

**CONTRACT BETWEEN
CHILDREN'S SERVICES COUNCIL OF LEON COUNTY
AND
CHILDREN'S HOME SOCIETY OF FLORIDA**

THIS CONTRACT is entered into this 1st day of April 2024, by and between Children's Home Society of Florida (hereinafter referred to as the "Vendor"), and the Children's Services Council of Leon County, an independent special district and a political subdivision of the State of Florida (hereinafter referred to as "CSC Leon").

WHEREAS, CSC Leon published its *Family Resource Center Management Invitation to Negotiate* which requested proposals from Vendors for funding to support the creation, implementation, coordination and management of such services between April 1, 2024, and December 31, 2024 (the "ITN"); and

WHEREAS, the Vendor responded to the ITN by submitting its proposal in accordance therewith (the "Proposal"); and

WHEREAS, the Governing Council of CSC Leon has authorized and approved funding for the services described in the Proposal in the amount described herein; and

WHEREAS, the Parties desire to enter into the Contract pursuant to which the Vendor will provide the contemplated children's services in exchange for receipt of such funding.

NOW THEREFORE, in consideration of the premises set forth herein, the parties hereto agree as follows:

1. *Scope of Work*: The Vendor shall perform the work and services ("Scope of Work") as set forth in Attachment I attached to this Contract in a satisfactory and proper manner and in accordance with recognized child welfare practices as reasonably determined by CSC Leon. Entry into this mutual Contract constitutes agreement by the Vendor to provide services in the manner described in the ITN and Proposal submitted by the Vendor.
2. *Service Recipients*: The Vendor agrees to provide services only to Leon County residents with the funding provided by CSC Leon hereunder.
3. *Data Collection*: The Vendor is required to collect and report specific data outlined in Attachment II from all FRCs. All data must be input into the Services and Activities Management Information System (SAMIS). Vendor is permitted to use SAMIS to store non-CSC funded program participant data.
4. *Performance Indicators*: The Vendor is required to meet specific process measures and program outcomes as outlined in Attachment III. These will be calculated by the

data input into SAMIS.

5. *Contract Deliverables:* The Vendor shall submit proof of completion of the scope of work and contract deliverables as specified in Attachments IV of this Contract. To ensure that effective program delivery mechanisms and robust performance measurement systems are implemented, the Vendor shall participate in post-award trainings, workshops and mentoring opportunities offered or approved by CSC Leon to strengthen its ability to report program outcome measures.

6. *Term:* All work and services required by this Contract shall be performed between April 1, 2024, and December 31, 2024, unless otherwise mutually agreed to in writing by CSC Leon and the Vendor.

7. *Personnel:* The Vendor represents that it has, or will secure at its own expense, all personnel required to perform the Scope of Work under this Contract. Such personnel shall not be employees of or have any contractual relationship with CSC Leon. All work and services required hereunder will be performed by the Vendor, or under its supervision, and all personnel engaged in the performance of work or services shall be fully qualified and properly authorized or licensed under applicable federal, state, and local law, statutes, and ordinances to perform such work or services. The Vendor shall include CSC Leon in the hiring process of the Family and Community Engagement Coordinators for the purpose of vetting prospective applicants. CSC Leon reserves the right to require the removal of any Personnel from providing CSC Leon-funded services, if in the judgment of CSC Leon, said Personnel is deemed unacceptable to render services. CSC Leon's request to remove said Personnel must be provided in writing to Vendor and contain reasonable detail outlining the reasons for the removal request.

The Vendor is performing the services and duties required hereunder as an independent contractor and not as an employee, agent, partner of, or joint venture with CSC Leon. The Vendor shall assume the sole and exclusive responsibility for the payment of wages, including overtime, to all its employees for services performed by them under this Agreement and shall at all times adhere to the requirements set forth in the Fair Labor Standards Act. Vendor shall, with respect to said employees, be responsible for withholding federal income taxes, FICA, and any other applicable withholding, paying federal social security taxes, and maintaining unemployment insurance.

8. *Subcontractors:* The Vendor will perform specific services under this Contract through one or more third-party contractors (each a "Permitted Subcontractor"). The Vendor shall remain responsible for its representations, warranties, services or obligations under this Contract. The Vendor is responsible and liable for the acts and omissions of each such subcontractor (including such Permitted Subcontractor and its employees who, to the extent providing Services or Deliverables, will be deemed Personnel) to the same extent as if such acts or omissions were performed by the Vendor or its employees. The Vendor shall

implement performance monitoring processes to assess compliance by subcontractors. The Vendor shall inform CSC Leon promptly upon determining concerns of noncompliance by any subcontractor. Should the Vendor identify that the subcontractor is noncompliant or in danger of being noncompliant with its contractual obligations, the Vendor may take corrective actions up to and including termination of the subcontract. Should the Vendor determine that a subcontract termination is necessary, the Vendor must provide a plan for continuity of services to CSC Leon. Ultimately, the Vendor is responsible for the provision of the subcontracted services.

9. *Background Screening:* The Vendor shall ensure that all its employees, volunteers, and subcontractors have the appropriate background screenings in accordance with all applicable federal, state, and local laws, statutes and ordinances to perform such work or services. Vendor is responsible for all costs associated with the requested background screenings. CSC Leon, in its sole discretion, may also perform background screenings.

10. *Mandated reporters:* The Vendor, its employees, volunteers, and subcontractors are mandated to immediately report knowledge or reasonable suspicion of abuse, neglect or abandonment of a child, an aged person or a disabled adult to the Florida Abuse Hotline using the statewide toll- free telephone number (1-800-962-2873), as required by Chapters 39 and 415, Florida Statutes.

11. *Compensation:* Unless determined otherwise by CSC Leon in its sole discretion, this is a fixed price Contract. In exchange for acceptable performance of the Services, CSC Leon agrees to pay, and Vendor agrees to accept, the fixed price of \$609,371.00. The Vendor shall receive three funding disbursements in accordance with the CSC Leon Fiscal Guidelines and based on the approved budget included as Attachment V. The first funding disbursement will be distributed at contract execution and receipt of the first deliverable and it will be equal to one-third of the total budget amount. Disbursements thereafter that shall coincide with the review and approval of deliverable reporting as outlined in Attachment IV. An expansion feasibility study shall be due on September 1, 2024. If approved, a contract renewal/budget amendment shall include four quarterly disbursements that will coincide with the review and approval of quarterly reporting. The CSC Leon Fiscal Guidelines are accessible on CSC Leon's website. The Vendor will be required to submit proper documentation of all expenditures as part of its contract deliverables as set forth in the CSC Leon Fiscal Guidelines.

12. *Future Funding:* The funding awarded hereunder is solely for the provision of FRC Management services from April 1, 2024, through December 31, 2024. Future funding awarded to the Vendor, if any, for services thereafter will be based on successful completion of contracted deliverables, review and approval by CSC Leon. The obligation of CSC Leon to provide funding to any applicant or programmatic service Vendor for any future year or period of time is subject to annual budget and appropriation. Accordingly, and notwithstanding anything herein to the contrary, CSC Leon's obligation to make payments to Provider

hereunder shall be subject to annual appropriation by CSC Leon. If during the then current fiscal year of CSC Leon, sufficient funds are not appropriated to make payments to the Provider required hereunder for the following fiscal year (an "Event of Nonappropriation"), CSC Leon shall be deemed not to have renewed this Agreement for the following fiscal year, and this Agreement shall terminate at the end of the then current fiscal year, and CSC Leon shall not be obligated to make payments to the Provider beyond the then current fiscal year for which funds have been appropriated. An Event of Non-Appropriation shall not constitute a default or breach by CSC Leon of this Agreement.

13. *Reports:* The Vendor will submit specific reports on a defined schedule as outlined in Attachment IV utilizing the online portal supplied by CSC Leon.

A. Should the Vendor not be approved for the continuation of the contract for the expansion and implementation of additional sites, unspent funds are required to be returned to CSC Leon by no later than February 28, 2025, to avoid fines or exclusion from future funding opportunities. Funded entities may return the funds via mail postmarked by February 28, 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.

B. Upon execution of this Contract, the Vendor will designate in writing to CSC Leon, a member of the Vendor's staff who will be responsible for submission of all Vendor reports to CSC Leon, and for administration of this Contract on behalf of the Vendor. All contact with the Vendor regarding such reporting and administration will be directed to the attention of that designated individual and, as appropriate, the executive director.

C. All reports prepared by the Vendor shall be submitted via email to:
Dina Snider, Director of Finance and Operations
Children's Services Council of Leon County
dsnider@cscleon.org

D. Failure to provide any report required by this section may result in the return of funds by the Vendor to CSC Leon and may impact the Vendor's ability to access future funding from CSC Leon.

14. *Termination of Contract for Cause:* If the Vendor fails to fulfill, in a timely and proper manner, any of its obligations under this Contract, or if the Vendor violates any of the covenants, Contracts, provisions, or stipulations of this Contract, CSC Leon shall have the right to terminate this Contract by giving written notice of such termination to the Vendor, specifying the reasons for the termination and the effective date thereof, at least fifteen (15) days prior to the effective date of such termination. The Vendor shall be entitled to keep pro

rata compensation for any work or services satisfactorily completed prior to the effective date of termination and return all other funds not expended to CSC Leon. Notwithstanding such termination, the Vendor shall be and remain liable to CSC Leon for all damages sustained by, and costs or expenses incurred by CSC Leon by virtue of any breach of the Contract by the Vendor. In so far as allowed by Florida law, CSC Leon shall have a right to request compensation from the Vendor the amount of any damage sustained by CSC Leon by virtue of the Vendor's breach of this Contract and any other amounts owed to CSC Leon by the Vendor. The Vendor acknowledges that any termination of this Contract for clause may disqualify the Vendor from consideration for additional funding by CSC Leon in the future.

15. *Termination of Contract for Convenience of CSC Leon:* CSC Leon may terminate this Contract in whole or in part at any time by giving written notice to the Vendor of such termination, specifying the effective date thereof, at least thirty (30) days before the effective date of such termination. If this Contract is terminated by CSC Leon as provided herein, the Vendor will be required to return any and all unexpended funds which bears the same ratio to the total compensation as the work and services actually performed bear to the total work and services of the Vendor covered by the Contract.

16. *Termination of Contract by Vendor:* Vendor may terminate this agreement with or without cause, including for convenience, upon giving written notice to CSC Leon at least thirty (30) days before the effective date of such termination. Upon termination, Vendor shall be entitled to compensation for any work or services satisfactorily completed prior to the effective date of termination, including but not limited to transfer of all data collected. Vendor shall provide an account reconciliation of expended funds and return any excess advance funds within forty-five (45) days after termination. Vendor shall have no further obligation to CSC Leon after completing these close-out activities.

17. *Reversion of Assets:* Upon expiration or other termination of this Contract, the Vendor shall transfer to CSC Leon any remaining Funds not properly expended or obligated at the time of expiration on or before February 28, 2025. Failure to do so may result in CSC Leon exercising its right to seek any available remedies at law or in equity.

18. *Assignment:* The Vendor shall not assign, transfer, or otherwise convey any interest in this Contract without the prior written consent of CSC Leon.

19. *Branding:* The Vendor shall incorporate the use of CSC Leon branding assets in accordance with the CSC Leon style guide and specifications. Any printed publicity material produced by the Vendor relevant to this Contract will be suitably branded with CSC Leon branding assets. Vendor is solely responsible for the costs associated with marketing and branding relevant to this contract.

20. *Performance Monitoring:* CSC Leon will monitor the performance of the Vendor

with respect to completion of the activities identified in the Scope of Work. Failure to accomplish these activities will constitute noncompliance with this Contract. If action to correct noncompliance is not taken by the Vendor within a reasonable time period after being notified by CSC Leon, contract suspension or termination procedures will be initiated. The Vendor's obligation to CSC Leon shall not end until all closeout requirements are completed.

The Vendor will be subject to monitoring and quality site visits throughout the contract period. During a prearranged monitoring visit, a CSC Leon team member will request access to specific items that may include personnel files for all CSC-funded staff (paid and volunteers) including completed background checks, organizational policies, program files, insurance certificates, back up of expenditures, payroll, etc. A checklist of required items will be provided at least 24 hours in advance of a scheduled visit.

21. *Data Security:* Recipients of CSC Leon funds are reminded of their vital responsibility to protect sensitive and confidential data and take all reasonable and appropriate actions to prevent the inadvertent disclosure, release, or loss of sensitive personal information. CSC Leon advises that personally identifiable, sensitive, and confidential information about CSC Leon-supported programs or program participants not be housed on portable electronic devices. If portable electronic devices must be used, they should be encrypted to safeguard data and information. These devices include laptops, CDs, disc drives, flash drives, external hard drives, etc. Programs also should limit access to personally identifiable information through proper access controls, such as password protection and other means. Program data should be transmitted only when the security of the recipient's systems is known and is satisfactory to the transmitter.

22. *Indemnification:* The Vendor shall indemnify, save and hold CSC Leon, its officials, officers and employees harmless from any and all actions, obligations, claims, damages, expenses, costs of any kind, debts, negligence, and liabilities arising from, or in any way related to, acts or omissions of the Vendor, its employees, volunteers, subcontractors, employees of subcontractors, or clientele, in the performance of, or failure to perform under, this Contract. Should CSC Leon, as a result of the performance or lack thereof by or on behalf of the Vendor, be required to reimburse any sums to any organization, or reimburse funds to any Federal, state or local governmental entity, contribute funds to the performance of this project, or expend CSC Leon funds to complete or correct such performance, the Vendor, upon demand by CSC Leon, shall refund and reimburse CSC Leon for all sums so reimbursed or expended by CSC Leon. It is understood and agreed that the Vendor is not required to indemnify the CSC Leon for claims, demands, actions or causes of action arising solely out of the CSC Leon's negligence.

CSC Leon shall defend, indemnify, and hold harmless Vendor from any and all damages caused by the improper disclosure of any confidential information by CSC Leon as defined by law including, but not limited to, Protected Health Information under HIPAA and any and all costs

associated with remedying the disclosure. CSC Leon shall defend, indemnify and hold harmless Vendor from any and all damages caused by the improper disclosure by CSC Leon as defined by law of any information including but not limited to personally identifiable information (PII) and protected health information (PHI) as required under HIPAA, HITECH and FIPA regulations or other information that is confidential and/or exempt from disclosure per F.S. 119. This provision shall survive the termination of this Agreement. This indemnification shall not be construed as a waiver of CSC Leon's sovereign immunity and shall be interpreted as limited to only such traditional liabilities for which CSC Leon could be liable under the common law interpreting the limited waiver of sovereign immunity. Any claims against CSC Leon must comply with the procedures found in F.S. 768.28. The value of this indemnification is limited to the lesser of the amount payable by either party under the substantive provisions of this Agreement, or the limitations of F.S. 768.28. In addition, this indemnification shall be construed to limit recovery by the indemnified party against CSC Leon to only those damages caused by CSC Leon's sole negligence, and specifically not include any attorney's fees or costs associated therewith.

23. *Attorney Fees:* Except as provided in Section 14 hereof, nothing in this Contract shall be construed to deny either party the right to seek any remedies that may be available to that party, at law or in equity, including but not limited to awards of court costs and attorney fees, in order to enforce the terms of this Contract or to recover damages as a result of a breach of this Contract.

24. *Notice:* All notices required herein shall be in writing sent by United States certified mail, postage prepaid, return receipt requested, overnight courier or by hand delivery. All notices required under this Contract shall be given to the Parties at the addresses below or at such other place as the Parties may designate in writing.

Notice to Vendor: NAME, TITLE
 ORGANIZATION
 ADDRESS
 CITY, STATE, ZIPCODE

Notice to CSC Leon: Cecka Rose Green, Executive Director
 Children's Services Council of Leon County
 2002 Old St. Augustine Rd., Suite A-50
 Tallahassee, FL 32301

25. *Equal Employment Opportunity:* The Vendor shall not discriminate against any employee or applicant for employment on the basis of race, color, religion, sex, age, disability, sexual orientation, gender, national origin, marital status, familial status, or any other basis prohibited by applicable law. Such action shall include, but not be limited to, the following: employment, promotion, demotion or transfer; recruitment, advertising; layoff or

termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The Vendor shall post in conspicuous places, available to employees and applicants for employment, notices as provided by CSC Leon setting forth the provisions of this nondiscrimination clause. The Vendor shall incorporate this provision in all subcontracts for services provided under this Contract.

26. *Nondiscrimination Under Title VI of Civil Rights Act of 1964:* The Vendor covenants and promises that it will fully comply with Title VI of the Civil Rights Acts of 1964 (P.D. 88-352) and in accordance with Section 109 of the Housing and Community Development Act of 1974, as amended, and with all requirements imposed by or pursuant to that Act. In accordance with this, no person in the United States shall, on the basis of race, color, disability, age, religion, national origin, or sex, be excluded from participation in, denied the benefits of, or subjected to discrimination under any program or activity for which the recipient received financial assistance from CSC Leon.

27. *Americans with Disabilities Act:* The Vendor covenants and promises that it will, to the greatest extent feasible, comply with the Americans with Disabilities Act, as amended, which focuses on the areas of employment, public accommodations, state and local government services, and telecommunications.

28. *Local, State & Federal laws and ordinances:* The Vendor covenants and promises that it will fully comply with applicable local, state, and federal laws and ordinances.

29. *Interest of Members of CSC Leon and Others:* No officer, member or employee of CSC Leon and no members of its governing body, and no other public official of the governing body of the locality in which the project is situated and being carried out who exercise any functions or responsibility in the review and approval of the undertaking or carrying out of this project, shall participate in any decision relating to this Contract which affects his personal interest or have any personal or pecuniary interest, direct or indirect, in this Contract or the proceeds thereof.

30. *Interest of the Vendor:* The Vendor on behalf of itself and its officers and officials, covenants that none of them presently have any interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of work and services required to be performed under this Contract. The Vendor, on behalf of itself and its officers and officials, further covenants that in the performance of this Contract, no person having such interest shall be employed.

31. *Financial Management:* The Vendor agrees to comply with the Financial Accounting Standards Board, Statement of Financial Accounting Standards 116 and 117. The Vendor agrees to adhere to the accounting principles and procedures required therein, utilize adequate internal controls, and maintain necessary source documentation for all costs

incurred. Internal controls are systems of policies and procedures designed to promote and protect sound financial management practices, including the development and implementation of a check signing policy that requires two signatures on checks for purchases over a specified amount in accordance with the policies and procedures adopted by the Vendor's Board of Directors. Furthermore, the policy specifies that no Vendor staff, including the executive director, can sign a check written to him/her or written for cash. The policy also includes specifications and internal safeguards (direct board oversight) regarding making withdrawals from the Vendor's account.

32. *Audits, Records, and Retention:* The Vendor agrees to the following:

A. To establish and maintain books, records, and documents (including electronic storage media) in accordance with generally accepted accounting procedures and practices which sufficiently and properly reflect all revenues and expenditures of funds reflected herein.

B. To retain all client records, financial records, supporting documents, statistical records, and any other documents (including electronic storage media) pertinent to this Contract for a period of five (5) years after termination of the Contract, or if an audit has been initiated and audit findings have not been resolved at the end of five (5) years, the records shall be retained until resolution of the audit findings or any litigation which may be based on the terms of this Contract.

C. Upon completion or termination of the Contract and at the request of CSC Leon, the Vendor will cooperate with CSC Leon to facilitate the duplication and transfer of any said records or documents during the required retention period as specified in paragraph b above. CSC Leon may reproduce any written materials generated as a result of the Vendor's work.

D. To assure that all records required to be maintained by the Vendor hereby shall be subject at all reasonable times to inspection, review, or audit by CSC Leon, Federal, state, or other personnel duly authorized by CSC Leon.

E. To permit persons duly authorized by CSC Leon to audit and have full access to and the right to examine any of the Vendor's records and documents related to this Contract, regardless of the form in which kept, at all reasonable times for as long as those records are retained.

F. To include these aforementioned audit and record keeping requirements in all approved subcontracts and assignments.

G. Comply with public records access requirements set forth in section 119.0701(2), Florida Statutes, including the obligation to:

1. Keep and maintain public records required by CSC Leon to

perform the Services required under this Contract.

2. Upon request from CSC Leon's custodian of public records, provide CSC Leon with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided in Chapter 119, Florida Statutes, or as otherwise provided by law.

3. Ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of the Term of this Contract and following termination of the Contract if the Vendor does not transfer the records to CSC Leon.

4. Upon termination of the Contract, transfer, at no cost, to CSC Leon all public records in possession of the Vendor or keep and maintain public records required by CSC Leon to perform the Services required hereunder. If the Vendor transfers all public records to CSC Leon upon termination of the Contract, the Vendor shall destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Vendor keeps and maintains public records upon termination of the Contract, the Vendor shall meet all applicable requirements for retaining public records. All records stored electronically must be provided to CSC Leon, upon request from CSC Leon's custodian of public records, in a format that is compatible with the information technology systems of CSC Leon.

5. IF THE VENDOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE VENDOR'S DUTY TO PROVIDE PUBLIC RECORDS TO THIS CONTRACT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS AT 850-764-2966 OR INFO@CSCLEON.ORG.

H. The Vendor shall maintain client data documenting client eligibility for services provided. Such data shall include, but not be limited to, client name, address, income level or other basis for determining eligibility, description of services provided, and participant outcomes, including data utilized to determine participant outcomes. Such information shall be made available to CSC Leon monitors or their designees for review upon request.

I. The Vendor recognizes that client information collected under this Contract may be private, confidential or exempt from disclosure as a public record in which case the use or disclosure of such information, when not directly connected with the administration of the Vendor's responsibilities with respect to services provided under this Contract, is prohibited unless written consent is obtained from such person receiving service and, in the case of a minor, that of a responsible parent/guardian.

33. *Insurance*: The Vendor shall procure and maintain for the duration of this Contract, General Liability Insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Vendor, its agents, representatives, employees, or subcontractors. The cost of such insurance shall be the sole responsibility of the Vendor. The General Liability Insurance coverage should be not less than \$1 million per occurrence, \$2 million general aggregate. Upon contract signing, the applicant shall furnish CSC Leon with a current Certificate of Insurance (COI) listing CSC Leon, 2002 Old St. Augustine Rd., Ste. A-50, Tallahassee, FL 32301 as the additional insured Certificate Holder with respect to general liability and automobile liability (if applicable). General liability coverage cannot be waived.

A. If children or youth will be transported by, or on behalf of, the program Vendor, whether in applicant-owned, rental, or non-owned vehicles, the applicant must comply with the following requirements:

1. All drivers must have a valid driver's license with the appropriate class certification (if applicable), and a copy of each driver's license must be on file with the applicant.
2. All vehicles must be insured with a minimum coverage of \$1,000,000.
3. A transportation permission form must be signed by the parent or legal guardian of each child being transported, and a copy of each form must be on file with the applicant.

34. *Subrogation*. In the event of loss, damage, or injury to Vendor and/or Vendor's property not occurring at the Cross Creek FRC location, Vendor shall look solely to any insurance in its favor without making any claim against the Council. Vendor hereby waives any right of subrogation against the Council, for loss, damage, or injury within the scope of Vendor's Insurance, and on behalf of itself and its insurer, waives all such claims against the Council.

35. *Entire Agreement*. This Contract, including its Attachments and other incorporated documents, contains all the terms and conditions agreed upon by the parties with respect to the subject matter of this Contract. No other agreements regarding the subject matter of this Contract shall be deemed to exist or to bind any of the parties hereto.

36. *Amendment*. The parties may, from time to time, amend this Contract. Such amendments must be mutually agreed upon in writing by CSC Leon and the Vendor and set forth in a written document executed by duly authorized representatives of the parties to this Contract.

37. *Severability*. If any provision of this Contract or the application thereof to any person or circumstances shall be invalid or unenforceable to any extent, the remainder of this Contract and the application of such provisions to other persons or circumstances shall not be affected thereby and shall be enforced to the greatest extent permitted by law.

38. *No Third-Party Benefits.* The parties to this Contract do not intend any provision of this Contract to create any third-party beneficiaries or to confer any benefit or enforceable right upon anyone other than the parties hereto.

39. *Sovereign Immunity.* This Contract shall not be construed as constituting a waiver of any rights to sovereign immunity granted to the CSC Leon under the laws or Constitution of the State of Florida.

40. *Compliance with Laws.* In performing its obligations hereunder, each party agrees to comply in all material respects with all applicable laws, rules and regulations. During the term of this Contract, the Vendor shall ensure that it is duly organized, validly existing and in good standing under the laws of Florida. If the CSC Leon becomes aware that a Vendor's corporate status has been administratively dissolved or is otherwise not active, the CSC Leon may terminate the Contract if the Vendor does not have its corporate status reinstated within thirty (30) days written notice by the CSC Leon.

41. *Waiver of Jury Trial and Remedies.* TO ENCOURAGE PROMPT AND EQUITABLE RESOLUTION OF ANY LITIGATION, EACH PARTY HEREBY WAIVES ITS RIGHTS TO A TRIAL BY JURY IN ANY LITIGATION RELATED TO THIS CONTRACT. No remedy herein conferred upon any party is intended to be exclusive of any other remedy, and each and every remedy shall be cumulative and shall be in addition to every other remedy given hereunder or now or hereafter existing at law or in equity or by statute or otherwise. No single or partial exercise by any party of any right, power or remedy hereunder shall preclude any other or further exercise thereof.

42. *Public Entity Crimes.* The Vendor acknowledges and agrees that a person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a bid, proposal, or replay on a contract to provide any goods or services to a public entity; may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity; and may not transact business with any public entity in excess of the threshold amount provided in section 287.017, Florida Statutes for Category Two (currently \$35,000.00) for a period of 36 months following the date of being placed on the convicted vendor list.

43. *Contract Waiver.* CSC Leon reserves the right to waive requirements of this CSC Leon Contract and its Attachments when warranted.

44. *Scrutinized Companies.*

A. Vendor certifies that it and its subcontractors are not on the Scrutinized Companies that Boycott Israel List and are not engaged in the boycott of Israel and shall execute the CSC Leon's "Vendor Certification Form Regarding Scrutinized Companies". Pursuant to section 287.135, Florida Statutes, the CSC Leon may immediately terminate this Contract, at its sole option, if the Vendor or any of its

subcontractors are found to have submitted a false certification; or if the Vendor or any of its subcontractors, are placed on the Scrutinized Companies that Boycott Israel List or is engaged in the boycott of Israel during the term of this Contract.

B. The Vendor agrees to observe the above requirements for applicable subcontracts entered into for the performance of work under this Contract.

C. The Vendor agrees that the certifications in this section shall be effective and relied upon by the CSC Leon for the term of this Contract, including any and all renewals.

D. The Vendor agrees that if it or any of its subcontractors' status changes in regards to any certification herein, the Vendor shall immediately notify the CSC Leon of the same.

E. As provided in Subsection 287.135(8), Florida Statutes, if federal law ceases to authorize the above-stated contracting prohibitions then they shall become inoperative.

45. *E-Verify*. Pursuant to Section 448.095(2), Florida Statutes, beginning on January 1, 2021, the Vendor shall:

A. Represent that it (1) uses the E-Verify system to verify the work authorization status of all its new employees or (2) does not use the E-Verify system and to represent that it is legally exempt from doing so. The Vendor also represents that it requires its subcontractor(s) who may be used to provide services as part of this contract to (1) use the E-Verify system to verify the work authorization status of all its new employees or (2) if the subcontractor does not use the E-Verify system, to represent that the subcontractor is legally exempt from using the E-Verify system.

