



*The Children's Home Society of Florida*

## Request for Proposals

# Financial Sustainability and Impact Assessment

Issued by: The Children's Home Society of Florida

Issue Date: July 18, 2025

Proposal Due Date: August 18, 2025





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## SECTION I - INTRODUCTION

### 1. Introduction

The Children's Home Society of Florida is seeking a consulting partner to conduct a **Financial Sustainability and Impact Assessment** for the **CHS Community Impact model**. The CHS Community Impact Model is place-based, 'cradle to career', collective impact model for disrupting cycles of generational poverty and childhood trauma. This innovative, community-centered approach integrates education, health, and family support initiatives to drive measurable outcomes for children and families in high-need neighborhoods.

The goal of this engagement is to evaluate the model's long-term financial viability, identify sustainable funding sources, and articulate a compelling investment case for public and private funders. Deliverables will include financial modeling, return on investment (ROI) analysis, and tools to support fundraising and policy advocacy. We invite experienced firms with a strong background in non-profit finance, human services, or cross-sector initiatives to respond to our Request for Proposals (RFP) by 5pm EST on August 18, 2025.

### 2. Background

#### A. The Children's Home Society of Florida (CHS)

CHS serves 50,000 families each year with a team of close to 1,100 team members and 4,000+ volunteers. Each day we become one step closer to fulfilling our vision: a world where children realize their full potential.

Headquarters in Orlando, Florida, CHS has 28 geographically dispersed offices and 90+ work locations, reaching children across Florida. Today, CHS has nearly \$100M in annual revenues, and is also supported by the CHS Foundation.

For more than a century, CHS has been the recognized leader in serving children and families throughout the state of Florida. For much of our history, CHS has been known for our work in foster care and adoptions. In the early 2000s, CHS assumed a lead role in the launch of 'community-based care' as Florida underwent a dramatic shift with the privatization of child welfare. However, after years working inside the child welfare system, as a case management provider, it became clear that far too many families were entering that system because of a lack of support and resources at the right time and place. Too often poverty was conflated with neglect. In response to this reality, the CHS Board of Directors issued a challenge: to be the organization that "works itself out of the foster care business".





This set CHS on a trajectory over the past 10 years from, a predominantly foster and adoptive agency, to a leading provider of preventative care services to strengthen and empower families.

Today, CHS is addressing complex challenges – from poverty and violence to untreated mental health conditions – before they threaten children's safety and family stability. CHS has expanded its footprint in early childhood education and in evidence-based child abuse prevention programs. CHS integrates behavioral health services in school-based programming and early learning programs taking a preventative approach to greater mental well-being for children and their caregivers.

CHS founded Community Partnership Schools™, a collective impact model that engages communities and institutional partners (universities, school districts and healthcare) in long term (25 year) commitments to offer resources and opportunities for the children and their families.

The experience of developing and scaling community partnership schools (from 1 to 37 statewide) led to the realization that CHS must go deeper into the school feeder patterns and the early learning community to create a comprehensive 'cradle to career' approach to serve families across the life trajectory of a child. This became the evolution of the CHS Community Impact Model.

Our innovative model delivers integrated services in targeted communities, aligning education, health, housing, and family support systems to respond holistically to local needs.

With successful early implementation and promising indicators of impact, we aim to solidify the model's financial foundation and build a compelling case for public and private investment in its expansion.

### **3. Statement of Purpose**

The objective of this RFP is to identify a firm to conduct a comprehensive Financial Sustainability and Impact Assessment that will:

- Analyze the cost structure and resource needs of our CHS Community Impact Model
- Assess financial viability for long-term operation and scaling
- Identify funding opportunities, including government (e.g., Title IV-E, Medicaid, ESSER), private sources and earned income opportunities
- Articulate the value proposition social and economic return on investment (SROI)
- Create materials that communicate value to funders and policy stakeholders





#### **4. Conflict of Interest**

All Respondents must disclose in their Letter of Certification, as identified in this RFP, the name of any officer, director, or agent who is also an employee of CHS . All Respondents must disclose the name of any CHS employee, director officer or agent who owns, directly or indirectly, any interest in the Respondent's business or any of its branches. All Respondents must disclose any business or financial relationships with any officer, director, contractor, subcontractor, vendor, or employee of CHS.

