Memorandum

MIAMI-DADE COUNTY

Date: March 3, 2015

To: Honorable Chairman Jean Monestime
and Members, Board of County Commissioners

From: Carlos A. Gimenez
Mayor

Subject: New Competitive Process for Grants to Community-Based Organizations

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Pursuant to Resolution R-625-14, this report provides the Board of County Commissioners (Board) with recommendations to create a new competitive process for the awarding of grants to community-based organizations (CBOs) in FY 2015-16, including a mechanism for receiving and reviewing community input related to such a process and incorporating a performance review and reporting process pursuant to Resolution R-142-15, which was approved by the Board on February 3, 2015.

Background

The Board has provided continuation funding as part of the budget process to organizations included in the CBO list for over ten (10) years. A portion of these grants were initially awarded by the Board as a result of a past competitive process conducted in 2003 by the Alliance for Human Services (AHS), an independent nonprofit. The remaining awards on the list were originally made as direct, non-competitive allocations by the Board. In 2007, the AHS again issued a competitive solicitation that was later rescinded and the Board instead approved continuation funding.

The Board approved the last competitive solicitation for CBO funding and related service priorities and percentage allocations on April 6, 2010, which was the result of prior Board action in April 2008 to approve a model CBO grant process and establish the Community-based Organization Advisory Board to recommend policies, goals, objectives, funding priorities, and percentage allocations to the Board. As a result, the County issued *RFP No. 0411* and award recommendations were sent to the Board in February 2011. More than 300 organizations submitted nearly 600 individual service proposals and requested more than $80 million, although less than $20 million was available to be allocated. The proposals were reviewed by 29 five-member review teams, comprised of 145 committee members and eight (8) non-voting chairpersons. It is important to note that creating and conducting such a process consumed considerable time and resources for the County, participating CBOs, and other interested parties and volunteer reviewers. Ultimately, the award recommendations were never acted upon and continuation funding was once again approved for the balance of FY 2010-11 and FY 2011-12 through two (2) separate Board actions.

Process

As required by Resolution R-625-14, it is recommended that the County establish a process to obtain community input, inclusive of public comment. This process will be facilitated by the Office of Management and Budget. This community and public input would include discussions of the proposed process, service priorities, and funding allocations with other local funders of human and social services, such as the United Way, the Children's Trust, the Alliance for Aging, the Women's Fund, Florida Department of Children and Families, Florida Department of Juvenile Justice, and the Miami Foundation, among others. In addition, it is recommended that five (5) publicly-noticed town hall meetings be conducted throughout the County to obtain public comment and receive testimony from CBOs and other interested parties. Finally, a web page and dedicated e-mail address will be created to obtain additional feedback and input from the providers and the community.

The recommended solicitation process is based on a standard County procurement utilizing a request for proposals process that has been modified slightly for use in allocating CBO funding to human and social services organizations. It is recommended that the Cone of Silence and appeals process requirements be waived in order to facilitate communication, as well as the provision of technical assistance to organizations that may never have been required to prepare a formal grant application, and to minimize costs and time required to conduct the County's formal appeal process. A CBO may directly appeal to the Board on the date of final award. Additionally, criminal justice-related funding subject to the recommendations of the County's Youth Crime Task Force and the Dade-Miami Criminal Justice Council would be included in the competitive solicitation as a separate category of funding and a separate solicitation would be issued for related program evaluation services. An initial 12-month contract term is recommended, with up to two (2) additional one-year options to renew based on performance and at the County's sole discretion. A CBO whose contract is terminated or found to be in breach of the agreement will not be eligible for contract renewal, and organizations will be required to successfully close out the prior year contract to be eligible for renewal.

Eligibility to apply for CBO funding would be limited to 501(c)3 nonprofit organizations located in Miami-Dade County that provide human and social services directly to clients. Service coordination and capacity building programs will not be considered for funding as part of this process. All applicant organizations will be subject to the requirements of Resolution R-630-13, including the submission of a detailed project budget, sources and uses statement, default certifications, and a due diligence check. The results of the due diligence review conducted by staff will be shared with evaluation/selection committee members for their consideration in scoring applications. Administrative costs would be limited to no more than 15 percent of the program budget.

In light of limited human and social services funding available in the community and the creation of a new competitive contracting process, the Board may wish to review the practical implications of the requirements of Resolution R-700-13, which requires that no more than 25 percent of a CBO's total administrative budget may be paid from County general funds. This restriction presents significant challenges for many local CBOs, which in part led the effective date of the legislation to be postponed twice. The Board may wish to reconsider this legislation and instead consider rewarding applicant CBOs with application scoring criteria that awards points for diversified agency funding and limited and/or low administrative costs.

Scoring Criteria

Review and scoring criteria are tentatively recommended as follows, subject to modification based on feedback obtained during the community and public comment process and Board approval:

1. Statement of Need	20 points
2. Organizational Capacity and Staffing Plan	15 points
3. Program Plan	35 points
4. Collaboration and Coordination of Services	10 points
5. Budget, Administrative Costs, and Funding Mix	20 points
Total:	**100 points**

Additional scoring criteria may include past performance and the ability to deduct up to five (5) points based on a past contract suspension, termination, breach, or other significant past poor performance or significant findings as a result of due diligence. Bonus points could be awarded for organizations that provide services in designated target areas or to address particular Board adopted critical priorities.

Service Priorities, Percentage Allocations, and Funding Model

The service priorities and percentage funding allocations included in previously issued *RFP No. 0411* will serve as the starting point for discussions with other local funders, the community, and the public input process. Final recommended priorities and percentage allocations will be brought back to the Board for approval as part of the draft competitive solicitation document. These priorities and allocations are:

1. Basic Needs	12.5%
2. Children and Adults with Disabilities	6.5%
3. Children, Youth, and Families	21.5%
4. Criminal Justice	15.0%
5. Elder Needs	13.5%
6. Health	4.0%
7. Immigrants/New Entrants	4.0%
8. Other, including Economic Development	2.0%
9. Special Needs	16.0%
10. Workforce Development	4.0%
11. Criminal Justice Program Evaluation (separate solicitation)	1.0%

The total funding available for allocation through this process and annually thereafter to exercise renewal funding is subject to the appropriation by the Board through the annual budget process. All award recommendations developed by evaluation/selection committees appointed by the Mayor in accordance with County procurement requirements will be brought to the Board for final approval. It is further recommended that an additional amount be set aside and divided evenly between the 13 Commission Districts for allocation by each Commissioner among eligible applicant organizations, through a selection process of their choice, similar to the Mom and Pop grant process.

Timeline

The proposed tentative timeline is attached and is subject to change based on the timeliness of completing each step in the process and its required Board action. Although specific dates may change, the timeline is offered to provide a rough approximation for the time necessary for each step and the proper sequence of events.

The process, timeline, and procedural recommendations presented in this report are based on the past experience gained in developing and conducting *RFP No. 0411* and other similar grant processes.

It is the intention of the Administration, with the Board's concurrence, to conduct the community and public comment process, release a draft solicitation to obtain industry feedback, and bring a final draft of the proposed request for proposals document to the Board, including contract requirements, scoring criteria, service priorities, and percentage allocations.

If you have any questions or concerns, please feel free to contact Deputy Mayor Edward Marquez at 305-375-1451.

Attachment

c: Robert A. Cuevas, Jr., County Attorney
Office of the Mayor Senior Staff
Jennifer Moon, Budget Director, Office of Management and Budget
Charles Anderson, Commission Auditor

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CBO Competitive Solicitation Process
PROPOSED Timeline

February/March 2015	Process and document development
March/April 2015	Meetings with local funders; community comment and public input (five Town Hall meetings and online comment portal)
May 2015	Analyze community feedback and finalize draft RFP document; release draft RFP for industry comment and obtain feedback
June 2015	Board approval of final RFP; RFP released
July 2015	Pre-proposal conferences (five held throughout the county)
September 2015	Proposal submission deadline
September/October 2015	Staff due diligence review
November 2015	Proposal Cure Period
December 2015	Evaluation/Selection Committee Trainings
January 2016	Evaluation/Selection Committee meetings
February 2016	Mayor issues funding recommendations
March 2016	Appeals process
March/April 2016	Board approval of award recommendations
May 2016	Anticipated contract start date