### FY 2025



# Community Based Agency FY 2025 Notice of Funding Opportunity (NOFO)

## **Pre-Proposal Conference**

Thursday, February 29, 2024 at 9:00 am

Via Zoom: https://pbcgov.zoom.us/j/85144003971?pwd=TWJuRldTeWVMVnRUNWZXZm9JWjBVQT09

## **AGENDA**



Welcome & Introductions	Elisa Cramer, Interim Director, Youth Services     Department
Cone of Silence	Helene Hvizd, Senior Assistant County Attorney
Overview of FY2025 CBA NOFO Process and Guidance	Ike Powell III, Director of Outreach & Community Programming
Scope of Work and Logic Model	Valerie Messineo, Senior Program Specialist
Contract Preparation & Process	Michelle Liska, Director of Finance, Contracting, and Administrative Services
Fiscal Overview for NOFO Budgets & Website Page Overview	Tyrell Hall, Financial Analyst II
Evaluation Methodology	Donna Goodwin, Program Evaluator
NOFO Dashboard Demo	Ike Powell III, Director of Outreach & Community Programming
Questions & Answers	Elisa Cramer, Interim Director, Youth Services     Department

## WELCOME & INTRODUCTIONS



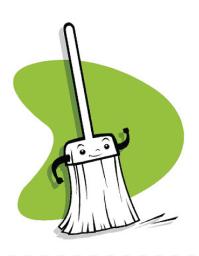
#### **Elisa Cramer**

Interim Director,
Palm Beach County Youth Services Department

#### HOUSEKEEPING



- Session is being recorded
- □ Put your name and agency name in the chat
- Participants on Mute
- □ Put questions in the chat
- ☐ Website Q & A



### SIGN IN



#### **Mandatory Pre-Proposal Conference**

The NOFO requires a proposer's attendance at today's *mandatory Pre-Proposal Conference* or an attestation that the recording of this conference has been reviewed.

Each proposer will be asked to confirm attendance or review when submitting a proposal, and the application cannot be submitted without such attestation.

For those attending, please add your name and agency in the Chat.

The PowerPoint and recording of this meeting will be available at:

www.pbcgov.com/youthservices/Pages/NOFO.aspx

### RESOURCES



- NOFO Proposal Portal
- Community Based Agencies Portal
- Outcome selection list



## VENDOR SELF SERVICE (VSS) AMENDMENTS TO NOFO



#### Amendments to NOFO

No oral interpretation of this NOFO shall be considered binding. Any interpretation, clarification, correction or change to this NOFO will be made only by written Amendment(s) issued prior to the Electronic Submission Deadline Date for receipt of proposals. As they are issued, all Amendments to this NOFO will be posted under the applicable solicitation on the County's on-line Vendor Self Service (VSS) system at <a href="https://pbcvssp.co.palm-beach.fl.us/webapp/vssp/AltSelfService">https://pbcvssp.co.palm-beach.fl.us/webapp/vssp/AltSelfService</a>. Interpretations, corrections or changes made in any other manner will not be binding, and Proposers shall not rely upon such interpretations, corrections or changes. It is the sole responsibility of the Proposer to routinely check VSS for any Amendments that may have been issued prior to the Electronic Submission Deadline Date for receipt of proposals. The Proposer should verify with the designated Contact Person prior to entering a proposal that all Amendments have been received. The County shall not be responsible for the completeness of any NOFO package not downloaded from VSS.



If you are experiencing difficulty with the VSS system, please contact Palm Beach County VSS Assistance Monday through Friday, 8:00am-5:00pm EST and can be reached by calling (561) 616-6800 or email at <a href="mailto:PBCVendor@pbcgov.org">PBCVendor@pbcgov.org</a>.

### YOUTH MASTER PLAN









## **Strengthening** the Steps to Success



## CONE OF SILENCE



#### **Helene Hvizd**

Senior Assistant County Attorney

### CONE OF SILENCE



**This NOFO includes a Cone of Silence.** The Cone of Silence will apply from the Electronic Submission Deadline Date and terminate at the time the awards are approved by the Board of County Commissioners.

Proposers are advised that the "Palm Beach County Lobbyist Registration Ordinance" (Ordinance), a copy of which can be accessed at <a href="https://pbcgov.org/legislativeaffairs/Misc\_Documents/Lobbyist\_Registration\_Ordinance.pg">https://pbcgov.org/legislativeaffairs/Misc\_Documents/Lobbyist\_Registration\_Ordinance.pg</a> df, is in effect. The Proposer shall read and familiarize themselves with all of the provisions of said Ordinance, but only for convenience, the provisions relating to the Cone of Silence are summarized here.

"Cone of Silence" means a prohibition on any non-written communication regarding this NOFO between any Proposer or Proposer's representative and any County Commissioner or Commissioner's staff. A Proposer's representative shall include, but not be limited to, the Proposer's employee, partner, officer, director or consultant, lobbyist, or any, actual or potential subcontractor or consultant of the Proposer.

## CONE OF SILENCE



#### When Does the Cone of Silence End?

The Cone of Silence is in effect as of the Electronic Submission Deadline Date. The Cone of Silence shall terminate at the time that the BCC approves awards or contracts, all proposals are rejected, or other action is taken which ends the solicitation process.

#### When Oral Communications are Allowed

The provisions of this Ordinance shall not apply to oral communications at any public meeting, including but not limited to pre-proposal conferences, and selection committee meetings. The Cone of Silence shall not apply to contract negotiations between any employee and the intended awardee.

#### **Ethics Commission**

If anyone has a question regarding ethics they should not be addressed to our department, but should be addressed directly with the Ethics Commission. http://www.palmbeachcountyethics.com/

## FOREIGN COUNTRY OF CONCERN ATTESTATION



#### Foreign Country of Concern Attestation (Form PUR 1355)

- New Florida State Law, effective January 1, 2024, section 287.138, Florida Statutes imposes a new requirement concerning proposals, bids, and contracts
- Requires an entity submitting a proposal to a governmental entity for a contract which would grant the entity access to an individual's Personal Identifying Information to submit the Foreign Country of Concern Attestation, Form PUR 1355
- Entity cannot be owned by, controlled by, or organized under the laws of the government of a Foreign Country of Concern
- We are asking for this form to be completed and submitted out of an abundance of caution, because we do not know the specifics of each contract at this time. Complete and upload Attachment 9
- If the proposer is a governmental entity, such as a municipality, or a special district, you will complete and uploaded Attachment 10, which simply states that you are a governmental entity or special district. Attachment 10 may be signed by the person who submits the proposal on behalf of the municipality or special district. It does not require approval by the governmental entity or special district's board or council.

## OVERVIEW OF NOFO PROCESS & GUIDANCE



#### **Ike Powell III**

Director,
Outreach and Community Programming

## CBA FUNDING CYCLE



#### 3-Year Funding Cycle:

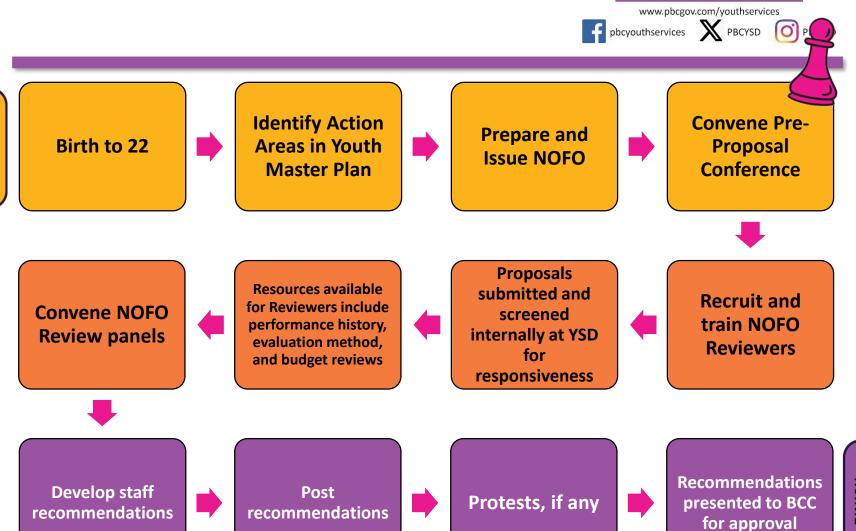
The following Action Area(s) will be issued a three (3) year contract which will be dependent on annual budget allocation from the BCC.

#### **FY 2025 NOFO Categories:**

- **1. Economic Access:** Building education to employment pathways for opportunity youth
- 2. Parenting & Role Models: Increase outreach to parents through communications, natural support system network, and parent mentors
- **3. Educational Supports:** Promote equitable access to and success in higher education for pre-k through post-secondary students, by increasing parent, community, and business involvement in education

## **CBA NOFO PROCESS**





FINISH

2/29/2024

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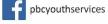
## NOFO TIMELINE



DATE	ACTIVITY	
February 25, 2024	NOFO advertised	
February 26, 2024	NOFO available to public	
February 29, 2024	Mandatory Pre-Proposal Conference	
March 12, 2024	Reviewer Training via Zoom	
March 18, 2024	Final day to submit written questions (YSD-rfp@pbcgov.org)	
March 19, 2024	All questions to be answered, and posted on YSD website	
Mayob 25, 2024	Electronic Submission Deadline Date @5:00p.m. EST	
March 25, 2024	Cone of Silence Begins	
April 9-11, 2024	Review Panels meet to finalize reviews and proposal scoring	
April 22, 2024	YSD staff posts Recommended Contract Awards on YSD website under a tab	
	titled "Notice of Funding Opportunities" at www.pbcgov.com/youthservices/Pages/NOFO.aspx	
April 29, 2024	Final date to submit written protest	

## PROPOSAL HIGHLIGHTS









All applicants attending the mandatory Pre-Proposal conference or who have attested that they have viewed the recording of today's conference are approved to submit a full proposal.

The full written proposal must be completed online and submitted according to NOFO guidelines and is due no later than March 25th, 2024 by 5:00 p.m. EST

## PROPOSAL HIGHLIGHTS



#### **Proposal should:**

- ☐ Address all components of the YSD CBA NOFO
- Be written in plain language, AND include a narrative that fully addresses all questions in THIS NOFO
- Provide citations for all data sources
- Specifically address the Action Area
- Select outcomes provided in the menu
- ☐ Submit proposals and required documents through the YSD NOFO Dashboard



## PROPOSAL HIGHLIGHTS



#### **Proposal components:**

- ☐ Description of Need (up to 10 points)
- ☐ Local Data (up to 10 points)
- ☐ Approach and Design (up to 25 points)
- ☐ Evaluation Methods (up to 15 points)
- ☐ Performance History (up to 5 points)
- ☐ Available Resources and Sustainability (up to 15 points)
- Budget (up to 20 points)







### PRIORITY AREA SCORE



The Review Panel will rank all proposals based on service's critical need, and on ensuring service availability and access to youth in need in Palm Beach County (e.g. If there are ten proposals, the top-ranked proposal will be awarded 10 points and so on).