B. Secure an affidavit from all subcontractors (providing services or receiving funding under this Agreement) stating that the subcontractor does not employ, contract with, or subcontract with an unauthorized alien;

C. Maintain copies of all subcontractor affidavits for the duration of this Agreement. CSC Leon may seek from contractor attested confirmation of its status as using E-Verify or that it is legally exempt from doing so. Failure of provide such attested confirmation is a material breach of this contract;

D. Comply fully, and ensure all of its subcontractors comply fully, with Section 448.095, Florida Statutes;

E. Acknowledge that section 488.095(5)(c)3, Florida Statutes, permits CSC Leon to terminate this contract if it has a good faith belief that its contractor has knowingly violated section 448.09(1), Florida Statutes, regarding the employment of someone not authorized to work by the immigration laws of the United States, the U.S. Attorney General, or the Secretary of the Department of Homeland Security. Such termination action is not considered a breach of contract; and

F. Be aware that if the CSC Leon terminates this Agreement under Section 448.095(2)(c), Florida Statutes, the Vendor may not be awarded a public contract for at least 1 year after the date on which the Agreement is terminated and will be liable for any additional costs incurred by the CSC Leon as a result of the termination of the Agreement.

46. *Non-Exclusive Basis.* The services provided by Vendor hereunder are provided on a non-exclusive basis and CSC Leon expressly reserves the right to contract with others for similar services.

47. *Constitutional Prohibition:* The Vendor shall not use grant funds for the acquisition, construction, reconstruction, rehabilitation, or operation of structures used for religious purposes.

IN WITNESS THEREOF, CSC Leon and the Vendor have executed this Contract as of the date first above written.

CHILDREN’S SERVICES COUNCIL OF LEON COUNTY

By: Cecka Rose Green Its: Executive Director

Date: _____

[VENDOR NAME]

By: _____ Its: _____

Date: _____

ATTACHMENT I: SCOPE OF WORK
ATTACHMENT II: DATA COLLECTION REQUIREMENTS
ATTACHMENT III: PERFORMANCE INDICATORS
ATTACHMENT IV: CONTRACT DELIVERABLES
ATTACHMENT V: BUDGET

ATTACHMENT I
FAMILY RESOURCE CENTER (FRC) MANAGEMENT
SCOPE OF WORK

1. OVERVIEW

The Family Resource Center (FRC) Management contract is divided into distinct phases to allow a scaled approach for the creation and implementation of FRCs with oversight by the Children's Services Council of Leon County (CSC Leon).

- The Children's Home Society of Florida (CHS) will develop a comprehensive neighborhood engagement strategy to place families first and at the center of service design and delivery. This means conducting neighborhood-specific readiness assessments to better evaluate unique needs and demand, using vetted neighborhood leaders who live in targeted census tracts.
- The first FRC will be established at the site of the CSC Leon Administrative Office and serve as an "incubator" for the service modality, including the creation of data collection and reporting protocols in collaboration with CSC Leon for the management of FRC services.
- Children's Home Society of Florida (CHS) will engage in mandatory coaching/consultation with the National Family Support Network and may engage with coaching from similar sites in Florida.
- CHS will ensure a variety of services are available as outlined below utilizing subcontracts with various community providers, including Whole Child Leon for at least one comprehensive childhood screening and pediatric behavioral health navigation.
- CHS will propose the second and possible third locations, complete with build out and management budgets, based on the readiness of the communities served, as agreed upon by the CSC staff, before consideration of contract extension.

2. PROGRAM DESIGN

CHS will develop the first Leon County FRC using a modified version of the successful "Community Partnership School" (CPS) Model. Development will begin by intentionally engaging each community selected in a needs assessment and asset mapping. This process will contribute to the development of a vision and strategic plan for each FRC. By partnering with families, non-profits, community leaders, faith leaders and business owners, CHS will ensure that the FRC addresses needs identified by the community. Services offered in under-served communities are often selected by well-meaning individuals and organizations who are not familiar with the community. This approach is dis-empowering and, as a result, programs may

struggle to attract participants due to lack of trust and because they are not based on what the community needs and wants.

A powerful example of this is a story shared with CHS leaders in the early development of a CPS. A local Department of Health had funding to support infrastructure improvements in a particular community. Water and sewer lines were old as were roads and public buildings. When officials were speaking with community members to prioritize the projects, an unknown need was uncovered. There were very few streetlights, so people were afraid to go out at night. Adding lights was a higher priority than any of the other infrastructure needs and it wasn't even on the list.

A. Principles of Family Support Practice

CHS will utilize the Principles of Family Support Practice outlined in the standards of Quality for Strengthening Family Support throughout every aspect of the work. As a convener, CHS will facilitate the process of community readiness and assessment ensuring that the community voice drives the FRC development. It takes a community of resources to transform lives. Rather than allowing community partners to operate in silos, CHS will encourage partnership through shared governance and collaborative leadership. As such, the FRC and any future FRCs will develop a "Family and Community Advisory Council" that will play a key leadership role in the FRC's direction. CHS will embed equity throughout every step of the process through sharing information, asking questions, convening conversations, and gleaning information that helps to shape every facet of what each FRC becomes. Starting with informational sessions and community conversations, CHS will set the tone that the community is vital to this process and is valued for their experience and knowledge. Focus groups will dig deeper into specific topics such as childcare, community safety and needed services. CHS will hold multiple focus groups during the planning phase at a variety of days and times to maximize attendance and feedback.

CHS will utilize the "Community Readiness for Community Change" developed by the Tri-Ethnic Center for Prevention Research at Colorado State University to inform the needs assessment process. This resource provides survey questions and interview format and a method to score the responses.

The development and management of the FRC will utilize the National Family Support Network Standards of Quality to develop FRC plans. CHS will require FRC staff to participate in the National Standards and Advisory Council training sessions. The Standards uniquely integrate and operationalize the Principles of Family Support Practice and the Strengthening Families Framework and Approach with its research- based, evidence-informed 5 Protective Factors.

Consistent with a collaborative leadership model, core and ancillary service providers will be involved in a Provider Council. The Provider Council will be part of the feedback loop to ensure continuous quality improvement and strategic planning.

National Standards for Family Strengthening and Support are incorporated into the program components. The Standards have initial and high-quality indicators within each standard. CHS will strive to meet the high-quality indications within three years after the FRC has opened. In addition to incorporating the Standards, CHS considers community level plans such as the Griffin Heights Neighborhood First Plan and the Leroy Collins Essential Libraries Initiative. Both of these initiatives/plans provide insight into what a community truly want and need.

In the words of the Griffin Heights community, as stated in the Griffin Heights Neighborhood First Plan: “Our neighborhood is located in the zip code that has the highest rates of poverty in the state; many residents are challenged by issues such as unemployment and underemployment, food insecurity and health disparities. For more than a year, the Griffin Heights Community Action Team and key stakeholders worked to formulate strategies and action items to address issues and concerns such as crime, housing, zoning, economic development and food desert. These issues have colored the world of our residents, especially our most vulnerable residents and local business owners. Starting earnestly in 2019, we all rolled up our sleeves and began the Neighborhood First planning process to find ways to improve conditions and relationships in Griffin Heights.” CHS will work hand in hand with the community to support long-term change.

CHS will incorporate the National Standards in the following ways:

- i. **FAMILY CENTEREDNESS:** Family Centeredness starts with the training and commitment of each FRC staff member to value families and residents and to see them as the leaders in designing and refining plans for FRC services, programs, and activities.
 - FC1: Program engages families to participate in program development and implementation.
 - CHS is committed to engaging neighborhood residents in a Family and Community Advisory Council at each site. They will be engaged in selecting and developing the initial services offered at the FRC along with on-going program evaluation activities which will be used as a continuous feedback loop to improve services at each Center.
 - The members of the Council will be provided training on the standards and will assist in evaluating progress as the FRC works towards high quality indicators. The Council will collaborate with FRC staff to create an assessment tool to evaluate “indicators” of how and to what extent their center meets the high-quality standards. These indicators are things like how often does the advisory council meet and are the members engaged in activities like creating a community bulletin board or other projects that help community members feel comfortable in the FRC.

- CHS will utilize the National Family Support Network's Program Self-Assessment Tool, Staff Self-Assessment Tool and the Standards Participant Survey on at least an annual basis to assess progress towards each high-quality standard.
 - CHS will engage community members in conducting a needs assessment and asset mapping in the initial months of the program.
- FC2: Program is accessible physically/virtually, via time of operation, languages used, and welcoming to families.
 - Each FRC site will be assessed prior to occupancy to determine if there are any accessibility barriers and physical barriers that need to be addressed during renovation. Also, in the design of the space and purchase of furniture, CHS will seek to create a welcoming space for families.
 - A van will be purchased to assist in transporting members to events at FRCs.
 - Each site will be open one evening per week and on Saturdays to engage families that are not able to come during the hours of 8-5.
 - CHS will attempt to recruit at least one bi-lingual English-Spanish speaker in at least one position per site.
- FC3: Program conducts outreach to engage families and sustains healthy relationships with them.
 - The Family and Engagement Coordinator will conduct outreach through flyers, home visits, participation in community events, and other means to increase awareness of the services offered at the FRC. Specific community sites for outreach are included in the expanded site location description.
- FC4: Program's administrative practices reflect family centeredness.
 - The FRC will engage the Family and Community Advisory Council to obtain input during meetings of the Council, at least Quarterly, regarding administrative practices and any changes that may be needed to ensure that families are supported and respected. The Council will meet monthly and will utilize the self-assessment tools that are part of the Standards to document progress towards meeting indicators.
- ii. **FAMILY STRENGTHENING:** Supporting families to be strong, healthy, and safe, thereby promoting their success and optimal development.

- FS1: Program recognizes and affirms families' existing strengths and resilience and is responsive to their concerns and priorities.
 - The Family Assessment tool used as part of intake for new members will help identify needs.
 - The Mobility Mentoring program will engage residents that want to improve their family self-sufficiency. This program provides support to assist residents achieve employment and career goals. Training in this model will be provided to the Family and Community Engagement Coordinator and Navigator who will utilize this model to support families.
 - Members will complete a progress monitoring assessment annually to identify new needs and concerns that will be used to assess changes in programming and scheduling.
 - FS2: Program enhances families' capacity to support the healthy cognitive, social, emotional, and physical development of their family members.
 - Drop-in services will be available to families. Resources such as parenting materials will be available to help caregivers provide developmentally appropriate support for their children. Families will be able to request resources.
 - FRC staff will follow-up with families who are provided with referrals to ensure that they were able to get the help needed and, if not, to help them overcome barriers and/or provide other referrals.
 - FS3: Program recognizes families as significant resources for their own family members and each other.
 - Peer-to-Peer activities such as groups for parents of young children will be conducted each week by the Family Partner.
 - Intake and assessment of family's needs will be conducted documenting both strengths and needs.
- iii. **REPRESENTATION:** Valuing, respecting, and embracing families' unique characteristics, and advancing family representation at every level to foster a sense of ownership and belonging.
- RP1: Program respects, values, and embraces the uniqueness of families, including their ethnicities, cultural traditions, languages, values, socioeconomic status, family structures, sexual orientation, religion and spirituality, individual abilities, immigration status, and other aspects.
 - CHS developed a statewide plan to promote an inclusive and affirming environment committed to delivering solutions that lead to strong, safe,

healthy children and families and that attract and retain diverse, experienced team members.

- RP 2: Program enhances the ability of both staff members and families to navigate a diverse society and to advance a sense of ownership and belonging.
 - All CHS team members are offered training as part of orientation and annually.
- RP 3: Program engages in ongoing reflection and adaptation to advance representation.
 - Family and Community Advisory Council will be engaged in ongoing reflection, providing input to the FRC at their council meetings.
 - The annual satisfaction survey administered to FRC members includes questions about whether they feel that staff treat them in a culturally respectful manner.

iv. **COMMUNITY STRENGTHENING**

- CS1: Program is engaged in community strengthening and builds collaborative relationships.
 - CHS has agreements with community partners and will develop additional agreements to meet family and community needs.
 - CHS will utilize the evidence-based coaching approach, Mobility Mentoring, to partner with families and individuals and help them acquire the resources and skills needed to sustain behavior changes.
- CS2: Program engages families in community strengthening and supports their leadership development.
 - Training for Family and Community Advisory Council members
 - Peer-to-peer groups
 - Rebound and Recovery,

v. **EVALUATION**

- E1: Program collects and analyzes information related to program participation.
 - FRC staff collects data on program participation
 - Data Manager will analyze data and present summaries to the FRC staff and Family and Community Advisory Council.
- E2: Program collects and analyzes information related to program quality.
 - Data Manager

- Annually, a satisfaction survey will be administered to FRC members to ensure that the FRC is meeting their needs.
 - CHS Quality Team reviews program data including satisfaction surveys, outcome data and contract deliverables to identify trends and ensure issues are addressed in a timely fashion.
 - Quality Team monitors contract deliverables
 - Reports from Quality Team shared with program leadership
- E3: Program collects and analyzes information related to program outcomes.
 - Quality Team analyzes data and alignment with logic model outcomes

B. LOCATIONS

All Family Resource Centers will be located within or adjacent to targeted census tracts as identified in Exhibit 2 of the ITN.

CHS will complete a neighborhood readiness assessment utilizing the “Community Readiness for Community Change” model as described above in each of the following locations to better evaluate specific needs and demand. This will include the development of a community engagement strategy using vetted neighborhood leaders.

- Griffin Heights/Frenchtown
- Fort Braden
- Macon/Sealey/Town N’ Country

As described in the Principles of Family Support section above, CHS will conduct focus groups with community residents and meet with potential champions such as funders, other community organizations, faith communities, schools and local government officials. This needs assessment will determine the readiness of neighborhoods to support the creation of subsequent FRCs. It will also inform the location, hours, and selection of programs and service providers to be offered in additional FRCs.

CHS will provide a detailed report of the neighborhood readiness process before expansion is considered.

Simultaneous to the neighborhood readiness assessments, CHS will establish an “incubator” FRC at the CSC Leon main office located at 2002 Old St Augustine Rd, Bldg A, Suite 50, Tallahassee, FL 32301.

This location is within census tract 9.05 and adjacent to census tract 3.03. It has the following schools, businesses and housing complexes within a close proximity which make it suitable for serving families in this high need neighborhood. In addition, there are service providers that

families frequent that are less than 1 mile from the selected location. This location also sits on a bus line which offers accessibility for persons that may need assistance with transportation.

This location offers initial space for a small team to begin service provision relatively quickly. Should additional services be warranted at this location, the building offers the ability to expand with relative ease.

This location currently has a family room, and lobby, with a proposed build out plan that includes two offices, a dedicated early childhood space, computer lab, and meeting space that will allow the initial FRC team to host meetings, small classes, and care coordination. There are two bathrooms at this site with each one having no less than 3 stalls per for use.

i. Nearby Schools & Services

- Hartsfield Elementary School 1414 Chowkeebin Nene Tallahassee, FL 32301
- Rickards High School 3013 Jim Lee Road Tallahassee, FL 32301
- Social Security Office 2002 Old St. Augustine Road #B12 Tallahassee, FL 32301
- Capital Area Healthy Start Coalition 1311 North Paul Russell Road Suite A-101 Tallahassee, FL 32301
- Brehon Family Services 1315 Linda Ann Drive Tallahassee, FL 32301
- Glen Oaks Apartments 2074 Midyette Road Tallahassee, FL 32301
- Talla Villa 925 E Magnolia Dr, Tallahassee, FL 32301
- Orange Ave Apartments 2710 Country Club Drive Tallahassee, FL 32301

ii. Center Partnerships: The Center will establish the core partnerships outlined in this scope of work while it simultaneously conducts assessment and asset mapping to determine other necessary partners to assist in meeting needs.

FRC Staff will engage the community by attending community events such as:

- Back to school events hosted by local churches
- Springtime Tallahassee
- Winter Festival (Downtown)
- FAMU Annual Harambee Festival
- Family Day at Railroad Square
- Nene Fest
- First Fridays at Railroad Square

CHS will also provide presentations and post flyers at:

- Publix Supermarkets (Park Ave/Blairstone and Capital Circle S)
- Social Security Office

- Community calendars
- Indianhead-Lehigh Neighborhood calendar
- Optimist Park
- Above listed apartment complexes

iii. **Operating Hours:** The FRC will operate Monday through Saturday and adjust evening hours and/or weekend as scheduled to accommodate community and partner needs. The FRC will serve as the Hub for the community. Hours of operation will be based on community needs; however, projected hours of operation will be 7 am – 7 pm Monday through Friday and 9 am – 4 pm on Saturday. Based on preliminary discussions with community leaders, partner agencies and CHS clients, these times should meet their needs. However, as neighborhood engagement strategies get underway, these hours may be revised.

C. Core Services

Based on the experience with the Community Partnership School model, CHS believes that no one agency can drive long-term community level changes and that the key lies in collaborative leadership (collective impact). CHS will leverage both traditional community resources such as CareerSource, Second Harvest and Boys and Girls Club and grass roots supports such as Curls for Queens and Omega Lamplighters. Asset mapping is an important part of the community development process.

Throughout this section, CHS has highlighted many organizations who are well positioned to do this work. While they have draft Memoranda of Agreements (MOUs) with many of those listed (**see Exhibit A**), this does not replace the process of asset mapping in each community to engage additional partners. Additionally, CHS will overlay the CPS model throughout the supports listed below. What they have found in their work in CPS is that many interested parties can come to the table, but without a dedicated team to facilitate and coordinate, those supports are often fragmented and ultimately not effective.

A key example of this work is with Eccleston Elementary in Orlando, FL.

Universal Studios Foundation was a supporter of and investor in Eccleston for 20 years. There were many partners at the table providing strong services and supports in the school, however, students still struggled with educational performance. CHS was approached to start a CPS at Eccleston in 2018 and officially received a planning grant later that year. Since that time, Eccleston has gone from a school grade of “F” to an “A”, if schools were still graded on the same measures from before CHS became involved until now.

Through their work in child welfare and family services over the past 20 years, CHS has stayed attuned to the evolving approaches in their work with families. Best practices involve assessing a family's strengths and challenges to provide individualized services to meet their needs. Assessment is provided through the lens of the Five Protective Factors developed by the Center for the Study of Social Policy in 2005. The five protective factors are at the foundation of Strengthening Families and have been shown to increase positive outcomes for young children and their families and reduce the likelihood of child abuse and neglect.

The Five Protective Factors are:

- Parental resilience: Managing stress and functioning well when faced with challenges, adversity and trauma
- Social connections: Positive relationships that provide emotional, informational, instrumental and spiritual support
- Knowledge of parenting and child development: Understanding child development and parenting strategies that support physical, cognitive, language, social and emotional development
- Concrete support in times of need: Access to concrete support and services that address a family's needs and help minimize stress caused by challenges
- Social and emotional competence of children: Family and child interactions help children develop the ability to communicate clearly, recognize and regulate their emotions and establish and maintain relationships.

Core Services Descriptions

i. Parent Education (e.g., child development classes, support groups, peer-to-peer)

CHS provides both Healthy Start, funded by the Leon County Healthy Start Coalition and Early Steps, funded by the Department of Health in Leon County. These two programs provide support activities to increase healthy pregnancies and deliveries, infant care and assistance with developmental needs. CHS maintains an excellent relationship with Healthy Families Florida as the largest provider of Healthy Families in the State. Parent Education is an integral part of the above programs. Additionally, CHS will partner with the local Healthy Families to support parents with children ages birth to three years to be their child's first teacher. **CHS plans to place one staff member from both the Healthy Start and Early Steps programs at each established FRC where they will provide their program's services as appropriate for neighborhood residents.** Their expertise in parenting and early childhood services will complement parenting and early childhood development services provided.

In 2023, CHS was awarded a statewide contract with the University of Florida's Lastinger Center to expand the New Worlds Reading Initiative throughout Florida, including Leon County. New

Worlds Reading is a statewide program created by the Florida Legislature to advance childhood literacy and a lifelong love of reading. Each month, New Worlds Reading delivers free books in English, Spanish, and Haitian Creole to Florida VPK students who are not yet making age-appropriate progress, and K-5 public and charter school students who are not yet reading on grade level. Once enrolled, students receive books and families can access interactive reading guides to support the development of literacy skills and a love of reading. **CHS will provide Parent Educators and Relationship Specialists to facilitate workshops at each FRC (on an in-kind basis) to strengthen parent's ability actively teach, support, and encourage their child's love of and ability to read.**

In addition to programs and services provided by CHS, materials will be provided from Prevent Child Abuse Florida and made available to the community members served.

ii. Child Development Activities (e.g., early childhood development activities, nontraditional childcare, play groups)

The CHS Family and Community Engagement Coordinators will be trained in the **Nurturing Parenting Program** Curriculum. The Nurturing Parenting Program is a family-centered, trauma-informed initiative designed to build nurturing parenting skills as an alternative to abusive and neglecting parenting and child-rearing practices. CHS has been utilizing this program to improve parenting skills for more than two decades and has train-the-trainers on staff.

CHS will partner with **Kid's Incorporated of the Big Bend** and **FSU's Center for Prevention and Early Intervention Policy** for referrals to their home-based Early Head Start programs. Additionally, CHS has a long-standing relationship with Dr. Mimi Graham, Director for the Florida State University, Center for Prevention and Early Childhood Policy. **CHS will consult and work closely with Dr. Graham to ensure that high quality, developmentally appropriate and trauma-informed curriculum, and child development activities are selected.**

The Rosen Foundation is a partner at the Orange County Public School Academic Center of Excellence, a Community Partnership School in Orange County through the Rosen Preschool. Over 25 years ago, the Rosen Foundation partnered with the Tangelo Park Civic Association, the Tangelo Baptist Church and the Tangelo Park YMCA through a grassroots movement to form the Tangelo Park Program Inc. (TPP). This program focused on early childhood education and has proven outcomes over its 25-year history. One component was to partner with local in-home childcare owners and help them develop and improve the quality of childcare in their homes. Focusing on developmentally age-appropriate activities, nutrition and safety, the Rosen Foundation helped in-home childcare owners to improve the outcomes of their in-home business, not compete. **CHS intends to replicate this effort through the FRCs with the in-home childcare owners in each neighborhood.**

In addition to services provided by CHS, the FSU Stoops Center will support this core service category.

iii. Youth Development Activities (e.g., afterschool tutoring, mentoring)

Similar to the CPS model, community partners will provide youth development activities. The FRC team members will coordinate youth activities with the following partners, as appropriate for each site.

1. Boys and Girls Club - afterschool programming at the Boys & Girls Clubs of the Big Bends mission is to inspire and enable all young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible and caring citizens. The Boys and Girls club provides after-school programming to several communities in Leon County. **CHS will collaborate to engage these services in or around the located FRC's.**
2. Young Engineers – STEM programming and Day Camp Young Engineers Tallahassee is dedicated to connecting the communities of the Big Bend to the imaginative world of Science, Technology, Engineering, & Mathematics, (S.T.E.M). By utilizing a unique blend of programs and workshops, children and adults will have the opportunity to tackle global and local challenges, from the environment to health, by conducting creative experiments and research using Legos. CHS understands the need to create a future of scientists, doctors, engineers and more. It is important to provide young people with a future where they can be constructive members of society.
3. Tallahassee Symphony Orchestra – Music lessons The Tallahassee Symphony Orchestra was founded in 1979 and continues to bring music to Tallahassee today. Currently helmed by Maestro Darko Butorac, TSO is funded entirely by donations and public support to provide the community with an exceptionally high-quality orchestra. The mission of the Tallahassee Symphony Orchestra (TSO) is to engage, enrich, and inspire people at all stages of life through great music. The TSO Board strives to create an organizational culture that recognizes and respects the humanity of its diverse community stakeholders. CHS is committed to achieving equity, diversity, and inclusion, focusing intentionally on organizational policies and operational practices. Each season, the TSO presents many outstanding music events for the community. They also provide a variety of educational programs for both young and old.
4. First Tee - youth mentoring program enables kids to build the strength of character that empowers them through a lifetime of new challenges. By seamlessly integrating the

game of golf with life skills curriculum, they create learning experiences that build inner strength, self- confidence, and resilience that kids can carry to everything they do.

iv. Drop-in Availability (e.g., a comfortable place for confidential conversations, neighbor to-neighbor meetings)

The FRC will serve as the Hub for the community, where people can “drop-in” between 7 am – 7 pm Monday through Friday and 9 am – 4 pm on Saturday. As with the CPS model, there will be designated space for meeting with community members who are looking for assistance with food or other needs, a conference room large enough for community meetings and rooms for confidential conversations. The lobby will be designed with community input to be warm and welcoming and reflective of community interests and cultures. The Family Partner/Intake Coordinator will be the primary team member greeting residents when they enter, but other positions and volunteers will help welcoming visitors. One or more Community Outreach and Intake Volunteers will be utilized to assist with this function as the numbers of residents visiting the center increases.

v. Peer-to-Peer Supports (e.g., support groups, adult mentoring)

CHS also has extensive experience with peer-to-peer supports through the implementation of the High-Fidelity Wraparound Program. In 2009, CHS was awarded a SAMHSA system of care transformation grant through Orange County Government to implement the model and has successfully done so ever since.

One of the key components of the model is a Family Partner who has lived experience as a parent and a member of the identified FRC community. CHS has included this feature in the FRC by utilizing Family Partners to help parents engage with FRC, supports and navigate community resources to address challenges and improve overall family functioning. The Family Partner participates in monthly family team meetings, works to empower families and youth to articulate their needs and concerns effectively, and maintains ongoing relationships with the family team, providers, and community resources to coordinate services and advocate for families. The Family Partner holds a high school diploma or equivalent and is a member of the identified FRC community. The Family Partner will be supported to become certified as a Certified Recovery Peer Specialist through the Florida Certification Board.

vi. Life Skills Advocacy (e.g., anger management classes, communication skills, budgeting, cooking classes, etc.):

Additionally, through the Family and Community Engagement Coordinator, CHS will provide monthly workshops at the FRC for the community. Topics will be selected based on input from the community. However, through work at the Community Partnership Schools, topics such as financial literacy, credit repair and homebuying have been shown to be of interest. CHS has

relationships with **Capital City Bank Group, Envision Credit Union and Truist** to align volunteer opportunities with workshops to be provided. The community partners below will be approached to expand services in the selected communities.

Haven of Healing and Wellness Center (HHWC) is a local center that will provide life skills sessions individually or with a family unit/small group in a culturally sensitive manner to assist in the holistic development of families and other members of each center. Topics will include anger management, conflict resolution, boundaries and a host of others.

Additionally, CHS will partner with **Keiser University** to assist with engaging families with needs for cooking healthy meals that support holistic physical wellness. Keiser hosts a well-structured program that will serve as the ideal partnership for community engagement for these classes.

All other identified life skills will be facilitated based on community identified needs and the ideal vendors for service provision.

E. Resource & Referral Services

i. Assessment Tools

CHS will use a customized intake and referral form (**Exhibit B**) and the Family Needs & Strengths (FANS) assessment and outcome tool for Family Peer Support (**Exhibit C**). This assessment tool is derived from the Child Needs & Strengths (CANS), developed by Dr. John Lyons. FANS is an effective engagement and decision support tool for measuring outcomes for parents' skills and empowerment and has shown to be effective across multiple social service sectors.

The Center Director will consult with the organizers of the training to ensure that this tool is utilized by FRC staff with fidelity after training is completed. This tool will be utilized when members first join the FRC, and then at six-month intervals to document progress.

Family Partners engage with parent/caregivers as partners in a journey towards empowerment by identifying areas where the parent/caregiver has skills and strengths and yet continues to have some needs and understanding for support, information, and knowledge with and about services in the child serving systems.

