



ALACHUA COUNTY, FL  
Joint Alachua County BoCC /  
Alachua County Children's Trust Special Meeting  
Meeting Agenda

May 6, 2024

4:00 PM

County Administration Building - Grace Knight Conference Room  
12 SE 1 Street, 2nd Floor, Gainesville, FL 32601

In-person **Public Comment** is taken after each non-ministerial motion A the conclusion of the meeting, **individuals** can also speak for up to 3 minutes about any matter during the **General Comment** period.

---

All persons are advised that, if they decide to contest any decision made at any of these meetings, they will need a record of the proceedings and, for such purpose they may need to ensure that verbatim record of the proceedings is made which record includes the testimony and evidence upon which the appeal is to be based. (Section 286.0105 Florida Statutes)

---

If you have a disability and need an accommodation to participate in this meeting, please contact the Alachua County Equal Opportunity Office at (352) 374-5275 at least 2 business days prior to the meeting. TTY users please call 711 (Florida Relay Service).

- A. **Call To Order**
- B. **Welcome**
- C. **Introduction**
  - 1. **Lee Pinkoson, Chair, Children's Trust**
  - 2. **Mary Alford, Chair, Alachua County Commission**
- D. **Adoption of the Agenda**

**Recommended Action:**  
To approve the Agenda.
- E. **Items For Discussion**
  - 1. **Access to Health Care for Youth Update**
  - 2. **Comprehensive Literacy Plan Update**
  - 3. **Gun Violence Update**
  - 4. **Homeless/Foster Youth Programs Update**
  - 5. **Teens Work Summer Internship Program**
  - 6. **YMCA Partnerships for Teen Centers**
- F. **Public Comment**
- G. **Commission General Comments and Information Discussion**
  - 1. **County Commission Comment**
  - 2. **Children's Trust Comment**
- H. **Adjourn**

**Recommended Action:**  
To adjourn the meeting.

#### A. Overview of Solicitation

By approval of Resolution 2024-02 on April 8, 2024. The CTAC seeks qualified providers to offer services that increase access to comprehensive healthcare for children and youth in Alachua County. CTAC intends to make multiple awards. The total allocation is \$600,000.

Successful applicants will be required to enter a contract with the CTAC for the services requested in this RFP within two weeks of the funding announcement. Organizations submitting a proposal must be prepared to use CTAC's standard contract form rather than its own contract form. A Model Contract for Services is attached to this RFP. The CTAC intends to award a contract substantially in the form of the attached Model Services Contract to the selected contractors.

#### B. Term of Services

Successful applicants will be awarded contracts with anticipated service dates of October 1, 2024, through September 30, 2025. Contracts will be line-item reimbursement based on a budget approved by the CTAC. Successful applications are eligible for renewal for the following terms listed below:

- October 1, 2025 – September 30, 2026
- October 1, 2026 - September 30, 2027

#### C. Minimum Requirements to Bid

Applicants can apply for funding based on the following requirements:

- a. All proposed services must take place within Alachua County.
- b. Applicant must be currently qualified to conduct business in the State of Florida.
- c. Applicant must not be a charter school approved by any public-school system in the State of Florida.
- d. Applicant must, previously or currently, have a structure in place for the services proposed.

#### D. Scope of Service

The CTAC Seeks to expand access to quality healthcare services for children and youth of families who are residents of Alachua County. The CTAC will receive proposals from organizations that have experience providing direct healthcare services to children and youth, addressing preventative dental care and education. CTAC also seeks proposals from organizations that have the ability to address the healthcare needs of children and youth in rural communities in Alachua County, via a mobile health clinic and/or youth healthcare providers located in rural communities with the capacity to expand services to uninsured families and/or families who cannot afford and face barriers in accessing healthcare services. Lastly, the CTAC seeks proposals from organizations addressing access to wellness, care coordination and navigation of healthcare for children and youth. See specific requirements for each healthcare initiative below.

**Preventative Dental Care and Education:** Oral healthcare continues to be one of the greatest unmet needs for children and youth in Alachua County. The 23-24 Dental Screening for Alachua County's 3<sup>rd</sup> grade students indicates there is high prevalence of children with urgent dental needs and many children with untreated cavities. To address local dental concerns for Alachua County's youth, applicants should propose preventative pediatric dental care for youth and children, ages 0-18. Applicants should incorporate ways to educate patients and their families about healthy dental practices. Services should be offered throughout the county and in community based settings, including rural communities. Services should be offered during traditional and non-traditional times to eliminate barriers to access. Applicants shall incorporate the Community Health Worker (CHW) model. CHW's should be used to provide education and awareness of healthy dental habits, care coordination, and connecting families to resources and insurance needs.

**Increased Healthcare Access for Rural Communities:** Mobile Health Clinic services have been found to increase healthcare accessibility and improve overall health outcomes. Mobile healthcare services serve as a supplement to the healthcare safety net by effectively targeting known gaps in the community. The CTAC seeks proposals from organizations with mobile healthcare clinics. Applicants will deliver healthcare to youth and children ages 0-18, where they live, play, and go to school, breaking barriers such as transportation, provider shortages, and costs. By funding this initiative, it is the Trust's goal to ensure families residing in rural communities have equal access to immunization, healthcare examinations and treatment, and other primary care services, including testing and treatment of sexual transmitted diseases, screening for risky behaviors, and contraception.

Applicants shall incorporate the Community Health Worker (CHW) model. CHW's should be used to provide education and awareness of healthy dental habits, care coordination, and connecting families to resources and insurance needs.

The CTAC will also accept proposals from healthcare providers currently located in rural communities, to offer services to uninsured children and youth and/or families who cannot afford and face barriers in accessing healthcare services. Applicants must be a current Medicaid provider or in the process of submitting an application to become a Medicaid provider. Successful applicants will have eight weeks after Board approval to complete Medicaid provider application. Applicants must also incorporate the CHW model and provide health education, care coordination, and connection to resources, including medical insurance. The intended goal is to refer and connect families to the most appropriate insurance plan and to help families establish relationships with primary care providers, increasing access to preventative routine care for uninsured children and youth. **Note: to be eligible for this component, provider must utilize the Medicaid rate for all children served.**

**Wellness and Healthcare Navigation:** Research has shown effective wellness programs can lead to a reduction of absenteeism, and healthcare costs. Wellness Navigators serve as a bridge between family and provider, building a rapport with student and parent and guiding them through the healthcare system to eliminate barriers that may otherwise prevent access to care. Funding for wellness navigators is to support existing community based health and wellness programs that are located in settings where there is a captive audience of children and youth. Proposals should detail current operations and location, target population, and navigation services offered. Applicants should be prepared to articulate model effectiveness and success.

Applicants shall incorporate the Community Health Worker (CHW) model. CHW's should be used to provide education and awareness of healthy dental habits, care coordination, and connecting families to resources and insurance needs.

**Note: Funding is limited to wellness programs that are in operation and serving children and youth at the time of RFP release.**

All CTAC funded CHWs positions shall plan to participate in local cross-training and local resource meetings. Funded proposals should expect to collaborate with CTAC Funded providers and serve on local committees and/or taskforce to assist with strengthening Alachua County's healthcare system for children and youth.

Funding from the CTAC cannot be used to supplement currently funded initiatives. Funds must be used to increase the number of individuals reached and/or the number of services provided. If renewed, current CTAC funded providers must show an increase in services numbers if requesting an increase in funding, beyond a 4% cost of living adjustment (COLA).

## **Collaboration**

It is expected that successful applicants will demonstrate effective partnerships with collaborative services that would contribute to positive experiences for youth. CTAC is also devoted to supporting collaborative partnerships by expanding free trainings. Applicants are strongly encouraged to take advantage of CTAC training opportunities. Please see training calendar at:

[https://www.childrenstrustofalachuacounty.us/programs/page/training-opportunities.](https://www.childrenstrustofalachuacounty.us/programs/page/training-opportunities)

### **Target Population:**

The target population for the Youth Health RFP is children and youth, ages 0-18, who reside in Alachua County. Applicants will be responsible for marketing and promotion of funded programming to ensure families are aware of the services offered.

### **Data Collection:**

All funded entities will be required to collect and report on the data specified during the contact term. The Trust recognizes the importance of data security and technology resources required to operate effectively and provide accurate reporting on outcomes. The Trust utilizes an online integrated data system, SAMIS, which the Contractor will input data on a monthly basis. The CTAC is devoted to working collaboratively with Contractors to ensure a shared understanding of data collection goals and processes. Monthly data entry is required to receive payment for services, though dedicating time weekly to review and enter data is a best practice. Contractors will report data on service provision, recipient demographics, survey, and quality metrics for monitoring and evaluation of outcomes overtime.

## **Alachua County Community Health Worker Program**

**Central Program Goal:** Utilize CHWs for seamless coordination across the broad range of assets unique to Alachua County

**Program's Definition of SDOHs aka Social Economic Barriers of Health:** the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks.

**Program's Definition of a CHW:** CHWs are individuals who promote health and well-being within the community in which the individual resides: a) by serving as a liaison between communities, health care agencies and social services; b) by providing guidance and social assistance to community residents; c) by enhancing community residents' ability to effectively communicate with health care and social service providers; d) by providing culturally and linguistically appropriate health and social education; e) by advocating for individual and community health; f) by providing referral and follow-up services or otherwise coordinating care; and g) by proactively identifying and enrolling eligible individuals in Federal, State, and local private or nonprofit health and human services programs.

