



BOARD PLANNING RETREAT AGENDA

July 17, 2025 at 9:00 AM

CTAC, 4010 NW 25th Place, Gainesville, FL 32606

Call to Order

Roll Call

Agenda Review, Revision and Approval

1. [Presentation: The Nonprofit Lifecycle](#)
[Dr. Theresa Beachy, Organizational Strategist - Center for Nonprofit Excellence](#)
2. [Update and Refreshing of Strategic Plan - C. Robinson Associates Team](#)
 - I. [Welcome and Introductions](#)
 - II. [The Alachua Children's Trust Current State](#)
 - [a. Children's Trust Today](#)
 - [b. Guidelines](#)
 - [c. SWOT Analysis](#)
 - III. [Visioning](#)
 - [a. Imagining Exercise](#)
 - [b. 3-years Forward](#)
 - IV. [Prioritizing](#)
 - [a. Discussion of Priority Objectives](#)
 - [b. Ranking of Priorities](#)
 - V. [Planning](#)
 - [a. Brainstorming Action Items](#)
 - [b. Funding Discussion](#)
 - VI. [Next Steps and Timelines](#)
 - VII. [Wrap up](#)

General Public Comments

Next Meeting Date

Regular Board Meeting – Monday, August 11, 2025 @ 4:00 pm – Children’s Trust of Alachua County, 4010 NW 25th Place, Gainesville, FL 32606

Adjournment

Virtual Meeting Information

View or listen to the

meeting: <https://youtube.com/@childrenstrustofalachuacou7053?si=6sH0vTXXbmxbRn1>

Guidelines for Public Comments

Public comments can be made in person at Children’s Trust Board Meetings. We will no longer take comments by Zoom or by phone. If you would like to submit a written comment or a written transcript of your public comment before or after the meeting, these will be provided to Board Members prior to the next Board Meeting.

Any member of the public wishing to be heard either under the agenda section “General Public Comments” or on a specific agenda item shall approach the podium at the appropriate time.

Members of the public recognized by the Chair will have three (3) minutes to speak on a single subject matter. If an individual seeks to be heard on more than one agenda item, the Chair shall determine the amount of time allotted to the speaker. However, such time shall not exceed ten (10) minutes without the approval of the Board or Committee. The Clerk of the Trust is the official timekeeper.

Public members may not share or transfer all or part of their allotted time to any other person or agenda item, except as permitted by this Policy. To the extent a speaker has previously addressed a Board or Committee on the same subject, the Board Chair may limit repeat comments at the Board meeting by the same speaker.

File Attachments for Item:

1. Presentation: The Nonprofit Lifecycle Dr. Theresa Beachy, Organizational Strategist - Center for Nonprofit Excellence



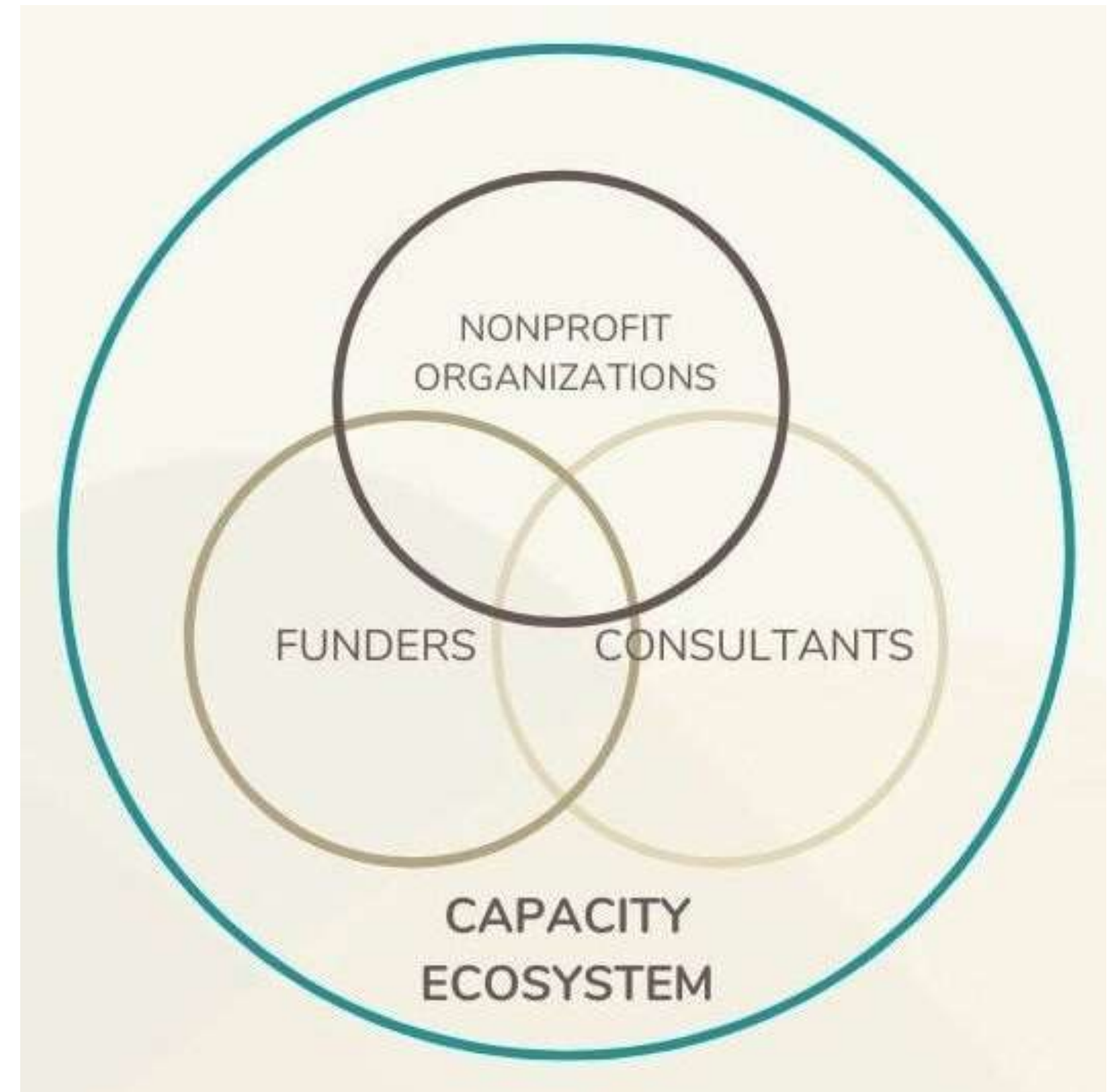
Nonprofit Lifecycles

Presented by:
Nonprofit Lifecycles Institute

Nonprofit Lifecycles Institute

We envision a world where vibrant nonprofits thrive in harmony with the communities they serve.

Our mission is to cultivate a healthy, dynamic, and collaborative capacity ecosystem.



Why does
it matter?



Capacity Counts

The organization's mission,
vision, values & programs
deserve a strong foundation
to thrive.

Personal Lifecycle Descriptors

Terrible Twos
Teens
Mid-life
Baby Boomers

“A stage is a developmental period when characteristic patterns of behavior are evidenced & certain capacities become established.”

Benefits of Lifecycles Thinking

SHARED VOCABULARY

Help get everyone on the same page

NORMAL & NOT ALONE

Others face similar challenges

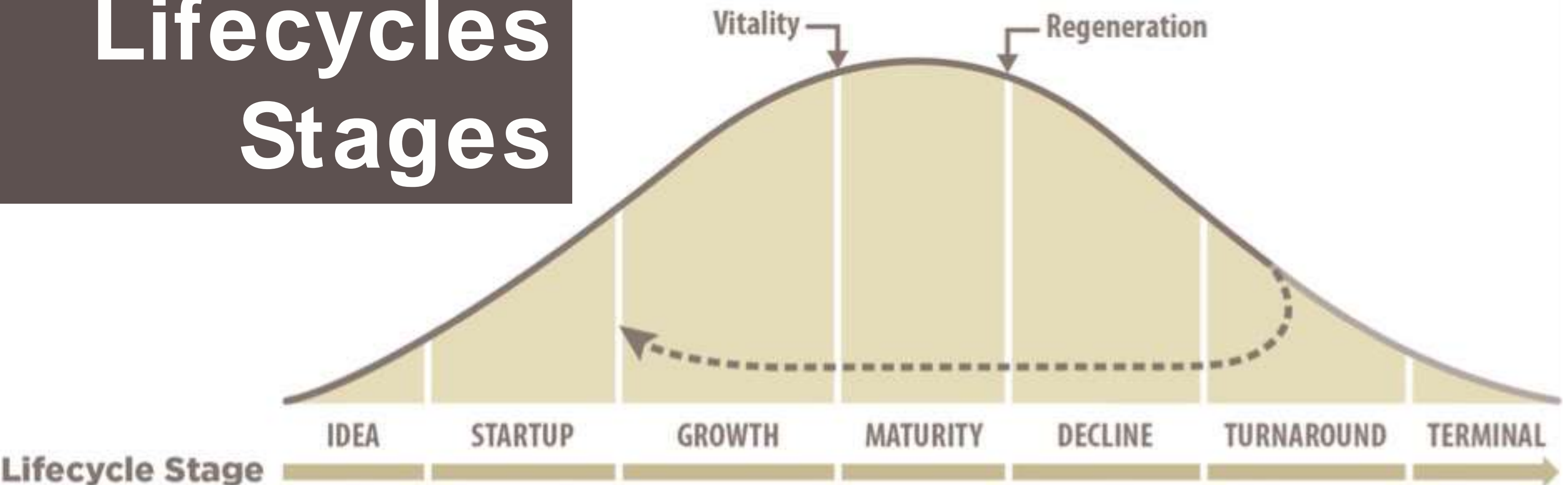
CLEAR COMMUNICATION

Communicate where you are and what you need

DEPERSONALIZATION

Identify and address structural challenges based on Lifecycle vs. individuals

Nonprofit Lifecycles Stages



Idea

Perceived
community need
sparks a founding
idea or vision of
what could be

PROGRAMS

Programs are not yet defined, only an intense, personal mandate to fill a societal gap

MANAGEMENT

Originators are believable, action-oriented people with commitment to proposed purpose

GOVERNANCE

No board exists at this stage, only supporters with a personal connection to mission

BUSINESS MODEL

Sweat equity is the usual self-funding device, unless originators have deep pockets or an outside “angel” backs the project

SYSTEMS

Although generally lacking in systems, in-kind services, equipment, & other goods may exist

Challenges

- Unless mission/program related, equity often not a priority
- Identifying an unmet need
- Developing mission, vision, & values
- Mobilizing the support of others
- Converting the idea into action



Startup

beginning stage of operations when energy & passion are at their highest, but systems generally lag far behind

PROGRAMS

Programs are simple, experimental, & generally have more breadth than depth; may collect basic participant data but have little ability/knowledge on how to take next steps

MANAGEMENT

Leader is a “spark-plug” & the likely group’s most experienced staff person

GOVERNANCE

Members almost always have a personal connection to mission or founder; may begin to seek candidates outside the circle.

