



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

## **CHILDREN'S TRUST REGULAR MEETING AGENDA**

February 08, 2021 at 4:00 PM

Cade Museum, 811 S. Main St., Gainesville, FL 32601

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### **Call to Order**

### **Roll Call**

### **Agenda Review, Revision and Approval**

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

### **Consent Agenda**

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

1. [1.11.21 Regular Meeting Minutes](#)
2. [12.7.20 Regular Meeting Minutes](#)
3. [December 2020 Checks and Expenditures Report](#)
4. [January 2021 Checks and Expenditures Report](#)
5. [1st Quarter FY21 Report to the Alachua County Board of County Commissioners](#)
6. [1st Quarter Budget Review](#)
7. [Approval of Budget Amendment to Direct Community Service Contracts in Excess of 10%](#)
8. [Letter to County Manager Requesting CARES Reimbursement](#)
9. [Evaluation Process of the Executive Director for FY 19-20](#)

### **Chairman's Report**

10. [Board Member Attendance YTD](#)
11. [Evaluation Results of the Executive Director for FY 19-20](#)
12. [Election of Officers](#)

### **Executive Director's Report**

13. [Resolution 2021-2 Amendments to Chapter 1 & Chapter 5 of Board Policies](#)
14. [FY 2021 Legislative Agenda](#)

## **Programs Report**

15. [Sponsorship Policy & Funding Application](#)
16. [Application for Matching Funds](#)
17. [Agreement with Level Up Impact Group, LLC](#)
18. [Pritzker Interim Report](#)

## **Board Member Roundtable**

19. [Youth Development Research-Practice Partnership \(YDRPP\) – Summer Needs Assessment & Final Recommendations Presentation](#)

## **General Public Comments**

### **For Your Information**

Items in this section are for informational purposes only and do not require any action by the Trust.

20. [News Release - GNV4all's Early Learning Center](#)
21. [CTAC In the News](#)

## **Next Meeting Dates**

Special Meeting - Tuesday, February 16, 2021 - 1:30pm

Joint Meeting with the Alachua County Board of County Commissioners and the Children's Trust of Alachua County

Jack Durrance Auditorium, Alachua County Administration Building, 12 SE 1st Street, Gainesville, FL, 32601

Advisory Committee Meeting - Friday, February 19, 2021 @ 9:00 AM

Youth Development - Mapping the Gap

ZOOM Virtual Meeting

Advisory Committee Meeting - Friday, February 26, 2021 @ 10:00 AM

On the Way - Prenatal to Five (PN-5)

ZOOM Virtual Meeting

Regular Meeting - Monday, March 8, 2021 @ 4:00 PM

Cade Museum, 811 S Main St, Gainesville, FL 32601

## **Adjournment**

### **Virtual Meeting Information**

1) Email public comments to [childrenstrust@childrenstrustofalachuacounty.us](mailto:childrenstrust@childrenstrustofalachuacounty.us) by 2:00 PM on February 8, 2021.

2) Zoom link to register:

[https://us02web.zoom.us/webinar/register/WN\\_91ltZYsZToiljSZNEJFguQ](https://us02web.zoom.us/webinar/register/WN_91ltZYsZToiljSZNEJFguQ)

3) Phone: Call (346) 248-7799; Meeting ID: 890 8336 3475

4) View on YouTube Live: [https://www.youtube.com/channel/UCpYNq\\_GkjCo9FQo3qR5-SOw](https://www.youtube.com/channel/UCpYNq_GkjCo9FQo3qR5-SOw)

**File Attachments for Item:**

1. 1.11.21 Regular Meeting Minutes



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

## **CHILDREN'S TRUST REGULAR MEETING MINUTES**

January 11, 2021 at 4:00 PM

Cade Museum, 811 S. Main St., Gainesville, FL 32601

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### **Call to Order**

**Chair Lee Pinkoson called the meeting to order at 4:00 PM.**

**Due to the absence of a physical quorum, this meeting will be classified as a workshop and no official Trust business will be conducted.**

### **Roll Call**

#### **PRESENT**

Chair Lee Pinkoson  
Member Tina Certain  
Member Karen Cole-Smith - participated virtually  
Member Ken Cornell  
Member Nancy Hardt - participated virtually  
Member Carlee Simon  
Member Patricia Snyder - participated virtually  
Member Susanne Wilson Bullard

#### **ABSENT**

Vice Chair Maggie Labarta  
Member Cheryl Twombly

### **Agenda Review, Revision and Approval**

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

### **Consent Agenda**

Due to the lack of quorum, all items on the Consent Agenda will be moved to the next meeting of the Trust.

1. Approval of Budget Amendment to Direct Community Service Contracts in Excess of 10%
2. 12.7.20 Regular Meeting Minutes
3. December 2020 Checks and Expenditures Report

4. 1st Quarter FY21 Report to the Alachua County Board of County Commissioners

#### **Chairman's Report**

5. Introduction of New Board Member – Dr. Carlee Simon, Superintendent, Alachua County Public Schools

#### **Executive Director's Report**

6. Evaluation of the Executive Director for FY 19-20

ED Murphy proposed a timeline in order to complete the Executive Director's Annual Performance Evaluation, in accordance with Board Policies. He would submit a self-evaluation to the Board members, followed by a survey for each member to rate his performance in each section of the Executive Director's job description, followed by an opportunity for written comments. The results will then be sent to the Board Chair, who will set a meeting with the ED to discuss results and recommendations. The recommendations will be placed on the agenda for the February 8, 2021 Board meeting, there will be an opportunity for one-on-one conversations with the ED and Board Members as needed, and then a full discussion at the February 8, 2021 meeting.

7. Approval of the creation of the Director of Finance Position

This item will be discussed at the next meeting.

#### **Programs Report**

8. Discussion with BoCC (Community Support Services), Community Action Agency & Catholic Charities

Due to the many effects resulting from COVID-19, the CDC issued a nationwide moratorium on evictions to decrease the spread of the virus. When this order expires, many families and children will be evicted. In the discussion with CSS, CAA & CC, staff addressed the current and potential funding needs for these families. The three entities will monitor the local eviction rates and report back if they feel support is needed from the Trust.

9. On the Way & Youth Development Advisory Committee Updates

The Trust has created two new advisory committees, On the Way (focusing on children aged prenatal-5), and Youth Development (focusing on children aged 6-18).

The first meeting of the On the Way Advisory Committee will be February 26, 2021 from 10:00 AM-12:00 PM, this will be a virtual meeting. Topics covered will include a review of the Trust's indicators, the Pritzker goals and strategies, and a presentation on the Early Childhood Development system. Co-chairing this committee will be Member Snyder and Member Hardt.

The first meeting of the Youth Development Advisory Committee will be February 19, 2021 from 9:00 AM-12:00 PM, this will be a virtual meeting. This committee will be facilitated by Barzella Papa, from the Community Foundation, and co-chaired by Member Certain and Member Wilson Bullard. This meeting will be a 'mapping the gap'

process in order to map specific issues in Alachua County as it pertains to children aged 6-18, explore possible solutions, identify gaps in existing framework, and identify agencies that have the potential to implement solutions.

10. Youth Development Research-Practice Partnership (YDRPP) Summer Needs Assessment – Interim Report

Staff reported on the progress of the summer needs assessment being conducted by UF YDRPP. This report intends to assess the availability and attributes of current summer youth programming in Alachua County, identify parents/caregivers' needs, and include a review of best practices. The outcomes will be recommendations for summer programming in Alachua County (for children 6-18) and suggestions on how to procure the services of community providers in an equitable and fair manner. The final report will be presented at the February 8, 2021 meeting of the Board.

### **Finance Report**

11. 1st Quarter Budget Review

ED Murphy presented the documentation and reported that staff failed to submit for CARES reimbursement by the appropriate deadline. ED Murphy suggested that CTAC send a letter to the County Manager at the BoCC to request reimbursement if there are remaining funds available. Member Cornell agreed this would be appropriate and the letter would be ratified at the February 8, 2021 meeting.

This item will be added to the consent agenda at the next meeting.

### **Board Member Roundtable**

12. Election of Officers

This item will be discussed at the next meeting.

### **General Public Comments**

#### **For Your Information**

Items in this section are for informational purposes only and do not require any action by the Trust.

13. Attendance of Board Members 2020

14. Omnibus COVID Relief Summary

### **Next Meeting Date**

Regular Meeting - Monday, February 8, 2021 @ 4:00 PM

Cade Museum, 811 S Main St, Gainesville, FL 32601

### **Adjournment**

**Chair Pinkoson adjourned the meeting at 4:41 PM.**

### Virtual Meeting Information

- 1) Email public comments to [childrenstrust@childrenstrustofalachuacounty.us](mailto:childrenstrust@childrenstrustofalachuacounty.us) by 2:00 PM on January 11, 2021.
- 2) Zoom link to register: [https://us02web.zoom.us/webinar/register/WN\\_FzluR2EIScKqJBZ71iOewQ](https://us02web.zoom.us/webinar/register/WN_FzluR2EIScKqJBZ71iOewQ)
- 3) Phone: Call (346) 248-7799; Meeting ID: 844 4763 6468
- 4) View on YouTube Live: [https://www.youtube.com/channel/UCpYNq\\_GkjCo9FQo3qR5-S0w](https://www.youtube.com/channel/UCpYNq_GkjCo9FQo3qR5-S0w)

DRAFT



Attendee Report  
 Children's Trust of Alachua County - Board Meeting  
 Start Time: 01/11/2021 4:00:00 PM - Finish Time: 01/11/2021 4:41:44 PM  
 Host: ChildrensTrust@childrenstrustofalachuacounty.us  
 Webinar ID – 844 4763 6468

Panelist Details – Attended

Lee Pinkoson  
 Susanne Wilson Bullard  
 Tina Certain  
 Kenneth Cornell  
 Carlee Simon  
 Colin Murphy  
 Kristy Goldwire  
 Bob Swain

Panelist Details – Attended via Zoom

Karen Cole-Smith	Karen.Cole-Smith@sfcollge.edu
Nancy Hardt	nhardt@gmail.com
Patricia Snyder	patriciasnyder@coe.ufl.edu

Attendee Details - Attended

Pebbles Edelman	pebbles.edelman@pfsf.org
Sherry Kitchens	sherry@cacgainesville.org
Heart Phoenix	heartp222@gmail.com
Andrew Miles	greaterduval@gmail.com
Becker Holland	BECKER.HOLLAND@PACECENTER.ORG
Events at Cade	events@cademuseum.org
Cade Camera	events@cademuseum.org
Amanda Hamilton	ahamilton@cademuseum.org
Daniela Childers	daniela.childers@gmail.com
Justin Fontes	jfontes@cademuseum.org
Stephanie Bailes	sbailes@cademuseum.org
Lauren Levitt	llevitt@iwionline.org
Kathryn Williams	kate@girlsplace.net
Merrie Lynn Parker	ml.chickp@verizon.net
Radha Selvester	radha@namigainesville.org
New Technology Made Now	Programs@NewTechNow.org
Dorothy Thomas	dorothy.acee.thomas@gmail.com
Dan Douglas	ddouglas@childrenstrustofalachuacounty.us
Rachel Eubanks	reubanks@elcalachua.org
Jamie Stormer	jamie_stormer@mbhci.org
Ruth Wright	rwright111@ufl.edu
Jacki Hodges	jhodges@elcalachua.org

George Dix  
Tom Tonkavich  
Arthur Stockwell  
Alan Paulin  
Joyce Peppel  
Thomas Logan  
Herman Knopf  
Maureen Conroy  
Olivia Hollier  
Ellie Chisholm  
Jacob Clore

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Joined by phone

13523718002

Attended In Person

Latoya Lopez

DRAFT

**File Attachments for Item:**

2. 12.7.20 Regular Meeting Minutes



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

## **CHILDREN'S TRUST REGULAR MEETING MINUTES**

**DRAFT**

December 07, 2020 at 4:00 PM

Thomas Coward Auditorium, Alachua County Health Department,  
224 SE 24th St, Gainesville, FL 32641

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### **Call to Order**

**Chair Lee Pinkoson called the meeting to order at 4:16 PM.**

**Motion made by Member Cornell, Seconded by Member Wilson Bullard, in accordance with Board Policy 1.10, to allow four Board Members to participate in the meeting by electronic means due to the extraordinary circumstances of COVID-19.**

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

### **Roll Call**

#### **PRESENT**

Chair Lee Pinkoson  
Vice Chair Maggie Labarta  
Member Tina Certain  
Member Karen Cole-Smith  
Member Ken Cornell  
Member Nancy Hardt  
Member Patricia Snyder  
Member Cheryl Twombly  
Member Susanne Wilson Bullard

### **Agenda Review, Revision and Approval**

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

**Motion made to accept the Consent Agenda by Member Cornell, Seconded by Member Certain.**

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

## Consent Agenda

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

1. 10.19.20 Regular Meeting Minutes  
10.30.20 Special Meeting Minutes  
11.04.20 Joint Meeting with the Gainesville City Commission Minutes
2. Resolution 2020-21 Personal Vehicle Use – update Employee Handbook with Section 7.171.
3. October 2020 and November 2020 Checks and Expenditures Report
4. Approval of Budget Amendments to Direct Community Service Contracts in Excess of 10%
5. FY2020 Annual Report

## Executive Director Report

6. Executive Director's Report

ED Murphy gave an overview of achievements and accomplishments the CTAC has met in the past 10 months, referencing the FY2020 Annual Report. He introduced two new staff members, Dr. Dan Douglas as Communications Manager, and Kristy Goldwire as Director of Program Operations. He reported that Member Cole-Smith's term is expiring in January 2021, and the Governor of Florida would appoint from a list of applicants provided by the Alachua County Board of County Commissioners.

