



CHILDREN'S TRUST REGULAR MEETING MINUTES

September 14, 2020 at 4:00 PM

Virtual Meeting (see last page for information)

Call to Order

Chair Lee Pinkoson called the meeting to order at 4:00 pm

Roll Call

PRESENT

Chair Lee Pinkoson
Vice Chair Maggie Labarta
Member Tina Certain
Member Karen Clarke
Member Karen Cole-Smith
Member Ken Cornell
Member Patricia Snyder
Member Cheryl Twombly
Member Susanne Wilson Bullard - arrived 4:43 pm

ABSENT

Member Nancy Hardt

Agenda Review, Revision and Approval

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

Item 1 was moved for discussion to the regular agenda.

**Motion made to accept the consent agenda with this modification by Member Certain,
Seconded by Vice Chair Labarta.**

Voting Yea: Chair Pinkoson, Vice Chair Labarta, Member Certain, Member Clarke, Member Cole-Smith, Member Cornell, Member Snyder, Member Twombly

Absent: Member Hardt, Member Wilson Bullard

Consent Agenda

Any member of the Trust may ask that an item be moved from the Consent Agenda to the Regular Agenda. Consent Agenda items will not be discussed unless moved to the Regular Agenda.

1. 8.31.20 Regular Meeting Minutes

A clarification was made to the minutes as to which member seconded the voting on Item 9. Adoption of Resolution 2020-12 "Chapter 6: Procurement Policies" from the August 31, 2020 meeting. Member Certain confirmed that she had seconded the motion made by Member Cornell to adopt Resolution 2020-12, with the inclusion in Section 6.80 of Chapter 6: Procurement Policies that unsolicited proposals are an uncommon occurrence. All other members present voted 'Yea' to pass the motion.

Motion made to accept the minutes with this clarification made by Member Certain, Seconded by Member Clarke.

Voting Yea: Chair Pinkoson, Vice Chair Labarta, Member Certain, Member Clarke, Member Cole-Smith, Member Cornell, Member Snyder, Member Twombly

Absent: Member Hardt, Member Wilson Bullard

2. 9.9.20 Letter to the County Manager
3. August 2020 Checks and Expenditures Report

Executive Director Report

4. 9.14.20 Executive Director's Report

ED Murphy informed the Board that his team is working toward meeting the October 1, 2020 deadline to become an independent entity. He reported on the three open staff positions stating that each received over 100 applications. He mentioned that the Gainesville City Commission recently discussed in their General Policy Meeting to have some community workshops regarding youth development and how this would be beneficial prior to the joint meeting of the Children's Trust of Alachua County and the Gainesville City Commission proposed on November 4, 2020. ED Murphy shared that his request for CARES funding from the Alachua County Board of County Commissioners was received positively and there should be an agreement drafted shortly. This funding is planned to support the second nine weeks of the Pandemic Learning Pods with \$216,630.00. ED Murphy requested that a member of the Board make a motion to include these funds at the Final Public Hearing of the Tentative Millage Rate and Tentative Budget for the Children's Trust of Alachua County on September 21, 2020.

A discussion was initiated by ED Murphy regarding the future funding of programs aimed to improve outcomes for children in Alachua County. He gave a presentation explaining how the Children's Services Council of Palm Beach County (est. 1986) developed plans to fund their community's service needs, learned how to evaluate the programs they fund, and to effectively use public policies to influence and benefit children and families in Palm Beach County. Given the adoption of the "Final Result and Indicators Report" by the Board on August 31, 2020, along with the previous recommendations from the Technical Advisory Committee Board, the next step is to decide priorities and focus areas in regards to 1.) How programs should be funded, 2.) How the programs and the Trust work together, and/or how the programs work with each other, and 3.) What that should look like.

Initial Public Hearing (5:01 PM) Tentative Millage Rate and Tentative Budget

Chair Pinkoson, Attorney Swain, and ED Murphy read the official script to introduce the Initial Public Hearing of the Tentative Millage Rate and the Tentative Budget.

Motion made by Member Cornell, seconded by Member Clarke to adjust the budget to add \$216,630 in anticipation of funding via the CARES Act from the Alachua County Board of County Commissioners.

