ECT Capacity Building Academy Applicant Questions:

1. Has ECT established a budget or not-to-exceed amount for the initial 15-month term? ***The budget allocated this fiscal year is $100,000.00 with two renewable terms.***
2. Does ECT expect one cohort or more than one within the initial term? ***ECT is asking for one initial cohort.***
3. Does ECT have a preference for in-person, virtual, or hybrid delivery for group sessions and coaching? ***In person learning is preferred.***
4. For the final assessment and/or evaluation, does ECT expect the Contractor to design and administer it, or will ECT conduct its own evaluation with Contractor support? ***ECT expects the Contractor to design and administer the evaluation criteria.***
5. Did you have to attend the zoom live session to apply for the RFP? ***Yes***
6. Will all proposers be invited to the Jan 26 meeting or what will be an invite for proposers for joining that meeting? ***This is a public meeting and proposers are strongly encouraged to attend. This gives the Executive Committee the opportunity to ask questions and clarify scoring.***
7. Do you have a time for that meeting? ***At this time we have not established the time on January 26th. We are working with our board to coordinate the time and will ensure the time is posted to our landing page with any other updated information so check the page often.***
8. What if I didn't attend the zoom session, are we eligible to apply? ***Unfortunately, attendance at the live session is required to apply for our grant funding. Please bookmark our webpage www.escambiachildrenstrust.org for any future opportunities. You should also follow us on social media as we do post opportunities there as well. We do not use other sources to announce our available opportunities.***
9. Budget. Is $100,000 the maximum for the full contract term? Will ECT consider proposals above that amount, and are renewal years expected at a similar level? ***ECT operates on an annual fiscal year running from October 1 through September 30. Its annual budget is dependent upon collected millage revenues and is subject to annual property tax collections. The $100,000 budget allocation is intended to cover the entire initial 15-month contract period, including the 12-month Capacity Building Academy and the required three-month post-program follow-up. Proposals should reflect the total cost of delivering the full 15-month program within this amount. The RFP provides for up to two annual renewal options, subject to ECT procurement requirements and available funding. Renewal funding will be evaluated based on available resources and program needs and is not guaranteed to remain at the same level as the initial contract.***

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10. Payment structure. The RFP describes cost reimbursement tied to performance, while the information session described a milestone-based total price. Which applies? If reimbursement, may contractor time be billed at an hourly or daily rate, and are indirect costs allowable? What would payments be tied to (participation, deliverables or participant outcomes)? ***The contract will be structured on a cost-reimbursement basis, with reimbursement tied to performance. Proposers should submit a total 15-month program budget identifying anticipated costs associated with delivering the Academy. Contractor personnel time should be clearly identified in the proposed budget, including applicable hourly or daily rates and the anticipated level of effort. Any indirect or administrative costs should be separately identified within the proposed budget. ECT anticipates tying reimbursement to documented program activities and performance, including participant engagement and participation, completion of required deliverables, provision of training and individualized mentoring, and submission of required progress updates and the final report. The final payment structure, including any applicable milestones or reimbursement schedules, will be negotiated with the selected contractor and incorporated into the contract. Participant outcomes and demonstrated progress will be considered as part of overall program performance and evaluation.***
11. Contract term. The contract starts March 1, 2027, and the academy May 1, 2027. Twelve months of programming plus three months of follow-up would run through July 2028, about 17 months after the contract starts. Does the 15-month term begin with the contract or with the academy, and is design work in March and April billable? ***The 15-month contract term is intended to begin on the contract start date of March 1, 2027. The March and April 2027 period is intended for program development, planning, coordination, and preparation for the Academy launch. The 15-month period includes all contracted services, including program design and preparation, the 12-month Academy, and the three-month post-program follow-up. Accordingly, the Academy schedule and follow-up period should be structured within the 15-month contract term. Program design and preparation activities conducted during March and April are allowable components of the proposed budget, provided they are included in the total contract price and completed within the contract term. Additionally, ECT's budget is evaluated annually based on its fiscal year (October 1 through September 30) and is dependent upon collected millage revenues and annual property tax collections. Funding for the program and any potential renewal periods is therefore subject to annual budget availability. Any renewal or continuation of***

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services will be evaluated based on available funding and program needs and is not guaranteed at the same funding level.