The summer needs assessment, performed by the Youth Development Research-Practice Partnership (YDRPP) of the University of Florida, is underway; an interim report should be presented at the January 11, 2021 meeting of the Board. ED Murphy also reminded the Board that he has been employed for almost one year with the CTAC, and in line with Board policies, needs to schedule a performance review with the Board.

**Motion made by Member Cornell, Seconded by Member Wilson Bullard to direct ED Murphy to complete a self-evaluation using the Executive Director's approved job description as a performance measurement, and instruct him to bring this to the next Board meeting on January 11, 2021. The Board will then complete their individual assessments, and provide feedback at the February 8, 2021 meeting.**

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

## Action Items

7. Proposed Dates and Location for Children's Trust Board Meetings in 2021

Discussion was held regarding cost of room booking. Member Certain suggested using the School Board meeting room, however, was unaware if it was available on the suggested dates. Member Cornell suggested contracting to ensure meeting space was booked for

2021 meetings, and to renegotiate at a later date if necessary. Chair Pinkoson asked how much the DOH meeting room cost in comparison, and was advised that the meeting space was unavailable in 2021. ED Murphy explained that the cost of the room booking at the Cade Museum also included all the technology needed to continue to use electronic means for the Board Members and the public who were unable to attend for any reason, a Cade staff member to record the event for live streaming and to attend to the technology during the meeting. A second Cade staff member is also included in the cost; they would greet people at the door, direct them to the reception table, and field questions about the space and museum. ED Murphy explained that if another space was used, he would expect similar costs or would need to buy the equipment and hire the staff, which would be comparable, if not significantly more expensive.

**Motion made by Member Cornell, Seconded by Vice Chair Labarta to direct ED Murphy to contract with the Cade Museum on the proposed dates for meeting space.**

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

8. Resolution 2020-20 Board Member and Public Participation at Board and Committee Meetings

**Motion made by Member Cornell, Seconded by Member Certain to approve Resolution 2020-20: Board Member and Public Participation at Board and Committee Meetings.**

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

9. Resolution 2020-22 Creation of Advisory Committee

**Motion made by Member Cornell, Seconded by Vice Chair Labarta to approve Resolution 2020-22: Creation of Advisory Committees.**

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

## **General Public Comments**

## **Board Member Comments**

## **Next Meeting Date**

Regular Meeting - Monday, January 11, 2021 @ 4:00 PM  
Cade Museum for Creativity and Invention, 811 S Main St, Gainesville, FL 32601

## **Adjournment**

**Chair Pinkoson adjourned the meeting at 4:51 PM.**

## Attendee Report

Children's Trust of Alachua County - Board Meeting

Start Time: 12/07/2020 4:16:00 PM - Finish Time: 12/07/2020 4:51:03 PM Host:

ChildrensTrust@childrenstrustofalachuacounty.us

Webinar ID – 860 6778 9437

Panelist Details - Attended

Lee Pinkoson	lpinkoson@aol.com
Susanne Wilson Bullard	bullards@circuit8.org
Karen Cole-Smith	karen.cole-smith@sfcollege.edu
Maggie Labarta	maggie.impact@gmail.com
Tina Certain	certain@gm.sbac.edu
Cheryl Twombly	cheryl.twombly@myflfamilies.com
Nancy Hardt	nhardt@gmail.com
Kenneth Cornell	kcornell@alachuacounty.us
Patricia Snyder	patriciasnyder@coe.ufl.edu
Colin Murphy	cmurphy@childrenstrustofalachuacounty.us

Attendee Details - Attended

Jennifer Rivers	jriver@childrenstrustofalachuacounty.us
Nicole Odom	nodom@childrenstrustofalachuacounty.us
Katie White	kwhite@elcalachua.org
Herman Knopf	hknopf@ufl.edu
Kathryn Williams	kate@girlsplace.net
Jamie Stormer	jamie_stormer@mbhci.org
Julie Moderie	jmoderie@wellflorida.org
Jasmyn Copeland	JasmynC@bbbstampabay.org
Stephanie Bailes	sbbailes@cademuseum.org
Merrie Lynn Parker	ml.chickp@verizon.net
Dorothy Thomas	dorothy.acee.thomas@gmail.com
Alan Paulin	alan_paulin@mbhci.org
Joyce Peppel	joycepeppel@gmail.com
Patty Carroll	patricia.carroll@pfsf.org
Sherry Kitchens	sherry@cagainesville.org
Shirley Bloodworth	sgblood@bellsouth.net
Thomas Harrington	harringtontj@cityofgainesville.org
Jacki Hodges	
Rachel Eubanks	
Joined by phone	13523347900
	13522565234
	13522714437

**File Attachments for Item:**

3. December 2020 Checks and Expenditures Report





**Item:**

December 2020 Checks and Expenditures Report

**Requested Action:**

The Trust is asked to receive the report.

**Background**

Resolution 2020-2 requires that “All checks for expenditures or contracts which have not been expressly approved by the Trust shall be reported to the Trust on a monthly basis. The report may be under the consent agenda subject to being removed for further discussion.”

**Attachments**

December 2020 Bank Activity Report

**Programmatic Impact:**

NA

**Fiscal Impact:**

NA

**Recommendation:**

Receive the Report

Children's Trust of Ala Cty LIVE  
**Bank Activity Report 1st Quarter Ending 12/31/20**  
 Reconciled & Un-Reconciled  
 From Date: 10/01/2020 - To Date: 12/31/2020

Item 3.

Bank	Bank Account					
Bank of America	ZBA Accounts Payable					
<b>Deposits:</b>						
Date	Type	Deposit Information	Description	Department	Amount	
No Transactions Exist						
<b>Checks:</b>						
Status	Check Number	Payment Date	Reconciled	Source	Payee Name	Amount
Reconciled	10126	10/09/2020	10/19/2020	Accounts Payable	ALACHUA COUNTY SHERIFF'S OFFICE	171.94
Reconciled	10127	10/09/2020	10/19/2020	Accounts Payable	CADE MUSEUM FOUNDATION, INC.	7,100.52
Reconciled	10128	10/09/2020	10/19/2020	Accounts Payable	CDS FAMILY & BEHAVIORAL HEALTH SERVICES, INC.	27,335.30
Reconciled	10129	10/09/2020	10/19/2020	Accounts Payable	CDW GOVERNMENT	10,723.14
Reconciled	10130	10/09/2020	11/12/2020	Accounts Payable	CHILDREN BEYOND OUR BORDERS, INC.	607.86
Reconciled	10131	10/09/2020	10/23/2020	Accounts Payable	FLORIDA INSTITUTE FOR WORKFORCE INNOVATION, INC.	5,506.86
Reconciled	10132	10/09/2020	10/16/2020	Accounts Payable	GAINESVILLE REGIONAL UTILITIES	816.19
Reconciled	10133	10/09/2020	10/22/2020	Accounts Payable	HEALTHY START OF NORTH CENTRAL FL	27,577.96
Reconciled	10134	10/09/2020	10/19/2020	Accounts Payable	Junior Achievement of Tampa Bay, Inc.	2,949.82
Reconciled	10135	10/09/2020	10/16/2020	Accounts Payable	NAMI GAINESVILLE, INC.	5,997.50
Reconciled	10136	10/09/2020	10/19/2020	Accounts Payable	OFFICE DEPOT	317.61
Reconciled	10137	10/09/2020	10/19/2020	Accounts Payable	OFFICE ENVIRONMENTS, INC.	40,610.89
Reconciled	10138	10/09/2020	10/21/2020	Accounts Payable	REAL ESTATE ACQUISITION FOR CHILDREN, LLC	2,505.00
Reconciled	10139	10/09/2020	10/19/2020	Accounts Payable	Shands Teaching Hospital and Clinics, Inc.	5,970.35
Reconciled	10140	10/09/2020	10/19/2020	Accounts Payable	University of Florida Board of Trustees	10,104.00
Reconciled	10141	10/16/2020	10/26/2020	Accounts Payable	Ameris Bank	3,423.10
Reconciled	10142	10/16/2020	10/21/2020	Accounts Payable	BIG BROTHERS BIG SISTERS OF TAMPA BAY, INC.	6,535.80
Reconciled	10143	10/16/2020	10/20/2020	Accounts Payable	CDS FAMILY & BEHAVIORAL HEALTH SERVICES, INC.	10,219.49
Reconciled	10144	10/16/2020	10/23/2020	Accounts Payable	CDW GOVERNMENT	1,304.00
Reconciled	10145	10/16/2020	10/22/2020	Accounts Payable	First Florida Insurance Brokers LLC	6,000.00
Reconciled	10146	10/16/2020	10/21/2020	Accounts Payable	MUNICODE	7,425.00
Reconciled	10147	10/16/2020	10/22/2020	Accounts Payable	PLANNED PARENTHOOD of S.FL & TREASURE COAST, INC.	2,449.26
Reconciled	10148	10/16/2020	10/26/2020	Accounts Payable	UNITED CHURCH OF GAINESVILLE	5,746.55

Children's Trust of Ala Cty LIVE  
**Bank Activity Report 1st Quarter Ending 12/31/20**

Item 3.