#### **5. Right to Reject Proposals, Seek Clarification and waive Non-Material Irregularities**

CHS reserves the right to accept or reject any or all proposals, waive any non-material irregularities and technicalities and may, at its sole discretion, request clarification or other additional information to evaluate or confirm information contained in any or all proposals when to do so would be in the best interest of CHS . A non-material irregularity is defined as a variation from the RFP terms and conditions that does not affect the price of the competitive reply to the RFP nor give the Respondent an advantage or benefit not enjoyed by other Respondents nor adversely impact the interest of CHS . CHS reserves the right, before awarding the contract, to request Respondent(s) to submit evidence of qualifications or any additional other information CHS may deem necessary. CHS reserves the right to determine at any point in this process that further procurement and negotiations are not in its best interest and will provide notice thereof through email and posting on CHS website.





## SECTION II – SCOPE OF SERVICES

### 1. Statement of Work

CHS desires to receive proposals for the selection of a firm to conduct a comprehensive Financial Sustainability and Impact Assessment of the CHS Community Impact Model for a one (1) year contract term with a tentative start date of October 6, 2025.

### 2. Services Desired:

CHS is seeking a firm that can analyze the current CHS Community Impact Model and from that analysis provide the below listed services, in detail;

- A. Model and Cost Structure Analysis
  - Review programmatic design, staffing, service layers (e.g., family resource hubs, community partnership school hubs)
  - Identify core vs. flexible cost components across geographies
  - Review infrastructure (indirect and administrative) costs
- B. Revenue Landscape and Funding Feasibility
  - Identify sustainable revenue streams (government reimbursements- federal, state, and local, philanthropic sources, partnerships, and potential for earned income)
  - Evaluate blending and braiding strategies across systems (e.g., child welfare, education, behavioral health)
- C. Sustainability and Scale Strategy
  - Multi-year budget projections for replication and expansion
  - Break-even and ROI analysis
  - Risk assessment and contingency planning
- D. Fundraising and Advocacy Tools
  - Case for support narrative tailored for philanthropy, public sector, and intermediary funders
  - Executive summary and data visualizations for use in pitches and grant applications
- E. Additional Services/Other – if needed





### 3. Selection Criteria

Minimum Eligibility Requirements. In order to be considered for evaluation, a firm;  
(list all qualifications you are seeking)

- A. Respondent shall have extensive experience in representing nonprofit organizations
- B. Respondent shall have extensive public affairs experience on the state and federal level
- C. Respondent shall have financial and accounting experience
- D. Respondent shall have fundraising experience

### 4. Evaluation Process

A committee consisting of members from the Procurement Committee will evaluate the quotes and prepare recommendations for CHS. The quotes received will be reviewed in accordance with the evaluation criteria listed below. The Procurement Committee may also ask additional questions to clarify the quote submitted by the Respondents. The proposals received will be reviewed in accordance with the evaluation criteria listed below. The Procurement Committee may request a presentation by any or all Respondents to clarify proposed plans and details as part of the review and evaluation process. They may also ask additional questions to clarify the proposal submitted by the Respondents. The information and recommendation will be presented to CHS's Executive Team with the data organized from highest to lowest rating.

The Executive Team shall make the final decision as to the award of the RFP to the Awardee. When CHS has selected the Awardee, contract negotiations will begin between the parties. If a contract cannot be reached between CHS and the Awardee, negotiations with that firm shall be formally terminated, and CHS shall negotiate with the Respondent who was ranked second by the Procurement Committee until agreement is reached between the parties. At any time during the negotiations, CHS may choose to modify the choice of an Awardee if CHS determines that such a change is in the best interest of CHS .