### **Program Model: Lay Health Worker + Care Coordinator Model**

In this model, community health workers (CHWs) are members of the target population and share many of the same social, cultural, and economic characteristics. CHWs help individuals with complex health and social conditions to navigate the healthcare and social services system. They advocate for and liaise between their clients and a variety of healthcare and social services organizations.

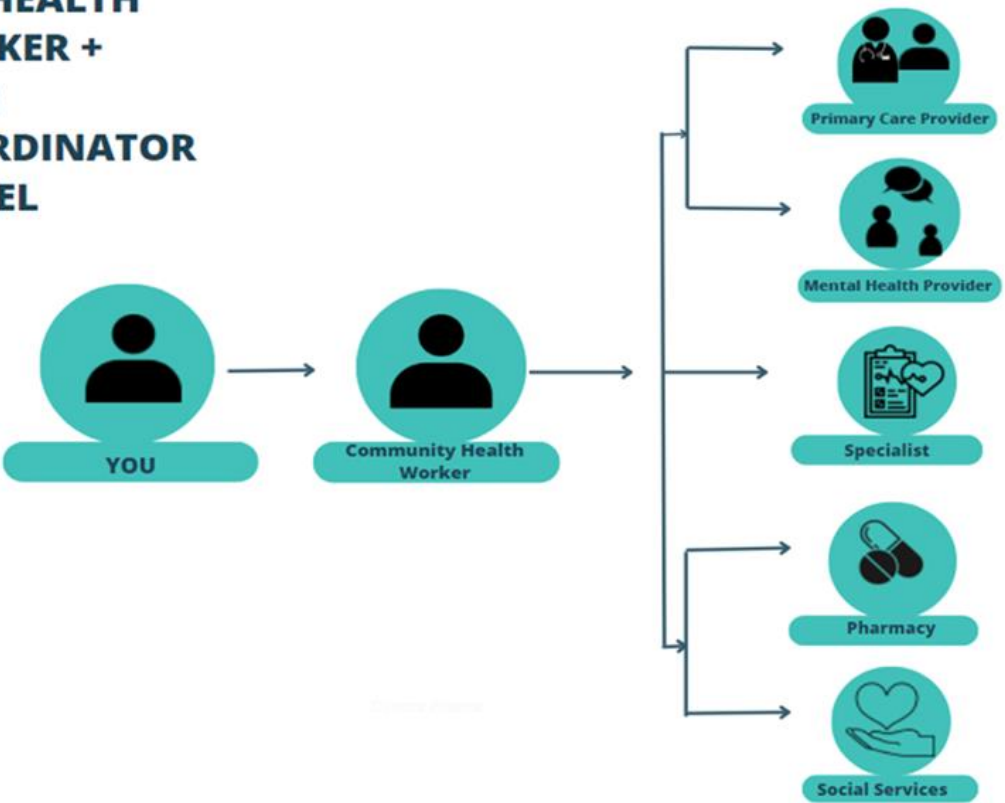
In this model, CHWs also support individuals by:

- Providing information on health and community resources
- Coordinating transportation
- Making appointments
- Delivering appointment reminders

In this model, CHWs also fulfill the following roles:

- Patient advocate
- Educator
- Mentor
- Outreach worker
- Translator

**LAY HEALTH  
WORKER +  
CARE  
COORDINATOR  
MODEL**





**Item:**

Comprehensive Literacy Plan and Assessment Update (Marsha Kiner and Pamela Chalfant)

**Requested Action:**

The Board is asked to receive this update.

**Background:**

In May 2023 the Children's Trust board had a joint meeting with the Alachua County Board of County Commissioners. During that meeting the Children's Trust staff were tasked with creating a Comprehensive Literacy Plan.

The Committee has met 5 times since May with the next meeting scheduled for May 20, 2024.

Meeting highlights:

- Purpose, literacy gaps from member perspectives, and others who should be included in the plan development.
- Reviewed and discussed the work completed by Alachua County Campaign for Grade Level Reading and
- Reviewed and discussed research and plan completed by Dr. Sunshine Moss.
- Talked with other communities like Martin County CSC who has established Martin Reads!
- Reached out to the Moonshot Community Action Network of Indian River who has a nationally recognized community initiative.

It was determined that a comprehensive needs assessment was needed to help inform the development of a comprehensive literacy plan aimed at improving literacy achievement for all students. In October 2023, Executive Director Kiner reached out to the UF Lastinger Center to begin a discussion about the plan development and a coordinator for the project.

At the last meeting held on April 15, committee members were divided into three categories: Early Learning, K-12, and Community. Each group discussed and considered:

- Where we have been in the past?
- Where do we want to be in the future?
- Where are we now and what date can we contribute?

Committee members indicated what data is available from their organization or others. Lastinger has started scheduling individual organization meetings for early May, to dive deeper into literacy resources and needs in Alachua County.

**Who's at the Table:**

We know that schools can't do it alone, and that it will take our entire community to reach our goal for children to be ready for kindergarten and 90% reading on grade-level by the end of third grade. To help with the creation of the plan, staff pulled expertise from:

|   |   |
|---|---|
| <b>Alachua County School District</b>             | <b>United Way of North Central Florida</b>                            |
| <b>Alachua County Library</b>                     | <b>Alachua County Campaign for Grade Level Reading Advisory Board</b> |
| <b>UF Anita Zucker Center</b>                     | <b>Florida Campaign for Grade Level Reading</b>                       |
| <b>UF Lastinger Center</b>                        | <b>Greater Gainesville Chamber of Commerce</b>                        |
| <b>Early Learning Coalition of Alachua County</b> | <b>University of Florida Literacy Institute</b>                       |
| <b>Gainesville Thrives</b>                        | <b>Peak Literacy</b>  |
| <b>Cuscowillia Nature and Retreat Center</b>      | <b>One Community Health and Wellness Center</b>                       |
| <b>Episcopal Children’s Services</b>              |   |

These organizations selected a representative with expertise in the space of early learning, K-12 Education systems, and Community.

**Cost of Literacy Needs Assessment:**

The total project cost is \$175,000.00 with approximately \$75,000 of in-kind services provided by the Lastinger Center. It is being funded in collaboration as follows:

|   |  |
|---|--|
| Children’s Trust of Alachua County        | \$62,500.00  |
| Alachua County Board of County Commission | \$62,500.00  |
| Alachua County School District            | \$50,000.00  |
| University of Florida Lastinger Center    | \$75,000.00 In-kind support which includes 2 additional Lastinger Center team members and additional personnel support |

**Project Phases and Overview:**

**Three Phases of the Comprehensive Needs Assessment**

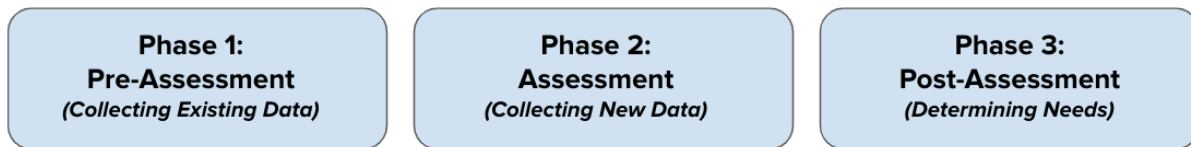


Figure 1: Three Phase of the Comprehensive Needs Assessment adapted from Witkin & Altschuld (1995).

**Programmatic Impact:**

Goal 2: Children & Youth Can Learn What They Need To Be Successful



**Fiscal Impact:**

\$175,000.00

**Recommendation:**

The Board is asked to receive this update.

# UF Lastinger Center and Children's Trust of Alachua County Comprehensive Literacy Needs Assessment



May 6, 2024

**UF** | Lastinger Center for Learning  
UNIVERSITY of FLORIDA

---

# Broad Project Goals

1. Assist with **organizing existing information** and **gathering new information** about what is currently being done to support literacy achievement in Alachua County.
2. Develop a literacy plan that promotes **literacy outcomes across all ages** in Alachua County.