Reconciled & Un-Reconciled  
 From Date: 10/01/2020 - To Date: 12/31/2020

Bank	Bank Account							
	Reconciled	10149	10/23/2020	11/06/2020	Accounts Payable	EARLY LEARNING COALITION OF ALACHUA COUNTY, INC.	47,400.00	
	Reconciled	10150	10/23/2020	11/12/2020	Accounts Payable	Girls on the Run of Alachua County	860.28	
	Reconciled	10151	10/23/2020	11/04/2020	Accounts Payable	Junior Achievement of Tampa Bay, Inc.	5,074.46	
	Reconciled	10152	10/23/2020	11/06/2020	Accounts Payable	KIDS COUNT IN ALACHUA COUNTY, INC.	2,614.02	
	Reconciled	10153	10/23/2020	11/04/2020	Accounts Payable	NAMI GAINESVILLE, INC.	4,527.50	
	Reconciled	10154	10/23/2020	11/03/2020	Accounts Payable	NEW TECHNOLOGY MADE SIMPLE NOW, INC.	7,974.99	
	Reconciled	10155	10/23/2020	11/02/2020	Accounts Payable	OFFICE DEPOT	23.49	
	Reconciled	10156	10/23/2020	11/03/2020	Accounts Payable	Peaceful Paths Inc.	2,418.79	
	Reconciled	10157	10/23/2020	11/13/2020	Accounts Payable	RENAISSANCE JAX INC	1,599.96	
	Reconciled	10158	10/23/2020	11/03/2020	Accounts Payable	Ricoh USA, Inc.	4,258.00	
	Reconciled	10159	10/23/2020	11/04/2020	Accounts Payable	THE CHILDREN'S HEALTH IMAGINATION LEARNING & DEV	36,964.82	
	Reconciled	10160	10/23/2020	11/03/2020	Accounts Payable	UNITED WAY OF NORTH CENTRAL FL	1,369.90	
	Reconciled	10161	10/23/2020	10/30/2020	Accounts Payable	University of Florida Board of Trustees	1,631.25	
	Reconciled	10162	10/23/2020	11/24/2020	Accounts Payable	University of Florida Board of Trustees	1,946.00	
	Reconciled	10163	10/30/2020	11/09/2020	Accounts Payable	BANK OF AMERICA	174.81	
	Reconciled	10164	10/30/2020	11/20/2020	Accounts Payable	BLACK ON BLACK CRIME TASK FORCE OF GAINESVILLE	2,611.09	
	Reconciled	10165	10/30/2020	11/10/2020	Accounts Payable	City of Alachua	8,758.30	
	Reconciled	10166	10/30/2020	11/18/2020	Accounts Payable	CULTURAL ARTS COALITION INC.	6,000.00	
	Reconciled	10167	10/30/2020	11/18/2020	Accounts Payable	FLORIDA CHILDREN'S COUNCIL	12,000.00	
	Reconciled	10168	10/30/2020	11/18/2020	Accounts Payable	GAINESVILLE AREA COMMUNITY TENNIS ASSOCIATION	7,516.23	
	Reconciled	10169	10/30/2020	11/13/2020	Accounts Payable	HEALTHY START OF NORTH CENTRAL FL	45,214.41	
	Reconciled	10170	10/30/2020	11/09/2020	Accounts Payable	MERIDIAN BEHAVIORAL HEALTHCARE INC	21,855.51	
	Reconciled	10171	10/30/2020	11/06/2020	Accounts Payable	Shands Teaching Hospital and Clinics, Inc.	57,571.30	
	Reconciled	10172	10/30/2020	11/12/2020	Accounts Payable	THE GREENHOUSE CHURCH, INC.	4,722.84	
	Reconciled	10173	10/30/2020	11/06/2020	Accounts Payable	UNITED WAY OF NORTH CENTRAL FL	3,907.26	
	Reconciled	10174	10/30/2020	11/24/2020	Accounts Payable	University of Florida Board of Trustees	2,247.00	
	Reconciled	10175	10/30/2020	11/10/2020	Accounts Payable	VINEYARD CHRISTIAN FELLOWSHIP OF GAINESVILLE, INC	4,485.42	
	Reconciled	10176	11/13/2020	11/20/2020	Accounts Payable	ALACHUA COUNTY BOCC	1,802.07	
	Reconciled	10177	11/13/2020	11/23/2020	Accounts Payable	GAINESVILLE REGIONAL UTILITIES	156.99	
	Reconciled	10178	11/13/2020	11/23/2020	Accounts Payable	Health Equity Inc	250.00	

Children's Trust of Ala Cty LIVE  
**Bank Activity Report 1st Quarter Ending 12/31/20**

Item 3.

Reconciled & Un-Reconciled  
 From Date: 10/01/2020 - To Date: 12/31/2020

Bank	Bank Account						
.	Open	10179	11/13/2020		Accounts Payable	Neon Poet Creative LLC	300.00
	Reconciled	10180	11/13/2020	11/24/2020	Accounts Payable	Newmans Heating and Air Conditioning, Inc.	1,204.79
	Reconciled	10181	11/13/2020	11/23/2020	Accounts Payable	OFFICE DEPOT	234.31
	Reconciled	10182	11/17/2020	11/30/2020	Accounts Payable	Ameris Bank	1,478.17
	Reconciled	10183	11/17/2020	11/23/2020	Accounts Payable	Florida Retirement System	3,663.98
	Open	10184	11/25/2020		Accounts Payable	ALACHUA COUNTY SHERIFF'S OFFICE	1,738.34
	Open	10185	11/25/2020		Accounts Payable	BLACK ON BLACK CRIME TASK FORCE OF GAINESVILLE	4,752.22
	Open	10186	11/25/2020		Accounts Payable	CHILDREN BEYOND OUR BORDERS, INC.	337.01
	Open	10187	11/25/2020		Accounts Payable	GAINESVILLE REGIONAL UTILITIES	700.00
	Open	10188	11/25/2020		Accounts Payable	Health Equity Inc	75.00
	Open	10189	11/25/2020		Accounts Payable	KIDS COUNT IN ALACHUA COUNTY, INC.	664.00
	Open	10190	11/25/2020		Accounts Payable	NAMI GAINESVILLE, INC.	4,288.67
	Open	10191	11/25/2020		Accounts Payable	OFFICE DEPOT	211.98
	Open	10192	11/25/2020		Accounts Payable	OFFICE ENVIRONMENTS, INC.	16,903.57
	Open	10193	11/25/2020		Accounts Payable	PLANNED PARENTHOOD of S.FL & TREASURE COAST, INC.	2,025.02
	Open	10194	11/25/2020		Accounts Payable	REAL ESTATE ACQUISITION FOR CHILDREN, LLC	4,880.00
	Open	10195	11/25/2020		Accounts Payable	Shands Teaching Hospital and Clinics, Inc.	16,723.18
	Open	10196	11/25/2020		Accounts Payable	THE CHILDREN'S HEALTH IMAGINATION LEARNING & DEV	17,041.02
	Open	10197	11/25/2020		Accounts Payable	University of Florida Board of Trustees	1,000.00
	Open	10198	11/25/2020		Accounts Payable	VINEYARD CHRISTIAN FELLOWSHIP OF GAINESVILLE, INC	4,485.42
	Open	10199	12/04/2020		Accounts Payable	Allegra Gainesville	55.00
	Open	10200	12/04/2020		Accounts Payable	BANK OF AMERICA	151.27
	Open	10201	12/04/2020		Accounts Payable	CDS FAMILY & BEHAVIORAL HEALTH SERVICES, INC.	6,925.76
	Open	10202	12/04/2020		Accounts Payable	GAINESVILLE REGIONAL UTILITIES	136.92
	Open	10203	12/04/2020		Accounts Payable	Health Equity Inc	75.00
	Open	10204	12/04/2020		Accounts Payable	HEALTHY START OF NORTH CENTRAL FL	12,142.99
	Open	10205	12/04/2020		Accounts Payable	KIDS COUNT IN ALACHUA COUNTY, INC.	29,133.00
	Open	10206	12/04/2020		Accounts Payable	NEW TECHNOLOGY MADE SIMPLE NOW, INC.	1,993.99
	Open	10207	12/04/2020		Accounts Payable	OFFICE DEPOT	15.99

Children's Trust of Ala Cty LIVE  
**Bank Activity Report 1st Quarter Ending 12/31/20**

Item 3.

Reconciled & Un-Reconciled  
 From Date: 10/01/2020 - To Date: 12/31/2020

Bank	Bank Account					
.	Open	10208	12/04/2020	Accounts Payable	University of Florida Board of Trustees	438.00
	Open	10209	12/04/2020	Accounts Payable	University of Florida Board of Trustees	4,739.00
	Open	10210	12/11/2020	Accounts Payable	ALACHUA COUNTY SHERIFF'S OFFICE	3,037.91
	Open	10211	12/11/2020	Accounts Payable	Allegra Gainesville	55.00
	Open	10212	12/11/2020	Accounts Payable	Ameris Bank	1,614.35
	Open	10213	12/11/2020	Accounts Payable	CDW GOVERNMENT	545.00
	Open	10214	12/11/2020	Accounts Payable	CULTURAL ARTS COALITION INC.	2,900.94
	Open	10215	12/11/2020	Accounts Payable	KIDS COUNT IN ALACHUA COUNTY, INC.	2,342.52
	Open	10216	12/11/2020	Accounts Payable	NEW TECHNOLOGY MADE SIMPLE NOW, INC.	750.00
	Open	10217	12/11/2020	Accounts Payable	OFFICE DEPOT	8.30
	Open	10218	12/11/2020	Accounts Payable	University of Florida Board of Trustees	345.18
	Open	10219	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	1.80
	Open	10220	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	1.79
	Open	10221	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	7.16
	Open	10222	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	59.22
	Open	10223	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	4.12
	Open	10224	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	3.10
	Open	10225	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	2,225.74
	Open	10226	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	2,225.74
	Open	10227	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	210,049.75
	Open	10228	12/18/2020	Accounts Payable	CDW GOVERNMENT	1,999.00
	Open	10229	12/18/2020	Accounts Payable	CHILDREN BEYOND OUR BORDERS, INC.	112.44
	Open	10230	12/18/2020	Accounts Payable	City of Alachua	42,115.16
	Open	10231	12/18/2020	Accounts Payable	GAINESVILLE REGIONAL UTILITIES	51.58
	Open	10232	12/18/2020	Accounts Payable	GAINESVILLE REGIONAL UTILITIES	700.00
	Open	10233	12/18/2020	Accounts Payable	OFFICE DEPOT	2,044.68
	Open	10234	12/18/2020	Accounts Payable	PLANNED PARENTHOOD of S.FL & TREASURE COAST, INC.	2,055.18
	Open	10235	12/18/2020	Accounts Payable	University of Florida Board of Trustees	410.63
	Open	10236	12/23/2020	Accounts Payable	FLORIDA INSTITUTE FOR WORKFORCE INNOVATION, INC.	14,502.52
	Open	10237	12/23/2020	Accounts Payable	HEALTHY START OF NORTH CENTRAL FL	15,099.60
	Open	10238	12/23/2020	Accounts Payable	KIDS COUNT IN ALACHUA COUNTY, INC.	3,418.57
	Open	10239	12/23/2020	Accounts Payable	NAMI GAINESVILLE, INC.	3,398.50
	Open	10240	12/23/2020	Accounts Payable	Partnership for Strong Families	14,222.27
	Open	10241	12/23/2020	Accounts Payable	THE CHILDREN'S HEALTH IMAGINATION LEARNING & DEV	14,516.33

Children's Trust of Ala Cty LIVE  
**Bank Activity Report 1st Quarter Ending 12/31/20**

Item 3.

Reconciled & Un-Reconciled  
 From Date: 10/01/2020 - To Date: 12/31/2020

Bank	Bank Account					
.	Open	10242	12/31/2020	Accounts Payable	Ameris Bank	3,117.95
	Open	10243	12/31/2020	Accounts Payable	BANK OF AMERICA	161.80
	Open	10244	12/31/2020	Accounts Payable	CDW GOVERNMENT	520.64
	Open	10245	12/31/2020	Accounts Payable	CULTURAL ARTS COALITION INC.	2,465.45
	Open	10246	12/31/2020	Accounts Payable	Health Equity Inc	75.00
	Open	10247	12/31/2020	Accounts Payable	KIDS COUNT IN ALACHUA COUNTY, INC.	3,708.78
	Open	10248	12/31/2020	Accounts Payable	Nelson's Lark Buildings	7,556.00
	Open	10249	12/31/2020	Accounts Payable	OFFICE DEPOT	120.95
	Open	10250	12/31/2020	Accounts Payable	REAL ESTATE ACQUISITION FOR CHILDREN, LLC	2,375.00
	Open	10251	12/31/2020	Accounts Payable	University of Florida Board of Trustees	3,213.00
	Open	10252	12/31/2020	Accounts Payable	VINEYARD CHRISTIAN FELLOWSHIP OF GAINESVILLE, INC	4,485.42
						\$996,472.50

EFTs: Status	EFT Number	Payment Date	Reconciled	Source	Payee Name	Amount
.						
Open	1	10/16/2020		Accounts Payable	AlphaStaff Inc.	7,442.11
Voided	9	10/16/2020	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	1.80
Voided	10	10/16/2020	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	1.79
Voided	11	10/16/2020	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	7.16
Voided	12	10/16/2020	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	59.22
Voided	13	10/16/2020	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	4.12
Voided	14	10/16/2020	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	3.10
Open	4	10/20/2020		Accounts Payable	ICMA	630.83
Open	2	10/30/2020		Accounts Payable	AlphaStaff Inc.	11,152.24
Open	5	11/02/2020		Accounts Payable	ICMA	674.85
Open	3	11/13/2020		Accounts Payable	AlphaStaff Inc.	14,063.63
Voided	17	11/13/2020	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	2,225.74
Open	6	11/16/2020		Accounts Payable	ICMA	687.72
Open	8	11/27/2020		Accounts Payable	AlphaStaff Inc.	13,375.33
Open	16	11/27/2020		Accounts Payable	Florida Retirement System	5,193.24
Voided	15	11/27/2020	12/18/2020	Accounts Payable	ALACHUA COUNTY BOCC	2,225.74
Open	7	12/01/2020		Accounts Payable	ICMA	675.31
Open	19	12/10/2020		Accounts Payable	Health Equity Inc	153.69
Open	18	12/11/2020		Accounts Payable	ICMA	674.85
Open	20	12/11/2020		Accounts Payable	AlphaStaff Inc.	17,118.80
Open	21	12/23/2020		Accounts Payable	ICMA	674.85
						\$77,046.12

Children's Trust of Ala Cty LIVE  
**Bank Activity Report 1st Quarter Ending 12/31/20**

Item 3.

