by 12:00 p.m.
Final Procurement Results (Public Meeting)	Tuesday, December 19, 3:00 p.m.
Intent to Award Issued by Council	Thursday, December 21, 4:00 p.m.
Contract Approval by Council	Thursday, January 18, 2024, 4:00 p.m.
Anticipated Contract Start Date	Thursday, February 1, 2024
Expansion Feasibility Study	Completed by Tuesday, October 1, 2025
Renewal Eligibility Assessment	Completed by Friday, April 10, 2026
Initial Contract End Date	Tuesday, September 30, 2026

E. RESPONSE SUBMITTAL AND DEADLINE

Submit five (5) bound copies and one electronic copy on a flash drive via hand delivery, postal service, 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.

F. 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.

G. 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 G. Do not include any appendix or attachment beyond these sections. Attachments within sections are permissible, e.g., resumes within Tab B, letters of support with Tab C, etc.. 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 I.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 II.F.

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

B. RELEVANT EXPERIENCE & BACKGROUND

1. Describe the primary Vendor's background and mission.
2. Detail the primary Vendor's specialized qualifications for providing family-centered services and previous work experience managing "family resource centers" as defined in the SOW.
3. Describe the primary Vendor's financial capability to provide services. Be specific. Attach evidence of current financial details, such as portions of financial statements, and a copy of your most current annual operating budget.
4. Describe any experience the Vendor or key personnel previously had with CSC Leon, other 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.
5. Provide primary office location(s) and size (number of offices and employees).
6. Include a current organizational chart of the primary Vendor's team, clearly identifying key personnel assigned to the project and showing the supervisory chain of command.
7. Provide up to three letters of reference from entities that have funded the Vendor for similar services within the last five years.

C. COLLABORATIVE PARTNERS

1. List each collaborative partner that will be used for the provision of services described in section C. For each partner, include:
 - a. Specific mission of the partner.
 - b. Brief summary of their role, i.e. what service they will provide.
 - c. Any specialized qualifications for providing the identified service.
 - d. Previous work experience in this area of service.
2. Include a letter of support from each partner identified confirming service provision should a contract be awarded and detailing compensation agreement (e.g., subcontract, in-kind provision, etc.)

D. SUGGESTED LOCATIONS

1. Identify up to four (4) feasible locations for the creation of an FRCs. *Final locations will be determined during the negotiation phase.*
2. For each, include a detailed description of the neighborhood, why the proposed location is ideal for the creation of an FRC, and how any transportation barriers will be addressed to ensure access, as referenced in the CSC Leon 2022 Needs Assessment.
3. Detail the proposed hours of operation you anticipate offering as part of the FRC establishment and provide justification based on the needs of the local neighborhood.
4. Attach letters of support from nearby service providers and/or businesses, if applicable.
5. Ensure proposed pricing (section G) details the cost of building out at least two of the proposed locations. Note if additional FRCs can be established in the proposed timeline and within the budget.

E. PROGRAM DESIGN

1. Explain in detail how Vendor proposes to develop, deliver and manage the services outlined in the SOW under Program Design, B-F. Label each response accordingly.

- a. Vendor will be evaluated on how well the Response demonstrates use of the national standards.
2. Include in detail how Vendor proposes to recruit the minimum number of expected “drop in” and “member” families.
 - a. Vendor may propose their own terms to differentiate between the two types of participants, so long as the general definition is the same.
3. Provide a detailed staffing plan in accordance with the SOW (Section III.K) that supports the program design as described above and ensures the appropriate data collection, entry and reporting will occur in accordance with the ITN goals.
 - a. Vendor must include a graphical organizational chart identifying new positions should the contract be awarded and the supervisory relationship with the primary Vendor. Individuals listed in the key personnel section above may be included in this section.
4. Include a detailed timeline that corresponds with the provided guidance in the SOW (Section III.A.1). If an alternative timeline is provided, justify the terms.

F. 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.
 - a. *If the Vendor is not already a member of the National Family Support Network, this will be required in the awarded contract.*
2. Explain how the program services and activities will result in the desired outcomes at the participant and community level. This should draw on relevant research and theory, illustrating the validity of the program design and how the services align with local needs, contexts, and circumstances.
3. Include a (graphical) logic model to explain the inputs, outputs, and short- and long-term outcomes that result from implementing the program.
 - a. At minimum, logic models should clearly identify activities associated with protective factors promotion and child abuse and neglect prevention as long-term outcomes.