CHS reserves the right to reject any and all replies to the RFP in whole or in part, if CHS determines, in its sole and absolute discretion, that such action is in the best interest of CHS. CHS reserves the right before recommending any award of this request for proposal to inspect the facilities, organization, and financial condition as well as take any other action necessary to determine the ability to perform in accordance with specifications, terms, and conditions. CHS reserves the right to award more than one contract for any area, combining the offering, or parts thereof, of one or more Respondents.





## 5. Evaluation Criteria

	Description of Service	Points
a.	Approach to the engagement	0-20
b.	Profile and Qualifications of the Firm	0-20
c.	Profile and Qualifications of Individuals Assigned	0-20
d.	Cost of Services	0-15
e.	Prior not-for-profit/governmental sustainability impact assessment experience	0-25
	<b>Maximum Points</b>	<b>100</b>

## 6. Bid Submissions and Inquiry Instructions

- A. Proposals Each Respondent shall submit only one (1) proposal per bid solicitation. A proposal shall consist of one (1) signed original of the completed proposal. Respondent's proposal must be submitted via email bearing the title "Response to CHS's RFP for Financial Sustainability and Impact Assessment" along with the name and address of the organization submitting the proposal. Proposals should include a contact name and an e-mail address for correspondence and **shall be submitted no later than August 18, 2025 to Beth Batten, Director of Contract Management** at the following email address: **Beth.Batten@chsfl.org** It is the responsibility of the Respondent to ensure that the proposal is submitted on time to CHS. Late proposals will not be considered and will be returned unopened to the Respondent.
- B. All inquiries related to this RFP are to be directed in writing via e-mail to **Beth.Batten@chsfl.org**. In order for such written inquiries to be answered in a timely fashion, they must be received no later than the deadline stated herein. No person may rely on any oral statements by the contact person for this RFP or any other officer, employee, or agent of CHS will not be bound by any responses to any written, emailed inquiries except those inquiries issued in accordance hereunder. The contact person for this RFP has no authority to interpret, amend, or otherwise change the provisions of the RFP.
- C. Individuals or entities responding to this RFP or persons acting on their behalf may not contact, between the release of the first draft of the solicitation and the notice of intended award, any employee, committee or board member of CHS, or any other entity involved in the evaluation of the competitive responses of the Respondents concerning any aspect of this RFP, with the exception of (1) written request regarding information or clarification to the official contact person, or (2) contract negotiations with CHS. Violation of this provision may be grounds for rejecting a Respondent's reply to the RFP





## 7. Anticipated Schedule of Events and Deadlines (All times are Eastern Standard Time)

- ◆ Dates Advertised/Available:  
July 18, 2025 – August 18, 2025
- ◆ Deadline for Receipt of Written Questions:  
Friday, July 25, 2025, by 5:00 p.m., Eastern Standard Time
- ◆ Answers to Questions Distributed to All Bidders:  
Tuesday, July 29, 2025, by 5:00 p.m., Eastern Standard Time
- ◆ Deadline for Receipt of Proposals (no exceptions):  
August 18, 2025 by 5:00 p.m., Eastern Standard Time
- ◆ Evaluation of Proposals by Procurement Committee: August 21, 2025
- ◆ Interviews of Successful Respondents by Procurement Committee:  
August 25, 2025 – September 5, 2025
- ◆ Determination of Award by Procurement Committee and Prepared recommendation to the Executive Committee:  
September 10, 2025
- ◆ Selection and Announcement of Awardee: September 15, 2025
- ◆ Contract Begins: October 6, 2025

## 8. Award of the Contract

- A. Contract Period/Renewal: The term of the contract between CHS and the selected Respondent (“Awardee”) is expected to be for **one (1) year (“Term”) to commence from date of award to the Awardee by CHS (hereinafter referred to as the “Contract”)**. Satisfactory performance shall be determined within the sole discretion of CHS. A final not-to-exceed amount will be determined for the term of the assessment services. **If needed, the Contract may be extended for two additional one (1) periods beyond the expiration date (“Extension Period”)**. The Contract and any Renewal Term are subject to the availability of funds as determined by CHS in its sole discretion.
- B. Cancellation or Termination of the Award of the Contract: In the event any of the provisions of this RFP are violated by the Awardee, the Chief Executive Officer, or