Reconciled & Un-Reconciled  
From Date: 10/01/2020 - To Date: 12/31/2020

Bank	Bank Account				
<b>Returned Checks:</b>					
Date	Payer	Check Number	Amount		
No Transactions Exist					
<b>Wire Transfers:</b>					
Type	Date	Vendor	Description	Internal Account	Amount
No Transactions Exist					
<b>Adjustments:</b>					
Type	Date	Description	Amount		
No Transactions Exist					

**File Attachments for Item:**

4. January 2021 Checks and Expenditures Report





**Item:**

January 2021 Checks and Expenditures Report

**Requested Action:**

The Trust is asked to receive the report.

**Background**

Resolution 2020-2 requires that “All checks for expenditures or contracts which have not been expressly approved by the Trust shall be reported to the Trust on a monthly basis. The report may be under the consent agenda subject to being removed for further discussion.”

**Attachments**

January Bank Activity Report

**Programmatic Impact:**

NA

**Fiscal Impact:**

NA

**Recommendation:**

Receive the Report

Children's Trust of Ala Cty LIVE  
**Bank Account Activity Report**  
 Reconciled & Un-Reconciled  
 From Date: 01/01/2021 - To Date: 01/31/2021

Item 4.

Bank	Bank Account					
Bank of America	ZBA Accounts Payable					
<b>Deposits:</b>						
Date	Type	Deposit Information	Description	Department	Amount	
No Transactions Exist						
<b>Checks:</b>						
Status	Check Number	Payment Date	Reconciled	Source	Payee Name	Amount
Open	10253	01/08/2021		Accounts Payable	ALACHUA COUNTY BOCC	2,289.47
Open	10254	01/08/2021		Accounts Payable	CDS FAMILY & BEHAVIORAL HEALTH SERVICES, INC.	6,745.27
Open	10255	01/08/2021		Accounts Payable	OFFICE DEPOT	108.58
Open	10256	01/08/2021		Accounts Payable	REAL ESTATE ACQUISITION FOR CHILDREN, LLC	780.00
Open	10257	01/08/2021		Accounts Payable	The Mercer Group	225.00
Open	10258	01/08/2021		Accounts Payable	University of Florida Board of Trustees	26,015.00
Open	10259	01/08/2021		Accounts Payable	VINEYARD CHRISTIAN FELLOWSHIP OF GAINESVILLE, INC	4,485.42
Open	10260	01/19/2021		Accounts Payable	ALACHUA COUNTY BOCC	17,107.69
Open	10261	01/19/2021		Accounts Payable	ALACHUA COUNTY SHERIFF'S OFFICE	4,398.63
Open	10262	01/19/2021		Accounts Payable	KIDS COUNT IN ALACHUA COUNTY, INC.	2,344.82
Open	10263	01/19/2021		Accounts Payable	MERIDIAN BEHAVIORAL HEALTHCARE INC	38,312.81
Open	10264	01/19/2021		Accounts Payable	NEW TECHNOLOGY MADE SIMPLE NOW, INC.	680.00
Open	10265	01/19/2021		Accounts Payable	PLANNED PARENTHOOD OF S.FL & TREASURE COAST, INC.	2,055.17
Open	10266	01/19/2021		Accounts Payable	University of Florida Board of Trustees	233.34
Open	10267	01/19/2021		Accounts Payable	University of Florida Board of Trustees	4,172.00
Open	10268	01/22/2021		Accounts Payable	ALACHUA COUNTY BOCC	7,676.74
Open	10269	01/22/2021		Accounts Payable	City of Alachua	5,401.53
Open	10270	01/22/2021		Accounts Payable	FLORIDA INSTITUTE FOR WORKFORCE INNOVATION, INC.	10,383.37
Open	10271	01/22/2021		Accounts Payable	GAINESVILLE REGIONAL UTILITIES	142.31
Open	10272	01/22/2021		Accounts Payable	GAINESVILLE REGIONAL UTILITIES	700.00
Open	10273	01/22/2021		Accounts Payable	NAMI GAINESVILLE, INC.	1,910.00
Open	10274	01/22/2021		Accounts Payable	OFFICE DEPOT	23.99
Open	10275	01/22/2021		Accounts Payable	REAL ESTATE ACQUISITION FOR CHILDREN, LLC	2,375.00
Open	10276	01/22/2021		Accounts Payable	THE CHILDREN'S HEALTH	15,750.24

Children's Trust of Ala Cty LIVE  
**Bank Account Activity Report**

Item 4.

Reconciled & Un-Reconciled  
 From Date: 01/01/2021 - To Date: 01/31/2021

Bank	Bank Account					
.	Open	10277	01/29/2021	Accounts Payable	IMAGINATION LEARNING & DEV	
	Open	10278	01/29/2021	Accounts Payable	ALACHUA COUNTY BOCC	2,289.52
	Open	10279	01/29/2021	Accounts Payable	Allegra Gainesville	55.00
	Open	10280	01/29/2021	Accounts Payable	BANK OF AMERICA	161.05
	Open	10281	01/29/2021	Accounts Payable	BOYS & GIRLS CLUBS OF NE FL, INC	12,644.62
	Open	10282	01/29/2021	Accounts Payable	CULTURAL ARTS COALITION INC.	161.62
	Open	10283	01/29/2021	Accounts Payable	GrayRobinson PA	4,465.00
	Open	10284	01/29/2021	Accounts Payable	HEALTHY START OF NORTH CENTRAL FL	13,518.04
	Open			Accounts Payable	University of Florida Board of Trustees	1,600.00
						\$189,211.23

EFTs: Status	EFT Number	Payment Date	Reconciled	Source	Payee Name	Amount
.						
Open	26	01/05/2021		Accounts Payable	Health Equity Inc	248.00
Open	23	01/07/2021		Accounts Payable	ICMA	674.85
Open	25	01/08/2021		Accounts Payable	AlphaStaff Inc.	17,081.81
Open	29	01/17/2021		Accounts Payable	AlphaStaff Inc.	18,818.75
Open	27	01/22/2021		Accounts Payable	ICMA	822.93
Open	28	01/22/2021		Accounts Payable	Health Equity Inc	898.31
						\$38,544.65

Returned Checks: Date	Payer	Check Number	Amount
.			
No Transactions Exist			

Wire Transfers: Type	Date	Vendor	Description	Internal Account	Amount
.					
No Transactions Exist					

Adjustments: Type	Date	Description	Amount
.			
No Transactions Exist			

**File Attachments for Item:**

5. 1st Quarter FY21 Report to the Alachua County Board of County Commissioners



**Item:**

1st Quarter FY21 Report to the Alachua County Board of County Commissioners

**Requested Action:**

The Trust is asked to 1) approve the report, and 2) authorize the Chair to transmit the report to the Alachua County Board of County Commissioners.

**Background**

Pursuant to Florida Statute 125.901(3)(f) and Alachua County Board of County Commissioners Ordinance 26.04 (5)(f), the Children’s Trust of Alachua County is required to present to the Alachua County Board of County Commissioners a report that lists the expenditures, receipts, statement of funds on hand invested or deposited with a qualified public depository, and total administrative costs for the quarter annual period.

A summary for the 1<sup>st</sup> Quarter is as follows:

- 1) Expenditures: \$ 433,249.02
- 2) Receipts: \$5,535,326.32
- 3) Statement of Funds on Hand: \$5,102,077.30
- 4) Total Administrative Costs: \$ 203,605.72

**Attachments**

Transmittal Memo

**Programmatic Impact:**

NA

**Fiscal Impact:**

NA

**Recommendation:**

Staff recommends approval



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

**TO:** KEN CORNELL, CHAIR  
ALACHUA COUNTY BOARD OF COUNTY COMMISSIONERS  
**FROM:** LEE PINKOSON, CHAIR  
CHILDREN'S TRUST OF ALACHUA COUNTY  
**SUBJECT:** 1ST QUARTER FINANCIAL REPORT  
**DATE:** JANUARY 11, 2021

---

Pursuant to Florida Statute 125.901(3)(f) and Alachua County Board of County Commissioners Ordinance 26.04 (5)(f), the Children's Trust of Alachua County presents to the Alachua County Board of County Commissioners its FY 2020 (insert) Quarter Financial Reports for Period Ending (insert date).

The attached summary includes the total expenditures, receipts, statement of funds on hand, invested or deposited with a qualified public depository and total administrative costs for the quarter annual period.

A summary for the 1st Quarter is as follows:

- 1) Expenditures: \$ 433,249.02
- 2) Receipts: \$5,535,326.32
- 3) Statement of Funds on Hand: \$5,102,077.30
- 4) Total Administrative Costs: \$ 203,605.72

CC: Michele Lieberman, County Manager  
Alachua County Board of County Commissioners  
J.K. "Jess" Irby, Esq. Clerk of the Court & Comptroller  
Children's Trust of Alachua County Board  
Colin Murphy, Executive Director, Children's Trust of Alachua County

**File Attachments for Item:**

6. 1st Quarter Budget Review



**Item:**

1st Quarter Budget Review

**Requested Action:**

The Trust is asked to receive the 1<sup>st</sup> Quarter Budget Review

**Background**

Board Policy 3.50 requires that “the CTAC will perform quarterly reviews to determine if the budgetary plan is being followed and if budgetary expectations are being achieved. Any problems discovered in this process will be corrected at the appropriate level of budgetary control.”

**Attachments**

Budget Performance Report – 10/1/20-12/31/20

**Programmatic Impact:**

NA

**Fiscal Impact:**

NA

**Recommendation:**

Receive the Report





# Income Statement

Item 6.