# Project Timeline and Components



| <b>Overall Project Timeline:<br/>April 15, 2024 – August 12, 2024</b> |                  |
|---|------------------|
| Initial Launch  | April 2024       |
| Phase 1: Pre-Assessment   | April/May 2024   |
| Phase 2: Assessment   | June 2024        |
| Phase 3: Post-Assessment  | July/August 2024 |
| Final Report Presentation   | August 12, 2024  |

---

# Initial Launch

| Project Component | Details  |
|-------------------|--|
| Target Audience   | Organization and District Leaders and Comprehensive Literacy Planning Committee (CLPC)   |
| Activities        | <ul style="list-style-type: none"><li>• Initial Meeting with Children’s Trust (4/2/24)</li><li>• Meeting with CLPC (4/15/24)</li></ul> |
| Goals             | <ul style="list-style-type: none"><li>• Understand efforts to date</li><li>• Gather existing data</li></ul>                            |
| Timeline          | April 2024   |

---

# Phase 1: Pre-Assessment (Collect Existing Data)

| Project Component | Details  |
|-------------------|--|
| Target Audience   | Organization and District Leaders and Comprehensive Literacy Planning Committee (CLPC)   |
| Activities        | <ul style="list-style-type: none"><li>• 1:1 meetings with Committee members and other literacy-oriented organizations</li><li>• Monthly meetings with Committee members</li></ul>                                |
| Goals             | <ul style="list-style-type: none"><li>• Collect available data from organizations, community members, publicly available data</li><li>• Review data</li><li>• Plan comprehensive assessment activities</li></ul> |
| Timeline          | April/May 2024   |

## Phase 2: Assessment (Collect New Data)

| Project Component | Details   |
|-------------------|---|
| Target Audience   | Organization and District Leaders, Comprehensive Literacy Planning Committee (CLPC), Educators, Community Partners, Early Learning Providers, Families                |
| Activities        | <ul style="list-style-type: none"><li>• Monthly meetings with Committee members</li><li>• School visits</li><li>• Surveys</li><li>• Focus groups/interviews</li></ul> |
| Goals             | <ul style="list-style-type: none"><li>• Survey and talk with Alachua County community members, organizations</li><li>• Analyze, review data</li></ul>                 |
| Timeline          | May/June 2024   |

## Phase 3: Post-Assessment (Determine Needs)



| Project Component | Details   |
|-------------------|---|
| Target Audience   | Organization and District Leaders, Comprehensive Literacy Planning Committee (CLPC), Educators, Community Partners, Early Learning Providers, Families  |
| Activities        | <ul style="list-style-type: none"><li>• Monthly meetings with Committee members</li><li>• Final data collection</li><li>• Data analysis of existing data sources, site visit observations, surveys, focus groups/interviews</li><li>• Finalize report</li></ul> |
| Goals             | <ul style="list-style-type: none"><li>• Present findings with Committee members for feedback and interpretation</li><li>• Create final plan</li></ul>   |
| Timeline          | July/August 2024  |



---

# Our Desired Contribution with the Comprehensive Literacy Plan



- Identify needs that are not yet met
- Show how existing resources and opportunities could become even more effectively interconnected
- Highlight how shared communication among different organizations can be continued and enhanced
- Recommend specific actionable next steps



# Gun Violence Prevention Actions & Recommendations

May 6, 2024

# Alachua County BoCC Leadership Commitment

- BoCC Adopts Resolution Declaring Gun Violence a Public Health Crisis
- BoCC Establishes MOU with the City of Gainesville and Santa Fe College to Address Issue Collaboratively
- BoCC Commits \$150,000 to Addressing Gun Violence Prevention

# Alachua County BoCC Programs Commitment

- Alachua County BoCC Programs Deployed in Community Care Call-Outs
- Alachua Co BoCC Programs will be Key Partners in Gun Violence Task Force
- Alachua Co Victim Services & Rape Crisis Center Providing Services to Crime Victims 24/7
- Alachua Co Crisis Center Providing Support and Interventions to Residents in Crisis 24/7
- Alachua Co Social Services Providing Financial Supports to Individuals and Families in Crisis

# Alachua County BoCC Programs Commitment

- Additional Alachua County BoCC Programs
  - CAPP Agencies – Quality Childcare/Education, Food, and Housing
  - Housing Services
  - Veteran Services
  - Community Stabilization Program
  - Foster Grandparent Program
  - Camp Cuscowilla, Alachua Co Parks & Open Space Dept
  - CareerSource
  - Court Services

## Near Term Recommendations

- Convene a Gun Violence Prevention Task Force
- Continue participation in Community Care Call-Outs
- Scale-Up Victim Services & Rape Crisis Center and Crisis Center Outreach and Education Programs

## Long Term Recommendation

- Commit to Continuous Improvement based on Data, Evidence, and Peer-to-Peer Learning
- Support Creation of a Long Term Plan to Address Gun Violence
- Research and Implement Gun Violence Prevention Initiatives that Focus on Youth and Families.
- Consider Hosting a Gun Violence Prevention Summit in the Future (2025)

# Questions or Direction?





## **Alachua County Community Support Services Homeless Prevention & Homelessness – 5/6/2024**

### **Housing Initiative Partnership (HIP)**

HIP recognizes the need for stability among our families who are homeless or living with others as they await permanent housing. Alachua County Community Support Services, Alachua County Housing Authority and Family Promise of Gainesville has established a partnership to help our most vulnerable families by offering housing vouchers to families who are awaiting placement on the Housing Choice Voucher program and/or subsidized family which can take several years. Currently, there are nine families receiving assistance. These families consist of fourteen adults and 22 children.

### **Prevention & Homeless Services**

The Division of Social Services works closely and collaboratively with many organizations in the community. The Division serves as a source of information and brainstorming for other community providers, including sharing of resources and concepts to develop strategies for serving individuals across the County.

School Counselors and Homeless Liaisons regularly reach out to identify resources and develop plans for serving their students and families.

### **Homeless Related Services**

Provided over \$21 million in rent and utilities under the Federal

#### **Emergency Rental Assistance Program (2021 - 2023)**

- 4,604 applications were submitted.
- Rent and Utility assistance averaging close to \$10,000 per household.

**Homeless Prevention** services to assist in keeping families housed in FY 2022-2023

- 821 Individuals impacted through Emergency Financial Assistance (Rent, mortgage, & utilities) - \$346,432
- Supported 112 Households with moving into permanent housing through deposit assistance - \$103,401.

## **Supportive Services**

- 373 Individuals assisted with funding for primary care, prescriptions, and/or vision services.
- 111 Households received assistance for Property Non-Ad Valorem Assessments – reducing their housing instability. Over \$29,000 in waivers/reimbursements were provided.
- 165 Cremations & Burials to assist indigent individuals with final disposition.
- An Unclaimed Memorial Service is held annually to recognize those served.
- Provided Information & Referral services to over 30,000 callers.

## **Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH) Programs for unhoused individuals**

\$1.5 million annually

### **PSH**

- Served 70 Households/75 Individuals
- 79% Housing Stability Rate
- Average 40 days to permanent housing from program entry date
- Average Monthly Rent is \$ 1,141
- Current Capacity: 30 slots (hiring for 2 case manager positions – which will bring provide for 25 additional participants)
- Current Caseload: Over capacity with 35 households

### **RRH**

- Served 36 Households/43 Individuals
- 80% Housing Stability Rate
- Average 26 days to permanent housing from program entry date
- Average Monthly Rent is \$1,215
- Current Capacity: 25 slots
- Current Caseload: At capacity



**Funder:** Childrens Trust of Alachua County  
**Contractor:** Goodwill Industries of North Florida  
**Contractor:** Minority Business Listing  
**Total Allocation:** \$960,000  
 Link to [MORE INFORMATION ABOUT TWA](#)  
 Link to [TWA WORKSITE APPLICATION 2024](#)  
 Link to [TWA STUDENT APPLICATION 2024](#)

**TeensWork Alachua – Fall Leadership Program  
 FY2024 - Performance Measures**

| <b>How Much?</b>   | <b>FY2024 Target</b> |
|--|----------------------|
| Number of teens served.<br>Note: Target = 90% of the 40 proposed.  | 36                   |
| Number of community leaders who served as volunteer speakers.  | 4                    |
| <b>How Well?</b>   | <b>FY2024 Target</b> |
| Teens who participated in 60 or more hours of programming.<br>Note: 100 hours maximum; 10 weeks at 10 hours per week proposed; for Year 1 receipt of 60% or more of programming will be considered retained. | 75%                  |
| Teens who report the program was valuable to them (as measured by a Youth End of Program survey approved by CTAC Evaluator).   | 80%                  |
| <b>Better Off?</b>   | <b>FY2024 Target</b> |
| Youth who feel better equipped to be a leader. (as measured by a Youth End of Program survey approved by CTAC Evaluator).  | 75%                  |
| Youth who feel more confident. (as measured by a Youth End of Program survey approved by CTAC Evaluator).  | 75%                  |
| Youth who complete a civic leadership project.   | 75%                  |



|  |     |
|--|-----|
| Youth who earned a Florida Ready to Work Soft Skills credential. | 60% |
|--|-----|

## TeensWork Alachua – Summer Youth Employment FY2024 - Performance Measures

| How much?  | FY2024 Target                     |
|--|-----------------------------------|
| <p><b>Number of teens hired for employment opportunities.</b><br/>Definition: Number of teens who apply and are accepted into a job placement. Note: 90% of 260 proposed.</p>  | 235 youth                         |
| <p><b>Average hours worked by teens.</b><br/>Definition: Average hours worked as evidenced by each teens recorded attendance.<br/>Note: Maximum work hours = 150</p>   | 110 hours on average per teen     |
| <p><b>Average hours of work readiness training attended by teens.</b><br/>Definition: Average number of hours that teens participated in work readiness training provided by the TWA contractor pre-employment and over the summer.<br/>Note: Maximum training hours = 14; 8 hours offered upfront and 6 trainings offered over the course of the summer.</p>  | 10 hours on average per teen      |
| <p><b>Job coach support provided in person to teens.</b><br/>Definition: Number of in-person job coach meetings with teens hired to provide support or coaching over the course of their summer employment experience.</p>   | 2 meetings on average per teen    |
| <p><b>Number of work sites.</b><br/>Definition: Number of approved work sites accepting teens for summer employment. Work sites refer to the primary location where youth report to work. One business may have multiple locations (e.g., Alachua County Public Library has 12 branch locations) each location employing teens would count as a work site for this measure.</p>                      | 70 work sites                     |
| <p><b>Visits with work site supervisors.</b><br/>Definition: Count of the initial work site observation visit and check-in visits with work site supervisors.</p>  | 3 visits on average per work site |
| How well?  | FY2024 Target                     |
| <p><b>Percent of youth retained in TeensWork.</b><br/>Definition: Retained means the teen worked 100+ hours over the course of the summer. This would be evidenced by attendance and payroll for hours worked.<br/>Calculation: The denominator would be all teens hired for employment opportunities. The numerator would be all teen hired for employment opportunities who worked 100+ hours.</p> | 75%                               |