designee may allow the Awardee to cure said deficiencies by giving written notice to the Respondent and setting forth the deficiencies of the Awardee. Unless said deficiencies are corrected by the Respondent or Awardee within ten (10) days of being notified by CHS, a recommendation will be made by the CHS's Procurement Committee for immediate withdrawal of the award of the Contract to the Awardee or if applicable, cancellation of the Contract. If CHS discovers any misrepresentations concerning the information provided to CHS by the Awardee in response to this RFP after mutual execution of the Contract by CHS and the Awardee, the Contract will be terminated immediately upon written notice to the Awardee and said Contract and any obligations to the Awardee by CHS as set forth thereunder shall be not be binding and shall not have any force or effect.

In addition, upon the discovery of said misrepresentations, CHS may report the Awardee to the appropriate governing government entities regarding said misrepresentations.

Upon cancellation hereunder, CHS may pursue any and all legal remedies as provided herein and by law. CHS reserves the right to terminate the award of the Contract to the Awardee, at any time and for any reason prior to its mutual execution by CHS and the Awardee upon giving thirty (30) days prior written notice to the other party. If said award of the Contract should be terminated without cause prior to execution by CHS and the Awardee as provided herein, CHS will be relieved of all obligations under said Contract. CHS will only be required to pay to the Awardee that amount of the Contract actually performed to the date of termination. Access to any and all accounting and auditing information will be provided to CHS after the termination of the Contract.

The Awardee will have the option to terminate the award of the Contract without cause upon written notice to the Chief Executive Officer and General Counsel. Such written notice must be received at least thirty 30 days prior to the effective date of termination under the Contract. Cancellation of an award of the Contract by an Awardee may result in the removal of the Awardee from bidders/Respondents list for a period of three (3) years.

Provisions regarding the termination of the Contract after mutual execution by CHS and the Awardee shall be set forth in the Contract and the Contract shall be the only document governing termination thereunder.

- C. Default: In the event that the Awardee should breach this RFP after award of the Contract, CHS reserves the right to seek remedies in law and/or in equity. Default under the RFP and the Contract may result in removal from the bidders/Respondents list for a period of three (3) years. Default hereunder means that the Awardee failed to meet the terms, conditions, and requirements of the RFP.





- D. Award of Contract: The Contract is expected to be awarded at CHS's Executive Team Award Meeting
  
- E. Withdrawal of Proposal Prior to Award of the Contract: A Respondent may withdraw its proposal any time prior to an award of the Contract without cause upon written notice to the Chief Executive Officer and General Counsel. Such written notice must be received prior to the award of the Contract.





## Section III – TERMS, CONDITIONS AND OTHER REQUIREMENTS

### 1. Federal And State Tax

CHS is exempt from federal and state taxes for tangible personal property, sales taxes, and intangible taxes. The Chief Executive Officer or their designee will sign an exemption certificate submitted by the successful Respondent(s). Respondent(s) doing business with CHS will not be exempted from paying sales tax to their suppliers for materials to fulfill contractual obligations with CHS, nor will any Respondent be authorized to use CHS's tax exemption number in securing such materials.

### 2. Legal Requirements

It shall be the responsibility of the Respondent to be knowledgeable of all federal, state, county and local laws, ordinances, rules, and regulations that in any manner affect the items covered herein which may apply. Lack of knowledge by the Respondent(s) will in no way be a cause for relief from responsibility.

Respondent(s) doing business with CHS are prohibited from discriminating against any employee, applicant, or client because of race, creed, color, national origin, gender, sexual orientation, disability, or age with regard to but not limited to the following: employment practices, rates of pay or other compensation methods, and training selection.

### 3. Agreement

A contract will be negotiated after the award for any work to be performed as a result of this RFP. The RFP, the written proposal of the Respondent in response to the RFP, and the resulting Contract will constitute the complete agreement between Respondent and CHS.