12. In-person sessions. The RFP calls for monthly workshops or learning sessions tied to the five training areas, and the information session described monthly in-person sessions. Does ECT expect an in-person session every month for the full 12 months, or would fewer in-person sessions (for example, one per training area) with the remaining monthly touchpoints held virtually meet the requirement? ***ECT's preference is for monthly in-person workshops or learning sessions throughout the 12-month Academy program. While the RFP does not specifically mandate that every session be conducted in person, ECT believes regular in-person engagement will provide valuable opportunities for relationship building, peer learning, collaboration, and hands-on application of the training content. ECT strongly encourages proposers to incorporate monthly in-person sessions into their proposed delivery model. However, ECT will consider approaches that incorporate a combination of in-person and virtual learning opportunities, provided they maintain meaningful monthly engagement with participants and adequately address all five training areas. Proposers should clearly identify their recommended delivery format, frequency of in-person sessions, and approach to maintaining consistent participant engagement throughout the Academy.***
13. Participants. Will participating organizations come from Bright Beginnings grantees, from 2027 CARES grant recipients, or from a broader set of organizations? Will any organizations join after the academy begins? ***ECT intends to make the Capacity Building Academy available to any organization currently funded by the Escambia Children's Trust that meets the eligibility criteria outlined in the RFP. Participation will not be limited exclusively to Bright Beginnings grantees or 2027 CARES grant recipients. ECT welcomes participation from eligible organizations across its funding programs, provided they meet the RFP parameters, including organizational budget, years of operation or identified capacity-building needs, and service to children, youth, and/or families in Escambia County. ECT anticipates establishing the participant cohort at the beginning of the Academy to support consistency, relationship building, and continuity throughout the program. Organizations are not expected to join after the Academy has begun.***
14. Collaborative proposals. *Do the Section 10 documents apply only to the lead agency or to each partner? For a partner organized as an LLC, what would substitute for 990s and board-reviewed financial statements?* ***For collaborative proposals,***

the Section 10 documentation requirements apply to the lead agency and each participating partner, as applicable to their respective organizational structure and legal status. For partners organized as an LLC or other for-profit business entity, documentation appropriate to their business structure may be submitted in place of nonprofit-specific documents that are not applicable. This may include business financial statements, profit and loss statements, applicable tax filings, and other documentation demonstrating financial stability and organizational oversight. ECT reserves the right to request additional documentation as necessary to verify the qualifications, financial stability, and administrative capacity of the lead agency and participating partners.

15. Participation. Who selects participating organizations and enforces attendance? If an organization drops out or is removed, how does that affect the contractor's performance measures or payment? ***ECT will select participating organizations from its currently funded programs based on the eligibility criteria and parameters outlined in the RFP. Participation in the Capacity Building Academy will generally be a condition of continued funding. Organizations that do not participate, meet attendance expectations, or follow through with required activities will be addressed by ECT through its existing performance-related improvement process. The selected contractor will be responsible for documenting participant attendance, engagement, completion of required activities, and progress throughout the Academy. The contractor should communicate participation concerns to ECT so they can be addressed appropriately. If an organization withdraws or is removed from the Academy, ECT will work with the contractor to determine appropriate next steps. Contractor performance and payment will be evaluated based on the services delivered, documented activities, and fulfillment of contractual responsibilities. The contractor will not be automatically penalized for an organization's lack of participation or withdrawal when the contractor has fulfilled its responsibilities under the contract.***
16. Allowable costs. Where can proposers find the ECT budget sheet? Are any cost categories prohibited, such as food for participants, printed materials or participant incentives? ***ECT has not developed a separate budget sheet for this RFP, as the Capacity Building Academy is a contractual services procurement rather than a grant program. Proposers should submit a detailed proposed budget and milestone-based billing structure that reflects the full cost of delivering the proposed services and remains within the $100,000 budget allocation for the***

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initial 15-month contract period. Costs associated with food, printed materials, participant incentives, and other program-related items are not categorically prohibited. Proposers should determine which expenses are appropriate and necessary to support their proposed program model and include those costs in their overall budget. All proposed costs should be clearly identified and reasonably connected to the services, activities, and deliverables outlined in the proposal. The proposed billing structure should identify the milestones, deliverables, or performance measures associated with each payment. The final payment structure will be subject to review and negotiation by ECT.