The <u>SCORE</u> awarded to a proposal is reflective of how competitive the proposal is. The maximum scoring for each component was shown on the prior slide.

The <u>RANKING</u> of the proposals is reflective of how imperative and critical the services are to ensure availability and access. It is <u>not</u> based on the score for the rest of the proposal. For example, If there are ten proposals in an action area, the top-ranked proposal will be awarded 10 points and so on.

#### **ECONOMIC ACCESS:**

Building education to employment pathways for opportunity youth



Programs and services in this category must address at least one and no more than four outcomes and performance measures from the list below associated with the applicable Action Area:

Youth gain employability skills and are workforce ready to include interview skills, résumé writing, communication, and budgeting as evidenced by pre-/post-tests
 Youth attain employment/internships as evidenced by job placements
 Youth gain self-confidence for career visioning and planning through career planning as evidenced by pre-/post-tests
 Youth acquire contextual learning related to post-secondary education and/or trade school as evidenced by pre-/post-tests
 Community Based Agency provides access to transportation services and incentives for youth as evidenced by tracking logs
 Youth earn job relevant licenses, certifications and/or credentials as evidenced by completed courses, certificates and licenses

#### **ECONOMIC ACCESS:**

Building education to employment pathways for opportunity youth



#### **Suggested Uses of Available Funds:**

- Provide foundational career education such as financial literacy, vision boarding, Dress for Success, time-management, college tours and interview skills.
- Offer career exploration utilizing progressive, age-appropriate skill and interest inventories, guest speakers, and visits to local businesses as a means to broaden youth awareness of employment opportunities and careers.
- Provide personal guidance and coaching support for post-secondary education, including but not limited to certificate programs and trade apprenticeships and career development.
- Provide exposure/access to structured entry-level employment/internships in areas of potential career interest to increase employability and work readiness.
- Provide access to job readiness and employability training to prepare youth to compete for and excel in entry-level jobs.
- Increase knowledge/experience on post-secondary education, standardized testing, the application process and financial aid assistance, including but not limited to completion of the Free Application for Federal Student Aid (FAFSA).
- Provide coaching and apprenticeship/internships within and outside the agency to include summer opportunities.
- Assist in obtaining entry-level employment/internships with local agencies/businesses.
- Facilitate youth participation in employment pathways through outreach efforts with municipalities and schools including clubs.
- Create opportunities for young offenders, including with felonies, to be able to qualify for federal grants and scholarships.
- Increase training and professional learning opportunities for all frontline professionals working with opportunity youth to promote equitable practices, including:
  - Cultural competency training with a focus on understanding homelessness, depression, and gender identity among LGBTQ+ youth
  - Racial and gender equity training
  - Special needs awareness and inclusivity training
  - o Adverse Childhood Experiences (ACEs) and Resilience training

#### PARENTING & ROLE MODELS:

Increase outreach to parents through communications, natural support system network, and parent mentors



Programs and services in this category must address at least one and no more than four outcomes and performance measures from the list below associated with the applicable Action Area:

Parents acquire coping skills and enhance their ability to engage in positive relationships with their children as evidenced by pre-/post-assessments.
Incarcerated parents demonstrate increased attachment as evidenced by bonding assessment tools.
Children (birth to five) of incarcerated parents will demonstrate increased developmental milestones
as evidenced by Ages and Stages Questionnaire (ASQ).
Children of incarcerated parents demonstrate decreased anti-social behavior as evidenced by pre-
/post-assessments.
Parents gain knowledge of the impact of trauma on child development as evidenced by pre-/post-
assessments.
Parents/caregivers increase their ability to initiate conversations with youth as evidenced by pre-/post-
assessments.
Parents/caregivers increase knowledge about equitable practices relevant to special needs, cultural
diversity, and gender identity as evidenced by pre-/post-assessments.
Parents gain awareness of how to seek relevant community resources as evidenced by pre-/post-
assessments.
Community Based Agency provides access to respite care for parents of children with disabilities,
domestic violence involvement, or facing a temporary crisis with the goal of reunifying as evidenced
placement records.



### PARENTING & ROLE MODELS:

Increase outreach to parents through communications, natural support system network, and parent mentors



#### **Suggested Uses of Available Funds:**

- Expand parent mentoring and support networks for parents of young children through young adults.
- Develop and provide trainings aimed at both parents and parent mentors to include parenting skills, coping skills, relationship building, and/or communication.
- Develop communications campaigns aimed at both parents and parent mentors. Increase awareness of the range of services available. Get youth/students involved in development and delivery of outreach campaigns.
- Reduce barriers to access by increasing transportation options, internet and computer access, and
  providing more mobile services that bring the services closer to home or into the home.
- Engage diverse and culturally competent parent mentors, volunteers, and professional staff.
- Increase training and professional learning opportunities for all frontline professionals working with parents, mentors and youth to promote equitable practices, including:
  - Cultural competency training with a focus on understanding homelessness, depression, and gender identity among LGBTQ+ youth
  - Racial and gender equity training
  - Special needs awareness and inclusivity training
  - Adverse Childhood Experiences (ACEs) and resiliency



#### **EDUCATIONAL SUPPORTS:**

Promote equitable access to and success in higher education for pre-k through post-secondary students, by increasing parent, community, and business involvement in education.



Programs and services in this category must address at least one and no more than four outcomes and performance measures from the list below associated with the applicable Action Area:

u	Youth build resiliency to overcome obstacles related to educational goals, life skills, and social skills as
	evidenced by resiliency assessment.
	Youth reduce school absences and behavior referrals through educational supports in supervised and
	structured learning environments after school and during out-of-school time as evidenced by school
	attendance and behavior records.
	Youth will demonstrate proficiency in reading on grade level by the end of 3rd and 10th grades as
	evidenced by reading assessment and academic records.
	Parents of special needs students obtain educational supports as evidenced by pre-/post- surveys.
	Parents gain understanding of school system resources and supports, and are more engaged in
	supporting their children's academic success as evidenced by pre-/post-assessment.
	Youth attain college readiness as evidenced by pre-/post-assessment results.
	Youth receive coaching and achieve acceptance to post-secondary institutions (college, university,
	trade/vocational school, military, etc.) as evidenced by letters of acceptance.
	Youth receive extracurricular support, and advance to the next grade level or achieve on-time
	graduation as evidenced by academic records.

#### **EDUCATIONAL SUPPORTS:**

Promote equitable access to and success in higher education for pre-k through post-secondary students, by increasing parent, community, and business involvement in education.



#### **Suggested Uses of Available Funds:**

- Provide accessible personal guidance and mentoring support to parents to encourage engagement and navigation of the school system, including but not limited to certificate programs, trade apprenticeships and career development opportunities.
- Improve education and training to parents through provision of free books, parenting classes with cultural inclusivity, and use of social media to provide parenting tips.
- Engage businesses to provide learning opportunities in a nontraditional school setting to include life skills, building social skills, and financial literacy.
- Provide post-secondary support to students, including but not limited to mentorship, coaching, 1<sup>st</sup> year GPA goal achievement, 2<sup>nd</sup> year retention, and emergency scholarship support.
- Provide educational support to improve proficiency in math, reading, and/or English, as well as mental health support, and other wrap-around services for youth who have been suspended or expelled from school.
- Offer interventions and training to educators to seek and develop strengths in students in all educational settings, making it easier for youth to stay in school.
- Increase training and professional learning opportunities for all frontline professionals working with opportunity youth to promote equitable practices, including:
  - Cultural competency training with a focus on understanding homelessness, depression, and gender identity among LGBTQ+ youth;
  - Racial and gender equity training;
  - Special needs awareness and inclusivity training;
  - Adverse Childhood Experiences (ACEs) and Resiliency training

## SCOPE OF WORK & LOGIC MODEL



#### Valerie Messineo

Senior Program Specialist,
Outreach & Community Programming

### SCOPE OF WORK



The Scope of Work specifies the work that will be performed.

It is based on the information that is presented in the NOFO proposal and provides a thorough picture of what is expected.

#### SCOPE OF WORK

Contract Period

Agency Name:

Program Name:

Target Population:

Geographic area(s) served:

Commission Districts:

Overview:

Evidence-based model or promising practice:

Observed Need/Risk Factor(s) that will be addressed:

Services:

Outcomes:

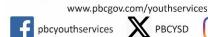
#### Reports Submission:

The AGENCY shall provide monthly, quarterly and annual data for all program participants funded in this Contract. The reports shall be presented in a format acceptable to COUNTY.

- Monthly Report format, Exhibit A, Form 1
- · Quarterly Report format, Exhibit A, Form 2
- Logic Model, Exhibit A, Form 3
- Final/Annual Report format, Exhibit A, Form 4

Projected number of clients served:

## TARGET POPULATION VS. **GEOGRAPHIC AREA**





Growing Brighter Future





The **Target Population** should highlight the demographics and characteristics of the individuals you seek to serve.



The **Geographic Area\*** should tell us what communities or neighborhoods you will serve.

#### \*Please confirm through these resources:

- http://maps.co.palm-beach.fl.us/cwgis/mygeonav.html
- http://maps.co.palm-beach.fl.us/cwgis/?app=districtlocator
- http://pbcgov.org/countycommissioners/DistrictMaps/map.pdf

#### **OVERVIEW**



The Overview section gives essential information about the content of the services to be provided. The overview only summarizes the provisions of the services. It is not intended to cover every aspect of the services to be provided.

In the overview, explain the area of need or the problem that you are trying to solve and how the problem is connected to the designated Action Area. Then, explain how your Agency can fill that need or provide a solution.

## EVIDENCE-BASED MODEL OR PROMISING PRACTICE



Simply cite the evidence-based model or promising practice your agency will use to implement your program with fidelity.



### **SERVICES**



As the Agency entering into the contract, you are responsible for a particular type of activity and for providing a particular service to meet client/participant needs.

List the services your program will provide.



## NUMBER OF CLIENTS SERVED



Provide only the total number of participants that will receive the proposed service/activity under this proposal. If population is mixed, clearly indicate so, as in the below example.