BUSINESS MODEL

Usually a low-budget, boot strap operation unless seeded initially by a major start-up grant

SYSTEMS

Financial & administrative functions & systems are generally weak & may be out-sourced to others; generally, policies reactive v. proactive

Challenges

- Sharing vision & organizational responsibility with staff, board & constituencies
- Hiring versatile staff
- Leveraging sweat equity into outside support
- Living within financial means
- Replicating the same kind of board or staff member



Growth

Program opportunity
& service demand
exceed current
systems & structural
capacities

PROGRAMS ©

Organization begins to understand & define the distinctive methods & approach that separate its programming from others

MANAGEMENT

Organization led by people who see infinite potential for services; training & building Equity as part of culture

GOVERNANCE

Board structure begins to appear; board may be diverse but not necessarily inclusive

BUSINESS MODEL

More sources of income create greater accounting & compliance complexities; may consider vendors/budget/revenues in Equity lens

SYSTEMS

Current systems, never fully built, must be substantially improved to meet demands of continual program expansion & rising compliance expectations; Equity central in mind as systems built

Challenges

Item 1.

- Too much to do, too little time
- Identifying distinctive competence
- Developing board ownership
- Finding DEI Champions within Leadership to drive work
- Beginning to formalize organizational structure
- Creating a program & strategic focus that doesn't trap creativity & vision
- Becoming comfortable with change



Mature

reputation for providing steady, relevant & vital services to the community; operates with a solid organizational foundation & an overall sense of security; confident in their ability to incorporate equity into strategy



PROGRAMS

Well-organized; results focused; in touch with community needs; Equity fully incorporated into strategy & implementation

MANAGEMENT

Leadership is often second or third generation from the originators; exemplify culture of equitable leadership

GOVERNANCE

Board sets direction, is policy oriented, & leaves management to the executive director/leader; diverse members included in culture & leadership positions

BUSINESS MODEL

Organization has multiple sources of income & is not dependent on one source of funding; budget funds equitable initiatives & supports values in all aspects

SYSTEMS

Organization operates from an outlined course of action for routine client, board & personnel matters; policies support equity initiatives

Challenges

Item 1.

- Not fully addressing Equity
- Remaining client-centered, rather than policy-bound
- Keeping staff motivated around the mission
- Building financial footings of endowment or reserves
- Maintaining their programmatic “edge,” cycling programs in & out based on continued relevancy
- Becoming “position” rather than “person”

Decline

Status quo decisions based on internal factors resulting in diminished community/client status & insufficient current income to cover operating expenses



PROGRAMS

Programs are losing clients to others whose approach is more accessible, & possibly less expensive; equity not a priority

MANAGEMENT

Organizational slippage is either unseen, denied, or blamed on external sources; equity not a priority

GOVERNANCE

Board is unaware there is something wrong; think things are running smoothly & often don't take action until money starts running out

BUSINESS MODEL

Budgets are fixed-cost & expense heavy, with income projections reflecting past experience rather than current reality; funding equity initiatives not a priority

SYSTEMS

Systems, although developed, are often antiquated, and physical space may be deteriorating; equity not a priority

Challenges

- Reconnecting with community need, discarding duplicative programs
- Remembering that policies, procedures, systems & structure are no substitute for creativity & risk-taking
- Keeping board informed & engaged
- Raising enough operating income so reserves are not drawn down for daily use
- Examining the budget for top-heavy administrative expenses

Challenges

- Finding a turnaround champion & letting them lead
- Establishing a turnaround culture & mindset
- Committing to a consistently frank & open dialogue with constituents, funders & the community
- Prioritizing equitable practices
- Cutting expenses to reflect realistic income
- Restoring eroded community credibility through consistency, honesty & program results

PROGRAMS

Programs are reassessed and modified in light of current community needs and financial viability

MANAGEMENT

Turnaround leader is a gutsy, strong-willed person with a clear sense of direction & the ability to inspire confidence in others; renewed commitment to turnaround

GOVERNANCE

A core of committed board members are ready to do what it takes to restore organizational integrity; renewed commitment to equity as turnaround gets going

BUSINESS MODEL

Willingness to cut expenses to reflect realistic income and cash flow

SYSTEMS

Existing policies and procedures may be too complex, expensive, & “mature” for the turnaround organization

Turnaround

Critical juncture, loss of community relevance & revenues, but, through self-awareness & determination, taking decisive action to reverse course in favor of community relevance & organizational viability

PROGRAMS

Programs are unreliable, unsteady, & seriously under-funded

MANAGEMENT

Staff & management have dwindled to a handful & possibly may be working without pay

GOVERNANCE

Board has lost its collective drive to continue & may exist in name only

BUSINESS MODEL

The organization is most likely out of money & may have accumulated deficits

SYSTEMS

Systems have been abandoned; organizational decisions & general workflow happen on an ad hoc basis

Challenges

- Accepting responsibility for organizational renewal or termination
- Resisting the urge to blame others for terminal situation
- Communicating termination plans to clients & making appropriate referrals
- Closing up shop in an honorable manner, worthy of the care in which the nonprofit was founded

Terminal
organization that
has lost its will,
reason, or energy to
exist

Selfie

Participants

- Board and/or Staff
- Self-directed or facilitated

Formats

- Online Survey
- Printed booklet

Uses

- In advance to gather input
- In session to gather realtime data
- Before, during, after
- Transition periods, strategic planning, retreats

Purposes

- Build consensus
- Discuss results & different perspectives
- See progress



Remember

No exact
number

Diagnostic
not
deterministic

Not
sequential
nor
evolutionary

Not age or
size
dependent

No
shortcuts

Holistic

Level
expectations

Seek
alignment

“Don’t
Know” is an
answer

Lifecycles Diagnostic Indicators

Item 1.

PROGRAMS

What stage are its programs? Individually, collectively?

MGMT

Does the current leader have the required characteristics to lead the organization through this stage?

SYSTEMS

Are current financial & administrative systems in line with the organization's programs & life stage?

BOARD

Is the board assuming roles & responsibilities consistent with the requirements of the lifecycle stage?

BIZ MODEL

Are the financial resources of the organization consistent with those required for the stage?

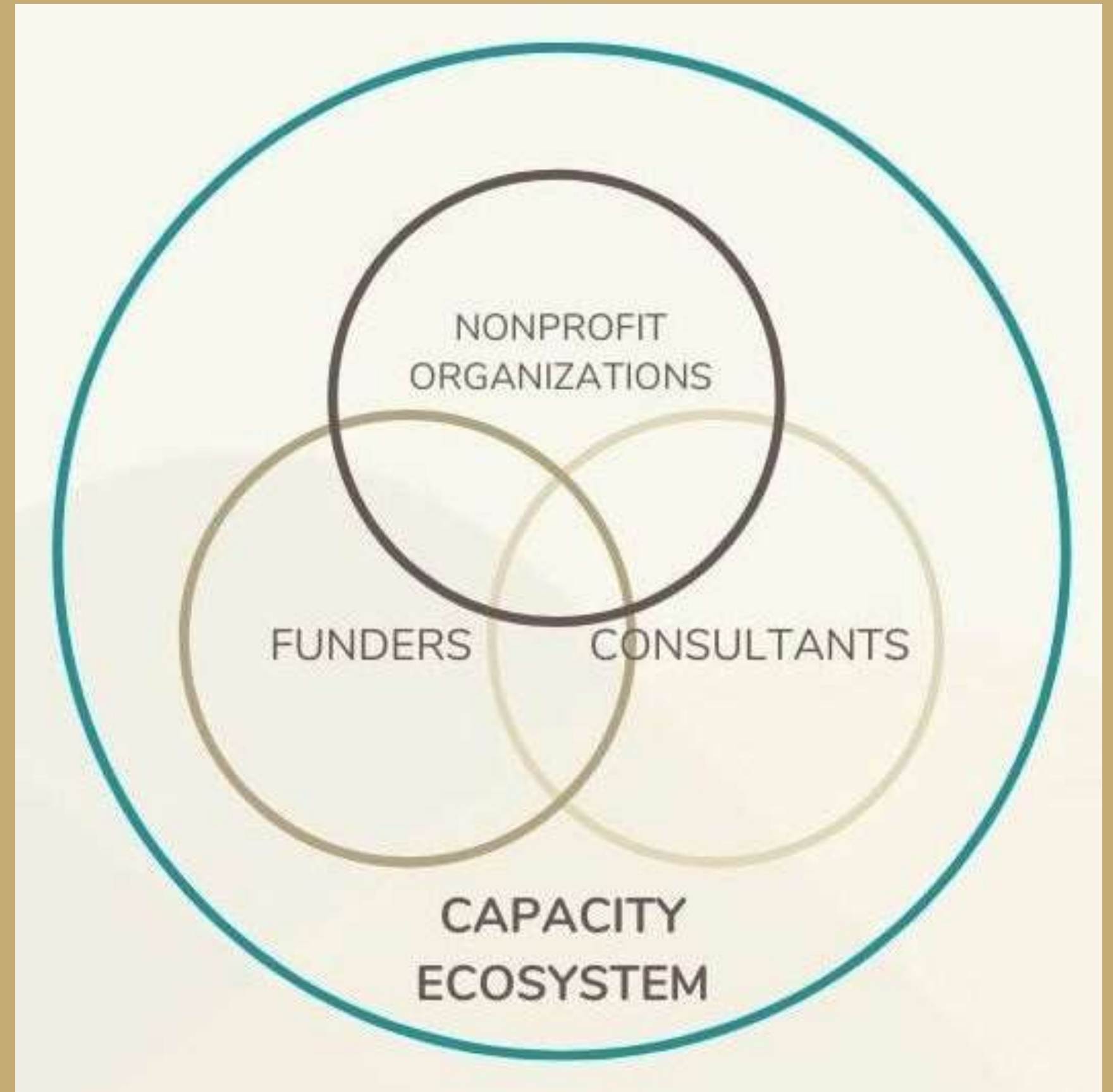
OVERALL

What overall lifecycle stage is the nonprofit?

NONPROFIT LIFECYCLES INSTITUTE

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Our mission is to cultivate a healthy, dynamic, and collaborative capacity ecosystem.



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- VI. Next Steps and Timelines
- VII. Wrap up



CHILDREN'S TRUST
OF ALACHUA COUNTY

Children's Trust of Alachua County

Strategic Plan Update

Item 2.





CURRENT STRATEGIC PLANNING GOALS

CHILDREN'S TRUST
OF ALACHUA COUNTY

Item 2.

1



50%

Health:
Children and youth are healthy and have nurturing caregivers and relationships.

2



35%

Education:
All children and youth can learn what they need to be successful.

3



10%

Safety:
All children and youth live in a safe community.

4



5%

Resource Centers:

CHILDREN'S TRUST OF ALACHUA COUNTY...

Item 2.

STRENGTHS

- Leadership
- Solid Agency Infrastructure
- A Wide Variety of Programs Providers
- Fund Programs Allowing Youth and their Families to Thrive

OPPORTUNITIES

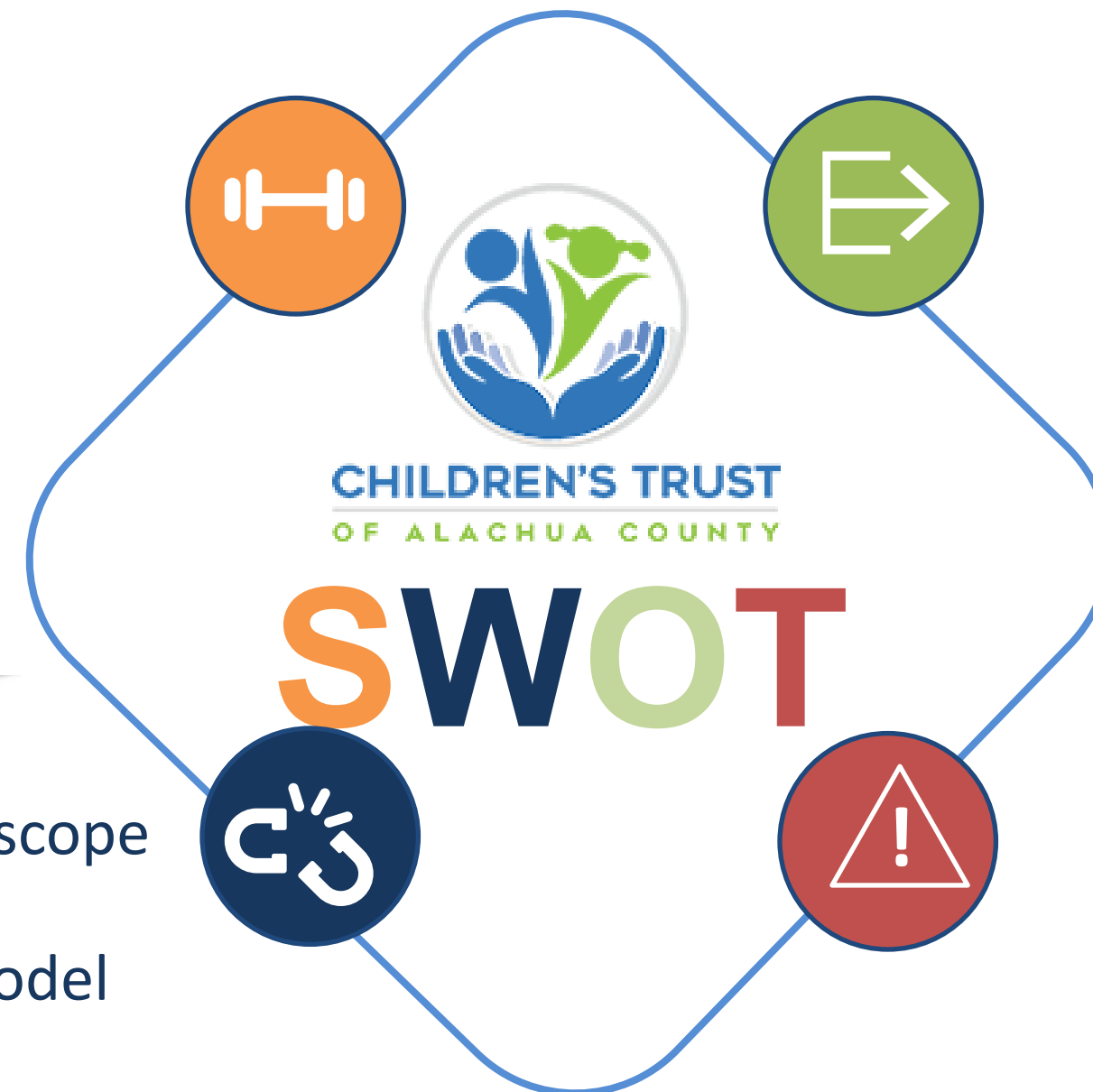
- Defining and Measure for Greatest Impact
- Strategic Partnerships and Collaborations
- New Ideas and Innovation
- Obtain Community and Stakeholder Feedback
- Review and Update Strategic Objectives

WEAKNESSES

- Adherence to the Strategic Plan
- Remain aligned with the agency scope of work
- Maturity of the Core Business Model
- Peer Reviews and Benchmarking
- Limited Funding
- Meaningful Partnerships and Collaborations

THREATS

- Changes in Regulations
- Federal and State Funding
- Access to Healthcare
- Low Rates of Youth Literacy



CHILDREN'S TRUST OF ALACHUA COUNTY...



Item 2.

Health Priorities

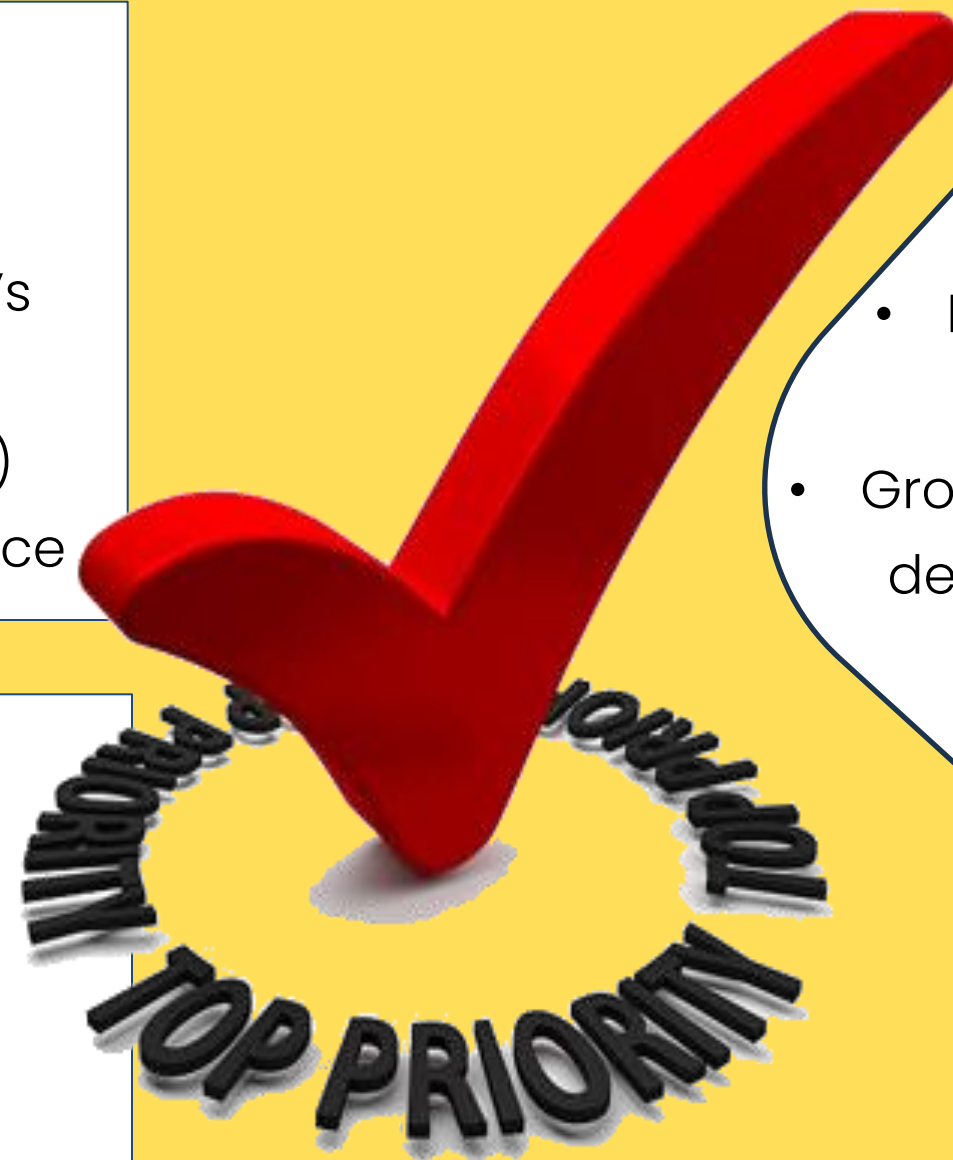
- Health and safety
- Child well-being

Educational Priorities

- Address Literacy
- Facilitate enhanced involvement between schools and their student's families
- Readiness for Kindergarten (FAACT)
- Reading and Academic performance

Safety Priorities

- Health and safety
- Safety and security
- Address issues of youth and guns
- Preventing trauma
- Addressing childhood trauma



CHILDREN'S TRUST
OF ALACHUA COUNTY

- Renewing our Special District designation
- Adhering to the Strategic Plan on Funding
- Strategic Plan should consider National/local best practices /events when prioritizing goals
- Evaluate the sub-categories of the 3 goals/pillars of the Strategic Plan to ensure children's success
- Grow partnerships and collaborations (businesses/workforce development, higher education, healthcare, school board)
 - Meet with other funders and collaborate (Facilitate workshops with other funding agencies, City, County, Schools, Stakeholders etc....)
 - Focus on older youth preventative programs
 - Identify and secure CFO
 - Measure impacts

STRATEGIC PLAN 2023-2026



Item 2.

CHILDREN'S TRUST
OF ALACHUA COUNTY

PURPOSE

An investment roadmap co-created by Alachua County residents, providers, and community partners to best serve children and families based on the strengths, resources, and gaps in services within the county.

VISION

Facilitate equitable access and opportunities for all children and families in Alachua County to ensure every child reaches their maximum potential.

BENEFITS

The Children's Trust of Alachua County funds and supports a coordinated system of community services that allows all youth and their families to thrive.

GUIDING PRINCIPLES

1. Initiatives should ensure accessibility to universal supports for all children 0 to 18 and their families, targeted supports for those who need additional help, and place based supports for those with the greatest need.
2. Innovative initiatives should be funded that coordinate comprehensive systems of support and delivers those supports in collaborative ways that allows the Trust to achieve collective impact.
3. Initiatives shall be evaluated based on their ability to ultimately impact all children and youth, directly or indirectly, with a priority for long-term continual return on investment.
4. Initiatives must be measurable with priority given to a comprehensive system of supports that provide for prevention, timely intervention, and services that strengthen families and produce achievable results.
5. Initiatives must be aligned to a documented gap or need.
6. Funds will be invested and initiatives will be prioritized based on the highest educational, social, or emotional outcome value.
7. Initiatives will be evaluated in an open, transparent, and competitive manner in order to ensure equitable results and confidence in the process.
8. The Trust values fiscal and operational accountability and will fund partners in a manner that rewards efficiencies, takes advantage of economies of scale, and maximizes services to children or family members/support members in order to meet the educational, social, emotional, and/or physical health.
9. The complete portfolio of Trust investments shall be reviewed to ensure that Alachua County children, youth and families have equitable access to services that will work to increase racial equity.
10. Prior to any funding decision, the direct impact on children and youth must be the primary consideration.

AT A GLANCE

EXECUTIVE SUMMARY

IMPACT FRAMEWORK

GOALS

RESOURCE COMMITMENT

TIMELINE

INDICATORS

STRATEGIC PLAN 2023-2026



Item 2.

CHILDREN'S TRUST
OF ALACHUA COUNTY

EXECUTIVE SUMMARY

In November 2018, Alachua County voters approved the Trust referendum by over 61% of the votes. As a Special Independent District with taxing authority, the Trust can levy up to .5 mill, resulting in annual estimated revenues of over \$8,000,000. The Children's Trust of Alachua County was established to provide children's services throughout Alachua County.

Last fiscal year, over 18,000 opportunities for children and families resulted from the programs and services planned and funded by the Children's Trust of Alachua County, more than double the previous year's reach. Following this tremendous growth in reach and impact, the Children's Trust began the process to assess its current impact and better understand the community's needs.

In September 2022, the Children's Trust commissioned a Listening Project to actively solicit the opinions of the community. The Listening Project had three major goals:

- Ensure that the Trust's various stakeholders have meaningful input into the Trust's strategic planning.
- Reveal findings that will allow the Trust to develop priorities and strategies to address the identified needs and gaps while utilizing and mobilizing existing community strengths and resources.
- Maximize the impact of Trust resources in addressing the needs of Alachua County children.

The results of the Listening Project have been incorporated into the Strategic Planning process through the thoughtful consideration of the Steering Committee. The Steering Committee is composed of members of The Children's Trust Board of Directors, staff, providers, and community stakeholders. The Steering Committee has held regular meetings over the last nine months to review the results of the Listening Project, the Comprehensive Strengths and Needs Assessment, an environmental scan, and other supporting documents to guide their development of the new strategic plan.

STRATEGIC PLAN 2023-2026



Item 2.

CHILDREN'S TRUST
OF ALACHUA COUNTY

This Strategic Plan is a roadmap to guide service delivery planning and to inform funding investments for children, youth and families in Alachua County. It is informed by the wisdom of youth, parents, service providers, community partners and the staff of the Children's Trust of Alachua County through an intentional process. The plan is the product of input and considerations from:

Environmental Scan	Listening Project	Steering Committee
Analysis of the external community factors that present needs and opportunities for future CTAC investment	A 10-month effort to connect with diverse youth, parents, service providers and partners at large to understand their perspectives on priority issues impacting all children from birth to age 18	Strategic Planning advisory group composed of CTAC staff, Board of Directors, community stakeholders, and providers

CTAC IMPACT FRAMEWORK



CHILDREN'S TRUST
OF ALACHUA COUNTY

STRATEGIC PLAN 2023-2026



Item 2.

CHILDREN'S TRUST
OF ALACHUA COUNTY

GOAL 1

**CHILDREN
AND YOUTH
ARE HEALTHY
AND HAVE
NURTURING
CAREGIVERS AND
RELATIONSHIPS.**

GOAL 2

**CHILDREN AND
YOUTH LEARN
WHAT THEY
NEED TO BE
SUCCESSFUL.**

GOAL 3

**CHILDREN
AND YOUTH
LIVE IN A SAFE
COMMUNITY.**

Approach	Definition
System Building/ Refining	Participate in efforts to align, coordinate and strengthen the service delivery systems
Services	To expand/refine the array of services that have been identified to have the greatest impact on children and youth in Alachua County.

Goal 1: Children and youth are healthy and have nurturing caregivers and relationships.

Area of Focus	Financial Resources	Approach
Maternal Child Health Programs (home visiting program, doula services, etc.)	50%	Services
Access to Comprehensive Care		System Building/ Refining & Services
Care Coordination & Navigation Services		System Building/ Refining & Services
Family Resource Centers		System Building/ Refining & Services
System of Care Building with Partners & Families		System Building/ Refining & Services

STRATEGIC PLAN 2023-2026



Item 2.

CHILDREN'S TRUST
OF ALACHUA COUNTY

Goal 2: All children and youth can learn what they need to be successful.

Area of Focus	Financial Resources	Approach
Quality Voluntary Pre-Kindergarten (Outreach & Messaging)	35%	System Building/ Refining & Services
Equitable Participation in Quality Early Care & Education		System Building/ Refining & Services
Mentoring & Character-Building Programs		Services
Out-of-School-Time Activities (afterschool, camp, sports, tutoring, etc.)		Services
Community Advisory Board Strategically Partner with: the school district, funded providers, community organizations and families to create comprehensive solutions for increasing math and literacy proficiency		System Building/Refining

Goal 3: Children and youth live in a safe community.

Area of Focus	Financial Resources	Approach
Out-of-School-Time Activities (afterschool, camp, sports, etc.)	10%	Services
Mentoring & Character-Building Programs		Services
Community Safety Convenor/Participant Working with municipalities , law enforcement, schools, library, DJJ and River Phoenix and a youth advisory board, etc. to include a focus on gun violence to see community-level improvement		System Building/Refining

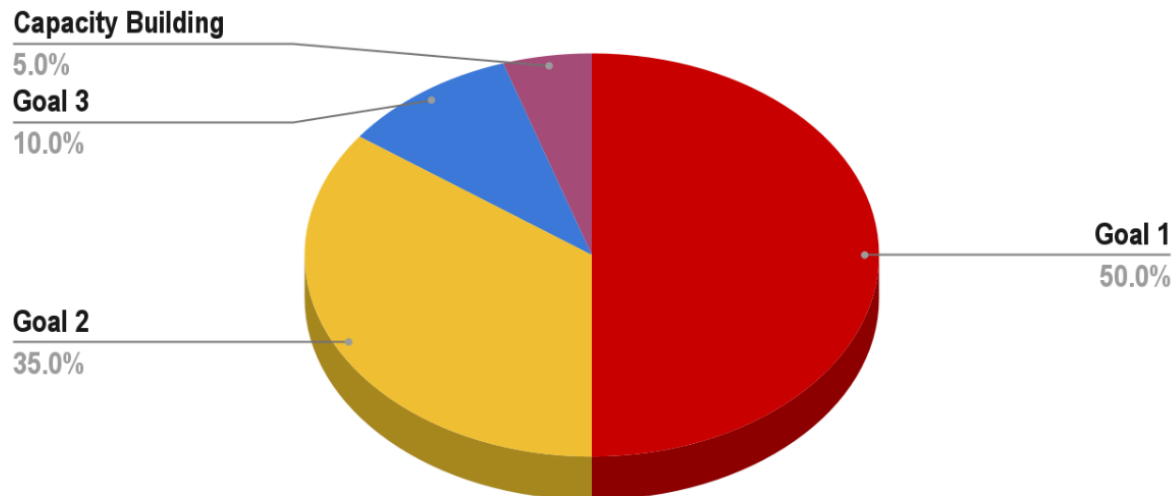
STRATEGIC PLAN 2023-2026







Item 2.

CHILDREN'S TRUST
OF ALACHUA COUNTY

FINANCIAL RESOURCE COMMITMENT



	Goal 1: Children and youth are healthy and have nurturing caregivers.
	Goal 2: Children and youth can learn what they need to be successful.
	Goal 3: Children and youth live in a safe community.
	Community Capacity Building

IMPLEMENTATION TIMELINE



This tentative timeline will support the CTAC team in aligning with the Science of Implementation approach to increase the likelihood of partnering with strong partners. As such, this timeline will be adapted to the emergent needs and opportunities of the community.

Some programs do not fall within the boundaries above.

STRATEGIC PLAN 2023-2026



Item 2.

CHILDREN'S TRUST
OF ALACHUA COUNTY

CORE INDICATORS

Goal 1	Goal 2	Goal 3
Children & Youth Are Healthy & Have Nurturing Caregivers & Relationships	Children & Youth Learn What They Need To Be Successful	Children & Youth Live in a Safe Community
<ul style="list-style-type: none"> • Infant mortality • Low birthweight babies • Prenatal care • Oral health • Hospitalizations for self-inflicted injuries • Youth who felt sad or hopeless for 2 weeks or more 	<ul style="list-style-type: none"> • VPK enrollment • Quality childcare enrollment • Children ready for kindergarten • Chronic absence • 3rd grade math & reading proficiency • High school graduation 	<ul style="list-style-type: none"> • Verified abuse & neglect • Domestic violence • Truancy • Youth arrests



CHILDREN'S TRUST
OF ALACHUA COUNTY

FY 2025-26

Item 2.

PROPOSED BUDGET





CHILDREN'S TRUST
OF ALACHUA COUNTY



Ken Cornell
Chair
Alachua County Board of
County Commissioners



Cheryl Twombly
Vice Chair
Community Development
Administrator, Department of
Children & Families



Dr. Maggie Labarta
Treasurer
Gubernatorial Appointee



Tina Certain
School Board Member



Mary Chance
Gubernatorial Appointee



Dr. Nancy Hardt
Gubernatorial Appointee



Dr. Kamela Patton
Superintendent
Alachua County
Public Schools



Lee Pinkoson
Gubernatorial Appointee



Hon. Susanne Wilson Bullard
Circuit Judge



Marsha Kiner
Executive Director
Board Secretary



June 9, 2025

BOARD MEMBERS

Ken Cornell

Chair

County Commissioner

Cheryl Twombly

Vice Chair

*Department of
Children and Families*

Dr. Maggie Labarta

Treasurer

Gubernatorial Appointee

Hon. Susanne

Wilson Bullard

Circuit Judge

Tina Certain

School Board Member

Mary Chance

Gubernatorial Appointee

Dr. Nancy Hardt

Gubernatorial Appointee

Dr. Kamela Patton

Interim Superintendent

Alachua County

Public Schools

Lee Pinkoson

Gubernatorial Appointee

Marsha Kiner

Executive Director

Honorable Members of the Children's Trust of Alachua County

Re: Fiscal Year 2026 Proposed Millage and Tentative Budget

In accordance with Florida Statutes, Chapters 125 and 200 and Chapter 26 of the Alachua County Code of Ordinances, I present to you the Tentative Millage and Proposed Budget for Fiscal Year 2026.

The FY2026 Budget totals \$18,987,418, an increase of 5.4% over the FY2025 Amended Budget. The Budget supports the recommendations provided through the Strategic Plan approved by the Board. The Budget reflects the current approved Budget for providers and includes funds for an increase in the Financial Administration and Program Operations departments. The Budget has been developed to link funding with the Trust's desired goals while remaining flexible enough to respond to changing circumstances.

The FY2026 Budget includes the Trust's Mission, Vision, and Guiding Principles, population-level results and indicators, a Budget summary by fund, details for each fund, and an organization chart with the proposed new staff positions.

