

CSC Leon Family Resource Center (FRC) Management Draft Contract Council Member Comments

Submitted by Vice Chair Terrence Watts

- **Comment:** The Negotiation Team appeared to not be comfortable with either of the respondents to provide the services on their own. I want to be very clear about who is providing what services.
 - **Response:** The Negotiation Team was comprised of community members with limited knowledge of family resource center operations. They relied on the expertise of the Evaluation Team, who confirmed their belief that either respondent could successfully implement the services described in the Scope of Work. However, due to the large investment at stake, the Negotiation Team felt it prudent to take a scaled approach. During the course of the negotiation, the selected respondent – Children’s Homes Society of Florida (CHS) – proved professional and efficient in responding to all queries presented by the Negotiation Team. The other respondent – Whole Child Leon (WCL) – has a long and respected history, and proposed partnership with CHS. The Negotiation Team accepted the idea and ultimately chose CHS as the single vendor for the FRC Management. CHS’s proposal identified vendors for specific services beyond resource and referral, which will be provided by the FRC center staff (hired by CHS). Some of these services will be co-located at FRCs; some will be warm referral sources; and others, such as WCL, will be paid as subcontractors for specific services.

- **Question:** Are we at the mercy of volunteers to make this work? Or will we utilize actual subcontractors to make the “pilot” work? I am specifically concerned with the issue of Whole Child. The contract is vague at best in identifying them as a service provider. What happens if CHS doesn’t subcontract with them? Do we even know if they are agreeable to these terms?
 - **Response:** The service model is not at the mercy of volunteers. However, as the Needs Assessment (June 2022) confirmed and evidenced in the proposal by CHS, there are a plethora of providers in this community that are able to provide services. What they need is a “connector” to families. Similarly, families report they do not know of or how to access many of the service providers and are in need of a “connector” to services. The evidenced- and place-based neighborhood resource hub model allows for that connection to take place. There are, however, dedicated funds to pay for services that are available in the community and/or otherwise not funded. As for WCL, the draft MOU included in

the contract will not be finalized until an award of funding is actually issued by CSC Leon to CHS. CHS has now updated the budget to increase the dedicated funds available in the line item for subcontracted services and clearly articulates the minimum contractual amount for WCL for the provision of early childhood screenings and pediatric behavioral health navigation (i.e., targeted case management), only. Multiple discussions took place with the potential subcontractor to detail the services they could provide, and the adequate funding amounts required to start.

- **Question:** What happens if a subcontractor doesn't pan out? What role will CSC Leon play in managing them?
 - **Response:** The vendor is solely responsible for the management of all service delivery, including the management of subcontractors. CSC Leon will not have direct oversight of any subcontract, but rather will ensure that the primary vendor is meeting its contracted obligations. However, the contract is specific that if a subcontractor is not fulfilling its contractual obligations, prompt notification by CHS to CSC Leon is required.

- **Question:** It seems as if CSC Leon is very involved with the provision of services. Why?
 - **Response:** Given the magnitude of the proposed Scope of Services, as well as the robust budget necessary to deliver the intended Scope of Services, the Negotiation Team felt a scaled approach was warranted to ensure implementation success and timely deliverables. While what is outlined in the initial contract does require significant oversight by CSC Leon in the early phases, this is to ensure successful project management. It also articulates clear expectations for when and if expansion may occur, as well as allowing for greater ease of discontinuation of the project than if the full scope of work were obligated contractually.

- **Question:** Superintendent Hanna offered other locations for the potential sites. What happened with those opportunities? The language seems very strict on siting centers and I want to understand why the CSC building was selected as a site.
 - **Response:** Superintendent Hanna offered (1) the Bloxham Building downtown in the shadow of the Capitol and (2) the Wesson School located in South City. The former lacks proximity to an actual neighborhood and is not being considered. The latter could be a viable location, but is currently slated for development by/with the South City Foundation (SCF), who has received \$2 million in funding to cultivate very specific services using the Purpose Built framework. CSC Leon is meeting with SCF to determine how we can collaborate and support their work, but not duplicate or supplant their or our efforts.