### 4. Trade Secret and Confidential Materials

If a Respondent's proposal includes material, data or other information that is deemed to be a trade secret (as defined by Section 812.081, Florida Statutes) or other confidential/proprietary material exempt from the provisions of Chapter 119, FS, which the applicant does not wish to become public record, the following statement should be included in the application:

"Trade Secrets as defined by Section 812.081, Florida Statutes, or other confidential materials contained on *applicable* pages of this application shall not be used or disclosed, except for evaluation purposes. However, if a contract is awarded to this offer or as a result in connection with the submission of this program, the Council shall have the right to use or disclose the information





designated as trade secrets or confidential to the extent provided in the contract. This restriction does not limit the Council's right to use or disclose the information designated as trade secrets or confidential which is obtained from another source."

Any exemption claimed by a Respondent will be limited to the pertinent data, documents and/or records contained in the Respondent's proposal, and must be supported by a statutory exemption. Notwithstanding anything to the contrary, nothing contained in a Respondent's proposal shall be deemed or interpreted to restrict or prevent CHS from complying with the disclosure requirements of Chapter 119, FS, when material is incorrectly identified as a trade secret or confidential information. Upon submission of a proposal by a Respondent for the RFP, the applicant covenants not to sue CHS as a result of said submission, review and dissemination of said proposal and waives any claim against CHS arising under Chapter 119, Florida Statutes or in connection with or as a result of any disclosures by CHS in connection herewith.

## **5. Disqualification**

An entity, person, or affiliate who has been placed on a convicted vendor list or the discriminatory vendor list pursuant to Sections 287.133 and 287.134, Florida Statutes, is disqualified from submitting a response to the RFP or being awarded a Contract. This restriction also includes Respondents that are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any federal department or agency. The federal Excluded Parties list is currently located at <https://www.epls.gov>.

Failure to have performed any material contractual obligations with CHS in a manner satisfactory to CHS will be sufficient cause for disqualification from this RFP. To be disqualified as a Respondent or Awardee under this provision, the Service Provider must have previously failed to satisfactorily perform in a contract with CHS, been notified by CHS of the unsatisfactory performance, and failed to correct the unsatisfactory performance to the satisfaction of CHS. Contract termination by default by CHS, by any other state agency or its designee may be sufficient cause for disqualification





## SECTION IV - INSTRUCTIONS FOR RFP RESPONSE

CHS requires all proposals to be fully complete and accurate upon submission. The Respondent must follow the instructions contained in the subsections listed below as part of Section IV of the RFP. The subsections are as follows:

### **Section 1 – Table of Contents**

Table of Contents: Include a clear identification of the material by section and by page number.

### **Section 2 – General Description of the Scope of Work**

- a. Briefly state the understanding of the Respondent regarding the work to be done and make a positive commitment to performing the work.
- b. Discussion of how the Respondent will meet each of the services desired as described in Section II - Scope of Services. At a minimum, this section should include an explanation concerning each of the points outlined below.

### **Section 3 - Approach to the Assessment**

- a. Clearly describe the approach or method that the Respondent will use in providing assessment and feasibility services to CHS.
- b. Describe the proposed approach to the ensuing timelines so that all reports, and updates are issued on time.

### **Section 4 - Profile and Qualifications - Experience and Qualifications of the Firm**

- a. Describe the experience of the Respondent in performing assessments for not for profit/governmental entities.
- b. State whether the Respondent is local, regional, or national. Give the location of the office from which the work is to be done, and the number of partners, managers, supervisors, seniors, and other professional staff employed at that office.
- c. Provide references from other Florida not-for-profit clients or similar agencies for work similar to that contemplated by this RFP.
- b. Describe the range of services offered by the local office.
- c. Describe any disciplinary action taken against the Respondent or any individual associated with the Respondent by any State of Florida or US boards, commissions, or licensing entities within the last three (3) years.





- d. Briefly describe all lawsuits or claims that are pending/filed against the Respondent over the last three (3) years.