G. PROPOSED PRICING

CSC Leon has allocated up to \$4 million over three fiscal years (February 1, 2024, - September 30, 2026) 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. Note, CSC Leon is prohibited from supplanting funds and does not provide funding for items already funded or budgeted by other sources. Therefore, the budget must clearly show that supplantation for existing services and/or programs will not occur.

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.

- Relevant Experience & Background, up to 10 points
- Collaborative Partners, up to 15 points
- Suggested Locations, up to 10 points
- Program Design, up to 30 points
- Evidence of Effectiveness, up to 15 points
- Proposed Pricing, up to 20 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, including the collaborative partnerships proposed.
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.

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.

Authorized Signature (Manual)

Name and Title (Typed)

Date (Typed)

Vendor (Typed)

EXHIBIT 1
FAMILY RESOURCE CENTERS
STATEMENT OF WORK

I. OVERVIEW

CSC Leon intends to identify a single entity to serve as the Managing Agency to establish and operate a minimum of two (2) Family Resource Centers (FRCs) in Leon County during this initial contract, with the possibility of a third FRC upon demonstration of success. Additional FRCs will be based on need in subsequent renewals. Each FRC will offer services to include, but not be limited to, resource and referral to primary prevention and early intervention services, and, when appropriate, targeted case management or navigation services to children and families. While the primary focus of the FRCs is families with young children, FRCs may serve any Leon County resident. Centers will be located in targeted zip codes and neighborhoods, and conveniently located near public transportation, as available.

II. 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 throughout Leon County, CSC Leon seeks to establish neighborhood hubs, or “FRCs,” as a solution to collocate services directly in neighborhoods to serve as one-stop shops for children and family services.

To learn more about the specific areas targeted for this investment, see Exhibits 2-4 in this ITN.

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. (See Section III.B for what is required for this ITN.)

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) years old.

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 also, they can 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 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. As such, **FRCs should ensure that core service provision focuses on helping families (1) develop and maintain stable and nurturing caregiver-child relationships; (2) learn effective and appropriate parenting skills to support child development and improve child behavior; (3) enhance family communication and conflict resolution skills; and (4) provide caregivers with social support and linkages to existing community resources.**

Further details on the **Protective Factors Framework** are listed below.

- A. The protective factors framework provides a better understanding on how six (6) 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:** When parents model how to express and communicate emotions effectively, self-regulate, and make friends, they support healthy social and emotional development in children. A child's social and emotional competence is crucial to sound relationships with family, adults, and peers. Conversely, delayed social-emotional development may obstruct the development of 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.

III. PROGRAM DESIGN

The selected proposal to be awarded funding from CSC Leon as the single Agency for Family Resource Center (FRC) Management is **required** to include the following components in its application.

- A. **Timeline:** include a proposed timeline for identifying and securing locations, staff, partnerships, and resources, as well as targeted “open for service” dates for each location
1. CSC Leon expects, at minimum, that one location will be fully operational by no later than October 2024 and the second location will be fully operational by the end of June 2025; upon successful expansion feasibility review, a third and final location should be operational by April 2026. There is opportunity for subsequent renewals to include funding for additional sites upon demonstration of successful implementation, outcomes and needs.
- B. **Programming:** detail the core services you will provide in each of the following areas. Your description should clearly identify the specific types of programming for each item below and who will provide the service (i.e., your entity or a community partner). Also, for each service provided by a community partner, you must detail how the service will be funded (i.e., provided in-kind or included in the budget request you submit with this ITN) and you must include a letter of support from the partner as exhibits to this section; the letter of support must include the services to be provided by the partner and their expertise/experience.
1. Parent Education (e.g., child development classes, support groups, peer-to-peer)
 2. Child Development Activities (e.g., early childhood development activities, nontraditional childcare, play groups)
 3. Youth Development Activities (e.g., afterschool tutoring, mentoring)
 4. Drop-in Availability (e.g., a comfortable place for confidential conversations, neighbor-to-neighbor meetings)
 5. Peer-to-Peer Supports (e.g., support groups, adult mentoring)
 6. Life Skills Advocacy (e.g., anger management classes, communication skills, budgeting, cooking classes, etc.)
- *Note, the entity selected for funding will be required to submit plans for expansion as part of one of its contract deliverables (if the approved, the expansion will be funded subsequently in accordance with Section III.A.1 in this ITN).
- C. **Resource & Referral Services:** detail the process the FRC will use to assess family needs and make appropriate referrals to other community resources and services (i.e., targeted case management and/or navigation services, as appropriate).
1. Identify the tool you propose to use for family assessment; include details on administration training requirements, supervision, follow-up, etc.
 2. Identify the preferred community resource for “warm” referral to the following services:
 - i. Family instability
 - ii. Substance misuse
 - iii. Juvenile truancy, violence, crime