17. Intellectual property. Section 14 says ECT will own materials developed specifically for ECT. Would ECT consider an alternative in which the developing organization(s) keep ownership and grant ECT a license to use the materials for the academy cohorts under this contract and any renewals? ***Section 14 of the RFP states that ECT will own materials developed specifically for ECT under the contract. ECT intends to retain ownership of materials developed specifically for the Capacity Building Academy. However, any pre-existing proprietary materials, tools, methodologies, or resources developed or owned by the prospective vendor prior to the contract will remain the property of the vendor. Proposers should clearly distinguish any pre-existing proprietary materials from materials that would be newly developed specifically for ECT as part of the contract. Proposers should structure their proposals in accordance with the intellectual property provisions in Section 14 and identify any proposed exceptions or alternative arrangements for ECT's consideration. Acceptance of alternative ownership or licensing arrangements is not guaranteed.***

18. Baseline data. Will ECT share existing grantee monitoring or capacity data to inform the baseline assessments? ***Yes.***

19. Prior academy. The information session mentioned an earlier community nonprofit academy. Is an evaluation or summary of lessons learned available? ***The mentioned program was through Pensacola State College's Center for Non-Profit Excellence and Philanthropy: https://pensacolastate.edu/psc-nonprofit-center-announces-2024-certification-programs/ It is not active in the community in the same format. Any questions related to this should be directed to the college staff mentioned in the above link.***

20. Renewal years. If the contract is renewed, would each renewal year serve a new cohort? Would materials and assessments developed in the first year carry forward? ***ECT's current expectation and intent is to serve a new cohort of participating organizations during each 15-month program cycle, rather than continue***

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serving the same cohort in each renewal year. As this is the inaugural Capacity Building Academy, the initial contract period will establish the program model, curriculum, materials, and assessment processes that may inform and support future cohorts. ECT encourages prospective vendors to describe in their proposals their recommended approach to cohort frequency and program delivery, including whether they have the capacity to serve cohorts more frequently than every 15 months. Proposals should identify the staffing, resources, and implementation considerations associated with any proposed accelerated or expanded delivery schedule. Any additional cohort cycles would be subject to ECT's appro*val, contract terms, and available funding.*

21. Must the monthly workshops be held in person in Pensacola for every session, or may some sessions be hybrid or virtual? ***ECT's preference and intent is for monthly workshops and learning sessions to be conducted in person in Pensacola to foster relationship building, peer learning, collaboration, and the development of a lasting professional network among participating organizations. While hybrid or virtual sessions are not prohibited, they are generally discouraged. Proposers considering a hybrid or virtual component should clearly explain how their proposed delivery model will maintain meaningful participant engagement, facilitate interaction and relationship building, and support consistent participation throughout the Academy. Proposals should also describe the methods that will be used to assess participant engagement, attendance, learning, and progress toward the Academy's capacity-building objectives.***

22. Could you please let me know whether there is any permissible way for an organization that missed the live session to remain eligible—for example, by reviewing the session recording and materials or completing another documented requirement? ***Attendance at the live session is required to apply for our grant funding. Please bookmark our webpage www.escambiachildrenstrust.org for any future opportunities. You should also follow ECT on social media as we do post opportunities there as well. We do not subscribe to other sources to announce our available opportunities.***

23. For a vendor based outside the Pensacola area, are travel and lodging costs for the monthly in-person workshops included within the $100,000 total price, or are they reimbursable separately? ***All costs associated with delivering the proposed program, including travel, lodging, and related expenses for monthly in-person workshops in Pensacola, must be included within the proposed total budget of $100,000 for the initial 15-month contract period. These expenses will not be***

reimbursed separately from the approved contract amount. Proposers should account for anticipated travel and lodging expenses in their budgets and clearly identify these costs as a separate budget component. The proposed budget should reflect the full cost of delivering the required services within the $100,000 allocation.

24. For the January 26, 2027 executive committee meeting in Pensacola, is in-person attendance expected for out-of-state applicants, or is a virtual option available? ***Executive Committee meetings are conducted in person in Pensacola and are not live-streamed. Although in-person attendance is not stated as a mandatory requirement for out-of-state applicants, ECT strongly encourages all applicants to attend the January 26, 2027 meeting in person. Attendance provides applicants with the opportunity to address questions directly from Executive Committee members, clarify aspects of their proposals, and provide additional information that may assist the Committee in its evaluation and scoring.***

25. Will a copy of today's presentation be made available to prospective applicants? ***The presentation is located on the RFP landing page.***