|  |                             |
|--|-----------------------------|
| <p><b>Work sites receive 3 or more site visits.</b><br/> Definition: TWA program staff would make an initial work site observation to ensure safety and quality of the workplace for youth as well as at least two additional site visits to check-in with work site supervisors and teens.</p>  | 85%                         |
| <p><b>Work site employer satisfaction.</b><br/> Definition: Work site supervisors will report satisfaction with the TWA program overall. TWA program staff will encourage, incentivize, and provide access to a supervisor satisfaction survey at the end of the program. Data source: Work site supervisor satisfaction survey.</p>   | 90%                         |
| <p><b>Youth received sufficient supervision and mentorship.</b><br/> Definition: 90% of youth completing the program will have received at two (2) in-person meeting with TWA program staff. In addition, 90% of youth will also report satisfaction with their job coach.<br/> Data source: (1) Weekly job coach contacts per teen reported to the Trust and (2) Youth satisfaction survey. Provider will encourage, incentivize, and provide access to a Youth satisfaction survey at the end of the program.</p>  | 90%                         |
| <p><b>Better off?</b></p>  | <b>FY2024 Target</b>        |
| <p><b>Gains in career readiness.</b><br/> Definition:<br/> 1) Youth will report they gained valuable work experience from the program via the youth satisfaction survey.<br/> 2) Youth will report knowledge gains in the pre and post career readiness assessment administered by the program.<br/> 3) Supervisors will report youth demonstrate improvements in work skills via a supervisor assessment of youth work skills.<br/> Calculation: The denominator would be the number of survey responses received (which should represent the majority of those completing the program). The numerator is those surveyed who demonstrate or report gains in their skills.<br/> Data source: (1) youth satisfaction survey conducted at the end of the program, (2) pre- and post-career readiness skills assessment, and (3) supervisor assessment of youth skills at the end of the program.</p> | 75%                         |
| <p><b>Average amount of money earned by teens through TeensWork.</b><br/> Definition: Gross pay earned by teens through the TWA program inclusive of work hours and training.<br/> Data source: Weekly work attendance and training hours reported to the Trust.</p>   | \$1,250 on average per teen |
| <p><b>Increased knowledge in financial literacy.</b><br/> Definition: Youth will report having gained new financial and banking knowledge per the financial literacy training assessment.</p>  | 80%                         |



|   |  |
|---|--|
| <p>Data source: Financial literacy subsection on the pre- and post- career readiness skills assessment.</p> <p>Calculation: The denominator would include all teens with completed assessments (which ideally should represent the majority of those completing the program). The numerator is those youth surveyed who have indicated gains in their skills.</p> |  |
|---|--|



## **Attachment A Scope of Services**

### **TeensWork Alachua Leadership Series Fall 2023 A. Program Details**

We plan to extend our current TeensWork Alachua programming to include a Fall TWA Leadership session and expand our Summer internship programming to more students. For Fall session, Goodwill will first offer employment to the students that could not participate in the summer session for the months of October thru December for 10 weeks of experience at ten (10) hours per week accommodating students school schedule and other activities. Most of the work training would be done online. Students will receive the same training that they typically receive prior to beginning work at a reduced amount of hours 4-5 total as they will be gaining valuable workforce education in the weeks to come. Students will be trained on employee benefits, code of ethics, mission and values, drug free workplace, equal employment opportunity, payroll, performance management, anti-harassment and other related topics to include communication skills, self-regulation of emotions, conflict resolution, time management, and team building. Students would also receive an introduction to Florida Ready to Work in their first week. Students will have the opportunity to do training remotely and their work experience would be community and civic engagement. Students will not be placed at worksites (our current RFP requires that students must attend work in person, online/remote work is not allowed). Students will meet in groups with their job coaches and will have the opportunity to hear from local leadership who have agreed to present to the students. Each group of students will create a community engagement project and spend part of their time, under supervision of a job coach, putting together a project to benefit their community or to engage in civic leadership within their community. In their final week of the program students will attend and complete a civic leadership project. For the summer session, we plan to continue our same programming from the previous summer but incorporate more students to meet the demand we experienced last summer. On average students worked 18 hours per week last summer in Gainesville (these numbers are supported by a similar number of hours worked by our Jacksonville interns as well). As such, we feel that we could comfortably serve 40 students in our fall session and increase the total number of students in our summer session to 260 students serving a total of 300 students over the 12 month contract.

#### **Target Population Fall 2023**

Eligible participants are youth who reside in Alachua County, between the ages of 14-18, are enrolled in an Alachua County high school, general education development (GED) program, or high school equivalency program. Priority will be given to students that have applied for the TeensWork Alachua summer session but did not get the opportunity to participate and that have an interest in civic engagement and leadership to be determined by an interview by the TWA staff at onboarding. As a pilot program, the parameters may need to be adjusted depending on interest in the program.

All students must meet the initial requirements of the program to be eligible to move into the interview process.

1. Is the student an Alachua County Resident?  Yes  No
2. Is the student 14-18 years old and enrolled in an Alachua County high school, GED or equivalency program?  Yes  No
3. Has the student attended an onboarding appointment?  Yes  No
4. Has the student provided all necessary documentation?  Yes  No
5. Has the student established direct deposit through Goodwill HR?  Yes  No

Participants will be recruited directly by Goodwill Industries of North Florida, Inc. Interested youth will be provided the application link to enroll in the program.

### **Work-Readiness Training Fall 2023**

Goodwill will develop paid pre-employment workshops and work-readiness training.

Goodwill will implement employability soft skills training that include instruction for youth to learn how to self-regulate their emotions, communicate effectively, and foster positive relationships with peers, supervisors, family, and other community members. Goodwill will follow the Florida Ready to Work Curriculum's Essential Soft Skills Training for the first 4-6 weeks of programming and allow for 2 weeks of proctored exams following completion of training. In addition to the skills listed above, students will learn workplace culture communication, conflict resolution, promoting teamwork and collaboration, financial literacy, thinking critically and problem solving. Upon successful completion of the exam, students will receive via email the Florida Soft Skills Credential issued by the State of Florida and signed by the Governor.

Goodwill shall collaborate with local leaders and experts to help develop youth in civic leadership and community engagement during the last weeks of programming. The focus will shift to "learning to lead" and encouraging positive community relationships. Students will meet in groups with their job coaches via online and in person meetings when available and will have the opportunity to hear from local leadership who have agreed to present to the students. We intend to reach out to many prominent local leaders and elected officials to invite them to speak to students. Each group of students will create a community engagement project and will spend part of their time, under supervision of a job coach, putting together a project to benefit their community or to engage in civic leadership within their community. Building relationships between our community leadership and these youth will not only give students employability training and the Florida Ready to Work Certificate, but will connect them with their communities in a positive way that will potentially land the students with an internship in the future through the connections they are making.



## **Timeline Fall 2023**

Student Employment-October 9th thru December 17th (10 Weeks Total)

**Week 1** Virtual Orientation/Intro FL Ready to Work (5 hrs orientation) Start October 9th

**Week 2-4** Employability Soft Skills Training thru FL Ready to Work (10 hrs per week) October 16th-November 5th

**Week 5-6 Proctor Exam/Review for Exam** November 6th-19th

**Week 7** Thanksgiving week meet in person for 2 days of speakers November 20th & 21st

Civic Leader speaks to students and students break up into groups to begin planning for community project

**Week 8** Civic Leader speaks to students and students break up into groups to begin planning for community project

**Week 9** Civic Leader speaks to students and students break up into groups to begin planning for community project

**Week 10** Civic Leader speaks to students and students complete project

### **Attachment B:**

#### **Scope of Services**

#### **TeensWork Alachua Summer 2024**

#### **Target Population Summer 2024**

TWA participant recruitment will be handled by Goodwill Industries of North FL Inc. However, we will have a link available for returning students to apply directly through our website by February 20th, 2024. The TWA team is receiving inquiries from former students and businesses currently and would like to get them signed up as soon as possible.

Goodwill will share links with CTA and they may be used as direct links to the student and worksite applications. Goodwill will contact former students and worksites as well as contacts made throughout the summer sessions to let them know that the applications are open and how to apply.

Youth will have access to the TWA application via online applications. A link to an online application will be embedded on the Goodwill website. A combination of online as well as in-person enrollment opportunities will be made available. Printed marketing material will be distributed at the Goodwill's Gainesville retail stores, donation centers, and at events hosted by Goodwill Industries.

Student onboarding will be a team effort including 8 summer Job Coaches, and the TWA Program Manager. Goodwill's GoodCareers Center is located at 3520 SW 34th Street, Gainesville and offers free-walk in career services. Online applications will allow for easy access for youth to complete an application for TWA.

