



CHILDREN'S TRUST REGULAR MEETING MINUTES

August 08, 2022 at 4:00 PM

CTAC, 802 NW 5th Ave, Gainesville, FL 32601

Call to Order

Chair Dr. Margarita Labarta called the meeting to order at 4:00 PM.

Roll Call

PRESENT

Chair Maggie Labarta
Vice Chair Tina Certain
Treasurer Lee Pinkoson
Member Shane Andrew
Member Karen Cole-Smith
Member Ken Cornell
Member Denise Ferrero
Member Nancy Hardt – attended virtually
Member Patricia Snyder
Member Cheryl Twombly

Agenda Review, Revision and Approval

Approval of the agenda also approves all of the items on the consent agenda.

Motion to approve the Agenda made by Member Pinkoson, Seconded by Member Cornell.

Motion was unanimously approved by voice vote.

Consent Agenda

1. Board Attendance YTD
2. 7.11.22 Regular Board Meeting Minutes
3. 7.25.22 Regular Board Meeting Minutes
4. 7.26.22 Special Board Meeting Minutes
5. Programmatic Award and Expense Report
6. July 2022 Checks and Expenditures Report
7. July 2022 Budget Review
8. Board Meeting Evaluation - Survey Results from 7.25.22

General Public Comments

Chair's Report

9. Employment Agreement between CTAC and Marsha Kiner

Motion to approve Ms. Kiner's contract made by Member Cornell, Seconded by Vice Chair Certain.

Motion was unanimously approved by voice vote.

Motion to return to once per month meetings from October 2022 made by Member Pinkoson, Seconded by Member Twombly.

Motion was unanimously approved by voice vote.

Executive Director's Report

10. 8.8.22 ED Report

AED Goldwire gave an update on the Freedom School, and welcomed new staff member, Demetrica Tyson, as the Program Specialist. She reported on the Director of Finance position and will start going through resumes this week. A meeting has also been set to discuss the options for the IT equipment regarding returning or storing it.

Presentations

11. CTAC Program Updates

AED Goldwire presented on the correlation between the Trust's four goals and the programs that are being funded to meet each. She reviewed the monitoring and evaluation process, and the tentative budget for programs in FY23.

Member Cole-Smith suggested using language that differentiates between literacy types (reading, writing, financial, and computer). She mentioned a local program that educates parents about technology. AED Goldwire asked the board for clarity and guidance on whether CTAC funding should be used for this initiative. Vice Chair Certain suggested meeting with the Library District regarding hotspot devices and library partnership resource centers. Member Cornell reported that the County is looking into bridging the technology gap for the underserved and unserved, perhaps through Duke, Clay, or GRU Energy. The County also coordinates with Cox Communications and the public schools to have families complete applications for discounted internet services. Member Snyder suggested reaching out to Jacki Hodges about the school readiness program.

Vice Chair Certain mentioned that some of the Trust's smaller providers were struggling with the reimbursement process, which reimburses the provider after they file their invoices and claim paperwork; they have said that they needed more funds up front. The board discussed the issue of oversight, the fact that not all organizations file reimbursement claims for their entire award amount, and options for a percentage or prorated award amount up front were discussed.

Motion made by Member Pinkoson, Seconded by Vice Chair Certain to refer to staff the issue of cash flow for small organizations and bring back potential recommendations to address the issue.

Motion was unanimously approved by voice vote.

Member Ferrero addressed the important issues of child safety and food insecurity. Due to expiring federal COVID funds, the Alachua County Public School system is no longer able to offer free lunch to all students. Staff asked if the Trust could assist with this issue, and there was consensus to explore it further.

Member Hardt stated that all our funded providers should have a way to include and teach child safety prevention. Chair Labarta suggested asking providers how their program contributes to building safety and resilience.

Old Business

12. Listening Project ITN 2022-05 (Committee Chair, Cheryl Twombly & Kristy Goldwire)

Motion made by Vice Chair Certain, Seconded by Member Cornell to approve the recommendation to award the contract for ITN 2022-05, Listening Project, in an amount not to exceed \$100,000; and to authorize the Executive Director to negotiate and execute an agreement with Prismatic Services.

Motion was unanimously approved by voice vote.

13. Billboard Advertisements (Dan Douglas)

The board discussed ways to increase visibility of the Trust. Some ideas included advertising on billboards and city buses, handing out CTAC branded products at churches and during the listening project, and putting banners out at local schools. The schools also have TVs and marquees that could be an option, as well as using Peach-Jar to send flyers to students and parents directly.

New Business

Board Member Comments

Member Cornell asked about staff compensation and when evaluations and increases are given. AED Goldwire stated that staff receive a 4% salary increase on their individual anniversaries, as passed by the Board in February 2021.

Member Cornell reported that this year, County employees received \$1,000 lump sum, and up to 7% salary increase (4% standard, and up to 3% based on evaluations). He said that 4% is not enough, and mentioned this year has been difficult for staff (due to increased staff expectations in absence of a full-time Executive Director), and he wishes to recognize and discuss it. He would like this addressed before the new Executive Director, Ms. Kiner, arrives in October, so that she may come into a situation where our staff has been compensated properly.

He mentioned that the Trust's revenue, ad valorem, is up 11.2%. If raises are at 4%, but inflation is at 7%, "you're taking a hit, you're not getting a raise". "Our most important asset is our employees, we've got a great staff, I want to recognize that."

Motion made by Member Cornell, Seconded by Member Pinkoson, to provide staff a one-time \$1,000 payment to address inflation; have staff bring back an update on the

compensation analysis; and bring back recommendations to raise the percentage rate, and recommendations of a broader compensation increase.

Motion was unanimously approved by voice vote.

Vice Chair Certain volunteered to be on the interview committee for the Director of Finance, if needed. Member Pinkoson also volunteered, followed by Member Cornell.

For Your Information

Next Meeting Date

Regular Board Meeting

Monday, August 22, 2022 @ 4:00 PM

Children's Trust of Alachua County, 802 NW 5th Ave, Gainesville, FL 32601

Adjournment

Chair Dr. Margarita Labarta adjourned the meeting at 5:46 PM.



CHILDREN'S TRUST
OF ALACHUA COUNTY

Programs Dept. Update
August 8, 2022

1

Programs Dept. – Current Contracted Providers

64 Contracted Providers
\$5,794,434

Goal 1. Health – All kids are born healthy and remain healthy

Goal 2. Education – All children can learn what they need to be successful

Goal 3. Supportive – All children have nurturing and supportive caregivers and relationships

Goal 4. Safe – All children live in a safe community



2

Providers By Goal

Goal 1. Healthy – All kids are born healthy and remain healthy

STRATEGY 1.1 SUPPORT MATERNAL AND CHILD HEALTH

- Maternal Family Partner
- Newborn Home Visiting Program

STRATEGY 1.3 SUPPORT PHYSICAL HEALTH

- Wellness Coordinator at Howard Bishop Middle School

STRATEGY 1.2 SUPPORT MENTAL HEALTH AND SUBSTANCE ABUSE PREVENTION

- Reach Community Counseling Services for Adolescent Girls
- PALS – Youth Mental Health Support Program

STRATEGY 1.4 IMPROVE FOOD SECURITY



3

Providers By Goal

Goal 2. Education – All children can learn what they need to be successful

STRATEGY 2.1 SUPPORT PROFESSIONAL DEVELOPMENT AND CAPACITY-BUILDING

- Business Leadership Institute for Early Learning
- Transformative Professional Development
- Accreditation Academy
- Capacity Funding
- Philanthropy Hub

STRATEGY 2.3 SUPPORT LITERACY AND OTHER ACADEMIC SUPPORTS

- Dolly Parton Imagination library
- Bridge Literacy Program
- Operation Full Steam

STRATEGY 2.2 EXPAND ACCESS TO HIGH QUALITY CHILDCARE, AFTERSCHOOL, AND SUMMER PROGRAMS

- Summer Camp sites & Summer Enrichment Providers
- Afterschool Programming (6 sites)
- Freedom School

STRATEGY 2.4 IMPROVE CAPACITY TO SUPPORT SPECIAL NEEDS



4

Providers By Goal

Goal 2. Education – All children can learn what they need to be successful

STRATEGY 2.5 SUPPORT CAREER EXPLORATION AND PREPARATION

- Teenswork Alachua
- STEAM Engine Program

Providers By Goal

Goal 3. Supportive – All children have nurturing and supportive caregivers and relationships

STRATEGY 3.1 SUPPPORT INITIATIVES THAT CONNECT FAMILIES TO RESOURCES

- Help Me Grow Alachua
- Family Resource Centers/Community Navigators

STRATEGY 3.2 IMPROVE FAMILY STRENGTHENING AND SUPPORTS

- Project youth Build



Providers By Goal

Goal 4. Safe – All children live in a safe community

STRATEGY 4.1 SUPPPORT INJURY PREVENTION

STRATEGY 4.2 SUPPPORT INITIATIVES THAT PREVENT DELINQUENCY /TRUANCY

- Big Brothers Big Sisters of Alachua County

STRATEGY 4.3 SUPPPORT VIOLENCE PREVENTION INITIATIVES

- Peaceful Paths



7

Provider Monitoring & Evaluation

- Site Visits
- Weekly or monthly reports
- Data Collection – Non-identifiable
- Ad hoc Reports
- Provider surveys
- Family surveys
- End of the year reports
- Board Presentations
- Annual Report



8

FY23 Preparation – CTAC Staff

- Review of contract template
- Provider handbook
- Invoices and budget amendments
- Contract negotiations
- Conduct provider trainings



9

FY23 Preparation – Providers

- Updated budgets
- Contract negotiations
- Attend training as needed
 - Data collection
 - Invoicing
 - Provider handbook



10

FY23 Funding By Goal

Goal 1. Healthy – All kids are born healthy and remain healthy

\$1,000,000

Goal 2. Education – All children can learn what they need to be successful

\$4,594,967



11

FY23 Funding By Goal

Goal 3. Supportive – All children have nurturing and supportive caregivers and relationships **\$1,000,000**

Goal 4. Safe – All children live in a safe community **\$1,000,000**



12

FY23 New Programming

- Saving Smiles
- Child Advocacy Center
- Weekend Hunger Program
- Vulnerability Population – To address quality and access to childcare





CHILDREN'S TRUST
OF ALACHUA COUNTY

Item:

Recommendation for Award – Listening Project ITN 2022-05 (Committee Chair, Cheryl Twombly & Kristy Goldwire

Requested Action:

The Board is asked to:

- 1) Approve the recommendation to award the contract for ITN 2022-05, Listening Project in an amount, not to exceed \$100,000
- 2) Authorize the Executive Director to negotiate and execute an agreement with the organization.