26. Will the public Board meeting scheduled for January 2027 be livestreamed or otherwise accessible virtually, or is attendance limited to in-person participation? ***Executive Committee meetings are conducted in person in Pensacola and are not live-streamed. Although in-person attendance is not stated as a mandatory requirement for out-of-state applicants, ECT strongly encourages all applicants to attend the January 26, 2027 meeting in person. Attendance provides applicants with the opportunity to address questions directly from Executive Committee members, clarify aspects of their proposals, and provide additional information that may assist the Committee in its evaluation and scoring. Formal Board meetings are livestreamed on youtube through www.myescambia.com.***

27. We noticed some inconsistencies in the year references within the solicitation materials. Could you confirm that the Executive Committee meeting is scheduled for January 26, 2027, and Board consideration for February 9, 2027? ***Yes this is correct. The time for the January 26, 2026 meeting is TBD at this time.***

28. The RFP permits applications from consultants and businesses; however, the required documentation includes IRS Form 990s and board-reviewed financial statements. For an LLC that does not file Form 990 or maintain a nonprofit governing board, may financial documentation be submitted following notification of award as part of the contracting and due diligence process rather than with the initial proposal? *If not, what alternative financial documentation must accompany the proposal for it to be considered responsive?* ***Applicants organized as LLCs or other***

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for-profit business entities are not expected to submit nonprofit-specific documentation, such as IRS Form 990s or board-reviewed financial statements, if those requirements are not applicable to their organizational structure. However, applicable financial documentation must be included with the initial proposal for ECT to evaluate the applicant's financial stability and organizational capacity. In place of nonprofit-specific documents, an LLC or for-profit applicant should submit available business financial statements, profit and loss statements, applicable business tax filings, and other relevant documentation demonstrating financial stability and appropriate financial oversight. Applicants should clearly identify any documentation that is not applicable to their business structure and provide an explanation. ECT reserves the right to request additional information or supporting documentation during the evaluation and contracting process.

29. Is the Trust prioritizing locally based consulting firms, or will qualified firms operating nationally receive equal consideration? Is there a geographic preference reflected in the proposal evaluation criteria? ***The RFP does not prioritize locally based consulting firms over qualified firms operating nationally. Applicants will be evaluated based on the qualifications, experience, proposed approach, and other criteria identified in the RFP. There is no geographic preference identified in the proposal evaluation criteria. However, applicants should demonstrate a clear understanding of the Escambia County community and the needs of the organizations participating in the Academy. Proposals should also explain how the applicant will provide consistent, meaningful in-person engagement in Pensacola, including the ability to conduct the monthly workshops and other required activities within the proposed budget.***

30. While the RFP permits virtual coaching, are the Academy's workshops, organizational assessments, and other program activities expected to be delivered in person, or would a hybrid delivery model be acceptable? ***ECT's preference and intent is for monthly workshops and learning sessions to be conducted in person in Pensacola to foster relationship building, peer learning, collaboration, and the development of a lasting professional network among participating organizations. While hybrid or virtual sessions are not prohibited, they are generally discouraged. Proposers considering a hybrid or virtual component should clearly explain how their proposed delivery model will maintain meaningful participant engagement, facilitate interaction and relationship building, and support consistent participation throughout the Academy. Proposals should also describe the methods that will be used to***

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assess participant engagement, attendance, learning, and progress toward the Academy's capacity-building objectives.

31. Section 14 addresses ownership of pre-existing proprietary materials and materials specifically developed for ECT. Could the Trust clarify whether a contractor may incorporate its existing proprietary frameworks, methodologies, and assessment tools into the Academy while retaining ownership of those materials? ***Section 14 of the RFP states that ECT will own materials developed specifically for ECT under the contract. ECT intends to retain ownership of materials developed specifically for the Capacity Building Academy. However, any pre-existing proprietary materials, tools, methodologies, or resources developed or owned by the prospective vendor prior to the contract will remain the property of the vendor. Proposers should clearly distinguish any pre-existing proprietary materials from materials that would be newly developed specifically for ECT as part of the contract. Proposers should structure their proposals in accordance with the intellectual property provisions in Section 14 and identify any proposed exceptions or alternative arrangements for ECT's consideration. Acceptance of alternative ownership or licensing arrangements is not guaranteed.***

32. Would customized participant workbooks, reports, and other deliverables developed specifically for the Academy be considered ECT-owned materials, while the underlying proprietary methodologies and tools remain the contractor's intellectual property? ***Yes***.