Voting Yea: Chair Pinkoson, Vice Chair Labarta, Member Certain, Member Clarke, Member Cole-Smith, Member Snyder, Member Cornell, Member Twombly, Member Wilson Bullard

Absent: Member Hardt

5. Fiscal Year 2021 Tentative Millage and Budget

Motion made by Member Cornell, seconded by Member Clarke to approve Resolution 2020-13: The Children's Trust of Alachua County's Tentative Millage Rate for the 2021 Tax Year.

Voting Yea: Vice Chair Labarta, Member Certain, Member Clarke, Member Cole-Smith, Member Cornell, Member Snyder, Member Twombly

Voting Nay: Chair Pinkoson

Absent: Member Hardt

Conflict: Member Wilson Bullard

Motion made by Member Cornell, seconded by Member Certain to approve, as modified, Resolution 2020-14: The Children's Trust of Alachua County's Tentative Budget for the 2020-21 Fiscal Year.

Voting Yea: Vice Chair Labarta, Member Certain, Member Clarke, Member Cole-Smith, Member Cornell, Member Snyder, Member Twombly, Member Wilson Bullard

Voting Nay: Chair Pinkoson

Absent: Member Hardt

General Public Comments

Ellie Chisholm Thomas Logan

Board Member Comments

Chair Pinkoson requested to amend the start time of the next meeting, September 21, 2020, to 5:00 PM. This was confirmed as acceptable with the Board members and with the Attorney.

Next Meeting Date

Regular Meeting - Monday, September 21, 2020 @ 4:00 PM (VIRTUAL MEETING)

FINAL PUBLIC HEARING FOR FY 2021 TRIM AND BUDGET BEGINS AT 5:01 PM

Please note: The start time of this meeting has been amended to 5:00 PM.

Adjournment

Chair Pinkoson adjourned the meeting at 5:27 pm.



**FIRST PUBLIC HEARING FOR FY 2021
TRIM AND BUDGET BEGINS AT 5:01 PM**



CHILDREN'S TRUST
OF ALACHUA COUNTY

Public Comments

1. Use the Zoom “Raise your hand” function

(click on the “Participants” icon in the toolbar and look for the “Raise your hand” button)

2. Use the Zoom “Chat” function

3. By phone: 346-248-7799 and use Meeting ID 825 8907 8963

Children's Trust of Alachua County
Monday, September 14, 2020 at 4:00 PM

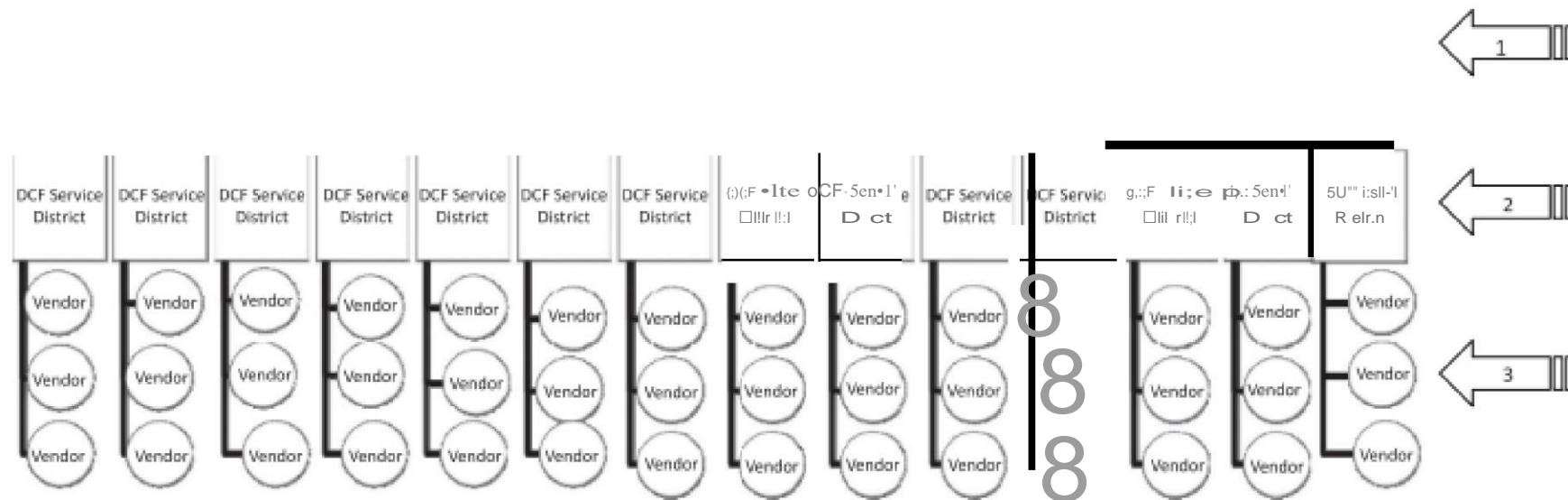
FIRST PUBLIC HEARING FOR FY 2021 TRIM AND BUDGET BEGINS AT 5:01 PM



CHILDREN'S TRUST
OF ALACHUA COUNTY

- Funding three programs Day 1
- Funding 40+ programs Day 160 +

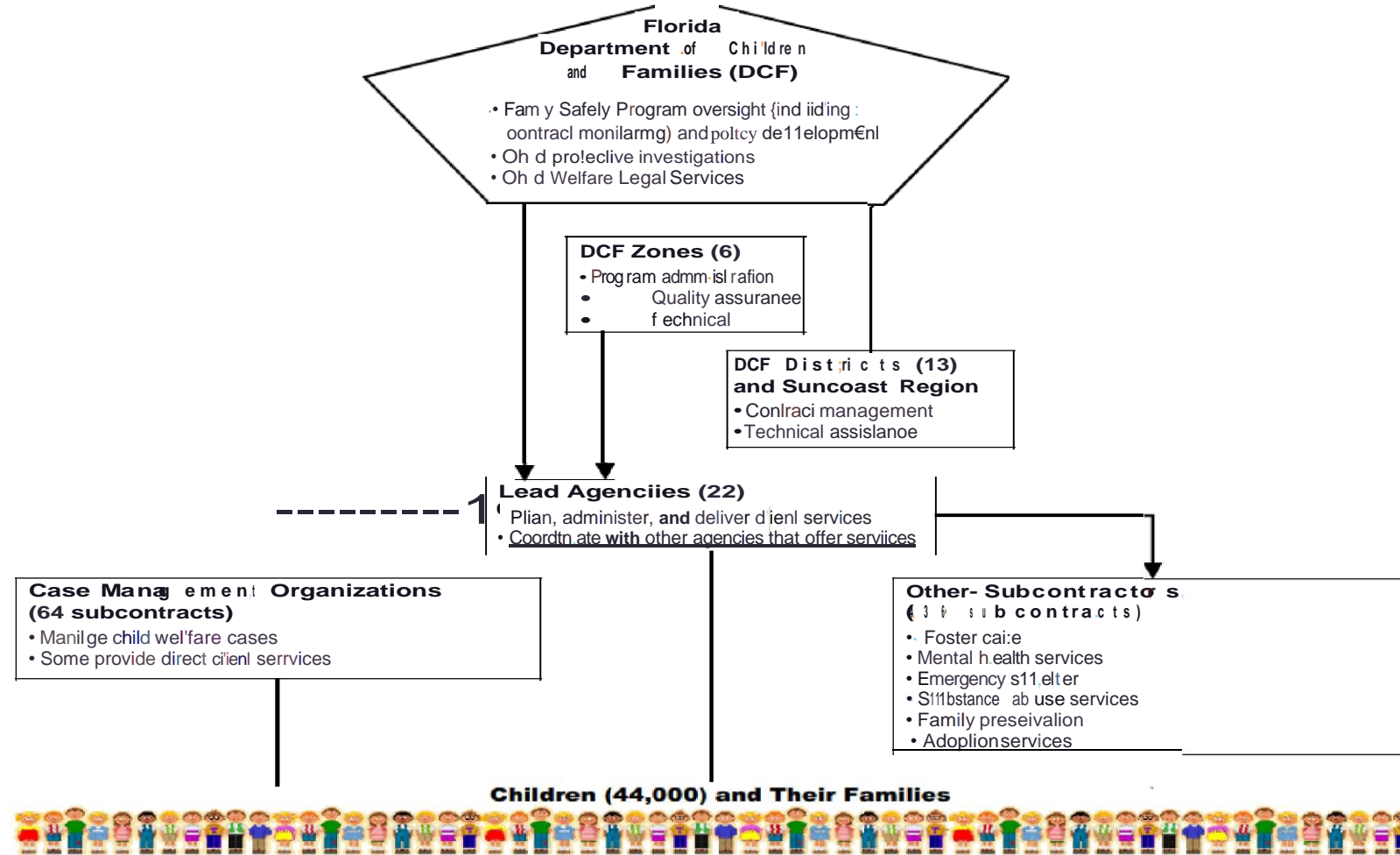




1. OC - Central Office ; Content related policies ; unified efforts ; direct support
2. DCPs, the provider's acts and the region ; Provider direct services (e.g., mental health, physical therapy, etc.) ; procure, provide services, manage, in the moment to direct service contracts
3. Individual vendors under each district jurisdiction ; provider direct services to clients (e.g., pre-adoptive services, foster care, residential care, adoption)



The Community-Based Care System Has Several Layers Between Department Administration and Direct Care Services to Children and Families



- Clear principal-agent relationships
- Stability
- Resources, but not as much as the contracting arrangement
- “Solve social dilemmas”
- Distribution of “property rights”
(Milward & Provan, 2000)



Time Period	Process Elements	Areas funded
<u>Title Early Years</u> Years 1 - 6	<ul style="list-style-type: none"> Annual RFPs (some years limited only to one title by fund age 10ies) Extensive provider and Community involvement, along with intensive staff review Allocation hearings (first with panels and then with entire Council) Objections process (to contest denial of application or award of less funding than requested) 	<p>Based on 16 funding priorities/ program service areas, 10 funding categories were developed (pp. 67 - 68, Exhibit "A");</p> <ul style="list-style-type: none"> Child care Juvenile Justice Health Education Dependency Family Stability Substance Abuse Mental Health Developmental Disabilities Recreation <p>In year 4 (Exhibit "B") the funding priorities were no longer tied to the 16 funding problems, the funding priorities included:</p> <ul style="list-style-type: none"> Economic Status-Family Stability Self Sufficiency Education Child care Health Substance Abuse Mental Health Child Abuse & Neglect Juvenile Justice Special Needs Recreations and Cultural Activities

Time Period	Process Elements	Areas Funded
Multi-Year Funding <u>Begins</u> Years 7 & 8	<ul style="list-style-type: none"> Implementation of the multi-year contract process began (each funding area would have an RFP once every three years, with renewal applications in the interim two years) Objection process open only to agencies that included new information in their objection Major allocations hearing and objections process eliminated in year 8 (and thereafter) 	<ul style="list-style-type: none"> In year 7, a Neighborhood-Based RFP was issued, restricted to not for profit organizations with at least two-thirds of the board being residents of the neighborhood intended to be served Funding was narrowed over a three-year period to cover the following populations and issues: <ul style="list-style-type: none"> Birth to 5 years old After-school programs Teen pregnancy and HIV prevention Grassroots neighborhood capacity building Family-strengthening
Shift in Areas Funded Years 9-13	<ul style="list-style-type: none"> In year 10, cycle was increased for funding up to four years without going through a competitive RFP process In year 12, this was increased to a five year cycle The process of RFPs in certain areas and a "base application process" for programs not subject to competitive RFPs continued In year 12, the RFP proposal review process was modified to add additional requirements, see Exhibit "D" 	<ul style="list-style-type: none"> As part of the revised RFP proposal review process in year 12, additional funding categories were established to allow for board, administration and program development prior to delivery of client services As a result, the following categories of funding were: regular, startup, conditional, and special requests In year 13, funding for Beacon Centers and Family Resource Centers began
Longer Term Contracts - Targeted Areas for Funding Years 14-18	<ul style="list-style-type: none"> In year 14, the RFP review process was revised to allow for initial review of proposals, telephone interviews, verification regarding capability and track record of applicants, personal interviews, internal staff review, rating; and recommendations, and staff recommendation to Council. Base application funding became part of the Council's consent agenda 	<ul style="list-style-type: none"> In year 15, an RFP was issued for out of school activities In year 15, RFPs for family and community networks were released for each of four targeted geographical areas (TGA) In year 16, RFP for mentoring was released, and Beacon Centers were expanded

Time Period	Process Elements	Areas funded
<u>Recent Years (FY 2006-07 through 2014-15)</u>	<ul style="list-style-type: none"> • Funded process was essential ly stabilized with existing contracts being approved annually using an "allocations resolution process," while new programs were selected through a RFP process (for a period of time through an Invitation to Negotiate (ITN)) • The RFP process has become very standardized and has proven to be very flexible. • With the demise of the annual RFP to serve as a way to remove programs that were not operating as desired, new processes were developed: <ul style="list-style-type: none"> ◦ Agency certification by Nonprofits First, Inc.. ◦ CPPA (Comprehensive Program Performance Assessment) - review of all agency's program against standard criteria including core competencies and process/ outcome measures ◦ SRM (Strategies Review and Allocation Analysis) - focusing on perceived needs and gaps compared to CSC's "portfolio" programs 	<ul style="list-style-type: none"> • CSC moved to a system-based approach based on the "pathway to early childhood development" approach • By FY 14-15, the following goals were: <ul style="list-style-type: none"> ◦ Children are born healthy ◦ Children are safe from abuse and neglect ◦ Children are ready for kindergarten ◦ Children have quality access to after school and summer programs • There was increased emphasis on evidence-based programs and systems of care • Overall result was a CSC "Early Childhood System of Care" composed of the following three areas: <ul style="list-style-type: none"> ◦ Healthy Beginnings (0-5) ◦ Quality childcare (early childhood education and after school, both through funding and quality enhancements) ◦ BRIDGES - (neighborhood based approach for services)

LESSONS LEARNED

The initial process was extremely labor intensive for staff, providers and the Council, with extensive paperwork and lengthy meetings (in some years the allocations hearings were three to four days in length). This was changed to a process that was able to obtain the information needed to make a decision more efficiently. Also, over time, as a system of care was established and many of the RFPs were to find a provider(s) to run an evidence-based program, more responsibility was placed on the staff to investigate and make funding recommendations. The Council thus took on a more policy-making role, relying on the RFP process to identify the best agency for a specific program.



LESSONS LEARNED

It soon became clear that annual RFPs did not provide enough time to develop and implement programs (on the agency side) nor sufficient time to evaluate the effectiveness of such programs (on CSC's side). Additionally, as systems of care were developed, more time was necessary for programs that were part of a system, as CSC needed to determine both whether the program was working and whether it was contributing to the advancement of the system. These factors, over time, led to a three to four year funding cycle, then to a five year funding cycle with a five year renewal, and finally to the current situation where programs have no fixed cut-off date but are subject to the CPPA and SRRA processes described above.



LESSONS LEARNED

CSC's focus on accountability (only funding programs that achieve their objectives, an issue from the very first RFP through today's CPPA) has over the years also led to a focused approach on specific areas of funding, with evidence-based programs used when possible, all within an overall System of Care. This narrower focus than the original funding categories automatically excluded certain categories of providers who did not provide programs in these areas. This resulted in CSC going from having ten different funding areas initially (with sixteen problem areas) to eventually having programs focused on CSC's four main goals, through the three components of the Early Childhood System of Care (Healthy Beginnings, Strong Minds, and BRIDGES).



LESSONS LEARNED

Similarly, CSC's emphasis from the beginning on accountability and evaluating programs led, out of necessity, to termination of programs that could not demonstrate they were achieving their desired outcomes. This was noted by Council members early on as a major change from how government funding of programs usually worked. The mechanism for terminating programs that were not working changed over time – from non-selection when annual RFPs were used to today's CPPA process.



LESSONS LEARNED

These changes to the funding process (see #s 3 and 4 above), have also contributed to the development of the CSC Accountability Model, in which funding has become more of an investment portfolio decision and not merely funding a program.



LESSONS LEARNED

Over time there has been a significant change from CSC funding what were essentially agency programs brought forward through the RFP process for additional or new funding to the current situation where agencies are being funded to deliver programs decided on by CSC. One implication of this, for example, is that CSC now is prepared to pay all reasonable costs of implementing its programs, rather than (as in the early years) urging agencies to find additional funding sources.



LESSONS LEARNED

Funded agencies, particularly but not limited to, smaller agencies, had issues regarding the management and financing of those agencies. This resulted in situations where an agency, primarily for financial reasons, went out of business on short notice, requiring CSC to quickly transition clients to other programs/agencies. This problem led to the certification process.



LESSONS LEARNED

An RFP (or RFQ) continues as a good mechanism to select providers for new programs, as well as to get input from providers in structuring programs where no evidence-based programs exist. One example of this is the “Light Touch Service” RFQ for FY 14-15.



Strong Minds Network

Strong Minds Network Providers

Child Care Centers ... Family Child Care Homes ... School Based Sites

- Provide Quality Care
- Provide Quality Environment
- Provide Quality Interactions
- Provide Quality Instruction

Feedback ↑ Input

Strong Minds Network Partners

Early
Learning
Coalition

Children's
Forum

Palm
Beach
State
College

PBC
School
District

- Provide Quality SLJP reports & Resources
- Provide Valid and Reliable Program Assessments
- Provide Scholarships

Feedback ↑ Input

Children's Services Council

- Provides Funding, Research, and Leadership
- Administers and Manages the Strong Minds Network
- Provides Navigation
- Provides Tiered Reimbursement Supplements



CHILDREN'S TRUST
OF ALACHUA COUNTY

**CHILDREN'S TRUST OF ALACHUA COUNTY
PUBLIC HEARING SCRIPT**

SEPTEMBER 14, 2020

FIRST PUBLIC HEARING 5:01 PM

FISCAL YEAR 2020-21 MILLAGES AND BUDGETS

I. Introduction to Public Hearing on Children' s Trust of Alachua County Fiscal Year 2019-20 Tentative Budget

CHAIR:

The Children's Trust of Alachua County convenes the Public Hearing on Fiscal Year 2020-21 Tentative Millage Rates and Tentative Budget as required by Florida Statutes, Chapters 125 and 200 and as advertised in the Truth-in-Millage (TRIM) Notices.

This evening we will take a number of actions related to the adoption of tentative millage rate and tentative budget. The Final Public Hearing on these matters will be held on Monday, September 21, 2020 at 5:01 p.m. in this same virtual manner.

I urge you, if you have not already done so, to get a copy of the agenda so you may easily follow the proceedings this evening. Citizen comments will be taken following the overview of the tentative budget by the Executive Director. The Trust Counsel will now present an overview of the Truth-In-Millage Legislation followed by the Executive Director's explanation of the proposed rate.

II. Fiscal Year 2019-20 Proposed Millage Rate and Tentative Budget

A. Overview of Truth-in-Millage Legislation

TRUST ATTORNEY:

In 1980, the Florida Legislature adopted what is known as the Truth-in-Millage Legislation or TRIM, as it's called. The goal of the legislation was to ensure that taxpayers were advised of the public hearings at which the local taxing authorities' budgets and millage rates were to be considered and adopted. Each year, the Property Appraiser completes an assessment of the value of all property and certifies to each taxing authority the taxable value of the property within its jurisdiction. Each taxing authority then notifies the Property Appraiser of its proposed millage rate, its rolled back rate and the date, time, and place of the public hearing to consider the proposed millage rate and the tentative budget. Once the Property Appraiser receives the information, he sends a notice by first class mail to every taxpayer on the assessment role. The notice contains the information from the taxing authorities as to the proposed millage rate and the time and place of the public hearing. The notice sent to taxpayers is called the TRIM notice. The TRIM notice lists what the taxes were for the prior year, what the taxes will be if the proposed budget changes are made, and what the taxes will be if no budget changes are made. The purpose of the TRIM notice is to provide taxpayers with sufficient basic information to enable them to participate in the public hearing process.

B. Explanation of the Children's Trust of Alachua County's Proposed and Rolled Back Millage Rates

Executive Director:

One of the requirements of the Truth-in-Millage Legislation is to provide information about why proposed millage rates differ from the rolled back millage rates. The

proposed millage for the Children's Trust of Alachua County is 0.5000 mills. The rolled back millage rate is defined as "the millage rate, which, exclusive of new construction, additions to structure, deletions, and property added due to geographic boundary changes, will provide the same ad valorem tax revenue for each taxing authority as was levied during the prior year." The proposed millage rate provides for future programming needs, adequate staffing, and planning for future facilities.

The TRIM process requires that a notice of "tax increase" be advertised when the current year proposed aggregate millage rate exceeds the calculated aggregate rolled back millage rate. The aggregate rolled back millage rate is calculated by dividing the prior year estimated property tax revenue by the current year taxable property value, multiplied by 1,000. The current year taxable value does not include new construction. For the 2021 tax year, the rolled-back rate calculation is 0.4773 mills. The proposed millage rate represents a 4.76% increase over the rolled-back millage rate. A notice of tax increase will be advertised for the Final Public Hearing

C. Overview of Fiscal Year 2019-20 Tentative Budget and of Adjustments made to that Budget

Executive Director

Mister Chair the total Children's Trust Tentative Budget for fiscal year 2020-21 is \$9,927,121 which is a net increase of \$822,005 compared to the Proposed Budget approved on June 29, 2020. The details of the changes are reflected in the FY21 Tentative Budget included in your agenda packet. A summary of these changes are included on the last page of the budget document. The adjustments are attributed to the change in Certified Taxable Value from the Property Appraiser, the receipt of grant funding, and transfers to provide match funding and establish a Capital Projects Fund.

Mister Chair this concludes my comments on the changes that were made to the tentative budget. I would be happy to answer any questions about the budget at this

III. Citizens Comments on Fiscal Year 2020 - 21 Proposed Millage Rates and Tentative Budget

CHAIR:

I would now like to invite citizens to comment on the fiscal year 2020-21 tentative millage rates and tentative budget. Please use the "Raise Your Hand" function if you wish to address the Board. We do request each speaker try to limit his or her comments to 5 minutes. The hearing will continue until everyone who wishes to address the Board has had an opportunity to speak.

Citizen Comments allowed at this time.

CHAIR (following all citizen comments):

I will now close the public comment section of this public hearing.

IV. Board's Action on FY 2019-20 Proposed Millage Rates and Tentative Budget

A. Adjustments by Motion to the Fiscal Year 2020-21 Tentative Children's Trust of Alachua County Budget

Executive Director:

Mister Chair, the budget document before you, the "FY21 Tentative Budget", includes the changes that were described earlier. Any additional adjustments to this budget can be made by motion at this time.

Children's Trust:

Adjustments adopted by motion (if any adjustments are entertained)

B. Adoption of Resolution Establishing Fiscal Year 2020-21 Tentative Children's Trust Millage Rates

INTERIM CHAIR:

Florida Statutes require the name of the taxing authority, the millage rate to be levied, the rolled-back rate and the percentage change over rolled-back rate be publicly announced. Accordingly, the Children's Trust of Alachua County has determined that a proposed millage rate of 0.5000 mills is necessary to fund the Tentative Children's Trust of Alachua County Budget. This represents a 4.76% increase over the rolled-back rate of 0.4773 mills.

Board:

Move Adoption of Resolution 2020-13 Establishing FY21 Tentative Children's Trust of Alachua County Millage Rates

C. Adoption of Resolution Adopting Changed Revenue Estimates and the Fiscal Year 2020-21 Tentative General Children's Trust of Alachua County Budget

Children's Trust:

Move Adoption of Resolution 2020-14 Adopting Changed Revenue Estimates and the FY21 Tentative Children's Trust of Alachua County Budget

V. Conclusion of Public Hearing

INTERIM CHAIR:

This concludes the Tentative Budget Hearing.

Attendee Report

Children's Trust of Alachua County Board Meeting

Start Time: 9/14/2020 4:00:00 PM - Finish Time: 9/14/2020 5:27:08 PM

Host: ChildrensTrust@childrenstrustofalachuacounty.us

Webinar ID - 825 8907 8963

Panelist Details - Attended

Bob Swain	bswain@alachuacounty.us
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Lee Pinkoson	lpinkoson@aol.com
Susanne Wilson Bullard - arrived 4:43	bullards@circuit8.org
Karen Clarke	clarkekd@gm.sbac.edu
Jennifer Rivers	jivers@childrenstrustofalachuacounty.us

Attendee Details - Attended

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