Background:

In making this recommendation, the process described below was used in accordance with Board Policy 6.50 C – Competitive Sealed Proposals.

Description of Process

- 1) The ITN was reviewed and approved for release by the Board on June 13, 2022 through Resolution 2022-08.
- 2) A notice of Request for Proposals was advertised 6 days prior to proposal opening in The Gainesville Sun (*See Public Notice*).
- 3) On Tuesday, June 21, 2022, a copy of the Request for Proposals (ITN) was provided to each of the firms known to be in a position to provide services (*See "List of Potential Contractors"*).
- 4) The ITN, which can be found below contains provisions the provisions approved by the Board. <https://www.childrenstrustofalachuacounty.us/programs/page/listening-project-itn-2022-05>.
Pages 6-14 and 31-36 of the ITN are attached to this memo.
 - a) The minimum qualifications to bid on page 6 of the ITN.
 - b) The ITN Scope of Services on page 31.
 - c) The evaluation criteria are defined on page 6 of the ITN.
- 5) During the 20 day proposal preparation period questions were submitted concerning the project. Responses to these questions were approved by CTAC and posted on the agency website in the form of Addendums. The following addenda were reviewed and approved by CTAC staff and posted on the following dates:

a) *Addendum No. 01 – Monday, June 27, 2022*

b) *Addendum No. 02 – Thursday, June 30, 2022*

- 6) As of July 15, 2022, 5:00 PM, 4 responses were submitted. (See *“Bid Opening”*).
- 7) No proposals were found non-responsive for this ITN.
- 8) An evaluation scoring sheet was developed, utilizing the criteria specified in the ITN. The process utilized to evaluate and score the proposals is as follows:
 - a) The evaluation scoring sheets were filled out independently by the Review Team, composed of Cheryl Trombley (Committee Chair and Trust board member), Dr Patricia Snyder(Trust board member), Candice King (Community Representative), Dr. Daniel Douglas(Communications Director CTAC), and Bonnie Wagner (Research, Planning, and Evaluation Coordinator CTAC). All proposals were examined for proper form and cost elements by the ITN Project Manager.
 - b) Interviews/site visits were not conducted additional questions were sent on Tuesday, August 2, 2022.
 - c) A public meeting to discuss the scoring was held on July 28, 2022 and August 8, 2022. As a result of those meetings, a consensus score was developed.
 - d) The results of the evaluation team were presented in written form to the Executive Director.
- 9) Attached are the additional questions and answers from the top three vendors. The Board agenda includes copies of all submissions for the Listening Project ITN, including score sheets.

Award Recommendation

Taking into consideration the review process described below, Board Policy 6.50,C,9 tasks the Executive Director with making a recommendation. The Executive Director recommends the selection of *Prismatic Services for \$100,000* to provide the required services as specified below:

The selection of the Contractor shall be announced as provided in the ITN and all other proposers shall be officially notified once the Board approves the award recommendation.

Attachments:

- A. Public Notice
- B. List of Potential Contractors
- C. ITN Pages 6-14,31-36
- D. Addendum No. 1
- E. Addendum No. 2

F. Bid Opening

G. Scoring Summary

H. Questions and Answers from top three vendors

Programmatic Impact:

The CTAC Listening Project will be used by CTAC to identify and characterize ways to support all of Alachua County's children and to determine how CTAC resources can be invested wisely to achieve collective community impact

Fiscal Impact:

\$100,000

Recommendation:

Staff recommends approval

Ad Preview

Notice of Intent to Release an Invitation to Negotiate (ITN) for Children's Trust of Alachua County - Listening Project

The Children's Trust of Alachua County is intending to release an Invitation to Negotiate (ITN) on June 17, 2022, for the Children's Trust of Alachua County - Listening Project. The information below includes a proposed scope of services, estimated funding allocation, and a proposed timeline.

Proposed Scope of Services:
Community listening project Platform ensuring community stakeholders can provide meaningful input into CTAC's strategic plan Recommendations for a strategic plan

Information gathered from targeted populations

Estimated Funding Allocation:

Not to exceed \$100,000

Proposed Timeline:

The dates in the following table are only estimates and are provided to illustrate the current expectations for timing of actions related to the ITN.

Key actions - Estimated dates:

Release of the ITN - Cone of Silence Begins - Friday, June 17, 2022
Mandatory Bidders' Conference - Zoom Registration Link: (TBD) - Thursday, June 23, 2022, at 2pm
Submission Deadline - Friday, July 15, 2022, at 3PM
Bid Opening - Zoom Registration Link: (TBD) - Friday, July 15, 2022, at 3PM

Application Review Period - July 18, 2022 - July 22, 2022

Public Evaluation of Applications - July 28, 2022 - July 29, 2022

Funding Recommendations Released - Monday, August 1, 2022

The Children's Trust of Alachua County Board Meeting - Monday, August 8, 2022

Contract Negotiations begin - August 9, 2022

Contract begins - August 15, 2022

Please note that CTAC will not entertain questions regarding this ITN until it is approved by the Board. To learn more about this funding opportunity, all interested providers should plan to attend or call into the Children's Trust Board meeting scheduled for June 13, 2022, and attend the Bidders' Conference on June 23, 2022, at 2pm.

6-6/22

Listening Project ITN
Sent: Fri, Jun 17, 2022

Email address

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County's children and to determine how CTAC resources can be invested wisely to achieve collective community impact.

B. Term of Services

The anticipated contract period is 10 months. August 1, 2022 - September 30, 2022, and extended into FY 2023, October 1, 2022 - June 30, 2023. This will be a fixed price contract, not to exceed \$100,000.

C. Minimum Requirements to Bid

Organizations or individual researcher can apply for funding based on the following requirements:

- a. All proposed services must take place within Alachua County.
- b. Applicants must be currently qualified to conduct business in the State of Florida.
- c. Applicants must not be a charter school approved by any public school system in the State of Florida.
- d. Experience working with Alachua County's population, partners, and stakeholders is preferred, not required.
- e. Applicants must have experience materially similar to the work described in the Scope of Services.

D. Scope of Services

The scope of services describes the work to be performed by the contractor and is contained in "Attachment A: Scope of Services" in the AGREEMENT FOR SERVICES included in this ITN.

E. Evaluation Criteria

Proposals will be reviewed against the criteria below.

CRITERIA	WEIGHT
Record of Past Experience	
<input type="checkbox"/> Based on the contractor's organizational history and background and demonstrated experience and success with similar projects	15
<input type="checkbox"/> Based on feedback from references	10
Project Plan	
<input type="checkbox"/> Based on the contractor's detailed plan, staffing, and timeline to accomplish the tasks in the scope of work	50
Subcontracting (if no subcontracting, the contractor will receive maximum points)	
<input type="checkbox"/> Based on subcontractor qualifications, experience, and role in the project	5
Price Detailed Budget that is complete and appropriate	20
TOTAL	100

F. Review and Selection Process

The following is a general description of the process by which a contractor will be selected for award of a contract to perform the services described in this ITN:

1. Invitation to Negotiate (ITN) is released to prospective contractors.

2. To help ensure that all prospective contractors are treated consistently during the selection process, all questions regarding this ITN, as well as CTAC's responses to the questions will be posted on CTAC's website. A deadline for the receipt of written questions has been established. (See the cover sheet of this ITN for deadline date.) Persons or entities who intend to respond to such ITN by submission of a competitive proposal may wish to pose questions, objections, or requests for information, request clarification or for an interpretation regarding terms, provisions, or requirements of the ITN. In this event, prospective contractors shall not attempt to communicate in writing, electronically or orally with any CTAC official or employee other than the CTAC employee designated as the Project Manager. The Project Manager may be reached at their e-mail address on the ITN cover page. Prospective contractors shall not contact any other CTAC officials to gather information regarding this ITN, or in an attempt to influence the CTAC's consideration of its proposal. All inappropriate communications with CTAC officials or employees will be forwarded to the CTAC Project Manager as well as the proposal evaluation team. Inappropriate communications by a prospective contractor may, at the discretion of the Project Manager, constitute grounds for disqualification of that prospective contractor's proposal. Alternatively, the evaluation team may, at its discretion, consider such inappropriate communications when evaluating and scoring proposals.
3. All proposals must be received by CTAC no later than the date and time specified on the cover sheet of this ITN. Late proposals will not be accepted and will not be reviewed.
4. The CTAC's proposal evaluation team expects to take the following actions to determine the merits of the proposals that are submitted:
 - a. Review the proposals to determine whether they are responsive to the ITN and that they were submitted by responsible entities. Definitions for the terms "responsible" and "responsive" are provided below:
 - b. **Responsible** contractors are those contractors that meet CTAC's standards with respect to a reasonable expectation that the contractor has the management, technical, financial, equipment, and human resources available to ensure adequate performance of the work described in the solicitation. To be considered responsible, contractors shall also be free of past instances of the material breach of a CTAC contract, free of a conviction (or convictions) for bribery, fraud, conflict of interest, violation of environmental laws, or for convictions for other crimes reflecting poorly on the contractor's integrity, for the last five years. Contractors that fail to meet the minimum qualifications stated in the solicitation or that have, in the past three years, been debarred or suspended or had a contract terminated for default by any government agency are also determined to be not responsible.
 - c. **Responsive** proposals are those proposals that satisfactorily address all requirements specified in the ITN. Because proposals, unlike bids, are subject to negotiation, certain omissions or variances may be resolved through negotiations to make the proposal responsive. An example of an omission or variance that can be resolved is a proposed period of performance that does not result in completion of the work or specified deliverables within the required timeframe. If negotiation with the contractor results in an adjustment to the period of performance matching the required timeframe, the proposal then may be deemed to be responsive.
 - d. Should it be determined that changes are required to the solicitation provisions, or any other changes need to be made that might affect the proposed prices of other features of the

proposals, all responsible entities, or all the responsible entities in the competitive range, may be requested to submit a best and final offer (BAFO). In this event, the CTAC shall evaluate the BAFOs in lieu of the original proposals.

5. **Review.** Proposals are independently reviewed and scored by a team of reviewers that may include Trust staff, experts in the field, and trained volunteers. Using the evaluation criteria, reviewers assess the soundness and completeness of each proposal as well as the applicant's capacity to effectively deliver what is proposed.

Subjectively rated criteria will be scored on a scale of 70-100 according to the scoring scheme below:

SCORING RANGE	SCORING DESCRIPTION
90-100	Meets and significantly exceeds all of CTAC's requirements
80-89	Meets all and exceeds several of CTAC's requirements
70-79	Meets minimum CTAC requirements
60-69	Does not meet CTAC requirements

- a. Scores for subjectively rated criterion will be weighted by the formula below:

$$\text{Criterion Weight} \times (\text{Actual Rating} / \text{Highest Subjective Rating}) = \text{Weighted Score}$$
- b. Scores for objectively rated criterion (such as Contract Price) will be scored by the values proposed by each contractor. The CTAC, however, reserves the right to adjust the proposed values for reasonableness or to calculate the life cycle costs in instances where it can be determined that a solution proposed by the contractor may result in additional costs for the CTAC to implement. Proposed (or adjusted) values will be weighted according to the formula below:

$$\text{Criterion with low values favorable to CTAC, e.g., proposed price or life cycle costs:} \\ (\text{Highest Proposed Value} - (\text{Proposed Value} - \text{Lowest Proposed Value})) / (\text{Highest Proposed Value} / \text{Criterion Weight}) = \text{Weighted Score.}$$
- c. The weighted scores for each criterion will be added to determine a Total Weighted Score (TWS) assigned to each proposal.

6. **Discussion.** Following each reviewer's individual rating, the review team meets in a publicly noticed debriefing meeting to discuss each proposal and assigns a consensus team score, including explanatory comments. Applicants may attend the debriefing meeting as observers. The highest-ranking proposal score does not assure a funding recommendation.
7. **Interview/site visit.** At the CTAC's discretion, publicly noticed interviews and/or site visits may be conducted at either the entity's location or the CTAC's offices. Members of the public may attend interviews and/or site visits as observers. The interview/site visit review team may include Trust staff, experts in the field, and trained volunteers. Reviewers come to consensus on interview/site visit observations using a standard rating tool and provide input to staff recommendations. Interviews/Site Visits will be scored on a 70-100 scale exactly as described above for subjective criteria. When CTAC elects to conduct interviews/site visits, the scores for the interviews/site visits and the written proposals will be weighted as follows:

FEATURE	WEIGHT
Interview/Site Visit (ISV)	50
Total Weighted Score (TWS)	50
COMBINED WEIGHTED TOTAL	100

The grand total score will be calculated as follows:

$$(Interview/Site\ Visit \times .5) + (Total\ Weighted\ Score \times .5) = Grand\ Total\ Score$$

8. **Staff recommendations.** Taking into consideration the above review process results, the Executive Director of the CTAC develops a recommendation. When considering Direct Community Services, consideration is also given to factors such as alignment with the CTAC's priority investment areas, effective and economical distribution of funding across Alachua County and/or in underserved geographic areas/populations in Alachua County (if applicable), minimizing duplication of efforts, and reasonable program cost for the services and outcomes proposed. Based on consideration of all of the above factors, a recommendation is made to the CTAC Board.
9. **Board review and award.** Executive Director recommendations are reviewed and considered by the CTAC Board at a publicly noticed meeting. Applicants are encouraged to attend these meetings. CTAC Board approval of the recommendations will allow the contract negotiation process to begin, in an amount not to exceed the CTAC Board's approved award. Negotiation may include reframing the proposed services, and adjusting the total allocation, budget, or any other changes necessary to comply with the requirements of the solicitation and resulting contract. Any future amendments, extensions or modifications to the contract that would exceed the CTAC Board's approved award amount or the approved contracting period would require further Board approval.
10. **Protests.** Any actual or prospective bidder or proposer, who is allegedly aggrieved in connection with the issuance of a bid or proposal package or pending award of a contract, may protest the decision by following the procedure below.
 - a. **Posting.** The Trust shall publicly post the award on the Trust's website within three full business days after the Board's award decision has been made. All bidders or proposer will be sent an e-mail with the notice of award to the e-mail address provided in the bid or proposal.
 - b. **Requirements to Protest.**
 - i. A formal written protest must be filed no later than 5:00 PM, on the fifth business day after the notice of award has been posted. The formal written protest shall identify the protesting party and the solicitation involved; include a clear statement of the grounds on which the protest is based; refer to the statutes, laws, ordinances, applicable section(s) of the solicitation or Board policy, or other legal authorities that the protesting party deems applicable to such grounds; and specifically request the relief to which the protesting party deems itself entitled by application of such authorities to such grounds.

- ii. A formal written protest is considered filed when the Executive Director receives it, and it is date-stamped by the CTAC. Accordingly, a protest is not timely filed unless it is received within the time specified above. Failure to file a formal written protest within the time period specified shall constitute a waiver of the right to protest and result in relinquishment of all rights to protest by the actual or prospective Applicant.
 - c. **Sole Remedy.** These procedures shall be the sole remedy for challenging an award of bid or proposal. Proposers are prohibited from attempts to influence, persuade, or promote a protest through any other channels or means.
 - d. **Authority to Resolve.** The Executive Director shall resolve the protest in accordance with the terms of the bid or proposal and shall render a written decision to the protesting party no later than 5:00 PM on the fifth business day after the filing of the protest.
 - e. **Review of Executive Director's Decision.**
 - i. The protesting party may request a review of the Executive Director's decision by the CTAC Board by delivering a written request for review of the decision to the Executive Director by 5:00 PM on the fifth business day after the date of the written decision. The written notice shall include any written or physical materials, objects, statements, and arguments, which the Applicant deems relevant to the issues raised in the request for review.
 - ii. The CTAC Board will consider the request for review at the next regularly scheduled CTAC Board meeting after the request is received. It is within the CTAC Board's discretion whether to allow testimony or argument from the protesting party at the CTAC Board meeting. If it is determined by majority vote of CTAC Board members present at the meeting that the award is in violation of law or the regulations and internal procedures of the Trust or any other applicable authority, the Board shall cancel or revise the award as deemed appropriate within three business days after the Board meeting.
 - iii. If it is determined by majority vote of CTAC Board members present at the meeting that the award should be upheld, the CTAC Board shall direct staff to notify the protesting party in writing of the Board decision with a copy furnished to all substantially affected persons or businesses within three business days of the CTAC Board meeting. The decision shall be final and conclusive.
 - f. **Stay of Procurement during Protests.** The decision to stay a procurement during protests shall be at the sole discretion of the Executive Director.
11. The CTAC reserves the right to:
 - Reject any or all submittals
 - Request clarification of any submitted information
 - Waive any informalities or irregularities in any response
 - Not enter into any contract
 - Not select any firm
 - Cancel this process at any time

- Amend this process at any time
- Interview firms prior to award
- Enter into negotiations with one or more firms, or request a best and final offer (BAFO)
- Award more than one contract if it is in the best interests of the CTAC
- Issue similar solicitations in the future
- Request additional information from prospective contractors

SECTION 3: SUBMISSION INSTRUCTIONS

A. Submission Checklist

The response to this ITN shall consist of:

- A **Cover Letter** limited to a maximum of ONE page, including an Executive Summary of the proposal. The executive summary portion shall be no more than 100 words and will be used in all reports and promotional materials of the Trust. *The cover letter shall indicate whether or not the contractor had any contract terminated for default in the past five years. If no such termination for default has been experienced by the prospective contractor in the past five years, this fact shall be stated in the cover letter.*
- A completed **FORM 1 - Prospective Contractor Certification** (included in this solicitation).
- A **Response**, divided into **4 sections** in the same sequence, and with the same titles, shown below. Proposals shall be prepared to the page size of 8 ½ x 11”; however, larger foldouts are acceptable for milestone charts and similar documentation. The font size shall be 11 point or larger. The sections shall be divided as follows:

Section	Title	Page Limit
1.	Record of Past Experience	5
2.	Project Plan	8 + Resumes and sample data collection tools
3.	Subcontracting	2 + memorandum of understanding from proposed contractors
4.	Price	5

1. RECORD OF PAST EXPERIENCE. This section shall be limited to a **maximum of 5** pages, and shall include:
 - Background information of the organization and details of similar projects
 - A list of references (including contact person, organization, e-mail and regular mail address and telephone numbers) for each of the above similar projects shall be included.

If the applicant’s response requires a response to items (a) through (d) below, such responses shall be on a separate sheet of paper and shall be excluded from the maximum number of pages indicated above:

- a. If the prospective contractor or any prospective subcontractor contracted with the CTAC during the past 24 months, indicate the contract price, the contract number and project description, or other information available to identify the contract.
 - b. If the prospective contractor or prospective subcontractor has a staff member who was an employee of the CTAC during the past 24 months, or is currently a CTAC employee, identify that individual by name, the job title or position held, and the separation date from the agency.
 - c. If the prospective contractor has had a contract terminated for default in the past five years, describe each such incident. Termination for default is defined as a notice to stop performance due to the prospective contractor's nonperformance or poor performance and the issue of performance was either:
 - i. Not litigated due to inaction on the part of the prospective contractor, or
 - ii. Litigated and such litigation determined that the prospective contractor was in default.
 - d. Submit full details of the terms for default including the other party's name, address, and telephone number. CTAC will evaluate the facts and may, at its sole discretion, reject the proposal on the grounds of the prospective contractor's past experience. If no such termination for default has been experienced by the prospective contractor in the past five years, state so in the cover letter.
2. PROJECT PLAN. This section shall be limited to a maximum of 8 pages (not including resumes and sample data collection tools) and shall include a thorough description of the prospective contractor's approach to accomplishing the tasks outlined in **Attachment A: Scope of Services**. This section shall include the proposed staffing, resumes for key staff members, deployment, and organizational personnel to be assigned to the project. A description of each task and contractor shall be included in this section along with a timeline for accomplishing all contract milestones.
3. SUBCONTRACTING. This section shall be limited to a maximum of 2 pages and shall include a description of the work (including a percentage of the total contract effort) performed by company employees, subcontracted resources, as well as any work performed outside the United States by company employees or subcontractors. The proposal shall also include the percentage of work to be performed by specific subcontractors, evaluation of subcontractor qualifications, and identification of the geographical area where all work will be performed.
4. PRICE. The fixed contract price shall be limited to a maximum of 5 pages. The applicant must include a cost proposal for the work described in its proposal submission. The pricing shall be broken out according to the following elements:
- a. Personnel Costs (including job titles, hourly rates, and total hours)
 - b. Travel Expenses
 - c. Other Costs (e.g., office expenses) shall be identified by the nature of the costs
 - d. Final Fixed Price

B. Proposal Preparation and Submittal Instructions for Prospective Contractors

1. **EXCEPTIONS:** The CTAC intends to award a contract substantially in the form of and including the provisions of the attached MODEL CONTRACT FOR SERVICES. Contractors that take exception to the terms and conditions do so at the risk that their proposal may be declared to be non-responsive and not considered for contract award. By signing the PROSPECTIVE CONTRACTOR CERTIFICATION included in this ITN, the representative of the prospective contractor certifies that no exceptions are taken to the form of the Model Contract for Services or to the provisions therein, unless such exceptions are fully disclosed in a document attached to the PROSPECTIVE CONTRACTOR CERTIFICATION.
2. **ORAL EXPLANATIONS:** The CTAC shall not be bound by oral explanations or instructions given at any time during the competitive process or after award.
3. **REFERENCE TO OTHER DATA:** Only information which is received in response to this ITN will be evaluated; reference to information previously submitted shall not be evaluated.
4. **ELABORATE PROPOSALS:** Elaborate proposals in the form of brochures or other presentations beyond that necessary to present a complete and effective proposal are not desired. Proposals that do not conform to the page limitations or format prescribed in this ITN may be rejected by the CTAC as non-responsive.
5. **COST FOR PROPOSAL PREPARATION:** Any costs incurred by prospective contractors in preparing or submitting proposals as well as costs associated with any resultant presentations or negotiations are the prospective contractors' sole responsibility; the CTAC will not reimburse any prospective contractor for any costs incurred prior to contract award.
6. **TIME FOR ACCEPTANCE:** Each proposal shall state that it is a firm offer which may be accepted within a period of 90 days. Although the contract is expected to be awarded prior to that time, the longer validity period is requested to allow for unforeseen delays.
7. **RIGHT TO SUBMITTED MATERIAL:** All responses, inquiries, or correspondence relating to or in reference to the ITN, and all other reports, charts, displays, schedules, exhibits, and other documentation submitted by the prospective contractors shall become the property of CTAC when received.
8. **PROSPECTIVE CONTRACTOR'S REPRESENTATIVE:** Each prospective contractor shall submit with its proposal the name, mailing address, e-mail address, and telephone number of the person(s) with authority to bind the firm and answer questions or provide clarification concerning the firm's proposal.
9. **SUBCONTRACTING:** Prospective contractors may propose to subcontract portions, but not all, of the work performed. However, prospective contractors shall clearly indicate in their proposals all the work they plan to subcontract and to whom it will be subcontracted. Prospective contractors shall also provide identifying information for each proposed subcontractor similar to the identifying information provided for the contractor submitting the proposal.
10. **TRADE SECRET INFORMATION:** Trade secrets or similar proprietary data which the prospective contractor does not wish disclosed to other than personnel involved in the proposal evaluation effort or post-award contract administration will be kept confidential to the extent permitted by law as follows: Each page shall be identified by the prospective contractor in boldface text at the top and bottom as "TRADE SECRET." Any section of the proposal which is to remain confidential shall also be so marked in boldface text on the title page of that section. Price information may not be deemed proprietary. In spite of what is labeled as confidential, proprietary or trade secret, the determination as to whether or not certain material is confidential, proprietary

or a trade secret shall be determined by law. If a prospective contractor designates any information in its proposal as proprietary pursuant to this provision, the prospective contractor must also submit one copy of the proposal from which proprietary information has been excised. The proprietary material shall be exercised in such a way as to allow the public to determine the general nature of the material removed and to retain as much of the content of the proposal as possible.

11. ACCOMMODATIONS: Reasonable accommodations will be provided by the CTAC for prospective contractor personnel who need assistance due to a physical disability. However, the CTAC must have reasonable advance written notice prior to the pre-proposal conference (if any) or any other visit to the CTAC's facilities. The prospective contractor shall contact Mia Jones at procurement@childrenstrustofalachuacounty.us no later than the fifth working day prior to the scheduled date and time of the pre-proposal conference to arrange for reasonable accommodations.

Attachment A: Scope of Services

CTAC Listening Project

Purpose/Introduction

In accordance with 125.901 Florida Statute and Local Ordinance 18-08, the Children's Trust of Alachua County (CTAC) is seeking a contractor to conduct a community Listening Project. The CTAC Listening Project will be used by CTAC to identify and characterize ways to support all of Alachua County's children and to determine how CTAC resources can be invested wisely to achieve collective community impact.

To this end, the overall use of the CTAC Listening Project is to:

1. Identify and focus CTAC efforts on priority issues impacting all children birth to 18 in Alachua County.
2. Make recommendations for an overarching framework and key strategies to address priority issues.
3. Make recommendations for a strategic plan for the use of CTAC funds.
4. Develop materials and processes that can be used as part of ongoing efforts by the CTAC to gather stakeholder input to inform short- and long-term CTAC strategies and investments.

Goals and Objectives

The following goals and objectives are to be accomplished as a result of the CTAC Listening Project:

1. Ensure that CTAC's various stakeholders have meaningful input into CTAC's strategic planning.
2. Reveal findings that will allow the CTAC to develop priorities and strategies to address the identified needs and gaps while utilizing and mobilizing existing community strengths and resources.
3. Maximize the impact of CTAC resources in addressing the needs of Alachua County children.

Information Gathered from Targeted Populations

Below is a sample list of questions and topics that the CTAC would like to see addressed in the community listening process. Different questions and topics would be appropriate for different community listening participants.

Note: CTAC Members may want to consider additional specific questions they would like addressed as part of the Listening Project.

Sample Questions:

- When we envision a system of supports for our children and youth in Alachua County that works effectively, what do we see?
- What would we see or hear in our community that would let us know that we are adequately supporting children, families, and youth? (we refer to these as "indicators")
- Do you like the indicators the CTAC used? Add others? Take away any? Do some have higher priority?

- What formal (e.g., programs, services) and informal (e.g., other people in the community) supports have you found helpful for you and your children? Why, and how, were they helpful?
- What gaps exist in terms of available services and supports as well as populations served?
- A rank order of types of services and supports used or needed by children and families.
- Obstacles/barriers to accessing supports or services
- What supports do you not have that you or your child need? What would be different if you had these supports?
- How can we best include you in CTAC's decision-making?
- What helps? What hurts? What would work better? ... in education, health, safety, etc.
- What is happening in your neighborhood in terms of assets, service gaps, conditions, etc.?
- Do you know about CTAC? What do you know?
- Are you accessing CTAC services? If not, why not?
- What would improve the quality of life in your community?
- Who else should we talk to?
- What services do you wish you could provide? (for providers)
- What strategies are CTAC-funded providers using to build trust? (for providers)
- Are you partnering with CTAC? If not, why not? (for providers and partners)
- What strategies should CTAC be employing? (for providers and partners)
- What are the most important issues that families, children, and community stakeholders are concerned about?
- Are families familiar with the supports and services that are available?
- If they are familiar with available services, do they participate? Why/why not?
- What supports would make things better?
- What barriers could be removed that would make things better? How can we improve our organizational capacity and work together for collective impact in Alachua County?

Community Listening Participants

For the community listening process, the contractor should describe their strategy and recruitment and engagement plan to collect information from a representative sample of CTAC's various stakeholders and ensure high levels of participation. CTAC stakeholders include:

- Parents and caregivers
- Children
- Service Providers – current CTAC providers and potential – nonprofit, public, for-profit
- Partners – current CTAC partners and potential – nonprofit, public, for-profit
- Key Informants (e.g., community leaders, Gainesville for All, pediatricians, faith groups, funders, etc.)

In developing the plan to collect data from a broad and diverse sample of stakeholders the following should be considered:

- Ages: Birth – 5, early elementary, late elementary/MS, HS/adult
- CTAC involvement: those currently accessing CTAC programs as well as those not currently accessing
- Geography: Sample throughout Alachua County – urban and rural
- Vulnerable populations – immigrants, victims of domestic violence, housing insecure, juvenile justice involvement, pregnant women/new mothers, special needs

- At risk/at promise communities – those who have historically not had a voice or have not trusted institutions
- Those who ran the initial CTAC campaign and individuals with whom they spoke.

Data Collection

It is expected that the contractor will employ a number of data collection methods that could include interviews, focus groups, community meetings, and possibly surveys. Different methods will be appropriate for different participants. In describing the proposed detailed data collection plan and timeline the contractor should also take into consideration the following:

- Utilize strength-based, equity-informed approach
- Ensure appropriate sampling of key stakeholders: (1) parents, caregivers, and children and (2) service providers, partners, and other stakeholders from all Alachua County municipalities (i.e., Alachua, Archer, Gainesville, Hawthorne, High Springs, La Crosse, Micanopy, Newberry, and Waldo) relative to the child population
- How to recruit community listening participants through trusted partners in the community
- Partnering with community organizations and trusted individuals within the community
- Ensure stakeholders have the opportunity to advise the CTAC of the community's strengths and assets.
- Ensure considerations are given to provide accessibility and inclusion for all persons (i.e., arrangements for the care of children, transportation, language, and differently abled populations)
- Ensure proper documentation and records for all information collected (i.e., transcripts, materials used to conduct listening sessions, surveys, video recordings, etc.) are retained and submitted to the Trust.

Data Management and Analysis

The contractor should describe their plan for participant privacy and information/data management as well as describe their proposed analyses including disaggregation of results by relevant demographics and other factors.

- Results to be presented collectively for Alachua County as well as broken down by geographic region and feature key stakeholder groups (i.e., (1) parents, caregivers, and children and (2) service providers, partners, and other stakeholders).

Project Phases

1) **Planning**, develop and finalize of a project plan which includes but is not limited to instruments/tools/scripts/protocols, recruitment strategies and materials, ensuring processes are inclusive and representative, securing locations for in-person collection, staffing plan with work assignments and responsibilities, plan for coordination with community stakeholders, CTAC staff, and Board for approval and feedback on deliverables and to provide project updates.

2) **Data Collection**, develop and execute a structured or semi-structured process to ensure key questions will be answered with information provided by multiple stakeholders groups specified (i.e., parents, providers, and other community stakeholders) through appropriate and inclusive approaches. Data collection is to be designed and executed to ensure coverage of all Alachua County municipalities. Maintain proper documentation and records of all information collected.

3) **Analysis**, compiling, organizing, coding of data, quality/reliability checks, analysis pertinent to each key question identified, outlining, synthesizing, and drafting the results, creating tables, narratives, and visualizations to articulate and express findings. Once an initial draft is produced contractor will allow for CTAC’s feedback, and then incorporate suggestions.

4) **Sharing Results**, develop a comprehensive report to convey the results of the CTAC Listening Project, with detailed narrative, charts, data tables, maps, an executive summary, and recommendations to be presented to the CTAC Board. Beyond the main project report, develop an additional communication product(s), for instance, a project brief, infographics, dashboard, pamphlet, story map or short video or to share back to those who have participated in the CTAC Listening Project.

Timeline of Project Phases and Deliverables

Month	Project Work	Communication	Deliverables
August 2022	Planning	On-Going Project Updates	
September 2022	Planning, Data Collection		Project Plan Due (9/5/2022)
October 2022	Data Collection		
November 2022	Data Collection		
December 2022	Data Collection		
January 2023	Data Collection, Analysis		Data Due (1/20/2023)
February 2023	Analysis		
March 2023	Analysis		Report Due (March 20, 2023 – initial) (March 31, 2023 – final)
April 2023	Communication		Board Presentation (April 10, 2023)
May 2023	Communication		Communication Products Due (May 15, 2023 – initial) (May 29, 2023 – final)

Attachment B: Insurance Requirement
TYPE "B" INSURANCE REQUIREMENTS
"Professional or Consulting Services"

Contractor shall procure and maintain for the duration of the contract 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 contractor, their agents, representatives, employees, or subcontractors.

I. COMMERCIAL GENERAL LIABILITY.

Coverage must be afforded under a per occurrence form policy for limits not less than \$200,000 General Aggregate, \$300,000 Products/Completed Operations Aggregate, \$300,000 Personal and Advertising Injury Liability, \$200,000 each Occurrence, \$50,000 Fire Damage Liability, and \$5,000 Medical Expense.

II. WORKERS COMPENSATION AND EMPLOYER'S LIABILITY.

- A. Coverage to apply for all employees at STATUTORY limits in compliance with applicable state and federal laws; if any operations are to be undertaken on or about navigable waters, coverage must be included for the USA Longshoremen & Harbor Workers Act.
- B. Employer's Liability limits for not less than \$100,000 each accident; \$500,000 disease policy limit and \$100,000 disease each employee must be included.

III. PROFESSIONAL LIABILITY or ERRORS AND OMISSIONS LIABILITY (E&O).

Professional (E&O) Liability must be afforded for not less than \$200,000 each claim, \$300,000 policy aggregate, required for Capital but not for Services.

IV. OTHER INSURANCE PROVISIONS.

A. All Coverages

- 1. The Contractor shall provide a Certificate of Insurance to the Children's Trust of Alachua County with a thirty (30) day notice of cancellation. The certificate shall indicate if cover is provided under a "claims made" or "per occurrence" form. If any cover is provided under "claims made" form the certificate will show a retroactive date, which should be the same date of the contract (original if contact is renewed) or prior.
- 2. Contractors shall include all subcontractors as insured under its policies. All subcontractors shall be subject to the requirements stated herein.

CERTIFICATE HOLDER: Children's Trust of Alachua County

Attachment C: Deliverables

Month	Project Work	Communication	Deliverables
August 2022	Planning	On-Going Project Updates	
September 2022	Planning, Data Collection		Project Plan Due (9/5/2022)
October 2022	Data Collection		
November 2022	Data Collection		
December 2022	Data Collection		
January 2023	Data Collection, Analysis		Data Due (1/20/2023)
February 2023	Analysis		
March 2023	Analysis		Report Due (March 20, 2023 – initial) (March 31, 2023 – final)
April 2023	Communication		Board Presentation (April 10, 2023)
May 2023	Communication		Communication Products Due (May 15, 2023 – initial) (May 29, 2023 – final)

County’s children and to determine how CTAC resources can be invested wisely to achieve collective community impact.

B. Term of Services

The anticipated contract period is 10 months. August 1, 2022 - September 30, 2022, and extended into FY 2023, October 1, 2022 - June 30 , 2023. This will be a fixed price contract, not to exceed \$100,000.

C. Minimum Requirements to Bid

Organizations or individual researcher can apply for funding based on the following requirements:

- a. All proposed services must take place within Alachua County.
- b. Applicants must be currently qualified to conduct business in the State of Florida.
- c. Applicants must not be a charter school approved by any public school system in the State of Florida.
- d. Experience working with Alachua County’s population, partners, and stakeholders is preferred, not required.
- e. Applicants must have experience materially similar to the work described in the Scope of Services.

D. Scope of Services

The scope of services describes the work to be performed by the contractor and is contained in “Attachment A: Scope of Services” in the AGREEMENT FOR SERVICES included in this ITN.

E. Evaluation Criteria

Proposals will be reviewed against the criteria below.

CRITERIA	WEIGHT
Record of Past Experience	
<input type="checkbox"/> <i>Based on the contractor’s organizational history and background and demonstrated experience and success with similar projects</i>	15
<input type="checkbox"/> <i>Based on feedback from references</i>	10
Project Plan	
<input type="checkbox"/> <i>Based on the contractor’s detailed plan, staffing, and timeline to accomplish the tasks in the scope of work</i>	50
Subcontracting (if no subcontracting, the contractor will receive maximum points)	
<input type="checkbox"/> <i>Based on subcontractor qualifications, experience, and role in the project</i>	5
Price Detailed Budget that is complete and appropriate	20
TOTAL	100

F. Review and Selection Process

The following is a general description of the process by which a contractor will be selected for award of a contract to perform the services described in this ITN:

1. Invitation to Negotiate (ITN) is released to prospective contractors.



CHILDREN'S TRUST
OF ALACHUA COUNTY

Invitation to Negotiate (ITN) Addendum

6/27/2022

Addendum No.: 1

Invitation to Negotiate: 2022-05

Project Title: Listening Project

Date of Addendum: 6/27/2022

ITN Due date: July 15, 2022 at 3:00 PM ET

This Addendum No. 1 contains the following Questions

1. If I currently have LMHC (Licensed Mental Health Counselors) that are contracted with S.O.A.R. Mentoring Services and Nurse Practitioners that are contracted with us, will they be considered sub-contractors for the ITN?

Answer: No. Only include contractors that would be assisting you with accomplishing the tasks of Listening Project Scope.

2. This will be my first time submitting a bid for an ITN. Should I complete the Model Contract For Services?

Answer: No. The model contract is just an example of what the final contract will include.

3. Is it a requirement for applicants to be located in Alachua County?

Answer: No.

4. How will CTAC confirm that businesses are qualified to conduct business in the state of Florida?

Answer: CTAC expects to be able to pull an active SunBiz certificate for each applicant that submits a response to the ITN. <http://search.sunbiz.org/Inquiry/CorporationSearch/ByName>

5. What information should be included with the references?

Answer: Page 11 of the ITN

RECORD OF PAST EXPERIENCE. This section shall be limited to a maximum of 5 pages, and shall include:

- Background information of the organization and details of similar projects
- A list of references (including contact person, organization, e-mail and regular mail address and telephone numbers) for each of the above similar projects shall be included.

This addendum will become part of the Invitation to Negotiate and acknowledgement of its receipt should be submitted with the Invitation to Negotiate response. A signature on this addendum does not substitute for a signature on the original response. The original Invitation to Negotiate document must be signed.

RESPONDER NAME: _____

SIGNATURE: _____

TITLE: _____

DATE: _____



CHILDREN'S TRUST
OF ALACHUA COUNTY

Invitation to Negotiate (ITN) Addendum

6/30/2022

Addendum No.: 2

Invitation to Negotiate: 2022-05

Project Title: Listening Project

Date of Addendum: 6/30/2022

ITN Due date: July 15, 2022 at 3:00 PM ET

This Addendum No. 2 contains the following Questions

1. When sharing the results of the project will the youth or their families who engage in the listening project have the opportunity to become part of the larger strategic plan? Will the communities be notified of which recommendations from the listening project are elevated to the strategic plan? In a nutshell I would just like to know how the Childrens Trust will engage in continuing the work beyond the listening project.?

Answer: The results and report from the Listening Project will be shared with the public when the contractor provides project updates to the Board.

The Listening Project will guide the steering committee and feed into the Strategic Plan. It will elevate the voices of the community regarding how the Children's Trust can best serve children based on the resources, strengths, and gaps in services within the county. The Strategic Plan, Listening Project Report, and related Communication Products will be available on the Children's Trust website and will likely also be shared through other communication venues such as: social media, newsletters, press release, etc.