33. Must the monthly workshops be held in person in Pensacola for every session, or may some sessions be hybrid or virtual? **E*CT's preference and intent is for monthly workshops and learning sessions to be conducted in person in Pensacola to foster relationship building, peer learning, collaboration, and the development of a lasting professional network among participating organizations. While hybrid or virtual sessions are not prohibited, they are generally discouraged. Proposers considering a hybrid or virtual component should clearly explain how their proposed delivery model will maintain meaningful participant engagement, facilitate interaction and relationship building, and support consistent participation throughout the Academy. Proposals should also describe the methods that will be used to assess participant engagement, attendance, learning, and progress toward the Academy's capacity-building objectives.***

34. If I'm no longer eligible to submit a proposal directly, would I be permitted to participate as a consulting partner or subcontractor with an eligible applicant? ***Yes.***

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35. Is there a minimum number of sessions ECT expects to be delivered in person in Escambia County? Would a hybrid model be acceptable, for example an in-person kickoff and periodic in-person intensives, with the remaining monthly sessions delivered virtually? ***ECT's preference and intent is for monthly workshops and learning sessions to be conducted in person in Pensacola to foster relationship building, peer learning, collaboration, and the development of a lasting professional network among participating organizations. While hybrid or virtual sessions are not prohibited, they are generally discouraged. Proposers considering a hybrid or virtual component should clearly explain how their proposed delivery model will maintain meaningful participant engagement, facilitate interaction and relationship building, and support consistent participation throughout the Academy. Proposals should also describe the methods that will be used to assess participant engagement, attendance, learning, and progress toward the Academy's capacity-building objectives.***

36. Would a collaborative team in which a Florida-based co-facilitator delivers in-person sessions, with the lead consultant facilitating virtually and attending in person periodically, meet ECT's expectations for in-person delivery? ***ECT will consider collaborative delivery models; however, its preference is for consistent, in-person facilitation and engagement in Pensacola throughout the Academy. A model in which a Florida-based co-facilitator conducts the monthly in-person sessions, while the lead consultant participates primarily virtually and attends periodically, is not prohibited. Proposers should clearly describe the roles and responsibilities of the lead consultant and co-facilitator, including who will lead each workshop, facilitate participant interaction, provide individualized coaching, and oversee program implementation and assessment. The proposal should also explain how the collaborative model will ensure continuity, quality, meaningful participant engagement, and relationship building among cohort members. ECT will evaluate the proposed approach based on its ability to meet the RFP requirements and support the Trust's goal of developing a connected network of participating organizations.***

37. Required documents. Section 10 lists 990s, a board roster, and board-reviewed financial statements. For a for-profit consulting firm (an LLC without a board), which documents should be submitted in place of these items? ***Applicants organized as LLCs or other for-profit business entities are not expected to submit nonprofit-specific documentation, such as IRS Form 990s or board-reviewed financial statements, if those requirements are not applicable to their organizational structure. However, applicable financial documentation must be included with***

the initial proposal for ECT to evaluate the applicant's financial stability and organizational capacity. In place of nonprofit-specific documents, an LLC or for-profit applicant should submit available business financial statements, profit and loss statements, applicable business tax filings, and other relevant documentation demonstrating financial stability and appropriate financial oversight. Applicants should clearly identify any documentation that is not applicable to their business structure and provide an explanation. ECT reserves the right to request additional information or supporting documentation during the evaluation and contracting process.

38. The information session noted a $100,000 allocation for the current year. Is the total price for the initial fifteen-month term expected to be $100,000, or $125,000 (fifteen months at the annual rate)? ***The total proposed price for the initial 15-month contract period is $100,000, not $125,000. Although ECT contracts are typically structured for 12-month periods, this Capacity Building Academy contract will be negotiated for an initial 15-month term to accommodate the 12-month Academy program and the required three-month post-program follow-up. Proposers should submit a total budget that covers the full scope of services and all associated costs for the entire 15-month contract period within the $100,000 allocation. The amount should not be prorated or increased based on a 12-month annual rate.***

39. The RFP describes cost reimbursement, and the information session described a milestone-based total price. Which structure should the budget reflect, and is the approved ECT budget sheet provided within SAMIS? ***The contract will be structured on a cost-reimbursement basis, with reimbursement tied to performance. Proposers should submit a total 15-month program budget identifying anticipated costs associated with delivering the Academy. Contractor personnel time should be clearly identified in the proposed budget, including applicable hourly or daily rates and the anticipated level of effort. Any indirect or administrative costs should be separately identified within the proposed budget. ECT anticipates tying reimbursement to documented program activities and performance, including participant engagement and participation, completion of required deliverables, provision of training and individualized mentoring, and submission of required progress updates and the final report. The final payment structure, including any applicable milestones or reimbursement schedules, will be negotiated with the selected contractor and incorporated into the contract. Participant outcomes and demonstrated***

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progress will be considered as part of overall program performance and evaluation.