Upon receipt of youth applications, TWA staff will screen applications to ensure age and residency eligibility requirements are met. (See Attachment D.1 Sample Student Application). An email address has been created specific for the TWA program ([twanorthfl@goodwill.org](mailto:twanorthfl@goodwill.org)). A follow-up email will be sent to youth detailing next steps. A sample email is provided below.

“Thank you for your interest in the TeensWork Alacha Summer Internship. Please read the next steps very carefully and complete the steps that you have not already completed. Email [twajax@goodwill.org](mailto:twajax@goodwill.org) if you have any questions.

### **Next Steps:**

1. Fill out the Goodwill HR application.
  - a. [\(Link to be provided here\)](#)
2. Fill out the TWA Follow-Up Survey.
  - a. [\(Link to be provided here\)](#)
3. Submit resume, if one is available to [twajax@goodwill.org](mailto:twajax@goodwill.org).
4. Attend one (1) in-person application processing/ interview session which will take approximately 2 hours. See details below.
  - a. Goodwill GoodCareers Center, 3520 SW 34th Street, Gainesville, FL

Goodwill will offer several dates and times to accommodate students' schedules for them to come in person for an interview and to provide required employment eligibility documents. Students will also complete a Pre-Work Readiness Assessment. This assessment may be completed at any time after onboarding, prior to orientation. If student's have not completed prior to orientation, students will be given time at the beginning of orientation to complete. Recruitment documentation will be kept electronically in the participant's private folder on Goodwill's secure network.

### **B. Participant Selection and Assessment/Onboarding Summer 2024**

Goodwill proposes to enroll 260 students in the TWA Summer program. This number allows for Job Coaches to provide the personal attention and assistance for each TWA participant and for each employer to ensure a successful summer internship for both parties. Goodwill's TWA summer program has been such a success for youth and employers that we anticipate both parties will look forward to participating again this summer. We believe the number of 260 youth and their respective employers will receive the individual attention to make the program a success at this enrollment number. Our goal is for youth and employers to look forward to participating in the internship each summer.

After students successfully complete the HR application and the TWA Follow-Up Survey, they will have the opportunity to participate in an in-person onboarding. These will be hosted by appointment or during larger scale events on the weekend, to accommodate students' schedules during the school year. During the onboarding process, students will complete necessary paperwork and provide TWA staff with appropriate identification documents. These will be stored in student folders on Goodwill's private servers. Participants will have the opportunity to open a bank account through VyStar during onboarding,

to ensure they have direct deposit set up for the summer session. Students will also take a drug test and participate in a one-on-one interview with a Job Coach.

Following the in person onboarding, students will be admitted into the summer program based on the following requirements on a first come, first serve basis:

1. Is the student an Alachua County Resident?  Yes  No
2. Is student 14-18 years old and enrolled in an Alachua County high school, GED or equivalency program?  Yes  No
3. Has the student attended an onboarding appointment?  Yes  No
4. Has the student provided all necessary documentation?  Yes  No
5. Has the student established direct deposit through Goodwill HR?  Yes  No

Students who attend the onboarding session and provide the requested documents will be given priority for enrollment in the program.

After participants' applications are reviewed and approved for the program, each participant will be sent an online TWA Follow-Up Survey. The survey will assess participants' career interests, past work experiences, developmental needs, and future goals, as well as collect demographic information required by CTAC, which will inform TWA staff on the best summer work-based experience for each participant. (See Attachment D.3 Sample Assessment Survey).

A sample of the Survey follows.

### TeensWork Alachua Follow-Up Survey

1. **Email\***  
Your email
2. **Name (last, first)\***  
Your answer
3. **How did you hear about TeensWork Alachua? (check all that apply)**  
Recruitment Event (i.e., job fair, outreach events)  
Advertisement (i.e., radio, tv, social media, print ad)  
Relative or Friend  
Other:
4. **Please provide your birthday. (Students must be 14 or older when Program starts.)\***  
Date
5. **What is your age at time of applying?\***  
Choose

6. **Have you ever participated in the TeensWork Alachua program before?\***  
 Yes  
 No
7. **Have you participated in ANY summer job/internship program in the past? If YES, please indicate the program below. (If no, please put N/A)\***  
 Your answer
8. **Which Alachua County school did you attend in the '23-'24 school year?\***  
 Choose
9. **What grade did you end the '23-'24 school year with?\***  
 Choose
10. **What kind of transportation do you have access to?\***  
 Choose
11. **After high school, I plan to:\***  
 Enter the Military  
 Enter the Workforce  
 Pursue a Workforce Certification  
 Pursue an Associate's Degree  
 Pursue a 4-year degree or Bachelor's degree.  
 I'm not sure yet  
 Not Applicable
12. **Please indicate which TOP 3 careers you are interested in.\***  
 Farming & Agriculture  
 Construction & Architecture  
 Visual Art  
 Business, Management & Administration  
 Education  
 Engineering  
 Finance  
 Government & Public Administration  
 Medicine  
 Hospitality and Tourism  
 Human Services  
 Information Technology  
 Law, Public Safety or Security  
 Factory Work  
 Marketing, Sales & Service  
 Transportation  
 Entertainment & Professional Sports  
 Journalism
13. **By submitting your application, you agree to have your application shared with potential employers.\***  
 I understand
14. **Breakdown of Hours**

TWA interns may only work up to 150 hours over the entire course of the program. They may only work between the dates of **06/10/24 - 08/04/24**. TWA Interns may only work up to 25 hours a week.

15. **I understand that I am required to work the hours I am scheduled for.**

I understand

16. **I understand that being involved in any physical or verbal assault at work will lead to my termination.\***

I understand

17. **I understand that I must follow the set dress code for my worksite.\***

I understand

18. **TWA Cell Phone Policy**

TWA interns should not have their phones out while at work, unless directed otherwise by their supervisor.

19. **I understand that I must follow the TWA cell phone policy.\***

I understand

20. **If selected to participate, there may be positions which require manual labor, lifting, working outdoors with children, etc. Are there any limitations we should be aware of when assigning you to a position? (If no, please put N/A)**

Your answer

21. **Is there any additional information you would like us to know when processing your application or when assigning you a position?**

Your answer

### **Parent/Guardian Section**

Please partner with a parent or guardian to finish filling out this section of the form. This section must be completed in order to move forward in TWA's summer work experience.

22. **Parent/Guardian Name\***

Your answer

23. **Parent/Guardian Phone Number\***

Your answer

24. **Parent/Guardian Email\***

Your answer

25. **Parent/Guardian Consent Statement**

I give my permission for the following information to be submitted to the Children's Trust of Alachua County for payment, program monitoring and evaluation. The Children's Trust provides funding for TeensWork Alachua.

Information provided to the Trust that identifies your child will be kept private, in a secured system, not shared with unauthorized individuals, and only used for accountability, evaluation, and program improvement.

Revoking consent to sharing of the following demographic information will not impact your student's participation in the TeensWork Alachua program.

**26. Consent Agreement\***

I give my permission to share my student's demographic information with the Children's Trust  
I do NOT give my permission to share my student's demographic information with the Children's Trust

**27. Demographics**

Demographics for TWA participants/interns:

**28. This will be my first job.**

Yes  
No  
Prefer not to say  
Other:

**29. What language is spoken most often in your home?**

Your answer

**30. Please select your race.**

American Indian or Alaskan  
Asian  
Black or African American  
Pacific Islander  
White  
Multiracial  
Prefer not to say  
Other:

**31. Please indicate your ethnicity.**

Hispanic or Latino  
Not Hispanic or Latino  
Prefer not to say

**32. Please indicate your gender.**

Female  
Male  
Non-Binary  
Prefer not to say  
Other:

TWA staff will identify areas where participants may need additional services or support. Additional services may include assistance with required work uniforms or shoes, transportation to and from work, food assistance or other needs. Goodwill understands each youth has specific and unique needs and through the one-on-one assistance of a Job Coach those needs will be addressed. If, after completion of the TWA summer internship, youth continue to have needs, the Job Coaches will coordinate with local agencies to ensure youth continue receiving services. Upon completion of the TWA Summer Internship, participants will be given information and resources for next steps.

Youth who graduate from high school and are not continuing to post-secondary education or training or youth aging out of programs, will be referred to workforce development resources in order to find employment and training opportunities, assistance to enroll in Santa Fe College workforce certification programs and to apply to the local businesses where various positions are available.

### **C. Work-Readiness Training**

Prior to beginning employment, youth will attend 8 hours pre-employment workshops and work-readiness training through a combination of in person and virtual workshops. The training will be hosted by TWA staff and all recorded and live training will be monitored by staff throughout. Training topics include: communication skills, self-regulation of emotions, mock interviews, interviewing skills, workplace culture, conflict resolution, time management, team building, etiquette, job preparedness, appropriate dress, cellphone and social media. The session will review the importance of timeliness and clocking in and out consistently. An introduction to financial literacy will teach participants to open and manage their bank account. Following workshops will concentrate on effective communication, conflict resolution, leadership skills, college readiness and further lessons on financial literacy.

Financial literacy training will be provided by Goodwill's Job Coaches and or the Program Manager with the assistance of VyStar. The MYAWP program has developed financial literacy training for youth and will work with the TWA team to further develop their financial wellness training for students. These trainings aim to make workshops engaging and relevant to youth. Training will include opening a bank account, online banking access, how to use a debit card, budgeting, handling credit and debt, understanding your payroll statement, deductions and taxes, investments and savings. Goodwill partners with VyStar Credit Union's VyStar @Work Program Manager (Reference provided above in List of References) who will continue to provide banking services in Alachua County for all interested TWA participants. Youth will be offered non-custodial banking accounts with account opening fees waived and will be encouraged to enroll in auto deposit. In addition to VyStar, TWA will seek out additional banks to offer a variety of options to students if available. All students will be required to have direct deposit established before the first payroll period in June.

