

**QUESTIONS and RESPONSES
REGARDING THE CHILDREN'S BOARD
REQUEST FOR PROPOSALS (RFP)**
(Questions and Responses Updated January 6, 2012)

This is the final list of questions and responses regarding the Children's Board Request for Proposals (RFP). Written questions regarding the RFP were accepted through January 6, 2012.

New Questions and Responses (Received December 24, 2011 – January 6, 2012)

102. The following sections (Sub-section 1A. Agency Past Experience and Capacity, Sub-section 1B. Organization Structure and Governance and Subsection 1C. Financial Capabilities) are asking for information to be submitted with the proposal submission. Do the questions refer to the individual department at the University or the University as a whole?

The applicant should address the questions in sufficient detail to provide the community review team members with adequate information regarding the ability of the applicant to meet the requirements of the RFP. An organization with multiple departments or divisions needs to explain both the overall organizational structure as well as that of the department or division responsible for the work contained within the proposal.

103. Are there any limits or parameters on transportation costs that can be included as part of an organization's application?

Yes, there are limits. Transportation costs must be linked to the services and outcomes proposed by the applicant. There are several options available to applicants. You may choose to request funds for transportation to be managed and paid by the Children's Board ASO. Funds can be used for transportation, including bus passes, taxi fare, auto repair and leasing, etc. All flexible funds and expenditures must be linked to a family support plan.

Children's Board funds may not be used to purchase vehicles, but funds may be used to enter into short-term lease arrangements that are linked to program activities. The Children's Board also reimburses for local travel (mileage) up to the annually updated IRS allowable rate.

All costs included in a proposed budget are subject to negotiation with the Children's Board.

104. Agency ABC has 3 services; service X, service Y and service Z. When writing the RFP Service X and Y are both CBHC Result 1, Children are Developmentally On Track. Service Z is CBHC Result 3, % Decrease in Child Maltreatment Rates. All 3 services will be linked together even though they fall under different results. Therefore, do service X and service Y (result 1) have to meet the outcomes of service Z (result 3) as well as the outcomes in result 1 and does service Z (result 3) have to meet the outcomes of Service X and Y (result 1) as well as the outcomes in result 3?

You may select the indicators to address within each result area and indicators from different result areas may be combined. However, applicants must agree to report on the required quantity, quality and outcome performance measures (from Attachment 4 of the RFP) for each selected indicator. Therefore, at a minimum, services X and Y must measure the quantity, quality and outcome measures associated with the selected indicator of “% of children are developmentally on track.” Similarly, Service Z must measure the quantity, quality and outcome measure for the selected indicator “% decrease in child maltreatment rates”.

105. Service P chooses CBHC Result 1, Children are Healthy and Developmentally on Track. Does Service P have to meet each provider performance quantity measure, each provider performance quality measure, and each provider performance outcome measure?

Yes.

106. Under Provider performance quality measure there are 7 areas under the % of children are developmentally on track. Would each child that is provided a service have to be screened under this outcome or could we screen a percentage of random children?

Applicants must agree to report on the required quantity, quality and outcome performance measures for each selected indicator. These are listed in Attachment 4. Applicants may choose additional measures but, at a minimum, must agree to measure and report on the required measures.

107. On page 61, the numbering goes from “C. Data Collection and Evaluation” to “E. Budget”. Is there a section “D” missing or is the outline in error?

There is no missing section. This is a formatting anomaly. The Application Narrative (Section D, p. 55) is followed by Budget and Budget Narrative (Section E, p. 61). However, the Application Narrative includes Sections 1. A, B, C and Section 2. A, B-1, B-2, B-3 and C.

108. The Children’s Board has varyingly changed its position and level of control on TCM revenues over the past few years. How should we budget for TCM dollars in the RFP?

Do not budget for TCM revenue in your budget but do include your intent to bill Medicaid for TCM- if funded- in your program narrative. If your proposal is selected for funding and includes case management as a service delivery strategy to Medicaid-eligible recipients as a revenue maximization effort, the CBHC can negotiate a budget with your organization that may include TCM earnings/reimbursement.

Decisions regarding allocation of TCM reimbursements have not been made for FY 13 and will depend on projected Children’s Board revenue and any required budget reductions. Before FY12, 100% of TCM earnings were allocated by the CBHC to the billing organizations. Due to decreased revenue and required budget reductions in FY 12, TCM revenue was returned only to those organizations that had an approved TCM reinvestment plan.

Please note: Targeted Case Management for Children at Risk of Abuse and Neglect (TCM At Risk) is a Florida Medicaid program and recipients must meet Medicaid eligibility. Under this program, the required matching funds for reimbursement by Medicaid are provided by Children’s Board funds (local dollars) which are provided through contracts with organizations that provide case management and are enrolled in the Florida Medicaid program. Therefore, in order to bill Medicaid for TCM At Risk, a provider must have a contract with the Children’s Board or other participating local government entity as defined by Medicaid.

109. Page 42 on the RFP under Children Ready to Learn and Succeed b. Target Population indicates “Children in preschool through third grade and their families” but page 79’s Measure Table under Children Ready to Learn and Succeed indicates “Kindergarten – Third grade”. Please provide some clarification.