40. Schedule. With contract execution on March 1, 2027, and an Academy start of May 1, 2027, a twelve-month program plus three months of follow-up would extend to July 2028, beyond the fifteen-month term. Should proposers compress the schedule to fit the term, or will the term be adjusted? ***The term will be adjusted. Do not compress the schedule.***

41. How have the organizations that you've been working with been involved in identifying their goals and priorities and how they want to engage in this academy? What portion of time and resources, if any, would be useful for validating the approach with the organizations and people involved prior to launching the initiative? ***ECT has not yet engaged participating organizations in a formal process to identify their individual goals, priorities, or preferred methods of engagement for the Capacity Building Academy. The Academy is intended to provide an opportunity for participating organizations to strengthen their organizational capacity through a structured, cohort-based learning and development process. Proposers should identify the anticipated time, resources, and associated costs necessary to complete this planning and engagement process within the proposed budget and contract period.***

42. Can you describe the participating organizations' approaches to change and the ways that they interface with children, youth, and the community? (ex: What role are these organizations predominantly playing in the system? Are these primarily direct service organizations, advocacy and training groups, research and communications, etc.? What are their primary technical entry points? Do they work primarily around health and wellbeing, justice system, education and economic opportunities, etc.?) ***The cohort that will be participating has not been determined at this time.***

43. Can proposers identify an additional training area beyond the five already identified? ***Yes.***

44. Is Escambia Children's Trust interested in using existed validated forms of organizational development measures or working with the organizations to co-design a bespoke measurement technique to document their progress? ***Yes.***

45. Should proposers budget for meeting space, travel expenses of participating organizations, catering for in person workshops, per diems of participants or any other typical in-person workshop expenses, or will those costs be covered by ECT (meeting space) and the participating organizations (travel, lunch, etc.)? E***CT will offer access to our conference room, computer training room and other office***

space with no cost to the proposer. Any other costs should be incorporated into the proposal.

46. Our team is based outside of Florida and works around the nation. We'd be pleased to participate in the in-person Executive Committee meeting planned for January 26th and are aware that proposal costs are non-recoverable. We would like to request an indication about whether our proposal will be discussed and seriously considered prior to planning travel or if we should plan instead for virtual attendance and response. ***All proposals received by the deadline and determined to be responsive will be reviewed and evaluated in accordance with the requirements and evaluation criteria outlined in the RFP. ECT cannot provide advance assurances regarding the level of discussion, consideration, or scoring a particular proposal will receive prior to the evaluation process. As noted above, Executive Committee meetings are conducted in person in Pensacola and are not live-streamed. ECT strongly encourages applicants to attend the January 26, 2027 meeting in person, as this provides an opportunity to respond directly to questions from Committee members and clarify information that may inform the evaluation and scoring process. Applicants should make their own travel arrangements and decisions based on this information.***

47. How will ECT select among eligible organizations for the Academy? Can an organization decline to participate, and is participation tied to current or future ECT funding? ***ECT will select participating organizations from its currently funded programs based on the eligibility requirements and parameters outlined in the RFP. ECT intends to identify organizations that would benefit from the capacity-building opportunities offered through the Academy. Participation will generally be a condition of continued ECT funding. In most instances, organizations will be expected to participate and follow through with the Academy's requirements as part of their funding relationship with the Trust. Organizations that decline to participate, do not meet established participation expectations, or fail to follow through with required activities may be addressed through ECT's existing performance-related improvement process. ECT will work with participating organizations and the selected contractor to establish expectations for attendance, engagement, and completion of required activities. Decisions regarding an organization's participation and any related funding implications will remain with ECT.***

48. How much variation does ECT expect among participating organizations in their experience, organizational readiness, and capacity? Are there particular capacity

challenges that ECT expects to be especially common across the cohort? ***ECT anticipates variation among participating organizations in their experience, organizational readiness, staffing, and overall organizational capacity. Eligible organizations may differ in size, years of operation, organizational structure, leadership experience, and familiarity with nonprofit management and operational practices. ECT has not predetermined a single set of capacity challenges that will be common across the entire cohort. The Academy is intended to address a range of organizational capacity-building needs within the five training areas identified in the RFP.***

49. Beyond the progress measures we propose and completion of the required work products, what changes in participating organizations would lead ECT to conclude that the first Academy was successful? ***ECT will consider the first Capacity Building Academy successful if participating organizations demonstrate measurable improvements in their organizational capacity, sustainability, and ability to effectively serve children, youth, and families in Escambia County.***

50. Before the baseline assessment begins, what information about participating organizations does ECT expect to share with the contractor, such as applications, grant reports, financial information, prior assessments, or areas of concern already identified by ECT? ***ECT will work with the selected contractor to identify and coordinate access to relevant information needed to conduct the baseline assessments of participating organizations. Proposers should identify the types of organizational information and documentation they anticipate needing to effectively complete the baseline assessment and inform the Academy's implementation***.

51. We understand the RFP requires at least six hours of individualized mentoring per organization over 12 months, along with monthly individualized coaching. Should monthly coaching sessions count toward the six hours, or does ECT expect them to be additional? ***The minimum six hours of individualized mentoring required per organization over the 12-month Academy period may include time spent in monthly individualized coaching sessions. ECT does not intend for the six hours of mentoring to be separate from or in addition to the monthly coaching requirement.***

ECT is not prescribing a specific amount of time that must be spent in coaching or mentoring sessions each month. Rather, each participating organization must receive a minimum of six total hours of individualized coaching and/or mentoring over the 12-month Academy period. Proposers should clearly describe the frequency, duration, and format of their proposed coaching and

mentoring approach and explain how it will provide meaningful, ongoing support to each participating organization while meeting or exceeding the six-hour minimum requirement.

52. ECT anticipates at least three months of follow-up support after the program. Should that support go directly to each participating organization, primarily to ECT, or to both? What level of participant contact does ECT expect during that period? ***ECT anticipates that the three-month post-program follow-up period will include support to both the participating organizations and ECT. The primary intent is to reinforce the learning and capacity-building gains achieved during the Academy, support organizations as they implement their action plans, and provide ECT with insight into participant progress and the overall effectiveness of the program. ECT is not prescribing a specific frequency or level of contact during the follow-up period. Proposers should recommend an appropriate follow-up approach and clearly describe the anticipated frequency, format, and level of engagement with participating organizations, as well as any reporting, consultation, or evaluation activities involving ECT.***

53. ECT describes the Academy as a way to help organizations attract and responsibly manage larger investments. What does ECT see as the most important difference between an organization that is ready for greater investment and one that is not yet? ***ECT has not established a predetermined definition or set of criteria for what constitutes readiness to receive and responsibly manage greater levels of investment. Identifying and understanding the organizational capacities, practices, and systems necessary to support increased funding is one of the intended outcomes of the Capacity Building Academy. ECT is seeking a qualified partner to help participating organizations assess their current capacity, identify gaps and opportunities for growth, and develop the financial, operational, governance, and programmatic practices needed to attract, manage, and sustain larger investments.***

Proposers should describe how their approach will assess organizational readiness, identify areas requiring development, and help organizations build the capacity necessary for responsible and sustainable growth.

54. Are there capabilities, perspectives, or types of experience ECT would particularly value on the contractor team beyond the qualifications identified in the RFP? ***ECT has identified the desired qualifications, experience, and capabilities for the contractor team in the RFP. No additional qualifications or specialized experience beyond those outlined in the RFP are being prescribed. Proposers should address all stated qualifications and demonstrate how their proposed***

team meets the requirements and is equipped to successfully deliver the Capacity Building Academy.

55. Can a prospective partner who did not attend participate through a collaborative proposal, and does reviewing the posted recording satisfy any attendance requirement? ***Attendance at the information session was required for the lead applicant to be eligible to submit a proposal. However, subcontracted partners are not required to have attended the information session and may participate as part of a collaborative proposal. Prospective subcontracted partners who did not attend are encouraged to review the posted recording to ensure they are familiar with the RFP requirements, program expectations, and information provided by ECT. All collaborative proposals must meet the partnership and documentation requirements outlined in the RFP.***