An additional 6 hours of mandatory training will be provided throughout the internship. Each week of the 6 week internship, student's will be given the opportunity to participate in one hour of training. Student's will be highly encouraged by their job coaches to attend these mandatory trainings. Training throughout the 6 weeks of employment via weekly zoom meetings will include interactive polls, discussion and Q&A. These trainings will be relevant to the students' needs. Job coaches will communicate with students to determine which training would be most beneficial. Training times will vary to accommodate various schedules and will be recorded for youth to access.

Time management will be reviewed in the pre-employment workshop. Best practices will be covered in preparing for work the prior day and the consequences of poor time management and the bad habits it can quickly foster. Personal care will be tied into the training as well reminding participants that dress is only

one aspect of showing up looking and being prepared to work. Students will be trained on how to use the ADP app to enter their time and to access their payroll statements.

Youth will be asked to submit a resume upon entry to the program. However, as it is often the students' first time employment and as we have seen from previous summer sessions, youth do not often enter this program with a resume. Youth will be exposed to the basics of writing a resume during programs through workshops and facilitated information. Job Coaches will be available to assist students with any additional resume assistance. It is expected that by the end of the summer programming, each student will have a complete resume to include current TWA experience that they can take with them for future employment opportunities. If any businesses find it necessary to interview students prior to hiring, job coaches will help those students prepare. All students participate in an interview with TWA job coaches during onboarding. Youth will be empowered and prepared for successful entry into the workforce after their internship.

#### **D. Site Recruitment and Selection**

Goodwill intends to foster current relationships and to develop new relationships with the community, develop new partnerships with businesses and recruit students. TWA staff will follow up with the potential employers and provide an employer application (See Attachment D.6 Sample Worksite Agreement). TWA staff will visit each interested employer worksite to confirm the application process and number of interns desired, ensure safety protocols are in place and provide orientation. The TWA staff will ensure the employer provides adequate training for each intern and will visit the worksites to monitor the employer's process to ensure adequate training. All potential employers must attend training by TWA staff and/or Program Manager prior to having students placed at their worksites. Goodwill understands that CTAC will provide final approval of all worksites.

Goodwill proposes to be the staffing agency for the TWA interns and to provide payroll services, comply with all applicable employment laws and regulations, including, but not limited to laws governing the hours that minors may work per the State Florida Department of Labor, Standards for Hours of Work for Minors at

[http://www.myfloridalicense.com/dbpr/reg/childlabor/documents/ChildLaborBrochureEnglish\\_000.pdf](http://www.myfloridalicense.com/dbpr/reg/childlabor/documents/ChildLaborBrochureEnglish_000.pdf).

Goodwill's Human Resources Department is current with and complies with all labor laws and regulations pertaining to minors. Goodwill employs several hundred minors each year and is familiar with the employment laws that protect them.

#### **E. Hiring, Onboarding, and Payroll**

Goodwill proposes to provide payroll services for all TWA participants. Goodwill has the staff in place and the capacity to increase our payroll processing to make timely payments for all TWA participants. Goodwill intends to pay the TWA youth \$12 per hour for up to 25 hours a week for 6 continuous weeks along with an additional 2 weeks of make-up work/trainings where applicable, and 8 hours of pre employment training at the beginning of the session and will include 6 hours of mandatory training



offered to students during the program. Goodwill has the resources to fund the payroll upfront and submit reimbursement to CTAC. Processing payroll in house at Goodwill, makes for a streamlined overall process and ease when having to solve any issues that arise.

Goodwill's onboarding process would take place at the Goodwill GoodCareers Center (off site locations may be considered as needed) and will include verification of age and residency eligibility requirements, completed application, obtaining valid I-9 Form, Employment Eligibility Form, valid employment authorization documents, E-verify, and drug screening. Job Coaches will confirm students time entered in ADP is accurate with the employer and approve hours for payment. During onboarding, youth will have the opportunity to enroll with VyStar Credit Union to open a non-custodial bank account (we are looking at additional banking partners as well). Students will be placed in employment that aligns with their interests and in an employment location that is in reasonable proximity to where they reside. Employers would make final hiring and placement decisions based on recommendations provided by job coaches.

Students will be trained on employee benefits, code of ethics, mission and values, drug free workplace, equal employment opportunity, payroll, performance management, anti-harassment and other related topics. Goodwill's Director of Risk Management will train staff on Health Safety to include fire drills, emergency closings, evacuation, hazardous materials, incident reporting, workplace safety and COVID-19 safety precautions and protocol.

Goodwill utilizes ADP for all payroll processing. Participants will access the ADP app from their phone/computer to log in their time and attendance daily. Job Coaches will check the ADP system daily to follow up with participant's time and attendance. This allows the Job Coach to notice any change in schedule and to check in with the participant to provide early intervention, if necessary. Participants will receive pay via direct deposit. All participant work hours and salaries will be reported to Job Coaches. Job Coaches will hold a weekly debrief with participants via text, phone call or email to document their progress and provide any assistance. Participants will be provided with the *Invitation to Self-Identify* form and the *Voluntary Self-Identification of Disability* form to voluntarily provide, per labor laws, participant demographics to include social security number, age, gender, race, cultural influence, ethnicity, language spoken at home, country of birth, parental marital status, education levels and status. As information is voluntarily provided, it will be included in the youth's private online folder stored in Goodwill's secure network. Participant's W-2s will be issued by Goodwill at the end of the calendar year.

Internal Documentation will be stored electronically on Goodwill's private server. Each participant folder will include services provided, participant required documents, participant enrollment survey, and personnel files to include hiring records, job descriptions, policies, training records, and evaluations.

Process improvements will be discussed and reviewed monthly between Goodwill leadership and the TWA Program Manager. Weekly communications will be held between the Program Manager and direct supervisor to discuss best practices, challenges and program improvements. Participant feedback will be obtained from the Job Coaches during the weekly discussions and staff feedback will be obtained by the TWA Program Manager during the monthly staff meetings. Feedback received will be discussed with

Goodwill leadership and the TWA Program Manager and incorporated into the performance measurements process.

#### **F. Service Times**

Goodwill plans to start the TWA Internship on June 3rd, 2024 with 8 hours of pre-employment and work-readiness training and workshops. Student's will begin work at their worksites the week of June 10th and will work for 6 weeks. Based on the number of students that did not reach their full earning potential last summer (due to vacations, illness, worksite summer programs lasting only 4 weeks etc.) we intend to offer an additional two weeks of make-up work to include any students that did not receive their entire 6 weeks of work. This could be in the form of additional virtual training, or a continuation at their current worksite if agreeable.

Worksites that intend to interview students prior to placement will have the opportunity to do so prior to the programs start date. We anticipate that these interviews will be completed in the month of May. Any worksites that intend to interview students will need to apply and be vetted prior to conducting interviews.

Youth will be approved and accepted into the program prior to June 3rd, 2024. Employers will have been vetted and approved by June 3rd, 2024. Accommodations will also be made with employers to provide working hours that do not conflict with summer school hours. Youth will work/receive training up to but not exceeding 25 hours per week at \$12 per hour for 6 continuous weeks. An additional 2 weeks of make-up trainings (work opportunity where available) will be offered for students that have missed work and are in good standing with the program.

- May 6th-May 31st, 2024: Student Interviews to be held at worksites request
- June 3rd - June 9th, 2024: 8 hours Paid pre-employment and work-readiness training
- June 10th- July 21, 2024: 6 weeks of paid Internships. (25 hours/per week for 6 continuous weeks. May include weekends).
- July 23rd-August 4th, 2024: 2 weeks of make-up for students not completing 6 weeks of experience
- August-End of Summer Celebration-Date to be determined

Job Coaches will ensure students have their supervisor's name and contact information, understand work days and hours and have transportation to the worksite. Job Coaches will review any employer requirements of work uniform, shoes etc., and ensure youth are equipped with proper items. Job Coaches will confirm youth have access to and understand how to enter their work hours into the ADP app.

Each week TWA participants work, they will check-in with their Job Coach either via text or phone call or email or through virtual meetings. Job coaches will also make face to face visits with students a priority. Job coaches will work with worksites to determine how often to meet with the students at the worksite and we will set a goal of in person visits with students once every three weeks. This one on one access to the job coaches allows participants to maintain a consistent relationship with their Job Coach and allows for youth to communicate any issues or obstacles they are experiencing on the worksite. This also gives the student and job coach an opportunity to discuss goal setting and accomplishments as well as to further

develop the relationship between the Job Coach and students. If any issues arise with the students, job coaches also have the opportunity to visit the student’s worksite to address in person and students are always welcome to arrange meetings with job coaches at the Goodwill CareerCenter. The Job Coach will also check in frequently with the worksite supervisor to ensure youth are providing satisfactory work.