- iv. Welfare to work/employment
 - v. Concrete supports (cash assistance, food pantry, clothing bank, etc.)
 - vi. Youth and family health
3. Include additional community resources as appropriate
- D. **Ancillary Services:** identify any ancillary services that will be available at the FRCs at inception and/or throughout the duration of the contract (e.g., computer room, printing, notary, food pantry, etc.); provide justification for these services (required if your budget includes funding to support ancillary service implementation).
- E. **Advisory Council:** describe plan for the establishment, support, and maintenance of a parent/family advisory council at each individual FRC; plans should reflect use of nationally recognized tools and resources (e.g., parent and family leadership self-assessments), and include description of recruitment activities, leadership development, member engagement and meeting facilitation.
- F. **Participation Fees:** services available at FRCs should be offered to families *free-of-charge*; if a service needs to be subsidized by a family, it should be at a *very low cost*. If you propose that specific services will require a family to pay, you must include in your response (1) a detailed explanation of what the service is, (2) the fee that will be charged for the service and what that fee covers, and (3) justification for why the fee must be charged.
- G. **Best Practices:** demonstrate thorough understanding of the aforementioned best practice principles for Family Support and describe how they will be assured.
- H. **Service Numbers:** identify how many unduplicated families (parents, youth, children) will be served by the FRC per year as (1) a “drop in,” or (2) a “member”.
- 1. “Drop in” and “member” are terms to differentiate between the levels and/or types of services and corresponding data collection requirements for each family accessing an FRC. A “drop in” is an individual who uses FRC services on an as-needed basis without completing a formal intake process (e.g., attendees at an event). “Members” are individuals who use FRC services on a regular basis and have completed a formal intake process (e.g., families receiving referrals and/or navigation services). Vendors may propose their own terms for these types of recipients.
 - 2. *Minimum Recruitment Targets:*
 - i. “Drop In” Status: 600 Parents/Caregivers including Teen Parents (to grow to 1,200 members per center by year three)
 - ii. “Member” Status: 10 new member families per month
- I. **Program Recruitment:** provide a detailed plan for the 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 for recruitment incentives and program enhancements to boost participation and engagement.

- J. **Data Collection:** demonstrate capacity to adhere to each of the data collection requirements and corresponding performance indicators as listed below. If it is your position that certain data cannot be captured, you must include suggested 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, should the need arise, incur translation costs for other languages on these materials.

- K. **Staffing Plan:** provide a detailed staffing plan with job descriptions and qualifications to include a minimum of a Director (to oversee all centers), Center Managers, and at least one Service Coordinator for each location (bilingual preferred); include training and background screening expectations.
 - 1. All employees of a FRC will be required to successfully pass (or clear) a Level 2 background screen.

IV. 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 family “members” served.
 - 1. Programs will be required to gather demographic data including but not limited to age, grade, race, gender, zip code, and school to help CSC Leon better understand the types of children, youth and families accessing services.

- B. Participation Data
 - 1. Number of children/youth/parents “members” at the FRC.
 - 2. Number of children/youth/parents “drop ins” at the FRC.
 - 3. Number, frequency, and types of activities and/or referrals completed/provided, 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, and with whom.
 - 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.

- 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.