- **Please see Exhibit 1, a map showing the census tracks and proposed locations.**
 - *Note: We have connected CHS with SCF to share lessons learned on resource room development and family navigation services as CHS funds similar programs in other schools in Leon County and in other communities across Florida. Given these resources, South City and the Wesson School are not currently being considered for investment with this project.*
- **Comment:** Some of the language appears to be very broad and not specific enough. For example, the contract references that CHS will recommend the next locations at some point, but does not detail the specifics.
 - **Response:** The specifics of next locations are wholly dependent on the completion of the Neighborhood Readiness Assessments required by the contract. Additional details have been added to the Scope of Work and are detailed in the timeline to help better articulate the expectations.
- **Questions:** \$66,000 is established for subcontracts. How was that number selected? Is this enough?
 - **Response:** It is difficult to determine whether the amount is enough. The FRC model relies heavily on the staff employed in the center to serve as connectors, or navigators, for family support services. They are also tasked with leveraging the existing service providers who have existing funds to serve families. We want to be careful not to “double pay” for any services provided at the FRC. We have, however, nearly doubled the budget available for contracted services in the revised budget.

Submitted by Treasurer Paul Mitchell

- **Comment:** Provide an overview of “how we got here” so members of the public are clear on each decision point made by the Council.
 - **Response:** A chronology of the FRC Management Procurement is provided as Exhibit 2.
- **Comment:** Revise the Scope of Work to use plain language, where possible, to describe the expected work.
 - **Response:** Edits have been made throughout the Scope of Work to reduce redundant words, fix tenses and pronouns, and better detail the action expected.

- **Comment**: Revise the Scope of Work to place the community engagement plan at the top of expected service delivery as this will begin immediately and I do not want it lost in the description of the “incubator” space.
 - **Response**: The requested edit has been made.

- **Comment**: I am not comfortable with \$620,000 for an eight-month contract. Reduce the budget and expand to the full nine months.
 - **Response**: The requested edits have been made. CHS reduced its budget by almost \$11,000, nearly doubled the amount of funds for subcontractors, and the contract period was extended to nine months.

- **Comment**: Adjust the budget to easily understand the total administrative costs.
 - **Response**: The requested edit has been made. The revised budget groups together expenses related to programmatic service delivery separate from administrative oversight. Note: the evidence-based, place-based service model relies on the staff and center, itself, as integral to the service modality. All spaces included in this initial contract are used to serve families.

- **Comment**: Scale back the space proposed for the FRC at the CSC Leon office from “proof of concept” to be an “incubator space” to start. You can expand if the neighborhood truly supports it.
 - **Response**: CHS has reduced the footprint of the proposed “incubator” FRC at the CSC Leon Administrative Office and reduced the budget for this line item by 50%. This reduction means that all the core services “required” in the scope of work may not be fully provided as envisioned in the original proposal until contract extension. However, CHS has agreed to be flexible and use the space creatively as it prepares to scale, should the neighborhood and Council support expansion.

Submitted by Council Member Carolyn Cummings

- **Comment**: The draft contract and proposed agreement is a substantial change/deviation from what was advertised to service providers both times, *i.e.*, an incubator located at the current site of CSC. The draft contract goes far beyond negotiation, which other responders were not given the benefit of negotiating (ITN).
 - **Response**: The “incubator” approach was included in the original WCL response when it advanced to the negotiation phase. The Negotiation Team believed the innovative approach offered good value to CSC Leon and requested that both

CHS and WCL incorporate the approach into their best and final offer. However, the Negotiation Team requested co-location of the “incubator” at the CSC Administrative Offices due to its proximity to targeted census tracts. All respondents complied. The CSC Leon Governing Council approved the concept (by 5-2 vote) during its December 2023 meeting, when it issued the “Intent to Award.”

- **Comment:** The location is not suitable. Because the proposed location will not be located in any of the targeted communities and is nowhere near those communities, the use of taxpayer funds is questionable. “Cannot be a HUB if not located in communities of concern.”
 - **Response:** The ITN included an exhibit specifying targeted census tracts using multiple risk factors. All locations proposed, including the one co-located at the site of the CSC Leon Administrative Offices, are within the targeted census tracts. A map is provided as Exhibit 1 to this response to better illustrate the data included in the ITN.