Projected Number of Clients Served: 30 adults/parents 20 youth



## KEYS TO CREATING A GOOD LOGIC MODEL



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2/29/2024

Read the description for each section of the provided template

Use specific & concise bullet points

Answer only what is asked for in each section

#### **Logic Model Tutorial Video:**

https://discover.pbcgov.org/SiteAssets/helpers/videoplayer.htm?videoid=youth/Logic Model Tutorial NOFO

## CONTRACT PREPARATION



#### Michelle Liska

Director

Finance, Contracting, and Administrative Services

## CONTRACT FOR COMMUNITY **BASED AGENCY**









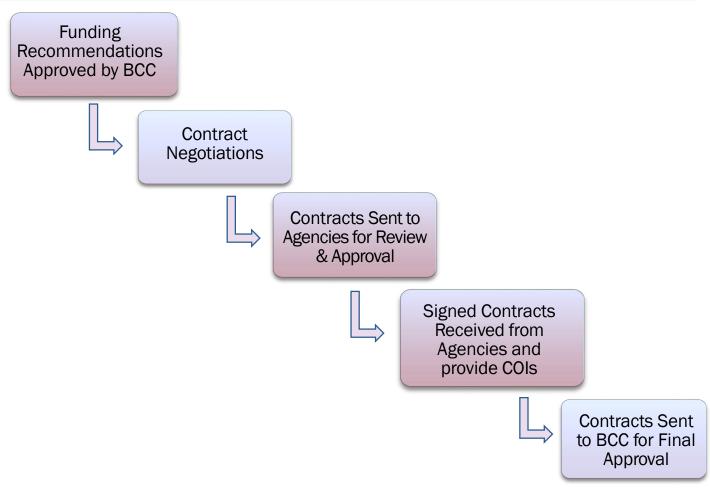
The Contract is made up of the terms and conditions required by the County. Also included in the contract will be:

- REPORTING REQUIREMENTS
- SCOPE OF WORK
- SCHEDULE OF PAYMENTS / **PAYMENT TERMS**
- UNIT COST OF SERVICE RATE AND DEFINITION
- STANDARD COUNTY CONTRACT PROVISIONS, including:
  - Non-Discrimination
  - **Inspector General**
  - E-Verify
  - Certificates of Insurance (COI)
  - Signature Authority
  - Foreign Country of Concern Affidavit or Attachment

COMMUNITY BASED AGENCY CONTRACT	
This Contract is made as of the day of , 20 , by and between Palm Beach County, a Political Subdivision of the State of Florida, by and through its Board of Commissioners, hereinafter referred to as the COUNTY, and (LEGAL NAME OF ENTITY), a (TYPE OF ENTITY) authorized to do business in the State of Florida, hereinafter referred to as the AGENCY, whose Federal I.D. is	
WHEREAS, the AGENCY is a not-for-profit agency providing services to residents of Palm Beach County; and	
WHEREAS, the AGENCY has agreed to assure access to funded services for the Cepter departments, divisions and/or programs; and to assure that individuals refer from the departments, divisions and/or programs will receive services on a timely to	
NOW, THEREFORE, in consideration of the mutual promises contained her and the AGENCY agree as follows:	
ARTICLE 1-SERVICES	
The AGENCY agrees to provide services to residents of Palm L attached Exhibit A (Scope of Work). The AGENCY a' set to proports, as specified in Article 2. No changes in the Soports of Palm County and the AGENCY receiving and County and the AGENCY services, with the angle of the County and the AGENCY'S services, with the conformal part of the AGENCY'S services, with the AGENCY'S services, with the AGENCY'S services, with the AGENCY'S services, with the conformal part of the AGENCY'S services, with the AGENCY services, with the AGENCY services, with the AGENCY services, with the AGENCY services, with th	
No part of the funding is interesting the funding is interesting the funded for the overall berefit of funded herein.	
The COUNTY'S epresentative during the performance of this Contract shall be Geeta Loach-Jacobson Ou a & Community Programming (telephone no. 561-242-5702).	
The AGENCY'S rep. aftive/liaison during the performance of this Contract shall be (telephone no. ).	

## **CONTRACT PROCESS**





# FISCAL OVERVIEW FOR NOFO BUDGETS



### **Tyrell Hall**

Financial Analyst II,

Finance, Contracting & Administrative Services

# NOFO SUBMISSION REQUIREMENTS



- **Total Program Budget** (program's total budget during the time period for which you are requesting funding, but not more than one (1) year)
- Amount of Funding Requested (how much you are requesting in the proposal)
- Overview (three (3) sentence overview of the program this must be short and concise, and will be used to communicate the purpose of programs and services to the Board of County Commissioners and various publications)

## NOFO SCORING

### **Budget (up to 20 points)**



Complete proposed program budget using the template/worksheet provided - Attachment 5.

Review the 'sample' and 'guidelines' tabs provided before completing the template.

Ensure the requested fund justifications are complete.

Ensure administrative expenses are limited to no more than 15%.

Provide a *Budget Justification* by describing in detail each of the line items requested in the budget. Employee positions should include brief descriptions of their duties in the program. If you are charging an indirect/administrative percentage fee, then you must remove any other line items related to indirect/administrative expenses. If an indirect cost percentage is being requested, an approved cost plan must be included.

## NOFO SCORING

### **Budget (up to 20 points)**



Upload a *Total Agency Budget* to the proposal. The budget forms that are part of the proposal do not need to be utilized for your agency's total budget. Ensure *CBA portion of the budget* (amount of funding requested from Palm Beach County) is not more than 25% of the Total Agency Budget.

Upload proof of Nonprofits First accreditation, or submit most recent completed Independent Audit report. If there were findings, describe corrective actions.

Submit Year-End Financial Statements and IRS Form 990 (if not accredited by Nonprofits First). If not submitted explain why.

Submit Unit Cost of service rate definition.

Submit Unit Cost of service rate (Is this an industry standard? If so, please state source).

Ensure both the unit cost of service definition and rate are clear and accurately calculated.

Formulas used to arrive at the unit cost of service rate should be included.

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## **BUDGET TEMPLATE**

**Attachment 5 to the NOFO** 









- Formulas will sum program expense categories & admin percentage
- Must be completed with all FY25 submissions
- Includes clearly defined sections for programmatic and admin expenses
- Ensure expense narrative is clearly defined
- Will allow for better transparency and understanding of each program

CBA Budget Zems gram Period: FY2018	CBA Program Name	Palm Beach County CB	A P	Program Funder #2	Program Fut	nder	Program Runder #4	Funding (All Source
	-	Proposed	4	Confirmed	Pending		Pending	Pending
	TOTAL PROGRAM FUNDING AMOUNT:	5 112,045,	00					, among
Program Expenses				\$ 45,000.00	\$ 17,50	0.00	5 7,500.0	00 \$ 182,045
ionnel	Narrative	Amount	+					110,043
	Program manager position for community support service. Salary expense is 100% funded by PSC CRA award or an arranged service.			Amount	Amount		Amount	
gram Manager	expense is 100% funded by Pac CBA award and includes fringe benefits.	5 72,445	00	\$ 45,000.00	\$ 17,50	0.00		Amount
					,,,,,		\$ 7,500.	00 \$ 142,445
	Program Assistant role is to support the program manager and community educator with daily tasks. This salary expense is 50% funded by PBC CBA award, Total salary expense is 50% 50% along the SBC SBA award. Total salary	\$ 25,000	00	\$ 30,000.00				
			1	30,000.00				5 55 000
gram Assistant	frings beautiful to PBC (57,500). (Salary expense days					T		\$ 55,000.
	Prince have for							
ge Benefits - Program Assistant	this position total (\$1.800) with real	5 7,500.	on i					
	Committee amount of Soon		1	\$ 15,000.00	\$ 7,50	0.00	5 700	
Imunity Educator	schools at the position is the primary	S				-	7,500.0	0 5 37,500.
	benefits) billed to Palm Beach County CBA = 539,045	900.	00					
ding /Occupancy	Seath County CBA = 539,045				_	$\perp$		\$ 92 500
	*Note: n	39,045.	00					\$ 92,500.0
	*Note: Rent for areas that house admin staff should be listed specially. You find a section *Rent expense for Lake Worth Beach County (8.8 assessment).	,			\$ 10,000	0.00		
grammatic Rent/Lease	repressive under admin section. Sent expense for Lake Worth facility. Total rantal expense for PY16 = 535,000. Allocation to Palm beach Gourty GB awards 530,000, Remaining 515,000.		00	s		-		\$ 49,045.0
Mai Manana			T		\$	- 1	5	-
Lauce						+	_	\$ 27,050.0
ties	Value operating income.  Maintanance expense for building x/12.  Commercial, General, Liability Insurance	6						
tric	o ability inturance	\$ 20,000.	00					1
iphone .	Electric Utility east	\$ 3,800)	20					
100	Electric utility Services expense for location X Water utility service for location X Telephone expense for incation X	3,250)	10					\$ 20,000.0
	Telephone expense for location X  Telephone expense for landine of location X	\$ 2,400.	00					\$ 3,800.0
Service Control of the Control of th	a location x	\$ 1,200	00		s			\$ 3,250.0
fessional Fees		5 850	20			00 5		
oference Registration Fees		350	0		500	00		3,900.0
ining	Professional development program fee		1			-		S 1,350.0
Ivel/Mileage		5						\$ 350.0
		s 1,500.00	-					-30.0
	training related	1,500.00			-			
Administrative Expenses	TOTAL PROGRAM EXPENSES =	1,100,00					-	
somel some		5 104,845.00	5	220000000				
	A 5% allocation of the system		_	45,000.00 \$	19,000.00	5		4,100.00
ecutive Position #1 (11)	A 5% allocation of the Executive Director salary expense (including frings benefits) with be billed to Palm Beach County CEA. Executive County CEA = 16 EA 50,000, 5% allocation to Palm beach County CEA = 16 EA 50.000	\$ 4,250.00	_				7,500.00 \$	176,345.00
nsulting Fees	County CBA = % 54.230	72.00	\$	- 5	_			
	The search	5				5	. 5	4,250.00
Z consultants	Accounting and audit expenses for CBA program, Annual 52,950	4,250.00						,
	Accounting and audit expenses for cis a program. Annual  52,950  Annual Audit fee = \$22,000, Total expense =	\$ 2,950.00	_					
		-230.00	5	. 5			s	4,250.00
	Treat anamie yearing puneases	2,950.00			-	\$	- 5	200
		7700					1	2,950.00
							s	2000
			-				1.	2,950.00