V. 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 a program in its 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 18 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 at 18 months will show gains in at least two subscales of the instrument.
- G. 95% of family “members” who complete at least two administrations of the Family Functioning Assessment will have no findings of verified child maltreatment within 12 months after completion of the second assessment.
- H. 90% of “members” indicate they are satisfied or highly satisfied with their FRC membership.
- I. 90% of community partners indicate they are satisfied or highly satisfied with their FRC partnership.

VI. REPORTING REQUIREMENTS

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

- A. An “Implementation Status Report” is required on April 7, 2024, and then quarterly thereafter on the 7th of July and October 2024; January, April, and July. If the Vendor is approved for the third site expansion, implementation status reports will also be due in January, April and July 2026. 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 April 7, 2024, and then quarterly thereafter on the 7th of the July and October 2024; January, April, July and October 2025; January, April and July 2026. 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 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.
- D. An “Expansion Feasibility Study” will be completed by no later than October 1, 2025. This assessment will include a program narrative, outcome findings to date, compliance with data collection and reporting requirements, continued neighborhood needs, and availability of funds for the implementation of a third FRC location.
- E. A “Renewal Eligibility Assessment” must be completed by no later than May 1, 2026. This assessment will include an updated 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, 2026.

- F. A “Final Report” is required by no later than October 15, 2026. 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 December 31, 2026, to avoid fines or exclusion from future funding opportunities. Funded entities may return the funds via mail postmarked by December 31, 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: Neighborhood Identification for Priority Investment by Select Measures (All data points sourced from the American Data Survey, 2021 5-year estimates)

Census Tract	Family Poverty %	HH SNAP Benefits %	Low Birth Weight Count	Gun Death Count
2	5.5	10.4	3	2
3.01	5.8	4.2	5	1
3.02	4.6	6.8	13	1
3.03	24.2	26	26	2
4	22.3	14	5	0
5.01	0	0	1	0
5.02	0	2	0	0
6	20.6	28.3	17	3
7	19.1	12.9	8	2
8	3.7	1	10	2
9.03	4	13.3	22	0
9.04	0	6.9	20	0
9.05	10	8	21	0
9.06	6.8	5.3	13	5
9.07	0.3	2.9	18	5
10.01	43.4	49.2	46	6
10.02	31.3	36.4	31	7
11.01	32.2	43.1	35	1
11.02	10.8	40.4	21	1
12	18.9	46.3	10	2
13	0	0	0	0
14.01	15.3	24	18	3
14.02	59	23.4	37	6
15	12	19.1	35	3
16.01	26.6	16.5	37	3
16.02	2	0.7	10	3
17.01	0	1.4	6	1
17.02	0	1.3	14	3
18.01	23.2	37.1	49	4
18.03	0	13.6	4	1
18.04	16.9	24.1	61	3
19.01	40.8	24.4	32	3
19.02	41.6	22.7	51	9
20.03	15.2	30	16	0
20.05	47.4	5.3	1	1
20.06	28.9	4	18	1
20.07	34.3	7.1	29	3
20.08	0	4.8	13	3
21.01	0	1.6	27	5
21.03	55.5	11.1	20	3
21.05	16.5	27.2	32	2
21.06	40.9	6.5	14	1
22.01	19.6	16.4	83	2
22.05	20.7	19	51	3
22.06	8.7	6.8	13	1
22.07	10.1	21.2	9	2
22.08	8.7	15.9	24	3

Census Tract	Family Poverty %	HH SNAP Benefits %	Low Birth Weight Count	Gun Death Count
23.02	9.1	6.4	17	2
23.03	7.7	9.1	39	6
23.04	21	21.9	20	6
24.03	2.4	5.2	15	0
24.1	4.3	4.8	19	1
24.11	1.7	1.9	2	1
24.13	1.2	0	9	3
24.14	5.7	3.1	11	3
24.15	1.9	1.3	5	3
24.16	0	1	5	1
24.18	4.2	1.5	15	5
24.19	3	2.9	9	1
24.2	0	3.8	5	3
24.21	8.1	2.4	15	2
24.22	5.2	0	9	1
24.23	4.4	1.4	15	2
25.05	0.6	6.6	43	5
25.07	0	3.2	9	2
25.09	6.3	17.7	23	3
25.11	11.6	1	5	0
25.12	1.4	5.7	3	3
25.13	0.9	0.4	15	3
25.14	0	3.3	5	1
25.15	3.5	0.6	32	1
25.16	2.3	9.7	16	1
25.17	1.7	0	8	1
26.03	13.5	31.8	42	2
26.04	12.9	18.2	8	3
26.05	2.9	2.6	22	0
26.06	4	7.6	7	2
27.01	15.6	25.7	33	4
27.02	8.6	10.6	22	8