A summary of the major components of the FY2026 Budget is included below.

REVENUES

The Budget continues to fund the Trust's operations. The Finance Committee discussed and approved of the FY2026 millage rate of .4500 mills. This millage rate will generate an additional \$692,646, an increase of 6.9% over the FY2025 Budgeted tax revenue. The Budget includes interest revenue of \$525,000, consistent with prior fiscal years, and does not anticipate any contributions from private sources.



EXPENSES

Grants and Aid

The FY2026 Budget provides \$13,644,450 in funding to support the community and its providers. It includes a 5% cost of living increase to address the inflationary growth impacting our community. The component of the Budget also accounts for \$1,811,871 in commitments from FY2024 Fund Balance and \$770,000 in commitments from the unallocated FY2024 funding plan.

Personnel

The FY2026 Budget increased by 10.9% to \$2,285,085. The increase is reflective of several drivers:

- 2.9% cost of living increase for all personnel
- 3.1% merit increase for personnel
- 2% increase in the cost of fringe benefits
- Addition of one full-time and one part-time position

Operations

The FY2026 Budget to support operations decreased a nominal \$32,294 from the FY2025 Budget.

Reserve for Capital

The FY2026 Budget includes \$200,000 in funding.

According to the Government Finance Officers Association, Budgets that meet the highest standards receive the Distinguished Budget Award and serve as an effective Policy Document, Financial Plan, Operations Guide, and Communications Device. As the Children's Trust of Alachua County continues developing both its internal capacity and provider community capacity, the Trust's Budget and Budget process will continue to develop as it strives to meet the highest standards of transparency and accountability.

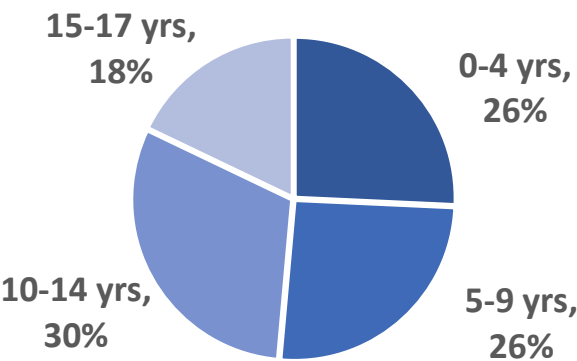
Sincerely,

Marsha Kiner

Executive Director

Demographics of Children in Alachua County

50,729 children under age 18 live in Alachua County



15% of children live in households below the federal poverty level



49% of school children are **economically disadvantaged**

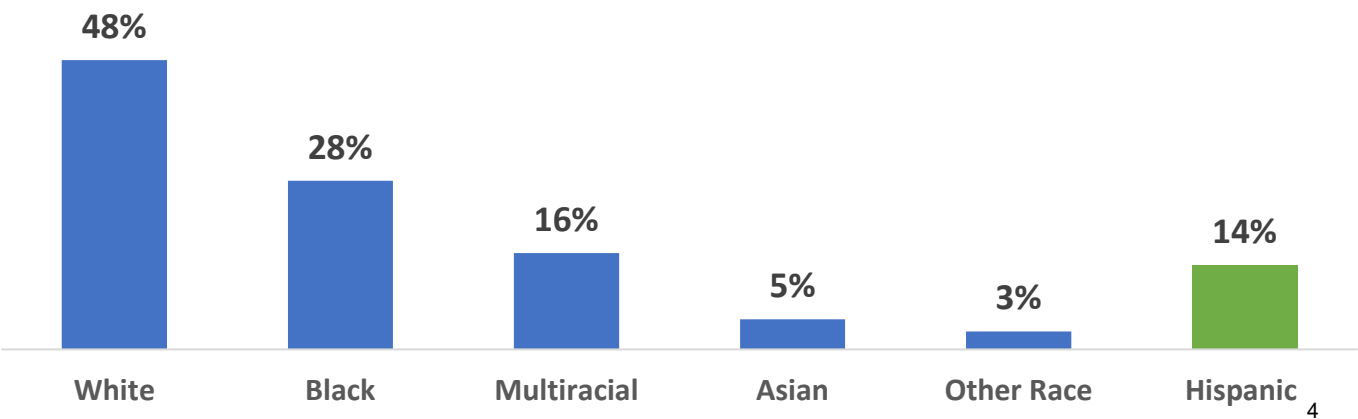


53% of children are ready at **kindergarten entry**



84% of high school **students graduate** within four years.

Alachua County Children by Race and Ethnicity



HISTORY OF THE CHILDREN'S TRUST OF ALACHUA COUNTY

The Campaign for the Children's Trust of Alachua County started as a grassroots movement made up of parents, grandparents, child advocates, and local activists. They knew in their hearts there was more our community could do to support our local children. Local data collected and shared by experts who serve children and youth in Alachua County supported those citizens' beliefs and lived experiences.

As early as 2002, the idea of creating a Children's Services Council (CSC) in Alachua County was being considered. None of those early efforts gained sufficient momentum to move forward. By 2015, however, certain projects helped crystalize the concept of a CSC. Community members, leaders, and stakeholders, including the Alachua County Board of County Commissioners (BoCC), the Greater Gainesville Chamber of Commerce, the University of Florida, Santa Fe College, the Alachua County Children's Alliance, United Way, Partnership for Strong Families, and the Alachua County Public Schools, began to revisit the idea. These citizens and organizations hosted many community input sessions and public meetings to discuss the path forward.

In 2016, the BoCC contracted with the Well Florida Council (wellflorida.org) to conduct a children's needs assessment, with a focus on children prenatal to 5 years old. The BoCC also voted to establish a dependent Children's Services Advisory Board (CSAB). The CSAB was tasked with recommending innovative and creative programs to serve young children, gather data, consult with existing programs, and ultimately make a recommendation to the BoCC regarding the advisability of creating an independent CSC in Alachua County.

The Campaign for the Children's Trust of Alachua County conducted polling to ascertain the level of commitment from the community. That polling showed residents supported the initiative, with local voters perceiving literacy, afterschool learning, nutrition, and vocational opportunities as the most important things which could be funded, with early learning and return on investment messages receiving the strongest support. In February 2018, the BoCC unanimously voted to move forward with a voter referendum to create and fund the Children's Trust of Alachua County.

Through these efforts, the Children's Trust of Alachua County was established according to Section 125.901 Florida Statutes and Alachua County Ordinance 18-08. In November 2018, the voters approved the Trust referendum by over 61% of the votes. As a Special Independent District with taxing authority, the Trust can levy up to .5 mil, resulting in annual estimated revenues over \$8,000,000.



CHILDREN'S TRUST
OF ALACHUA COUNTY

MISSION, VISION, AND GUIDING PRINCIPLES

MISSION STATEMENT

The Children's Trust of Alachua County funds and supports a coordinated system of community services that allows all youth and their families to thrive.

VISION STATEMENT

Facilitate equitable access and opportunities for all children and families in Alachua County to ensure every child reaches their maximum potential.

GUIDING PRINCIPLES

Guiding Principles are utilized within organizations as a method to align behaviors, guide decision-making, and provide consistency with the Trust's Board values. The Trust's Board and stakeholders identified the following guiding principles:

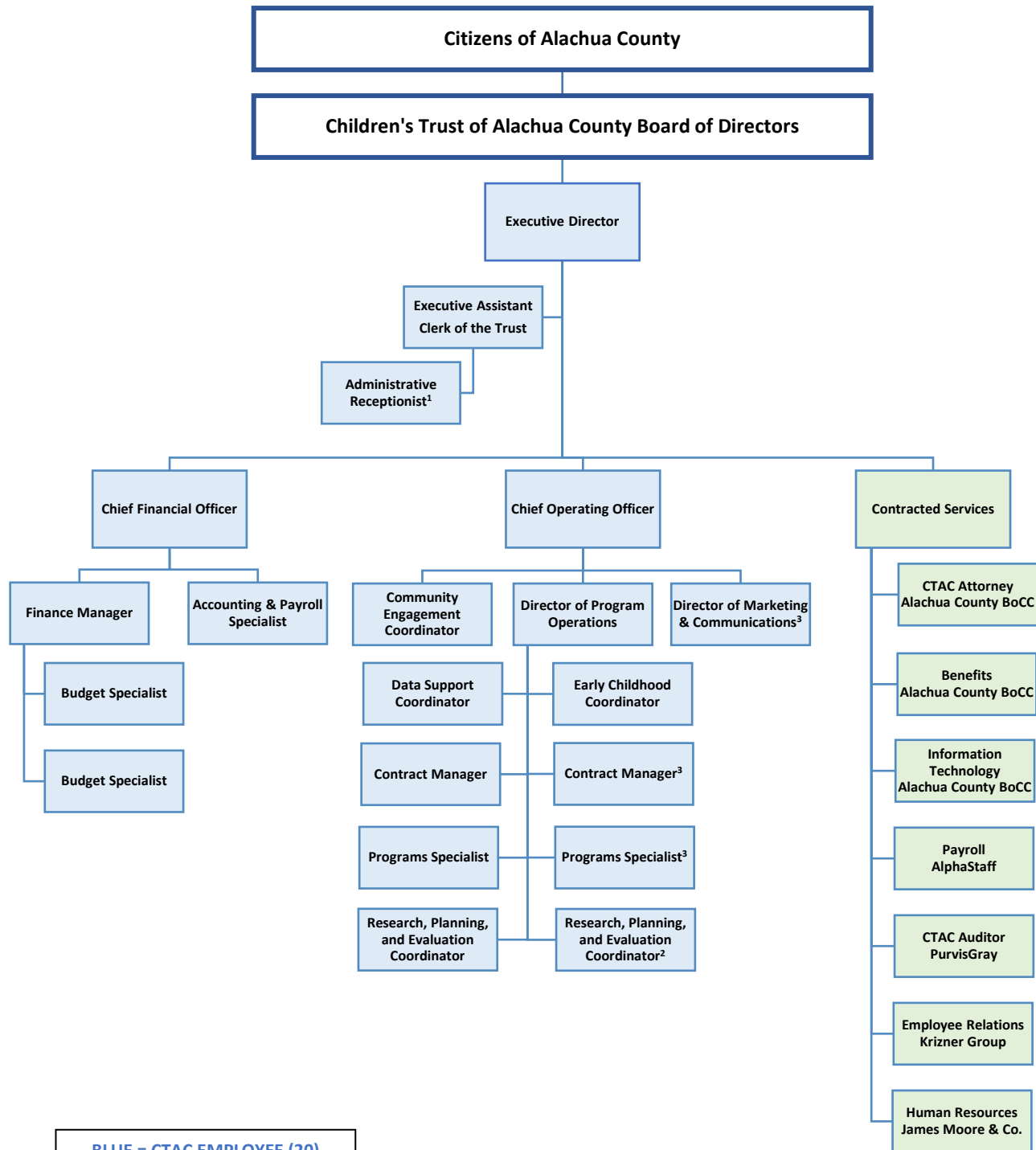
1. Initiatives should ensure accessibility to universal supports for all children 0 to 18 and their families; targeted supports for those who need additional help; and place-based supports for those with the greatest need.
2. Innovative initiatives should be funded that coordinate comprehensive systems of support and delivers those supports in collaborative ways that allows the Trust to achieve collective impact.
3. Initiatives shall be evaluated based on its ability to ultimately impact all children and youth, directly or indirectly, with a priority for long-term continual return on investment.
4. Initiatives must be measurable with priority given to a comprehensive system of supports that provide for prevention, timely intervention, and services that strengthen families and produce achievable results.
5. Initiatives must be aligned to a documented gap or need.
6. Funds will be invested, and initiatives will be prioritized based on the highest educational, social, or emotional outcome value.
7. Initiatives will be evaluated in an open, transparent, and competitive manner in order to ensure equitable results and confidence in the process.
8. The Trust values fiscal and operational accountability and will fund partners in a manner that rewards efficiencies, takes advantage of economies of scale, and maximizes services to children or family members/support members in order to meet the needs of educational, social, emotional, and/or physical health.
9. The complete portfolio of Trust investments shall be reviewed to ensure that Alachua County children, youth, and families have equitable access to services that will work to increase racial equity.
10. Prior to any funding decision, the direct impact on children and youth must be the primary consideration.



Bringing
Smiles



ORGANIZATIONAL CHART (June 2025)



STRATEGY AND PLANNING PROCESS

The Children's Trust's Strategic Plan was finalized and adopted in summer 2023.



Star Center Theatre



Business and Leadership
Institute for Early Learning

Impact Framework



Goal 1
Children and youth are healthy and have nurturing caregivers and relationships.

Goal 2
Children and youth can learn what they need to be successful

Goal 3
Children and youth live in a safe community

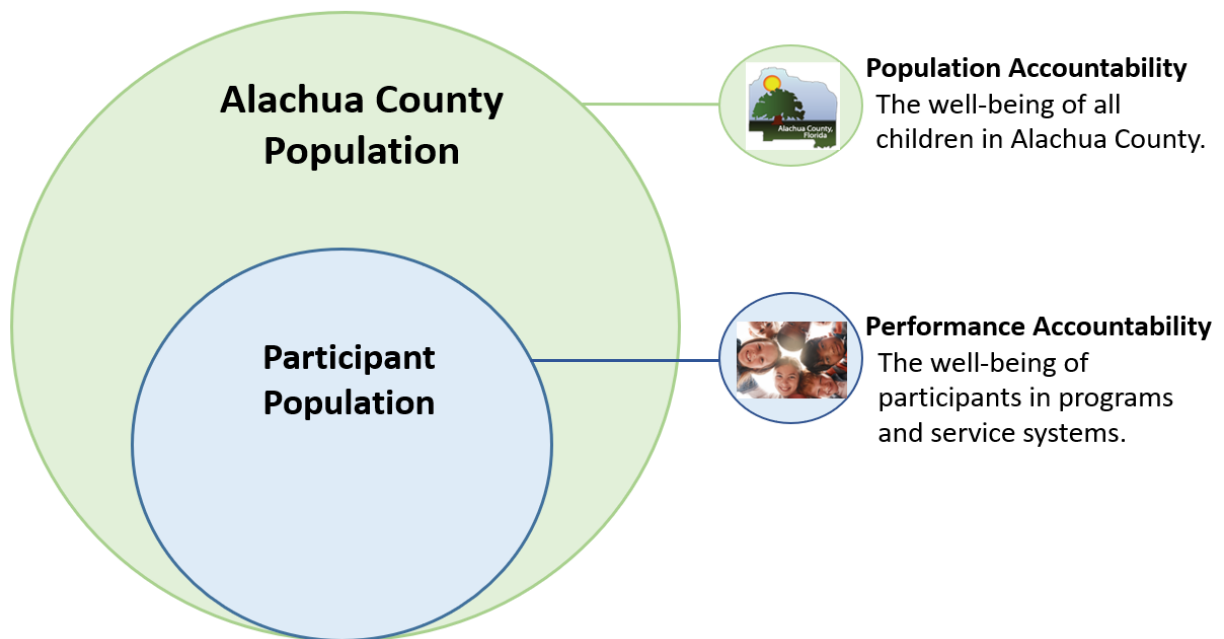
This Strategic Plan prioritizes funding investments and community partnerships in the following areas, benefiting children and families in Alachua County:

Goal 1	Goal 2	Goal 3
Maternal Child Health	Quality Early Care & Education	Mentoring & Character Building
Access to Comprehensive Care	VPK Outreach & Messaging	Out of School Time Activities
Care Coordination & Service Navigation	Out of School Time Activities	Community Collaboration
Family Resource Centers	Community Advisory Board	
System of Care Building		

Community Capacity Building		
Training Opportunities for Providers & Community	Non-Profit Capacity Building	Innovation for Impact Grants

The Trust seeks to expand access to quality services that demonstrate strong evidence of positive impact for children and youth. Early on the Trust adopted the Results Based Accountability Framework. Results Based Accountability, or RBA, enables us to communicate and reinforce collective impact through strategically funding programs and convening partners around key community issues. We apply a disciplined approach to defining and measuring key population indicators and performance measures connected with our overarching goals. It is critical to identify and galvanize powerful measures to determine the progress our community is making towards achieving community well-being. The Trust monitors community level indicators selected by the Strategic Planning Steering Committee. These community-level indicators allow us to consider the community-level context in which we seek to change through funding or inciting partnerships in areas of need for Alachua County children.

Alachua County Population Indicators & Programs Performance Measures



In collaboration with Trust evaluation staff, each funded program develops and monitors performance measures to assess whether services are delivered as intended, with quality, and to determine outcomes and benefits of programs. The Trust utilizes a Continuous Quality Improvement (CQI) process, as well as mid-year review meetings, to formally discuss with providers program data and progress toward meeting performance targets. These




meetings are used together with ongoing data monitoring and discussion to collaboratively reflect and plan for program success.

SAMIS

An online portal for the Children's Trust of Alachua County and its providers to manage and track our work together more efficiently.

In October 2023, the Trust launched SAMIS with providers. To date, we have on-boarded:



73	87	515
		
Agencies	Programs	Provider Staff

On-going shared measurement, tracking, and collaboration are cornerstones of RBA and CQI. SAMIS provides infrastructure that enables us to maximize data analytic capabilities to inform decision making. SAMIS facilitates the integration and management of several different business processes:

- Grants/Applications
- Budget/Fiscal
- Contract Management
- Programmatic/Evaluation
- Learning Management



IN THE Community

Item 2.



FY 2026 Estimated Ad Valorem Revenue

2026 Estimated Property Tax Values

The estimated adjusted property values received from the Alachua County Property Appraiser increased by 4.7% from the prior year.

2025 Adjusted Gross Taxable Value	\$24,571,600,000
2024 Final Gross Taxable Value	<u>\$23,459,775,335</u>
Total Increase/(Decrease)	\$1,111,824,665

CTAC's proposed millage rate of .4500 would generate increased tax revenue of \$692,646, an increase of 6.9% over the FY2025 budgeted tax revenue.

Millage Rate		Gross Revenue	Uncollectable	Net Revenue
.5000	Maximum	\$12,540,000	\$627,000	\$11,913,000
.4500	Proposed	\$11,286,000	\$564,300	\$10,721,700
.4082	Roll-Back	\$10,237,656	\$511,883	\$9,725,773

Note: The TRIM process requires an assumption of 95% collection rate.

CTAC's trended tax revenue is consistent with the growing number of coordinated community services that allows all youth and their families to thrive.

Fiscal Year	Status	Millage Rate	Budget	% Change
FY20	Adopted	0.5000	\$7,238,758	
FY21	Adopted	0.5000	\$7,742,236	7.0%
FY22	Adopted	0.5000	\$8,249,047	6.5%
FY23	Adopted	0.4612	\$8,858,643	7.4%
FY24	Adopted	0.4612	\$9,412,041	6.2%
FY25	Adopted	0.4500	\$10,029,054	6.6%
FY26	Tentative	0.4500	\$10,721,700	6.9%

**Children's Trust of Alachua County
FY 2025 Budget by Fund Report
Revenue Summary**

	FY2025 Adopted Budget	FY2025 Amended Budget	FY2026 Proposed Budget
Fund: 001 General Fund			
<u>31 - TAXES</u>			
311 1000 - Ad Valorem Taxes Current Real & Personal Property	\$10,029,054.00	\$10,029,054.00	\$10,721,700.00
31 - TAXES Totals	\$10,029,054.00	\$10,029,054.00	\$10,721,700.00
<u>36 - Miscellaneous Revenue</u>			
361 1410 - Interest And Other Earnings General Government	\$487,496.00	\$487,496.00	\$587,496.00
36 - Miscellaneous Revenue Totals	\$487,496.00	\$487,496.00	\$587,496.00
<u>38 - Other Sources</u>			
389 9100 - Non-Operating Sources Beginning Fund Balance	\$7,612,371.00	\$7,612,371.00	\$8,187,910.00
389 9200 - Non-Operating Sources Ending Fund Balance	-\$1,227,487.00	-\$1,227,487.00	-\$772,188.00
38 - Other Sources Totals	\$6,384,884.00	\$6,384,884.00	\$7,415,722.00
General Fund Totals	\$16,901,434.00	\$16,901,434.00	\$18,724,918.00
Fund: 101 Grants and Awards			
<u>36 - Miscellaneous Revenue</u>			
366 0000 - Private Contributions and Donations Private Contr and	\$0.00	\$382,145.61	\$0.00
38 - Other Sources Totals	\$305,000.00	\$305,000.00	\$0.00
Grants and Awards Totals	\$305,000.00	\$687,145.61	\$0.00
Fund: 102 Collaborative Task Forces			
33 - Intergovernmental Revenue Totals	\$112,500.00	\$112,500.00	\$0.00
381 0000 - Operating Transfer In Operating Transfer In	\$62,500.00	\$62,500.00	\$62,500.00
Collaborative Task Forces Totals	\$175,000.00	\$175,000.00	\$62,500.00
Fund: 301 Capital Project Fund			
38 - Other Sources Totals	\$250,000.00	\$250,000.00	\$200,000.00
Capital Project Fund Totals	\$250,000.00	\$250,000.00	\$200,000.00
Net Grand Total	\$17,631,434.00	\$18,013,579.61	\$18,987,418.00

Children's Trust of Alachua County
FY2025 Budget by Fund Report
Expenditures Detail

	FY2025 Adopted Budget	FY2025 Amended Budget	FY2026 Proposed Budget
Fund: 001 General Fund			
10 - Personnel Services	\$2,060,257.00	\$2,060,257.00	\$2,285,085.00
20 - Operating Expenses	\$1,665,956.00	\$1,665,956.00	\$1,633,662.00
50 - Grants and Aid	\$12,027,891.00	\$12,027,891.00	\$13,594,450.00
60 - Other Uses	\$1,147,330.00	\$1,147,330.00	\$1,211,721.00
General Fund Total	(\$16,901,434.00)	(\$16,901,434.00)	(\$18,724,918.00)
Fund: 101 Grants and Awards			
50 - Grants and Aid	\$305,000.00	\$687,145.61	\$0.00
Grants and Awards Total	(\$305,000.00)	(\$687,145.61)	\$0.00
Fund: 102 Collaborative Task Forces			
20 - Operating Expenses	\$175,000.00	\$175,000.00	\$62,500.00
Collaborative Task Forces Total	(\$175,000.00)	(\$175,000.00)	(\$62,500.00)
Fund: 301 Capital Project Fund			
20 - Operating Expenses	\$0.00	\$0.00	\$0.00
30 - Capital Outlay	\$200,000.00	\$200,000.00	\$200,000.00
60 - Other Uses	\$0.00	\$0.00	\$0.00
Capital Project Fund Total	(\$200,000.00)	(\$200,000.00)	(\$200,000.00)
Net Grand Totals	(\$17,581,434.00)	(\$17,963,579.61)	(\$18,987,418.00)

**FY2026 Tentative Budget
Personnel Detail**

Employee Name
Executive
Marsha Kiner
Administration & Finance
Keturah Bailey Acevedo - Executive Assistant & Clerk of the Trust
Scott Sumner - Chief Financial Officer
Nicole Odom - Finance Manager
Tara Major - Accounting & Payroll Specialist
Jeannine Seider - Budget Specialist
Thomas Hill - Budget Specialist
New Position - Administrative Receptionist
Operations
Kristy Goldwire - Chief Operating Officer
Belita James - Director Program Operations
Max De Zutter - Contract Manager
Vacant - Contract Manager
Amalie Bethune - Programs Specialist
Vacant - Programs Specialist
Mia Jones - Early Childhood Coordinator
Amy Wagner - Research, Planning & Evaluation Coordinator
Bonnie Wagner - Research, Planning & Evaluation Coordinator
Demetrica Tyson - Data Support Coordinator
Vacant - Community Engagement Manager
Vacant - Communications Manager
New Position - Communication Specialist (Part-time)

**FY2026 Tentative Budget
Grants and Aid Summary**

Initial Program Funding Allocation

GOAL 1: CHILDREN AND YOUTH ARE HEALTHY AND HAVE NUTURING CAREGIVERS AND RELATIONSHIPS	Contracted Amounts	COLA Adjustment	2026 Proposed Budget
Funding Allocation			\$5,136,651
Funding Commitments	\$3,407,513	\$127,916	\$3,535,429
Balance			\$1,601,222
GOAL 2: CHILDREN AND YOUTH CAN LEARN WHAT THEY NEED TO BE SUCCESSFUL	Contracted Amounts	COLA Adjustment	2026 Proposed Budget
Funding Allocation			\$3,595,656
Funding Commitments	\$7,810,735	\$293,287	\$8,104,021
Balance			-\$4,508,365
GOAL 3: CHILDREN AND YOUTH LIVE IN A SAFE COMMUNITY	Contracted Amounts	COLA Adjustment	2026 Proposed Budget
Funding Allocation			\$1,027,330
Funding Commitments	\$1,110,000	\$10,000	\$1,120,000
Balance			-\$92,670
CAPACITY BUILDING & INNOVATION GRANTS	Contracted Amounts	COLA Adjustment	2026 Proposed Budget
Funding Allocation			\$513,665
Funding Commitments	\$725,000	\$0	\$725,000
Balance			-\$211,335
TOTAL PROGRAMS FUNDING	Contracted Amounts	COLA Adjustment	2026 Proposed Budget
Funding Allocation			\$10,273,302
Funding Commitments	\$13,053,247	\$431,203	\$13,484,450
Balance			-\$3,211,148
EMERGENT NEEDS & SPONSORSHIPS	Budget Amount	COLA Adjustment	2026 Proposed Budget
Funding Allocation			\$160,000
Funding Commitments	\$160,000	\$0	\$160,000
Balance			\$0
TOTAL			2026 Proposed Budget
Funding Allocation			\$10,273,302
Funding Commitments	\$13,213,247	\$431,203	\$13,644,450
Balance			-\$3,371,148

**FY 2026 Proposed Budget
Program Funding**

Initial Program Funding Allocation
FY2024 Fund Balance Commitments
FY2024 Unallocated Budget Commitments

GOAL 1: CHILDREN AND YOUTH ARE HEALTHY AND HAVE NUTURING CAREGIVERS AND RELATIONSHIPS		Contracted Amounts	COLA Adjustment	2026 Proposed Contracted Budget
PROGRAM	AGENCY			\$5,280,850
NewbORn Home Visiting Program	Healthy Start of North Central Florida	\$471,883	\$23,594	\$495,477
ACCESS Program (MCH)	UF Health	\$70,000	\$0	\$70,000
Doula Friendly Initiative (MCH)	A&A Doula	\$49,197	\$0	\$49,197
Flourish Alachua (MCH)	BEAM Birth Network, LLC	\$60,000	\$0	\$60,000
REACH Community Counseling Services for Adolescent Girls	PACE Center for Girls	\$114,442	\$5,722	\$120,164
Partners in Adolescent Lifestyle Support (PALS)	UF Health Shands	\$114,442	\$5,722	\$120,164
Reducing Trauma to Abused Children Therapy Program	Child Advocacy Center	\$157,500	\$7,875	\$165,375
Family Resource Centers	Partnership for Strong Families Community Navigators	\$610,477	\$30,524	\$641,001
	Partnership for Strong Families Consultant Contract	\$177,023	\$8,851	\$185,874
	Willie Mae Stokes Community Center	\$157,500	\$7,875	\$165,375
	One Community Health & Wellness Resource Center	\$157,500	\$7,875	\$165,375
	City of Hawthorne	\$150,000	\$0	\$150,000
	TBD	\$150,000	\$0	\$150,000
	TBD	\$150,000	\$0	\$150,000
Help Me Grow	TBD	\$220,000	\$0	\$220,000
Saving Smiles	UF College of Dentistry	\$344,921	\$17,246	\$362,167
Wellness Healthcare Navigator	Children's Home Society of Florida	\$252,628	\$12,631	\$265,259
GOAL 1 COMMITMENTS		\$3,407,513	\$127,916	\$3,535,429
GOAL 1 BALANCE				\$1,745,421

**FY 2026 Proposed Budget
Program Funding**

Initial Program Funding Allocation
FY2024 Fund Balance Commitments
FY2024 Unallocated Budget Commitments

GOAL 2: CHILDREN AND YOUTH CAN LEARN WHAT THEY NEED TO BE SUCCESSFUL		Contracted Amounts	COLA Adjustment	2026 Proposed Contracted Budget
PROGRAM	AGENCY			\$3,696,595
EARLY LEARNING PROGRAMMING				
V'Locity Master Class Series & Accreditation	Business Leadership Institute for Early Learning	\$360,000	\$0	\$360,000
Childcare Tuition Assistance Program	Early Learning Coalition of Alachua County	\$450,000	\$0	\$450,000
Summer Bridge for Head Start	Episcopal Childrens' Services	\$229,258	\$11,463	\$240,721
SUMMER CAMP PROGRAMMING				
SUMMER CAMP	Traveling Art Camp	\$291,946	\$14,597	\$306,543
	Behavior Bricks	\$159,626	\$7,981	\$167,607
	UF CROP Full Steam	\$35,000	\$1,750	\$36,750
	Limitless Adventures	\$50,785	\$2,539	\$53,325
	UF Veterinary Medicine	\$8,750	\$437	\$9,187
	Mirror Image Education and Leadership	\$62,400	\$3,120	\$65,520
	Star Center Children's Theatre	\$76,440	\$3,822	\$80,262
	Hagios Early Learning Center	\$26,002	\$1,300	\$27,302
	Williams Temple	\$8,040	\$402	\$8,442
	Greater Duval Neighborhood Association	\$42,000	\$2,100	\$44,100
	I Am Stem	\$180,096	\$9,005	\$189,100
	Gainesville Circus Center	\$24,874	\$1,244	\$26,118
	Girls Place	\$134,199	\$6,710	\$140,909
	Community Impact Corporation	\$129,158	\$6,458	\$135,616
	Boys and Girls Clubs of Alachua County	\$105,002	\$5,250	\$110,252
	Deeper Purpose Community Church	\$179,999	\$9,000	\$188,999
	Camp Makerie	\$122,500	\$6,125	\$128,625
	IGB Education	\$105,240	\$5,262	\$110,502
	Kids Count in Alachua County	\$39,933	\$1,997	\$41,929
	The Concrete Rose Foundation	\$35,980	\$1,799	\$37,779
	Dance Alive	\$7,000	\$350	\$7,350
	Gainesville Area Tennis Association Aces in Motion	\$56,700	\$2,835	\$59,535
	Just For Us Education	\$119,560	\$5,978	\$125,538

**FY 2026 Proposed Budget
Program Funding**

Initial Program Funding Allocation
FY2024 Fund Balance Commitments
FY2024 Unallocated Budget Commitments

GOAL 2: CHILDREN AND YOUTH CAN LEARN WHAT THEY NEED TO BE SUCCESSFUL		Contracted Amounts	COLA Adjustment	2026 Proposed Contracted Budget
PROGRAM	AGENCY			\$3,696,595
ENRICHMENT PROGRAMMING				
Enrichment Programming	All Well Health Services	\$4,403	\$220	\$4,624
	CE's Underground Kitchen	\$129,065	\$6,453	\$135,518
	Crafty Gemini Youth Development	\$75,000	\$3,750	\$78,750
	Cultural Arts Coalition	\$33,498	\$1,675	\$35,173
	DJ ELO Global	\$36,810	\$1,841	\$38,651
	Dream on Purpose	\$17,672	\$884	\$18,556
	Gator Junior Golf	\$18,750	\$938	\$19,688
	IGB Education	\$24,453	\$1,223	\$25,675
	Inifinite Dream Builders	\$14,265	\$713	\$14,978
	Lee's Preschool Center	\$88,023	\$4,401	\$92,424
	Motiv8U of North Central Florida	\$157,500	\$7,875	\$165,375
	Music & Arts Program for Youth	\$60,356	\$3,018	\$63,374
	Santa Fe College	\$91,209	\$4,560	\$95,770
	UF Musuem of Natural History	\$56,159	\$2,808	\$58,966
AFTER-SCHOOL PROGRAMMING				
Afterschool Programming	Boys and Girls Clubs of Alachua County	\$194,676	\$9,734	\$204,410
	Deeper Purpose Community Church	\$120,713	\$6,036	\$126,749
	Gainesville Area Tennis Association Aces in Motion	\$272,563	\$13,628	\$286,191
	Gainesville Circus Center	\$148,698	\$7,435	\$156,133
	Girls Place	\$134,330	\$6,717	\$141,047
	Kids Count in Alachua County	\$197,524	\$9,876	\$207,400
	Willie Mae Stokes Community Center	\$164,382	\$8,219	\$172,601