## **BUDGET TEMPLATE**

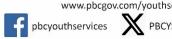


CBA Budget Items	CBA Program Name	Pal	m Beach County CBA	Prog	gram Funder #2	Pro	gram Funder #3	Pro	ogram Funder #4	etal Program Funding All Sources)
Program Period: FY 2020			Proposed		Confirmed		Pending		Pending	Pending
	TOTAL PROGRAM FUNDING AMOUNT =	:\$	112,045.00	\$	45,000.00	\$	17,500.00	\$	7,500.00	\$ 182,045.00
Program Expenses	<u>Narrative</u>		<u>Amount</u>		Amount		Amount		Amount	Amount
Personnel		\$	72,445.00	\$	45,000.00	\$	17,500.00	\$	7,500.00	\$ 142,445.00
Building /Occupancy		\$	27,050.00	\$		\$		\$		\$ 27,050.00
Utilities		\$	2,400.00	\$	-	\$	1,500.00	\$	-	\$ 3,900.00
Project Supplies/Equipment		\$	4,900.00	\$	-	\$	-	\$	-	\$ 4,900.00
Professional Fees		\$	2,950.00	\$	-	\$	-	\$		\$ 2,950.00
	TOTAL PROGRAM EXPENSES =	\$	104,845.00	\$	45,000.00	\$	19,000.00	\$	7,500.00	\$ 176,345.00
Administrative Expenses	Narrative									
Personnel		\$	4,250.00	\$	-	\$	-	\$	-	\$ 4,250.00
	A 5% allocation of the Executive Director salary expense (including fringe benefits) will be billed to Palm Beach County CBA. Executive Director total salary expense = \$85,000. 5% allocation to Palm beach									
Executive Position #1 (JL)	County CBA = % \$4,250	\$	4,250.00							\$ 4,250.00
Consulting Fees		\$	2,950.00	\$		\$	-	\$	-	\$ 2,950.00
XYZ Consultants	Accounting and audit expenses for CBA program. Annual Accounting fee = \$950, Annual Audit fee = \$2,000. Total expense = \$2,950	\$	2,950.00							\$ 2,950.00
	TOTAL ADMINISTRATIVE EXPENSES =	\$	7,200.00	\$	-	\$	-	\$	-	\$ 7,200.00
Administrative % of PBC Award			6%							

- Sheet will tally your program and administrative expenses and calculate the %
  of administrative cost.
- Remember to ensure CBA portion of the budget is not more than 25% of the Total Agency Budget.



## **ADMINISTRATIVE COSTS**





CBA Budget Items	CBA P rogram Name	Cou	m Beach nty CBA	F	Program under#2	i	Program Punder#3		Program Funder #4		tal Program Funding All Sources)
Program Period: FY 2018		Pro	oposed	•	confirmed		Pending		Pending		Pending
	TOTAL PROGRAM FUNDING AMOUNT =	\$ 11	12,045.00	<b>s</b> (	45,000.00	s (	17,500.00	s (	7,500.00	\$	182,045.00
							$\smile$				
Program Expenses	<u>Narrative</u>	Ar	mount		Amount	Amount		Amount		<u>Amount</u>	
Personnel		\$	72,445.00	\$	45,000.00	\$	17,500.00	\$	7,500.00	\$	142,445.00
Building /Occupancy		\$ :	27,050.00	Ś		5		s		s	27,050.00
Utilities		\$	2,400.00	\$		\$	1,500.00	\$		\$	3,900.00
Pro ject Supplies/Equipment		\$	4,900.00	\$	-	\$	-	\$	-	\$	4,900.00
Professional Fees		\$	2,950.00	\$	-	\$	-	\$	-	\$	2,950.00
	TOTAL PROGRAM EXPENSES =	\$ 1	04,845.00	\$	45,000.00	\$	19,000.00	\$	7,500.00	\$	176,345.00
Administrative Expenses	<u>Narrative</u>										
Person nel		\$	4,250.00	\$	-	\$	-	\$	-	\$	4,250.00
Consulting Fees		\$	2,950.00	\$	-	\$	-	\$	-	\$	2,950.00
	TOTAL AD MINISTRATIVE EXPENSES =	\$	7,200.00	\$	-	\$	-	\$	-	\$	7,200.00
Administrative % of PBC Award			6%				·				

- Must be approved in your submitted budget
- Must be tracked separately on your General Ledger
- 15% cap on administrative costs
- Cost allocation plan or activity logs needed for split funded/dual responsibility staff members
- If submitting an indirect cost rate for admin costs, you must also include the approved cost plan

## **DEVELOPMENT OF** UNIT COST OF SERVICE RATE











Agency should determine all costs that will be incurred to run the program (including administrative costs) and how much of those will be charged to the CBA program.



Agency should review historical outputs (if available) to determine the total amount of units they expect to produce.



The total dollar amount of the program divided by the number of units expected should be your proposed unit rate.

Units claimed will require the agency to submit deliverables depending on whether units are based on hours of service (client service) or hours of staff time. See Attachment 6 for deliverables such as proof of service or payroll, timesheets, attendance records, activity logs.

## DEVELOPMENT OF UNIT COST OF SERVICE RATE



www.pbcgov.com/youthservices

### Attachment 6 to the NOFO







- Program, Agency, and Contract Period fields will be filled with data entered into the Dashboard
- Provide the Unit Cost of Service Rate Definition.
   Ensure the Unit Cost of Service Rate Definition is clearly stated and includes the proposed number of units to be provided
- Provide the Unit Cost of Service Rate (Is this an industry standard? If so, please state source).
   Ensure the Unit Cost of Service Rate is accurately calculated and that formulas used to arrive at the cost are included.
- Provide the Total Contract amount
- Select the Deliverables option (Service or Staff Time) that will be relied upon to support the number of units to be claimed by your agency on a monthly basis (ie, payroll reports, activity logs, attendance records, etc).

#### ATTACHMENT 6

#### UNIT COST OF SERVICE RATE AND DEFINITION

The Scope of Work to be completed by the AGENCY as defined in Exhibit A consist of submission to the COUNTY of certain "deliverables" as expressly indicated below. Compensation for the work tasks stated herein shall be in accordance with the following Unit Cost of Service Rate and Definition:

Program:	Community Based A	Agency:	
Contract Period:			
Unit Cost of Service Rate Definition		Unit Cost of Service Rate	Total Cost of Service
		\$	annuall
т	OTAL CONTRACT		

#### Deliverables Description:

#### If Unit Cost is based on Hours of Service:

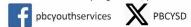
- Proof of Service (examples include client sign in sheets, attendance records, schedule)
- Cover Memo/Invoice (signed by authorized representative, including statement as to all units being claimed were 100% allocated to the Scope of Work)

#### If Unit Cost is based on Hours of Staff Time:

- Proof of Payroll Expense (examples include copies of paystubs, automated payroll reports)
- · Timesheet (examples include time attendance records, activity log)
- Cover Memo/Invoice (signed by authorized representative, including statement as to all units being claimed were 100% allocated to the Scope of Work)

## FISCAL BACKUP DOCUMENTATION









- General ledgers should be kept for each program, split by administrative and program costs.
- Expenditures in the general ledger should align to the costs included in the submitted budget and any significant changes to the budget should be submitted to the County for review before they are incurred.



- General ledgers should not include excess costs above the revenue being earned for the program year. If it is not being paid for with CBA funds it should not be in the general ledger.
- Submitted units must have backup documentation readily available for review upon request or at time of annual monitoring. Units being submitted should be for services and employees that are paid for by the CBA funding when at all possible.

# SERVICES AND ACTIVITIES MANAGEMENT INFORMATION SYSTEM (SAMIS)



SAMIS is a web-based reporting system which we currently use for processing reimbursement requests. It is supported by multiple web browsers such as Firefox and Chrome.

Agencies that are funded through programs such as those proposed under this NOFO will create and submit their monthly reimbursement requests through SAMIS. It is beneficial in many ways:

- Quickens the reimbursement process
- Fiscal workflow accountability and tracking
- Provides an audit trail from creation through approval



# WHERE DO I GO TO ACCESS THE NOFO DOCUMENTS & POSTED INFO?



http://www.pbcgov.org/youthservices

### **Youth Services**

Home Outreach & Community Programming Residential & Family Coun

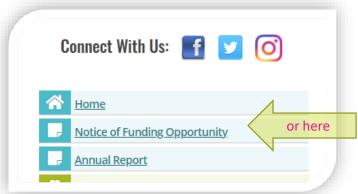
#### **Outreach & Community Programming**

The Outreach and Community Programming Division (OCP) coordinates and plans programs and initiatives throughout Palm Beach County (PBC). The division evaluates and allocates resources to support Evidence Based Programs and promising practices serving youth (ages 0 to 22) and their families, and tracks outcomes. These programs promote healthy children, the reduction of youth violence, educational success and builds opportunities to reconnect youth to education, trade, trainings, and employment. The division collaborates with community organizations to achieve the goals and recommendations of the Palm Beach County Youth Master Plan.

#### The following programs are administered by the OCP Division:

- Summer Food
- Summer Camp Scholarship
- Community Based Agencies
- NOFO NOFO

- Click here for guidance
- Youth Empowerment Centers
- My Brother's Keeper Network of Palm Beach County
- Birth to 22: United for Brighter Futures
- Future Leaders United for Change



# WHERE DO I GO TO ACCESS THE NOFO DOCUMENTS & POSTED INFORMATION?



### **Notice of Funding Opportunity for Community Based Agencies**

Palm Beach County Youth Services Department (YSD) will be accepting proposals for the Community Based Agencies Program for Fiscal Years (FY) 2023-2025 (October 1, 2022 – September 30, 2025). Contracts issued will be for one (1) three (3) year period. Proposers must clearly identify how their service/program(s) address the Action Area(s) identified in the Youth Master Plan for Palm Beach County entitled "Strengthening the Steps to Success" (YMP).

NOTE: Not all Action Area(s) identified in the YMP will be eligible for funding under this NOFO.

The Notice of Funding Opportunity (NOFO) was made available on Monday, March 7, 2022,

at https://pbcvssp.co.palm-beach.fl.us/webapp/vssp/AltSelfService

Click here to visit VSS

For assistance in searching for this NOFO, click here.

Click here for guidance

To be eligible to submit a proposal, proposers must attend the Mandatory Pre-Proposal Conference. The Conference will be held virtually on Thursday, March 10, at 9:00 a.m.

#### **Mandatory Pre-Proposal Conference Information:**

Zoom: https://pbcgov.zoom.us/j/82889870160

Meeting ID: 828 8987 0160

Passcode: 976847

+17866351003,,82889870160# US (Miami)

SAMPLE ONLY
Dates/Documents
do not apply to this
NOFO

## VENDOR SELF SERVICE (VSS) Business Opportunities/Solicitations



Beginning February 26<sup>th</sup>, the NOFO will be posted under the applicable solicitation on the County's on-line Vendor Self Service (VSS) system at <a href="https://pbcvssp.co.palm-beach.fl.us/webapp/vssp/AltSelfService">https://pbcvssp.co.palm-beach.fl.us/webapp/vssp/AltSelfService</a>.

All required documents will be found at the VSS site for viewing, printing and downloading.

The VSS system allows registered users and public access to view, print and download the solicitations but you *will not* be able to "apply" to the Request for Proposals/Notice of Funding Opportunity or submit your proposals through VSS.

### Start by visiting the site at:

https://pbcvssp.co.palm-beach.fl.us/webapp/vssp/AltSelfService.

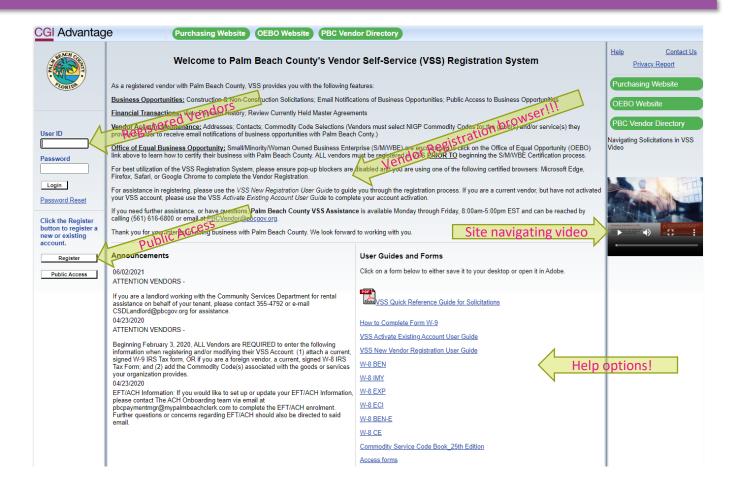
## VENDOR SELF SERVICE (VSS) Business Opportunities/Solicitations

Palm Beach County
YOUTH
Services
Growing Brighter Futures

www.pbcgov.com/youthservices

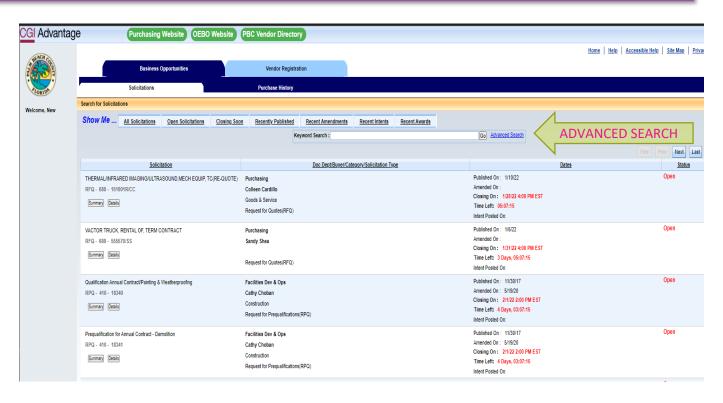
PBCYSD PBCYSD
PBCYSD

https://pbcvssp.co.palm-beach.fl.us/webapp/vssp/AltSelfService



## VENDOR SELF SERVICE (VSS) ADVANCED SEARCH OPTIONS

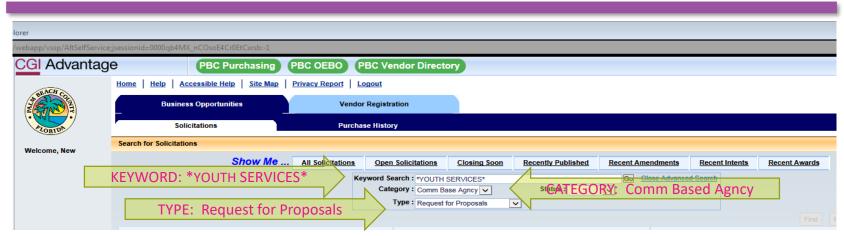




From the list of solicitations and opportunities, you may use the ADVANCED SEARCH option to find the NOFO for Youth Services.

## VENDOR SELF SERVICE (VSS) ADVANCED SEARCH OPTIONS





You may refine your search by any of the following:

**KEYWORD:** Enter \*YOUTH SERVICES\*

CATEGORY: Comm Based Agncy

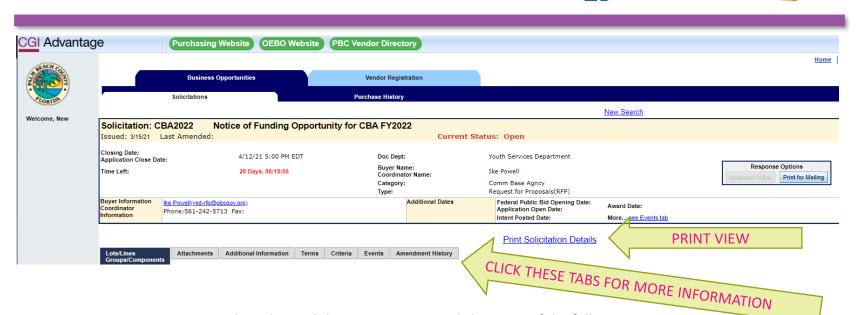
TYPE: Request for Proposals

The advanced search criteria is not required but may be helpful to more easily located this NOFO.

## VENDOR SELF SERVICE (VSS) Business Opportunities/Solicitations



https://pbcvssp.co.palm-beach.fl.us/webapp/vssp/AltSelfService



Once you have located the NOFO, you may click on any of the following tabs:

- LOTS / LINES
- ATTACHMENTS this is where you can view, print or download the NOFO document
- ADDITIONAL INFORMATION for links to additional resources / information
- EVENTS for list of events related to this NOFO

Reminder: Mandatory Pre-Proposal meeting attendance is required to be eligible to submit a proposal under this solicitation. See NOFO Information Guidance for more details.

SAMPLE ONLY

SAMPLE ONLY

Dates | Documents this do not apply to this NOFO

## WHERE DO I GO TO ACCESS ADDITIONAL INFORMATION?



### www.pbcgov.com/youthservices/Pages/NOFO.aspx

#### **FY 2023 NOFO**

Palm Beach County Youth Services Department (YSD) will be accepting proposals for the Community Based Agencies Program for Fiscal Years (FY) 2023-2025 (October 1, 2022 – September 30, 2025). Contracts issued will be for one (1) three (3) year period. Proposers must clearly identify how their service/program(s) address the Action Area(s) identified in the Youth Master Plan for Palm Beach County entitled "Strengthening the Steps to Success" (YMP).

NOTE: Not all Action Area(s) identified in the YMP will be eligible for funding under this NOFO.

The Notice of Funding Opportunity (NOFO) was made available on Monday, March 7, 2022, at <a href="https://pbcvssp.co.palm-beach.fl.us/webapp/vssp/AltSelfService">https://pbcvssp.co.palm-beach.fl.us/webapp/vssp/AltSelfService</a>

For assistance in searching for this NOFO, click here.

The Request for Proposals (RFP) submission deadline was April 4, 2022.

Funding Recommendations will be submitted to the Palm Beach County Board of County Commissioners on June 14, 2022.

#### FY 2023 NOFO Information

- Recommended Funding NOFO for CBA's FY2023 May 4, 2022
- Panel Review Meeting Action Area 3 April 28, 2022
- 🔁 Panel Review Score Form Action Area 3 April 28, 2022
- Panel Review Meeting Action Area 2 April 26, 2022
- Panel Review Score Form Action Area 2 April 26, 2022
- Panel Review Meeting Action Area 1 April 25, 2022
- 🔁 Panel Review Score Form Action Area 1 April 25, 2022
- Questions and Answers NOFO for CBA FY 2023 March 28, 2022
- Feedback Survey Mandatory Pre-Proposal Conference March 10, 2022
   CBA FY 2023 NOFO Pre-Proposal Conference Presentation March 10, 2022
- CBA Pre-Proposal Conference Zoom Recording March 10, 2022

SAMPLE
Page View from
FY2023 NOFO

EY2023 NOFO

Dates | Documents this do not apply to this NOFO

## DON'T FORGET TO FOLLOW US ON SOCIAL MEDIA!









www.pbcgov.com/youthservices



To sign up for the Department Newsletter, please send an email to:

Tevin Ali, Outreach & Public Information Coordinator tali@pbcgov.org

## EVALUATION METHODOLOGY



### **Donna Goodwin**

Program Evaluator,
Youth Services Administration

## EVALUATION METHODOLOGY



Proposals will be pre-screened for their evaluation approach.

- ☐ Evidence-based and promising practices
  - Continuum of Evidence
- Methodology
- ☐ Validity and Reliability
- ☐ Instruments
- Logic Model

Program evaluator will provide notes to the panel regarding evaluation approach of each proposal.

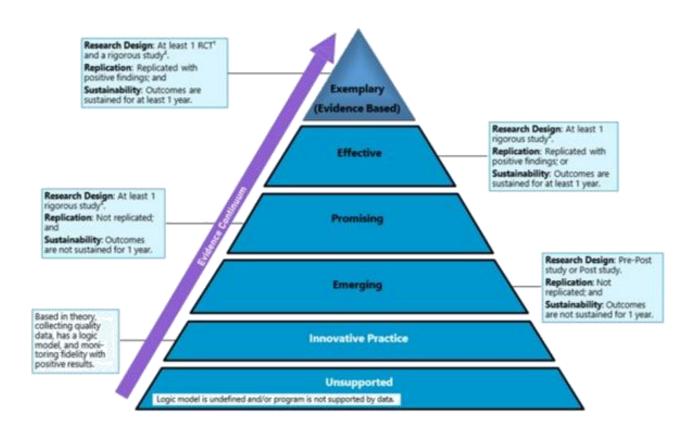
The goal is to fund programs that can demonstrate possibility of positive change.



## EVALUATION METHODOLOGY



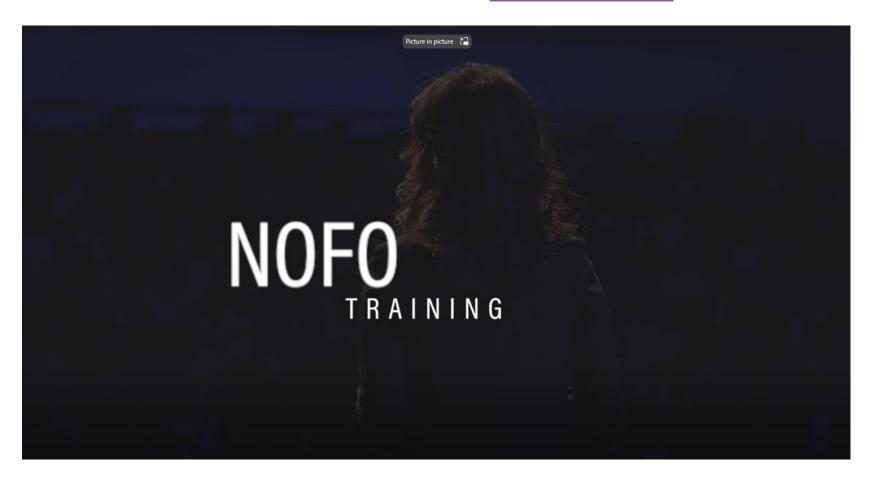
## Continuum of Evidence



## EVALUATION METHODOLOGY - VIDEO



## **Continuum of Evidence CLICK HERE video**



## RESOURCE DOCUMENTS



Birth to 22 Palm Beach County Indicators of Child, Family and Community Risk, Well-being and Access to Supports (July 2023) (https://pbcbirthto22.com/pdf/2023 Birth to 22 Indicators.pdf)

### For evidence-based tools and resources, please review the following websites & video:

### The Community Guide:

https://www.thecommunityguide.org/index.html

### **Blueprints for Healthy Youth Development:**

https://www.blueprintsprograms.org/program-search/

### **Federal Understanding of the Evidence Base:**

https://youth.gov/evidence-innovation/evidence-based-program-directories

**Continuum of Evidence** (Refer to NOFO **Attachment 8** and video):

**CLICK HERE TO VIEW THE CONTINUUM OF EVIDENCE VIDEO** 

Visit Section 3.3.13 of the NOFO Information Guidance to copy & past link in your browser.



https://www.pbcgov.org/cba\_monitoring



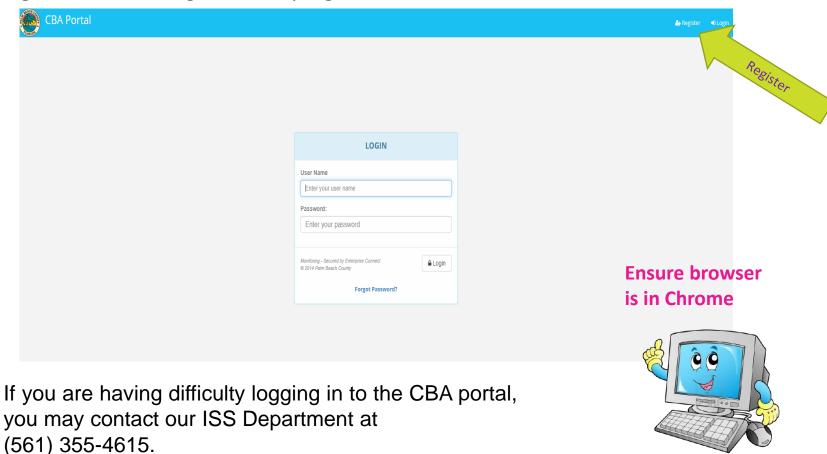
### **Ike Powell III**

Director,
Outreach and Community Programming

https://www.pbcgov.org/cba\_monitoring



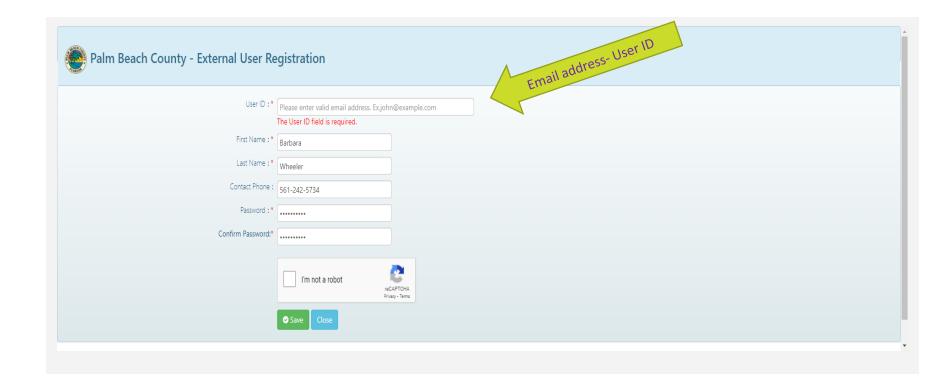
Sign in or select *Register* at top right



https://www.pbcgov.org/cba\_monitoring



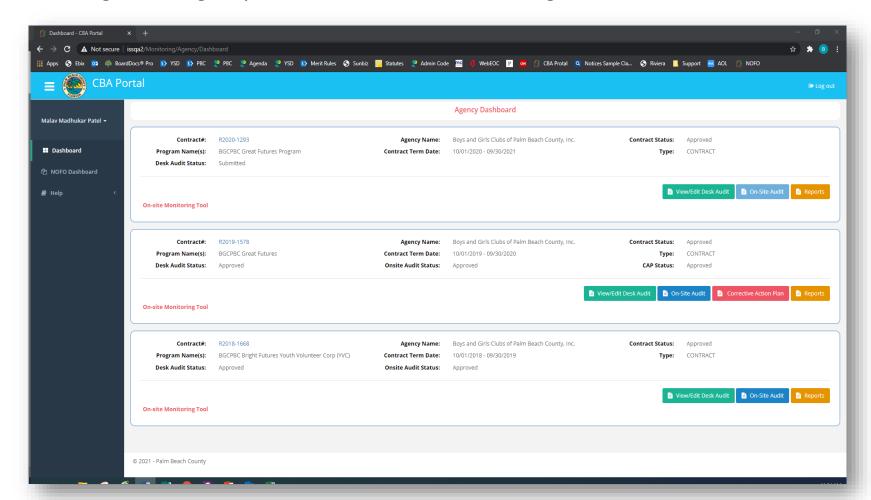
### Set up user account, then Sign In



https://www.pbcgov.org/cba\_monitoring



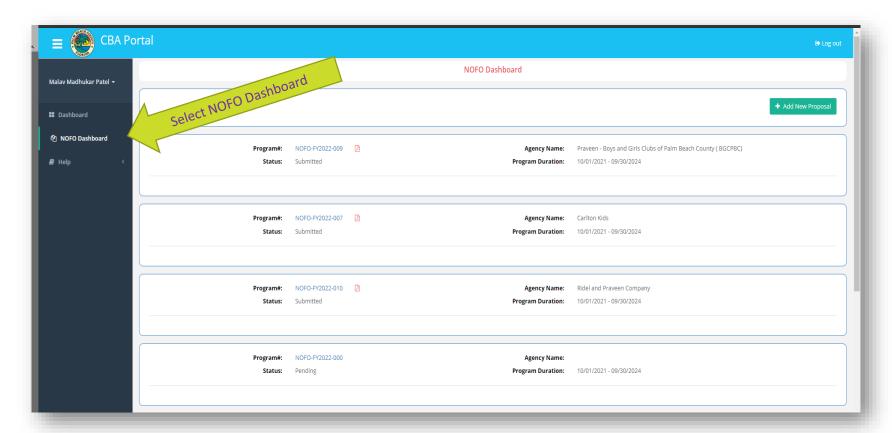
For a registered agency – the default is the Monitoring Dashboard



https://www.pbcgov.org/cba\_monitoring

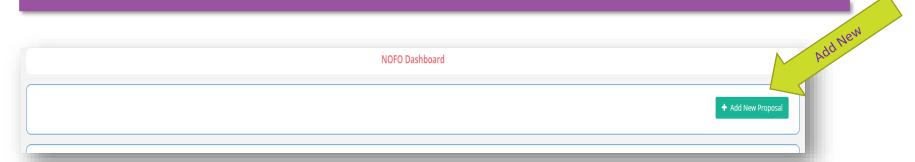


Then, select NOFO Dashboard on left side

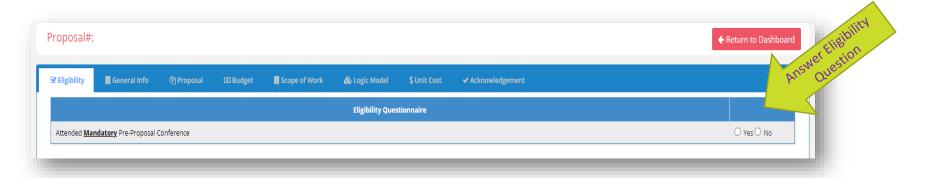


https://www.pbcgov.org/cba\_monitoring





Select the Add New Proposal button



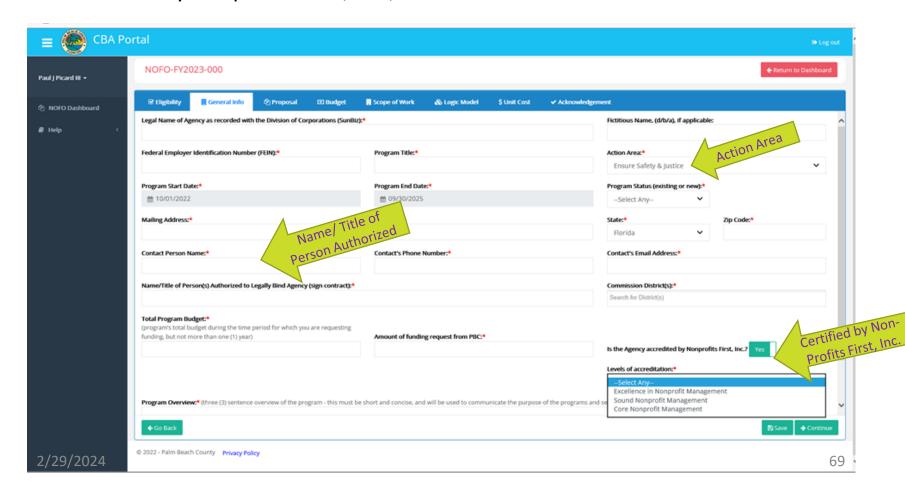
Answer the Eligibility Questionnaire

## GENERAL INFORMATION

**TAB** 



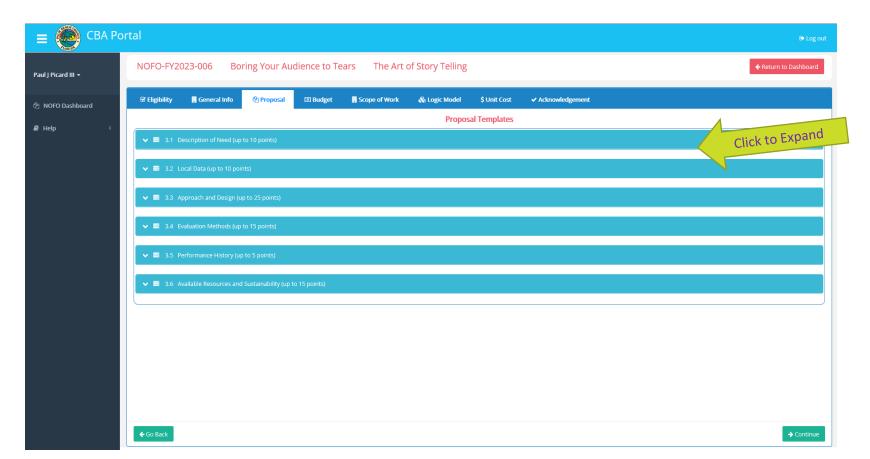
If accredited by Nonprofits First, Inc., select level