COLOR KEY FOR CHART ABOVE

Light Green	1 st Quartile Data
Pale Yellow	2 nd Quartile Data
Orange	3 rd Quartile Data
Red	4 th Quartile Data
Dark Blue	Census Tract With Greatest Need (at least three 4th quartile data points)
Blue	Census Tract With High Need (all data points are either 3rd or 4th Quartile)
Light Blue	Census Tract with Need (three data points are either 3 rd or 4 th Quartile)

Access Leon County Census Tract Map & Profiles directly from the U.S. Census Bureau:

https://data.census.gov/map?q=050XX00US1207351400000&y=2021&d=ACS+5-Year+Estimates+Subject+Tables&tid=ACSST5Y2021.S1101&cid=51101_C01_007E&layer=VT_2021_140_00_PY_D1&mode=thematic&loc=30.4741,-84.3513,z10.2104

TABLE 1:

Zip Code Profile: Zip Codes, Census Tracts, and Title 1 Schools

Zip Code	Census Tract	Title 1 Schools
32301	12073000200	FRANK HARTSFIELD ELEMENTARY SCHOOL JAMES RICKARDS HIGH SCHOOL
	12073000301	
	12073000302	
	12073000303	
	12073000400	
	12073000500	
	12073000600	
	12073000903	
	12073000904	
	12073000905	
	12073001001	
	12073001002	
	12073001101	
	12073001102	
	12073001802	
	12073002509	
32303	12073000200	AMOS P. GODBY HIGH SCHOOL ASTORIA PARK ELEMENTARY SCHOOL RUEDIGER ELEMENTARY SCHOOL SPRINGWOOD ELEMENTARY SCHOOL TALLAHASSEE SCHOOL OF MATH & SCIENCES
	12073000600	
	12073000700	
	12073000800	
	12073001402	
	12073001500	
	12073001601	
	12073001700	
	12073002101	
	12073002104	
	12073002201	
	12073002205	
	12073002206	
	12073002207	
12073002208		

*Non-residential zip codes (e.g., PO Box) were removed

**Highlighted census tracts represent the highest presence of families living in poverty (>35%)

Zip Code	Census Tract	Title 1 Schools
	12073002302	
	12073002303	
	12073002304	
32304	12073000500	GRIFFIN MIDDLE SCHOOL JOHN G RILEY ELEMENTARY SCHOOL SUCCESS ACADEMY AT GHAZVINI LEARNING CENTER
	12073000600	
	12073001300	
	12073001401	
	12073001402	
	12073001902	
	12073002003	
	12073002004	
	12073002005	
	12073002006	
	12073002103	
	12073002104	
	12073002201	
	12073002304	
	12073002701	
12073002702		
32305	12073001101	FAIRVIEW MIDDLE SCHOOL OAK RIDGE ELEMENTARY SCHOOL WOODVILLE SCHOOL
	12073001102	
	12073001801	
	12073001802	
	12073001902	
	12073002603	
	12073002604	
	12073002701	
32307	12073000400	N/A
32308	12073000200	GOVERNOR'S CHARTER SCHOOL
	12073000901	
	12073001700	
	12073002403	
	12073002505	
	12073002511	
	12073002512	

*Non-residential zip codes (e.g., PO Box) were removed

**Highlighted census tracts represent the highest presence of families living in poverty (>35%)

Zip Code	Census Tract	Title 1 Schools
32309	12073002408	N/A
	12073002410	
	12073002413	
	12073002414	
	12073002415	
	12073002416	
	12073002508	
32310	12073000400	BOND ELEMENTARY SCHOOL FORT BRADEN SCHOOL PINEVIEW ELEMENTARY SCHOOL R. FRANK NIMS MIDDLE SCHOOL SABAL PALM ELEMENTARY SCHOOL
	12073001101	
	12073001102	
	12073001200	
	12073001901	
	12073001902	
	12073002701	
	12073002702	
32311	12073001802	APALACHEE ELEMENTARY SCHOOL
	12073002507	
	12073002509	
	12073002510	
	12073002604	
	12073002605	
	12073002606	
32312	12073001601	SEALEY ELEMENTARY SCHOOL
	12073001602	
	12073001700	
	12073002302	
	12073002408	
	12073002410	
	12073002411	
	12073002412	
	12073002413	
	12073002416	
	12073002417	