- **Comment:** The expenditure of close to three-quarters of a million dollars during a six-month period, with little or no direct services to children and families is very concerning. Just not a good look for the Council as protectors of the public fisc [stet]. The funds could be better spent to directly benefit children and families in some of our priority areas, *i.e.*, kindergarten readiness and healthy children and families, that are measurable.
 - **Response:** CHS has revised the budget based on this and similar feedback to reduce overall contract price and extend this initial contract period to nine months. Programmatic expenses account for more than 80% of the budget and include all directed expectations contained in the intent to award approved and issued by the CSC Leon Governing Council in December 2023. FRCs are an evidenced-based approach to improve childhood outcomes and strengthen families. The model is directly linked with measurable outcomes and positive returns on investment as detailed in the ITN. Additional outcomes will be added to the service agreement after the completion of the Neighborhood Readiness Assessments, which will inform specific services to be offered at each location should the Council approve expansion.

- **Comment:** The contractual language to perform a needs assessment is confusing and ambiguous as I understood the purpose for the ITN was to address identified community needs in the targeted areas. This contract appears to be paying for duplication of services, as CSC paid QQ to perform the needs assessment with

community involvement and focus groups and paid much less than \$600,000 for a six-month period.

- **Response:** The CSC Leon Needs Assessment completed in June 2022 recommended investing in the creation of family resource centers as place-based facilities that empower neighborhood residents to improve their outcomes, which is accomplished using evidence-based national standards of quality. The Negotiation Team further underscored this importance by stating “need should not be confused with readiness,” as the desire to create the center must match the neighborhood readiness to sustain it. The proposed Neighborhood Readiness Assessments are not duplicative of the Needs Assessment, but rather an extension of it and a form of intentional and authentic community engagement to build trust and relationships with the desired community of service users.
- **Comment:** \$320,000 for staff costs for a six-month period appears unreasonable and \$56,615 to build out the offices at the CSC location is [un]acceptable to me. There is little or no indication of benefits to children or children and families with the funds over half a million dollar expenditure.
 - **Response:** CHS has revised the budget to reflect a nine-month period. FRCs are an evidenced-based approach to improve childhood outcomes and strengthen families. The services provided by the staff are direct services for families and are specifically linked with measurable outcomes and positive returns on investment as articulated in the ITN. The proposed staffing plan is built using the recommendations from the National Standards for Quality; reflects a scaled-back version of the FRCs successfully operating in Hillsborough County; and utilizes best practices cultivated from existing experience of entities operating similar placed-based family resource hubs around the state (e.g., Bridge Palm Beach County, Community Partnership Schools).
- **Comment:** There is no indication of a subcontract with Whole Child Leon (WCL) as previously approved by the Council. The MOU with WCL is devoid of a contractual amount.
 - **Response:** CHS revised the budget narrative to clearly articulate the amount for the expected subcontract with Whole Child Leon. It is anticipated that CHS will subcontract with multiple entities for a variety of services. The formally executed MOU/Subcontracts will be expected deliverables as articulated in the contract terms.
- **Comment:** Of concern also, upon recommendation from CSC Staff and majority vote of the Council, a local applicant, who owned a building in a targeted community to house

the initial resource center (HUB) and owned a mobile unit, was denied the opportunity to move to the negotiations phase. Now, CHS has a budget that includes \$56,000 for buildout of property not even owned by CHS and not located in a targeted community, that is recommended to be funded. Not a wise use of taxpayer funds when better choices can be made with taxpayer funds.

- **Response:** The chronology of the FRC Management ITN procurement is attached as Exhibit 2 and details all action regarding both processes. All recommendations and actions regarding the ITN Management procurements were actions taken by the Governing Council, not the staff. It also was made clear by the Council that respondents to the first ITN, if they wanted to do so, could submit a response to the second ITN procurement. As documented in Exhibit 2, none of the previous respondents chose to submit for the second procurement. Also, the proposed location co-located with the CSC Administrative Offices is located in one of the targeted census tracts and adjacent to another, as articulated in Exhibit 2 of the ITN and further illustrated in Exhibit 1 to this document.