The Listening process, relationships, results, etc. will be used by CTAC's community engagement and communications team to further engage the project's participants.

2. I would like to know if the application submission is required via mail or in person, printed and how many copies of the application we would need to submit. Additionally, I would like to know if can submit the application via email with an electronic document attached?

Answer: Yes, response to the ITN should be emailed to the Trust using the following email: procurement@childrenstrustofalachuacounty.us. Only one electronic copy is needed. Please remember to sign and submit all with your ITN submission.

This addendum will become part of the Invitation to Negotiate and acknowledgement of its receipt should be submitted with the Invitation to Negotiate response. A signature on this addendum does not substitute for a signature on the original response. The original Invitation to Negotiate document must be signed.

RESPONDER NAME: _____

SIGNATURE: _____

TITLE: _____

DATE: _____



CHILDREN'S TRUST
OF ALACHUA COUNTY

MEMORANDUM

To: Children's Trust of Alachua County – Trust Members

From: Kristy Goldwire, Director of Program Operations

Date: July 15, 2022

Re: Bid Opening of Listening Project ITN 2022-05

The Children's Trust of Alachua County received the following bids for the Listening Project ITN 2022-05

1. Valentine Consulting
2. Prismatic Services
3. Frankel Agency
4. CRL Media

All four bids are responsive and were submitted before the July 15, 2022, deadline. The bids will be evaluated independently by a review team appointed by the Executive Director. The public evaluation of scores is scheduled for Thursday, July 28, 2022

Questions regarding the bid openings for Listening Project 2022-05 should be directed to Kristy Goldwire, Director of Program Operations at kgoldwire@childrenstrustofalachuacounty.us or 352-374-1826.

Respectfully,

Kristy Goldwire
Director of Program Operations

Organization Name	Final Score
CRL Media Advertising & Public Relations	85.65
Frankel Agency	85.47
Prismatic Services	87.13
Valentine Consulting	79.26



CHILDREN'S TRUST
OF ALACHUA COUNTY

**Children's Trust of Alachua County
Listening Project ITN 2022-05
Review Team Questions
CRL Media Advertising & Public Relations**

We at CRL Media are honored to have been chosen among the finalists for this important project and are excited at the possibility of working with you! Thank you for the opportunity to further clarify our proposal.

1. In your proposal you listed high incentives for key informant interviews (\$250 each = \$3,000, 10 people) and OBB participants (\$125 each = \$6,250, 20 people). Can you please explain why you feel this is necessary given that these are typically professionals assisting with this project as part of their jobs?

We are happy to revisit the incentive structure, to be consistent with your policies and expectations, and offer the following food for thought while reviewing this issue.

- For OBB, we have N=10 Providers and N=10 Potential Providers (not currently associated with CTAC)
- Key Stakeholders N=10 Key Stakeholders includes both an individual interview with each participant (\$150) as well as a 2-hour Zoom session "Advisory/Planning Workshop" (additional \$100)—which we realize wasn't clear in the proposal. The Advisory/Planning Workshop would be a live 2-hour Zoom event in which Key Stakeholders and CTAC senior staff would interact. This would be an opportunity to summarize, establish priorities KPIs and recommended strategies moving forward. It offers a unique opportunity for CTAC to interact and ask questions directly of its key stakeholders.

Two schools of thought regarding incentives may be summarized like this (recognizing that we may land on a solution anywhere in between!):

1. **Incentives that are consistent with other types of marketing research studies are fair to participants, honoring their time and expertise, and yielding much better-quality results.** We approached it from a participant's perspective (including Providers and Stakeholders), recognizing that this may be something they feel would fall outside of their regular job duties. Current Partners may not view it this way, and Potential Partners would almost certainly see it as such. We find that paying participants fair market value yields much better-quality participation, builds goodwill with the

organization, and results in fewer cancellations/reschedules, therefore enabling us to keep recruiting and administrative costs lower. Our proposal was based on the standards set by similar agencies we've worked with. Keeping in mind that we are working within a tight budget, we would be happy to review if these standards make sense for your location and organization and adjust recruit/administrative costs accordingly if they are out of line with your expectations.

2. **This type of research need not be paid, because people are willing to view it as part of their job duty or a contribution to the larger good.** We do not recommend this approach, based on our past experience. While we would expect some level response among Key Stakeholders and Partners simply by asking them to participate, what we have seen is that it's usually the same people who may already have strong opinions/voices who fully participate. If we want a well-rounded and unbiased body of research, we need to reach further into the community and include less vocal Partners as well. We have also included Potential Partners in the bulletin board groups. These are people who can provide very valuable feedback on the needs of the community, and are not currently associated with CTAC services, whose input would add "fresh" voices to the conversation. It is unlikely that Potential Partners would participate without compensation. Overall, those who are unpaid are likely to give minimum feedback and not take the interviews as seriously. We incur higher costs associated with recruiting, rescheduling, and lower participation in these cases. Based on our experience, the quality of the research is much better if we err on the side of fair market incentives. Again, something we are happy to review with your team and adjust according to what makes the most sense for this particular project.

2. On page 14 of your proposal, you state that you feel instead of offering in-person community listening events in the rural communities, you would recommend only holding one in a rural community and one in Gainesville, and then using Bulletin Boards to hear from the rural communities due to possible low turnout.
 - a. Please expand on how you would ensure that the voices of our rural communities, underserved populations, and at-risk populations would have opportunities to have their voices heard and feel that their input was valued?
 - b. How would you ensure you have had active participation in the listening project from these groups when internet access and challenges may exist?

Yes, great question, and we understand this is central to the objectives of this project! We plan to accomplish this through:

- The series of in-person focus groups. By designating 2 locations (and likely a third for a Spanish-language group), we intend to cover a wider variety of types of participants and

geographical representation. We will work closely with you to identify specific groups to be included in the final mix of participants. This is another reason we believe in keeping incentives competitive—to attract participation and compensate fairly among those for whom transportation, childcare, etc., may be a hurdle.

- Online Bulletin Board participants will specifically be recruited to include a variety of Providers and Potential Providers from throughout the county, representing those who work with underserved and at-risk populations and can speak to the needs they see.
3. What is your estimate on the percentage of participants of the listening project that will be surveyed virtually vs. in-person? What are the planned numbers of resident participants and community leader participants who will be surveyed, in focus groups, and have individual interviews completed?

Participation in Listening Initiative	N=	N=	%
In person or “live” virtual interaction		105	84%
Residents: 5 Focus groups (English)	35		
Residents: Chat in Spanish	10		
Leaders: Virtual Individual Interviews w/Key Stakeholders	10		
Residents: Community Town Halls (2) approx. 25 ea.	50		
Online Bulletin Boards (Partners/Potential Partners)		20	16%

4. The ITN specified that in January 2023 data collection would be complete and data analysis would start. Your proposed timeline has data collection activities occurring through February 2023 with analysis and reporting not starting until March 2023. The Trust is planning for preliminary listening project results to be available in February 2023 and final vetted results completed in March 2023. Would this be possible? If so, what modifications would be needed to the project plan?

Based on the possibility that the original start date may be shifted by a couple weeks, here’s one possible timeline that we feel is achievable and would meet the objectives. Please note one difference between how this study may have been envisioned initially (collecting all data e.g. series of town hall meetings, followed by an extensive analysis period) and what we are proposing: we will plan to do analysis and interim reporting on an ongoing basis throughout the project. We propose weekly team video check-ins to review any planning and action items as we go. After each module of the research is complete and during these weekly meetings, we will present an interim report. These interim reports tend to be less formal, using overviews and bulleted lists of findings (rather than a fully formatted, glossy report as will be produced for the final product). Working these updates into our regular schedule allows for robust internal discussion, “ah-hah” moments, and can spur ideas to incorporate into the subsequent modules of research. We will also provide any videos, transcripts, etc., pertaining to each module along with the interim reports.

Milestones	Completed By:
Project Plan	9/11/22
Finalize questions and referral lists for Stakeholder Interviews	10/1/22
Recruit and schedule Stakeholder interviews and Advisory Group	10/15/22
Conduct Stakeholder Interviews and Advisory Group	10/22/22
Prepare for Town Hall Meetings	11/5/22
Interim report--Stakeholder interviews/Advisory Group	11/5/22
Conduct Town Hall Meetings	11/12/22
Finalize recruit criteria and discussion guide for OBB	12/3/22
Interim report--Town Halls	12/3/22
Conduct OBB	12/17/22
Interim report--Town Halls	1/7/23
Finalize discussion guide and recruit criteria for in-person focus groups	1/14/23
Recruit and conduct in-person focus groups	2/11/23
Presentation of preliminary report --including all modules	2/28/23
Final vetted report	3/17/23

**Children's Trust of Alachua County
Listening Project ITN 2022-05
Review Team Questions
Frankel Agency**

1. Has Frankel Agency worked with families & children, esp. at-risk communities beyond the Nutrition Program (SNAP-Ed) project? Please clearly describe.
- a. If Frankel has completed a child focused project, what was the goal and outcome of that project?

Frankel and our research team has worked with families (children and parents) including underserved and at-risk families on numerous research projects. I highlighted a few examples below.

- **Coordinated with school officials in rural Nebraska to recruit over 1400 parents to participate in an online study about parent-teacher communication.**
 - **Goal and Outcome: Study exceeded recruitment expectations (1000 parents). Demographics of Participants were on par with census data at the time (census was 86% white in Lincoln and the sample was 90% white, with 10% minorities). Resulted in publication.**

- **Recruited pregnant and breastfeeding maternal-infant dyads to participate in interviews about clinical trial decision-making and provide bio specimen data.**
 - **Goal and Outcome: Ensure women with various body types and health concerns were recruited for the study, including women who were overweight/ovese, an often at-risk and stigmatized group. Research findings statistically significant for all breastfeeding mothers and resulted in five publications to date.**

- **Recruited and enrolled rural parents to a study about parent-adolescent mental illness communication interventions**
 - **Goal and Outcome: Recruit rural sample with a minimum of 15% minority participation. Was able to recruit 25% minority participants, reflective of the actual rural population**

- **Supported and educated families of children (patients) on how to best advocate for their medical care to yield optimum outcomes, positive hospital experiences, and better doctor/patient/family communication (Sebastian Ferrero Foundation).**
 - **Goal: Understand patient/family concerns, areas of miseducation or lack of education, areas they needed advocacy.**

- **Outcome:** Creation of patient advocacy center within the hospital, development of core communication materials including pamphlets and resources using information identified by the families as helpful, ultimately the creation of a children's hospital specifically focused on child medical care and family support
- **Developed a communications and outreach plan to best support local and regional baseball players without funds to compete (Rex & Brody Foundation).**
 - **Goal:** Raise \$100,000 in new funds; identify players and groups the foundation would have opportunity to help; understand their greatest need and ways the Foundation could provide the most support; craft a message and approach to address it; and ultimately distribute funds to be most impactful.
 - **Outcome:** Within the first year of the foundation, we have been successful at raising over \$200,000 (double the anticipated amount). Based on local research, it was identified that uniforms, equipment, tournament costs including travel, and quality of facilities were the biggest factor in perceived support. A communications and outreach plan was formulated. Funds were distributed to players and teams across 7 counties, culminating in taking 14 (under 12 years old) boys to Cooperstown, New York, for a once-in-a-lifetime baseball tournament and experience, covering the cost of travel, meals, tournament fees, uniform and equipment. Additionally, practice facilities in Alachua County were improved to include turf halos and batting cages.

In addition to these experiences, our research team consists of experts in health messaging and recruitment of underserved participants. We have developed the content and dissemination strategy for the successful recruitment of participants to sponsored projects involving sexual and gender minority adolescents and adolescents with obesity.

Further, our research lead for this project served as the Principal Investigator (PI) for a series of projects involving the recruitment and participation of adolescents and young adults to mental illness research studies. For these projects, participants with and without severe mental illness were targeted for recruitment. The goal with this study was to understand how families/parents communicate with their children about mental health and illness as a first step to developing parent-child mental health communication interventions. This formative research

was the first study to look at the content and process of mental health and illness (basically what parents and kids say and how they say it); The initial publication is considered a formative/foundational piece in family mental health communication literature; data resulted in three publications (to date) and served as the basis for the writing and receiving pilot grant funding for the rural parent-adolescent intervention development study noted above.

We have a strong and proven track record with community engagement, research strategy and execution, and working with a variety of audiences including at-risk communities.

2. County wide phone surveys and digital surveys - Telephone surveys can be difficult with at-risk stakeholders (some parents/caregivers and children) due in part to limited and unreliable cell phone service (i.e., minutes running out etc.) Likewise, it may be very challenging to get a sufficient digital survey response rate from parents & caregivers as well as children with our county's spotty and/or challenging internet/technology access both in rural areas as well as some urban areas. Further for both data tools you have suggested using the UF Survey Research Center and a panel service for recruitment and survey administration. No costs were given for either of these. Did your organization do this inadvertently? If this data gathering tool is not effective what other tools may be used?

As the approach is multi-pronged and the goal is listening, we expect that the strategies used may need to be adjusted over time based on response rates and data collection hurdles. Our approach allocated for time to meet with initial stakeholders, refine our plan, and truly identify our core research questions and approach before finalizing the data collection plan.

We agree that engaging with some populations via phone or digital channels can pose significant challenges to engaging with a representative sample across the geographic and socioeconomic criteria. Because of this challenge, other tactics are anticipated, such as intercept surveys at community events or places/businesses/churches at which the populations we cannot reach digitally could be engaged.

Phone surveys are the most expensive method we have outlined (the UFSRC estimates about \$200 per survey), and because of this cost, we will use phone survey research to either conduct a representative sample survey or conduct a panel survey, depending on cost and time it will take to achieve the desired responses. Using this service will ensure consistency in methodological approach and the man power to do so. However, it may, in the end, not be

possible within our small Alachua County population to reach enough of the residents. At this stage, not knowing for certain how our population will respond, we cannot definitively provide a hard cost for survey research. As a solution, intercept surveys (mentioned above) and reliance on community partnerships may, in turn, become the primary survey tool. Community partners have been helpful historically to target at-risk or hard-to-reach populations as they are in communication with some groups that we and any other research body would struggle to reach digitally. Within our cost proposal, we allocated agency time to conduct the intercept surveys and collaborate with community partners.

3. There are inconsistencies about the cost and budget allocation provided to the Research Consultant (5% on page 25, then 12.5% on page 30). Please provide clarity on the level of support the research consultant would provide.

To clarify, 5% is based on the time of the consultant used in the project in comparison with total time/effort needed. 12.5% is the cost of the consultant in comparison with total project costs. Frankel will be handling 95% of this project internally in terms of time, effort, and implementation. Frankel will handle all communication on this project, overarching strategy, community outreach and scheduling, and all implementation and analysis. We want to leverage the expertise of the consultant for the following:

- **Advice on the best phrasing for our questions (in order to yield unbiased results with a high response rate)**
- **Guidance on our final methodological approach, recruitment strategy and project plan (after meeting with key stakeholders and having a better understanding of the core research questions). Frankel would handle 100% of the research and recruitment implementation, analysis, and reporting in house.**

****Should we need to conduct phone surveys, we would also intend to use a contractor for facilitating these interviews/surveys***

4. The budget allocation for Artificial Intelligence is rather expensive, could you please provide further details of the type of results this investment would produce?

The costs are reflective of hard costs incurred. AI in research allows for communication via Zoom or other video platforms to be analyzed for sentiment and intent, in addition to literal response. This tool allows us to dig deep into speech, emotion, and context data to understand meaningful trends in your research. Ultimately, it provides a more comprehensive analysis when compared with traditional manual analysis.

Typically, when we conduct research about human and personal experiences, we recommend using AI software so we can best understand the context of their response. This software allows us to bring the voice of the customer to life and

guide how to communicate effectively and empathetically with your audiences by understanding how people really feel about their experiences.

AI is an optional (although recommended) component of this project. While it is not necessary in order to complete the Listening Project, using AI will provide deeper insights in our research, enabling us to craft a more thorough, well-rounded, and compelling story of the responses.

Additionally, the same platform that captures the data also helps with the speed of analysis (reducing agency time needed). This tool allows us to automatically extract insights that will yield faster decision-making capabilities for CTAC. Videos of participants can also be downloaded and easily shared in reports or analysis as needed. We will be able to create showreels and data reports in minutes to bring audiences to life for your board members and key stakeholders. This software uses data to take guesswork out of important business and communications decisions.

5. What did you learn about communication patterns in Alachua County from the five Alachua based projects you listed in your proposal? And how did you apply your findings to this proposal?

- **Learnings:**

- Our largest takeaway is that there are significant disparities in income across the county, and those disparities impact access to information, communication styles, and opinion. As you can expect, opinions and sentiments vary greatly from audience to audience based on socio economic status. Additionally, while the county is largely a liberal population that cares about social issues, there are large pockets of strong conservative views that have power and influence to impact change. At times, the squeakiest, most powerful wheel can get the oil, so it's important to seek out a truly representative sample to understand the varied opinions and the rate of occurrence of those opinions.
- We've also noticed that everyone wants to be heard, but gripes often go down instead of up. Many residents feel that those that can do something about their problem/concern simply won't do anything about it, so they don't voice their opinions in ways that the party responsible for change is aware that action is needed. With that in mind, leaders must reach out frequently.

- Some residents find it easy to speak more freely behind a keyboard (on social media or in a digital survey) than it is in person or in group settings. Group culture or norms can restrict/refine the level of the feedback and can help temper extreme feelings.
- There can be a 'what's in it for me mentality'? Incentives have been highly effective at encouraging participation in research projects, and communication to residents about programming, initiatives or projects needs to always address how the resident will personally be impacted. Alachua County residents have opinions and aren't afraid to voice them. (We have had higher than expected response rates in research related to projects, initiatives or programming that residents feel will directly affect their lives.) Ultimately, incentives work to recruit research participants, but that doesn't guarantee a representative sample.
- **Application of Learnings in Proposal:**
 - We have strong and multiple decades-long relationships with leaders and residents within the county as well as life-long personal and professional experiences here. This advantage allows us to have access to leaders within the community, gather information quickly, and make change happen quickly. Our relationships have created efficiencies in our initial estimation of stakeholder interviews, allowing us to garner deeper insights because the relationships with the people we interview are real.
 - We included social media monitoring/listening and sentiment analysis in our proposal so that we can meet people where they are by easily monitoring what they post on social media when we aren't asking for their opinions.
 - All other aspects of our proposal include proactive outreach to ensure residents understand that CTAC cares about their opinion and wants to hear what they have to say in a way that is easy for residents to engage with. Our proposal is strategically multi-pronged to ensure we capture all opinions, not just the noisiest ones.
 - Recommendation of social media listening dashboard and digital surveys to allow people to respond completely freely and unfettered. This multi-pronged research approach allows for a well-rounded analysis of the situation.
 - Our deep history within the county allows for existing community partnerships. Working closely with community

partners is essential in order to ensure equal representation. Together with CTAC's community partners, we feel confident in being able to recruit a representative sample for this Listening Project.

- To address 'What's in it for me?' we included participant incentives in pricing for all community outreach listening initiatives (excludes key stakeholders who are already invested in the project). Our methodology also includes sharing with participants of a listening session (interview, focus group, survey, etc.) how their info will be used and why it's important to their life and their community.

6. What can the Children's Trust learn from the findings of your previous projects and apply, not only to the Listening Tour, but part of a continuous improvement initiative of our communication practices?

Communication is not a one-way system, but rather a two-way process inclusive of feedback and change. This two-way process requires constant evaluation and revision. Listening should be an ongoing part of the strategy for the Children's Trust going forward to ensure they are meeting the needs of their audiences and showcasing value in ways that their audiences need it.

Previous projects also indicated that mis-information and lack of education can often breed fear, confusion, and negative opinions/perceptions. Since people often dislike what they don't understand or what they misunderstand, ongoing education of the public on CTAC initiatives should be considered.

Identifying key supporters and influencers within the community is important to impacting adoption of a new idea or involvement in new programming or initiatives.

Alachua County residents are not a 'one size fits all' audience when it comes to communication preferences/styles. CTAC should identify sub categories of audiences within the County and work to identify with this project and beyond the messages that resonate most with each audience, the best means or platform to communicate those messages, and the degree of frequency that messages should be delivered to be effective and not annoying.

7. Please describe the value of social media Listening as listed on page 15 of your proposal.

A social media listening dashboard is valuable to keeping a pulse on the topics that our local community is discussing without them knowing we are asking,

without any bias in how or where we ask a question, and in a way that is efficient to capture and analyze.

This real-time dashboard can be shared with the full board or with key stakeholders. It easily tracks certain keywords we would be interested in as well as individual posts with more details.

We value this dashboard in helping us:

- Analyze whether posts on topics we care about have positive/negative/neutral sentiment. This intel will allow us to capture unbiased opinions from our audiences without having to ask and is used as supplementary data to our primary research.
- Efficiently identify key advocates and opponents of CTAC, our leaders, and our programs, allowing us to engage with them for more information and invite them to participate in our Listening Project.
- Refine our research questions and/or methodological approach (often we find the public will focus on a topic that isn't on our radar to about or wasn't identified as a key concern initially)
- Analyze themes in complaints and themes in positive feedback to help us tailor the questions we ask in the listening phase, but also lay a foundation for future communication needs
- Identify key geographies/areas of the community where negative or positive feedback tends to arise
- Understand overarching trends, but also be able to click into individual posts, people, profiles, etc.



601 South Kings Drive, #F434, Charlotte, NC 28204
704.438.9929

August 5, 2022

Ms. Demetrica Tyson
Program Specialist
Children's Trust of Alachua County
Sent via email: dtyson@childrenstrustofalachuacounty.us
RE: Listening Project ITN 2022-05

Dear Ms. Tyson:

Thank you for your email requesting clarification in several areas. I have provided responses below.

- 1. Obtaining sufficient online survey response rates from parents & caregivers as well as teenagers can be challenging. Our county has spotty and/or challenging internet/technology access both in rural areas as well as some urban areas. If this data gathering tool were eliminated from these two stakeholder groups, what other tools could you increase and what would be the impact on the project price? The project has been approved at a \$100,000 cap.*

We understand working in rural areas, as well as working with stakeholder groups who may have challenges accessing the internet. I and another team member spent the first part of this week working with a school district in Oklahoma where the total district enrollment is less than 900. Most of our 40+ projects in Oklahoma were in rural areas. We have worked in rural areas in Alaska, North Carolina, South Carolina, and Texas. We have also worked in Osceola County, Florida, which has some rural areas, and we are currently working with North Florida College, which has a largely rural catchment area.

We have found that regardless of the level of rurality in an area, the local schools typically have good to great internet access, so this could be a resource in gaining survey participation on this project. Also, rural area commercial venues often offer internet access for patrons, which could be another resource. Finally, we have found that, regardless of the level of perceived technology access or levels of local poverty, teenagers nearly always have cell phones. We most often use SurveyMonkey for our online surveys and they render well on phones. Therefore, we would suggest attempting the online survey data collection from both groups, then assessing initial results and adjusting from there.

If online survey data collection is determined to be incomplete for either parent/caregivers or teenagers, or if CTAC opts to not pursue online survey data collection from those groups, we suggest a two-fold strategy:

- Expanded focus groups – We could include the collection of paper-based surveys at the start of already planned focus groups in order to gather input on areas outside those that are better suited for focus group conversations. That can be done at no additional cost. We could also add extra focus groups in geographic areas where the initial online survey results are lower than desired. The cost for additional focus groups would be \$700 each, covering preparation, conduct, transcription, and inclusion in the analysis, as well as an estimate for travel costs.
- Paper-based surveys – We could selectively target areas for receipt of paper-based surveys. For example, we could work with CTAC partners to distribute and collect surveys from families that come to their locations for an event or services. The development of the survey instruments is already included in our initial proposed pricing. Processing of paper-based surveys is time-consuming, but we could handle that for a cost of \$1,500, assuming we ultimately collect and process no more than 2,000 surveys. That sample size should be sufficient to allow for robust statistical analysis along various stakeholder dimensions (geography, vulnerable population type, age of child, etc.)

We are mindful of CTAC's overall budget and are confident we can accommodate a variety of parent/caregiver and teenager data collection methods within that budget.

2. *One of the primary objectives of the Listening Project is for families, partners, and community members to meaningfully contribute and feel heard. How would you ensure this happens? Are you willing to provide childcare, offer incentives (stipends, prize drawings, etc.) or refreshments for the focus groups and community meetings? Would you be willing to build this into your proposal during negotiations to ensure residents know their time at these meetings is valued?*

Great question. We know we cannot do our work without stakeholder input, so we absolutely value their time. We routinely offer refreshments in all the data input sessions we host, typically bottled water and a variety of light snacks. Our initial proposal included \$500 for refreshments (part of the miscellaneous office line item).

As for incentives, in our Osceola County work, we provided a \$25 gift card to each family for each interview we conducted with them. In our annual focus groups with various types of educators in Hillsborough County Schools, we either provide a \$25 gift card to each participant or a chance to win one of several gift cards per group, depending on the project's budget. For survey completions, we typically offer a chance at one or more gift cards, depending on the survey population size.

Yes, we would be willing to build a set of participation incentives beyond refreshments into our proposal during negotiations.

3. *On pages 13 and 14, you list 7 projects, all are identified as evaluation projects. Please describe how any of these projects demonstrate the characteristics of a Listening Tour, which is more of a communications exercise rather than evaluating program performance.*

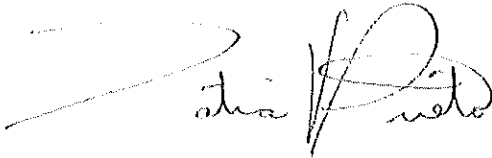
The common thread between those projects and this one is that they all require structured, effective, and organized listening to stakeholders. Each of the seven projects required the same kinds of stakeholder listening, then processing of that input:

Project	Listening Methodologies
Hillsborough County Public Schools (FL) - multiple US DOE Grant Evaluations, including School Climate Transformation Grant, Project PREVENT Grant, YMHFA Grant, Learning for Life Grant	<ul style="list-style-type: none"> ➤ Surveys of students in grades 3-12 (online and paper-based) ➤ Surveys of parents, school staff members, principals (online and paper-based) ➤ Focus groups with social workers, counselors, teachers, principals (in person) ➤ Key informant interviews of program staff (in person and phone)
Fort Worth After School Program (TX) – Annual program evaluation	<ul style="list-style-type: none"> ➤ Surveys of students in grades 3-12 (online) ➤ Surveys of parents, program staff members, teachers, principals (online) ➤ Focus groups with students in grades 6-12, parents, program staff members, principals (in person typically but via Zoom during COVID-19) ➤ Key informant interviews of program staff (in person and phone)
Osceola County School District (FL) - Evaluation of the System of Care “Wraparound” Initiative	<ul style="list-style-type: none"> ➤ Individual family interviews conducted at baseline, every six months, and program exit (in person typically, but via phone during COVID-19) ➤ Fidelity of implementation surveys of program partners every six months (online) ➤ Key informant interviews program staff and program partners (in person and phone)
Miami-Dade County Public Schools (FL) - Evaluation of Perkins modernization and innovation grant	<ul style="list-style-type: none"> ➤ Surveys of students in grades 6-8 (online) ➤ Key informant interviews of program staff (via phone)
Pittsburgh Public Schools (PA) - Evaluation of K-2 Nonviolent Suspension ban	<ul style="list-style-type: none"> ➤ Survey of elementary principals and K-5 teachers (online) ➤ Individual interviews with selected sample of principals (via Zoom and phone)
Mid-Del Public Schools (OK) - School Performance Review	<ul style="list-style-type: none"> ➤ Surveys of students in grades 7-12 (online) ➤ Surveys of parents and all district staff members (online) ➤ Community input focus group (typically conducted in-person, but conducted via Zoom for this project due to COVID-19) ➤ Focus groups of teachers, principals, and other staff member categories (some conducted via Zoom, some conducted in person) ➤ Key informant interviews of leadership and staff (in person, via Zoom, and phone)
Sixth Judicial Circuit (Pasco and Pinellas Counties, FL) – Evaluation of Truancy Magistrate Program	<ul style="list-style-type: none"> ➤ Student participant surveys, grades 6-8 (paper-based) ➤ Key informant interviews of program staff and program partners (in person)

In all of these projects, our work depended upon eliciting effective input from various stakeholders. Our skills in gathering and processing stakeholder input are the kinds of skills we believe you need on this listening project.

If you have any further questions, I can be reached at 954.465.1175 or via e-mail at Tatia@PrismaticServices.com. We look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read "Tatia V. Prieto". The signature is fluid and cursive, with a long horizontal stroke extending to the left.

Tatia V. Prieto, Ed.D., MBA, PMP
President



CHILDREN'S TRUST
OF ALACHUA COUNTY

CHILDREN'S TRUST MEETING MINUTES

August 8, 2022 at 4:00 PM

CTAC, 802 NW 5th Ave., Gainesville, FL 32601

Signature Page

Approval of Meeting Minutes

CERTIFICATION:

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Regular Meeting of the Children's Trust of Alachua County, held on the 8th day of August, 2022.

I further certify that the meeting was duly called and held and that a quorum was present.

CHILDREN'S TRUST OF ALACHUA COUNTY

By:  _____

Dr. Margarita Labarta, Chair

CHILDREN'S TRUST OF ALACHUA COUNTY

By:  _____

Kristy Goldwire, Acting Secretary

Please provide your signature to confirm these minutes are a true representation of the CTAC meeting on August 8, 2022, as approved by the Board on August 22, 2022.