*Non-residential zip codes (e.g., PO Box) were removed

**Highlighted census tracts represent the highest presence of families living in poverty (>35%)

Zip Code	Census Tract	Title 1 Schools
32317	12073002505	CHAIRES ELEMENTARY SCHOOL
	12073002507	
	12073002508	
	12073002510	
	12073002512	
	12073002513	
32399	12073000200	N/A
	12073000303	
	12073000500	

*Non-residential zip codes (e.g., PO Box) were removed

**Highlighted census tracts represent the highest presence of families living in poverty (>35%)

Table 20: **Neighborhood Profile for Leon County** ^{126 , 127, 128}

Leon County Zip Code	Healthy Children, Youth, & Family Indicators			Stable and Nurturing Families and Community		Elementary Schools Within Zip Code	Success in School & Life Indicators for Elementary Schools	
	% of Mothers with no Prenatal Care from 2016-2020)	Rate of Infant Mortality (per 1,000 Births in Leon County from 2016-2020)	Rate of Maternal Mortality (per 100,000 Births in Leon County from 2016-2020)	% of Families Living in Poverty (at Less Than 50% of the Poverty Level 2015-2019 Estimates)	% of Children in Foster Care (Youth under the Age of 18 in 2010)		% of Children Kindergarten Ready (scoring ^{1,33} 500 or Greater on STAR Early Literacy Assessment)	% Proficient in 3rd grade ELA (in 2021 for Level 3 and above)
32301	4.20%	12	0	5.67%	1.19%	FRANK HARTSFIELD ELEMENTARY SCHOOL	35.60%	45.00%
32302	0.00%	0	0			N/A		

¹²⁶ Florida Health Charts. (n.d.). Leon County. Retrieved June 8, 2022, from <https://www.flhealthcharts.gov/ChartsReports/dPage.aspx?rdReport=ChartsMapper&rdRequestForwarding=Form>
¹²⁷ Florida Department of Education. Spring 2021 Florida Standards Assessments: English Language Arts Grade 3 School Results. Retrieved June 8, 2022.
¹²⁸ Florida Department of Education. Fall 2021 Florida Kindergarten Readiness Screener (FKRS) School Results. Retrieved June 8, 2022.

Leon County Zip Code	Healthy Children, Youth, & Family Indicators			Stable and Nurturing Families and Community		Elementary Schools Within Zip Code	Success in School & Life Indicators for Elementary Schools	
	% of Mothers with no Prenatal Care from 2016-2020)	Rate of Infant Mortality (per 1,000 Births in Leon County from 2016-2020)	Rate of Maternal Mortality (per 100,000 Births in Leon County from 2016-2020)	% of Families Living in Poverty (at Less Than 50% of the Poverty Level 2015-2019 Estimates)	% of Children in Foster Care (Youth under the Age of 18 in 2010)		% of Children Kindergarten Ready (scoring ¹³³ 500 or Greater on STAR Early Literacy Assessment)	% Proficient in 3rd grade ELA (in 2021 for Level 3 and above)
32303	4.70%	6	0	3.35%	3.11%	TALLAHASSEE SCHOOL OF MATH & SCIENCES	36.40%	42.00%
						SPRINGWOOD ELEMENTARY SCHOOL	30.00%	21.00%
						RUEDIGER ELEMENTARY SCHOOL	31.00%	31.00%
						ASTORIA PARK ELEMENTARY SCHOOL	29.00%	28.00%
						CANOPY OAKS ELEMENTARY SCHOOL	59.30%	62.00%
						THE SCHOOL OF ARTS & SCIENCES CENTRE	67.20%	67.00%

Leon County Zip Code	Healthy Children, Youth, & Family Indicators			Stable and Nurturing Families and Community		Elementary Schools Within Zip Code	Success in School & Life Indicators for Elementary Schools	
	% of Mothers with no Prenatal Care from 2016-2020)	Rate of Infant Mortality (per 1,000 Births in Leon County from 2016-2020)	Rate of Maternal Mortality (per 100,000 Births in Leon County from 2016-2020)	% of Families Living in Poverty (at Less Than 50% of the Poverty Level 2015-2019 Estimates)	% of Children in Foster Care (Youth under the Age of 18 in 2010)		% of Children Kindergarten Ready (scoring ¹³³ 500 or Greater on STAR Early Literacy Assessment)	% Proficient in 3rd grade ELA (in 2021 for Level 3 and above)
32304	6.40%	8.6	57.4	11.93%	0.17%	JOHN G RILEY ELEMENTARY SCHOOL	16.20%	19.00%
32305	4.50%	9.5	78.9	9.22%	3.49%	OAK RIDGE ELEMENTARY SCHOOL WOODVILLE SCHOOL	32.70%	32.00%
32306	0.00%	0	0			NO ELEMENTARY SCHOOL IN ZIP CODE		
32307	0.00%	0	0			NO ELEMENTARY SCHOOL IN ZIP CODE		

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32308	2.90%	6.1	87.3	1.10%	2.59%	WT MOORE ELEMENTARY SCHOOL THE SCHOOL OF ARTS AND SCIENCES ON THOMASVILLE KATE SULLIVAN ELEMENTARY SCHOOL	52.10%	56.00%
32309	3.70%	7.6	0	2.13%	0.84%	DESOTO TRAIL ELEMENTARY SCHOOL ROBERTS ELEMENTARY SCHOOL	74.20%	21.00%
							67.90%	77.00%

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32310	5.50%	11.2	172.7	11.16%	3.13%	PINEVIEW ELEMENTARY SCHOOL	18.50%	29.00%
						BOND ELEMENTARY SCHOOL	32.10%	21.00%
						FORT BRADEN ELEMENTARY SCHOOL	38.70%	35.00%
						SABAL PALM ELEMENTARY SCHOOL	26.40%	34.00%
32311	3.00%	8.6	0	0.65%	0.00%	APALACHEE ELEMENTARY SCHOOL	31.00%	27.00%

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32311 (cont.)						J MICHAEL CONLEY ELEMENTARY SCHOOL AT SOUTHWOOD	51.30%	61.00%
						TALLAHASSEE CLASSICAL SCHOOL	59.50%	54.00%
						SEALEY ELEMENTARY SCHOOL	58.60%	43.00%
						KILLEARN LAKES ELEMENTARY SCHOOL	62.50%	78.00%
32312						GILCHRIST ELEMENTARY SCHOOL	78.20%	84.00%
						HAWKS RISE ELEMENTARY SCHOOL	59.70%	83.00%

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32313	33.30%	0	0					
32314	0.00%	200	0					
32315	0.00%	0	0					
32316	0.00%	0	0					

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32317	3.50%	4.9	0	1.32%	0.36%	CHAIRES ELEMENTARY SCHOOL	50.70%	55.00%
						GOVERNOR'S CHARTER	52.60%	33.00%
						BUCK LAKE ELEMENTARY SCHOOL	70.60%	79.00%
32327	0.00%	0	0	N/A	0%		N/A	
32333	0.00%	0	0	N/A	0.80%		N/A	

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32334	0.00%	0	0	N/A	9.55%		N/A	
32343	0.00%	0	0	N/A	0%		N/A	
32344	0.00%	0	0	N/A	1.23%		N/A	
32351	7.70%	0	0	N/A	0.34%		N/A	
32358	0.00%	0	0	N/A	11.63%		N/A	

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32362	0.00%	0	0	N/A	N/A			N/A
32399	0.00%	0	0	N/A	N/A			N/A

Please note: In relation to zip code level indicators, N/A represents data not available for zip code. In relation to elementary school indicators, N/A represents that a school was not present within the corresponding zip code. Therefore, data was not available.

*Non-residential zip codes (e.g., PO Boxes) were removed

**Highlighted census tracts represent the highest presence of families living in poverty (>35%)

*** Highlighted elementary schools in **bold font** represent a Title 1 School.