Submitted by Zandra Glenn

- **Comment:** I don't think there is anything in the contract that puts CSC at risk. It is now a 6-month contract... and we have every right to pull out if we smell any "rats." There is more than enough oversight. We now have to move forward and test the process. The real contract will be for work after September.
 - **Response:** The draft final contract is now extended to nine months. It includes service initiation at the "incubator" site to allow for the data reporting system to be build and to work out any "kinks" before the Council decides whether to approve expansion. We anticipate a September presentation to the Governing Council on the implementation and results of the Neighborhood Readiness Assessments to determine if expansion is warranted. The decision to expand will rest wholly with the Governing Council.
- **Comment:** I [don't have] any edits to the SOW....that has already been approved and I want us to move forward.
 - **Response:** The Statement of Work includes the direct response by the Vendor and follows the expectations approved by the CSC Leon Governing Council in September 2023.
- **Question:** Why do we feel the need to be part of the personnel hiring process? What qualifications/characteristics are we looking for? I'm not opposed to this...just asking.
 - **Response:** The Negotiation Team expressed concern over using outside individuals to serve in the Neighborhood Leadership roles and want to guard

against it. To comply with the National Standards of Quality, these individuals must not only be from the neighborhood but also reside in said neighborhood in order for the model to truly work. CSC Leon brings a unique perspective to the recommendation process because of the capacity-building work and listening sessions efforts underway. CSC Leon will not be tasked with final approval or background screening, but rather make recommendations, as appropriate.

- **Comment:** If the Vendor does have to terminate a subcontractor, they should be obligated to provide CSC Leon with a plan to continue services previously provided by the terminated subcontractor.
 - **Response:** This revision has been made to the primary contract.

- **Comment:** If a vendor does notify CSC Leon of their intent to terminate this contract, I would like for them to still be required to report performance data up through the termination date.
 - **Response:** This action is assumed under the current language; however, we have added this additional level of detail to the contract.

- **Comment:** In Attachment II (Data Collection), I want to make sure that the FRC captures data to IDENTIFY family services that are NEEDED by the families but may be out of the scope of their contract. I would like to use their data to help inform additional services CSC Leon needs to fund. As it is written, I don't know if this type of data would be captured in the Member Satisfaction Survey.
 - **Response:** While the Member Satisfaction Survey will not capture this data, the Family Assessment of Needs will be used to capture the data requested. We will ensure the data system captures this in a reportable format.

- **Comment:** In Attachment IV, please update the "due dates" of deliverables, given the new timeline for this contract.
 - **Response:** The requested edits have been made to reflect a contract start date of April 1, 2024, and contract end date of December 31, 2024. An implementation report and Neighborhood Readiness report will be presented to the Council in September. Additional reports are outlined in the contract and on the timeline.