**Section 5 - Profile and Qualifications – Experience and Qualifications of individuals assigned**

- a. The Respondent must identify the assessment team or individual(s) that will be responsible for providing the required assessment services, including the partners, managers, supervisors, and staff, as well as staff from other than the local office, if necessary, for this assessment.
- b. Provide the qualifications, education and experience for each staff member involved in the assessment
- c. Identify the specific individual who would serve CHS as a primary point of contact.

**Section 6 - Cost of Services**

- a. Assessment & Feasibility Examination - The Respondent shall prepare a schedule of billing rates for the various levels of staff, together with an estimate of the number of hours it anticipates for completing the assessment examination of CHS. Using these estimates, the Respondent shall provide a not-to-exceed amount for the proposed assessment services. Any extraordinary charges shall be considered as costs associated with the assessment examinations for the purpose of proposal evaluation.
- b. Rate and Billing Schedule

**Illustrative Guide For Proposing Cost of Services**

<b><i>Staff Level</i></b>	<b>Hourly Billing Rate</b>	<b>Est. Number of Hours</b>	<b>Qualifications</b>	<b>Responsibilities</b>
Junior				
Senior				
Manager				
Partner				





Other (explain)				
<b>Total</b>	<b>N/A</b>	_____	<b>N/A</b>	<b>N/A</b>

**Est. Number**  
**of Hours**

**Not to Exceed**  
**Amount**

***Fiscal Year***  
***Ending***

June 30, 2026

\_\_\_\_\_ \$ \_\_\_\_\_

- c. Additional Services - It is anticipated that the Respondent would use staff with a variety of skills and experience levels in providing additional services, depending upon the type and complexity of the services. Therefore, Respondents should also propose a comprehensive hourly rate for each type of staff, using the generic matrix as outlined above where applicable. The Respondent may propose a separate schedule for each type of additional service offered by the Respondent. It is expected that CHS would authorize additional services on an individual basis. CHS would jointly determine with the Respondent a not-to-exceed price for each project, using the contractually established rates.
- d. All fees and charges should be included in the prices/rates in this Section. However, if the Respondent anticipates any extraordinary charges, they shall be detailed in the proposal.
- e. The firms or organization must have the ability to perform ALL services in a remote setting.

**Section 7- Prior Not-For-Profit/Governmental auditing experience**

- a. List all recent not for profit/governmental engagements.

**Section 8 - Letter of Certification**

This section is a letter of certification on the Respondent's letterhead to be signed by an authorized representative and signatory of the Respondent. The letter should state that the Respondent can provide the service CHS requires, that specific attachments have been included, that any required additional documentation will be forwarded within three (3) days to CHS if selected, and that it is understood that all information included in the response may become public record. **See the example of the Letter of Certification below**





### **Example of Letter of Certification**

Andry Sweet, Chief Executive Officer  
The Children's Home Society of Florida  
5768 S Semoran Blvd Orlando FL 32833  
Andry.sweet@chsfl.org

Dear Ms. Sweet,

*The undersigned have read the Request for Proposal ("RFP") and fully understand the terms, conditions, and requirements of the RFP. The undersigned on behalf of the auditing firm ("Respondent") hereby certifies that the Respondent has adequate personnel, equipment, technology, and facilities to fulfill the requirements set forth under the RFP. The Respondent further certifies that to the best of its knowledge that it is not currently, nor anticipates that it will be from the date of this certification to the time of the award of the RFP, in violation of any applicable federal or state that would prevent or affect the award of this RFP to the Respondent.*

*The Respondent further certifies that it has conducted the appropriate due diligence and that to the best of its knowledge, neither the Respondent nor if applicable, its employees have an unallowable conflict of interest with CHS as set forth under the RFP. The undersigned acknowledge and understand that our ability to meet the criteria and provide the required services shall be judged by members of the Committee with final approval from the Executive Team of CHS .*

*We have attached the following:*

- 1. Assessment Services Proposal*
- 2. Signed and notarized copy of the Certification Affidavit*
- 3. Completed W-9 IRS Form (See attached form)*

*I, the undersigned Respondent have not divulged, discussed, or compared this proposal with any other Respondents and have not colluded with any other Respondent in the preparation of this proposal in order to gain an unfair advantage in the award of this proposal.*