The target population for the RFP Result area of “Children are Ready to Learn and Succeed” differs based on the indicator selected. There are four indicators for this result area, and the measures of the indicators are necessarily different depending on the target population/ age of the children to be served. While some of the measures listed in Attachment 4 are relevant for younger children AND school-aged children, others may only be appropriate for one age group or the other. For example, the indicator “#/% off children promoted from Kindergarten” is only relevant for children who have entered kindergarten. Attachment 4 includes specific and different measures for each of the indicators, depending on the age of the children to be served. Applicants must agree to report on the required quantity, quality and outcome performance measures for each selected

indicator. Applicants may choose additional measures but, at a minimum, must agree to measure and report on the required measures.

110. If a provider is submitting a proposal to fund additional services of a program already in existence in Hillsborough County that is funded by another source and for a different target population, should that program be reflected on the budget?

Please follow the budget instructions starting on p. 61 of the RFP. Total program budget and proposed Children’s Board funding should be reflected, per instructions in the RFP.

111. Can existing MOUs be used or do they need to be new? For example, we currently have partnerships with Sulphur Springs Elementary and Just Elementary to provide mentoring services for the 2011 – 2012 school year. Could we use these MOUs (after having conversations with Ms. Luney) or would we need to create new ones? Also, is there a limit to the number of MOUs?

It is your choice which MOU you chose to use. Refer to the RFP guidelines and Rating Criteria for guidance.

112. Big Brothers Big Sisters is currently operating under an expired Business Plan and a Board Subcommittee is in the process of creating a new plan based on new national standards recently release by Big Brothers Big Sisters of America. Would it be allowable to use the expired plan?

It would be appropriate to use the expired plan. Reference may be made to the work being done for the new one.

113. How detailed does the MOU need to be? Does it need to include negotiated costs or can that be finalized later?

Please read the RFP sections and Rating Criteria related to the MOU requirements for direction.

114. If we have received technical support funding and ASO funding from the Children’s Board but not this type of funding, can we answer yes, we have received Children’s Board funding in the past?

Yes.

115. For a county-wide project, what would be an acceptable start-up period?

The start-up period should be determined by the project scope and intentions of the applicant.

116. Although we have been participating in the Neighborhood of Promise initiative for Sulphur Springs, the larger players have not indicated there is a role for smaller agencies. We have had a great deal of difficulty identifying potential collaborative partners for Sulphur Springs who are actually responding to this grant. Could you please give us the names/contacts for those who submitted letters of intent for the Sulphur Springs Place-based initiative?

The Letters of Intent to Apply are posted on the Children's Board website: www.childrensboard.org/rfp.aspx

117. We feel that Community Stepping Stones has significant programs to offer in the area of family-strengthening. To that end, we have discussed collaboration with other providers not in the Sulphur Springs area. Is it possible for us to have delivery components in more than one proposal?

Yes.

118. Will technical assistance grants still be available above and beyond the program funding in this RFP?

Yes.

Questions from RFP Informational Meeting #1 (11-29-11)

1. Is a sustainability plan the same as a business plan for organization or project?

The required business plan is for the organization and should address the sustainability plan for the proposed project.

2. When you are referring to Parents/Families, does this mean "Foster Parents/Families" while children are removed from biological parents?

Parents/ families means any person caring for a child.

3. If we are planning to work with another agency, should both send a letter? Should subordinate agency note it is part of a collaborative and will not be submitting a separate app? (Want to ensure inclusion in e-mail updates)

Yes.

4. To be a successful applicant, must we apply as a collaborative proposal? i.e., just to be sure, are we only competitive if we apply as a collaborative?

No. We are not requiring collaborative proposals. We are strongly encouraging each proposal to include community partnerships, but that does not mean that we are only intending to fund a “collaborative” with a lead agency/ subcontractors.

5. Will it be possible to receive CBHC funding for programs that provide training to professionals in education and social service fields? If so, how would child/family based outcomes fit?

Training proposed through the RFP for professionals should be tied to CBHC results and to services provided to children and families. The Children’s Board will also investigate other options for providing training through our Learning Institute.

6. The application checklist lists the order of the application. The rating criteria references the abstract. Where and in what order do we include the abstract in the completed application?

The abstract is no longer required. This is clarified in the RFP modification.

7. Is the budget & narrative included in the 40 page limit?

No.

8. When you say Family Resource Centers is a strategy, what does that mean? Create new family resource centers?

Family Resource Centers is a service delivery strategy. We do not intend to support capital expenses for new Family Resource Centers, but the strategy could be used in community locations, such as churches, libraries, community organizations, etc.

9. Will CBHC publish/post the names of the groups that submit letters of intent?

Yes. However, “Letters of Intent” are non-binding and are optional.

10. Achieving some required indicators may take longer than the 1 year grant term. How do you address this issue? In grant process?

This should be addressed in your implementation timeline and in your application narrative. Performance on required indicators will be evaluated annually during the contracting process.

11. Is a visit to a homeless family in a motel considered a home visit?

Yes, if that is where they live.

12. If extra pts are awarded for agencies that have demonstrated SOC partnerships prior to the RFP, will agencies get "extra" pts for stating that they plan to e.g. the planning period - plans too frequently change mysteriously.

A history of partnerships should be included in the application narrative. Extra points will not be awarded for "planned" partnerships.

13. If a program works with the school system countywide, is the written approval required different from the District Review Process now in place?

Yes. Please contact the School District as directed in the RFP.

14. If working in collaboration with several partners, is the typical PBI award of \$500,000 for the overall budget or for each collaborative partner not exceeding \$1.6 million for a total grant budget?

Please review the chart on page 8. The two columns in the far right address collaborative and single applicants.

15. Can the cost of an audit be charged to the grant?

Yes.

16. Budget - Match required or helpful: Will consider 100% fundings?

Matching funds are not required, although appropriate leveraging of other funding is strongly encouraged. CBHC will consider funding 100% of a proposal.

17. Place-based - Will CBHC choose two more geographies?

The RFP states that up to two additional neighborhoods may be funded through this RFP on p. 11. Additional neighborhoods may be proposed by applicants. Adequate rationale and justification that are tied to the CBHC results and indicators must be provided.

Questions from RFP Informational Meeting #2 (11-30-11)

18. Within a result area, must we track all major indicators (e.g., % decrease in child maltreatment rates, % parents w/healthy network...)?

You may select the indicators to address, but the measures of those indicators are required (see Attachment 4 of the RFP).

19. How likely is it that an organization would be funded for more than one proposal? In other words...is it best to break out proposals into service delivery strategies or consolidate ideas into one proposal?

Proposals will be recommended for funding based on the results of the review process. The reviewers will be rating proposals by categories: neighborhood-based separate from countywide and within each category, by results and indicators. The proposals should “begin with the end in mind” – meaning the results and indicators to be addressed. Service delivery strategies should then be selected to achieve the result desired.

20. What specifically are we to "ask" Gwen Luney to do?

Ms. Luney is the central point of contact for the Hillsborough County School District at the district level. She will be responsible for district-level review and will connect you to the appropriate person(s) at the local elementary school(s).

21. If we are not currently using the CBHC data collection database, is there a cost for that we should include in our proposal budget? If yes, what is it?

The CBHC information system is free and accessible from the internet so there is no need to include costs in your proposal. Applicants must have access to the internet and may include technology and/or data entry costs in their budget if needed.

22. Are these performance requirements going to be standardized among other children service councils?

Not at this time, but many Children’s Services Councils are moving in this direction.

23. Start-up expenses allowable for all proposals?

Yes, but must be explained and justified.

24. Agency Org Profile for Hillsborough County only?

If your agency has experience in other locations, that should be addressed in your response.

25. How important is it that an agency's staff is reflective of the area/population served?

Very important. This is being clarified in the RFP and is part of the revised Rating Criteria.

26. Will a staff profile be required?

The Children's Board General Terms and Conditions (Attachment 10) require completion of required reports, including demographic composition of your Board and your staff. This is also addressed in the rating criteria (Attachment 8).

27. Page 11, under Place Based Initiatives, there is a definition of neighborhood based organizations. Are you stating these are the only organizations eligible to apply under neighborhood categories?

Any eligible organization may apply. The minimum requirements are included in the RFP as Attachment 9 and are addressed on page 14. The description on page 11 is provided to clarify and distinguish neighborhood-based organizations from other larger entities. See also the Glossary of Terms (Attachment 11).

28. If we submit a collaborative proposal with different organizations providing different service components, will you be evaluating entire proposals or different service components? I ask because some service components may be competing with other organizations, especially in neighborhoods. Other components may be viewed as standalone and valuable. In other words, all or nothing? Will this be negotiated?

Each application will be reviewed on its own merits. If the proposal is a collaborative proposal then all service components will be evaluated as part of that collaborative proposal. All proposals may be negotiated.

29. On Cover Sheet - Agency Budget - Do you want entire (nat'l) organization, which is formal name, or Florida budget?

On the Application Cover Sheet, please enter the name of applicant who is operating or doing business in Florida and that organization's entire budget.

30. For Commission Districts - do you want where services are provided or the location of office?

This item refers to the location of applicant organization.

31. If one applicant wants to apply for multi-categories do you have to do separate RFP's?

Neighborhood-based and county-wide proposals must be submitted separately. Each neighborhood-based application should address one neighborhood. A neighborhood-based or county-wide proposal may apply for multiple result areas.

32. Related to the Healthy Children/Developmentally On Track, the RFP states that it will not fund treatment. Define tx - Does this include substance abuse tx for pregnant women to prevent substance exposure in utero?

This RFP is intended to fund prevention and promotion, which is defined on p. 24 of the RFP. Services for which there is no other source of funding may be requested through flexible funds managed by the Children's Board ASO but must be linked to a child/ family support plan. The RFP includes information about the flexible funding pool as Attachment 12.

Also, keep in mind that the Children's Board has longstanding, established policies on supplantation that are described on p. 15 of the RFP: "The Children's Board will not approve the use of Children's Board dollars to replace funding for activities for which other local, state, or federal governmental agencies are obligated by statute, administrative rule or local ordinance to pay. Agencies applying to the Children's Board may not reduce or redirect funding from another source either in anticipation of, or as a consequence of, receiving funding from the Children's Board without the prior approval of the Board."

33. Budget - Is your estimated award a 1 year budget or 2 year budget?

A budget must be submitted for 2 years. Funding awards are annual (1 year commitments.)

34. Application Narrative - Should this info be the lead agency or info on all the collaborative partners?

The application cover sheet should be completed on the applicant agency. The collaborative partners should be described in the narrative.

35. Can you provide more explanation about risk factors and priority populations (page 12) and the application process.

The risk factors and priority populations are included to provide guidance to applicants but should be aligned to the Children's Board results and to geographic focus: either neighborhood-based only or neighborhood-based and countywide, as described in the RFP on p.12. Applicants should describe the risk factors and/or priority populations that they intend to address and why. The prevention/ promotion definitions on p. 24 have been amended to provide more clarity on this as well.

Questions from RFP Partners Session #1 (12-2-11)

36. Is the optional Intent to Apply letter available in a WORD format or fillable PDF to be filled out & emailed?

The writable pdf is on the Children's Board website at www.childrensboard.org Click on the RFP "Learn More" box and go to Individual Forms.

37. Can you subcontract and/or partner with more than one application submitted?

Yes.

38. Can you define "financially sound". Is that for lead agency or all partners? Many small agencies may not meet this requirement. This may break a collaboration effort.

The RFP defines fiscal soundness on p. 51. The tests of fiscal soundness will be completed on the applicant agency. However, if a proposal is funded, please note that all subcontractors must meet the terms and conditions of the Children's Board contract. (See Attachment 10 in the RFP.)

39. Can a subcontract be written in later? After the submission of the RFP. You may identify a partner after your application has been submitted. Do you have the liberty to work with others after the award.

If sub-contractors will be providing services and receiving funds, they should be included in the proposal narrative and budget.

Questions from RFP Informational Meeting #3 (12-5-11)

40. Are there examples of RFP's that have been approved/funded in the past?

No. The Children's Board has not released any RFPs in the recent past.

41. One of the attachments is a business plan. Is that for organization as a whole or for program we are applying for?

The Business Plan is for the applicant organization as a whole and should address the sustainability plan for the proposed project or services.

42. Can we submit proposed organizational chart for agency as it would be if we receive 100% of funding requested?

Yes, that is what we are requesting.

43. Are we able to negotiate lead agent fees?

Instructions are provided in the budget pages of the RFP starting on p. 59. Include all resources needed for the project at the applicant/ lead agency as direct expenses in the budget developed. The budget instructions on p. 63 of the RFP also define overhead/ indirect expenses, which may exceed the maximum allowed amount.

44. Page 57 of RFP - Section 2 - "2A" is missing (?)

The Proposal Abstract was deleted. The numbering has been corrected.

45. If year one budget/programs are neighborhood based but year two expands to county, how many applications do we need?

Expansion of a neighborhood-based proposal in future years would be dependent on the success of the project, a sound sustainability plan and the availability of funds for expansion. Your future plans could be addressed in your application narrative and in your business plan as appropriate.

46. Is there a rule of thumb cut-off based on dollars funding requested to file as independent vs. apply as agency w/fiscal agent?

See p. 8 of the RFP for information about typical awards. We have included information for single applicants and "collaborations."

47. Does CB prefer a tight focus on few programs vs. wider net with more program options?

The RFP is structured to address both neighborhood-based and countywide proposals.

48. Does CB weigh one more than the other; (a) education (b) health (c) Safety?

No.

49. Can 'evidence' be in attachments or counts toward total pages?

Information about the evidence base of a proposed approach must be included in the narrative of the proposal.

50. The RFP request three org. charts three different ways (page 56, 2 different ways and one on page 133, which is attachment 13). Please confirm, these are not the same thing - right? Or are they?

Only one organizational chart is required. We have clarified this in the modification of the rating criteria for the RFP.

51. Can you expand on the expectations of the Business Plan. How "developed" to you expect this to be? Is this for the org or program? Etc.

Resources for developing your business plan are available on the Children's Board website.

52. Can you use funds for start up cost?

Yes. The explanation for including start up costs should be in the program narrative and the budget and budget narrative.

53. Can you use funds for building lease, electric bill, etc.?

Yes. Please see budget instructions for occupancy costs on p. 61 of the RFP.

54. Will all of those indicators be entered into cscForce or SAMIS?

Yes.

55. Attachment 4 - What a valuable tool - can you expand on how to use if you have selected two RFP result areas?

Each Result Area has indicators and each indicator has required measures that are outlined on Attachment 4.

Questions from RFP Informational Meeting #4 (12-7-11)

56. Is Letter of Intent for lead agencies only or prospective sub-contractors too?

Letters of Intent are non-binding and optional. Unless subcontractors have been firmly agreed upon, we suggest that letters be submitted by both lead agencies and prospective sub-contractors.

57. Does research & best practice info include your exper..... evidence?

Yes. This is addressed on p. 26 of the RFP. The applicant must provide evidence that the proposed approach meets the criteria on p. 26, and must be sufficient "to enable the program to meet all Children's Board requirements, including the use

of required performance measures in Attachment 4.”

58. Is 990 sufficient for sub-contractor financial data?

No. Sub-contractors must submit financial statements/ audit as required by the lead agency. If funded, sub-contractors are subject to the same Children’s Board contract terms and conditions as lead agencies. These are contained in the RFP as Attachment 10.

59. Do sub-contractors complete an independent application cover sheet to include in lead agency APP?

The Application Cover Sheet should be completed by the applicant agency.

60. Does your best practice documentation have to be limited to sources w/in Attachment ___?

No. Each applicant must describe and justify the evidence-based model and/or emerging promising practice they have chosen to propose and implement. The examples on Attachment 1 and resources listed on Attachment 2 are for information and illustration purposes and are not required.

61. Do you have to do all indicators in a result area (like "Healthy" & "Development"?)

No. You may select the indicators you intend to address.

62. Regarding the issue of birth weight as a outcome measure, will there be the possibility of proposing mitigating variables (like trimester of pregnancy entering service or prenatal care) to limit which ones count toward the outcome?

Yes. All required measures of quantity, quality and performance outcome on Attachment 4 must be addressed in your proposal.

63. For collaborations -- do you designate one fiscal agent & note how the work & resources are divided?

Yes. This is addressed in the rating criteria (Attachment 8).

64. Would you please show the county-wide vs. neighborhood groups?

See the chart on p. 8 of the RFP.

65. I am new to the Children's Board of Hillsborough County. I do not have a board, just a dream. Can I still complete a Letter of Intent?

The requirements for eligible respondents are included on p. 14 of the RFP and in Attachment 9-Minimum Requirements. You must be qualified to operate and do business in the State of Florida.

66. How would a tiered model of service delivery (universal, selected, indicated) fall into the community vs. neighborhood (on pg. 14 in chart) 1st & 2nd tiers could be community level but 3rd tier is neighborhood - how does this work?

The chart of promotion and prevention definitions has been amended to clarify this. See p. 24 of the modified RFP.

67. Can you do 1 neighborhood-based proposal that targets 2 or more neighborhoods?

Neighborhood-based proposals should target one neighborhood. This is addressed in the RFP on p. 11.

68. If an evidence-based model prescribes certain measures not included in the RFP, can we propose them?

Yes. But all required measures must be addressed as well. See Attachment 4.

69. If that model [evidence-based] doesn't include some of the measures in the RFP, can you substitute?

No. All required measures must be addressed. See Attachment 4.

70. We haven't identified an evidence-based model that address the RFP indicator, "Children Are Healthy (Result #1), specific to birth weight as an outcome. Any suggestions?

We suggest that you consult the research and look at the models/ examples in Attachment 1 of the RFP.

71. Will there be some funding cuts in 2012?

We do not anticipate funding reductions for next year at this time. Funds associated with this RFP (up to \$20 M) are intended to be allocated in FY 13.

72. What is the fee for application?

There is no fee for applying to the Children's Board.

73. What will SAMIS capture?

Training will be provided on SAMIS once preliminary funding recommendations are approved by the Children's Board in May/June. SAMIS will be used for financial, program and outcome measures starting in FY 13.

74. What or how will providers be expected to track outcomes?

Providers will be expected to collect data on all required measures and to report them through the SAMIS information system to the Children's Board.

75. Are both the Coalition and Children's Board using SAMIS?

The Early Learning Coalition has a contract with the Children's Board and will be reporting through SAMIS.

76. What will SAMIS do for providers? (reports, data tracking, quality improvement reports)

SAMIS training will be provided to providers who are recommended for funding.

77. What happens if a group submits a proposal in late January and a modification to proposal comes in February?

Do not submit a proposal to the Children's Board until it is final.

78. As of now, we're strictly a tutor/mentor program in high schools that are at risk & in collaboration w/a group that focuses on Latino students. Your "target" population is 0-8. Will you completely disqualify this program as it is now?

The Children's Board intends to provide funding to programs/ proposals that serve pregnant women and children birth to age 8 and their families. The Children's Board can provide consultation to you about other funders who might be interested in funding a program for teens.

79. The supplanting language in RFP does not give a timeframe for the loss of funds (existing). What if funds are reduced/lost after application was submitted, i.e. State makes a cut that will go into effect July 2012 or July 2013?

Reductions from other funders that occur after the RFP deadline would be addressed during the contract negotiation process if the proposal is successful and recommended for funding.

Questions from RFP Partners Session #2 (12-13-11)

None received.

Questions Received by Email to rfp2012@childrensboard.org as of December 23

80. Our organization will be applying as neighborhood based. However, there's interest in expanding our programs that pilot successfully to be funded county wide. The first year I expect we wouldn't send two proposals. As mentioned, funding can be renewed into year two and three without sending a new proposal, so how and when should we express the goal to be funded county wide? Would that be put into narrative and additional needs estimated at this time?

Expansion in future years would be dependent on the success of your project, a sound sustainability plan and the availability of funds. Your future plans could be addressed in your application narrative and your business plan.

81. Our Family Stabilization program attended this training with a program out in California called Family Strengthening Case Management, which is best practices and evidence based. Could you please take a look at this and provide some feedback? As this was suggested during the RFP open forums.

Strengthening Families (for children ages 3 -14 and their parent/caregivers) is included as an example of evidence-based programs in early childhood (page 68).

82. The pink cards that everyone filled out a (those providers who would be interested in potential partnerships and what services they provided) at the RFP comment sessions last week were supposed to be put on the website. Just checking to see when those will be posted.

The list of potential partners is available on the CBHC website. In addition, Partnership Sessions will be held at the CBHC on 12/2/11 from 10 -Noon and 12/13/11 from 10 - Noon.

83. Please confirm my understanding of "Indirect Costs" as defined on page 62 of the RFP. The lead agency may include indirect costs not to exceed to 10% of direct costs and... they may also include indirect costs up to 10% of any sub-contracts not to exceed \$2500. Although the Coalition has never charged indirect costs, we may include an indirect cost of 10% for any subcontract not to exceed \$2500. Correct?

Yes, this is correct. See budget instructions on p. 63 of the RFP.

84. Implementation and timeline - Can this be included as an attachment. (It is not shown in the checklist as an attachment.)

If you choose to provide your Implementation Plan and Timeline as a separate attachment it will NOT count toward the 40 page limit. If you provide it in the

body of your program narrative, it will count towards the 40 page limit. This is made clear in the revised rating criteria.

85. The following is repeated in two sections. How do you want it handled? Describe how you will incorporate general practices that are associated with program success and values of the CBHC.

Address these elements in both sections (Program Design and Implementation Plan)

86. Please clarify what you are asking for on page 57 “describe the proposal’s theory of change.”

We are asking you to provide your theory of change for your proposal. A definition is provided in the Glossary of Terms (Attachment 11) and resources are provided in Attachment 2 and on the Children’s Board website.

87. What exactly is a “supervision protocol”? Please explain what you are looking for in this question. (page 57)

A supervision protocol describes how will the staff for the proposed service(s) will be supervised and supported in their work.

88. On page 57 and again on page 58, you ask for a description of the recruitment, intake, and eligibility determination procedures. Please clarify the difference between these two questions or are they the same?

They are the same.

89. Page 57 RFP - There is no Subsection 2A?

The section numbers have been revised in the modification of the RFP.

90. On pg. 12, re: priority populations, it reads as if “children of substance-abusing parents” is an allowable category only for neighborhood applications...but the introductory sentence actually states that the listed priority populations “include but are not limited to” those listed. Given that language, do we have the flexibility, for example, to submit a county-wide proposal that includes pregnant women as the primary population but also children of substance-abusing parents as a secondary population?

The risk factors and priority populations are included to provide guidance to applicants but should be aligned to the Children’s Board results and to geographic focus: either neighborhood-based only or neighborhood-based and countywide, as described in the RFP on p.13. Applicants should describe the risk factors and/or priority populations that they intend to address and why. The

prevention/ promotion definitions on p. 25 have been amended to provide more clarity on this as well.

91. At times, Sulphur Springs has been indicated as part of East Tampa (e.g., former East Tampa I Weed & Seed grant). Is there any flexibility to include Sulphur Springs as part of the East Tampa area in a neighborhood grant?

No. The boundaries for the Children’s Board Place-Based Initiatives have already been defined. Information concerning the boundaries can be found on the RFP page of the CBHC website under Additional Resources: Place-Based Initiatives.

92. Regarding daycare vouchers (for time-limited care as clarified in the Q&As), would the vouchers be provided to us directly from the Children’s Board? Or would they come through the School Readiness program Early Learning Coalition)?

We anticipate a process with the School Readiness Program operated by the Hillsborough County Public School and funded by the Early Learning Coalition. This would allow families to complete just one intake and eligibility process across multiple funding streams so that they may transition as appropriate when eligibility is met and funding is available.

93. On pg. 11, the RFP mentions expanding “...the potential number of targeted neighborhoods from the three identified above to a potential of five neighborhoods.” What are those 2 new neighborhoods (in addition to those surrounding Just, Potter, and Sulphur Springs elementary schools)?

The additional neighborhoods have not been determined. This is an opportunity for applicants to make the case for choosing a specific neighborhood. Please see p. 11 of the RFP.

94. Regarding Targeted Case Management...currently, clients we serve with TCM must meet Medicaid eligibility criteria (and a portion of the billing is returned to the Children’s Board to support the ASO)...if we include TCM as part of our proposal, will we need to continue using that existing model? Also, is TCM only available for families with a child 0-8? We ask, as those two scenarios combined would greatly restrict who we could serve.

Targeted Case Management for Children at Risk of Abuse and Neglect (TCM At Risk) is a Florida Medicaid program and recipients must meet Medicaid eligibility. Under this program, the required matching funds for reimbursement by Medicaid are provided by Children’s Board funds (local dollars) which are provided through contracts with organizations that provide case management and are enrolled in the Florida Medicaid program. Therefore, in order to bill Medicaid for TCM At Risk, a provider must have a contract with the Children’s Board or other participating local government entity as defined by Medicaid.

According to Medicaid regulations, TCM is available for services to children from birth through age 21. Medicaid reimbursement for eligible claims is returned to the Children's Board or other participating local government entity as reimbursement for the local portion of the claim. Decisions regarding allocation of TCM reimbursements have not been made for FY 13.

95. When giving consider to the development of services for the Just Neighborhood, what are the geographical boundaries identified for this neighborhood? Streets, zip codes, etc.

Information concerning the boundaries of all Children's Board identified Place-Based Initiative neighborhoods can be found on the RFP page of the CBHC website under Additional RFP Resources: Place-Based Initiatives.

96. Can the RFP fund immunizations for pregnant women in addition to children?

Generally immunizations or health care for children or pregnant women are performed by a health care provider and are typically paid through public or private health care insurance. The RFP addresses this issue on p. 14.

97. I understand the focus of the RFP is 0 - 8 YOA; however, if the family dynamics attribute to issues the child is facing and resources to children beyond 8 YOA are needed, may the family and sibling groups be included in services as long as the primary targeted services are aimed to meet the needs of 0-8 YOA?

Services may be provided to pregnant women and children birth to age 8 and their families. See p. 5 of the RFP and in the minimum requirements in Attachment 9.

98. If an application is submitted that covers services in several different agency programs and indicator areas, does that mean that each program must include all Outcome Performance Measures that are required (in Attachment 4) or that only the application as a whole must address all the required outcomes under a specific result area?

The lead agency is responsible for reporting on all required measures for the results and indicators they propose to address in their application. This includes all quantity, quality and outcome performance measures listed in Attachment 4. If the program services are to be provided by different agencies or subcontractors, each subcontractor may be responsible for producing and collecting information on the results, indicators and required measures for which they are responsible. The expectation is that data (quantity, quality and outcome performance measures) will be collected and reported on every consumer served.

99. Will the Children's Board maintain the responsibility of conducting an overall evaluation or would you like for an evaluation component to be included in the RFP concept beyond the collection and reporting mandated by the RFP? Do we need to include an independent evaluator or will CBHC assume that role?

No, an independent evaluation is not a required element of the application. The Children's Board will continue to use the empowerment evaluation (EE) process, which involves the development of a work plan in partnership with funded organizations that is part of the contract with the Children's Board rather than an independent evaluator. The EE approach used by the Children's Board for the past seven years includes development of program goals, objectives, activities, responsible persons, measurement tools, etc. All proposals must address how the required quantity, quality and outcome measures on Attachment 4 of the RFP will be assessed and reported and include those costs in the application.

Proposals that are implementing model or evidence-based approaches may be required by the model developers to conduct an evaluation using specific methods, and these costs should be included in the proposal and negotiated with the Children's Board.

100. I know you want MOU from partners but if the proposal also includes a subcontract, is a MOU sufficient or do you want something else?

Written agreements (such as a Memorandum of Understanding or other document) with partners including subcontractors should be part of the applicant's proposal. If funded by the Children's Board, sub-contractors will sign a legal agreement with the lead agency that will include the Children's Board contract terms and conditions, which are included in the RFP as Attachment 10.

101. During one of the RFP overview meetings, you referenced a map or statistical breakdown (could be either) that shows the basic demographics by area of Hillsborough County. Where can we find this?

Go to the Children's Board website at www.childrensboard.org. Click on the RFP Learn More box, then scroll down to Additional RFP Resources. Click on Hillsborough County At A Glance or click on the Community Atlas.

102. The following sections (Sub-section 1A. Agency Past Experience and Capacity, Sub-section 1B. Organization Structure and Governance and Subsection 1C. Financial Capabilities) are asking for information to be submitted with the proposal submission. Do the questions refer to the individual department at the University or the University as a whole?

The applicant should address the questions in sufficient detail to provide the community review team members with adequate information regarding the ability of the applicant to meet the requirements of the RFP. An organization with multiple departments or divisions needs to explain both the overall organizational

structure as well as that of the department or division responsible for the work contained within the proposal.

103. Are there any limits or parameters on transportation costs that can be included as part of an organization's application?

Yes, there are limits. Transportation costs must be linked to the services and outcomes proposed by the applicant. There are several options available to applicants. You may choose to request funds for transportation to be managed and paid by the Children's Board ASO. Funds can be used for transportation, including bus passes, taxi fare, auto repair and leasing, etc. All flexible funds and expenditures must be linked to a family support plan.

Children's Board funds may not be used to purchase vehicles, but funds may be used to enter into short-term lease arrangements that are linked to program activities. The Children's Board also reimburses for local travel (mileage) up to the annually updated IRS allowable rate.

All costs included in a proposed budget are subject to negotiation with the Children's Board.

104. Agency ABC has 3 services; service X, service Y and service Z. When writing the RFP Service X and Y are both CBHC Result 1, Children are Developmentally On Track. Service Z is CBHC Result 3, % Decrease in Child Maltreatment Rates. All 3 services will be linked together even though they fall under different results. Therefore, do service X and service Y (result 1) have to meet the outcomes of service Z (result 3) as well as the outcomes in result 1 and does service Z (result 3) have to meet the outcomes of Service X and Y (result 1) as well as the outcomes in result 3?

You may select the indicators to address within each result area and indicators from different result areas may be combined. However, applicants must agree to report on the required quantity, quality and outcome performance measures (from Attachment 4 of the RFP) for each selected indicator. Therefore, at a minimum, services X and Y must measure the quantity, quality and outcome measures associated with the selected indicator of "% of children are developmentally on track." Similarly, Service Z must measure the quantity, quality and outcome measure for the selected indicator "% decrease in child maltreatment rates".

105. Service P chooses CBHC Result 1, Children are Healthy and Developmentally on Track. Does Service P have to meet each provider performance quantity measure, each provider performance quality measure, and each provider performance outcome measure?

Yes.

106. Under Provider performance quality measure there are 7 areas under the % of children are developmentally on track. Would each child that is provided a service have to be screened under this outcome or could we screen a percentage of random children?

Applicants must agree to report on the required quantity, quality and outcome performance measures for each selected indicator. These are listed in Attachment 4. Applicants may choose additional measures but, at a minimum, must agree to measure and report on the required measures.

107. On page 61, the numbering goes from “C. Data Collection and Evaluation” to “E. Budget”. Is there a section “D” missing or is the outline in error?

There is no missing section. This is a formatting anomaly. The Application Narrative (Section D, p. 55) is followed by Budget and Budget Narrative (Section E, p. 61). However, the Application Narrative includes Sections 1. A, B, C and Section 2. A, B-1, B-2, B-3 and C.

108. The Children’s Board has varyingly changed its position and level of control on TCM revenues over the past few years. How should we budget for TCM dollars in the RFP?

Do not budget for TCM revenue in your budget but do include your intent to bill Medicaid for TCM- if funded- in your program narrative. If your proposal is selected for funding and includes case management as a service delivery strategy to Medicaid-eligible recipients as a revenue maximization effort, the CBHC can negotiate a budget with your organization that may include TCM earnings/reimbursement.

Decisions regarding allocation of TCM reimbursements have not been made for FY 13 and will depend on projected Children’s Board revenue and any required budget reductions. Before FY12, 100% of TCM earnings were allocated by the CBHC to the billing organizations. Due to decreased revenue and required budget reductions in FY 12, TCM revenue was returned only to those organizations that had an approved TCM reinvestment plan.

Please note: Targeted Case Management for Children at Risk of Abuse and Neglect (TCM At Risk) is a Florida Medicaid program and recipients must meet Medicaid eligibility. Under this program, the required matching funds for reimbursement by Medicaid are provided by Children’s Board funds (local dollars) which are provided through contracts with organizations that provide case management and are enrolled in the Florida Medicaid program. Therefore, in order to bill Medicaid for TCM At Risk, a provider must have a contract with the Children’s Board or other participating local government entity as defined by Medicaid.

109. Page 42 on the RFP under Children Ready to Learn and Succeed b. Target Population indicates “Children in preschool through third grade and their families” but page 79’s Measure Table under Children Ready to Learn and Succeed indicates “Kindergarten – Third grade”. Please provide some clarification.

The target population for the RFP Result area of “Children are Ready to Learn and Succeed” differs based on the indicator selected. There are four indicators for this result area, and the measures of the indicators are necessarily different depending on the target population/ age of the children to be served. While some of the measures listed in Attachment 4 are relevant for younger children AND school-aged children, others may only be appropriate for one age group or the other. For example, the indicator “#/% off children promoted from Kindergarten” is only relevant for children who have entered kindergarten. Attachment 4 includes specific and different measures for each of the indicators, depending on the age of the children to be served. Applicants must agree to report on the required quantity, quality and outcome performance measures for each selected indicator. Applicants may choose additional measures but, at a minimum, must agree to measure and report on the required measures.

110. If a provider is submitting a proposal to fund additional services of a program already in existence in Hillsborough County that is funded by another source and for a different target population, should that program be reflected on the budget?

Please follow the budget instructions starting on p. 61 of the RFP. Total program budget and proposed Children’s Board funding should be reflected, per instructions in the RFP.

111. Can existing MOUs be used or do they need to be new? For example, we currently have partnerships with Sulphur Springs Elementary and Just Elementary to provide mentoring services for the 2011 – 2012 school year. Could we use these MOUs (after having conversations with Ms. Luney) or would we need to create new ones? Also, is there a limit to the number of MOUs?

It is your choice which MOU you chose to use. Refer to the RFP guidelines and Rating Criteria for guidance.

112. Big Brothers Big Sisters is currently operating under an expired Business Plan and a Board Subcommittee is in the process of creating a new plan based on new national standards recently release by Big Brothers Big Sisters of America. Would it be allowable to use the expired plan?

It would be appropriate to use the expired plan. Reference may be made to the work being done for the new one.

113. How detailed does the MOU need to be? Does it need to include negotiated costs or can that be finalized later?

Please read the RFP sections and Rating Criteria related to the MOU requirements for direction.

114. If we have received technical support funding and ASO funding from the Children's Board but not this type of funding, can we answer yes, we have received Children's Board funding in the past?

Yes.

115. For a county-wide project, what would be an acceptable start-up period?

The start-up period should be determined by the project scope and intentions of the applicant.

116. Although we have been participating in the Neighborhood of Promise initiative for Sulphur Springs, the larger players have not indicated there is a role for smaller agencies. We have had a great deal of difficulty identifying potential collaborative partners for Sulphur Springs who are actually responding to this grant. Could you please give us the names/contacts for those who submitted letters of intent for the Sulphur Springs Place-based initiative?

The Letters of Intent to Apply are posted on the Children's Board website: www.childrensboard.org/rfp.aspx

117. We feel that Community Stepping Stones has significant programs to offer in the area of family-strengthening. To that end, we have discussed collaboration with other providers not in the Sulphur Springs area. Is it possible for us to have delivery components in more than one proposal?

Yes.

118. Will technical assistance grants still be available above and beyond the program funding in this RFP?

Yes.