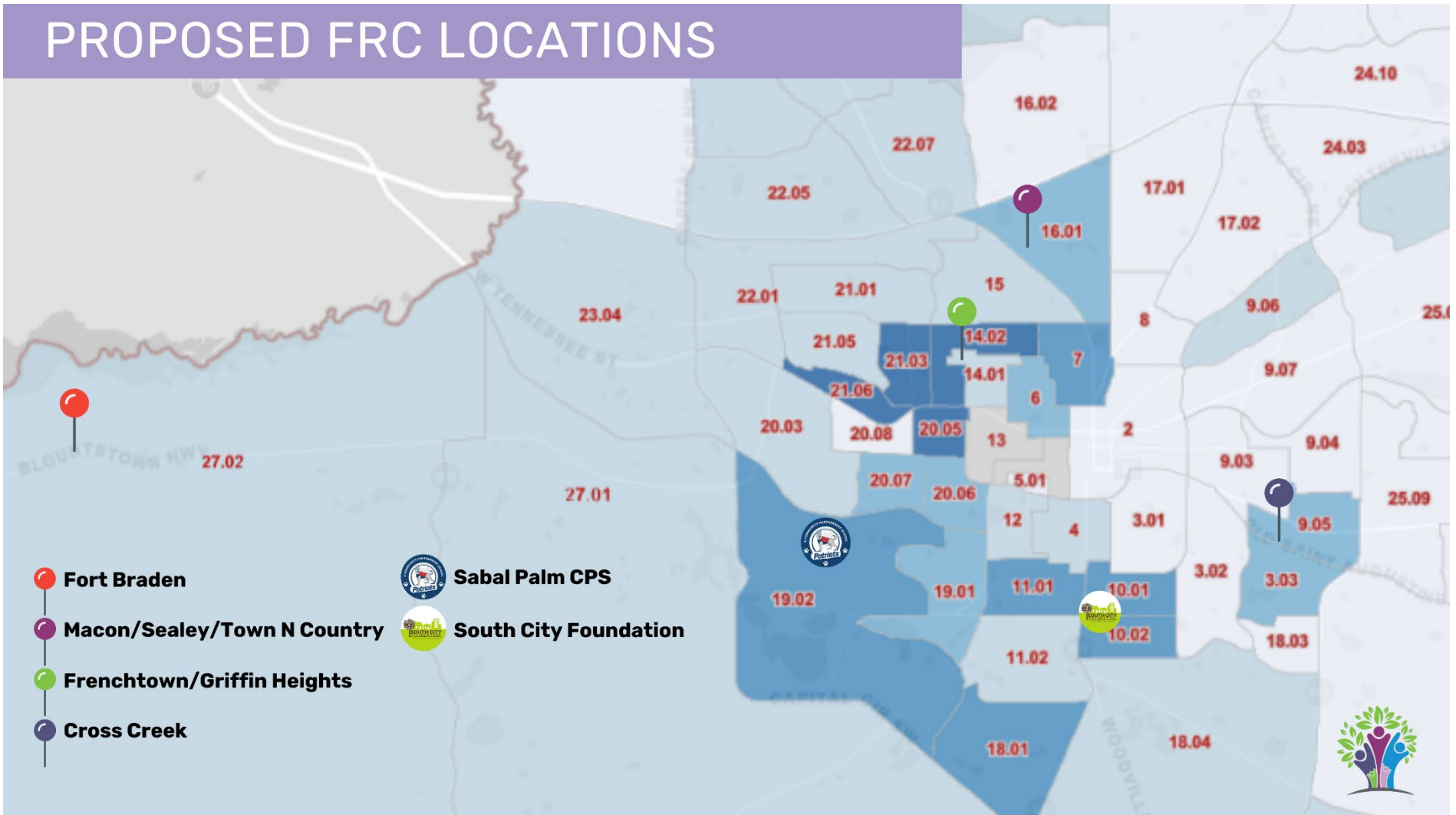
Submitted by Mark O'Bryant

- **Question:** It would be helpful to know if this application is modeled after successful FRC engagements with other CSCs. If so, which ones specifically?

- **Answer:** Yes. The proposed service plan is built using the National Standards for Quality and reflects a slightly scaled-back version of the FRCs funded by the Children’s Board of Hillsborough County. CHS also consulted with similar placed-based family resource hubs around the state funded by other CSCs (e.g., Bridges of Palm Beach County, Community Partnership Schools).
- **Question:** While the proposal includes a budget, is there a review/audit opportunity to make sure that the dollars are spent appropriately, especially on for the 18% administrative fee?
 - **Answer:** Yes. The contract requires detailed financial reporting on at least a quarterly basis (and more frequently, if deemed necessary) for each expenditure being charged to CSC Leon, including subcontracted services. CSC Leon staff provides pre-award training on the expected types of documentation required in accordance with our fiscal guidelines.
- **Comment:** There are a few capitalized titles that are not explained in the application, e.g., Family Partner, Mobility Mentoring program, etc. It might be helpful to provide definitions/explanations for formal titles.
 - **Response:** The revised statement of work now includes greater detail for each of these items. In some cases, the capitalization was removed, and the function described instead of using a specific title. CHS is leveraging its experience with the Community Partnership School model and other community solutions programming they operate, and blending its terminology with the CSC Leon required terminology used by the National Standards.
- **Comment:** There are many organizations engaged through the CHS to implement the FRCs with a number of structured activities aligned with each one. Clearly there will be a lot of work going on, but I don’t see much related to the expected outcomes of the activities. This needs to be spelled out more clearly for each engagement.
 - **Response:** The contract only includes draft MOUs to reflect some of the organizations that CHS is ready to activate if awarded the contract for on-site services and many more who will serve as “warm referrals” based on family need. The executed MOUs and/or subcontracts will articulate these expectations and will be available for inspection by any member of the Council and/or public. Beyond the stated outcomes included in Attachment III, the Vendor also is required to engage in robust data collection and reporting and adhere to their Logic Model. In addition, the Vendor will engage in an iterative “Plan - Do - Study - Amend” cycle with CSC Leon to ensure progress toward expected goals.