FANS creates an opportunity for parent/caregiver to develop focused priorities and goals for themselves that will in turn support their child or youth to be successful in their home, school and community.

ii. **Preferred community resource for “warm” referrals:**

1. **Family instability:** CHS has a comprehensive approach to being able to assist with family instability. Due to the sensitive nature of occurrences that contribute to family instability, families that need assistance may need a variety of services to assist them in a sensitive and caring nature. The following organizations can be used as referral sources:
 - a. **Children’s Home Society Children’s Advocacy Center (CAC):** The CAC is designed to be comfortable, private and both physically and psychologically safe place for diverse populations of children and their family members after a child has disclosed abuse or neglect. The CAC engages the family and provides trauma therapy to aid the path of healing and wholeness. The CAC also provides family advocacy services to support the family during the process of prosecuting the offender and providing vital resources support services to aid in stabilizing the family.
 - b. **Refuge House:** The mission of Refuge House is to provide direct services to victims of domestic violence and sexual assault, and to their children and families, as well as to eliminate such violence through community education and public advocacy.
 - c. **Angel Wingz:** Angel Wingz provides victims and their families with much needed resources designed to enable a safe escape and transition to recovery and rehabilitation.
 - d. **Family Promise of the Big Bend** provides HOPE programming which offers three dorms for families in emergency situations as they seek permanent housing. While at HOPE, families are given bed and shelter and meals. Their teams also focus on housing assistance for parents.
2. **Substance misuse:** The following organizations are intended partners for the provision of services related to substance misuse.
 - a. **DISC Village, Inc.** provides criminal justice and a full continuum of behavioral healthcare services. From prevention and intervention to residential treatment and recovery services, this agency is dedicated to the needs of families and individuals adversely affected by alcohol and drugs.
3. **Juvenile truancy, violence, crime:** To address needs in each community regarding truancy, CHS will:
 - a. **Engage Capital City Youth Services (CCYS)** for community counseling, emergency shelter and outreach services for youth and their family's experiencing truancy and difficulties at home and in the community that could lead to Department of

Juvenile Justice involvement. CHS plans to partner with Capital City Youth Services to become a Safe Place site which welcomes youth and connects them to resources that will support them and address their family needs.

- b. Engage existing community watch groups to build upon the network of community members who are focused on reducing neighborhood crime. Each FRC is available as a place for groups to meet to have important community conversations regarding safety as well as other topics of interest.
 - c. Partner with local police and sheriff's departments for opportunities to develop relationships and gain understanding as a way to build trust between law enforcement and each community. Fun activities and community conversations are two ways to accomplish this goal.
 - d. Seek to partner with the Council on the Status of Men and Boys (CSMB). CSMB is committed to preserving life by preventing homicides and non-fatal shootings in Leon County. By providing support and services to the men and boys who are most at risk and addressing the underlying causes of violence.
4. **Welfare to work/employment:** CHS will engage both **CareerSource Capital Region** and **Goodwill Big Bend** as a resource for job skills training, job searches and recruitment activities. CareerSource is also a resource when a family member loses their job and needs assistance applying for benefits. The FRC will also contain a computer lab and Clothing Closet that will be utilized to support members with obtaining employment or advancing in their career.
5. **Concrete supports (cash assistance, food pantry, clothing bank, etc.):**
- a. CHS will partner with **Second Harvest of Big Bend** for regular visits with its Mobil Pantry program until additional space is warranted for an on-site food pantry for non-perishable food. CHS currently receives grants from Campell's Soup and Wal-Mart at some of its CPS locations and intends to apply for support for the FRCs as they expand in Leon County.
 - b. If space is available, CHS intends to maintain a clothing closet focused on job and career clothing for adults and older youth. CHS has a clothing closet at Riley Elementary School and provides clothes to families through the Healthy Start program as they have need. The clothes are donated to CHS through the efforts of the Community Engagement Managers (CEM). The CEMs will support the FRCs through both volunteer and in-kind contributions. Based on need, CHS may also support youth through school uniforms. Many CPSs receive grants to fill this need. Additionally, some CPSs also receive donations of new and slightly worn

shoes. All in-kind efforts will be assessed during the planning phase and based on the need of each community.

- c. CHS will become an ACCESS site for the Department of Children and Families so that families can apply for cash assistance at any FRC location. The Family and Community Engagement Coordinators will be trained to facilitate and support parents to navigate the website to successfully submit a complete application.

5. **Youth and family health needs:** CHS will be supported through making linkages to accessible health care providers in the community.

- a. **Bond Community Health Center** will serve as a primary support to providing dental services.
- b. **FSU Primary Health**, the CHS health partner at Sabal Palm CPS, will provide additional health care services at the FRC, as needed.
- c. **Whole Child Leon** will provide pediatric behavioral health navigation, as well as conduct at least one early childhood comprehensive screening per year at each FRC.

E. Ancillary Services

- i. CHS will offer a designated room within the FRC specifically for parent resources. Similar to the CPS Model, the Family Resource Center will offer computers for families to use to look for employment, work on their resumes and apply for public assistance. At least two computer stations will be available for utilization and one printer. The Family Room will also offer a wide variety of information on resources in the local community and this location will serve as the office for the Family and Community Engagement Coordinator and Peer Intake Coordinator for continuity of service delivery.
- ii. The Peer Intake Coordinator will serve as the notary to offer free notary services to the public.
- iii. The Family and Community Engagement Coordinator will provide Mobility Mentoring. Mobility Mentoring is an evidence-based practice developed by EMPATH. EMPATH's goal is to advance individuals from poverty to economic self-sufficiency. To achieve this goal, EMPATH utilizes the Bridge to Self-Sufficiency® (The Bridge), a theory of change that outlines objectives to achieve by five critical pillars—family stability, well-being, education and training, financial management, and employment and career management- to achieve long-term economic self-sufficiency. Mobility Mentoring supports planning and organizing skills, and helps families work toward economic mobility. EMPATH has directly served thousands of low-income families in Greater Boston and helped them increase their wages by an average of \$8,000 per year; with about 30% of the participants increasing their wages by at least \$10,000 or more.

- iv. Finally, Florida Legal Services will provide their Connecting Kids to Coverage Project at the FRC which includes the following:
- Assistance with Medicaid and KidCare Applications
 - Assistance with renewal applications
 - Assistance with creating accounts and navigating the eligibility determination process and overcoming barriers to enrollment, including language and technology barriers.
 - Hold workshops to educate the public on Florida Legal Services' Connecting Kid to Coverage services and important updates concerning Florida Medicaid, KidCare and ACCESS Florida.

G. Advisory Council

CHS will form a Family and Community Advisory Council specific to the FRC, which will meet monthly. They will identify members that are neighborhood leaders and who can effectively represent the voice of the community. The FRC Family and Community Advisory Council (FCAC) will be comprised of at least 9 members. CHS will recruit through informational meetings, individual and small group conversations and sharing information regarding the specific roles and responsibilities of each member. The FRC FCAC members will be from the community and will reflect the community. The FRC FCAC will be comprised of 51% residents and 49% neighborhood community leaders from non-profits, the faith community and businesses. This Council will set the vision and strategic plan for their specific FRC facilitated by the FRC leadership team.

CHS will utilize the *Parent Advisory Board Committee* training through the Florida Network, a member of the National Family Support Network, and participate in the Standards training provided by the Florida Family Resource Centers. The Advisory Councils will be fully engaged in the development of and evaluation of on-going progress made at their FRC.

Prospective FCAC members will complete an application and a self-assessment as a part of the process to become a member. The self- assessment will be developed based on both the National Family Support Network Standards and the Leadership Self-Assessment developed by Purdue University. Together, the application and assessment will be used to select a diverse group of FCAC members.

H. Participation Fees

All services in the FRC will be provided at no charge to members and “drop-in” community members. This applies to services offered by partners, as well as CHS. Funding has been budgeted for contracting with partners and future partners to provide, expand and support services.

I. Best Practices

As a statewide agency, CHS has embraced best practices and evidence-based programs. CHS has been accredited by Council in Accreditation (COA) since 1982. Also, CHS partnered with the University of Central Florida Center for Community Schools to create the certification standards for the Community Partnership School Model as discussed previously. Furthermore, CHS is a trauma-informed agency. Beginning with a National Traumatic Stress Network grant over 10 years ago, CHS has agency-wide training and coaching for all staff on trauma-informed practices that have been in place for several years. All staff receive training on trauma, with some positions certified in evidence-based practice such as Motivational Interviewing at all levels of the organization.

CHS will utilize the National Family Support Network resources for incorporating their best practices as previously described. In addition, CHS will utilize best practices from the Principles of Family Support Practice outlined in the Standards of Quality for Strengthening Family Support.

J. Program Recruitment

Many components of the FRC will support recruitment including having an effective FCAC that operationalizes outreach efforts and provides feedback on programmatic plans/schedules, communications (flyers, website, phone calls), and through providing activities through partnerships that meet demonstrated needs of community members. Staff members will also need to engage in outreach by attending community meetings held by other organizations, reaching out to community and faith leaders, organizing “fun” events at each FRC and door-to-door visits. Staff members will be provided with training and/or coaching on effective outreach techniques. CHS will also seek to make the FRC visually inviting and comfortable. The most essential element is that FRC staff members will be skilled in welcoming each community member that walks in so that they feel comfortable and appreciated. Relationships will be established with key leaders, both formal and informal, in the community for engagement and involvement throughout.

K. Service Numbers

CHS will serve at least 150 families in the first five months of operation. If the center remains open beyond the initial period, CHS has a goal of securing a minimum of 10 new Member families each month. Through outreach efforts, CHS will continue to highlight the value that membership has for families and seek to overcome any barriers perceived by the community, if encountered.

L. Data Collection

CHS will collect specific participant and client information as required by CSC Leon and described in Attachment II of this contract. In addition, CHS will use the Logic Model (**Exhibit D**) to guide its work and progress toward the stated performance indicators as described in Attachment III of this contract.

The CHS FRC Logic Model includes all outputs and outcomes from this scope of work and utilizes the Data Manager and Quality Specialist to oversee the data collection and recording process.

- i. The FRC Data Manager will develop a **Center Score Card** in collaboration with the Quality Specialist. It will be shared on the FRC website for public viewing and used in various communications and shared with Community Leaders. To complete the score card:
 - Data will be compiled in SAMIS on an on-going basis by staff members and the Data Manager;
 - Data will be analyzed and summarized monthly by Quality Specialist (supported by indirect);
 - Data will be presented to the FCAC and staff members; and
 - Data will be used by the FCAC and FRC staff to make adjustments to programming and plans.
- ii. Methods and tools for data collection to measure impact include:
 1. FANS: administered pre and at 6-month intervals to measure family progress
 2. Client Satisfaction Survey administered annually
 3. Service counts by date and type
 - a. Drop-in clients and services received (logged by FRC staff at time of visit)
 - b. Members will receive an FRC Membership Card that will be used to track service provision
 4. Demographic profile of all members using an internal data tracking system created by CHS Quality Team in collaboration with CSC Leon staff.

3. Evidence of Effectiveness

Research has shown that meaningful family engagement positively impacts youth outcomes across various domains. Parental involvement in education has been extensively studied for decades with less attention paid to the degree of involvement in other systems. More recently, studies have focused on the purpose and roles of family engagement across key child and youth serving sectors. Advancements in brain science, the use of precise research methods, and the

inclusivity of diverse populations are influencing family engagement strategies in education, child welfare, juvenile justice, health, mental health, and behavioral health systems.

Studies have shed light on the vital roles and functions that families of all backgrounds can perform to support their children's and youth's development and success. Ongoing research is essential in advancing the implementation, continuous improvement, and adoption of family engagement practices. These practices can make a difference in the lives of children and youth across various service systems, and for diverse populations and communities. Studies show that strong family engagement is a necessary component in improving outcomes for children and youth.

With the experience utilizing evidence-based models, CHS can ensure all services are coordinated, aligned, effective and inclusive of the needs, strengths, and desires of each community. Additionally, through its established Quality Management system, on-going monitoring will be assured so that plans can be adjusted as necessary to achieve the outputs and outcomes identified in the FRC Logic Model (**Exhibit D**).

CHS will utilize its expertise along with the standards developed by the National Family Support Network (NFSN) to accomplish the expectations described in the scope of work, including "model fidelity" adherence.

- A. *Membership*. CHS will maintain its membership in the Florida FSN. CHS will utilize this membership to engage other members to aid in planning of the FRCs in Leon County. These members include Lutheran Services of Florida, the Partnership for Strong Families, and the Family Support Services of North Florida among others including CSCs.
- B. *Training*. FRC staff will regularly participate in NFSN training and Webinar Wednesdays to support continuous learning and progress. In addition, past sessions of Webinar Wednesdays and other resources on-line will be reviewed as the staff prepare for the opening of the FRC. In addition, Advisory Council Members will be encouraged to complete the Parent Advisory Committee Training.
- C. *Use of Standards*. As a member, CHS can access training on the National Standards for a nominal fee. All FRC staff will go through this training. CHS will develop a process using the NFSN self-assessment tool to continually review FRC operations against these standards involving regular meetings to discuss the standards, conduct a self-assessment, and develop plans to improve the program's compliance. CHS will implement the 6 phases of development: prepare, plan, develop, operationalize, evaluate and sustain throughout the project.
- D. *Principles of Family Support Practice*. All FRC staff members will become knowledgeable about the Principles of Family Support Practice. They will be posted in the FRC for community members and online.

- E. *Consultation*. CHS will maintain model fidelity through ongoing support, consultation, technical assistance and training through the NFSN and the Florida FSN. Standards will be reviewed through a 3-tiered approach to include quality team, resource center members, and center staff.

4. Staffing Plan

The staffing plan supports the program design and ensures CHS's ability to meet all contract requirements and as well as meeting the national standards. CHS has vertically aligned its operations this past year. This means that for operational and financial management, CHS leverages experts across the State to bring best practices to this critical work. The Sr. FRC Director reports to the Director of Community Impact, Anna-Kay Hutchinson. Ms. Hutchinson started as the CPS Director at Sabal Palm Elementary where she served in that role for 5 years. Ms. Hutchinson was recently promoted due to her experience in leveraging partnerships and engaging communities. Ms. Hutchinson reports to Tara Hormell, Senior Vice President of Operations. Ms. Hormell was integral to the start-up of the CPS model at Evans, as well as its evolution throughout the years. This by no means diminishes the role of the Executive Director, Tiffany Martin. Ms. Martin's role is integral to the relationships in the Tallahassee community. Her knowledge and expertise is vital to this work and leverages existing traditional and non-traditional supports embedded throughout. While she will not be supervising FRC staff members, she will be supporting them as a team member in this effort. Her support will include maintaining relationships with CSC Leon, agency partners, and development of new relationships to benefit the FRC(s) including stewarding local relationships with entities that might provide financial resources for the program. Both Ms. Martin and Ms. Hutchinson's resumes are included as **Exhibit E**. A full organizational structure of CHS and the FRC Management team are included as **Exhibits F and G, respectively**.

Summary position descriptions are included in **Exhibit H** that highlight the primary duties and responsibilities of each member of the FRC staff. **Final descriptions for each position including the qualifications of the position will be provided upon contract execution.** To every extent feasible, CHS will hire people living in the communities served and/or with experience serving that community.

A Client Support Flow Chart showing what a typical client might experience at an FRC is included as **Exhibit I**.

5. Timeline for Implementation

A timeline for start-up of the FRCs is provided in **Exhibit J**.

ATTACHMENT II
FAMILY RESOURCE CENTER (FRC) MANAGEMENT
DATA COLLECTION REQUIREMENTS

- A. Basic demographic details for all children, youth and families “members” served.
 - 1. Programs will be required to gather demographic data to help CSC Leon better understand the types of children, youth and families accessing services including but not limited to age, grade, race, gender, zip code, and school.
- B. Participation Data
 - 1. Number of children/youth/parents “members” at the FRC
 - 2. Number of children/youth/parents “drop in” at the FRC
 - 3. Number, frequency, and types of activities and/or referrals completed/given, by member type (member vs drop in)
- C. FRC Activity Data
 - 1. Number of activities/events/programs conducted at the FRC.
 - 2. Number and types of community partnerships established.
 - 3. Other relevant information based on logic model.
- D. Family Functioning Assessments
 - 1. FRCs will be required to administer periodic Family Functioning assessments with FRC family “members” to measure gains in protective factors and family functioning resulting from their “membership” experience. The assessment tools must be administered at or near enrollment and then at six months and 18 months, as applicable. 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.

**ATTACHMENT III
FAMILY RESOURCE CENTER (FRC) MANAGEMENT
PERFORMANCE INDICATORS**

Process Measures:

- A. FRC will meet or exceed the membership recruitment and retention goals each year (defined by program in program design, item I).
- B. 95% of family “members” will complete a Family Functioning Pre-Service Assessment within the first two weeks of enrollment.
- C. 80% of family “members” who completed a Family Functioning Pre-Service Assessment will complete a second assessment six months later.
- D. 65% of family “members” who completed a Family Functioning six-month Assessment will complete a third assessment 18 months later (if contract extension/renewal granted).

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 18 months will show gains in at least one subscale of the instrument (if contract extension/renewal granted).
- 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 (if contract extension/renewal granted).
- 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.

**ATTACHMENT IV
FAMILY RESOURCE CENTER (FRC) MANAGEMENT
DELIVERABLES/REPORTING REQUIREMENTS**

- A. An "Implementation Plan" is due within two weeks of contract execution. It will include program narrative, executed MOUs with community partners, approved position descriptions, status report on hiring, status report on initial build out plans at FRC location and a revised timeline, if needed.
- B. An "Implementation Status Report" is due on April 15, 2024, and then quarterly thereafter on the 15th of July and October 2024. If the Vendor is approved for the continuation of the contract for the expansion and implementation of additional sites, status reports will be due quarterly thereafter. 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.
- C. A "Data and Budget Report" is required on April 15, 2024, and then quarterly thereafter on the 15th of July and October 2024. If the Vendor is approved for the continuation of the contract for the expansion and implementation of additional sites, data and budget reports will be due quarterly thereafter. 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.
- D. A "Monthly Membership and Activities Report" is due on the 15th of every month starting in May 2024. The report will include demographic data of children, youth and families served, number of meetings, number of events, types of supports provided, etc.
- E. An "Expansion Feasibility Study" will be completed by no later than August 30, 2024. This assessment will include a program narrative, outcome findings to date, compliance with data collection and reporting requirements, results from the neighborhood readiness efforts, expansion plan, if warranted, and budget request for continued funding beyond September 30, 2024.
- F. A "Final Report" is required by no later than November 15, 2024. The report shall include, at minimum, a complete program narrative, final distribution records, and a detailed expenditure report.

Children's Home Society Family Resource Center Budget		Apr 1, 2024 - Dec 31, 2024 Yr 1 Budget	Budget Justification
REVENUE			
Program Revenue			
50020 - Contracts w/other non-profits		\$ 609,371.00	Revenue from CSC of Leon County
Contracts		\$ 609,371.00	
Subtotal Program Revenue		\$ 609,371.00	
Advancement Revenue			
Contributions & Special Events			
40105 - Contributions-Unrestricted		\$ 5,000.00	Fundraising to support client expenses
Contributions & Special Events		\$ 5,000.00	
Subtotal Advancement Revenue		\$ 5,000.00	
TOTAL REVENUE		\$ 614,371.00	
EXPENSES			
PROGRAMMATIC			
Personnel Expense			
Salaries & Wages			
70120 - Direct FRC Team Members		\$ 242,183.96	See Personnel Tab
Salaries & Wages		\$ 242,183.96	
	FTE's	\$ 8.67	
Payroll Taxes			
71010 - FICA	7.65%	\$ 18,527.07	Per FTE expense @ 7.65% per FTE in line 54 for each year
71020 - Workers' Compensation	1.79%	\$ 4,335.09	Per FTE expense @ 1.79% per FTE in line 54 for each year
71030 - Unemployment Compensation	0.31%	\$ 750.77	Per FTE expense @ .31% per FTE in line 54 for each year
Payroll Taxes		\$ 23,612.94	

<i>Employee Benefits</i>			
72010 - Thrift Match	2.84%	\$ 6,878.02	CHS contribution to 403B per FTE @ 2.84% per FTE in line 54 for each year
72020 - Health Insurance	17.80%	\$ 43,108.74	CHS contribution to Health Ins. per FTE @ 17.8% per FTE line 54 for each year
72040 - Disability Insurance	0.17%	\$ 411.71	CHS Contribution to Disability per FTE @ .17% per FTE in line 54 for each year
72050 - Life Insurance	0.14%	\$ 339.06	CHS Contribution to Life Ins. per FTE @ .14% per FTE in line 54 for each year
Employee Benefits		\$ 50,737.54	
Subtotal Personnel Expense	51.5%	\$ 316,534.44	
Direct Client Expense			
<i>Community Engagement</i>			
88040 - Neighborhood Meetings		\$ 900.00	Expenses for Advisory Council meetings and other community meetings @ \$50/meeting; 9 meetings per center per year, light refreshments and giveaways at Cross Creek location and 3 community meetings at each of the other 3 neighborhood locations for a total of 18 events
89070 - Recruitment Outreach Activity		\$ 3,000.00	Outreach activities @ \$3,000 per year per center, events including tabling fees and registration
86010 - Informational Materials		\$ 3,000.00	Design and printing expense for marketing materials and on going replenishment for continual outreach @ 2,500 and annual report @ \$500 per year
86070 - FRC Merchandise		\$ 3,070.00	FRC shirts for each employee and advisory board members @ \$30* 19 and \$2,500 for branded promotional items for community members
Community Engagement		\$ 9,970.00	
<i>FRC Client Training</i>			
88030 - Registration Fees		\$ 7,500.00	Registration fees for National Family Support Network training for staff and council members @ \$7,500 per training up to 40 people per training
89015 - Client Training (Financial Assistance)	\$ 144	\$ 1,512.00	Stipends for community members to attend 1.5 day training @ \$144/day * 7 advisory board members
FRC Client Training		\$ 9,012.00	

<i>Family Resource Center Resources</i>			
80040 - Subcontracted Services (Other Professional Fees)		\$ 81,000.00	Projected sub contracts, including Whole Child Leon, for client services @ \$10,500 for 6 mos of a .5 FTE Behavioral Health Navigation (TCM) and \$2,000 for one screening event. Remaining \$68,500 set aside for sub-contract resident services based on needs identified in community assessment.
89015 - Client Financial Assistance		\$ 11,737.29	\$1,500 for client financial assistance per month for 5 months; plus an added in client assistance \$4237.29 associated with fundraising revenue
89020 - Food	\$ 500	\$ 2,500.00	Expenses for very light refreshments at the FRC such as water, snacks and coffee @ \$500 per month estimated for center members and walk-ins. for 5 mos.
81201 - Office Supplies	\$ 200	\$ 1,000.00	Expenses for ensuring basic office supplies are available for client use in center/computer lab; estimated at \$150/month for 5 months
81205 - Equipment Lease		\$ 1,250.00	Copier lease for client use anticipated @ \$250 for 5 mos.
89060 - Recreational Activities		\$ 5,000.00	Youth activities @ \$1,600 per year in supplies for enrichment groups, art supplies, Lego kits, sensory kits, board games, etc., and @ \$680/mo for outings, evening, weekend and summer activities
89075 - Program Educational Supplies		\$ 7,500.00	Youth and early childhood curriculum and materials @ \$7,500 in year 1 with recurring costs of \$3,000/yr for materials
84010 - Occupancy		\$ 28,000.00	Anticipated cost @ CSC = \$28,000 inclusive of buildout, rent, utilities, signage and janitorial services
Family Resource Center Resources		\$ 137,987.29	
<i>Center Start Up Infrastructure</i>			
81204 - Expendable Equipment	\$ 1,600	\$ 14,400.00	Computer equipment (laptop, monitor, docking station) calculated per FTE for each new FTE (one time expense) @\$1,600 each FTE's for equipment = 9 staff
81205 - Expendable Furniture		\$ 7,500.00	Anticipated furniture expense in year 1 @ \$7,500 based on the needs of the FRC such as reception area, family and child friendly furniture, and computer lab
82030 - Data Communication		\$ 3,750.00	IT infrastructure start up at each FRC @ \$3,750 (wiring, wireless access points, etc.)
Center Start Up Infrastructure		\$ 25,650.00	

<i>Client Transportation</i>			
89005 - Vehicle Leasing Costs	\$ 1,100	\$ 4,400.00	Leasing cost for a passenger van for member transportation to FRC events @ \$1,100/mo/van - for 4 mos.
89010 - Gasoline		\$ 680.00	Gasoline for passenger vans for client travel to events at each FRC @ \$85/tankful*2 per month for 4 months.
81104 - Vehicle Insurance, Licenses	\$ -	\$ 2,105.00	Insurance for passenger van for client activities @ \$6,315/year per van for 4 months
Client Transportation		\$ 7,185.00	
Subtotal Direct Client Expense	30.9%	\$ 189,804.29	
TOTAL EXPENSES - PROGRAMMATIC	82.4%	\$ 506,338.73	
ADMINISTRATIVE			
Staff Office Expenses			
<i>Supplies</i>			
81201 - Office Supplies	\$ 262	\$ 1,135.77	Projected Office Supplies per year calculated on a per FTE cost, FTE @ 262/FTE as reported in line 54 for 6 months.
Supplies		\$ 1,135.77	
<i>Communications</i>			
82020 - Cellular/VOIP Telephone Service	\$ 660	\$ 3,148.20	Projected cell phone expense per year per FTE @ \$660/FTE as noted in line 54 for each year. 3 FTE's @ 9 mos, 6 FTE's at 5 mos
82030 - Data Communication	\$ 250	\$ 1,250.00	Anticipated data lines @ \$250/mo per FRC for 5 mos
Communications		\$ 4,398.20	
<i>Postage & Shipping</i>			
83010 - Postage	\$ 17	\$ 98.75	Anticipated postage per FTE @ 17/FTE as noted in line 54 for each year.
83020 - Delivery & Shipping Expenses	\$ 20	\$ 116.18	Anticipated shipping per FTE @ 20/FTE as noted in line 54 for each year
Postage & Shipping		\$ 214.93	

<i>Staff Travel</i>			
87010 - Meals		\$ 600.00	Anticipated meal expense while traveling per FTE @ \$40/day * 3 days * 5 FTE's to visit other FRC models
87020 - Lodging		\$ 2,300.00	Anticipated hotel expenses while traveling to visit existing FRC's @ \$230/night*2 nights * 5 FTE's to visit other FRC models
87030 - Mileage		\$ 1,929.60	Anticipated mileage for vicinity and out of the area travel for day trips @ .40/mile*150 miles*# of FTE's*12
87040 - Other Transportation Costs		\$ 456.00	Anticipated car rental expense for travel out of the area @ \$152/day*3 days to visit other FRC models
Travel		\$ 5,285.60	
<i>Conferences & Training</i>			
88035 - Learning Inst. Training	\$ 373	\$ 2,425.43	Contract mgmt, best practice and training per FTE @ \$373/FTE as noted in line 54
Conferences & Training		\$ 2,425.43	
Subtotal Staff Office Expenses			
	2.2%	\$ 13,459.93	
Direct Business Administration Expenses			
<i>Professional Fees</i>			
80020 - External Audit Fees	\$ 129	\$ 838.82	CHS Agency Audit expense per FTE @ \$129/FTE. FTE in each year is in line 54 for 9 months.
92035 - COA Compliance	\$ 929	\$ 6,040.82	Accreditation and Quality Improvement @ \$929 per FTE per year as noted in line 54
Professional Fees		\$ 6,879.65	
<i>Business Insurance</i>			
81101 - Bonding & Prof. Liability Ins.	\$ 91	\$ 591.73	CHS Agency Professional Liability Ins./FTE @ \$91/FTE FTE in each year is in line 54.
81105 - Gen. Liability & Umbrella Ins.	\$ 967	\$ 6,287.92	CHS General Liability Ins./FTE @ 967/FTE. FTE in each year is in line 54.
Business Insurance		\$ 6,879.65	

<i>Recruitment & Screening</i>			
92045 - Recruitment	\$ 110	\$ 550.00	Recruitment of new team members for Easy Apply in Indeed @ \$100 per new position type (5)
92055 - Background Screens - Employee	\$ 88	\$ 880.00	Background screening for new employees @ \$88 per new employee , plus 1 to allow for turnover
92060 - Back.&Drug Screens - Nonempty.	\$ 88	\$ 352.00	Screening for 4 volunteers @ \$88/ new volunteer for new center
Recruitment & Screening		\$ 1,782.00	
<i>Administrative Oversight & Support</i>			
94010 - Administration Cost Allocation		\$ 79,031.05	Cost for HR, IT, Finance, Legal and Leadership @ 15% of all direct operational costs minus COA Compliance & Learning Institute
Administrative Oversight & Support		\$ 79,031.05	
Subtotal Business Administration Expenses	15.4%	\$ 94,572.34	
TOTAL EXPENSES - ADMINISTRATIVE	17.6%	\$ 108,032.28	
TOTAL EXPENSES - ALL	100%	\$ 614,371.00	
NET SURPLUS (DEFICIT)		\$ (0.00)	

Budget Year 1 Leon County Start up & Cross Creek Family Resource Center

Name	Position Name	Type	Pay Rate	Hr/Yr	Wkly Hrs	Annual Wages	FTE Charged	% of grant year	Alloc. Annual Wages	Notes
	Sr. Director (Leon County)	RFT	74,000.00	Yr	40	\$ 74,000.00	0.67	100%	\$ 35,201.80	.67 FTE for 8.5 mos
	Family Resouce Center Director (Cross Creek)	RFT	68,000.00	Yr	40	\$ 68,000.00	1.00	100%	\$ 48,280.00	1 FTE for 8.5 mos
	Family and Community Engagment Coordinator (Cross Creek)	RFT	21.15	Hr	40	\$ 43,992.00	1.00	100%	\$ 29,474.64	1 FTE for 8 mos
	Family and Community Engagment Coordinators (other sites)	RFT	21.15	Hr	40	\$ 43,992.00	3.00	100%	\$ 76,546.08	Three FTE's for 7 mos
	Family Navigator (Cross Creek)	RFT	21.15	Hr	40	\$ 43,992.00	1.00	100%	\$ 18,476.64	1 FTE for 5 mos
	Intake Coordinator (Cross Creek)	RFT	18.00	Hr	40	\$ 37,440.00	1.00	100%	\$ 15,724.80	1 FTE for 5 mos
	Data Manager (Leon County)	RFT	44,000.00	Yr	40	\$ 44,000.00	1.00	88%	\$ 18,480.00	1 FTE for 5 mos
Anna-Kay Hutchinson	Director of Community Impact	RFT	78,000.00	Yr	40	\$ 80,000.00	0.00	100%	\$ -	
Shaarne Morris	Administrative Supervisor	RFT	24.15	Hr	40	\$ 50,232.00	0.00	100%	\$ -	
Jayme Warner	Special Events and Community Engagement Specialist	RFT	45,000.00	Yr	40	\$ 45,000.00	0.00	100%	\$ -	
Tiffany Martin	Executive Director	RFT	118,000.00	Yr	40	118,000.00	0.00	100%	\$ -	
Total							8.67		\$ 242,183.96	



Bond Community Health Center, Inc.

October 20, 2023

To: Tiffany Martin, Executive Director
Children's Home Society
325 John Knox Road, Building A
Tallahassee, FL 32303

RE: Family Resource Center

Dear Ms. Martin,

Bond Community Health Center, Inc. (Bond) is pleased to support The Children's Home Society's application to establish and manage two Family Resource Centers (FRCs) located in targeted neighborhoods in Leon County. CHS has supported the well-being of children and families in Florida since 1902. The organization currently provides behavioral health, early childhood intervention, foster care, and community school services across Florida.

Our organization collaborates with the Children's Home Society through our long-standing services to Sabal Palm Elementary School/A Community Partnership School. Bond has provided dental services to the students at Sabal Palm Elementary School via its mobile health unit for the past four years. This past March, Bond opened a free-standing dental clinic on the school grounds. As a core partner of the Community Partnership School, Bond is charged with "advancing the goals and objectives in partnership with the other core partners" and collaborating "regarding the potential expansion of services and benefits to the population of the surrounding community." Becoming a healthcare entity of two Family Resource Centers provides a tremendous opportunity to continue our collaborative efforts. We have agreed to participate to help support the successful establishment of the Children's Home Society's Family Resource Centers in Leon County.

We are committed to:

- Providing mobile dental services
- Service on the Planning Committees
- Serving on the Community Advisory Council (approximately 40-hour commitment over 24 months)

Authentic engagement, resident empowerment, collaboration, and the strengthening of partnerships will be the key to unlocking the true potential of the children and families in Leon County. We look forward to working with residents, the Children's Home Society, and other partners in establishing two Family Resource Centers.

Best Wishes,

Temple O. Robinson, MD
Chief Executive Officer



College of Social Work
*Stoops Center for Communities,
Families & Children*

October 26, 2023

To: Tiffany Martin, Executive Director

The Stoops CFC Center is pleased to support the Children's Home Society (CHS) application to establish and manage two Family Resource Centers (FRCs) located in targeted neighborhoods in Leon County. CHS has been supporting the well-being of children and families in Florida since 1902. The organization currently provides behavioral health, early childhood and intervention, foster care, and support, as well as community school services across the state of Florida.

We believe becoming the managing entity of two Family Resource Centers provides a tremendous opportunity to continue our collaborative efforts. We have agreed to participate to help support by successfully establishing Family Resource Centers in Leon County.

We are committed to assisting CHS by serving on the community advisory council. Additionally, the Stoops CFC Center has several programs and inventions that would increase the range of programs that you could offer through the FRCs specifically:

- **Rebound and Recovery** – Is a mental health program for children ages 3-18 currently being implemented comprehensively across all Leon County Public Schools, including pre3 and pre4 classrooms and behavioral classrooms.
- **Level Up with EASE** – Provides an integrated and structured approach to best practices in case management and behavior change for families impacted by substance use disorder. With both digital asynchronous and virtual synchronous components, the

companion client and staff intervention learning series offers a systems approach to reducing workload constraints and maximizing staff influence and client resiliency.

- **Opioid and Addiction** -- Rebound & Recovery: Opioid Prevention and Well-Being for Teens; Reducing the Stigma on Addiction Training; and Overdose Prevention Training, which are all initiatives and trainings increasing awareness, prevention, and response to address the complex issues arising from opioid and stimulant use to strengthen the resilience of communities within the Southeastern eight state region through the Southeast Rural Opioid Technical Assistance Regional Center, a project funded through the CFC Center.

Your commitment to providing vital resources and services to families in need is truly commendable, and we look forward to partnering with you to foster a supportive environment for families to thrive and build strong, resilient communities. Authentic engagement, resident empowerment, collaboration, and the strengthening of partnerships will be the key to unlocking the true potential of the children and families in Leon County.

We look forward to working with residents, the Children's Home Society, and other partners in this important work of establishing two Family Resource Centers. Should you have any questions or need additional information, I can be reached at (850) 241-2051 or via email at epiekalkiewicz@fsu.edu

Sincerely,

Ellen Piekaskiewicz

Director
Stoops Center
296 Champions Way
Tallahassee, FL 32306



In Partnership with The Ounce of Prevention Fund of Florida

October 26, 2023

To: Tiffany Martin, Executive Director
Children's Home Society
325 John Knox Road Building A Tallahassee, FL 32303

RE: Family Resource Center

Dear Ms. Martin,

Prevent Child Abuse Florida, a chapter of Prevent Child Abuse America is pleased to support the Children's Home Society (CHS) application to establish and manage two Family Resource Centers (FRCs) located in targeted neighborhoods in Leon County. Prevent Child Abuse Florida and CHS share a common goal of supporting families and communities through resources, referrals, direct services, and education. One organization cannot do it alone and we would be happy to back your work in this community.

We believe that CHS becoming the managing entity of two Family Resource Centers provides a tremendous opportunity to continue our collaborative efforts. We agree to participate to help support the successful establishment of these Family Resource Centers in Leon County.

Prevent Child Abuse Florida would be interested in serving on your advisory council, providing free/low-cost training for staff and families, assisting with outreach and community engagement, providing the centers with Positive Parenting Guides, Advocacy Guides, and other resource materials for parents and caregivers. Prevent Child Abuse Florida would also like to offer the FRCs free Circle of Parents training and support as part of their implementation and outreach planning.

We understand that authentic engagement, resident empowerment, collaboration, and the strengthening of partnerships will be the key to unlocking the true potential of the children and families in Leon County. We look forward to collaborating with the Children's Home Society and other partners in this important work of establishing two Family Resource Centers. Should you have any questions or need additional information, I can be reached at 850-933-5583 or crichardson@ounce.org.

Sincerely,

Chesley M. Richardson

Executive Director

Prevent Child Abuse Florida - Ounce of Prevention Fund of Florida



FLORIDA STATE UNIVERSITY
Center for PREVENTION & EARLY INTERVENTION
Policy

1339 East Lafayette Street Tallahassee, FL 32301
850-922-1300/SC 292-1300 Fax: 850-922-1352/SC 292-1352 ~ www.cpeip.fsu.edu

October 25, 2023

To: Tiffany Martin, Executive Director
Children's Home Society
325 John Knox Road, Building A
Tallahassee, FL 32303

RE: Family Resource Center

Dear Ms. Martin:

FSU Center for Prevention & Early Intervention Policy is pleased to support The Children's Home Society application to establish and manage two Family Resource Centers (FRCs) located in targeted neighborhoods in Leon County. CHS has been supporting the well-being of children and families in Florida since 1902. The organization currently provides behavioral health, early childhood and intervention, foster care and support, as well as community school services across the state of Florida.

We believe becoming the managing entity of two Family Resource Centers provides a tremendous opportunity to continue our collaborative efforts. We have agreed to participate to help support successfully establishing Family Resource Centers in Leon County.

We are highly committed to ensuring high quality, developmentally appropriate, trauma informed services for our families and look forward to continuing to work with Children's Home Society, and other partners in this important work of establishing Family Resource Centers. Should you have any questions or need additional information, I can be reached at mgraham@fsu.edu.

Sincerely,

Dr. Mimi A. Graham, Director

Florida State University - Center for Prevention & Early Intervention Policy



October 20, 2023

To: Tiffany Martin, Executive Director
Children's Home Society
325 John Knox Road Building A
Tallahassee, FL 32303

RE: Family Resource Center

Dear Ms. Martin,

Scientiae is pleased to support The Children's Home Society application to establish and manage two Family Resource Centers (FRCs) located in targeted neighborhoods in Leon County. CHS has been supporting the well-being of children and families in Florida since 1902. The organization currently provides behavioral health, early childhood and intervention, foster care, and support, as well as community school services across the state of Florida.

Our organization currently collaborates with Children's Home Society through afterschool programs centered on the sciences, technology, and the arts. We believe becoming the managing entity of 2 Family Resource Centers provides a tremendous opportunity to continue our collaborative efforts. We have agreed to participate to help support successfully establishing Family Resource Centers in Leon County.

We are committed to supporting The Children's Home Society through the following:

1. **Family Science Nights:** Host monthly or quarterly science nights where families can participate in hands-on experiments and demonstrations. Rotate through different STEM topics such as physics, chemistry, biology, and astronomy. Lastly, this program will also provide take-home STEM challenges that families can complete together, fostering ongoing STEM learning outside of program events.
2. **Science & Technology Workshops:** Offer workshops on various STEM subjects that cater to different age groups. Include activities like building simple machines, coding, or creating science and technology-inspired art projects.
3. **Weekend Workshops:** Host workshops on weekends immerse participants in various disciplines within the sciences and technology.
4. **STEM Challenges:** Organize STEM challenges that require students to work together to solve problems.
5. **Science and Art Fusion:** Combine science and art by creating art using scientific principles. Examples include making chromatography butterflies, creating chemical reaction art, digital designs, or painting with magnets.

6. **Science Olympics:** Host a science-themed competition where students and/or families participate in various STEM challenges, testing their knowledge and skills in a friendly and fun atmosphere.
7. **Field Trips:** Organize field trips to local science centers, museums, universities, or tech companies. These trips provide opportunities for families to explore STEM in real-world contexts.

Authentic engagement, resident empowerment, collaboration, and the strengthening of partnerships will be the key to unlocking the true potential of the children and families in Leon County. We look forward to working with residents, the Children's Home Society, and other partners in this important work of establishing two Family Resource Centers. Should you have any questions or need additional information, I can be reached at 850-815-7056 or Khary.henry@iscientiae.org.

Sincerely,

Khary Henry

Khary Henry
914 Railroad Ave. Suite #33
Tallahassee, FL 32310
850-815-7056





To: Tiffany Martin, Executive Director
Children's Home Society
325 John Knox Road Building A
Tallahassee, FL 32303

RE: Family Resource Center

Dear Ms. Martin,

First Tee Tallahassee is pleased to support The Children's Home Society application to establish and manage 2 Family Resource Centers (FRCs) located in targeted neighborhoods in Leon County. CHS has been supporting the well-being of children and families in Florida since 1902. The organization currently provides behavioral health, early childhood and intervention, foster care, and support, as well as community school services across the state of Florida.

Our organization currently collaborates with Children's Home Society through our First Tee School Physical Education Curriculum and After School Youth Mentorship Programs. The First Tee Program is a nationally recognized Professional Golf Association (PGA) initiative designed to introduce golf and more importantly, the life skills golf teaches to underprivileged children and youth throughout the United States to become the best version of themselves.

We believe becoming the managing entity of 2 Family Resource Centers provides a tremendous opportunity to continue our collaborative efforts. We have agreed to participate to help support successfully establishing Family Resource Centers in Leon County.

We are committed to:

- Activating the First Tee Community Program at the Family Resource Centers by providing youth development services to Resource Center members through a subcontract.
- First Tee Tallahassee Executive Director available to serve on the Community Advisor Council.
- Assisting with outreach and member engagement throughout the implementation process.

Authentic engagement, resident empowerment, collaboration, and the strengthening of partnerships will be the key to unlocking the true potential of the children and families in Leon County. We look forward to working with residents, the Children's Home Society, and other partners in this important work of establishing 2 Family Resource Centers.

Should you have any questions or need additional information, I can be reached at 850.228.5713 or tracym@firstteetallahassee.org

Sincerely,

Tracy A. Marple

Executive Director
First Tee Tallahassee
1915 Hillbrooke Trail
Tallahassee, FL
32311



October 27, 2023

To: Tiffany Martin, Executive Director
Children's Home Society
325 John Knox Road Building A Tallahassee, FL 32303

RE: Family Resource Center

Dear Ms. Martin,

The Tallahassee Symphony Orchestra (TSO) is pleased to support The Children's Home Society application to establish and manage two Family Resource Centers (FRCs) located in targeted neighborhoods in Leon County. CHS has been supporting the well-being of children and families in Florida since 1902. The organization currently provides behavioral health, early childhood and intervention, foster care and support, as well as community school services across the state of Florida.

We believe becoming the managing entity of two Family Resource Centers provides a tremendous opportunity to continue our collaborative efforts. We have agreed to participate to help support successfully establishing Family Resource Centers in Leon County. The TSO currently offers a free-of-charge, afterschool violin lesson program at Sabal Palm Elementary School, and we would support extending this program into the new FRCs so that more young people can benefit from all that music study has to offer.

Authentic engagement, resident empowerment, collaboration and the strengthening of partnerships will be the key to unlocking the true potential of the children and families in Leon County. We look forward to working with local residents, the Children's Home Society, and other partners in this important work of establishing two Family Resource Centers. Should you have any questions or need additional information, I can be reached at 850-224-0461 or director@tallahasseesymphony.org.

Sincerely,

Amanda Stringer, Chief Executive Officer

Boys & Girls Clubs of the Big Bend
1311 N. Paul Russell Rd.
SUITE A-201
Tallahassee, Florida 32301
850-656-8100



**BOYS & GIRLS CLUBS
OF THE BIG BEND**

P.O. Box 7141
Tallahassee, FL 32314
(850) 656-8100
www.bgcbb.org

October 27, 2023

To whom it may concern:

The Boys & Girls Clubs of the Big Bend is pleased to support The Children's Home Society application to establish and manage 2 Family Resource Centers (FRCs) located in targeted neighborhoods in Leon County. CHS has been supporting the well-being of children and families in Florida since 1902. The organization currently provides behavioral health, early childhood and intervention, foster care and support, as well as community school services across the state of Florida.

Our organization currently collaborates with Children's Home Society through various programs and initiatives which benefit youth and families. We believe becoming the managing entity of 2 Family Resource Centers provides a tremendous opportunity to continue our collaborative efforts. We have agreed to participate to help support successfully establishing Family Resource Centers in Leon County.

We are committed to assisting with outreach and member engagement throughout the implementation process.

Authentic engagement, resident empowerment, collaboration, and the strengthening of partnerships will be the key to unlocking the true potential of the children and families in Leon County. We look forward to working with local residents, the Children's Home Society, and other partners in this important work of establishing 2 Family Resource Centers. Should you have any questions or need additional information, please feel free to contact me any time.

Sincerely,

Kacy D. Dennis
Chief Executive Officer
Boys & Girls Clubs of the Big Bend

BOARD OF DIRECTORS

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Laura Youmans

CLUB LOCATIONS

Administrative Offices

Portable @ Nims Middle School
723 W. Orange Avenue
Tallahassee, FL 32310
(850) 656-8100

Carrie Wilson/Miccosukee Boys & Girls Club

15011 Cromartie Road
Tallahassee, FL 32309
(850) 894-2094

Sunrise Place Apartments Club Site

2525 Texas Street
Tallahassee, FL 32301

Boys & Girls Club at Chattahoochee

715 South Main Street
Chattahoochee, FL 34324
(850) 661-3468

Boys & Girls Club at Havana

Havana Magnet School
1210 Kemp Rd.
Havana, FL 32333
(850) 519-0000

Boys & Girls Club at Quincy

Crossroad Academy Charter School
470 Strong Rd.
Quincy, FL 32351

Leon County School Based Sites

R. Frank Nims Middle School
Oak Ridge Elementary School

Kacy Dennis
President/CEO



October 27, 2023

Ms. Tiffany Martin, Executive Director
Children's Home Society
325 John Knox Road Building A
Tallahassee, FL 32303

Dear Ms. Martin:

Thank you for the invitation to participate in the Children's Service Council Resource Center funding application. The Tallahassee Food Network (TFN); a member of the Greater Frenchtown Collaborative is pleased to provide this letter of commitment to The Children's Home Society to establish and manage two Family Resource Centers (FRCs) located in targeted neighborhoods in Leon County.

Our follow up discussions and your participation in neighborhood meetings over the past year has provided an in-depth view of your work and potential to partner; therefore: we are committed to connecting your network with our already established and aspiring service organizations, partners, and individuals, who for the past 3 years, have been linking residents in coordinated efforts and suggested findings in the four 32304 Prosperity for All Summits hosted by the Leon County Commissioners, Chamber of Commerce and community stakeholders.

The Griffin Heights Children and Families Resource Center, a program of the TFN, was established in 2020 aims to build trust, engage residents in services and related topics previously identified in the City of Tallahassee Griffin Heights Neighborhood First Plan (GHNFP) talgov.com. The GHNFP provides pathways to a system of care orientation to family self-sufficiency and leadership. The Greater Frenchtown Collaborative (partners/residents) can serve in several capacities including:

- Community Advisory Council addressing critical neighborhood safety, violence and abuse, health and nutrition, safe return of children to school after Pandemic, returning citizens, cultural enrichments in music and the arts and the rich ancestral history of long-term residents and their community visions and dreams.
- Engagement of 18-35 Resource Center collaborative vendors for subcontracting provisions of Maternal Child Health and Family services across the life course for preconception, prenatal, child and maternal mental/behavioral health, paternal/father involvement, and post-partum care to impact the maternal and infant mortality rate.
- Assisting with outreach, training, education, early learning, resident engagement, and employment opportunities for the implementation of children, family, youth and senior care services.



- Involving Intergenerational parent, elder and youth ambassadors, block captains and resident in every aspect of service coordination for food security, safe housing, health and wellness, substance use, financial literacy, chronic illness, educational attainment, and other areas based on the findings from 2019 community 32304 Prosperity For All Summits convenings.
- Supporting efforts to serve members of the Family Resource Centers through in-kind support from students, partners, youth, residents, volunteers and other local, private, academic, government, faith-based, regional, national, and international contributions to the advancement of Griffin Heights Neighborhood “building up model”.
- Keeping to the neighborhood motto...**Don’t move, Improve!**

The Children’s Home Society serving as a managing entity of two-Family Resource Centers provides a tremendous opportunity to continue our collaborative efforts. The work aligns with Griffin Heights Children and Families Resource Center’s current focus on resident engagement, empowerment, collaboration, and the strengthening of partnerships with children and families in Leon and surrounding communities.

Tallahassee Food Network and the Greater Frenchtown Collaborative agreed to participate to help support successfully establishing Family Resource Centers in Leon County. We welcome the administrative, technical, expertise and collaborative support from the Children’s Home Society,

Pease contact me at mmiaisha@gmail.com or 850-284-0366 should you require additional information.

Cordially,

M. Miaisha Mitchell, Founding Director



November 1st, 2023

To: Tiffany Martin, Executive Director
Children's Home Society
325 John Knox Road Building A Tallahassee, FL 32303

RE: Family Resource Center

Dear Ms. Martin,

Second Harvest of the Big Bend is pleased to support The Children's Home Society application to establish and manage 2 Family Resource Centers (FRCs) located in targeted neighborhoods in Leon County. CHS has been supporting the well-being of children and families in Florida since 1902. The organization currently provides behavioral health, early childhood and intervention, foster care and support, as well as community school services across the state of Florida.

Our organization currently collaborates with Children's Home Society throughout pantry program and grocery locker program at Sabal Palm Elementary. We believe becoming the managing entity of 2 Family Resource Centers provides a tremendous opportunity to continue our collaborative efforts. We have agreed to participate to help support successfully establishing Family Resource Centers in Leon County.

We are committed to:

- Serve on the Community Advisory Council, if needed.
- Continuing to partner together through pantries.
- Continue to serve our existing grocery locker.

Authentic engagement, resident empowerment, collaboration and the strengthening of partnerships will be the key to unlocking the true potential of the children and families in Leon County. We look forward to working with local residents, the Children's Home Society, and other partners in this important work of establishing 2 Family Resource Centers. Should you have any questions or need additional information, I can be reached at (941)545-0812 or monique@fightinghunger.org.

Sincerely,

Monique Ellsworth
Chief Executive Officer



FLORIDA LEGAL SERVICES, INC.

PO Box 533986, Orlando, FL 32853 - PHONE: (407) 801-4350 - FAX: (407) 505-7327

MICHAEL TEIN
PRESIDENT

CHRISTOPHER M. JONES
EXECUTIVE DIRECTOR

December 5, 2023

Tiffany Martin
Executive Director
Children's Home Society of Florida
325 John Knox Rd, Bldg 500,
Tallahassee, FL 32303

Dear Ms. Martin,

Florida Legal Services is a statewide public interest law firm with the mission of advancing economic, social, and racial justice. We advocate for poor, vulnerable and hard to reach people through civil legal representation, legislative and administrative advocacy, education and outreach, and strategic partnerships. We have served the Tallahassee community for over 40 years.

Our FLS Connecting Kids to Coverage Project provides enrollment and renewal application assistance to children, families and pregnant women applying for healthcare coverage through Florida Kidcare and Family-Related Medicaid programs. We specifically target families who face increased barriers to applying for health care coverage through Medicaid and KidCare and who are at high-risk of losing coverage or remaining uninsured.

We understand the Children's Home Society of Florida (CHS) is in the final stages of applying to become the managing entity of 4 Family Resource Centers (FRC) in Leon County. Our Connecting Kids to Coverage Project is willing to partner with CHS by providing the following services at the determined FRC:

- Assistance with Medicaid and KidCare Applications
- Assistance with renewal applications
- Assistance with creating accounts and navigating the eligibility determination process and overcoming barriers to enrollment, including language and technology barriers.
- Hold workshops to educate the public on Florida Legal Services' Connecting Kids to Coverage services and important updates concerning Florida Medicaid, KidCare and ACCESS Florida

Our Connecting Kids to Coverage Project provides these services to families for free so there would be no cost for us to provide these services through this partnership. We believe these

services will enhance these communities by ensuring families are enrolled in Medicaid and KidCare coverage they are eligible for and are able to access the health care services they need to live healthy, happy, productive lives.

We are excited about the potential partnerships and look forward to working with you.
Feel free to contact me via email amy@floridalegal.org or phone (407) 801-4347 with questions.

A handwritten signature in black ink, appearing to read "Amy Guinan Liem".

Amy Guinan Liem

Director | FLS [Connecting Kids to Coverage Project](#)



MPAC

636-6 Railroad Square
Tallahassee, FL 32310
850.792.2737
mpac681@gmail.com

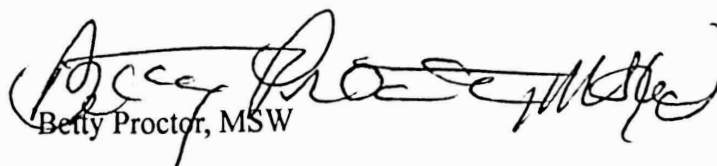
Dear Ms. Martin,

Motivating People through Arts and Crafts, MPAC has served the Tallahassee community for three years. Our mission is to enhance social connections and career development with everyone, primarily persons on the Autism Spectrum and with unique abilities. We do this by providing art and community workshops/events which enhance social skills and connections. We also provide career development through entrepreneurship and employment skills and experiences. The population we serve are 14 years and older; however, we can serve younger persons that are eager to learn. We are inclusive and believe everyone, no matter what ability can develop lasting connections and successful lifestyles. We understand the Children's Home Society of Florida (CHS) is in the final stages of applying to become the managing entity of 4 Family Resource Centers (FRC) in Leon County. We are willing to partner with CHS by providing the following services at the determined FRC, art, social, and career development workshops, experiences, and skills.

We believe these services will enhance communities by enhancing positive mental health, positive social connections, financial health, career growth, and self assuredness. We have certifications in Employment Services and Certified Business Technical Assistance Consultant (CBTAC) and professions and personal experience with unique abilities, especially Autism. Our fees for services are attached. We understand payment will be provided on a reimbursement basis.

We are excited about the potential partnerships and look forward to working with you.

Feel free to contact me via email mpac681@gmail.com or cellphone 850.792.2737 for questions.



Betty Proctor, MSW
CEO & Co-founder



Dear

The Beautie Braids Academy LLC a career braiding academy for inspiring entrepreneurs who want to learn how to braid hair or start their very own hair braiding business. With no experience required.

Served the Tallahassee community for 2 years.

Our mission is to provide professional platform where youth and adults are able to experience professional training, gain knowledge, build a solid business and make meaningful connection with clients.

We do this by providing the fundamentals of business, career, professionalism, social skills and mental health awareness to our youth and adults in our community.

Providing them with the practical skills such as confidence and character building, goals setting, prioritizing, saving, communication, affirmation, leadership & positive thinking etc.

We understand the Children's Home Society of Florida (CHS) is in the final stages of applying to become the managing entity of 4 Family Resource Centers (FRC) in Leon County. We are willing to partner with CHS by providing the following services at the determined FRC.

With no experience required providing monthly training, workshops, group training, one on one training, youth bootcamp, summer camp, mentorship etc

We believe these services will enhance these communities by

Our services impact our community in a major way by implementing our 3 phase training system mental Health, skills & business.

Breaking the barriers of mental health promoting open and honest communication while implementing positive practical techniques.

Learning new skill set build confidence, adaptability, responsibility new opportunities while learning how to braid hair as our essential skill set.

Building Business education mentally and professionally prepares a strong business foundation while building our economy and assisting our communities in thriving.

Our services impact our community in a major way by implementing our 3 major system mental Health, skills & business.

Breaking the barriers of mental health promoting open and honest communication while implementing positive practical techniques.

Learning new skills set build confidence, adaptability, responsibility new opportunities while learning how to braid hair as our essential skill set.

Business education prepares mentally and professional in building a strong business while building our economy and assisting our communities in thriving.

Our fees for services range from \$210-\$495 (I provided an attachment below). We understand payment will be provided on a reimbursement basis.

We are excited about the potential partnerships and look forward to working with you.

Feel free to contact me via email info@beautiebraidsacademy.com or cellphone 3868669139 for questions.

(Shauntrelle Thompson Owner)

Yolanda Speaks!

www.yolandaspeaks.com

850-509-9832

yfairell@hotmail.com

Dear Ms. Martin,

Yolanda Speaks, LLC has served the Tallahassee community for over 20 years. Both as a professor of sociology and as a business owner. Yolanda Speaks's mission is: to inspire, uplift, educate and challenge individuals and communities to greater emotional, mental health, and social health. We do this by providing high quality speeches, social skill building training and support workbooks, and group facilitation. We understand the Children's Home Society of Florida (CHS) is in the final stages of applying to become the managing entity of 4 Family Resource Centers (FRC) in Leon County. We are willing to partner with CHS by providing the following services at the determined FRC.

We believe these services will enhance these communities by teaching easy to apply, simple, life changing strategies and practices for wellbeing. All of what is taught can be used for a lifetime once mastered and taught to others thus opening the real possibilities for community healing -each one teaches one.

The following is a brief fee schedule:

Individual and group: **Life Skills Coaching** (emotional intelligence)

Individual and group: **Stress Reduction Courses**

Grounding exercises

Individual and group: **Mindful (aware) Eating and Yogic Movement**

Individual and group: **Conflict Resolution Courses**

Individual Cost for services: **\$80.00 per service**

Group 5 to 10 members: **\$300.00 per service**

We are excited about the potential partnerships and look forward to working with you.

Feel free to contact me via email yfairell@hotmail.com or cellphone 850-509-9832 for questions.

Yolanda Pourciau, MS

A collaborative MOU process consists of extensive discussion, review and revision by each partner agency to come to a collective agreement. CHS is in the process of securing MOUs from each partner. MOUs are in various stages of development. We will continue to work to secure each MOU if CHS is selected as the ITN recipient and will submit them as they are completed. Attached are the draft MOUs in their current state.

MEMORANDUM OF UNDERSTANDING

**Between
Children's Home Society of Florida,
And
Prevent Child Abuse Florida**

This Memorandum of Understanding (MOU) sets forth the terms and understanding between **Children's Home Society of Florida (CHS)** and **Prevent Child Abuse Florida**.

SECTION I - Purpose

Children's Home Society of Florida (CHS) is accredited by the Council on Accreditation and is the oldest statewide provider of services to include foster care, adoption, child abuse prevention, residential group homes, independent and transition living for teens, parent education, counseling, mentoring and treatment for developmentally disabled children. CHS is headquartered in Orlando, FL., and offers services in nearly 80 Florida locations by nearly 1,100 staff members dedicated to providing child-focused, family- centered care.

CHS has applied for funding from the Children's Services Council of Leon County to operate four Family Resource Centers. If the grant is awarded over the period April 2024 through September 2026, CHS will establish and manage four Family Resource Centers serving neighborhood residents.

SECTION II - Services

A. Children's Home Society of Florida

- a. shall work in cooperation to provide prevention of child abuse information to community members.
- b. will serve as a convener to:
 - 1) lead a community needs assessment and strategic planning process
 - 2) Work with partners to determine services and schedule
 - 3) Draft and sign a more detailed MOU within 6 months of funding
 - 4) Lead quality improvement process and adjust strategies as needed to achieve objectives and outcomes.

B. Ounce of Prevention Fund /Prevent Child Abuse Florida

- a. Will provide information for distribution to community members and provide training to staff. The services will be provided at a time to be mutually agreed upon with CHS and based on the input of residents served by the center.
- b. participate in community needs assessment and strategic planning,
- c. determine jointly the services to be provided
- d. draft and sign a more detailed MOU within 6 months and
- e. participate in a quality improvement process to adjust strategies based on objectives and outcomes.

C. Funding

This agreement is neither a fiscal nor a funds obligation document.

SECTION 111 - MUTUAL INDEMNIFICATION

Joint Indemnification

The Ounce of Prevention Fund of Florida/ Prevent Child Abuse Florida and Children's Home Society of Florida and Children's Home Society, jointly and to the extent allowable by law and without waiving any governmental immunity, agree to indemnify, insure, defend and hold harmless each other, and their officers, directors, agents, representatives, attorneys, and employees, each of the foregoing hereinafter referred to as an "indemnified party," against all claims, losses, suits, judgments or damages, including court costs and attorney's fees, suffered by the indemnified party and all liability to third parties arising out of or in connection with:

- a. Any negligence, intentional torts or breach of contract committed by the liable party including its officers or employees;
- b. Any claims or losses attributable to the acts of any subcontractor, or person of the liable party performing or furnishing services, materials, or supplies on behalf of the liable party in connection with the performance of this Agreement whether or not known to the indemnified party; or
- c. Any failure of the liable party, including its officers or employees to observe the requirements of applicable Florida or federal law, regardless of whether the indemnified party knew or should have known of such failure.

On demand, the liable party shall reimburse the indemnified party for any and all actual and direct losses, liabilities, lost profits, fines, penalties, costs or expenses (including reasonable attorney's fees) which may for any reason be imposed upon the indemnified party by reason of any suit, claim, action, proceeding or demand by any third party which results from the actions listed in paragraphs (a), (b) or (c) above committed by the liable party. This joint indemnification provision shall survive the expiration or termination of this Agreement for any reason.

In the event that claims, suits, judgments or damages, including court costs and attorney's fees, arising out of joint negligent and/or intentional acts of both the Ounce of Prevention Fund of Florida/ Prevent Child Abuse Florida and Children's Home Society of Florida and Children's Home Society either party will not be liable for any obligation to defend the other party with respect to that part of the joint negligent and/or intentional act determined by governing law to have arisen from acts committed by the other. Neither party will be liable for nor have any obligation to defend the other party against such claims, suits, judgments or damages, including court costs and attorney's fees, determined by governing law to have arisen out of the sole negligent and/or intentional acts of the liable party.

SECTION IV - Duration

This MOU is at-will and may be modified by mutual consent of authorized officials from the Ounce of Prevention Fund of Florida/ Prevent Child Abuse Florida. This MOU shall become effective upon signature by the authorized officials on a contract between the CSC Leon and CHS for the Family Resource Centers. This MOU between P the Ounce of Prevention Fund of Florida/ Prevent Child Abuse Florida will remain in effect until modified or terminated by any one of the partners by mutual consent with 30 days notice.

SECTION V - Communication and Dispute Resolution

Each party agrees that effective communication is essential to successful collaboration, and therefore the team members of each entity should be committed to communicating as often as necessary to ensure smooth coordination of services. If or whenever concerns arise that require dispute resolution, the parties directly involved should make a good faith attempt resolve those issues completely. However, if they are unable to do so they will escalate this to their supervisors as soon as possible. If supervisors are unable to resolve the issues, they will be escalated to the contacts listed below.

SECTION VI - Contacts

The principal contacts for this agreement are:

Ounce of Prevention Fund of Florida/ Prevent Child Abuse

Contact Name: Chesley Richardson

Position: Executive Director

Children's Home Society of Florida

Contact Name: Heather Brungardt

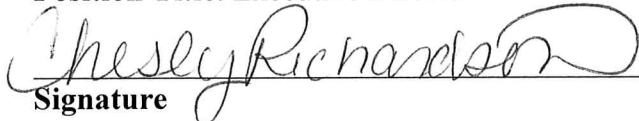
Position: Chief Program and Clinical Officer

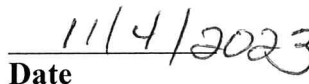
SECTION VII - Signatures

Agency: Prevent Child Abuse Florida

Name: Chesley Richardson

Position Title: Executive Director


Signature


Date

Agency: Children's Home Society of Florida

Name: Heather Brungardt

Position Title: Chief Program and Clinical Officer

Date:

Signature

Date

MEMORANDUM OF UNDERSTANDING

Between
Children's Home Society of Florida,
And
Scientiae

This Memorandum of Understanding (MOU) sets forth the terms and understanding between **Children's Home Society of Florida (CHS)** and **Scientiae**

SECTION I - Purpose

Children's Home Society of Florida (CHS) is accredited by the Council on Accreditation and is the oldest statewide provider of services to include foster care, adoption, child abuse prevention, residential group homes, independent and transition living for teens, parent education, counseling, mentoring and treatment for developmentally disabled children. CHS is headquartered in Orlando, FL., and offers services in nearly 80 Florida locations by nearly 1,100 staff members dedicated to providing child-focused, family- centered care.

CHS has applied for funding from the Children's Services Council of Leon County to operate four Family Resource Centers. If the grant is awarded over the period April 2024 through September 2026, CHS will establish and manage four Family Resource Centers serving neighborhood residents.

At Scientiae, our overarching mission is to empower individuals in Big Bend of Florida with the knowledge and skills essential for thriving in an increasingly digital world. Through innovative programs and initiatives focused on artificial intelligence and digital literacy, we aim to enhance access to technology and foster diversity and inclusion in various fields, including STEM, arts, and health. We believe in the positive potential of technology and are committed to using AI and digital literacy to make a meaningful impact on our community.

Dedicated to inspiring and educating the next generation of problem-solvers, Scientiae provides comprehensive STEM education and training to K-12 students. Our goal is to pave the way for sustainable, technologically advanced cities of the future. In the Leon County community, artificial intelligence and cutting-edge innovation will drive community development, environmental stewardship, and inclusive prosperity, ensuring a brighter and more resilient future for all.

SECTION II - Services

A. Children's Home Society of Florida

- a. shall work in cooperation with First Tee of Tallahassee to bring their mentoring program to youth participants at Family Resource Centers if they are awarded funding.
- b. will recruit youth to participate in programming including services provided by Young Engineers.
- c. will serve as convener to:
 - 1) lead a community needs assessment and strategic planning process.
 - 2) Work with partners to determine services and schedule.
 - 3) Draft and sign a more detailed MOU within 6 months of funding.

- 4) Lead quality improvement process and adjust strategies as needed to achieve objectives and outcomes.

B. Scientiae will

- a. provide their STEAM services to serve youth at each FRC. The services will be provided at a time to be mutually agreed upon with CHS and based on the input of residents served by the center.
- b. participate in community needs assessment and strategic planning,
- c. determine jointly the specific services to be provided.
- d. draft and sign a more detailed MOU within 6 months and
- e. participate in a quality improvement process to adjust strategies based on objectives and outcomes.

C. Funding

This agreement is neither a fiscal nor a funds obligation document.

SECTION 111 - MUTUAL INDEMNIFICATION

Each party covenants and agrees at all times to save, hold and keep harmless each other party against any and all claims, demands, penalties, judgments, court costs, reasonable attorney's fees, and liability of every kind and nature whatsoever to the extent permitted by laws arising out of or in any way connected to a party's performance of this Agreement. However, this indemnification shall not operate to release any party of liability for their own negligence. Each party assumes the risk of all liability arising from its respective activities pursuant to this Agreement and from the acts or omissions of its respective officers, agents, and employees.

The party seeking indemnification shall promptly notify the other party in writing of any claims for which it is seeking indemnification and shall forward to the other party all documents in its possession related to the matter and shall fully cooperate in the defense of any claim. Failure to provide prompt notice of a claim for indemnification will not bar the party's claim for indemnification except to the extent the other party is prejudiced by such failure.

Notwithstanding the foregoing, nothing contained in this Agreement shall be construed or interpreted as (1) denying to any party any remedy or defense available to such party under the laws of the State of Florida; (2) the consent of the State of Florida or its agents or agencies to be sued; or (3) a waiver of sovereign immunity of the State of Florida beyond the waiver provided in Section 768.28, Florida Statutes.

SECTION IV - Duration

This MOU is at-will and may be modified by mutual consent of authorized officials from *Scientiae* and *Children's Home Society of Florida*. This MOU shall become effective upon signature by the authorized officials on a contract between the CSC Leon and CHS for the Family Resource Centers. This MOU between *Scientiae* and *Children's Home Society of Florida* will remain in effect until modified or terminated by any one of the partners by mutual consent with 30 days' notice.

SECTION V - Communication and Dispute Resolution

Each party agrees that effective communication is essential to successful collaboration, and therefore the team members of each entity should be committed to communicating as often as necessary to ensure smooth coordination of services. If or whenever concerns arise that require dispute resolution, the parties directly involved should make a good faith attempt resolve those issues completely. However, if they are unable to do so they will escalate this to their supervisors as soon as possible. If supervisors are unable to resolve the issues, they will be escalated to the contacts listed below.

SECTION VI - Contacts

The principal contacts for this agreement are:

Scientiae

Contact Name: Khary Henry
Position: President

Children's Home Society of Florida

Contact Name: Heather Brungardt
Position: Chief Program and Clinical Officer

SECTION VII - Signatures

Agency: Scientiae

Name: Khary Henry
Position Title: President

Signature *Khary Henry* **Date** *12/1/2023*

Agency: Children's Home Society of Florida

Name: Heather Brungardt
Position Title: Chief Program and Clinical Officer
Date:

Signature **Date**



MEMORANDUM OF UNDERSTANDING

Between

Children's Home Society of Florida,

And

**The Florida State University's, The Stoops Center for
Communities, Families, and Children (FSU CFC Center)**

This Memorandum of Understanding (MOU) sets forth the terms and understanding between **Children's Home Society of Florida (CHS)** and **The Florida State University's, The Stoops Center for Communities, Families, and Children (FSU CFC Center)** herein referred to as **FSU CFC Center**.

SECTION I - Purpose

Children's Home Society of Florida (CHS) is accredited by the Council on Accreditation and is the oldest statewide provider of services to include foster care, adoption, child abuse prevention, residential group homes, independent and transition living for teens, parent education, counseling, mentoring and treatment for developmentally disabled children. CHS is headquartered in Orlando, FL., and offers services in nearly 80 Florida locations by nearly 1,100 staff members dedicated to providing child-focused, family centered care.

CHS has applied for funding from the Children's Services Council of Leon County to operate four Family Resource Centers. If the grant is awarded over the period April 2024 through September 2026, CHS will establish and manage four Family Resource Centers serving neighborhood residents.

FSU CFC Center was created by the Stoops Family Foundation, Inc. to generate and sustain transformational knowledge development for effective policies, services, and usable research for the promotion of communities, families, and the children of Florida, the nation, and across the globe. They will provide three programs for the families and communities where the FRCs will be located. Rebound and Recovery sessions help children and teens learn about what their emotions are, how they are connected to their thoughts and actions, and how to regulate their emotions while understanding and reframing their thoughts; level Up with Ease, structured case management and behavior change for families impacted by substance use disorder, and work with staff on Opioid and Addiction training to support the community when needed.

SECTION II - Services

A. Children's Home Society of Florida

- a. shall work in cooperation with Boys and Girls Clubs n to provide after school youth development to youth referred by the Family Resource Centers.
- b. will recruit youth that need after school services.
- c. will serve as a convener to:
 - 1. lead a community needs assessment and strategic planning process
 - 2. Work with partners to determine services and schedule
 - 3. Draft and sign a more detailed MOU within 6 months of funding
 - 4. Lead quality improvement process and adjust strategies as needed to achieve objectives and outcomes

B. FSU CFC Center provides Rebound and Recovery programs in the communities selected for Family Resource Centers. They will:

- a. Provide services based on a time to be mutually agreed upon with CHS and based on the input of residents served by the center.
- b. Participate in community needs assessment and strategic planning,
- c. Determine jointly the specific services to be provided
- d. Draft and sign a more detailed MOU within 6 months and
- e. Participate in a quality improvement process to adjust strategies based on objectives and outcomes.

C. Funding

This agreement is neither a fiscal nor a funds obligation document.

SECTION 111 - MUTUAL INDEMNIFICATION

Each party covenants and agrees at all times to save, hold and keep harmless each other party against any and all claims, demands, penalties, judgments, court costs, reasonable attorney's fees, and liability of every kind and nature whatsoever to the extent permitted by laws arising out of or in any way connected to a party's performance of this Agreement. However, this indemnification shall not operate to release any party of liability for their own negligence. Each party assumes the risk of all liability arising from its respective activities pursuant to this Agreement and from the acts or omissions of its respective officers, agents, and employees.

The party seeking indemnification shall promptly notify the other party in writing of any claims for which it is seeking indemnification and shall forward to the other party all documents in its possession related to the matter and shall fully cooperate in the defense of any claim. Failure to provide prompt notice of a claim for indemnification will not bar the party's claim for indemnification except to the extent the other party is prejudiced by such failure.

Notwithstanding the foregoing, nothing contained in this Agreement shall be construed or interpreted as (1) denying to any party any remedy or defense available to such party under the laws of the State of Florida; (2) the consent of the State of Florida or its agents or agencies to be sued; or (3) a waiver of sovereign immunity of the State of Florida beyond the waiver provided in Section 768.28, Florida Statutes.

SECTION IV - Duration

This MOU is at-will and may be modified by mutual consent of authorized officials *from FSU CFC Center and Children's Home Society of Florida*. This MOU shall become effective upon signature by the authorized officials on a contract between the CSC Leon and CHS for the Family Resource Centers. This MOU between *FSU CFC Center and Children's Home Society of Florida* will remain in effect until modified or terminated by any one of the partners by mutual consent with 30 days notice.

SECTION V - Communication and Dispute Resolution

Each party agrees that effective communication is essential to successful collaboration, and therefore the team members of each entity should be committed to communicating as often as necessary to ensure smooth coordination of services. If or whenever concerns arise that require dispute resolution, the parties directly involved should make a good faith attempt resolve those issues completely. However, if they are unable to do so they will escalate this to their supervisors as soon as possible. If supervisors are unable to resolve the issues, they will be escalated to the contacts listed below.

SECTION VI - Contacts

The principal contacts for this agreement are:

FSU CFC Center

Contact Name:

Position:

Children's Home Society of Florida

Contact Name: Heather Brungardt

Position: Chief Program and Clinical Officer

SECTION VII - Signatures

Agency: FSU CFC Center

Name: Ellen Piekalkiewicz

Position Title: Director, Stoops Center for Communities, Families, and Children



Signature

12/1/2023

Date

Agency: Children's Home Society of Florida

Name: Heather Brungardt

Position Title: Chief Program and Clinical Officer

Signature

Date

MEMORANDUM OF UNDERSTANDING

**Between
Children's Home Society of Florida,
And
Second Harvest of the Big Bend**

This Memorandum of Understanding (MOU) sets forth the terms and understanding between **Children's Home Society of Florida (CHS)** and **Second Harvest of the Big Bend**.

SECTION I - Purpose

Children's Home Society of Florida (CHS) is accredited by the Council on Accreditation and is the oldest statewide provider of services to include foster care, adoption, child abuse prevention, residential group homes, independent and transition living for teens, parent education, counseling, mentoring and treatment for developmentally disabled children. CHS is headquartered in Orlando, FL., and offers services in nearly 80 Florida locations by nearly 1,100 staff members dedicated to providing child-focused, family- centered care.

CHS has applied for funding from the Children's Services Council of Leon County to operate four Family Resource Centers. If the grant is awarded over the period April 2024 through September 2026, CHS will establish and manage four Family Resource Centers serving neighborhood residents.

Second Harvest of the Big Bend mission is to advance change by feeding the hungry and educating and engaging the community in the fight to end hunger. They will assist CHS with establishing a food pantry and Nutrition Programs at each FRC. Each box of food distributed feeds a family of four for three healthy meals each day.

SECTION II - Services

A. Children's Home Society of Florida

- a. shall work in cooperation with Second Harvest of the Big Bend to bring their mentoring program to youth participants at Family Resource Centers if they are awarded funding.
- b. will recruit youth to participate in programming including services provided by Young Engineers.
- c. will serve as a convener to:
 - 1) lead a community needs assessment and strategic planning process
 - 2) Work with partners to determine services and schedule
 - 3) Draft and sign a more detailed MOU within 6 months of funding
 - 4) Lead quality improvement process and adjust strategies as needed to achieve objectives and outcomes.

B. Second Harvest of the Big Bend

- a. will assist in establishing a Food pantry and Nutrition Program at each FRC. The services will be provided at a time to be mutually agreed upon with CHS and based on the input of residents served by the center.

- b. participate in community needs assessment and strategic planning,
- c. determine jointly the specific services to be provided
- d. draft and sign a more detailed MOU within 6 months and
- e. participate in a quality improvement process to adjust strategies based on objectives and outcomes.

C. Funding

This agreement is neither a fiscal nor a funds obligation document.

SECTION 111 - MUTUAL INDEMNIFICATION

Each party covenants and agrees at all times to save, hold and keep harmless each other party against any and all claims, demands, penalties, judgments, court costs, reasonable attorney's fees, and liability of every kind and nature whatsoever to the extent permitted by laws arising out of or in any way connected to a party's performance of this Agreement. However, this indemnification shall not operate to release any party of liability for their own negligence. Each party assumes the risk of all liability arising from its respective activities pursuant to this Agreement and from the acts or omissions of its respective officers, agents, and employees.

The party seeking indemnification shall promptly notify the other party in writing of any claims for which it is seeking indemnification and shall forward to the other party all documents in its possession related to the matter and shall fully cooperate in the defense of any claim. Failure to provide prompt notice of a claim for indemnification will not bar the party's claim for indemnification except to the extent the other party is prejudiced by such failure.

Notwithstanding the foregoing, nothing contained in this Agreement shall be construed or interpreted as (1) denying to any party any remedy or defense available to such party under the laws of the State of Florida; (2) the consent of the State of Florida or its agents or agencies to be sued; or (3) a waiver of sovereign immunity of the State of Florida beyond the waiver provided in Section 768.28, Florida Statutes.

SECTION IV - Duration

This MOU is at-will and may be modified by mutual consent of authorized officials from *Second Harvest of the Big Bend (Second Harvest)* and *Children's Home Society of Florida*. This MOU shall become effective upon signature by the authorized officials on a contract between the CSC Leon and CHS for the Family Resource Centers. This MOU between *Second Harvest of the Big Bend* and *Children's Home Society of Florida* will remain in effect until modified or terminated by any one of the partners by mutual consent with 30 days notice.

SECTION V - Communication and Dispute Resolution

Each party agrees that effective communication is essential to successful collaboration, and therefore the team members of each entity should be committed to communicating as often as necessary to ensure smooth coordination of services. If or whenever concerns arise that require dispute resolution, the parties directly involved should make a good faith attempt resolve those issues completely. However, if they are unable to do so they will escalate this to their supervisors as soon as possible. If supervisors are unable to resolve the issues, they will be escalated to the contacts listed below.

SECTION VI - Contacts

The principal contacts for this agreement are:

Second Harvest of the Big Bend

Contact Name:

Position:

Children's Home Society of Florida

Contact Name: Heather Brungardt

Position: Chief Program and Clinical Officer

SECTION VII - Signatures

Agency: Second Harvest of the Big Bend

Name: Monique Elkworn

Position Title: CEO

Monique Elkworn
Signature

12/4/23
Date

Agency: Children's Home Society of Florida

Name: Heather Brungardt

Position Title: Chief Program and Clinical Officer

Date:

Signature

Date

MEMORANDUM OF UNDERSTANDING

**Between
Children's Home Society of Florida,
And
First Tee of Tallahassee**

This Memorandum of Understanding (MOU) sets forth the terms and understanding between **Children's Home Society of Florida (CHS)** and **First Tee of Tallahassee**,

SECTION I - Purpose

Children's Home Society of Florida (CHS) is accredited by the Council on Accreditation and is the oldest statewide provider of services to include foster care, adoption, child abuse prevention, residential group homes, independent and transition living for teens, parent education, counseling, mentoring and treatment for developmentally disabled children. CHS is headquartered in Orlando, FL., and offers services in nearly 80 Florida locations by nearly 1,100 staff members dedicated to providing child-focused, family-centered care.

CHS has applied for funding from the Children's Services Council of Leon County to operate four Family Resource Centers. If the grant is awarded over the period April 2024 through September 2026, CHS will establish and manage four Family Resource Centers serving neighborhood residents.

The mission of First Tee of Tallahassee is to impact the lives of young people in Leon, Gadsden and Jefferson Counties by providing learning opportunities and educational programs that promote character development and life-enhancing values through the game of golf. This organization will provide mentoring and field trips for the FRC.

SECTION II - Services

A. Children's Home Society of Florida

- a. shall work in cooperation with First Tee of Tallahassee to bring their mentoring program to youth participants at Family Resource Centers if they are awarded funding.
- b. recruit youth to participate in programming including services provided by First Tee.
- c. will serve as a convener to:
 - 1) lead a community needs assessment and strategic planning process
 - 2) Work with partners to determine services and schedule
 - 3) Draft and sign a more detailed MOU within 6 months of funding
 - 4) Lead quality improvement process and adjust strategies as needed to achieve objectives and outcomes

B. First Tee of Tallahassee will

- a. provide trained volunteers to serve as mentors for youth.
- b. provide their services to youth at each FRC at a time to be mutually agreed upon with CHS and based on the input of residents served by the center.
 - 1) participate in community needs assessment and strategic planning
 - 2) determine jointly the specific services to be provided

- 3) draft and sign a more detailed MOU within 6 months and
- 4) participate in a quality improvement strategy to adjust strategies based on objectives and outcomes.

C. Funding

This agreement is neither a fiscal nor a funds obligation document.

SECTION 111 - MUTUAL INDEMNIFICATION

Each party covenants and agrees at all times to save, hold and keep harmless each other party against any and all claims, demands, penalties, judgments, court costs, reasonable attorney's fees, and liability of every kind and nature whatsoever to the extent permitted by laws arising out of or in any way connected to a party's performance of this Agreement. However, this indemnification shall not operate to release any party of liability for their own negligence. Each party assumes the risk of all liability arising from its respective activities pursuant to this Agreement and from the acts or omissions of its respective officers, agents, and employees.

The party seeking indemnification shall promptly notify the other party in writing of any claims for which it is seeking indemnification and shall forward to the other party all documents in its possession related to the matter and shall fully cooperate in the defense of any claim. Failure to provide prompt notice of a claim for indemnification will not bar the party's claim for indemnification except to the extent the other party is prejudiced by such failure.

Notwithstanding the foregoing, nothing contained in this Agreement shall be construed or interpreted as (1) denying to any party any remedy or defense available to such party under the laws of the State of Florida; (2) the consent of the State of Florida or its agents or agencies to be sued; or (3) a waiver of sovereign immunity of the State of Florida beyond the waiver provided in Section 768.28, Florida Statutes.

SECTION IV - Duration

This MOU is at-will and may be modified by mutual consent of authorized officials from *First Tee* and *Children's Home Society of Florida*. This MOU shall become effective upon signature by the authorized officials on a contract between the CSC Leon and CHS for the Family Resource Centers. This MOU between *First Tee* and *Children's Home Society of Florida* will remain in effect until modified or terminated by any one of the partners by mutual consent with 30 days notice.

SECTION V – Communication and Dispute Resolution

Each party agrees that effective communication is essential to successful collaboration, and therefore the team members of each entity should be committed to communicating as often as necessary to ensure smooth coordination of services. If or whenever concerns arise that require dispute resolution, the parties directly involved should make a good faith attempt resolve those issues completely. However, if they are unable to do so they will escalate this to their supervisors as soon as possible. If supervisors are unable to resolve the issues, they will be escalated to the contacts listed below.