**G. Staffing**

Goodwill’s staffing plan for the TWA is outlined as follows:

| # of staff | Position/Job Title                     | Education/ Training   | Experience  | Primary Duties  | % of time devoted to program |
|------------|--|---|---|---|------------------------------|
| 1          | TWA Program Manager (Full-Time)        | Four year degree equivalent work experience   | Program management, supervising youth employment programs           | Oversee TWA staff and ensure participant success and employer satisfaction  | 100                          |
| 4          | Summer Session Job Coaches (Full-Time) | Some College or Higher -intend to hire Alachua Public School teachers seeking summer work | 2 years working with teens in educational setting and/or employment | Each supporting 40-50 TWA participants into and through the summer session. | 100                          |
| 4          | Summer Session Job Coaches (Part-Time) | Some College or Higher -intend to hire Alachua Public School teachers seeking summer work | 2 years working with teens in educational setting and/or employment | Each supporting 25-30 TWA participants into and through the summer session. | 100                          |
| 1          | Senior Manager of Internships          | Masters degree  | 3 years Program Management and development of Internship programs.  | Support TWA Program Manager ensuring needed resources are available         | 35                           |
| 1          | Payroll Specialist                     | Associates degree   | Goodwill Payroll  | Ensuring timesheets are inputted timely and accurately                      | 25                           |
| 1          | Payroll Manager                        | Four year degree  | Goodwill Payroll  | Manage overall payroll process for accuracy and troubleshoot any issues     | 10                           |

|   |  |                  |   |   |           |
|---|--|------------------|---|---|-----------|
| 1 | VP of Mission Programs                         | Four year degree | 12 years in nonprofit management                            | Support TWA Program Manager ensuring needed resources are available   | 8         |
| 1 | Take Stock in Children Program Manager (Duval) | Four year degree | 15 years working with youth in college and career readiness | Support Job Coaches and workshops providing college process resources | As Needed |
| 1 | Chief Human Resource Officer                   | Four year degree | Expert in Human Resources                                   | Support TWA Program Manager with any HR issues                        | As Needed |
| 1 | Director of Risk Management                    | Four year degree | Expert in safety and emergency processes                    | Assist with participant and employer in safety protocols              | As Needed |
| 1 | Chief Fund Development Officer                 | JD Degree        | 10 years experience in Marketing & Communications           | Develop Strategy and Execution of Marketing and Communication         | As Needed |
| 1 | Chief Executive Officer                        | Master degree    | Expert in operations and accounting                         | Support team as needed  | As Needed |

The TWA program will be supervised by the Senior Manager of Internships with oversight from Goodwill leadership. Many of the Goodwill staff needed to effectively execute the TWA contract are already on staff and are prepared to take on these additional responsibilities. These positions include the Chief Human Resource, Director of Risk Management, Payroll Specialist, Program Manager and Senior Manager of Internships. The Program Manager has a bachelor's degree and two years of previous related experience, including experience supervising or managing youth employment programs (Attachment 4.G.3. TWA Program Manager Job Description). The TWA Program Manager will work with the Senior Manager of Internships (Goodwill leadership when necessary) to ensure all program requirements are met and will provide supervision of the TWA staff.

Job Coach positions will be recruited through Goodwill's website and through our local partners. Job Coaches are expected to work 25-40 hours per week depending on employment status. Job Coaches will have some college or higher education and some prior related work experience but not limited to, developing worksites, providing career coaching and counseling, and working in the field of youth workforce development, or other similar experience. Job coaches shall be responsible for managing the matching process which entails working closely with both the program and job development teams to

evaluate participant interests, needs, areas of study, experience and qualification and available opportunities with partnering employers. Job coaches must be willing to travel to worksites and will be reimbursed for travel expenses. Our target goal is for 260 youth to participate in the TWA summer program. We anticipate a ratio of no more than 40-50 youth for each full-time Job Coach. The ratio for students for each Job Coach we believe will provide one-on-one assistance to youth as well as provide the employers with a liaison and point of contact for each youth in the program. Goodwill plans to recruit Job Coaches with prior experience working with high school students and diverse populations. (See Attachment G.4.4 TWA Job Coach Job Description)

Job Coaches will be trained on employee benefits, code of ethics, mission and values, drug free workplace, equal employment opportunity, payroll, performance management, anti-harassment and other related topics. Goodwill's Director of Risk Management will train staff on Health Safety to include fire drills, emergency closings, evacuation, hazardous materials, incident reporting, workplace safety and COVID-19 safety precautions and protocol.

Goodwill's Chief Executive Officer will also be available as needed for operations and accounting expertise. All training provided by Goodwill staff, as needed, will be provided as in-kind services.

Training will be conducted at the beginning of each summer session. Each Job Coach will report directly to the TWA Program Manager weekly. Monthly meetings will be held with all Job Coaches and the Program Manager to discuss program processes, successes, obstacles and problem-solving issues experienced by participants.

#### **Background Screening**

The employees at Goodwill who will provide services to the TWA applicants have completed the required background screenings and proof of screening is kept in their secure personnel file. All new hires will complete a background screening in accordance with Sections 943.0542, 984.02, Chapter 435, 402, 39.001, and 1012.465 Florida Statutes prior to beginning employment. Proof of background screening will be kept in the employee's confidential file. Goodwill will maintain staff personnel files which reflect that a screening result was received and reviewed to confirm employment eligibility prior to employment.

#### **January-May**

Hiring and Orientation: New Job Coaches will go through training including: the TWA process and expectations, employer recruitment and worksite safety requirements, data and reporting requirements, emergency management, Mandatory Reporting and will work with local partners to identify student resources.

#### **January-May**

Employer Recruitment and Screening: Job Coaches will begin making on-site visits as employers are brought on board with the TWA Summer Youth Employment program. Job Coaches will conduct a thorough walk-through of the worksite and confirm with the employer student expectations while at work. Job Coaches will establish a chain of communication with employers and ensure all contact information is readily available. Employers will have the opportunity to interview students. Job Coaches and/or program

manager will attend an initial worksite visit for each employer prior to interviewing and will make at least two additional visits to each worksite during the program.

The Goodwill Mission Services department understands effective programing comes through talented and dedicated staff members. Maintaining consistent caring-relationships with participants in any of Goodwill programs is the key to successful outcomes. Historically Goodwill mission services staff has experienced low turnover.

Recruitment techniques within the Mission Services department include cross department interviews. This allows for objective viewpoints and ensures the candidate receives the most accurate picture of the position. Once hired, Goodwill sends out a company-wide announcement introducing and celebrating the newest member of the team. Retention services for staff include full benefits packages for full-time staff, generous paid time off and retirement plans. In addition, Goodwill offers tuition reimbursement opportunities for employees returning to post-secondary education in order to gain additional degrees for certifications. Available funds will pay up to \$2,000 annually.

Goodwill also believes in “Talent Mapping” all employees after working for Goodwill for a six month period. Employees go through a Pathways assessment to determine strengths and leadership styles. The results of the survey are reviewed with each employee and their supervisor. Employees work with supervisors to determine a desired career path within the organization. The talent map is created to determine the steps needed for upward mobility and a series of tangible tasks are assigned along with a timeline in which to attain further skills.

The Goodwill family also believes in celebrating the accomplishments of the staff with staff appreciation lunches, Halloween costume contests, Ugly sweater holiday parties and much more. The culture is one of support and inclusion.

## **H. Outreach and Communication**

Any program collateral, PR, marketing efforts, etc. will include Goodwill’s name and logo in accordance to Goodwill’s organizational brand guidelines. Goodwill’s Chief Fund Development Officer will approve any marketing materials created as it relates to the Teens Work Alachua (TWA) program. When promoting TWA through social media avenues, Goodwill will always be tagged and mentioned.

## **I. Data Collection Requirements**

Data Collection of youth applications including demographics, parental consent and images releases and youth attendance will be recorded and stored electronically in youths’ online folder in Goodwill’s private server.

Youth application and demographics, required employment documents, Youth ID, parental consent and image releases and youth work attendance enrollment survey, hiring records, job descriptions, policies,

training records, and evaluations will be securely stored electronically in youths' online folder in Goodwill's private server.

Goodwill utilizes ADP for all payroll processing. Participants will access the ADP app from their phone to log in their time and attendance daily. Job Coaches will check the ADP system daily to follow up with participant's time and attendance. This allows the Job Coach to notice any change in schedule and to check in with the participant to provide early intervention, if necessary.

**5. SUBCONTRACTING**

Goodwill does not intend to subcontract. N/A

**6. PRICE**

Goodwill intends to pay the TWA summer interns \$12 per hour for up to 25 hours a week for 6 continuous weeks, offer 2 additional weeks of work and or training make up, and 8 hours of initial work orientation/pre-employment training.

**TIME FOR ACCEPTANCE**

Goodwill's proposal is a firm offer which may be accepted within a period of ninety (90) days.

**Attachment D: Deliverables and Data and Reporting**

1. Job Site: Name of Work Site, Supervisor, Phone, Email, Website and Teens Contracted. This data is currently entered into an excel or Google spreadsheet. Due date 6/14/2024
2. Youth Application: Online application will be accessible on the Goodwill home page ([TeensWork Alachua Summer Internship Application](#)) The current application for MYAWP youth application and employer is a sample of what the TWA applications for youth and worksites will look like. (See Attachment D.1 Student Application). Due date 2/20/24
3. Youth activities and attendance: Pre-employment workshops and financial literacy training will be hosted by a TWA staff or Goodwill staff member. Attendance at all workshops is recorded. Worksite attendance and hours worked will be logged in the ADP system via the ADP app. In addition, Job Coaches and/or Program manager will make at least two in person visits to each student during the program and will have weekly communication with students. 8/30/24
4. Job Coaches will gather data during their weekly check in with supervisors. Due date 8/30/24
5. Training Assessments: Attendance at all training sessions will be recorded by the TWA staff and recorded in student file. Pre-post assessments will be stored in the student file also. (See Attachment D.4 Pre & Post Participant Employment Skills and Attachment D.5 Pre & Post Financial Literacy Survey) Due date 8/30/24
6. Youth Satisfaction: Satisfaction surveys will be administered at the end of the summer internship and stored in the student file. (See Attachment D.7 Sample Youth Satisfaction Survey). Due date 8/30/24

7. **Site Monitoring:** Will provide data on worksite quality to include hours of supervision, number of teens supervised by each supervisor and hours of supervision received by youth. Job Coaches and/or program manager will attend an initial worksite visit for each employer prior to interviewing and will make at least two additional visits to each worksite during the program.  
Job Coaches will gather data during their weekly check in with supervisors. Due date 8/30/24
8. **Supervisor Satisfaction Survey:** Goodwill will encourage and provide access to a supervisor satisfaction survey at the end of the program. Goodwill's Employer Agreement includes a statement that the employer will complete a Satisfaction Survey at the end of the Internship. (See Attachment D.8 Sample Employer Satisfaction Survey) Due date 8/30/24
9. **Youth Skill Assessment:** Goodwill will encourage and provide access to a supervisor satisfaction survey at the end of the program.

### **Participant Demographics**

Participant demographics will include: First Name, Last Name, Home address, phone number, email, date of birth, school name, grade, parent/or guardian name and contact information, primary language of parent/guardian, household income, household size, race, ethnicity, gender and work history. This information will be collected on the TWA Follow-Up Survey.

### **Participant Attendance**

#### *Youth Activities and Attendance*

Goodwill will collect and report data on each teen's time worked and attendance both at work readiness training and at the work site. Data will distinguish hours of training, working, and receiving supervision. ADP will record work attendance at work. Job Coaches will document attendance at work-readiness training. Job Coaches will communicate with supervisors to obtain time when youth are supervised at the worksite.

### **Program Quality Measures**

#### *Youth Satisfaction Survey*

Goodwill will encourage and provide access to a youth satisfaction survey at the end of the program. Survey will be sent via an online platform for ease of use and recording results. (See Attachment D.7 Sample Student Satisfaction Survey)

#### *Supervisor Satisfaction Survey*

Goodwill will encourage and provide access to a supervisor satisfaction survey at the end of the program. (See Attachment D.8 Sample Employer Satisfaction Survey)

#### *Training Assessments*

Goodwill will provide data on pre-post assessments of knowledge gains from work readiness training, and specifically address gains in financial literacy. (See Attachment D.4 Pre & Post Participant Employment Skills Assessment)



### *Site Monitoring*

Goodwill will provide data on job site quality inclusive of: hours of supervision and training provided to the supervisors, and number of teens supervised by each supervisor.. This information will be obtained from the Job Coaches during their site-visits throughout the 6 weeks of summer internship employment with an additional 2 weeks of make up employment where applicable. Data will be recorded in the Employer excel spreadsheet and or Google Sheets..

### *Participant Records*

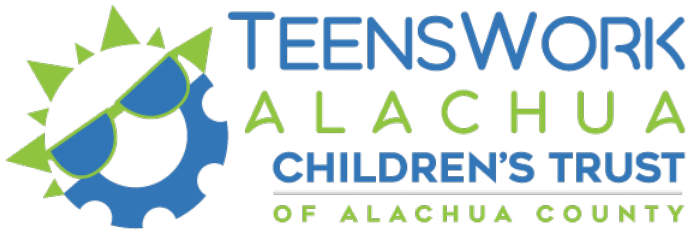
Goodwill shall maintain a secure and private electronic file for each teen enrolled including an application, youth and parental consent (parental consent included in the Student Application ( See Attachment D.1. Image Release Form will be obtained prior to employment (See Attachment D.9 Student Image Release Form) attendance records / timesheet, and supervision/coaching records. These files will be maintained on Goodwill's secure network.. Attendance and timesheet records will be stored on the secure ADP system.

### *Personnel Records*

Goodwill shall maintain a personnel file for each staff involved in the program, including in-kind staff and volunteers. Each file will contain, at a minimum, Background screening results, proof of required training, and any required certifications or licensures. Proof of experience, education and certifications will be obtained. These documents will be stored electronically on Goodwill' secure network

## **Attachment E: Performance Measures**

The following performance measures will be collected and recorded in ADP and via pre/post surveys. All of the following data will be obtained by the Job Coaches and Program Manager to measure the effectiveness of the program. All performance measures will be provided to CTAC at the end of the summer session. The numbers presented are based on 260 youth working up to 25 hours per week for 6 weeks at \$12 per hour.and 8 hours of pre employment training The number presented is the anticipated number. The areas still TBD will be measured by the Program Manager and Job Coaches based on interactions, weekly check-ins, feedback from students and pre and post surveys.



**SUMMER 2024  
WORKSITE PROGRAM**

TeensWork Alachua (TWA) employs eligible Alachua County students through partnerships with local businesses. In addition to employment, students receive employability training throughout their internship and are assigned to a job coach who acts as a liaison between the student and partnering business.

A key goal of TWA is to help businesses create a talent pipeline by leveraging the strengths of local youth 14-18 years.

**79.9%**

Average percent of eligible interns receiving a job offer.

**66.4%**

Average percent of eligible interns converted to FTE.

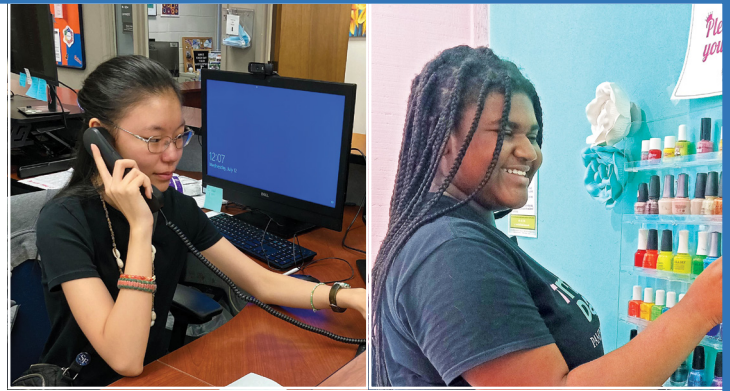
*Source: 2021 Internship & Co-Op Survey Report, National Association of Colleges and Employers*

**TWA's SERVICES**

- Student recruitment
- Matching students to businesses
- HR onboarding
- Additional career training for students
- Payroll
- Support for employers

**BUSINESS PARTNERS PROVIDE**

- Up to 25 hours of work per week, in-person or virtual
- On-the-job training and mentorship
- Student feedback
- Time verification



*According to a National Association of Colleges and Employers poll, 8 out of 10 employers said internships provided the best ROI as a recruiting strategy.*

REQUEST INTERNS HERE:



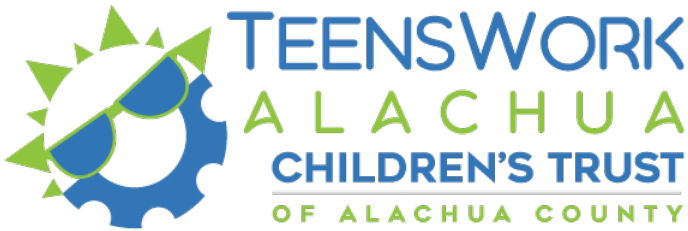
**SUBMIT REQUESTS BY APRIL 30, 2024**

FOR MORE INFORMATION  
[tw@goodwillnorthfl.org](mailto:tw@goodwillnorthfl.org)



The Children's Trust of Alachua County facilitates year-round, county-wide services for families and children. This includes fully funding the TeensWork Alachua program.





## STUDENT SUMMER INTERNSHIP PROGRAM

The TeensWork Alachua Summer Youth Employment program (TWA) provides eligible students with paid internships and job opportunities that prepare them to succeed in employment. Students work with local businesses that offer on the job training and mentorship.

In addition to paid internships, students also receive job readiness, financial, and soft skills training along with the support of a job coach.

Job coaches assist students through every step of the internship process to help make the experience as meaningful as possible.

**UP TO 25 HOURS PER WEEK**

### STUDENTS MUST BE:

- Enrolled in an Alachua County high school, GED program or high school equivalency program
- Age 14-18

### IN ADDITION TO EMPLOYMENT, STUDENTS WILL . . .

- Develop social skills
- Learn work norms and culture
- Understand career pathways
- Build professional networks
- Learn to manage money



*Students who take part in paid internships receive more job offers and ultimately garner higher starting salaries than those who participate in unpaid internships.*

~ National Association of Colleges and Employers

APPLY HERE:



FOR MORE INFORMATION

[tw@goodwillnorthfl.org](mailto:tw@goodwillnorthfl.org)



**GOODWILL**  
INDUSTRIES OF NORTH FLORIDA

[goodwillnorthfl.org](http://goodwillnorthfl.org)



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

The Children's Trust of Alachua County facilitates year-round, county-wide services for families and children. This includes fully funding the TeensWork Alachua program.