- **Comment:** On a more comprehensive level, I didn't see as much as I had hoped on baseline development of metrics and targeted achievement. The contract speaks to "subscales of the instrument," which I assume is a part of the FANS, but that needs to be clarified.
 - **Response:** Several tools are included in the contract and service design that use a pre/post model for data collection to create a baseline for measuring intervention impact. In addition to the tools proposed by CHS, CSC Leon also requires use of specific tools enabling common measures across investments/programs. We have added further clarity to the Scope of Work to address this concern. In addition, the Vendor will engage in an iterative "Plan - Do - Study - Amend" cycle with CSC Leon to ensure progress toward expected goals.

PROPOSED FRC LOCATIONS



Chronology for Family Resource Center (FRC) Management Procurement June 2022-Present

- **June 2022:** CSC Leon completes first Needs Assessment
 - includes recommendation for placed-based services available within neighborhoods
 - introduction of national family resource center model and other family strengthening modalities
- **July 2022:** CSC Leon hosts “strategic planning session” with Governing Council
 - “Family Supports” identified as second highest priority
 - CSC Leon hosts provider listening session confirming Needs Assessment findings
 - Services are available in the community; families have trouble accessing and navigating between them
- **October 2022:** Staff presents draft strategic framework to Governing Council
 - Includes FRCs as one option to consider for investment under “Family Supports”
- **January/February 2023:** Staff complete four family listening sessions
 - Feedback reaffirms demand for placed-based services to include system of care navigation services and parenting supports
- **February 2023:** Program Services Committee reviews draft strategic framework for “Family Supports”
 - Recommends to the full Council development a procurement for each service line
 - At next meeting, Council unanimously accepts the Program Services Committee recommendation
- **March 2023:** Program Services Committee reviews scopes of work for multiple “Family Supports” services lines
 - Committee directs staff to proceed with FRC Management ITN development for selection of a single vendor
 - Program Services Committee presents ITN to full Council
 - Council unanimously approves ITN, which is released a week later
- **May 2023:** CSC Leon receives two responses to the ITN
 - Bethel Empowerment Foundation and Brownsville Preparatory Institute submitted responses

- Evaluation Team convenes (K. Lennorris Barber, Brittany Beihl, Laure Mulrooney, Michael Torres, and Council Member Terrence Watts)
- Recommends to Council to “reject all and re-advertise” the ITN
- **June 2023:** Council unanimously approves to “reject all and re-issue” the ITN
 - Staff directed to cancel the previous ITN and significantly revise the Scope of Work
 - All prior Respondents could re-submit, should they choose
 - There was an initial motion to advance Bethel Empowerment Foundation to the Negotiation team
 - The motion failed on a 2-5 vote.
- **July 2023:** Governing Council provides significant input on the revised FRC Management ITN
 - Temporarily postpones consideration of its release
- **September 2023:** Governing Council unanimously approves revised ITN
 - Includes mandatory participation in “Bidders Conference” from entities interested in submitting a response
 - Five organizations participate in bidder conference
 - Bethel Empowerment Foundation, Capital Area Healthy Start, Children’s Home Society of Florida, Whole Child Leon, YMCA Alliance of Florida
- **October 2023:** CSC Leon receives two responses
 - Children’s Home Society of Florida and Whole Child Leon (YMCA Alliance of Florida sends communication withdrawing their interest)
- **November 2023:** Evaluation team convenes (Pebbles Edelman, Yolanda Gillette , Liza McFadden, Council Member Paul Mitchell, and Darice Richard-Mitchell)
 - Advances both responses to Negotiation
 - Negotiation team convenes (Amanda Douglas, Christic Henry, Paul Mitchell, Rob Renzi, and Frank Shaw)
 - Conducts initial interviews and requests for supplemental information
- **December 2023:** Negotiation team convenes
 - Conducts additional negotiations, requests best and final offers from both Respondents
 - Negotiation team selects Children’s Home Society of Florida as “recommended vendor” but proposes alternate scope of service as “best value” proposition to full Council

- Council accepts recommendation with a vote of 5-2
- **January 2024:** Council receives FRC Management contract
 - Postpones consideration thoroughly review contract
 - Council members review contract independently; submits questions, comments and requested revisions to Staff
- **February 2024:** Council receives updated draft of contract
 - Staff provides Council contract with all requested changes, cover page containing responses to all Council member submitted questions, comments and requested revisions
 - Staff also provides chronology FRC Management procurement development
 - Special Council meeting scheduled for February 20