## PROPOSAL TAB

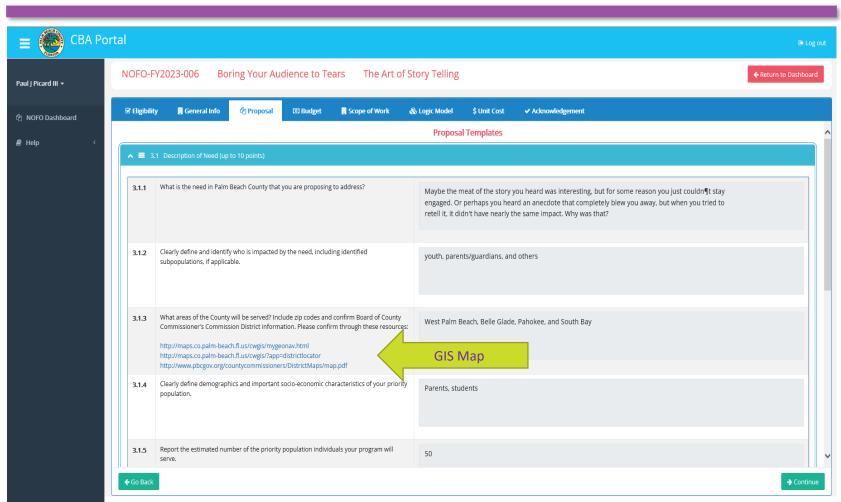


Under the *PROPOSAL TAB*, *please* complete each of these. Click on teal color and the questions will expand for your responses.



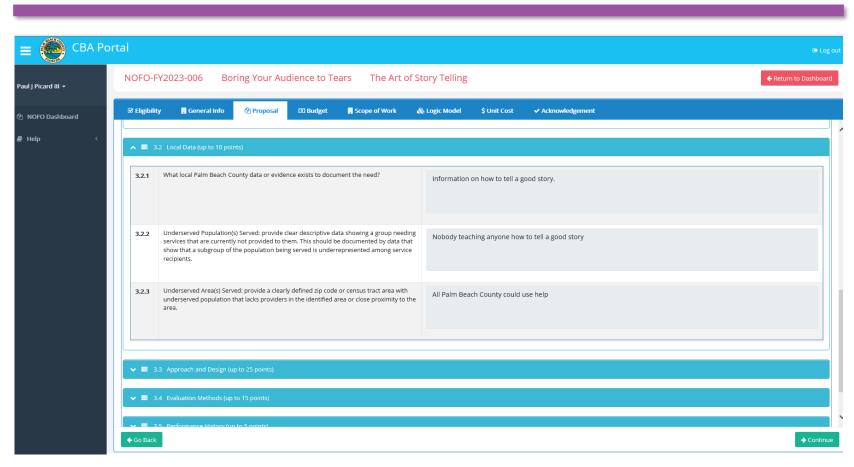
## DESCRIPTION OF NEED





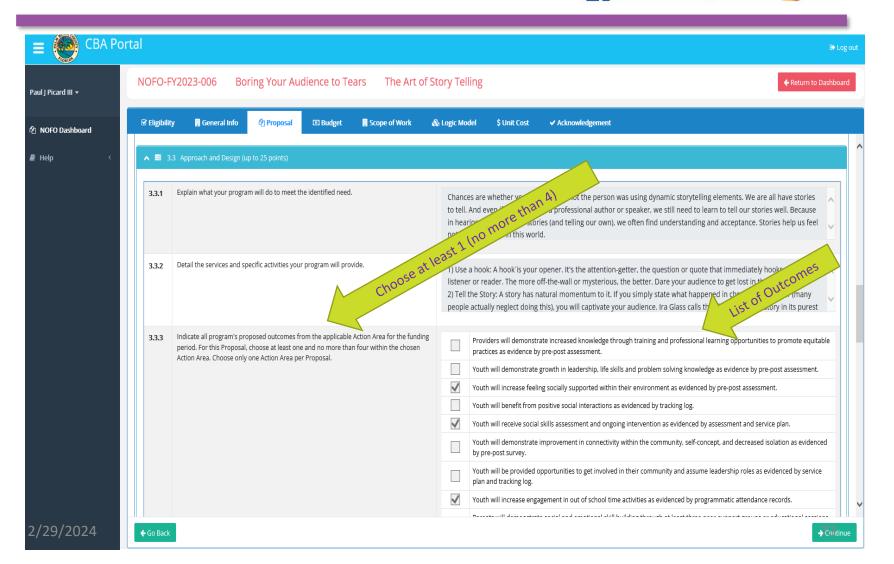
## LOCAL DATA





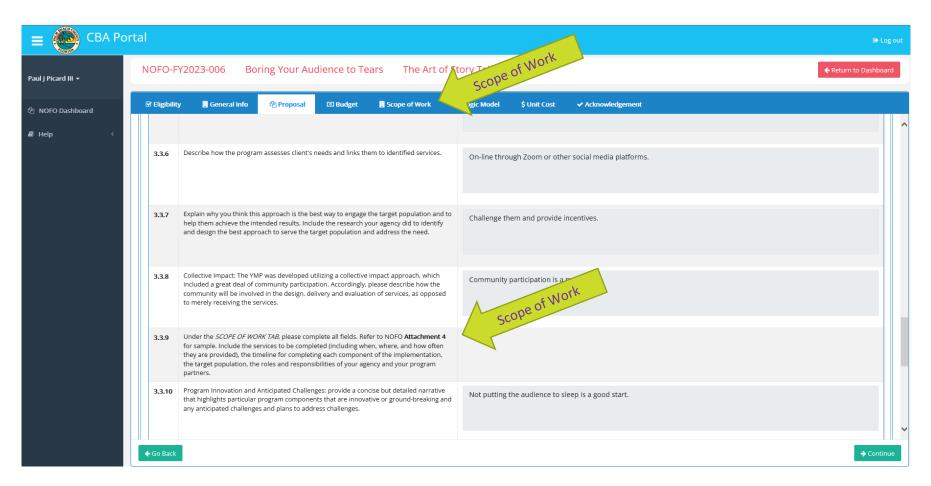
# APPROACH AND DESIGN





# APPROACH AND DESIGN (continued)

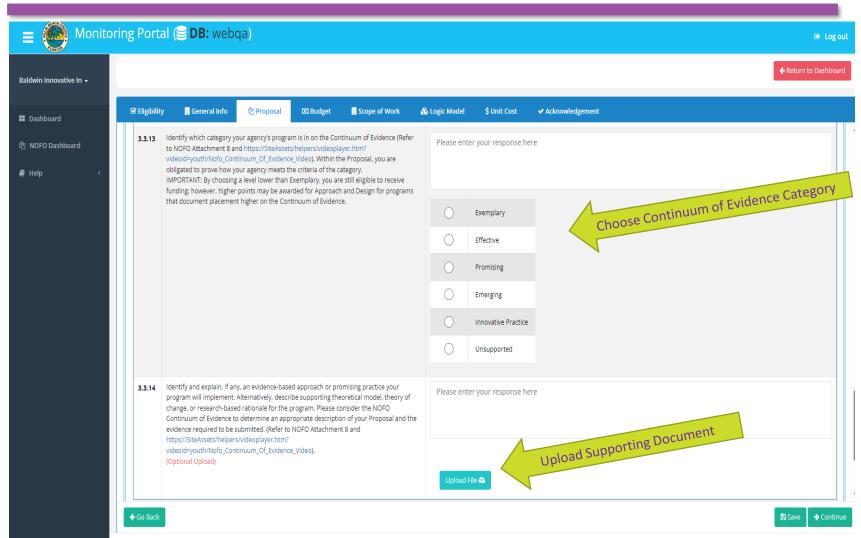




2/29/2024 74

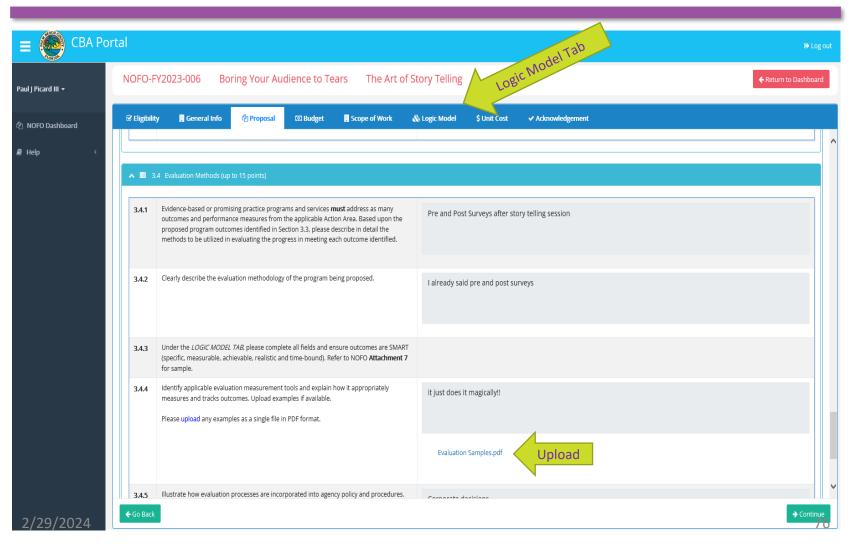
# APPROACH AND DESIGN (continued)





# EVALUATION METHODS

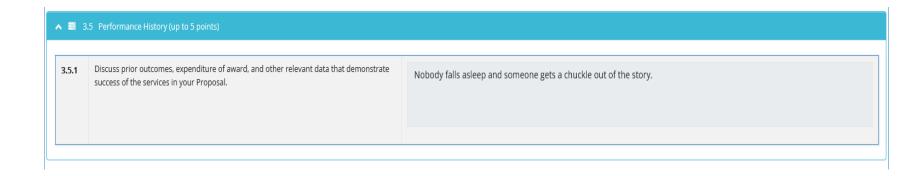




### PERFORMANCE HISTORY



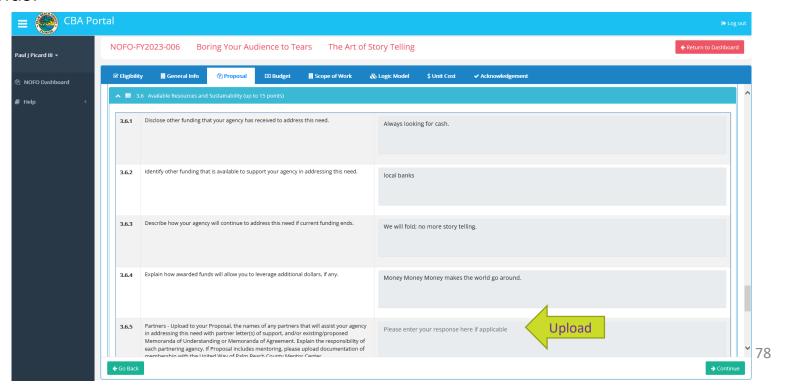
Discuss prior outcomes, expenditure of award, and other relevant data that demonstrate success of the services in your Proposal.