Submitted by:

---

(ASSESSMENT FRIM)





---

(AUTHORIZED SIGNATURE)

---

(DATE)

---

(TITLE)

---

(E-MAIL)

---

(TELEPHONE)





**Section 9 – Certification Affidavit**

The Certification Affidavit is attached as part of this RFP. The Certification attached as part of this RFP certifies that the organization has made all necessary disclosures. This form needs to be signed and notarized and returned with the proposal. **See Affidavit on next page of RFP**



# CERTIFICATION AFFIDAVIT

DIRECTIONS: BY ATTESTING TO THIS AFFIDVIT, THE RESPONDENT AGREES TO COMPLY WITH ALL SECTIONS (ONE THROUGH FIVE) ON SWORN AFFIDAVIT. THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

## 1. APPLICATION ACCURACY

I do hereby certify that all facts, figures, and representations made in the proposal are true and correct. The filing of this proposal has been authorized by the contracting entity and I have been duly authorized to act as the representative of the organization in connection with this proposal. I also agree to follow all terms, conditions and other requirements as set forth in Section II of this Agreement as well as applicable federal and state statutes.

## 2. CONFLICT OF INTEREST

Applicants are hereby advised, and agree to comply with CHS 's adopted conflict of interest policy and procedure:

All Respondents must disclose the name of any officer, director, or agent who is also an employee of CHS . All Respondents must disclose the name of any CHS employee who owns, directly or indirectly, any interest in the Respondent's business or any of its branches. All Respondents must disclose any business or financial relationships with any officer, director, contractor, subcontractor, vendor, or employee of CHS . Such disclosure must be submitted as a cover letter included with the RFP, addressed to CHS Chair, no later than the proposal deadline.

## 3. DEBARMENT, SUSPENSION, AND OTHER RESPONSIBILITY MATTERS – PRIMARY COVERED TRANSACTION

The prospective Respondent, through the duly appointed undersigned representative, certifies to the best of its knowledge and belief, that it and its principles:

1. Are not presently debarred, suspended, proposed for debarment, and declared ineligible or voluntarily excluded by any Federal department or agency. The Federal Excluded Parties list is currently located at <https://sam.gov> and also available passing through the Florida Department of Management Services website at: [Convicted Vendor List / Vendor Registration and Vendor Lists / State Agency Resources / State Purchasing / Business Operations - Florida Department of Management Services](#). The United States Department of Agriculture Food Program's National Disqualification List is available through the Florida Department of Health.
2. Have not, within a three-year period preceding the certification, been convicted or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property
3. Are not presently indicted or otherwise criminally or civilly charged by a government entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph 4.2. of this certification; and/or



4. Have not, within a three-year period preceding the certification, had one or more public transactions (federal, state, or local) terminated for cause or default. Where the Respondent is unable to certify any of the statements in this certification, such Respondent shall attach an explanation to the certification. The Respondent understands and agrees that it is required to inform CHS immediately upon any change of circumstances regarding this status.

**ORGANIZATION'S NAME AND ADDRESS:**

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**NOTE: AS EVIDENCED BY MY SIGNATURE BELOW, I UNDERSTAND AND WILL COMPLY WITH ALL TERMS AND CONDITIONS STATED HEREIN:**

Type Authorized Official's Name \_\_\_\_\_ Authorized Official's Title \_\_\_\_\_

Authorized Official's Signature Date \_\_\_\_\_

FEDERAL EMPLOYER IDENTIFICATION NUMBER \_\_\_\_\_

**FOR NOTARY PUBLIC (OFFICIAL USE ONLY)**

STATE OF \_\_\_\_\_ COUNTY OF \_\_\_\_\_

PERSONALLY APPEARED BEFORE ME, the undersigned authority, \_\_\_\_\_ who, after first being sworn by me, affixed his/her (Name of individual signing) signature in the space provided above on the day of \_\_\_\_\_, 2025.

\_\_\_\_\_  
 \_\_\_\_\_ NOTARY PUBLIC

My commission expires:

