

**FREQUENTLY ASKED QUESTIONS REGARDING THE
CHILDREN'S BOARD OF HILLSBOROUGH COUNTY (CBHC)
10-28-11 DRAFT REQUEST FOR PROPOSALS (RFP)
(Updated November 16, 2011)**

- 1. While mentioned in some of the evidence-based models, we noted that the issue of substance abuse is not significantly addressed in the RFP (e.g., it's not reflected in the indicators in the "Population Level Accountability" table on page 6 or in the priority populations list on page 11). We know (and recent minutes from the Community Alliance Meeting on October 11, 2011 cite) that parental substance abuse is one of the top reasons for removal, and that Drug Court clients stay in the child welfare system longer which impacts reunification. Should the need to address parental substance use disorders be better reflected in the indicators or priority populations?**

Page 6 of the draft RFP is a version of the strategic framework used to construct the Children's Board 2020 Strategic Plan that shows the many suggestions and indicators that were offered to the Children's Board staff throughout our lengthy community planning process. This page was included in the draft RFP to provide additional information on the types of indicators (headline, secondary, developmental) that are important. Since our 2020 Strategic Plan is continually evolving, please forward any research you may have that connects substance abuse services to the identified Children's Board results areas.

The Board has decided that the indicators listed in the RFP (see Attachment 4) are the ones that are most likely to be impacted by the Children's Board funds at this time. These are the indicators that all proposals must address. Proposals may include additional indicators as well.

We will consider adding "children of substance abusing parents" as risk factors that may be addressed in neighborhood-based proposals. In developing a proposal we strongly suggest that you "begin with the end in mind" and first identify the results you wish to address in your proposal. Then you can identify a service delivery strategy and target population to serve.

- 2. Can pregnant women be served under any of the three RFP categories? We're looking for clarification as, in the tables on pages 12 and 19, pregnant women is listed in the Population/Age Served only for the "Family Strengthening" category.....vs. in the Result Area Details later in the document where "Outreach and Engagement with Pregnant and Parenting Women" is listed as a Strategy only for the "Healthy Children/ Developmentally on Track category" on page 25.**

Outreach and Engagement with Pregnant Women and Parents is an appropriate service delivery strategy in any of the three RFP categories. We will make this clear in the final RFP.

- 3. Regarding the "Business Plan" referred to on page 24...while we can discuss various possibilities to enable continuation of services, is there a certain percentage of funding for which you would like to see us plan for sustainability (e.g., 25%)?**

There is no set percentage. Successful and sustainable programs develop creative strategies to simultaneously generate new sources of revenue while engaging recipients of service in activities that support them meeting their program goals. Therefore, the Children's Board strongly encourages applicants to begin the process of sustainability and social enterprise with

the creation of a business plan that outlines goals for implementation by the end of the first year of funding.

- 4. Among the “School Readiness/Early School Success” category, the examples seem to be limited to capacity building and enhancements. Do any of these strategy areas pay for the actual provision of day care services?**

Early learning opportunities are critical for all children. The CBHC will consider payment for early learning opportunities that may include payment for child care on a time-limited basis as an option within a continuum or “conveyor belt” of options in neighborhood-based proposals only when families do not qualify for child care offered by other funders and only when payment for child care is paired with a comprehensive family-centered approach to help families become eligible and self-sufficient (e.g., help parents find work or get employment training.) These funds will be paid on behalf of children being served and will not be used to purchase “slots” or pay for operational costs in a specific child care center. We will clarify this in the final RFP.

- 5. May we include the Ages and Stages Questionnaire (ASQ)/screening for children as part of our application under the “Family Strengthening” category, or would that require a second proposal in the “Healthy Children/ Developmentally on Track” category where it is listed as a strategy? (DACCO)**

Yes. Any of the identified service delivery strategies, such as developmental screening, may be proposed in any of the three RFP categories. We will clarify this in the final RFP.

- 6. What is an arm’s length subcontractor?**

We will remove this term from the final RFP. It relates to conflicts of interest.

- 7. What is meant by Program Components in the RFP?**

Program components will be clarified as service delivery strategies in the final RFP.

- 8. Can the length of the RFP be changed to allow for more than 25 pages? (Healthy Start Coalition)**

Yes, we are extending the page limitation to 40 pages.

- 9. If applying for more than one result area for the same program, how does that affect the funding percentages? (Healthy Start Coalition)**

The percentages are an estimate of the overall funding to be allocated in a particular result area.

- 10. We are already using a standardized tool recommended by the evidence based model. If the tool measures RFP outcomes, can it be used if not on the RFP list?**

Yes, measurement tools used by evidence based models will be allowed. Attachment 4 lists examples of measurement tools that will be negotiated post-award. Suggestions are appreciated on recommended tools.

11. If we intend to use subcontractors, do we need to name the subcontractor in the application? What specific information is required regarding subcontracted providers? (Healthy Start Coalition)

Yes, you must name subcontractors. A signed Memorandum of Understanding (MOU) indicating roles and responsibilities is needed as well. This will be clarified in the final RFP and in the rating criteria.

12. Can we apply with more than one application?

Yes.

13. Is it allowed to submit a separate Letter of Intent for each application?

Yes, that is our preference.

14. Will the CBHC still provide core training for Targeted Case Management (TCM)?

Yes.

15. Is education/training an allowable expense? Can education/training be imbedded in the application across programs?

Yes. There may be a need for training/education especially for evidence-based models to ensure fidelity to the model and ongoing quality implementation. This is addressed on page 22 of the draft RFP which states, "If an agency can demonstrate a clear plan and organizational capacity to implement a new program that requires specific training, accreditation or other formal designation, consideration will be given to funding this training and ramp-up time prior to direct service implementation." This is also why we are asking for a two year budget (FY13 and FY14).

16. Will you still be using the EE Matrix and CSC force for reporting?

We will be using the SAMIS information system for contracts awarded through this RFP. Providers may continue to use the EE matrix for program management.

17. Page 6 of the RFP: Data development indicator is # children in homes with domestic violence. According to HKI, Domestic Violence is only 18% of the area of problem for families yet substance abuse is 42%...will you include substance abuse too?

The Children's Board has decided that the indicators listed in the RFP (see Attachment 4) are the ones that are most likely to be impacted by the Children's Board limited funds, and these are the indicators that all proposals must address. Proposals may include additional indicators as well. Page 6 of the draft RFP is a version of the strategic framework used to construct the Children's Board 2020 Strategic Plan that shows the many suggestions and indicators that were offered to the Children's Board throughout our community planning process. This page was included in the RFP to provide additional information on the types of indicators (headline, secondary, developmental) that are important. The 2020 Strategic Plan is evolving and will be revised over time. Please forward any research you may have that connects substance abuse services to the identified Children's Board results areas.

18. If you respond to 2 or more neighborhoods will that be considered countywide?

No. Countywide means services are provided to and accessible to residents throughout Hillsborough County. We will add detail to the RFP to clarify this.

19. For information on how our Board works, is an attachment of the Articles of Incorporation sufficient or do you want an Executive Summary?

Just a few sentences please. We do not need your articles of incorporation.

20. Are there maximum or minimum funding request amounts?

At this time, there is no maximum or minimum funding request amount.

21. Are you encouraging Lead Agency models?

Yes. We encourage organizations to partner and to submit proposals that are cost effective. Often a lead agency can be used to perform specific functions and responsibilities in order to reduce duplication, to ensure quality and to enable partner organizations to focus on service delivery.

22. How can you be innovative and "outside the box" and still meet the research/evidence based requirement? Is there wiggle room?

We are strongly encouraging the use of strategies with documented effectiveness. A proposal must either implement an evidence-based program or describe an emerging promising practice that demonstrates innovation and promising results. An example of such innovation might come in the form of including a collaborative partner in a proposal who proposes doing something "out of the box" to recruit, engage, retain parents and so on. This will be clarified in the final RFP.

23. Does participating in a collaborative project prevent you from also participating in the RFP process?

No.

24. Can you participate in multiple funded collaborative projects & also submit a separate proposal for your Agency?

Yes.

**25. Page 33 says (typo?) RFP will NOT fund: only costs above and beyond typical child care services can be requested as part of Quality Rating Improvement System (QRIS).
*Confusing statement - will you pay for costs above and beyond?**

This section is being deleted.

26. Is it 20% or 25% of the money going to Family Strengthening?

The "up to" allocations on page 8 of the draft RFP are estimations based on cost models that were reviewed by the Board over the past two months. At this time we estimate that up to 20% of funding will be in the Family Strengthening category.

27. Is page 6 complete or was it cut off on the right hand side?

Page 6 is complete in the draft RFP. It is a version of the strategic framework used to construct the Children's Board 2020 Strategic Plan that shows the many suggestions and indicators that were offered to the Children's Board throughout our community planning process. This page was included to provide additional information on the types of indicators (headline, secondary, developmental) that are important.

However, the Board has decided that the indicators listed in the RFP are the ones that are most likely to be impacted by the Children's Board limited funds, and these are the indicators that all proposals must address. Proposals may include additional indicators as well.

28. Will responses to questions be posted as they come up or by some date?

We will try to post all questions and answers by late Tuesday, November 15 after review by our Board at their scheduled Workshop on November 14.

29. Are MOU's or Letters of Agreement to be included as "attachments"?

We will provide additional instructions on attachments in the final RFP. MOUs should be included in the attachments, but an explanation in the body of the proposal is recommended. We are allowing up to 40 pages for each proposal.

30. Will any attachments count in page limit?

No. Attachments will not count in the 40-page limit. We will provide additional instructions on attachments that are required in the final RFP.

31. Must the electronic copy only be Word & Excel? PDF copy would be signed.

PDF is fine for the Application Cover Sheet. However we would prefer Word and Excel for the body of the proposal and attachments. This will allow reviewers to make comments in an electronic format if they so choose.

32. Do you want electronic copies of attachments?

Yes. We will provide additional instructions on attachments.

33. Is business plan for agency or proposed program? (page 50)

The business plan is for the agency proposing to operate a service delivery strategy. Successful business planning processes ignite creative strategies to simultaneously generate new sources of revenue while engaging recipients of service in activities that best support them meeting their program goals. Therefore, the Children's Board strongly encourages applicants to begin the process of planning for long term sustainability and social enterprise with the creation of a business plan that outlines goals for implementation by the end of the first year of funding. The Business Planning process helps organizations to think creatively about future endeavors as well as diversify revenue sources.

34. Can job descriptions be included as attachments? (page 51)

We will provide additional instructions on attachments. Job/position descriptions may be included as attachments and will not count toward the 40 page limit.

35. Is abstract to be double-spaced?

Yes.

36. So neighborhood proposals can include ALL THREE results areas?

Yes.

37. Healthy Children + School Readiness + Strengthening Family OR 2 of them OR 1 of them in RFP?

Yes.

38. OR for each focus must you do a proposal for neighborhoods -> strengthening families.

Each proposal must be complete on its own. Applicants may elect to respond to serve children countywide and/or in a targeted neighborhood. Applications can encompass any combination of one or more results.

39. I understand that you must write 1 for Neighborhood AND 1 for countywide, but not 6 for all areas? But can you write 1 RFP for countywide that includes strengthening families and healthy children/on track?

Yes. Each proposal must be complete on its own. Applicants may elect to respond to serve children countywide and/or in a targeted neighborhood. Applications can encompass any combination of one or more results.

40. What is included in the 25 page limit? MOUs?

We will provide more instructions regarding attachments in the final RFP and at the Informational Meetings. MOUs should be included in the attachments, but an explanation in the body of the proposal is recommended. We are recommending allowing up to 40 pages for each proposal.

41. Define "public pre-K classroom". (page 33)

This means Florida's Voluntary Pre-Kindergarten. This section will likely be deleted in the final RFP and will be negotiated post-award if needed.

42. How do you define "appropriate staff credential" (children ready to learn section)? (page 68)

"Appropriate" means that, in the absence of a defined credential from a credentialing body, staff holds the high standards credential recognized within that profession.

43. How are you defining regular attendance at high quality child care? (page 69)

This will be negotiated post-award. Most authorities agree that attendance at 80% of the core learning activities would constitute "regular". Recommended language or suggestions are appreciated on this measure.

44. Format for Letter of Intent -- Do we need to define the overview of the proposal or just that we will apply?

See Attachment 5 for the format for the "Letter of Intent to Apply".

45. Are there baseline #s for each indicator? If so, what are they (data source)?

Information on the baseline numbers for selected indicators, if available, is contained in the Children's Board 2020 Strategic Plan which is being constantly updated. Please share any information with the Children's Board if you have suggestions for sources of information that will be helpful.

46. Can programs create other measures or is the RFP Measures Table the only measures available?

Required and optional performance measures are identified on Attachment 4. In order for common data to be reported, analyzed and aggregated, all proposed programs must agree to use the required performance measures of performance quantity, performance quality and performance outcome. Attachment 4 also lists examples of measurement tools. If there are specific valid and reliable measurement tools that you recommend, please forward them to the Children's Board.

47. Will you please make sure that county-wide applicants make sure they detail HOW they serve the whole county? It's a big county, and having one office in Tampa but stating they are county-wide is not sufficient due to limited public transportation. Remember 1.2M people live in Hillsborough County and 800,000 of them do NOT live in Tampa!

Yes. This will be clarified in the final RFP.

48. County-wide focus - Does it have to be for all areas of county or just potentially available, given partners interested?

Countywide means services are provided to and accessible to residents throughout Hillsborough County. We will add detail to the RFP to clarify this.

49. Can you combine categories into one proposal?

Yes.

50. Although indicated as important in CBHC values, and with some program strategies, in your program design section of narrative, there is no mention of "explaining the role of consumers in identifying & developing the proposed strategy."

This will be made explicit in the final RFP.

51. When you say "bring best practice forward" do you mean in the proposal or do we have to give to you before we propose?

Please provide to us as soon as possible before November 18. After the release of the RFP, we will no longer be able to discuss the RFP or your proposal with you. All proposals will need to address the evidence base for their proposed program—whether it is an established evidence-based program or an emerging, innovative program. See page 21 of the draft RFP.

52. Can you put the cost for an audit in you budget?

Yes. The audit is an allowable indirect cost and the total indirect cost in any budget must not exceed 10% of the total budget.

53. Can you use the funding for a one-time event, i.e. Summer Retreat for children (3-5 days) or a one-day event for health checkups, physicals, etc.?

Events are allowable but must be part of an overall program approach and not a one-time event or conference or training.

54. Can the programs focus on youth older than 8 years old?

The Children's Board strategic focus is pregnant women and children age 0-8 and their families. It is possible to serve other children in a family in which the target child is 8 years old or younger. In addition, children older than 8 may be included in a neighborhood proposal that includes youth leadership and advocacy as a component.

55. What is included in the letter of intent?

See Attachment 5 for the format for the Letter of Intent to Apply.

56. What is the average amount for a neighborhood grant?

We have not set funding limits for county-wide or neighborhood-based proposals at this time.

57. Provide an example of both a county-wide & neighborhood based project as it relates to geographics.

An example of a neighborhood-based program currently funded by the Children's Board is Palm River Point. An example of a countywide project currently funded is the Early Childhood Council Developmental Screening program.

58. Can you overlap services to different neighborhoods?

Each neighborhood-based proposal must be complete on its own.

59. Evidence-based practices don't always consider cultural factors. Is cultural competence included in the rating criteria?

Yes. Cultural sensitivity and relevance is general practice defined on page 23 of the draft RFP and is referenced throughout the RFP. General practices associated with program success and

the values of the Children's Board will be assessed as part of the raters' review of the Programmatic Narrative, Section C. Service/ Program Design.

60. Will the people on the review team be made public?

Yes. Community Review Teams will be named after February 17, 2012. However, Community Review Teams are restricted from discussing the RFP. See page 46 of the draft RFP.

61. Research based, promising practice model, and evidence based, can you use evidence from the programs you are currently operating?

We are strongly encouraging the use of strategies with documented effectiveness. A proposal must either implement an evidence-based program or describe an emerging promising practice that demonstrates innovation and promising results. This will be clarified in the final RFP.

62. Check RFP language to include state universities & entities - (1) such as the doing business statute (different for universities?); (2) Certified Public Accountant (CPA) audit (not applicable to states - they have their own audit).

Governmental entities, such as state universities, are eligible applicants. The final RFP will address this specifically.

63. Proposal language about boards, past experience, etc. - do you mean for relevant department or university as a whole?

The Children's Board has developed language within our contractual General Terms and Conditions (Paragraph 13) that applies specifically to universities and other governmental entities. The General Terms and Conditions will be posted on the Children's Board website and included as an attachment in the final RFP.

64. What are target headline indicators?

The draft RFP lists the required indicators in Attachment 4.

65. Neighborhood based initiatives - do you have to pick 3 neighborhoods plus up to 2 more?

No. Neighborhood-based proposals should target a specific neighborhood.

66. How do youth over age 8 fit into matrix - priority is still given to 0-8, correct?

The Children's Board strategic focus is pregnant women and children age 0-8 and their families. The final RFP will clarify this. It is possible to serve other children in a family in which the target child is 8 years old or younger. In addition, children older than age 8 may be a part of a neighborhood-based application that includes youth leadership and advocacy as a component.

67. Evidence-based evaluation resources - what % of budget can you devote to evaluation?

We have not established budget limits at this time. This will be negotiated post-award and the amount allowable will be based on the type of program being proposed.

68. To help reviewers: (1) sections should be labeled, including attachments; (2) page numbers; (3) margins.

We will add additional instructions to the final RFP. However, we will require all proposals to be submitted in exactly the same format.

69. Are there any advantages to submitting as a collaborative with a "lead" agency? Or are lead agencies not encouraged?

We encourage organizations to partner and to submit proposals that are cost effective. Often a lead agency can be used to perform specific functions and responsibilities in order to reduce duplication, to ensure quality and to enable partner organizations to focus on service delivery.

70. Are FRCs still permitted to provide universal access, inclusive of all residents in Hillsborough whether or not they have children?

Yes. As described on page 42, "Family Resource Centers are regionally based, geographically accessible, family-friendly providers who work with families **and community residents** in targeted geographic neighborhoods..."

71. Can we serve school success services for elementary school children who are age 5-10?

The Children's Board strategic focus is pregnant women and children age 0-8 and their families. The final RFP will clarify this. It is possible to serve other children in a family in which the target child is 8 years old or younger. Neighborhood-based proposals may select to serve children with additional risk factors based on the needs of the selected neighborhood.

72. Will we be required to evaluate programs with RBA tools and methodology?

Yes. See Attachment 4.

73. Will Lead Agent applications be accepted for all result categories (currently, lead agent is only mentioned under "Children are ready to learn and succeed")?

Yes. We encourage organizations to partner and to submit proposals that are cost effective. Often a lead agency can be used to perform specific functions and responsibilities in order to reduce duplication, to ensure quality and to enable partner organizations to focus on service delivery.

74. When will attachment IX, measurement tools, be released?

Attachment 4 lists examples of measurement tools. If there are specific valid and reliable measurement tools that you recommend, please forward them to the Children's Board.

75. Will programs be required to use Children's Board requested measurement tools in addition to already required measurement tools that are part of evidence based curriculums?

Yes. Required and optional performance measures are identified on Attachment 4. In order for common data to be reported, analyzed and aggregated, all proposed programs must agree to use the required performance measures of performance quantity, performance quality and

performance outcome. Attachment 4 also lists examples of measurement tools and specific tools will be negotiated post-award. Proposals electing to choose evidence-based models should plan to use the measurement tools required or recommended for that model. If there are specific valid and reliable measurement tools that you recommend, please forward them to the Children's Board.

76. Will the RFP contain process for review teams to avoid the potential of conflicts of interest?

Yes. Community Review Teams will be finalized after proposals are received. Potential Community Review Team members will be selected among those individuals who do not have a connection to the various organizations who have applied for funding or who may be a partner within a proposal. All Community Review Team members will be required to sign a "Conflict of Interest" statement verifying their noninvolvement with the applications, according to practices that have been in place for many years at the Children's Board.

77. On page 13, section G (Eligible Respondents, 3rd paragraph), it states "The agency submitting the application must be the entity that intends to provide the proposed services itself and through arms-length subcontractors...."Clarification: Perhaps "arms-length" could be further clarified, maybe with examples?

We will remove this term from the final RFP. It relates to conflicts of interest.

78. On page 13 (section H., next to the last paragraph), it states "applicants may also respond to one or more result area. Each proposal must be complete on its own."Clarification: If this means that each result area proposal must be separate and inclusive of the result area as a whole, perhaps this could be clarified.

Multiple results areas may be addressed in a single proposal. Any of the identified service delivery strategies may be proposed in any of the three RFP categories. We will clarify this in the final RFP.

79. On page 30, section B (Target Population), it states "all parents and primary caregivers of children." Clarification: There is no age of the children specified. Should this be clarified?

The Quality Rating Improvement System strategy is available to all licensed and license-exempt child care services in Hillsborough County serving children from birth through age 12. This has been clarified in the final RFP.

80. Please clarify the Children's Board's position on funding regarding not supplanting State or Federal funding cuts? Is there a difference for expansion of services with Children's Board funding and state funding? For example, Healthy Families Florida which is an evidence based program is currently funded by the State and the Children's Board. Over the years, State funding has been reduced. Would this be an example of revenue maximization or supplanting reductions in State Funding?

Language on supplantation has been added to the final RFP.

81. Please update the RFP to include a template/format explaining and detailing the desired length and amount of detail for the business plan.

A suggested outline can be added to the RFP.