# AVAILABLE RESOURCES & SUSTAINABILITY

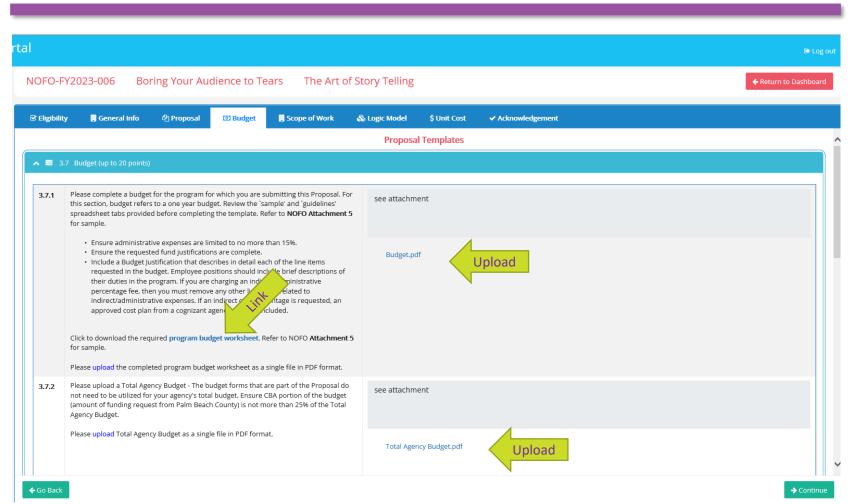


- Disclose other funding that your agency has received to address this need.
- Identify other funding that is available to support your agency in addressing this need.
- Describe how your agency will continue to address this need if current funding ends.



#### **BUDGET TAB**

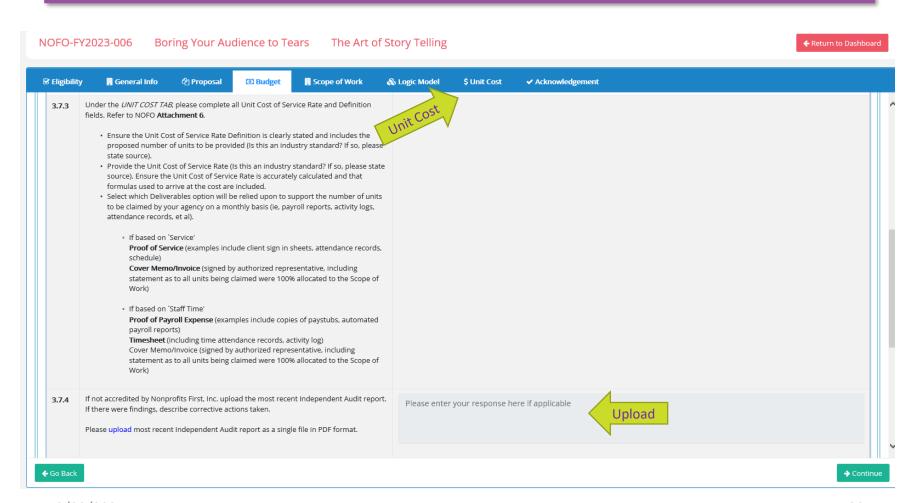




2/29/2024 79

# BUDGET TAB (continued)

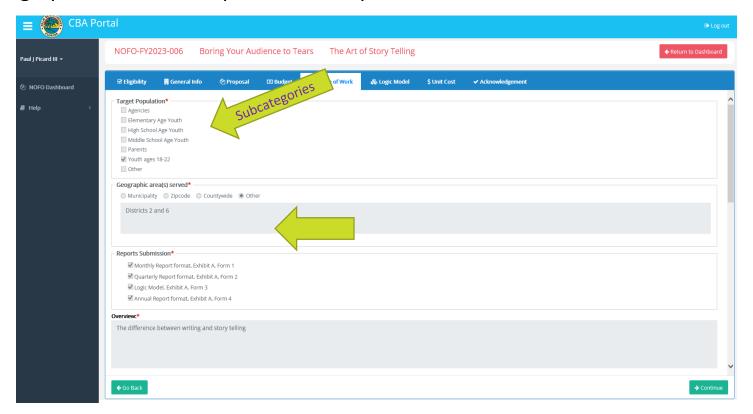




#### SCOPE OF WORK TAB



- If Parent is selected, pay attention to Subcategories on the SOW
- Geographic areas, if no options in the specific bullet, use other and fill in



#### LOGIC MODEL TAB

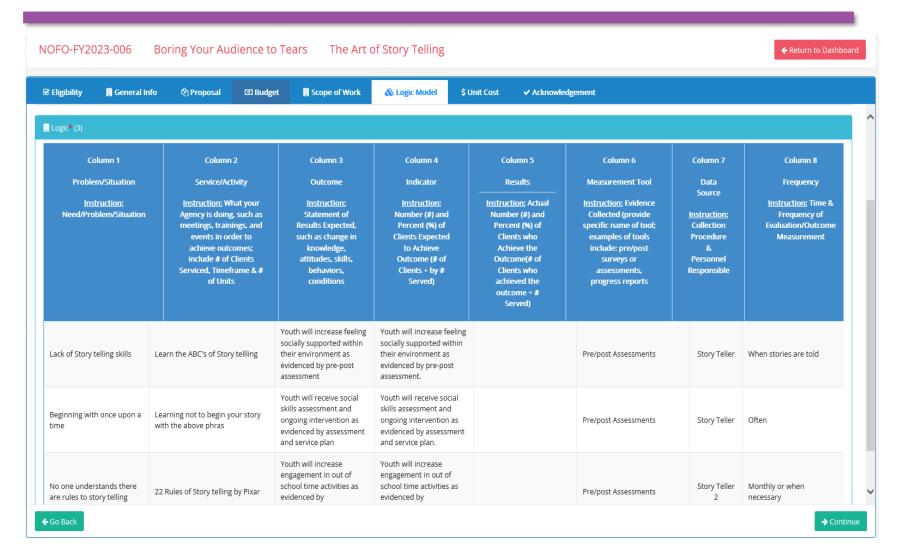


www.pbcgov.com/youthservices









# ACKNOWLEDGEMENT TAB



OFO-FY20	25-000 CE	O Taylor							turn to Dashbo
Eligibility	General Info	<b>伯</b> Proposal	<b>©</b> Budget	Scope of Work	🗞 Logic Model	\$ Unit Cost	✓ Acknowledgement		
Certifications									
	I certify that I a	am authorized to su	bmit this Proposal	on behalf of the agency					
	I certify that th	e information provi	ded in the Propos	al and the information p	rovided in all supportin	g documents and fo	orms is true and accurate.		
	I certify that the Agency agrees that all awards and funding pursuant to this NOFO are within the sole and absolute discretion of the Palm Beach County Board of County Commissioners without recourse.								
							empt status, or Comprehensiv ied by Nonprofits First, Inc. thi	re Annual Financial Report uploaded to this Proposal is a true signed unal s is not applicable.	tered copy of
Acknowledger	nents								
	I acknowledge	that I have reviewe	d the Standard CB.	A Contract Sample poste	ed on the YSD website u	nder a tab titled "N	otice of Funding Opportunity"	at www.pbcgov.com/youthservices/Pages/NOFO.aspx.	
gnature:*		Sign		Title:*				Date:*	
							Submit	<b>≜</b> 2/15/2024	
						🖺 Submit	7		

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#### PRINT INFORMATION



- ☐ Print PDF attachment (complete proposal package available the next day)
- ☐ Tab related generated documents (Scope of Work, Logic Model and Budget) the section number will be printed at the top
- ☐ Other attachments and uploads will have an identifier

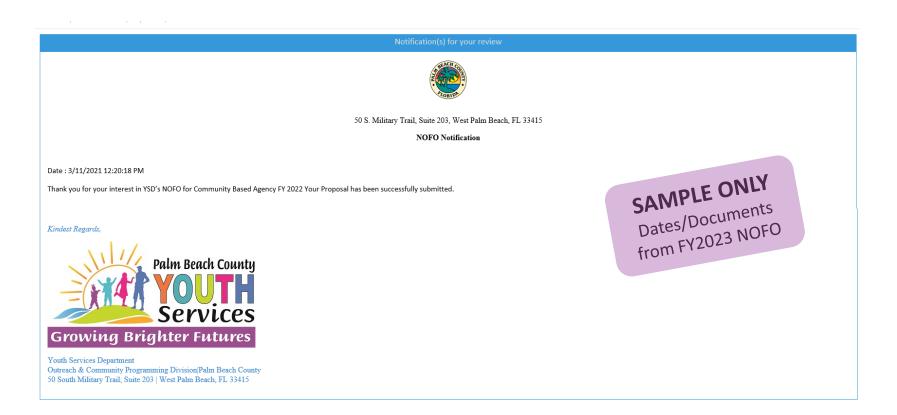


# NOFO EMAIL NOTIFICATION



Once Submitted, an acknowledgement notification email will be received.

No edits can be made at that time - it is final



#### CLOSING / Q & A



#### **Elisa Cramer**

Interim Director,
Palm Beach County Youth Services Department

#### REMEMBER...



You MUST attend or attest that you have viewed the Mandatory Pre-Proposal Conference recording to be eligible to submit a proposal in response to this NOFO for Community Based Agency!



#### **EVALUATIONS**









### DON'T FORGET TO FOLLOW US ON SOCIAL MEDIA!









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Tevin Ali, Outreach & Public Information Coordinator tali@pbcgov.org

### **QUESTIONS**