**FY 2026 Proposed Budget
Program Funding**

Initial Program Funding Allocation
FY2024 Fund Balance Commitments
FY2024 Unallocated Budget Commitments

GOAL 2: CHILDREN AND YOUTH CAN LEARN WHAT THEY NEED TO BE SUCCESSFUL		Contracted Amounts	COLA Adjustment	2026 Proposed Contracted Budget
PROGRAM	AGENCY			\$3,696,595
OTHER PROGRAMS				
Summer Programming	Freedom School - Gainesville	\$119,700	\$5,985	\$125,685
	Freedom School - Hawthorne	\$80,000	\$4,000	\$84,000
Neighborhood Empowerment	TBD	\$125,000	\$0	\$125,000
Dolly Parton Imagination Library	Gainesville Thrive	\$60,000	\$3,000	\$63,000
Peak Literacy Program Expansion	Gainesville BRDIGE	\$115,500	\$5,775	\$121,275
TeensWork Alachua (TWA)	Goodwill Industries of North Florida	\$945,000	\$47,250	\$992,250
Youth Sports	TBD	\$200,000	\$0	\$200,000
Junior Achievement	3DE Program (Eastside HS)	\$150,000	\$7,500	\$157,500
	3DE Program (Site 2)	\$150,000	\$0	\$150,000
	BizTown	\$50,000	\$0	\$50,000
Literacy Community Supports	TBD	\$550,000	\$0	\$550,000
	Reach Out & Read	\$60,000	\$0	\$60,000
	Alachua County Amplify	\$125,000	\$6,250	\$131,250
GOAL 2 COMMITMENTS		\$7,810,735	\$293,287	\$8,104,021
GOAL 2 BALANCE				-\$4,407,426

**FY 2026 Proposed Budget
Program Funding**

		Initial Program Funding Allocation		
		FY2024 Fund Balance Commitments		
		FY2024 Unallocated Budget Commitments		
GOAL 3: CHILDREN AND YOUTH LIVE IN A SAFE COMMUNITY		Contracted Amounts	COLA Adjustment	2026 Proposed Contracted Budget
PROGRAM	AGENCY			\$1,056,170
MENTORING & CHARACTER BUILDING				
Mentoring Programs	Provider engagement, training, and capacity building	\$200,000	\$0	\$200,000
YOUTH SAFETY PROGRAMMING				
YOUTH SAFETY INITIATIVES	AMI Kids	\$200,000	\$10,000	\$210,000
	Gun Violence Initiative	\$500,000	\$0	\$500,000
	Youth Engagement	\$150,000	\$0	\$150,000
	Alachua County Sherrif's Office - Cops & Burgers	\$60,000	\$0	\$60,000
GOAL 3 TOTAL COMMITMENTS		\$1,110,000	\$10,000	\$1,120,000
GOAL 3 BALANCE				-\$63,830

COMMUNITY CAPACITY BUILDING & INNOVATION GRANTS		Contracted Amounts	COLA Adjustment	2026 Proposed Contracted Budget
PROGRAM	AGENCY			\$528,085
Center for Non-Profit Excellence (3 Years)	Community Foundation of NCF	\$200,000	\$0	\$200,000
My Sidewalk (3 Years)	Community Foundation of NCF	\$15,000	\$0	\$15,000
Interpreter Services	Language Line	\$10,000	\$0	\$10,000
Youth Development Capacity Building Collaborative & Training	Multiple Providers	\$90,000	\$0	\$90,000
	Florida Afterschool Network Membership Childrens' Forum			
	Florida Afterschool Annual Conference Multiple Providers			
	Trauma Informed Training Multiple Providers			
	Early Childhood Learning Supports			
Provider Memberships & Training, Finance & Administration Infrastructure	Multiple Providers	\$210,000	\$0	\$210,000
INNOVATION GRANTS	TBD	\$200,000	\$0	\$200,000
CAPACITY BUILDING & MINI GRANTS TOTAL COMMITMENTS		\$725,000	\$0	\$725,000
CAPACITY BUILDING & MINI GRANTS BALANCE				-\$196,915

**FY 2026 Proposed Budget
Program Funding**

Initial Program Funding Allocation				
FY2024 Fund Balance Commitments				
FY2024 Unallocated Budget Commitments				
PROVIDER CONTRACT SUMMARY		Contracted Amounts	COLA Adjustment	2026 Proposed Contracted Budget
FUNDING				\$10,561,700
COMMITMENTS		\$13,053,247	\$431,203	\$13,484,450
BALANCE				-\$2,922,750
EMERGENT NEEDS & SPONSORSHIPS		Budget Amount	COLA Adjustment	2026 Proposed Budget
PROGRAM	AGENCY			\$160,000
EMERGENT NEEDS	TBD	\$100,000	\$0	\$100,000
SPONSORSHIPS	TBD	\$60,000	\$0	\$60,000
TOTAL COMMITMENTS		\$160,000	\$0	\$160,000
BALANCE		\$0	\$0	\$0
TOTALS		Budget Amount	COLA Adjustment	2026 Proposed Budget
FUNDING				\$10,721,700
COMMITMENTS		\$13,213,247	\$431,203	\$13,644,450
BALANCE				-\$2,922,750
FY2024 Fund Balance Commitments				\$1,811,871
FY2024 Unallocated Budget Commitments				\$770,000
			Total	\$2,581,871

DATE	RESPONSIBILITY	ACTION
Wednesday, March 11	<i>Finance Department</i>	<i>Send out email to all staff stating that budget requests are in development.</i>
Sunday, June 1	<i>Alachua County Property Appraiser</i>	<i>Delivery of the total assessed value of non-exempt property in Alachua County.</i>
Monday, June 9	<i>Board of the Trust</i>	<i>Approval of two Truth in Millage Resolutions - 1) A resolution setting the Proposed Millage Rate, setting the date, time, and place of the Public Hearings to consider the proposed millage rate and tentative budget; 2) A resolution adopting a tentative written budget for Fiscal Year 2026.</i>
Tuesday, July 1	<i>Alachua County Property Appraiser</i>	<i>Certification of the taxable value to each taxing authority on the Certification of Taxable Value (Form DR-420).</i>
Tuesday, July 1	<i>Executive Director</i>	<i>Submission of a tentative annual budget to the Alachua County Board of County Commissioners.</i>
Thursday, July 31	<i>School Board of Alachua County</i>	<i>School Board of Alachua County first public budget hearing.</i>
Friday, August 1	<i>Executive Director</i>	<i>No later than August 4, 2025, (within 35 days after the Certification of Taxable Value), each taxing authority must inform the Alachua County Property Appraiser of the prior year millage rate, the current year proposed millage rate, the current year rolled-back rate, and the date, time, and meeting place of the first required tentative budget hearing.</i>
Friday, August 22	<i>Alachua County Property Appraiser</i>	<i>No later than August 24, 2025, (within 55 days after the Certification of Taxable Value), the Alachua County Property Appraiser must send the Truth in Millage notification to all property owners in Alachua County.</i>
Wednesday, September 3	<i>Communications Manager</i>	<i>Pursuant to F.S. 200.065, the tentative budget must be posted on the authority's official website at least two days before the budget hearing and must remain on the website for at least 45 days.</i>
Monday, September 8	<i>Board of the Trust</i>	<i>First public hearing of the proposed millage rate and the tentative budget. (Hearing dates with July 1 Certification - No sooner than Sept. 3 and no later than Sept. 18)</i>
Tuesday, September 9	<i>School Board of Alachua County</i>	<i>School Board of Alachua County second public budget hearing.</i>
Wednesday, September 10	<i>Alachua County Library District</i>	<i>Alachua County Library District first public budget hearing.</i>
Tuesday, September 16	<i>Alachua County Board of County Commissioners</i>	<i>Alachua County Board of County Commissioners first public budget hearing.</i>
Wednesday, September 17	<i>Clerk of the Trust</i>	<i>Advertisement of final hearing posted two to five days before the final hearing. Notice of Proposed Tax Increase <u>OR</u> Notice of Budget Hearing <u>AND</u> Budget Summary.</i>

DATE	RESPONSIBILITY	ACTION
Wednesday, September 17	<i>Communications Manager</i>	<i>Preliminary adopted budget posted on the authority's official website at least two days before the final budget hearing.</i>
Monday, September 22	<i>Board of the Trust</i>	<i>Second public hearing of the final millage rate and the final adopted budget. This must be held within 15 days following the first hearing.</i>
Tuesday, September 23	<i>Alachua County Board of County Commissioners</i>	<i>Alachua County Board of County Commissioners second public budget hearing.</i>
Wednesday, September 24	<i>Alachua County Library District</i>	<i>Alachua County Library District second public budget hearing.</i>
Wednesday, September 24	<i>Finance Department</i>	<i>The taxing authority must forward the resolution adopting the final millage rate to the Alachua County Property Appraiser, the Alachua County Tax Collector, and the Florida Department of Revenue within three days of the final hearing. Receipt of the resolution is the official notification of the final millage rate.</i>
Friday, October 17	<i>Clerk of the Trust Finance Department</i>	<i>Within 30 days of the final hearing, each taxing authority must complete and submit the following forms to the Florida Department of Revenue: 1) Certification of Compliance (Form DR-487) a) Provide proof of publication for all newspaper advertisements. b) Provide the entire page from each newspaper advertisement including the Budget Summary advertisement and the Notice of Proposed Tax Increase or Budget Hearing Advertisement. c) Submit the authority's resolution adopting the final millage rate, with percent change of rolled-back rate shown and the resolution adopting the final budget, indicating order of adoption. 2) Vote Record for Final Adoption of Millage Levy (Form DR-487V) 3) A copy of the Certification of Final Taxable Value (Form DR-422)</i>
Friday, October 17	<i>Communications Manager</i>	<i>The final adopted budget must be posted on the authority's official website within 30 days after the adoption and must remain on the website for at least two years.</i>
Monday, October 20	<i>Clerk of the Trust</i>	<i>Return original copy of the complete Certification of Final Taxable Value (Form DR-422) to the Alachua County Property Appraiser.</i>
October - December	<i>Executive Director</i>	<i>The governing body of the authority, pursuant to F.S. 189.016(6) citing F.S. 200.065, dictates that any budget amendment that increases or decreases the overall budget after 60 days of the passing of the final budget, must be passed by resolution, posted on the website within 5 days and remain there for two years.</i>

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THANK YOU

Item 2.

RESIDENTS OF ALACHUA COUNTY!



CHILDREN'S TRUST
OF ALACHUA COUNTY

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ChildrensTrustOfAlachuaCounty.us