SECTION VI - Contacts

The principal contacts for this agreement are:

First Tee of Tallahassee

Contact Name:

Position:

Children's Home Society of Florida

Contact Name: Heather Brungardt

Position: Chief Program and Clinical Officer

SECTION VII - Signatures

Agency: First Tee of Tallahassee

Name: TRACY MARPLE

Position Title: EXECUTIVE DIRECTOR


Signature

12/2/23
Date

Agency: Children's Home Society of Florida

Name: Heather Brungardt

Position Title: Chief Program and Clinical Officer

Signature

Date

MEMORANDUM OF UNDERSTANDING

Between
Children's Home Society of Florida,
And
Young Engineers of Tallahassee

This Memorandum of Understanding (MOU) sets forth the terms and understanding between **Children's Home Society of Florida (CHS)** and **Young Engineers of Tallahassee**,

SECTION I - Purpose

Children's Home Society of Florida (CHS) is accredited by the Council on Accreditation and is the oldest statewide provider of services to include foster care, adoption, child abuse prevention, residential group homes, independent and transition living for teens, parent education, counseling, mentoring and treatment for developmentally disabled children. CHS is headquartered in Orlando, FL., and offers services in nearly 80 Florida locations by nearly 1,100 staff members dedicated to providing child-focused, family- centered care.

CHS has applied for funding from the Children's Services Council of Leon County to operate four Family Resource Centers. If the grant is awarded over the period April 2024 through September 2026, CHS will establish and manage four Family Resource Centers serving neighborhood residents.

Young Engineers of Tallahassee is dedicated to connecting the communities of the Big Bend to the imaginative world of Science, Technology, Engineering, & Mathematics, (S.T.E.M). By utilizing a unique blend of programs and workshops, children and adults will have the opportunity to tackle global and local challenges, from the environment to health, by conducting creative experiments and research using Legos. We understand the need to create a future of scientists, doctors, engineers and more. It is important to our young people that we provide them with a future where they can be constructive members of society.

SECTION II - Services

A. Children's Home Society of Florida

- a. shall work in cooperation with First Tee of Tallahassee to bring their mentoring program to youth participants at Family Resource Centers if they are awarded funding.
- b. will recruit youth to participate in programming including services provided by Young Engineers.
- c. will serve as convener to:
 - 1) lead a community needs assessment and strategic planning process
 - 2) Work with partners to determine services and schedule
 - 3) Draft and sign a more detailed MOU within 6 months of funding
 - 4) Lead quality improvement process and adjust strategies as needed to achieve objectives and outcomes.

B. Young Engineers of Tallahassee will

- a. provide their STEM services to serve youth at each FRC. The services will be

- provided at a time to be mutually agreed upon with CHS and based on the input of residents served by the center.
- b. participate in community needs assessment and strategic planning,
 - c. determine jointly the specific services to be provided
 - d. draft and sign a more detailed MOU within 6 months and
 - e. participate in a quality improvement process to adjust strategies based on objectives and outcomes.

C. Funding

This agreement is neither a fiscal nor a funds obligation document.

SECTION 111 - MUTUAL INDEMNIFICATION

Each party covenants and agrees at all times to save, hold and keep harmless each other party against any and all claims, demands, penalties, judgments, court costs, reasonable attorney's fees, and liability of every kind and nature whatsoever to the extent permitted by laws arising out of or in any way connected to a party's performance of this Agreement. However, this indemnification shall not operate to release any party of liability for their own negligence. Each party assumes the risk of all liability arising from its respective activities pursuant to this Agreement and from the acts or omissions of its respective officers, agents, and employees.

The party seeking indemnification shall promptly notify the other party in writing of any claims for which it is seeking indemnification and shall forward to the other party all documents in its possession related to the matter and shall fully cooperate in the defense of any claim. Failure to provide prompt notice of a claim for indemnification will not bar the party's claim for indemnification except to the extent the other party is prejudiced by such failure.

Notwithstanding the foregoing, nothing contained in this Agreement shall be construed or interpreted as (1) denying to any party any remedy or defense available to such party under the laws of the State of Florida; (2) the consent of the State of Florida or its agents or agencies to be sued; or (3) a waiver of sovereign immunity of the State of Florida beyond the waiver provided in Section 768.28, Florida Statutes.

SECTION IV - Duration

This MOU is at-will and may be modified by mutual consent of authorized officials from *Young Engineers of Tallahassee (Young Engineers)* and *Children's Home Society of Florida*. This MOU shall become effective upon signature by the authorized officials on a contract between the CSC Leon and CHS for the Family Resource Centers. This MOU between *Young Engineers* and *Children's Home Society of Florida* will remain in effect until modified or terminated by any one of the partners by mutual consent with 30 days notice.

SECTION V - Communication and Dispute Resolution

Each party agrees that effective communication is essential to successful collaboration, and therefore the team members of each entity should be committed to communicating as often as necessary to ensure smooth coordination of services. If or whenever concerns arise that require dispute resolution, the parties directly involved should make a good faith attempt resolve those

issues completely. However, if they are unable to do so they will escalate this to their supervisors as soon as possible. If supervisors are unable to resolve the issues, they will be escalated to the contacts listed below.

SECTION VI - Contacts

The principal contacts for this agreement are:

Young Engineers

Contact Name:

Position:

Children's Home Society of Florida

Contact Name: Heather Brungardt

Position: Chief Program and Clinical Officer

SECTION VII - Signatures

Agency: Young Engineers

Name:

Position Title:

Signature

Date

Agency: Children's Home Society of Florida

Name: Heather Brungardt

Position Title: Chief Program and Clinical Officer

Date:

Signature

Date

MEMORANDUM OF UNDERSTANDING

**Between
Children's Home Society of Florida,
And
Whole Child Leon**

This Memorandum of Understanding (MOU) sets forth the terms and understanding between **Children's Home Society of Florida (CHS)** and **Whole Child Leon**.

SECTION I - Purpose

Children's Home Society of Florida (CHS) is accredited by the Council on Accreditation and is the oldest statewide provider of services to include foster care, adoption, child abuse prevention, residential group homes, independent and transition living for teens, parent education, counseling, mentoring and treatment for developmentally disabled children. CHS is headquartered in Orlando, FL., and offers services in nearly 80 Florida locations by nearly 1,100 staff members dedicated to providing child-focused, family- centered care.

CHS has applied for funding from the Children's Services Council of Leon County to operate four Family Resource Centers. If the grant is awarded over the period April 2024 through September 2026, CHS will establish and manage four Family Resource Centers serving neighborhood residents.

Whole Child Leon is a business that has XXXXXXXXXXXXXXXX. CHS will contract with them to provide XXXXXXXXXXXX, provided free for participants.

SECTION II - Services

A. Children's Home Society of Florida

- a. shall work in cooperation with Whole Child Leon to provide XXXXXXXXXXXXXXXX at Family Resource Centers.
- b. will recruit members that are in need of XXXXXXXXX
- c. will serve as a convener to:
 - 1) Lead a community needs assessment and strategic planning process
 - 2) Work with partners to determine services and schedule
 - 3) Draft and sign a more detailed MOU within 6 months of funding
 - 4) Lead quality improvement process and adjust strategies as needed to achieve objectives and outcomes.

B. Whole Child Leon will

- a. xxxx.
- b. participate in community needs assessment and strategic planning,
- c. determine jointly the specific services to be provided
- d. draft and sign a more detailed MOU within 6 months and
- e. participate in a quality improvement strategy to adjust strategies based on objectives and

outcomes.

C. Funding

This agreement is neither a fiscal nor a funds obligation document.

SECTION 111 - MUTUAL INDEMNIFICATION

Each party covenants and agrees at all times to save, hold and keep harmless each other party against any and all claims, demands, penalties, judgments, court costs, reasonable attorney's fees, and liability of every kind and nature whatsoever to the extent permitted by laws arising out of or in any way connected to a party's performance of this Agreement. However, this indemnification shall not operate to release any party of liability for their own negligence. Each party assumes the risk of all liability arising from its respective activities pursuant to this Agreement and from the acts or omissions of its respective officers, agents, and employees.

The party seeking indemnification shall promptly notify the other party in writing of any claims for which it is seeking indemnification and shall forward to the other party all documents in its possession related to the matter and shall fully cooperate in the defense of any claim. Failure to provide prompt notice of a claim for indemnification will not bar the party's claim for indemnification except to the extent the other party is prejudiced by such failure.

Notwithstanding the foregoing, nothing contained in this Agreement shall be construed or interpreted as (1) denying to any party any remedy or defense available to such party under the laws of the State of Florida; (2) the consent of the State of Florida or its agents or agencies to be sued; or (3) a waiver of sovereign immunity of the State of Florida beyond the waiver provided in Section 768.28, Florida Statutes.

SECTION IV - Duration

This MOU is at-will and may be modified by mutual consent of authorized officials from Whole Child Leon and Children's Home Society of Florida. This MOU shall become effective upon signature by the authorized officials on a contract between the CSC Leon and CHS for the Family Resource Centers. This MOU between Whole Child Leon and Children's Home Society of Florida will remain in effect until modified or terminated by any one of the partners by mutual consent with 30 days notice.

SECTION V - Communication and Dispute Resolution

Each party agrees that effective communication is essential to successful collaboration, and therefore the team members of each entity should be committed to communicating as often as necessary to ensure smooth coordination of services. If or whenever concerns arise that require dispute resolution, the parties directly involved should make a good faith attempt resolve those issues completely. However, if they are unable to do so they will escalate this to their supervisors as soon as possible. If supervisors are unable to resolve the issues, they will be escalated to the contacts listed below.

SECTION VI - Contacts

The principal contacts for this agreement are:

Whole Child Leon

Contact Name:

Position:

Children's Home Society of Florida

Contact Name: Heather Brungardt

Position: Chief Program and Clinical Officer

SECTION VII - Signatures

Agency: Whole Child Leon

Name:

Position Title:

Signature

Date

Agency: Children's Home Society of Florida

Name: Heather Brungardt

Position Title: Chief Program and Clinical Officer

Signature

Date

MEMORANDUM OF UNDERSTANDING

**Between
Children's Home Society of Florida,
And
Tallahassee Symphony Orchestra**

This Memorandum of Understanding (MOU) sets forth the terms and understanding between **Children's Home Society of Florida (CHS)** and **Tallahassee Symphony Orchestra (TSO)**.

SECTION I - Purpose

Children's Home Society of Florida (CHS) is accredited by the Council on Accreditation and is the oldest statewide provider of services to include foster care, adoption, child abuse prevention, residential group homes, independent and transition living for teens, parent education, counseling, mentoring and treatment for developmentally disabled children. CHS is headquartered in Orlando, FL., and offers services in nearly 80 Florida locations by nearly 1,100 staff members dedicated to providing child-focused, family- centered care.

CHS has applied for funding from the Children's Services Council of Leon County to operate four Family Resource Centers. If the grant is awarded over the period April 2024 through September 2026, CHS will establish and manage four Family Resource Centers serving neighborhood residents.

The mission of the Tallahassee Symphony Orchestra (TSO) is to engage, enrich, and inspire people at all stages of life through great music. The TSO Board strives to create an organizational culture that recognizes and respects the humanity of its diverse community stakeholders. CHS worked with Bank of America (funder) and TSO to develop, implement, and pilot a music program at Sabal Palm Elementary. The program has doubled in size within the first year.

SECTION II - Services

A. Children's Home Society of Florida

- a. shall work in cooperation with Tallahassee Symphony Orchestra to provide violin lessons at Family Resource Centers.
- b. will recruit FRC members for violin classes.
- c. will serve as a convener to:
 - 1) Lead a community needs assessment and strategic planning process,
 - 2) Work with partners to determine services and schedule,
 - 3) Draft and sign a more detailed MOU within 6 months of funding,
 - 4) Lead quality improvement process and adjust strategies as needed to achieve objectives and outcomes.

B. Tallahassee Symphony Orchestra will

- a. Provide free violin lessons to community members.
- b. Participate in community needs assessment and strategic planning,
- c. Determine jointly the specific services to be provided,

- d. Draft and sign a more detailed MOU within 6 months,
- e. Participate in a quality improvement strategy to adjust strategies based on objectives and outcomes.

C. Funding

This agreement is neither a fiscal nor a funds obligation document.

SECTION 111 - MUTUAL INDEMNIFICATION

Each party covenants and agrees at all times to save, hold and keep harmless each other party against any and all claims, demands, penalties, judgments, court costs, reasonable attorney's fees, and liability of every kind and nature whatsoever to the extent permitted by laws arising out of or in any way connected to a party's performance of this Agreement. However, this indemnification shall not operate to release any party of liability for their own negligence. Each party assumes the risk of all liability arising from its respective activities pursuant to this Agreement and from the acts or omissions of its respective officers, agents, and employees.

The party seeking indemnification shall promptly notify the other party in writing of any claims for which it is seeking indemnification and shall forward to the other party all documents in its possession related to the matter and shall fully cooperate in the defense of any claim. Failure to provide prompt notice of a claim for indemnification will not bar the party's claim for indemnification except to the extent the other party is prejudiced by such failure.

Notwithstanding the foregoing, nothing contained in this Agreement shall be construed or interpreted as (1) denying to any party any remedy or defense available to such party under the laws of the State of Florida; (2) the consent of the State of Florida or its agents or agencies to be sued; or (3) a waiver of sovereign immunity of the State of Florida beyond the waiver provided in Section 768.28, Florida Statutes.

SECTION IV - Duration

This MOU is at-will and may be modified by mutual consent of authorized officials from Tallahassee Symphony Orchestra and Children's Home Society of Florida. This MOU shall become effective upon signature by the authorized officials on a contract between the CSC Leon and CHS for the Family Resource Centers. This MOU between Tallahassee Symphony Orchestra and Children's Home Society of Florida will remain in effect until modified or terminated by any one of the partners by mutual consent with 30 days notice.

SECTION V - Communication and Dispute Resolution

Each party agrees that effective communication is essential to successful collaboration, and therefore the team members of each entity should be committed to communicating as often as necessary to ensure smooth coordination of services. If or whenever concerns arise that require dispute resolution, the parties directly involved should make a good faith attempt resolve those issues completely. However, if they are unable to do so they will escalate this to their supervisors as soon as possible. If supervisors are unable to resolve the issues, they will be escalated to the contacts listed below.

SECTION VI - Contacts

The principal contacts for this agreement are:

Tallahassee Symphony Orchestra

Contact Name:

Position:

Children's Home Society of Florida

Contact Name: Heather Brungardt

Position: Chief Program and Clinical Officer

SECTION VII - Signatures

Agency: Tallahassee Symphony Orchestra

Name:

Position Title:

Signature

Date

Agency: Children's Home Society of Florida

Name: Heather Brungardt

Position Title: Chief Program and Clinical Officer

Signature

Date

MEMORANDUM OF UNDERSTANDING

Between
Children's Home Society of Florida,
And
Bond Community Health Center

This Memorandum of Understanding (MOU) sets forth the terms and understanding between **Children's Home Society of Florida (CHS)** and **Bond Community Health Center**

SECTION I - Purpose

Children's Home Society of Florida (CHS) is accredited by the Council on Accreditation and is the oldest statewide provider of services to include foster care, adoption, child abuse prevention, residential group homes, independent and transition living for teens, parent education, counseling, mentoring and treatment for developmentally disabled children. CHS is headquartered in Orlando, FL., and offers services in nearly 80 Florida locations by nearly 1,100 staff members dedicated to providing child-focused, family-centered care.

CHS has applied for funding from the Children's Services Council of Leon County to operate four Family Resource Centers. If the grant is awarded over the period April 2024 through September 2026, CHS will establish and manage four Family Resource Centers serving neighborhood residents.

Bond Community Health Center's mission is to provide access to quality health care for all people in our community. This organization has a mobile Dental Health Unit and will provide this services at the FRCs on a regular basis depending on the community demand.

SECTION II - Services

A. Children's Home Society of Florida and Bond Community Health Center

- a. shall work in cooperation to provide Dental Health services.
- b. will recruit members that are in need of Life Skills education or Family Wellness sessions.
- c. will serve as a convener to:
 - 1) lead a community needs assessment and strategic planning process
 - 2) Work with partners to determine services and schedule
 - 3) Draft and sign a more detailed MOU within 6 months of funding
 - 4) Lead quality improvement process and adjust strategies as needed to achieve objectives and outcomes.

A. Bond

- a. will provide mobile dental unit services at the Family Resource Centers. The services will be provided at a time to be mutually agreed upon with CHS and based on the input of residents served by the center.

- b. participate in community needs assessment and strategic planning,
- c. determine jointly the specific services to be provided
- d. draft and sign a more detailed MOU within 6 months and
- e. participate in a quality improvement process to adjust strategies based on objectives and outcomes.

A. Funding

This agreement is neither a fiscal nor a funds obligation document.

SECTION 111 - MUTUAL INDEMNIFICATION

Each party covenants and agrees at all times to save, hold and keep harmless each other party against any and all claims, demands, penalties, judgments, court costs, reasonable attorney's fees, and liability of every kind and nature whatsoever to the extent permitted by laws arising out of or in any way connected to a party's performance of this Agreement. However, this indemnification shall not operate to release any party of liability for their own negligence. Each party assumes the risk of all liability arising from its respective activities pursuant to this Agreement and from the acts or omissions of its respective officers, agents, and employees.

The party seeking indemnification shall promptly notify the other party in writing of any claims for which it is seeking indemnification and shall forward to the other party all documents in its possession related to the matter and shall fully cooperate in the defense of any claim. Failure to provide prompt notice of a claim for indemnification will not bar the party's claim for indemnification except to the extent the other party is prejudiced by such failure.

Notwithstanding the foregoing, nothing contained in this Agreement shall be construed or interpreted as (1) denying to any party any remedy or defense available to such party under the laws of the State of Florida; (2) the consent of the State of Florida or its agents or agencies to be sued; or (3) a waiver of sovereign immunity of the State of Florida beyond the waiver provided in Section 768.28, Florida Statutes.

SECTION IV - Duration

This MOU is at-will and may be modified by mutual consent of authorized officials from Bond Community Health Center and Children's Home Society of Florida. This MOU shall become effective upon signature by the authorized officials on a contract between the CSC Leon and CHS for the Family Resource Centers. This MOU between Bond Community Health Center and Children's Home Society of Florida will remain in effect until modified or terminated by any one of the partners by mutual consent with 30 days notice.

SECTION V – Communication and Dispute Resolution

Each party agrees that effective communication is essential to successful collaboration, and therefore the team members of each entity should be committed to communicating as often as necessary to ensure smooth coordination of services. If or whenever concerns arise that require dispute resolution, the parties directly involved should make a good faith attempt resolve those issues completely. However, if they are unable to do so they will escalate this to their supervisors as soon as possible. If supervisors are unable to resolve the issues, they will be escalated to the

contacts listed below.

SECTION VI – Contacts

The principal contacts for this agreement are:

Bond Community Health Center

Contact Name:

Position:

Children's Home Society of Florida

Contact Name: Heather Brungardt

Position: Chief Program and Clinical Officer

SECTION VII - Signatures

Agency: Bond Community Health Center

Name:

Position Title:

Signature

Date

Agency: Children's Home Society of Florida

Name: Heather Brungardt

Position Title: Chief Program and Clinical Officer

Signature

Date

MEMORANDUM OF UNDERSTANDING

**Between
Children's Home Society of Florida,
And
Boys & Girls Clubs of the Big Bend**

This Memorandum of Understanding (MOU) sets forth the terms and understanding between **Children's Home Society of Florida (CHS)** and **Boys & Girls Clubs of the Big Bend**.

SECTION I - Purpose

Children's Home Society of Florida (CHS) is accredited by the Council on Accreditation and is the oldest statewide provider of services to include foster care, adoption, child abuse prevention, residential group homes, independent and transition living for teens, parent education, counseling, mentoring and treatment for developmentally disabled children. CHS is headquartered in Orlando, FL., and offers services in nearly 80 Florida locations by nearly 1,100 staff members dedicated to providing child-focused, family- centered care.

CHS has applied for funding from the Children's Services Council of Leon County to operate four Family Resource Centers. If the grant is awarded over the period April 2024 through September 2026, CHS will establish and manage four Family Resource Centers serving neighborhood residents.

Boys & Girls Clubs of the Big Bend (Boys and Girls Clubs) mission is to inspire and enable all young people, especially those from disadvantaged circumstances, to realize their full potential as productive, responsible and caring citizens. This organization provides after-school programming at or near the proposed FRC sites. Information on the program will be provided and if appropriate, registration may be conducted at the FRC.

SECTION II - Services

- A. Children's Home Society of Florida** shall:
- a. Work in cooperation with Boys and Girls Clubs to provide after school youth development to youth referred by the Family Resource Centers.
 - b. Recruit youth that need after-school services.
 - c. Serve as a convener to:
 - 1) Lead a community needs assessment and strategic planning process
 - 2) Work with partners to determine services and schedule
 - 3) Draft and sign a more detailed MOU within 6 months of funding
 - 4) Lead quality improvement process and adjust strategies as needed to achieve objectives and outcomes
- B. Boys and Girls Clubs** provides youth development services in the communities selected for Family Resource Centers. They will:
- a. provide services at a time to be mutually agreed upon with CHS and based on the

- input of residents served by the center.
- b. participate in community needs assessment and strategic planning,
- c. determine jointly the services to be provided
- d. draft and sign a more detailed MOU within 6 months and
- e. participate in a quality improvement process to adjust strategies based on objectives and outcomes.

C. Funding

This agreement is neither a fiscal nor a funds obligation document.

SECTION 111 - MUTUAL INDEMNIFICATION

Each party covenants and agrees at all times to save, hold and keep harmless each other party against any and all claims, demands, penalties, judgments, court costs, reasonable attorney's fees, and liability of every kind and nature whatsoever to the extent permitted by laws arising out of or in any way connected to a party's performance of this Agreement. However, this indemnification shall not operate to release any party of liability for their own negligence. Each party assumes the risk of all liability arising from its respective activities pursuant to this Agreement and from the acts or omissions of its respective officers, agents, and employees.

The party seeking indemnification shall promptly notify the other party in writing of any claims for which it is seeking indemnification and shall forward to the other party all documents in its possession related to the matter and shall fully cooperate in the defense of any claim. Failure to provide prompt notice of a claim for indemnification will not bar the party's claim for indemnification except to the extent the other party is prejudiced by such failure.

Notwithstanding the foregoing, nothing contained in this Agreement shall be construed or interpreted as (1) denying to any party any remedy or defense available to such party under the laws of the State of Florida; (2) the consent of the State of Florida or its agents or agencies to be sued; or (3) a waiver of sovereign immunity of the State of Florida beyond the waiver provided in Section 768.28, Florida Statutes.

SECTION IV - Duration

This MOU is at-will and may be modified by mutual consent of authorized officials from *Boys and Girls Clubs* and *Children's Home Society of Florida*. This MOU shall only become effective upon signature by the authorized officials on a contract between the CSC Leon and CHS for the Family Resource Centers. This MOU between *Boys & Girls Clubs of the Big Bend* and *Children's Home Society of Florida* will remain in effect until modified or terminated by any one of the partners by mutual consent with 30 days notice.

SECTION V - Communication and Dispute Resolution

Each party agrees that effective communication is essential to successful collaboration, and therefore the team members of each entity should be committed to communicating as often as necessary to ensure smooth coordination of services. If or whenever concerns arise that require dispute resolution, the parties directly involved should make a good faith attempt resolve those issues completely. However, if they are unable to do so they will escalate this to their supervisors as soon as possible. If

supervisors are unable to resolve the issues, they will be escalated to the contacts listed below.

SECTION VI - Contacts

The principal contacts for this agreement are:

Boys & Girls Clubs of the Big Bend

Contact Name:

Position:

Children's Home Society of Florida

Contact Name: Heather Brungardt

Position: Chief Program and Clinical Officer

SECTION VII - Signatures

Agency: Boys & Girls Clubs of the Big Bend

Name:

Position Title:

Signature

Date

Agency: Children's Home Society of Florida

Name: Heather Brungardt

Position Title: Chief Program and Clinical Officer

Date:

Signature

Date

CHS FCR Intake/Referral Form (example)

- Date

Month

Day

Year

- Have you been to our center before?

Yes/No

- Name (Head of Household)*

First Last

- Date of Birth

Month

Day

Year

- Address*

Street Address

Address Line 2City

- Email*

- Phone*

- Referred by Agency

- Referred Individual

- Phone

- Email

- Primary language spoken at home?

Choose one English Spanish Other

- Secondary language spoken at home?

Choose one N/A English Spanish Other

- Highest Level of Education

Choose one

Less than High school

High School/GED Certification/Trade School

Associates Degree

Bachelor's Degree

Master's Degree or Beyond

- Current Insurance Coverage

Choose one

Medicaid

Medicare

CHP

+Uninsured

Private

Other

- Health Care Provider
- Clinic
- Family Members Please List All People in the Home

Include yourself, include full names, date of births, self-identified gender, relation to Head of Household (spouse, son, daughter, partner, husband, wife, etc), and self-identified ethnicity/race.

- **Please check requested services**

- Community Health

Healthy Babies,

Strong Families

Food Pantry and Resources

Transform Safety Initiative

Benefits Application Assistance

- Family Advocacy

Utility Assistance

- Adult Education

Parenting Classes

Fatherhood Support/Classes

Childbirth Education Classes

- Youth Development

Youth Camp

- Other Resources and Services

Other

- **Healthy Families Screening**

- 1. Are you or is another adult in your household employed full time?

Choose One Yes/No

- 2. Is your housing safe, stable, and affordable?

Choose One Yes No

- 3. Are you able to get where you need to go using a personal vehicle or public transportation?

Choose One Yes No

- 4. Are you able to access enough food to feed yourself and your family?

Choose One Yes No

- 5. Have you finished high school or obtained your GED?

Choose One Yes No

- 6. Does everyone in your family have health insurance?

Choose One Yes No

- 7. If you are caring for a child: do you have quality childcare, if needed?

Choose One Yes No

- 8. If you are caring for a child: Are all your school-aged children enrolled in school?

Choose One Yes No

- 9. Would you like to speak with someone to learn more about our family support services?

Choose One Yes No

- Approximate Monthly Income
- Source of Income
- Consent & E Signature*

I have read and agree to the below.

I give permission for this information to be shared among funders and other service providers as needed to procure services for myself and my family. I hereby consent to be interviewed, recorded, photographed, videotaped, or filmed by representatives of Families Forward Resource Center for purposes of publication, display or broadcast (print, web, digital display, and all other forms of media)

OVERVIEW

Caseworkers must use the Family Assessment of Needs and Strengths (FANS) to evaluate the presenting needs and strengths of each participating household with a legal right to the child. Caseworkers must complete the FANS in MiSACWIS.

Caseworkers **must** engage the parents and child, if age appropriate, in discussion of the family's needs and strengths. By completing the FANS, caseworkers can identify critical family needs that are barriers to reunification and design effective service interventions. The FANS serves several purposes:

- Ensures all caseworkers consistently consider a common set of need and strength areas for each family.
- Provides an important case planning reference tool for caseworkers and supervisors.
- Serves as a mechanism to evaluate and prioritize referrals for services to address identified family needs.
- Ensures the family identifies and discusses their needs and strengths.
- Assess changes in family functioning and evaluate the impact of services on the family while offering the family an opportunity to self-assess their progress during periodic reassessments.
- Collective data allows the Michigan Department of Health and Human Services (MDHHS) to gather information on the needs of families. MDHHS can then engage community partners to develop resources to meet family needs.

COMPLETION REQUIREMENTS

At a minimum, the caseworker must complete the FANS prior to completion of the initial DHS-441, Case Service Plan. The caseworker must also reassess the family using the FANS prior to the completion of each updated DHS-441, Case Service Plan.

The caseworker must complete a FANS for each household that has a legal right to the child. In cases where legal parents (custodial and non-custodial parents) maintain separate

households, the caseworker must complete a separate assessment for each household.

Exception: The caseworker does not have to complete a FANS for a household that is not participating; see [FOM 722-08, Case Service Plans - Overview, Types, and Timeframes](#).

Appropriate Completion

The caseworker collects information to complete the assessment through interviews with the family, collateral contacts, and review of available documentation. **The caseworker must include narrative justification of the score selected for each FANS domain, including professional observations and information from other sources, regardless of whether the area was scored as a strength or need.** The caseworker must also include narrative regarding the family's strengths and needs in the appropriate section of the DHS-441, Case Service Plan. **A statement that a scored domain is not an area of concern is not an adequate justification.**

In a two-caretaker household, the caseworker must identify one caretaker as the primary caretaker. The caseworker must complete all items on the FANS scale for the primary caretaker and secondary caretaker, if applicable. The caseworker must score each item on the FANS according to the definitions found in this policy. If the caseworker scores an item as a need for both the primary and secondary caretakers, MiSACWIS will place the score for the most serious need in the most serious column.

The caseworker must complete the FANS with parents who are incarcerated. The caseworker must solicit input from the incarcerated parent as to the parent's perceptions of their needs and strengths. For more information, see [FOM 722-06, Case Planning](#).

If the parent or caretaker is a member of a participating household but refuses to engage in interviews and credible information from other sources to score an item is unavailable, the caseworker may enter *US* (unable to score) on the appropriate line of the FANS completed for the initial DHS-441, Case Service Plan only. The caseworker must score all items on the FANS during completion of the updated DHS-441, Case Service Plan, unless a parent refuses contact. The supervisor must approve use of *US* in an updated DHS-441, Case Service Plan.

Decisions

The FANS is used to identify and prioritize family needs and strengths that must be addressed in the Parent-Agency Treatment Plan and Services Agreement; see [FOM 722-08D, Treatment Plans](#). Strengths are domains scored with zero or a positive number. Needs are domains scored with negative numbers.

Upon completion of the FANS, the caseworker identifies up to three primary family strengths, as scored on the assessment scale, **and** any other strengths identified through the assessment process. **The caseworker must incorporate the family's strengths into the initial and updated DHS-441, Case Service Plan, where appropriate, to resolve the primary barriers.**

The primary needs are the domains with negative scores farthest from zero for either the primary or secondary caretaker. If the family has three or more domains scored as a need, MiSACWIS identifies the three FANS domains that received the negative score farthest from zero as the family's primary needs. MiSACWIS may identify additional primary needs if there are multiple domains with the same need score. The caseworker may identify additional needs which may or may not have contributed more directly to the child's maltreatment and removal.

The needs that contributed most to the child's maltreatment and removal are the primary barriers. The caseworker must prioritize services to address the primary barriers. The family must resolve the primary barriers for the child to return to the home of a parent. A family may have more or fewer than three primary barriers, contingent on family circumstances. The caseworker must identify which of the scored needs are primary barriers to reunification on each DHS-441, Case Service Plan.

The caseworker may override a primary need in MiSACWIS if the caseworker has assessed that, due to the family's circumstances, another need area contributed more directly to the child's maltreatment and removal and must take precedence as a primary barrier. More than three needs may be included on the Parent-Agency Treatment Plan.

The caseworker must make all referrals for services according to the priority needs and barriers.

The caseworker must incorporate the primary barriers into the initial and updated DHS-441, Case Service Plan and DHS-441a, Parent-

Agency Treatment Plan and Service Agreement. The caseworker must engage with the family to construct goals, objectives, and activities to resolve the primary barriers using clear and measurable terms with expected outcomes. If the caseworker identifies four or more primary barriers to reunification in the DHS-441, Case Service Plan, and the parents cannot participate in services to address all primary barriers during that report period, the caseworker must indicate when the parent will engage in services to address each primary barrier. The caseworker must also indicate why the parent is unable to address that barrier in the current plan.

Substance Abuse

The caseworker must address any scored need in the substance abuse domain as a primary barrier, regardless of the scoring of other needs. The caseworker must address any need scored for substance abuse in the DHS-441, Case Service Plan, as well in the DHS-441a, Parent-Agency Treatment Plan and Services Agreement.

ASSESSMENT DOMAINS AND SCORING DEFINITIONS

S1. Literacy

- A. Literate - Caretaker has functional literacy skills and can read and write adequately to obtain employment and assist children with schoolwork.
- B. Marginally literate - Caretaker has marginally functional literacy skills that limit employment possibilities and ability to assist children.
- C. Illiterate - Caretaker is functionally illiterate or totally dependent upon verbal communication.

S2. Resource Availability/ Management

- A. Strong money management skills - Family has limited means and resources but family's minimum needs are consistently met.

- B. Sufficient income - Family has sufficient income to meet basic needs and manages it adequately.
- C. Income mismanagement - Family has sufficient income, but does not manage it to provide food, shelter, utilities, clothing, or other basic or medical needs.
- D. Financial crisis - Family is in serious financial crisis or has little or no income to meet basic family needs.

S3. Employment

- A. Employed - One or both caretakers are gainfully employed.
- B. No need - One or both caretakers are gainfully employed, or are out of labor force, for example, full-time student, disabled person, or homemaker.
- C. Unemployed, but looking - One or both caretakers need employment or are under-employed and engaged in realistic job seeking or job preparation activities.
- D. Unemployed, but not interested - One or both caretakers need employment, have no recent connection with the labor market, are not engaged in any job preparation activities nor seeking employment.

S4. Physical Health Issues

- A. No problem - Caretaker does not have health problems that negatively affect family functioning.
- B. Health problem, physical limitation that negatively affects family - Caretaker has a health problem or physical limitation that negatively affects family functioning. This includes pregnancy of the caretaker.
- C. Serious health problem, physical limitation - Caretaker has a serious or chronic health problem or physical limitation that affects ability to provide for or protect children.

S5. Child Characteristics

- A. Age appropriate - Child appears to be age-appropriate, with no abnormal or unusual characteristics.

- B. Minor problems - Child has minor physical, emotional, or intellectual difficulties. Minor child is pregnant.
- C. Significant problems - One child has significant physical, emotional, or intellectual problems resulting in substantial dysfunction in school, home, or community which puts strain on family finances or relationships.
- D. Severe problems - More than one child has significant physical, emotional, or intellectual problems resulting in substantial dysfunction in school, home, or community which puts strain on family finances or relationships.

S6. Emotional Stability

- A. Exceptional coping skills - Caretaker displays the ability to deal with adversity, crises, and long-term problems in a positive manner. Has a positive, hopeful attitude.
- B. Appropriate responses - Caretaker displays appropriate emotional responses. No apparent dysfunction.
- C. Some problems - Based on available evidence, caretaker's emotional stability appears problematic in that it interferes to a moderate degree with family functioning, parenting, or employment or other aspects of daily living. Indicators of some problems with emotional stability include:
 - Staff has repeatedly observed or been given reliable reports of indicators of low self-esteem, apathy, withdrawal from social contact, flat affect, somatic complaints, changes in sleeping or eating patterns, difficulty in concentrating or making decisions, low frustration tolerance or hostile behavior.
 - Frequent conflicts with coworkers or friends.
 - Few meaningful interpersonal relationships.
 - Speech is sometimes illogical or irrelevant.
 - Frequent loss of work days due to unsubstantiated somatic complaints.
 - Caretaker has been recommended for, or involved in, outpatient therapy within past two years.

- Diagnosis of a mild to moderate disorder.
 - Difficulty in coping with crisis situations such as loss of a job, divorce or separation, or an unwanted pregnancy.
- D. Chronic or severe problems - Caretaker displays chronic depression, apathy, or severe loss of self-esteem. Caretaker is hospitalized for emotional problems or is dependent upon medication for behavior control.
- Observed, reported, or diagnosed chronic depression, paranoia, excessive mood swings.
 - Inability to keep a job or friends.
 - Suicide ideation or attempts.
 - Recurrent violence.
 - Stays in bed all day, completely neglects personal hygiene.
 - Grossly impaired communication (for example incoherent).
 - Obsessive-compulsive rituals.
 - Reports hearing voices or seeing things.
 - Diagnosed with severe disorder.
 - Repeated referrals for mental health or psychological examinations.
 - Recommended or actual hospitalization for emotional problems within past two years.
 - Severe impulsive behavior.
 - Incapacitated by crisis situations.

S7. Parenting Skills

- A. Strong Skills - Caretaker displays knowledge and understanding of parenting skills and is utilizing these skills with the child daily. Parent shows an ability to identify positive traits in their children, such as recognizing abilities, intelligence, and social

skills, encourages cooperation and a positive identification within the family.

- B. Adequate skills - Caretaker displays adequate parenting patterns which are age-appropriate for the child in the areas of expectations, discipline, communication, protection, and nurturing. Caretaker has the basic knowledge and skills to parent.
- C. Improvement needed - Improvement of basic parenting skills needed by caretaker. Caretaker has some unrealistic expectations, gaps in parenting skills, demonstrates poor knowledge of age-appropriate disciplinary methods, is ambivalent about parenting, or lacks knowledge of child development, which interferes with effective parenting. Includes:
 - Frequent parent-child conflict over discipline.
 - Children sometimes left unsupervised.
 - Parents sometimes inattentive to child's emotional needs or are rejecting.
 - Any single preponderance of evidence referral for inappropriate discipline, violent behavior towards the child, lack of supervision, or failure to thrive.
 - Parent lacks knowledge or needs assistance in dealing with child's special needs.
 - Occasional parent-child role reversal.
- D. Destructive or abusive parenting - Caretaker displays destructive or abusive parenting patterns. Based on available evidence, caretaker uses extreme punishment, or that their actions are tantamount to emotional abuse or neglect, or that caretaker has abdicated responsibility for supervision, protection, discipline, or nurturance. Indicators include:
 - Two or more preponderance of evidence referrals for inappropriate discipline, violent behavior towards child, lack of supervision, or failure to thrive.
 - Caretaker makes it clear the child is not wanted in home. Discipline routinely involves use of an instrument, such as a belt or board, or unusual deprivation, such as being locked in cellar or closet.

- Routine badgering and belittling of a child.
- Caretaker discipline and control completely ineffective or caretaker makes no effort.
- Caretaker unable to prevent abuse by others.
- Caretaker contributes to child's delinquent involvement.
- Prior termination of parental rights to a sibling.
- Persistent parent-child role reversal.
- Caretaker refuses or is unwilling to acknowledge a child has been sexually abused.

S8. Substance Abuse

- A. No evidence of problems - No evidence of a substance abuse problem with caretaker. Based on available evidence, it does not appear that the use of substances interferes with the caretaker's or the family's functioning. Use does not affect caretaker's employment, criminal involvement, marital or family relationships, or their ability to provide supervision, care, and nurturance for children.
- B. Caretaker with problem or current treatment issues - Caretaker displays substance abuse problem resulting in disruptive behavior, causing discord in family. Caretaker is currently receiving treatment or attending support program. Based on available evidence, it appears that caretaker's substance abuse creates problems for the caretaker or the family. Consider problems as the following:
- The caretaker has been arrested once in the past two years for alcohol or drug-related offenses or has refused breathalyzer testing.
 - Caretaker has experienced work-related problems in the past year because of substance use.
 - Staff have observed or received reliable reports that children have, on more than one occasion been left unsupervised, inadequately supervised or left longer than planned by caretaker because of substance abuse, such

as the caretaker being physically absent due to substance use, being passed out, or seeking drugs.

- Staff have observed or received reliable reports that caretaker's substance abuse results in conflict in family over use, such as arguments between spouses or between children and caretaker over use.
- Staff have observed withdrawal symptoms: twitching and tweaking, uneasiness, restlessness, runny nose, flu-like complaints, overly tired, multiple bathroom breaks in short period of time, or mood swings.
- House is in disarray, activities of daily living not tended to.
- Caretaker admits they are experiencing some problems due to substance abuse.
- Caretaker is currently in out-patient treatment, including Alcoholics Anonymous (AA) or Narcotics Anonymous (NA).
- Caretaker has received treatment for substance abuse and has been in recovery for less than one year.

C. Caretaker with serious problem - Caretaker has serious substance abuse problems resulting in such things as loss of job, problems with the law, family dysfunction. Based on available evidence, it appears that caretaker's substance abuse creates serious problems for the caretaker or the family. Consider the following criteria as indicators of a serious problem:

- Child born positive for drug exposure or fetal alcohol syndrome.
- Caretaker has been fired for substance abuse and has not subsequently received treatment.
- Caretaker has been arrested two or more times for alcohol or drug-related offenses.
- Reliable reports of, or staff have observed, violence toward family members by caretaker while under the influence.
- Reliable reports of daily intoxication.

- In-patient treatment or recommendation for inpatient treatment within past two years and they are not in recovery.
 - Self-reported major problem.
 - Caretaker has been diagnosed as substance dependent.
 - Child or spouse reports observation of caretaker using drugs, or child has knowledge of whereabouts of drugs in household.
 - Multiple positive urine screens.
- D. Problems resulting in chronic dysfunction - Caretaker has chronic substance abuse problems resulting in a chaotic and dysfunctional household or lifestyle. There has been a pattern of serious, long-term problems related to substance abuse. Other examples may include but are not limited to:
- Multiple job loss.
 - Multiple arrests that are related to the caretaker's substance abuse.
 - Caretaker has had a serious problem with substance abuse, been in recovery, and recently has relapsed.
 - Caretaker has a serious medical problem resulting from substance abuse.
 - Caretaker is in a stage of dependency on a substance.
 - There has been regular pre-natal exposure of children to substances - this includes exposure in more than one pregnancy, children diagnosed fetal alcohol syndrome (FAS) or fetal alcohol effect (FAE), or children with a positive toxicology screen at birth.

S9. Sexual Abuse

- A. No evidence of problem - Caretaker is not known to be a perpetrator of child sexual abuse.
- B. Failed to protect - Caretaker has failed to protect a child from sexual abuse.

- C. Evidence of sexual abuse - Caretaker is known to be a perpetrator of child sexual abuse.

S10. Domestic Relations

- A. Supportive relationship - Supportive relationship exists between caretakers or adult partners. Caretakers share decision making and responsibilities.
- B. Single caretaker not involved in domestic relationship - Single caretaker.
- C. Domestic discord, lack of cooperation - Current marital or domestic discord. Lack of cooperation between partners, open disagreement on how to handle child problems or discipline. Frequent or multiple partners.
- D. Serious domestic discord or domestic violence - Serious marital discord or domestic violence. Repeated history of leaving and returning to abusive spouse or partners. Involvement of law enforcement in domestic violence problems, restraining orders, criminal complaints.

S11. Social Support System

- A. Strong support system - Caretaker has a strong, constructive support system. Active extended family or close friends who provide material resources, child care, supervision, role modeling for parent and children, or parenting and emotional support.
- B. Adequate support system - Caretaker uses extended family, friends, community resources to provide a support system for guidance, access to child care, available transportation, or other needs.
- C. Limited support system - Caretaker has limited support system, is isolated, or reluctant to use available support or support system is negative.
- D. No support or destructive relationships - Caretaker has no support system or caretaker has destructive relationships with extended family and community resources.

**S12.
Communication/
Interpersonal
Skills**

- A. Appropriate skills - Caretaker appears to be able to clearly communicate needs of self and children and to maintain both social and familial relationships.
- B. Limited or ineffective skills - Caretaker appears to have limited or ineffective interpersonal skills within the family and community which limit ability to make friends, keep a job, communicate needs of self or children to schools or agencies.
- C. Isolated, hostile, or destructive - Caretaker isolates self or children from outside influences or contact, or has interpersonal skills that are hostile or destructive towards family members or others. Available evidence indicates very chaotic, disrespectful communication or behavior patterns or extreme isolation; very diffuse or extremely rigid personal boundaries; extreme emotional separateness or attachment.

S13. Housing

- A. Adequate housing - Family has adequate housing of sufficient size to meet their basic needs.
- B. Some housing problems, but correctable - Family has housing, but it does not meet the health or safety needs of the children due to such things as inadequate plumbing, heating, wiring, housekeeping, or size.
- C. No housing, eviction notice - Family has eviction notice, house has been condemned, is uninhabitable, or family has no housing.

**S14. Intellectual
Capacity**

- A. Average or above functional intelligence - Caretaker appears to have average or above average functional intelligence.
- B. Some impairment, difficulty in decision making skills - Caretaker has limited intellectual or cognitive functioning which impairs ability to make sound decisions or to integrate new skills being taught, or to think abstractly. Available evidence indicates that caretaker's intellectual ability impairs their ability

to function independently and to care for child. Indicators include:

- Deficiencies, even after instruction, in everyday living skills such as taking a bus, shopping for food or clothing, or using money.
- Difficulties in performing, even after instruction, such basic child care tasks as preparing formula, changing diapers, taking temperatures, administering medication, preparing meals, or dressing children appropriately for weather conditions.
- Grossly inappropriate social behavior for chronological age.
- Previous school placement in a special education or developmental disabilities program.
- Caretakers' IQ indicates they are mildly mentally impaired with a score of 50-55 to approximately 70.

C. Severe limitation - Caretaker is limited intellectually or cognitively to the point of being marginally able or unable to make decisions and care for themselves or to think abstractly. It appears that the caretaker has severely limited intellectual ability that seriously limits or prohibits ability to function independently or care for a child. Indicators of a major problem include:

- Caretaker's IQ indicates they are moderately, severely, or profoundly mentally impaired with a score below 50-55.
- Caretaker's employment is in a sheltered workshop or is unable to work. Outside assistance is provided or has been recommended for caretaker's daily living.
- Previously placed in, or recommended for a residential treatment facility, or specialized group home because of limited intellectual ability. Inability to recognize and respond appropriately to situations requiring prompt medical attention, such as diarrhea, fever, or vomiting, or situations requiring emergency medical care, such as potential broken bones or serious burns.
- Restricted ability to make judgments to protect the child from abuse, neglect, or injury.

POLICY CONTACT

Direct questions about this policy item to the [Child Welfare Policy Mailbox](#).

Logic Model

Revised and Final

Agency: Children’s Home Society of Florida Program Name: Family Resource Center (FRC)

Goal: Families served by the FRC will have access to and benefit from comprehensive services based on national standards that are designed to strengthen their health and wellbeing.

Process Objective (What)	Program Activities (How) and Inputs (resources)	Responsible Parties (Who)	Expected Outcomes and Outputs (Why)	Indicator Measurements (Evidence)
<ul style="list-style-type: none"> To provide (parents/caregivers or teen parents) with drop-in and referral services. <div style="border: 1px solid black; padding: 5px; margin: 5px 0;"> Numbers to be served Drop-ins CSC: Yr 1 – 300 </div> <ul style="list-style-type: none"> Recruit/enroll new member families per month 	<p>Drop-in services offered during the FRC hours of operation which includes at least one evening and Saturday</p> <p>Drop-in persons will be offered and informed of membership benefits.</p> <p>Community Readiness Assessment utilized</p> <p>Warm referrals will be provided for basic needs (food, housing, etc.), child care, counseling, etc. Follow-up services will be provided.</p> <p>Utilize trauma-informed approach to interacting with residents.</p> <p>Recruitment and Outreach activities including house to house distribution of materials, social media posts, both on and off-site activities.</p> <p>Services offered to attract drop in visitors: Food Pantry, food distributions, clothing closet, referral services, Notary, computer and printer access, Healthy Start and Early Steps.</p> <p>Resources: Residents, partner agencies, program materials and supplies, volunteers, FRC staff positions, partnerships, New World Reading</p>	<p>FRC Director and FRC staff members</p> <p>Volunteers</p>	<ul style="list-style-type: none"> FRC will meet or exceed its membership recruitment and retention goals each year (defined by a program in its program design, Output 	<p>Membership Records</p> <p>Member ID</p> <p>Gather and compile demographic information in internal data system 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.</p> <p>We will document the following:</p> <ol style="list-style-type: none"> Number of children/youth/parents “members” at the FRC. Number of children/youth/parents “drop ins” at the FRC. Number, frequency, and types of activities and/or referrals completed/provided, by member type (member vs. drop in).

<ul style="list-style-type: none"> 95% of family “members” will complete a Family Functioning Pre-Service Assessment within the first two weeks of enrollment. 	<p>Family Functioning Pre-Service Assessment utilizing Family Needs & Strengths tool (FANS) Individual meeting with family members</p> <p>Assessments will measure gains in protective factors and family functioning resulting from their “membership” experience.</p> <p>Services for Members:</p> <ol style="list-style-type: none"> Parent Education including Rebound and Recovery, Nurturing Parenting and New World Reading, Literacy events, Afterschool Programming (on site or nearby referral) and STEM activities (Young Engineers), music enrichment and mentoring, Family Partner develops and leads Peer to Peer groups such as Play groups for mothers of young children and Moms of teens, Life Skills including Financial Education, Mobility Mentoring, Vita tax preparation, Life Skills Training <p>In-Home Child Care (replicate Rosen program) support to improve their businesses.</p> <p>Resources: Family Functioning training. FANS tool, program materials and supplies, FRC staff positions</p>	<p>FRC Director and staff members</p> <p>Partner agencies</p> <p>Volunteers</p>	<ul style="list-style-type: none"> 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. Output 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. Output 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. Output 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. Outcome 85% of family “members” who 	<p>FANS Assessment Tool results</p> <p>Family Functioning Assessment Log</p> <p>Gather and compile 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.</p>
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Process Objective (What)	Program Activities (How) and Inputs (resources)	Responsible Parties (Who)	Expected Outcomes and Outputs (Why)	Indicator Measurements (Evidence)
			<p>complete the Family Functioning Assessments at enrollment and at 18 months will show gains in at least two subscales of the instrument.</p> <p>Outcome</p> <ul style="list-style-type: none"> 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. <p>Outcome</p> 	

Process Objective (What)	Program Activities (How) and Inputs (resources)	Responsible Parties (Who)	Expected Outcomes and Outputs (Why)	Indicator Measurements (Evidence)
<ul style="list-style-type: none"> Family and Community Advisory Council will be established at the CSC Site and will meet at least monthly. A majority of members will be community residents served by the site. 	<p>Administer a short satisfaction survey periodically based on FRC utilization by individual members to identify both program strengths and areas for improvement.</p> <p>Administer a satisfaction survey at 6 months after opening and annually thereafter</p> <p>Collaborative Leadership Model</p> <p>Asset Mapping</p> <p>CHS will offer incentives for completion of surveys.</p> <p>Resources: Residents, program materials and supplies, FRC staff positions</p>	FRC Director	90% of “members” indicate they are satisfied or highly satisfied with their FRC membership. Outcome	<p>Collect the following:</p> <ol style="list-style-type: none"> Number of activities/events/programs conducted at the FRC. Number and types of community partnerships established, and with whom. Other relevant information, based on logic model.

<ul style="list-style-type: none"> Administer a short satisfaction survey to partner agencies before opening each FRC, at 6 months after opening and annually thereafter based on FRC utilization by partners to identify both program strengths and areas for improvement 	<p>Partner agencies at each site will be provided with a survey at 6 months after opening and annually thereafter</p> <p>Results of the surveys will be reviewed by each FRC CAC and incorporated into adjustments to the strategic plan</p> <p>Resources: FRC staff members, partnerships</p>	FRC Director	90% of community partners indicate they are satisfied or highly satisfied with their FRC partnership. Outcome	Results will be kept in Jot Form and measured to ensure improvement in satisfaction.
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Process Objective (What)	Program Activities (How) and Inputs (resources)	Responsible Parties (Who)	Expected Outcomes and Outputs (Why)	Indicator Measurements (Evidence)
<ul style="list-style-type: none"> Provide at least one activity at least weekly for each of the six Core Areas: <ol style="list-style-type: none"> 1. Parent Education 2. Child Development 3. Youth Development 4. Drop-In Availability (all hours of FRC) 5. Peer to Peer 6. Life Skills Provide optional activities including (Mobility Mentoring, Clothing Closet, Food Pantry, Notary, access to computers) transportation) 	<p>After the opening of the FRC, a schedule of services will be developed based on community resident needs and input, input of Advisory Council and partner agencies.</p> <p>The monthly schedule of activities at the FRC will be posted in the FRC, handed out to persons who drop in and will posted on-line.</p> <p>Resources: Residents, volunteers, program materials and supplies, FRC staff positions, partnerships</p>	FRC Director	Outputs and Outcomes will be developed with the Advisory Council and partner agencies and measure the effectiveness of each service. It is anticipated that some partners will have measurement tools designed for their service that will be presented to the Advisory Council for consideration.	Results will be kept in Jot Form and measured to ensure improvement in satisfaction.

<ul style="list-style-type: none"> • Conduct a feasibility study of three additional communities to assess readiness for expansion 	<p>CHS will utilize three part time Family and Community Engagement Specialists hired from the community to engage residents in the completion of a feasibility study.</p>	<p>Senior FRC Director</p>	<p>The feasibility study will assess needs, assets, commitment and overall community readiness for addition of a FRC in subsequent years.</p>	<p>A finalized thorough and detailed feasibility study will be submitted outlining recommendations for expansion to additional communities in subsequent years.</p>
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TIFFANY MARTIN

EDUCATION

Masters of Science in Education | Anticipated Graduation Fall 2024

Masters of Social Work | August 2013 | Florida State University

Bachelors of Criminology | May 2007 | Florida State University

Professional Experience

The Children's Home Society of Florida

Executive Director

June 2022 - Current

- Collaborate in the design and strategic planning process for program and service expansion
- Build alliances and positive relationships with community organizations, local governments and other groups to support service expansion and program implementation
- Work collaboratively with Advocacy teams at the state and federal level to help advance the CHS platform and strategy.
- Engage in community meetings, serve on committees to increase awareness and establish collaborative partnerships
- Manage donor portfolio, collaborate with Philanthropy for sustainability planning and engage in special event planning and execution
- Lead, develop and partner with local board for philanthropy and advocacy efforts

The Florida Network of Youth and Family Services

Quality Improvement & Compliance Manager

February 2020 - May 2022

- Manage Statewide CINS/FINS (FL Statue 984) Quality Improvement process to include; coordination with third party monitoring contractor, annual reporting, and appeals process.
- Provide technical assistance for the use of statewide medication management technology.
- Coordinate and facilitate statewide training for global initiatives impacting service delivery.
- Monitor systems and procedures for the identification, collection, and analysis of the performance of quality measurement data.
- Assist with identifying and developing future goals and activities for the quality improvement process.
- Partner annually to complete and revise statewide Quality Improvement Standards.
- Attend and present at local, state, and national meetings and conferences to represent the organization and promote program visibility.
- Maintain positive relations with association stakeholders, Florida Network Board of Directors, and Network agencies.
- Contribute to the development of agency Annual Report and other widely distributed literature promoting organization.
- Lead Human Resources Committee to engage HR representatives for new initiatives concerning workforce development, employee retention, and staff prescreening procedures.

Project Manager Research and Operations

October 2015- February 2020

- Research and identify trends and practices related to organizational objectives and develop best practice strategies.
- Assess projects for effectiveness and provide recommendations for improvements.
- Support strategic initiatives through research and collaboration with stakeholders.
- Conduct summary analysis of data and prepare materials to interpret and communicate findings for training, evaluation, & stakeholder presentations.
- Participate in idea development and grant writing for funding opportunities.
- Manage contracts with vendors and suppliers by assigning tasks, reviewing invoices and managing completion of deliverables.
- Assist network agencies with implementation of statewide programs and initiatives.
- Monitor all implementation activities for projects and administer technical assistance until project completion.

Capital City Youth Services

Transitional Living Community Manager

August 2013-October 2015

- Assist in the development and revision of program manuals, policies and training materials.
- Collaborate to write program grants, prepare corresponding presentations and assist in facilitating funding initiatives for continued program support.
- Collect and analyze monthly, quarterly, and annual data to measure the effectiveness of program and delivery service standards.
- Maintain presence at local and statewide meetings and forums to recruit staff/interns, obtain resources and attend trainings to support effective program development.
- Lead preparation for national accreditation and federal funding compliance.

Someplace Else Residential Supervisor

August 2012- August 2013

- Provide direct supervision to direct care staff, interns and community volunteers.
- Assist in the organization of annual training agenda, development of training materials and facilitation of training.
- Collaborate to develop weekly engagement initiatives for clients within shelter.
- Assist in preparation for annual DCF licensure and quality improvement evaluations.
- Conduct annual and probationary staff/intern/volunteer evaluations and facilitate development of performance improvement plans.

Youth & Family Advocate Intern

May 2012- August 2012

- Provide case management and counseling services to youth and families within crisis shelter.
- Provide crisis intervention support and collaborate with families to develop strength based treatment goals and aftercare plans.
- Facilitate weekly life skill development groups with shelter residents.

DISC Village @ Griffin Middle School

Prevention Specialist

June 2010- August 2012

- Facilitate individual and group sessions on drug prevention, anger management and life skill topics. Monitor and assess student academic progress and behavior.
- Correspond and partner with teachers and administration to coordinate and assist with positive behavior activity events.
- Create annual and monthly reports to reflect services provided within fiscal year.
- Provide support services at 21st Century before and after school program.

A Life Recovery Center

Substance Abuse Counselor

March 2007- June 2010

- Perform case management functions including the maintenance of individualized treatment plans, weekly progress reports and client referrals.
- Facilitate group therapy, conduct individual counseling and formulate specialized therapeutic assignments.
- Administer drug screens, monitor client daily activities and participate in weekly case staffing's.
- Facilitate Felony and Misdemeanor Drug Court.
- Conduct assessments for Leon County Jail inmates for service eligibility.

Divine Glory Ministries, Inc

Administrator

February 2013- Current

- Oversee church facility maintenance and security operations.
- Engage in strategic planning to ensure fulfillment of 5 year plan.
- Oversee Treasurer and Bookkeeper for budget planning, bill payment, vendor and contract management, payroll processing, and record keeping.
- Oversee the creation and improvement of systems and strategies for the longevity of the organization.
- Ensure the business processes and practices are upheld according with the policies and procedures and Federal, state and local guidelines for nonprofit functioning.
- Partner the church and or auxiliaries with external entities to assist in meeting the business and congregational needs of the ministry and community.
- Teach and develop auxiliary members regarding facilitation of their role in a spirit of excellence.
- Participate in and/ organize Christian education/ training classes.
- Lead the staff and Board of Directors in acquiring training in ministry and technical skills.

Capital City Carolers

Caroler

2018- Current

City of Tallahassee Human Services

Citizen Review Board

2014

Department of Juvenile Justice (Probation)

File Clerk

2006

Polk Avenue Elementary School

Classroom Aid

2004

ANNA-KAY HUTCHISON

TALLAHASSEE, FL 32309
(850) 933-5422 | HUTCHISON.ANNAKAY4@GMAIL.COM

PROFESSIONAL SUMMARY

Visionary leader with local experience in strategic planning, membership growth, board governance, dynamic change management, operational improvement, building community relationships and creating innovative programs. A results-oriented executive, facilitating cooperation between internal and external stakeholders, aligning resources with evolving priorities by charting out tactical approaches to achieve objectives, drive performance, optimize sustainability and ensure high improved quality.

SKILLS

- Community Relations
- Quality Control
- Financial Management
- Operational Oversight
- Strategic Planning
- Program Startups
- Team Collaborations
- Change Management
- Training & Development
- Staffing & Supervision
- Workflow Planning
- Resource Allocation
- Continuous Improvement
- Fundraising/Development
- Organizational leadership

WORK HISTORY

Children's Home Society of Florida

Director of Community Impact Programs // Statewide // August 2023 - Current

The director oversees and manages all initiatives that aim to make a positive and lasting difference in a community. Overall, the director leads, implements, and develops the growth of existing and new programs across the state, such as Family Resource Centers, Literacy programs, School Navigators, and teen outreach programs.

Key Achievements:

- Oversight of developing and implementing a new statewide 2.5-million-dollar program in partnership with the University of Florida's Lastinger Center New World Reading Partner Program, including hiring internal and external staff to meet the objectives of holding 144 literacy events in sixty-three counties and the development of an annual strategic plan to include build out of systems for quality management, data, and outcomes.
- Growth oversight of the existing School Navigator program in the Florida Panhandle – Holmes County.

Children's Home Society of Florida

Community Partnership School Director // Tallahassee, Florida // September 2018 to August 2023

Director in charge of developing, implementing, directing and managing the Community Partnership School system of programs and support services delivering proactive behavioral health, case management, community and early childhood solutions for children and families.

Key Achievements:

- Manage and oversee implantation of community partnership school model, executing network of services within school between core partners and school's leadership team
- Assist in annual strategic planning, setting annual goals and objectives, with school leadership and community partners to identify, develop and implement programming that supports collective vision of Community Partnership Schools model along with the strategic priorities of Core Partners; Florida State University PrimaryHealth, FAMU, Leon County Schools, and Children's Home Society of Florida
- Managed partnerships and strategic business relationships by negotiating contract terms and handling conflicts.
- In conjunction with statewide leadership, developing and building out trainings pertaining to community school work. Methods, and media to include lecture, discussion, case study, role-playing, group exercise, braining storming and demonstration.
- Advocate to local community leaders and legislative delegation for sustainability of Community Partnership School model
- Increase sustainability by securing additional funding through private donors, city, county and local school district
- Recruit, hire, train and develop core staff with 100% retention rate for 2+ years
- Collaborate with community providers and assist with development of programs to aim for increase educational opportunities and decrease social, emotional, and physical health barriers for students
- Serves as a mentor to on-board directors throughout the state
- Negotiate local collaborative service agreements and contract in conjunction with school leadership
- Manage operational action plans, oversee implementation of school community initiatives and monitored program quality through weekly/monthly data tracking
- Monthly evaluation of data and program effectiveness in areas of collaborative leadership, wellness, expanded learning and family and community engagement
- Engaged school community in collaborative vision setting and assessments
- Aligned new partnerships with needs of school community
- Translated complex vision into manageable action steps
- Used critical thinking to break down problems, evaluate solutions and make decisions
- Skilled at working independently and collaboratively in a team environment

Children's Home Society Of Florida

Charitable Giving Director // Tallahassee, Florida // January 2016 to September 2018

Director in charge of managing all aspects of the Division's development program, community relations, marketing, and public relations, and to increase philanthropic funding through individual, corporate, organization and government sources.

Key Achievements:

- Develop relationships with media outlets, community leaders and nonprofit organizations to increase awareness.

- Oversight of Board recruitment, development, management and engagement.
- Contacted corporate representatives, government officials or community leaders to increase awareness of organizational causes and raise funds.
- Represent Children's Home Society (CHS) in community meetings, events, media and initiatives.
- Develop strategies and plans to enable CHS collaborations to maximize community partnerships and impact.
- Wrote funding requests and grant applications to obtain additional funds for operating needs.
- Increasing event revenue, participation and exposures by 25%.
- Provide senior level management support on Division Board Committees.
- Provide leadership to support staff and interns.
- Participate in quality improvement process.
- Oversight of development collateral materials.

Capital Region YMCA

Branch Executive Director // TALLAHASSEE, FL // December 2009 to August 2015

Senior level executive with full responsibility for all P&L activity, strategic planning, member engagement, board development, fundraising and community relationships. Ensure sustainable fiscal management across multiple programs and facilities. Advance strong advocacy relationships with key government stakeholders on behalf of the YMCA and nonprofit sector. Administer effective annual support campaigns with a primary focus on member engagement and corporate sponsorship.

Key Achievements:

- Partnered with YMCA of Greater Louisville to create new culture of customer relations management, realizing 3.5% membership growth in 2014
- Exercised appropriate cost control to meet budget restrictions and maximize profitability.
- Led conversion of new integrated membership and accounting systems to improve customer relations and operating efficiency
- Formed collaborations with Big Bend organizations such as local businesses, churches, civic groups and nonprofits as Community Impact Liaison.
- Worked closely with organizational leadership and board of directors to guide operational strategy.
- Reinvigorated wellness department with new group exercise programs, new equipment and equipment layout producing 24% increase in group exercise participation
- Realigned staffing resulting in 27% savings in personnel costs over 18 months
- Guided strategic closure of underperforming branch retaining 45% of members over six months
- Facilitated market analysis and feasibility study for new suburban YMCA setting stage for strategic push in new market area
- Supervised major renovations of program facility resulting in increase 50% revenue stream
- Recognized by YMCA of USA as brand advocate leader for Association

Capital Region YMCA

Vice President of Branch Services // Tallahassee, FL // January 2008 to December 2009

Senior level executive that advocated for the institutionalized inclusion and diversity throughout the organization. Recognized as and inspirational community leader who navigates complex political and social circles. Communicated to engage and inspire people within and outside the YMCA. Ensured that a talent management system is in place and executed effectively.

Key Achievements:

- Led organizational restructuring including development of policies and procedures, staff training and new accounts across association
- Created active advisory councils at all three branch locations
- Launched staff wellness policy and program
- Collaborated with Board Development Committee to increase board diversity and raise job expectations
- Led effort to remove organization from probation with National YMC
- Supervised planning of various fundraising events
- Collaborated with neighboring businesses for expansion of parking space for increased membership growth
- Implemented all-staff 30, 90, 120 and 365 day evaluation policy

Capital Region YMCA

District Executive Director // January 2007 to January 2008

Senior level executive director overseeing three local childcare pre-school facilities with growth management, safety oversight, staff development, license requirements and fiscal management.

EDUCATION

YMCA | YMCA of the USA Trainer

YMCA | Organizational Leader Certification

YMCA | Senior Director Certification

Bachelor of Science - Psychology

UNIVERSITY OF FLORIDA // 1999

AFFILIATIONS

Knight Creative Communities Institute 2023 Catalyst; WFSU Community Advisory Board| Member (2019 - current) | Leadership Tallahassee I Class 36 (May 2018 - present) | United Partners for Human Services | President (2013-2014), Board Member (2012- 2015) Working Well | Board Member (2012-2016) Choose Tallahassee | Committee Member (2012-2016) Action Communities for Health, Innovation, and Environmental Change Grant | Charter Member (2010-2014) Community Human Service Partnership | Grant Panel Volunteer (2011, 2012, 2013, 2017, 2022) Southern Shakespeare Festival | Board member (2017 - 2020) Kearney Center Shelter Meal Ministry | Volunteer (2016- present) Children's Home Society Teen Leadership Council | Adviser (2016- 2019)

AWARDS/RECOGNITIONS

2023 Tallahassee's 25 Women to Know

2023 United Partners for Human Services Kris Knab Nominee

2022 Children's Home Society Advocate of the Year

2020-2021 Children's Home Society, Community Partnership Director of the Year

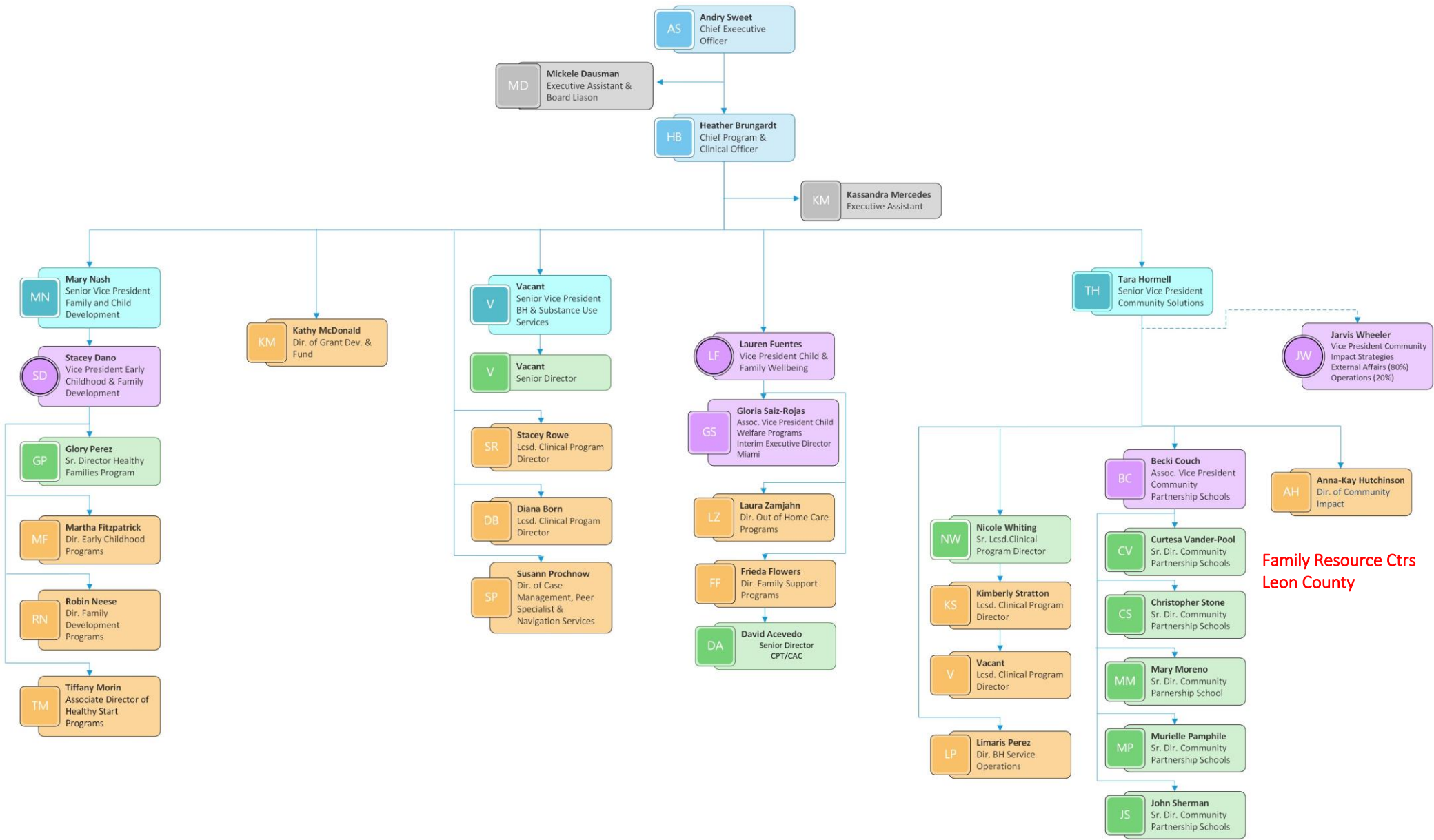
2020-2021 Children's Home Society, Community Partnership School (Sabal Palm Elementary) of the Year

2020-2021 Children's Home Society North Star Finalist

2020 and 2021 Children's Home Society Shining Star Award recipient

2016 Capital Region YMCA Employee of the Year

Program Operations



Family Resource Ctrs
Leon County



CHS Family Resource Centers

FRC Support Positions (indirect)

Jayme Warner
Special Event &
Comm Engagement
Specialist (indirect)

Administrative
Supervisor
(indirect)

Tiffany Martin
Executive
Director (indirect)

Tara Hormell, Senior Vice President – Operations (in-kind)

Anna-Kay Hutchinson Dir of Community Impact (indirect)

Sr. Director Family Resource Centers
67%
(New position shared with Putnam Resource Center)

Data Management Specialist
100%

Family and
Community
Advisory Council

CSC Leon FRC
Director 100%

Peer Intake
Coordinator
100%

Family & Comm
Outreach 100%

Navigator 100%

Family & Comm
Outreach .5 FTE

Family & Comm
Outreach .5 FTE

Family & Comm
Outreach .5 FTE

FRC Management Position Summaries for CHS

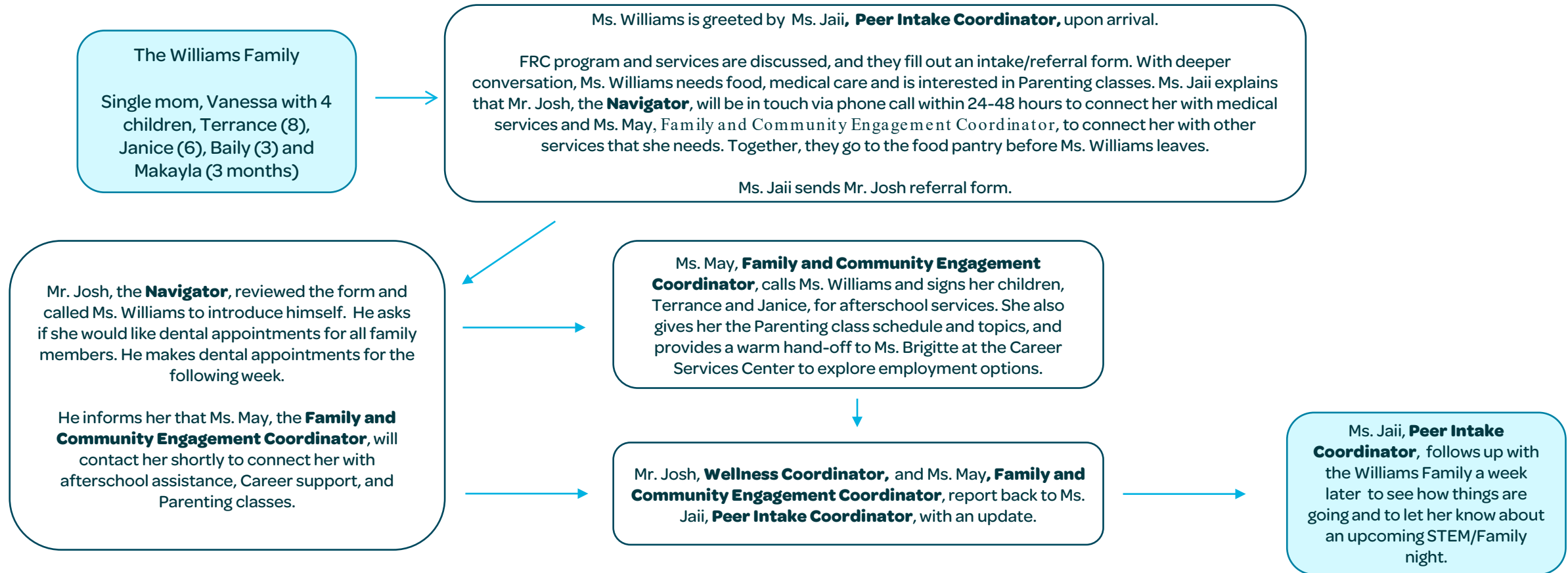
Position	Responsibilities
<p>Sr. Director Family Resource Centers (.67 FTE for overall program)</p> <p>NEW position</p>	<p>Oversee the collaborative leadership, development, budget, and operations of Family Resource Centers (FRC) and support services. Partner with stakeholders in the development, implementation, and expansion of (FRC) programs for designated neighborhoods. Recruit, supervise and support team members and foster their professional development, including the transfer of knowledge obtained through training.</p>
<p>Family Resource Director (1 FTE)</p> <p>NEW position</p>	<p>Oversee day to day operations of each FRC, support the Family and Community Advisory Council, engage and work with community partners during each phase of implementation, train and coach staff members. Supervises FRC staff (Family Partner/Intake Coordinator, Family & Community Engagement Coordinator, Family Navigator). Collaborates with Family and Community Engagement Coordinator to recruit volunteers and develop volunteer opportunities. Oversee the needs assessment process. Recruits partners to provide services consistent with the needs assessment. Recruit, screen, manage, and retain volunteers for the FRCs.</p>
<p>Family and Community Engagement Coordinator</p> <p>(1 FTE for Cross Creek location; 1 RPT for 3 other sites) NEW position</p>	<p>Conduct outreach in community, update website with schedule of activities and groups, host community events and attend local community events, contact residents to make them aware of the FRC and services offered. Coordinate services offered to members including conducting assessment. Assists in connecting members with current services provided by CHS and partner agencies. Provides Mobility Mentoring program for members that choose this service. Conduct home visits and calls to families as appropriate. Leads volunteer recruitment efforts for volunteers.</p>
<p>Family Navigator (1 FTE)</p> <p>NEW position</p>	<p>Coordinate events with health providers offering dental and health screenings at FRC and provide Mobility Mentoring program to members. Focus on family needs when conducting assessments and enrolling new members.</p> <p>Conduct follow-up with families that received referrals.</p>

<p>Peer Intake Coordinator</p> <p>(1 FTE)</p> <p>NEW position</p>	<p>Provides peer support for families, collaborates with other FRC staff to connect families to resources. Organize and host Peer to Peer groups for parents, play groups for parents with young children, etc. Assist with serving persons who drop-in, ensuring people are provided with a warm connection to community resources, Center activities and partners. Share information regarding membership and sign-up those interested. Primary responsibility for administering intake screenings and the FANS to ensure new members' needs are identified.</p>
<p>Data Management Specialist</p> <p>(1 FTE for overall program)</p> <p>NEW position</p>	<p>Year 1: establishes data collection and reporting practices and collects data for Springfield Center. Prepares data for Annual Report. Year 2: collects data for Springfield and Ft. Braden Centers, adjusting data collection and reporting as needed. Prepares data for Annual Report. Year 3: collects data for Springfield, Ft. Braden and Orange Avenue Centers and prepares data for Annual Report.</p>
<p>Director Events and Community Engagement Specialist (Existing position covered by indirect)</p>	<p>This position is part of the Development team, and assists with obtaining donations from individuals and businesses, leads solicitation of in-kind donations.</p>
<p>Administrative Supervisor</p> <p>Existing position covered by indirect</p>	<p>Provides administrative support for FRCs, including managing maintenance and equipment repair requests for office and program sites. Responsible for purchasing of needed supplies, furnishings, and materials.</p>
<p>Director of Community Impact (Anna-Kay Hutchison)</p> <p>Existing position covered by indirect</p>	<p>Oversee and manage all aspects of initiatives that aim to make a positive and lasting difference in a community. Support FRC Directors to ensure service delivery compliance and consistency. Collaborate with directors, advisory boards and community leadership to ensure consistency in service delivery and fidelity to the national quality standards for Family Strengthening and Support.</p>

Executive (Director (Tiffany Martin) Existing position covered by indirect	Builds alliances and positive relationships with community organizations, local governments and other groups to support service expansion and program implementation. Leads sustainability planning.
Sr Vice President – Operations (Tara Hormell) (in-kind for overall program)	Direct strategic planning and overall monitoring of program operations. Assist in business plan development and strategic alignment.
Volunteers	A volunteer job description is included in the position descriptions. Volunteer opportunities will be developed in accordance with the needs assessments. The FRC staff will design volunteer opportunities that utilize community member's skills (may include assisting with classes, activities, and events, welcoming visitors to FRC, etc.). In addition, the Director will utilize FSU and FAMU interns and volunteers to support services and events as appropriate.

CHS Family Resource Center – Client Support System Flow Chart

Vanessa Williams recently learned of the Family Resource Center located in her community. She has recently moved to the area and needs *afterschool assistance, dental for her oldest son and career/job assistance.*



FRC MANAGEMENT (REVISED) TIMELINE

Date Range	Activities	Responsible Staff	Milestone
Year 1: April 2024 – December 31, 2024			
Feb 2024	Negotiate and finalize agreement with CSC Leon	Anna-Kay Hutchison, Director of Community Impact	Final Contract
March 2024	Review Standards of Quality for Family Strengthening and Support in collaboration with CSC Leon to finalize CHS program practices	Director of Community Impact	Revise timeline if needed to ensure standards are met
April 2024	Hire Senior FRC Director who will provide oversight of Neighborhood Readiness Assessments and supervise the Cross Creek FRC Director and all Family Engagement Coordinators	Director of Community Impact	
April/May 2024	Hire Cross Creek FRC Director; 4 FTE Family and Community Engagement Coordinators	Director of Community Impact	Team members onboarded according to CHS standards, schedule of training with a list of participants, list of employees and position titles
April – June 2024	Meet with potential champions, other community organizations, faith communities, schools and local government through informal exploratory conversations for each of the targeted neighborhoods.	Director of Community Impact	Dates of meetings with notes of conversations

May 2024	Train Family & Community Engagement Coordinators to use the “Community Readiness for Community Change” Assessment Model	FRC Sr. Director	Training certificates
May 2024	Develop and implement Community Outreach Plan, leveraging the input of neighborhood-based Family & Community Engagement Coordinators.	FRC Sr. Director and Family and Community Engagement Coordinators	Outreach Plan
May 2024	FRC staff will visit high quality FRCs and/or interview representatives	FRC Sr. Director	Completion of at least 3 visits by majority of the team
May/June 2024	Meet with community residents in census tract(s) 3.03/9.05 (Cross Creek) that have children to obtain input on family-focused neighborhood needs and plans	Cross Creek FRC Director	Sign-in sheets of focus groups, with ability for people to remain anonymous
May-July 2024	Conduct Neighborhood Readiness Assessments in census tracts 14.01/14.02 (Frenchtown/Griffin Heights), 15.00/16.01 (Macon/Sealey/Town N Country), and 27.02 (Fort Braden)	FRC Sr. Director and Family and Community Engagement Coordinators	Readiness Assessment Results
June/July 2024	Hire Intake Coordinator for Cross Creek FRC and train in Mobility Mentoring	Cross Creek FRC Director	Start date in August
June/July 2024	Finalize MOU’s and subcontracts with partners based on feedback from the Neighborhood Readiness Assessments and Focus Groups	FRC Sr. Director	Signed MOU’s and subcontracts

June/July 2024	Recruit diverse members of the community including parents/caregivers to participate in the Advisory Council at the Cross Creek FRC. Hold first meeting of Council and set up monthly meeting schedule. Engage members in shared decision-making regarding site plans and evaluation. Develop Council plans including term limits, training and explanation of role of Council.	Cross Creek FRC Director	Meeting minutes with attendees listed
June/July 2024	Hire Data Manager	FRC Sr. Director/ Cross Creek FRC Director	Start date in August
June/July 2024	Develop communication plan with CSC team and plan grand opening of Cross Creek FRC Center	Director Community Impact	
June/July 2024	Develop calendar of classes, services and events based on expanded services for Cross Creek location	FRC Sr. Director/ Cross Creek FRC Director/ Cross Creek FRC Team	Calendar of classes, services and events
July 2024	Staff and Advisory Board complete Standards of Quality for Family Strengthening & Support Certification Training	Cross Creek FRC Director	Certificates of completion
July/August 2024	Develop Data Collection & Impact Reporting Expectations Plan, informed by neighborhood needs assessment and focus groups	Data Manager/ FRC Sr. Director	Data mgmt. plan as approved by Advisory Council

August 2024	Conduct Advisory Board training based on national standards and hold monthly advisory board meetings	FRC Sr. Director/ Cross Creek FRC Director	Calendar and sign in sheets for training and meetings
August 2024	Grand Opening Cross Creek FRC Location	Director Community Impact	
August 2024	Synthesize data from Neighborhood Readiness Plan to determine next steps for possible expanded FRC implementation	FRC Sr. Director	Executive Report of Neighborhood Readiness Assessments
September – December 2024	Operate Cross Creek FRC	Cross Creek FRC Director	
September 2024	Present initial implementation report of the Cross Creek FRC location; Present findings from neighborhood assessments and recommendations for FRC expansion to CSC Leon Governing Council	FRC Sr. Director	Initial Report, Expansion Plan and Initial Budget Request
October 2024	Finalize Expansion Plan for implementation commencing January 1, 2025	FRC Sr. Director	Contract Extension
December 2024	Produce status report on the operation of the Cross Creek FRC location	FRC Sr. Director	Report presentation at CSC Leon Council Meeting