## FY21 YTD 1st Quarter Ending December 31, 2020 Capital Project Fund 301

Account	Account Description	YTD Budget Amount	MTD Actual Amount	YTD Actual Amount	Budget Less YTD Actual	% of Budget	Prior Year YTD Total
<b>Governmental Funds</b>							
<b>301 - Capital Project Fund</b>							
<b>REVENUE</b>							
<b>Operating Transfer In</b>							
	Operating Transfer In Operating Transfer In	300,000.00	.00	.00	300,000.00	0	.00
		<u>\$300,000.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$300,000.00</u>	<u>0%</u>	<u>\$0.00</u>
	REVENUE TOTALS	\$300,000.00	\$0.00	\$0.00	\$300,000.00	0%	\$0.00
<b>EXPENSE</b>							
<b>Operating Supplies</b>							
	Operating Supplies Operating Supplies	50,000.00	.00	.00	50,000.00	0	.00
		<u>\$50,000.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$50,000.00</u>	<u>0%</u>	<u>\$0.00</u>
<b>Other Non Operating</b>							
	Other Non Operating Other Uses Appropriated	250,000.00	.00	.00	250,000.00	0	.00
	<b>Other Non Operating</b> Totals	<u>\$250,000.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$250,000.00</u>	<u>0%</u>	<u>\$0.00</u>
	EXPENSE TOTALS	\$300,000.00	\$0.00	\$0.00	\$300,000.00	0%	\$0.00
<b>Capital Project Fund Totals</b>							
	REVENUE TOTALS	300,000.00	.00	.00	300,000.00	0%	.00
	EXPENSE TOTALS	300,000.00	.00	.00	300,000.00	0%	.00
	<b>Capital Project Fund Net Gain (Loss)</b>	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
<b>Capital Project Funds Totals</b>							
	REVENUE TOTALS	300,000.00	.00	.00	300,000.00	0%	.00
	EXPENSE TOTALS	300,000.00	.00	.00	300,000.00	0%	.00
	<b>Capital Project Funds Net Gain (Loss)</b>	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
<b>Governmental Funds Totals</b>							
	REVENUE TOTALS	10,143,751.00	4,587,430.17	5,535,326.32	4,608,424.68	55%	4,680,214.93
	EXPENSE TOTALS	10,143,751.00	254,157.34	437,446.91	9,706,304.09	4%	103,408.67
	<b>Governmental Funds Net Gain (Loss)</b>	\$0.00	\$4,333,272.83	\$5,097,879.41	\$5,097,879.41	+++	\$4,576,806.26



# Income Statement

## FY21 YTD 1st Quarter Ending December 31, 2020

### Special Revenue Funds 101

Item 6.

Account	Account Description	YTD Budget Amount	MTD Actual Amount	YTD Actual Amount	Budget Less YTD Actual	% of Budget	Prior Year YTD Total
<b>Special Revenue Funds</b>							
<b>101 - Grants and Awards</b>							
<b>REVENUE</b>							
<b>Federal Grants</b>							
	Federal Grants Federal Grants	216,630.00	.00	.00	216,630.00	0	.00
		\$216,630.00	\$0.00	\$0.00	\$216,630.00	0%	\$0.00
<b>Interest And Other Earnings</b>							
	Interest And Other Earnings General Government Interest	.00	7.20	17.12	(17.12)	+++	.00
		\$0.00	\$7.20	\$17.12	(\$17.12)	+++	\$0.00
<b>Private Contributions and Donations</b>							
	Private Contributions and Donations Private Contr and	83,333.00	.00	.00	83,333.00	0	.00
		\$83,333.00	\$0.00	\$0.00	\$83,333.00	0%	\$0.00
<b>Operating Transfer In</b>							
	Operating Transfer In Operating Transfer In	38,667.00	.00	.00	38,667.00	0	.00
		\$38,667.00	\$0.00	\$0.00	\$38,667.00	0%	\$0.00
	<b>REVENUE TOTALS</b>	<b>\$338,630.00</b>	<b>\$7.20</b>	<b>\$17.12</b>	<b>\$338,612.88</b>	<b>0%</b>	<b>\$0.00</b>
<b>EXPENSE</b>							
<b>Regular Salaries</b>							
	Regular Salaries Regular Salaries & Wages	94,500.00	.00	.00	94,500.00	0	.00
		\$94,500.00	\$0.00	\$0.00	\$94,500.00	0%	\$0.00
<b>Professional Services</b>							
	Professional Services Professional Services	20,000.00	.00	.00	20,000.00	0	.00
		\$20,000.00	\$0.00	\$0.00	\$20,000.00	0%	\$0.00
<b>Travel and Per Diem</b>							
	Travel and Per Diem Travel & Per Diem	5,000.00	.00	.00	5,000.00	0	.00
		\$5,000.00	\$0.00	\$0.00	\$5,000.00	0%	\$0.00
<b>Communications Services</b>							
	Communications Services Communication Services	1,500.00	.00	.00	1,500.00	0	.00
		\$1,500.00	\$0.00	\$0.00	\$1,500.00	0%	\$0.00
<b>Office Supplies</b>							
	Office Supplies Office Supplies	1,000.00	.00	.00	1,000.00	0	.00
		\$1,000.00	\$0.00	\$0.00	\$1,000.00	0%	\$0.00
<b>Aid to Private Organizations</b>							



## Income Statement

Item 6.

### FY21 YTD 1st Quarter Ending December 31, 2020 Special Revenue Funds 101

Account	Account Description	YTD Budget Amount	MTD Actual Amount	YTD Actual Amount	Budget Less YTD Actual	% of Budget	Prior Year YTD Total
	Aid to Private Organizations Aid to Private Organizations	171,561.00	338.44	338.44	171,222.56	0	.00
	Aid to Private Organizations Kids Count in Ala Cnty #11828	45,069.00	3,708.78	19,561.78	25,507.22	43	.00
		<u>\$216,630.00</u>	<u>\$4,047.22</u>	<u>\$19,900.22</u>	<u>\$196,729.78</u>	9%	<u>\$0.00</u>
	EXPENSE TOTALS	\$338,630.00	\$4,047.22	\$19,900.22	\$318,729.78	6%	\$0.00
	<b>Grants and Awards</b> Totals						
	REVENUE TOTALS	338,630.00	7.20	17.12	338,612.88	0%	.00
	EXPENSE TOTALS	338,630.00	4,047.22	19,900.22	318,729.78	6%	.00
	<b>Grants and Awards</b> Net Gain (Loss)	\$0.00	(\$4,040.02)	(\$19,883.10)	(\$19,883.10)	+++	\$0.00



# Income Statement

Item 6.

## FY21 YTD 1st Quarter Ending December 31, 2020 General Fund 001

Account	Account Description	YTD Budget Amount	MTD Actual Amount	YTD Actual Amount	Budget Less YTD Actual	% of Budget	Prior Year YTD Total
<b>Fund 001 - General Fund</b>							
<b>REVENUE</b>							
<b>Ad Valorem Taxes</b>							
	Ad Valorem Taxes Current Real & Personal Property	7,742,236.00	4,585,638.41	5,532,029.10	2,210,206.90	71	4,680,214.93
	Ad Valorem Taxes Delinquent Taxes	.00	837.01	984.25	(984.25)	+++	.00
		<u>\$7,742,236.00</u>	<u>\$4,586,475.42</u>	<u>\$5,533,013.35</u>	<u>\$2,209,222.65</u>	<u>71%</u>	<u>\$4,680,214.93</u>
<b>Federal Grants</b>							
	Federal Grants Federal Grants	8,000.00	.00	.00	8,000.00	0	.00
		<u>\$8,000.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$8,000.00</u>	<u>0%</u>	<u>\$0.00</u>
<b>Interest And Other Earnings</b>							
	Interest And Other Earnings Interest and Other Earnings	16,500.00	.00	.00	16,500.00	0	.00
	Interest And Other Earnings General Government Interest	.00	947.55	2,295.85	(2,295.85)	+++	.00
		<u>\$16,500.00</u>	<u>\$947.55</u>	<u>\$2,295.85</u>	<u>\$14,204.15</u>	<u>14%</u>	<u>\$0.00</u>
<b>Non-Operating Sources</b>							
	Non-Operating Sources Beginning Fund Balance	4,500,000.00	.00	.00	4,500,000.00	0	.00
	Non-Operating Sources Ending Fund Balance	(2,761,615.00)	.00	.00	(2,761,615.00)	0	.00
		<u>\$1,738,385.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$1,738,385.00</u>	<u>0%</u>	<u>\$0.00</u>
	<b>REVENUE TOTALS</b>	<b>\$9,505,121.00</b>	<b>\$4,587,422.97</b>	<b>\$5,535,309.20</b>	<b>\$3,969,811.80</b>	<b>58%</b>	<b>\$4,680,214.93</b>
<b>EXPENSE</b>							
<b>Executive Salaries</b>							
	Executive Salaries Executive Salaries and Wages	148,500.00	4,230.79	19,884.67	128,615.33	13	.00
		<u>\$148,500.00</u>	<u>\$4,230.79</u>	<u>\$19,884.67</u>	<u>\$128,615.33</u>	<u>13%</u>	<u>\$0.00</u>
<b>Regular Salaries</b>							
	Regular Salaries Regular Salaries & Wages	815,332.00	12,856.51	43,457.56	771,874.44	5	.00
		<u>\$815,332.00</u>	<u>\$12,856.51</u>	<u>\$43,457.56</u>	<u>\$771,874.44</u>	<u>5%</u>	<u>\$0.00</u>
<b>Overtime</b>							
	Overtime Overtime	.00	36.06	367.02	(367.02)	+++	.00
		<u>\$0.00</u>	<u>\$36.06</u>	<u>\$367.02</u>	<u>(\$367.02)</u>	<u>+++</u>	<u>\$0.00</u>
<b>FICA</b>							
	FICA FICA Taxes	.00	1,288.66	4,755.30	(4,755.30)	+++	.00
		<u>\$0.00</u>	<u>\$1,288.66</u>	<u>\$4,755.30</u>	<u>(\$4,755.30)</u>	<u>+++</u>	<u>\$0.00</u>
<b>Retirement</b>							
	Retirement Retirement Contributions	.00	4,963.54	12,410.56	(12,410.56)	+++	.00
		<u>\$0.00</u>	<u>\$4,963.54</u>	<u>\$12,410.56</u>	<u>(\$12,410.56)</u>	<u>+++</u>	<u>\$0.00</u>
<b>Life And Health Insurance</b>							
	Life And Health Insurance Health Insurance	.00	3,358.52	8,111.13	(8,111.13)	+++	.00

Account	Account Description	YTD	MTD	YTD	Budget Less	% of	Prior Year	Item 6.
		Budget Amount	Actual Amount	Actual Amount	YTD Actual	Budget	YTD Total	
	Life And Health Insurance Dental Insurance	.00	95.84	191.68	(191.68)	+++	.00	
	Life And Health Insurance Life Insurance	.00	27.00	58.50	(58.50)	+++	.00	
		\$0.00	\$3,481.36	\$8,361.31	(\$8,361.31)	+++	\$0.00	
<b>Workers Compensation</b>								
	Workers Compensation Workers Comp	.00	35.51	129.61	(129.61)	+++	.00	
		\$0.00	\$35.51	\$129.61	(\$129.61)	+++	\$0.00	
<b>Unemployment Compensation</b>								
	Unemployment Compensation Unemployment Compensation	.00	52.51	231.98	(231.98)	+++	.00	
		\$0.00	\$52.51	\$231.98	(\$231.98)	+++	\$0.00	
<b>Professional Services</b>								
	Professional Services Professional Services	231,000.00	301.00	2,138.81	228,861.19	1	.00	
	Professional Services Property Appr / Tax Collector	.00	91,749.84	110,910.24	(110,910.24)	+++	93,854.37	
		\$231,000.00	\$92,050.84	\$113,049.05	\$117,950.95	49%	\$93,854.37	
<b>Accounting and Auditing</b>								
	Accounting and Auditing Independent Audit	10,000.00	.00	.00	10,000.00	0	.00	
		\$10,000.00	\$0.00	\$0.00	\$10,000.00	0%	\$0.00	
<b>Other Services</b>								
	Other Services Other Contractual Services	2,600.00	.00	430.00	2,170.00	17	.00	
		\$2,600.00	\$0.00	\$430.00	\$2,170.00	17%	\$0.00	
<b>Travel and Per Diem</b>								
	Travel and Per Diem Travel & Per Diem	5,000.00	300.00	799.00	4,201.00	16	.00	
		\$5,000.00	\$300.00	\$799.00	\$4,201.00	16%	\$0.00	
<b>Communications Services</b>								
	Communications Services Communication Services	18,720.00	.00	.00	18,720.00	0	.00	
		\$18,720.00	\$0.00	\$0.00	\$18,720.00	0%	\$0.00	
<b>Utility Services</b>								
	Utility Services Utility Services	3,600.00	957.58	1,951.49	1,648.51	54	.00	
		\$3,600.00	\$957.58	\$1,951.49	\$1,648.51	54%	\$0.00	
<b>Rental and Leases</b>								
	Rental and Leases Rental and Leases	32,000.00	2,375.00	9,500.00	22,500.00	30	.00	
		\$32,000.00	\$2,375.00	\$9,500.00	\$22,500.00	30%	\$0.00	
<b>Insurance</b>								
	Insurance Insurance	10,000.00	.00	6,000.00	4,000.00	60	.00	
		\$10,000.00	\$0.00	\$6,000.00	\$4,000.00	60%	\$0.00	
<b>Repairs and Maintenance Services</b>								
	Repairs and Maintenance Services Repairs and Maintenance	2,000.00	.00	1,204.79	795.21	60	.00	
		\$2,000.00	\$0.00	\$1,204.79	\$795.21	60%	\$0.00	
<b>Printing and Binding</b>								
	Printing and Binding Printing and Binding	.00	55.00	55.00	(55.00)	+++	.00	
		\$0.00	\$55.00	\$55.00	(\$55.00)	+++	\$0.00	
<b>Promotional Activities</b>								
	Promotional Activities Promotional Activities	.00	156.90	248.26	(248.26)	+++	245.30	
		\$0.00	\$156.90	\$248.26	(\$248.26)	+++	\$245.30	
<b>Other Current Charges and Obligations</b>								
	Other Current Charges and Obligations Other Current Chgs &	285,175.00	161.80	313.07	284,861.93	0	.00	

Account	Account Description	YTD	MTD	YTD	Budget Less	% of	Prior Year	Item 6.
		Budget Amount	Actual Amount	Actual Amount	YTD Actual	Budget	YTD Total	
		\$285,175.00	\$161.80	\$313.07	\$284,861.93	0%		\$0.00
	<b>Office Supplies</b>							
	Office Supplies Office Supplies	10,000.00	3,772.71	4,008.98	5,991.02	40		.00
		\$10,000.00	\$3,772.71	\$4,008.98	\$5,991.02	40%		\$0.00
	<b>Operating Supplies</b>							
	Operating Supplies Operating Supplies	49,750.00	5,324.52	6,801.64	42,948.36	14		.00
		\$49,750.00	\$5,324.52	\$6,801.64	\$42,948.36	14%		\$0.00
	<b>Books Publications Subscriptions and Memberships</b>							
	Books Publications Subscriptions and Memberships Books	15,000.00	164.00	12,164.00	2,836.00	81		.00
	Books Publications Subscriptions and Memberships	.00	.00	.00	.00	+++		9,309.00
		\$15,000.00	\$164.00	\$12,164.00	\$2,836.00	81%		\$9,309.00
	<b>Aid to Private Organizations</b>							
	Aid to Private Organizations Aid to Private Organizations	4,869,842.91	.00	.00	4,869,842.91	0		.00
	Aid to Private Organizations Healthy Start of North Centrl FL	400,000.00	27,242.59	27,242.59	372,757.41	7		.00
	Aid to Private Organizations The Child Center	439,228.00	14,516.33	31,557.35	407,670.65	7		.00
	Aid to Private Organizations Meridian Behavioral Healthcare	193,180.02	.00	.00	193,180.02	0		.00
	Aid to Private Organizations Alachua County Sheriff's Office	65,517.68	3,037.91	4,776.25	60,741.43	7		.00
	Aid to Private Organizations BOOST Project Alliance	30,782.84	.00	.00	30,782.84	0		.00
	Aid to Private Organizations Cade Museum Foundation	22,909.18	.00	.00	22,909.18	0		.00
	Aid to Private Organizations CDS Family-Behavioral Health Svc	27,769.71	.00	6,925.76	20,843.95	25		.00
	Aid to Private Organizations Children Beyond our Borders	11,251.41	112.44	449.45	10,801.96	4		.00
	Aid to Private Organizations City of Alachua	111,721.33	14,117.50	14,117.50	97,603.83	13		.00
	Aid to Private Organizations City of Gainesville - GPD	49,452.50	.00	.00	49,452.50	0		.00
	Aid to Private Organizations Cultural Arts Coalition	16,043.50	2,465.45	5,366.39	10,677.11	33		.00
	Aid to Private Organizations Girls Place, Inc - ACHIEVE	22,402.50	.00	.00	22,402.50	0		.00
	Aid to Private Organizations FL Institute for Workforce Innov	84,461.18	14,502.52	14,502.52	69,958.66	17		.00
	Aid to Private Organizations Gainesville Police Department	8,450.00	.00	.00	8,450.00	0		.00
	Aid to Private Organizations Peacefull Paths, Inc	16,248.94	.00	.00	16,248.94	0		.00
	Aid to Private Organizations Girls on the Run-Alachua County	295.58	.00	.00	295.58	0		.00
	Aid to Private Organizations Manhood Youth Development	22,500.00	.00	.00	22,500.00	0		.00
	Aid to Private Organizations National Alliance Mental Illness	18,435.05	3,398.50	7,687.17	10,747.88	42		.00
	Aid to Private Organizations New Technology Made Simple Now	49,611.51	750.00	2,743.99	46,867.52	6		.00
	Aid to Private Organizations PALS THRIVE (UF Health Program)	576.17	.00	566.00	10.17	98		.00
	Aid to Private Organizations Renaissance JAX (Swampbots FTC)	26,752.04	.00	.00	26,752.04	0		.00
	Aid to Private Organizations River Phoenix Peacebuilding Ctr	19,500.00	.00	.00	19,500.00	0		.00
	Aid to Private Organizations Star Center Childrens Theatre	55,413.25	7,556.00	7,556.00	47,857.25	14		.00
	Aid to Private Organizations Together Gainesville	20,777.16	.00	.00	20,777.16	0		.00
	Aid to Private Organizations Boys & Girls Club Alachua County	36,000.00	.00	.00	36,000.00	0		.00
	Aid to Private Organizations United Way of Central Florida	5,811.60	.00	.00	5,811.60	0		.00
	Aid to Private Organizations University of Florida	20,824.00	.00	.00	20,824.00	0		.00
	Aid to Private Organizations UF Board/Trustees-FL Mus Nat His	.00	.00	.00	.00	+++		.00
	Aid to Private Organizations UF College of Dentistry	59,213.00	3,213.00	7,952.00	51,261.00	13		.00
	Aid to Private Organizations UF College of Nursing FPA	13,937.45	410.63	755.81	13,181.64	5		.00
	Aid to Private Organizations Vineyard Christian Fellowship	14,937.06	4,485.42	8,970.84	5,966.22	60		.00
	Aid to Private Organizations City of Gville - PRCA SummerCamp	19,302.00	.00	.00	19,302.00	0		.00

Account	Account Description	YTD Budget Amount	MTD Actual Amount	YTD Actual Amount	Budget Less YTD Actual	% of Budget	Prior Year YTD Total
	Aid to Private Organizations Florida Organic Growers	11,703.67	.00	.00	11,703.67	0	.00
	Aid to Private Organizations United Church Gville-Read to Win	42,122.50	.00	.00	42,122.50	0	.00
	Aid to Private Organizations Gville Tennis Assoc-FitLite Proj	28,266.00	.00	.00	28,266.00	0	.00
	Aid to Private Organizations Partnership for Strong Families	136,498.00	14,222.27	14,222.27	122,275.73	10	.00
	Aid to Private Organizations Equal Access Clinic Network	7,475.00	.00	1,438.00	6,037.00	19	.00
	Aid to Private Organizations Planned Parenthood SENFL	16,604.08	2,055.18	4,080.20	12,523.88	25	.00
	Aid to Private Organizations PACE Center for Girls, Inc	111,832.00	.00	.00	111,832.00	0	.00
	Aid to Private Organizations Kids Count in Alachua County Inc	21,628.27	5,761.09	5,761.09	15,867.18	27	.00
	Aid to Private Organizations Black on Black Crime Task Force	11,388.91	.00	4,752.22	6,636.69	42	.00
		<u>\$7,140,666.00</u>	<u>\$117,846.83</u>	<u>\$171,423.40</u>	<u>\$6,969,242.60</u>	<u>2%</u>	<u>\$0.00</u>
<b>Operating Transfers Out</b>							
	Operating Transfers Out Transfers Out SRF and Capital	338,667.00	.00	.00	338,667.00	0	.00
		<u>\$338,667.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$338,667.00</u>	<u>0%</u>	<u>\$0.00</u>
<b>Other Non Operating</b>							
	Other Non Operating Other Uses Appropriated Reserves	387,111.00	.00	.00	387,111.00	0	.00
	<b>Other Non Operating Totals</b>	<u>\$387,111.00</u>	<u>\$0.00</u>	<u>\$0.00</u>	<u>\$387,111.00</u>	<u>0%</u>	<u>\$0.00</u>
	<b>EXPENSE TOTALS</b>	<u>\$9,505,121.00</u>	<u>\$250,110.12</u>	<u>\$417,546.69</u>	<u>\$9,087,574.31</u>	<u>4%</u>	<u>\$103,408.67</u>
<b>General Fund Totals</b>							
	REVENUE TOTALS	9,505,121.00	4,587,422.97	5,535,309.20	3,969,811.80	58%	4,680,214.93
	EXPENSE TOTALS	9,505,121.00	250,110.12	417,546.69	9,087,574.31	4%	103,408.67
	<b>General Fund Net Gain (Loss)</b>	<u>\$0.00</u>	<u>\$4,337,312.85</u>	<u>\$5,117,762.51</u>	<u>\$5,117,762.51</u>	<u>+++</u>	<u>\$4,576,806.26</u>

**File Attachments for Item:**

7. Approval of Budget Amendment to Direct Community Service Contracts in Excess of 10%





**Item:**

Approval of Budget Amendment to Direct Community Service Contracts in Excess of 10%

**Requested Action:**

The Trust is asked to approve Budget Amendment Requests

**Background**

Resolution 2020-18, which amends section 6.70 "Contract Amendments" of the Procurement Policies, requires that the Board approve Budget Amendment Request for Direct Community Services contract that move funds between line items in excess of 10% of the contract amount.

**Attachments**

Request for Contact # 11572 – CDS Family & Behavioral Health Services, Inc.  
Request for Contact # 11554 – Cultural Arts Coalition, Inc.

**Programmatic Impact:**

N/A

**Fiscal Impact:**

N/A

**Recommendation:**

Staff recommends approval



December 1, 2020

Children's Trust of Alachua County  
Attn: Finance & Administration Manager  
PO Box 5669  
Gainesville, FL 32627

Re: Budget Revision and Amendment request

Dear Sir/Madam,

Please see the Budget Revision and Amendment request. We are requesting to move Operating funds to Personnel, where it's currently needed. As you are most likely aware from your own experiences, COVID has forced us to look at different ways to complete our mission. Expense items that were thought of as common place such as; in person training, office environment work/meetings, are now health and safety concerns. But we have adapted.

Staff perform their responsibilities on school grounds and they use school resources. They receive their training from their managers and supervisors and other available on-line sources. They do not travel to CDS offices for project-related work activity or meetings.

As such, the operating funds are not being used, though requested with sincere intent. It is hereby requested that the Budget Revision and Amendment request be granted so that we can continue to provide the services so desperately needed by our youth during this trying time.

Sincerely,

Diana Sanchez  
Comptroller  
CDS Family & Behavioral Health Services, Inc.  
1218 NW 6<sup>th</sup> Street  
Gainesville, FL 32601  
Tel (352) 244-0628 Ext. 3725  
FAX (352) 334-3817

Copy: Colin Murphy  
Nicole Odom

**MISSION**

"Strengthening  
Communities by Building  
Strong Families"

**YOUTH SHELTER**

*Short-term residential care  
for youth in crisis*

Interface Youth Program

Truancy Services

Safe Place

**COUNSELING**

*Services for troubled youth and  
their families*

Family Action

**PREVENTION**

*Educating the community,  
focusing on substance abuse,  
and reducing juvenile crime with  
a focus on high-risk youth*

Drug Free Community  
Coalition Partners

Independent Living

Evidenced-Based School  
Prevention Programs

Reichert House

SNAP  
Stop Now And Plan

Spotlight on Youth



**CDS Family & Behavioral Health Services, Inc.**

1218 NW 6<sup>th</sup> Street, Gainesville, FL 32601  
Tel: (352) 244-0628 • Fax (352) 334-3817  
[www.cdsfl.org](http://www.cdsfl.org)



Major support from: State of Florida, Department of Juvenile Justice; Florida Network of Youth & Family Services, Inc.; State of Florida, Department of Children & Families; LSF Health Systems; Partnership for Strong Families; U.S. Department of Health & Human Services; United Way of North Central Florida; United Way of Suwannee Valley; Individual Contributions



**BUDGET REVISION AND AMENDMENT REQUEST FORM (<10%)**

A Budget Amendment Request Form must be submitted for CTAC approval. Please answer the questions below to support your request.

Organization Name:	CDS Family & Behavioral Health Services, In	Preparer's Email	<a href="mailto:diana_sanchez@cdfsfl.org">diana_sanchez@cdfsfl.org</a>
Project Title:	Investing In Alachua's Rural Youth		
Request for Award ID:	RFA-937	Preparer's Phone:	(352) 244-0628 Ext. 3725
Agreement Number:	11572		
Budget Contact Name & Phone:	Diana Sanchez	Revision # (1, 2, 3)	1
Request Date:	12/04/20	Amendment # (1, 2, 3)	

Please answer the following qualifying questions (IF REQUESTING AMENDMENT TO ORIGINAL AWARD AMOUNT)

- 1 Is there a change in the scope or the objective of the project?
- 2 Is there a change in key personnel specific to the award amount?
- 3 Does this budget amendment or the cumulative sum of amendments increase the budget more than 10% of award amount?



Select Yes/No
No
No
No

If your answer is "Yes" to at least one of the above questions, STOP & CONTACT CTAC TO DISCUSS YOUR REQUEST.

PROJECT BUDGET	Approved Budget	Expensed Y-T-D	REASE/DECREASE AMO	NEW LINE AMOUNT
<b>Personnel Expenses</b>				
<b>Salaries &amp; Wages</b>				
<i>(List position and indicate FT or PT)</i>				
Coordinator FT	4,945.00	4,319.04	1,250.00	6,195.00
Lead Program Facilitator FT	3,750.00	3,279.01	956.61	4,706.61
Program Facilitator FT	17,453.72	14,824.96	5,445.00	22,898.72
Program Facilitator FT	17,548.71	12,061.56	3,980.00	21,528.71
	-	-	-	-
	-	-	-	-
<b>Total Salaries &amp; Wages</b>	<b>\$ 43,697.43</b>	<b>\$ 34,484.57</b>	<b>\$ 11,631.61</b>	<b>\$ 55,329.04</b>

<b>Total Personnel Expenses (Amendment)</b>	<b>\$ 43,697.43</b>	<b>\$ 34,484.57</b>	<b>\$ 11,631.61</b>	<b>\$ 55,329.04</b>
---	---------------------	---------------------	---------------------	---------------------

Operating Expenses (Non-Personnel)	Approved Budget	Expensed YTD	Increase/Decrease Amount	New Line Amount
Supplies	4,271.00	-	(4,271.00)	-
Travel	1,512.00	-	(1,512.00)	-
Equipment	2,400.00	1,960.28	(439.72)	1,960.28
Training	5,003.89	-	(5,003.89)	-
Insurance	225.00	-	(225.00)	-
Professional Services	-	-	-	-
Contractual Services	-	-	-	-
Printing & Copying	180.00	-	(180.00)	-
Postage & Delivery	-	-	-	-
Communications (Telephone / Fax / Internet)	-	-	-	-
<b>Other Operating Expenses (List Below):</b>				
Agency Administrative Overhead	8,035.68	8,035.68	-	8,035.68
	-	-	-	-
<b>Capital</b>	-	-	-	-
	-	-	-	-
	-	-	-	-
<b>Total Operating Expenses</b>	<b>\$ 21,627.57</b>	<b>\$ 9,995.96</b>	<b>\$ (11,631.61)</b>	<b>\$ 9,995.96</b>

<b>TOTAL EXPENSES (Personnel + Operating)</b>	<b>\$ 65,325.00</b>	<b>\$ 44,480.53</b>	<b>\$ -</b>	<b>\$ 65,325.00</b>
---	---------------------	---------------------	-------------	---------------------

TOTAL ORIGINAL BUDGET	\$ 65,325.00
NEW BUDGET TOTAL	\$ 65,325.00
	\$ -
INCREASE/DECREASE TOTAL	\$ 11,631.61
PERCENTAGE OF ORIGINAL BUDGET	18%

For Office Use Only

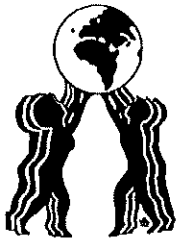
Request Approved: Yes/No (Dropdown Box)

Request Denied: Yes

Authorized Approver: Colin Murphy, Executive Director

Submit Amendment Request To: [invoice@childrenstrustofalachuacounty.us](mailto:invoice@childrenstrustofalachuacounty.us) (Email Preferred Method)  
 Children's Trust of Alachua County Or Mail to PO Box  
 Attn: Finance & Administration Manager  
 PO Box 5669  
 Gainesville, FL 32627

Vendor #



**CULTURAL ARTS COALITION INC**  
**321 NW 10<sup>TH</sup> ST**  
**GAINESVILLE FL 32601**  
**352-372-0216**

December 16, 2020

Dear Children's Trust of Alachua County,

We are still having to make changes to the Cultural Arts Coalition's Science Bus Program due to COVID concerns, structural program changes, and additional in-kind donations.

Specifically:

- Labor and material for all of the Science Bus improvements have donated to date, so we no longer need the Contractual Services during this grant cycle.
- Due to COVID, our service delivery area has contracted and we will no longer need the Travel Expense during this grant cycle.
- We will not be purchasing TShirts during this grant cycle.
- All necessary Background Checks have been provided by participating agencies.
- The person hired for the Science Bus Teacher position is actually a full-time Science Program Coordinator (Marvin Wilson) who manages the entire Science Bus program. This has increased our Personnel Expenses.

We are requesting the CTAC approve another Contract Revision as attached, allowing us to move funds allocated for Travel, Contractual Services, Background Checks, and Tshirts to increase the Salaries and Payroll Taxes Budget.

Thank you for your consideration of this request. If you have questions, please feel free to contact me.  
Roberta Gastmeyer, Treasurer  
352-494-9662

**2019-2020 Board of Directors**

**President Anthony Greene, PhD \* Vice President Chief Tony Jones \* Secretary LaKeshia P. Thomas, Esq. \* Treasurer Roberta Gastmeyer**  
**Agnes Leslie, UF African Studies \* Barbara McDade Gordon , UF Geography \* Barbara Jessie \* Mary Alford \* Dr. Michael V. Bowie**  
**Executive Director NKwanda Jah**



**BUDGET REVISION AND AMENDMENT REQUEST FORM (<10%)**

A Budget Amendment Request Form must be submitted for CTAC approval. Please answer the questions below to support your request.

Organization Name: Cultural Arts Coalition Inc Preparer's Email: rgastmeyer2@gmail.com  
 Project Title: Science Bus  
 Request for Award ID: RFA No. 20-937 Preparer's Phone: 352-494-9662  
 Agreement Number: 11554  
 Budget Contact Name & Phone: Roberta Gastmeyer 352-494-9662 Revision # (1, 2, 3) 2  
 Request Date: 08/10/20 Amendment # (1, 2, 3) \_\_\_\_\_

Please answer the following qualifying questions (IF REQUESTING AMENDMENT TO ORIGINAL AWARD AMOUNT)

- 1 Is there a change in the scope or the objective of the project?
- 2 Is there a change in key personnel specific to the award amount?
- 3 Does this budget amendment or the cumulative sum of amendments increase the budget more than 10% of award amount?

If your answer is "Yes" to at least one of the above questions, STOP & CONTACT CTAC TO DISCUSS YOUR REQUEST.



Attachment #	PROJECT BUDGET	Approved Budget	Expensed Y-T-D	INCREASE/DECREASE AMOUNT	NEW LINE TOTAL
	<b>Personnel Expenses</b>				
	<b>Salaries &amp; Wages (List position and indicate FT or PT)</b>				
	Science Program Coordinator	4,800.00	2,692.30	4,200.00	9,000.00
	Science bus driver	2,880.00	-	-	2,880.00
	Payroll Taxes	590.00	208.64	356.00	946.00
	Work Comp Ins	400.00	-	(400.00)	-
		-	-	-	-
	<b>Total Salaries &amp; Wages</b>	<b>\$ 8,670.00</b>	<b>\$ 2,900.94</b>	<b>\$ 4,156.00</b>	<b>\$ 12,826.00</b>
	<b>Total Personnel Expenses (Amendment)</b>				
		<b>\$ 8,670.00</b>	<b>\$ 2,900.94</b>	<b>\$ 4,156.00</b>	<b>\$ 12,826.00</b>
	<b>Operating Expenses (Non-Personnel)</b>				
	Supplies	718.00	-	-	718.00
	Travel	1,000.00	-	1,000.00	-
	Equipment	8,500.00	6,000.00	-	8,500.00
	Training	-	-	-	-
	Insurance	-	-	-	-
	Professional Services	-	-	-	-
	Contractual Services	2,000.00	-	2,000.00	-
	Printing & Copying	-	-	-	-
	Postage & Delivery	-	-	-	-
	Communications (Telephone / Fax / Internet)	-	-	-	-
	<b>Other Operating Expenses (List Below):</b>	-	-	-	-
	Background Checks	156.00	-	156.00	-
	Tshirts for participants	1,000.00	-	1,000.00	-
	<b>Capital</b>	-	-	-	-
		-	-	-	-
	<b>Total Operating Expenses</b>	<b>\$ 13,374.00</b>	<b>\$ 6,000.00</b>	<b>\$ 4,156.00</b>	<b>\$ 9,218.00</b>
	<b>TOTAL EXPENSES (Personnel + Operating)</b>	<b>\$ 22,044.00</b>	<b>\$ 8,900.94</b>	<b>\$ 4,156.00</b>	<b>\$ 22,044.00</b>
	<b>TOTAL ORIGINAL BUDGET</b>	<b>\$ 22,044.00</b>			
	<b>INCREASE AMOUNT</b>				
	<b>DECREASE AMOUNT</b>				
	<b>INCREASE/DECREASE TOTAL</b>	<b>\$ 4,156.00</b>			
	<b>PERCENTAGE OF ORIGINAL BUDGET</b>	<b>19%</b>			

*For Office Use Only* Yes/No (Dropdown Box)  
 Request Approved: \_\_\_\_\_  
 Request Denied: \_\_\_\_\_  
 Authorized Approver: Colin Murphy, Executive Director

Submit Amendment Request To: invoice@childrenstrustofalachuacounty.us (Email Preferred Method)  
 Children's Trust of Alachua County Or Mail to PO Box  
 Attn: Finance & Administration Manager  
 PO Box 5669  
 Gainesville, FL 32627

Vendor #

**File Attachments for Item:**

8. Letter to County Manager Requesting CARES Reimbursement



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

**Children's Trust of Alachua County** Item 8.  
802 NW 5th Ave, Suite 100  
P.O. Box 5669  
Gainesville, FL 32627  
(352) 374-1830

**BOARD MEMBERS**

Lee Pinkoson  
*Chair*

*Gubernatorial Appointee*

Dr. Maggie Labarta  
*Vice Chair*

*Gubernatorial Appointee*

Tina Certain  
*Treasurer*

*School Board Member*

Dr. Karen Cole-Smith  
*Gubernatorial Appointee*

Ken Cornell  
*County Commissioner*

Dr. Nancy Hardt  
*Gubernatorial Appointee*

Dr. Carlee Simon  
*Superintendent*  
*Alachua County Public Schools*

Dr. Patricia Snyder  
*Gubernatorial Appointee*

Cheryl Twombly  
*Community Development*  
*Administrator*  
*Department of Children and*  
*Families*

Hon. Susanne Wilson Bullard  
*Circuit Judge*

Colin Murphy  
*Executive Director*

January 22, 2021

Michele L. Lieberman  
County Manager  
12 SE 1st Street  
Gainesville, FL 32601

Dear Ms. Lieberman,

On behalf of the Children's Trust of Alachua County, I would like to respectfully request that in the discussions of how to reallocate any CARES money this year, that the Trust be given the opportunity to submit invoices for reimbursement from expenses incurred through December 30, 2020 per our original agreement with the Alachua County Board of County Commissioners.

Simply stated, we missed the deadline.

We apologize for the error and have taken steps to correct the problem going forward.

I want to compliment both your staff and the team at Carr, Riggs & Ingram for all their assistance through the CARES process.

Please feel free to contact me if there are further questions.

This letter will be ratified at the February 8, 2021 meeting of the Board of the Children's Trust of Alachua County.

Sincerely,

Colin Murphy

CC: Lee Pinkoson, Chair, Children's Trust of Alachua County  
Tommy Crosby, Assistant County Manager - Budget & Fiscal Services  
April Shuping, Carr, Riggs & Ingram, LLC  
Todd Hutchison, Chief Deputy Comptroller/Finance Director, Alachua  
County Clerk of the Court

**File Attachments for Item:**

9. Evaluation Process of the Executive Director for FY 19-20





**Item:**

Evaluation Process of the Executive Director for FY 19-20

**Requested Action:**

The Board is asked to approve the process for the evaluation of the Executive Director

**Background**

At the December 7, 2020 Trust meeting, the Board asked the Executive Director to develop a process for evaluating the ED's performance per the terms of the ED's contract, which reads as follows:

“Section 11 Performance Evaluation: CTAC shall review and evaluate the performance of the Director at least once per year. At such time CTAC may increase base salary and/or other benefits of the Director in such amounts and to such an extent as it may determine that it is desirable to do so, in light of the performance by the Director.”

**Attachments**

Attachment A – Executive Director Evaluation Process  
ED Job Description  
ED Evaluation Form (will be delivered via Survey Monkey)

**Programmatic Impact:**

NA

**Fiscal Impact:**

NA

**Recommendation:**

Staff recommends approval

**Executive Director Process**

January 15 <sup>th</sup>	Executive Director self-evaluation sent to Board Members in narrative form
January 19 <sup>th</sup>	Evaluation sent to board members to be completed via Survey Monkey
January 22 <sup>th</sup>	Board member evaluations due (via Survey Monkey)
January 26 <sup>th</sup>	Evaluation scores and comments sent to the Board Chair by the Clerk of the Trust.  Clerk provides the ED copies of the scoring and comments
January 27 <sup>th</sup>	Executive Director and Board Chair discuss the results and recommendations for the February meeting
February 1 <sup>st</sup>	Executive Director evaluation and recommendations placed on the February agenda
February 2 <sup>nd</sup> – 5 <sup>th</sup>	Executive Director and Board Member one-on-one meetings to discuss results (as needed)
February 8 <sup>th</sup>	Executive Director evaluation and recommendation discussed and approved at the regular Trust board meeting.



**CHILDREN'S TRUST**  
**OF ALACHUA COUNTY**

## Annual Performance Evaluation - Colin Murphy

Please rate the Executive Director's performance out of five stars and provide comments in the boxes below.

\* 1. **Name**

\* 2. **Planning**

- Work with the Board to develop a Strategic Plan and update as appropriate.
- Direct the activities of the CTAC based on the strategic plan.
- Institute mechanisms to ensure community involvement in planning processes.
- Work with other local planning bodies to ensure coordination and consistency of efforts.

- Develop benchmarks to track progress toward strategic goals.

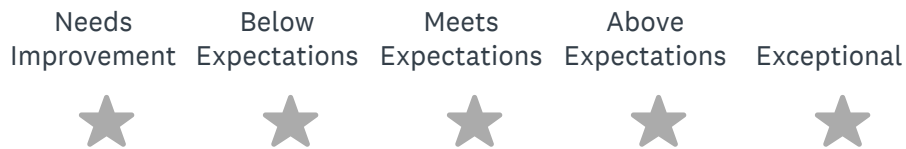


Comments

//

\* 3. **Financial and Program Management**

- Preparation, management and oversight of annual budget and funding recommendations for Board approval.
- Preparation and oversight of budget model forecast for planning purposes.
- Establishment of policies and procedures related to the evaluation of funding requests.
- Oversight of program and fiscal monitoring of funded programs.



Comments



\* 4. **Operation Management**

- Foster high levels of customer service to ensure effectiveness and further development of customer-centered service delivery.
- Establish work environment that fosters a productive work culture.
- Prioritize a dynamic workload.
- Develop and provide oversight to such organizational plans and procedures as necessary for effective operations.
- Manage and direct the activities of staff to ensure programs are properly executed and the CTAC's priority objectives are achieved.
- To lead and ensure the effective management of the Council in meeting the statutory functions relevant to CTAC.
- Participate and oversee emergency planning and responses to emergency situations when required to do so.
- Other administrative duties as required.

Needs Improvement	Below Expectations	Meets Expectations	Above Expectations	Exceptional
★	★	★	★	★

Comments



\* 5. **Community Relations and Advocacy.**

- Establishment and oversight of mechanisms to communicate the activities of the CTAC to the community.
- Develop and foster effective, and collaborative, external working relationship with community stakeholders within the community in order to address key strategic issues facing the community.
- Build and foster effective relations among a diverse array of individuals.
- Representation of the CTAC to the community.
- Representation of the CTAC at various local and state events addressing issues related to the interests and mission of the CTAC.
- Work with local legislative delegation and local elected officials to advance the interests of the children and families.
- Communicate the CTAC's positions to providers and the community.

Needs Improvement	Below Expectations	Meets Expectations	Above Expectations	Exceptional
★	★	★	★	★

Comments



\* 6. **Board Relations**

- Provide directional leadership and sound, imaginative advice to the Board on all matters relating to CTAC.
- Develops and maintains positive and open relationship and communication with the Board.
- Ensures the Board is kept informed of relevant policy issues and relevant operational issues.
- Preparation and oversight of agendas and supporting materials for Board meetings.
- Preparation and oversight of recommendations as requested by the Board.
- Assists the Chair in matters relating to Board member participation and meetings.

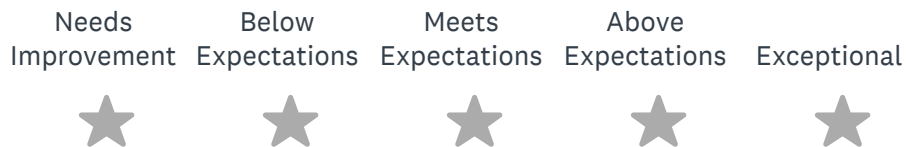


Comments



\* 7. **Strategic Leadership**

- Assists the Trust Board in defining the organization's vision, mission, strategic direction, and policies.
- Develops a comprehensive set of guiding principles and values that guides all considerations on how to achieve the Children's Trust of Alachua County's (CTAC) vision, mission and goals.
- In concert with and after consultations with appropriate providers, community partners, community representatives, managers, and staff, sets the direction and focus of activity.
- Oversees the development of a business plan for the CTAC that anticipates, assesses, and shapes responses to both short-term issues and long-term opportunities and challenges.



Comments



//

8. **Any other comments?**

Done

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**File Attachments for Item:**

10. Board Member Attendance YTD

Regular Meetings	1/11/2021	2/8/2021	3/8/2021	4/12/2021	5/10/2021	6/14/2021	7/12/2021	8/9/2021	9/13/2021	9/27/2021	10/11/2021	11/8/2021	12/13/2021
Pinkoson	x												
Labarta	absent												
Certain	x												
Cole-Smith	x												
Cornell	x												
Hardt	x												
Simon	x												
Snyder	x												
Twombly	absent												
Wilson Bullard	x												

Special Meetings	2/16/2021
Pinkoson	
Labarta	
Certain	
Cole-Smith	
Cornell	
Hardt	
Simon	
Snyder	
Twombly	
Wilson Bullard	

**File Attachments for Item:**

11. Evaluation Results of the Executive Director for FY 19-20

**Item:**

Evaluation Results of the Executive Director for FY 19-20

**Requested Action:**

The Board is asked to

1. Approve the results of the evaluation of the Executive Director
2. Approve any increase in base salary and/or other benefits of the Director in such amounts and to the extent as it may determine that is desirable to do so, in light of the performance by the Director

**Background**

At the December 7, 2020 Trust meeting, the Board asked the Executive Director to develop a process for evaluating the ED's performance per the terms of the ED's contract, which reads as follows:

"Section 11 Performance Evaluation: CTAC shall review and evaluate the performance of the Director at least once per year. At such time CTAC may increase base salary and/or other benefits of the Director in such amounts and to such an extent as it may determine that it is desirable to do so, in light of the performance by the Director."

Board members were solicited for feedback and the results have been compiled.

**Attachments**

Evaluation Results  
 Evaluation Comments  
 C-Murphy – Self Evaluation

**Programmatic Impact:**

NA

**Fiscal Impact:**

NA

**Recommendation:**

Staff recommends a discussion of the both the overall results and Board member comments.

Annual Performance Evaluation of the Executive Director - Colin Murphy													
Period covering February 2, 2020 - February 1, 2021													
Children's Trust of Alachua County	Planning		Financial and Program Management		Operation Management		Community Relations and Advocacy		Board Relations		Strategic Leadership	Average	
Board Members	Rating		Rating		Rating		Rating		Rating				
Lee Pinkoson	Exceptional	5	Exceptional	5	Exceptional	5	Above Expectations	4	Exceptional	5	Exceptional	5	4.8
Maggie Labarta	Above Expectations	4	Above Expectations	4	Meets Expectations	3	Above Expectations	4	Above Expectations	4	Above Expectations	4	3.8
Tina Certain	Meets Expectations	3	Above Expectations	4	Above Expectations	4	Meets Expectations	3	Meets Expectations	3	Meets Expectations	3	3.3
Karen Cole-Smith	Above Expectations	4	Meets Expectations	3	Meets Expectations	3	Exceptional	5	Above Expectations	4	Meets Expectations	3	3.7
Ken Cornell	Above Expectations	4	Above Expectations	4	Above Expectations	4	Exceptional	5	Exceptional	5	Exceptional	5	4.5
Nancy Hardt	Below Expectations	2	Meets Expectations	3	Below Expectations	2	Meets Expectations	3	Below Expectations	2	Meets Expectations	3	2.5
Patricia Snyder	Above Expectations	4	Meets Expectations	3	Above Expectations	4	Above Expectations	4	Meets Expectations	3	Above Expectations	4	3.7
Cheryl Twombly	Above Expectations	4	Meets Expectations	3	Exceptional	5	Above Expectations	4	Above Expectations	4	Above Expectations	4	4.0
Susanne Wilson Bullard	Exceptional	5	Exceptional	5	Exceptional	5	Above Expectations	4	Above Expectations	4	Exceptional	5	4.7
<b>Mean</b>	<b>3.9</b>		<b>3.8</b>		<b>3.9</b>		<b>4.0</b>		<b>3.8</b>		<b>4.0</b>		<b>3.9</b>
<b>Median</b>	<b>4</b>		<b>4</b>		<b>4</b>		<b>4</b>		<b>4</b>		<b>4</b>		
<b>Mode</b>	<b>4</b>		<b>3</b>		<b>4, 5</b>		<b>4</b>		<b>4</b>		<b>3, 4, 5</b>		



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

## Annual Performance Evaluation - Colin Murphy

Please rate the Executive Director's performance out of five stars and provide comments in the boxes below.

- ★ 1. Needs Improvement
- ★ 2. Below Expectations
- ★ 3. Meets Expectations
- ★ 4. Above Expectations
- ★ 5. Exceptional

### 1. Name

### 2. Planning

- Work with the Board to develop a Strategic Plan and update as appropriate.
- Direct the activities of the CTAC based on the strategic plan.
- Institute mechanisms to ensure community involvement in planning processes.
- Work with other local planning bodies to ensure coordination and consistency of efforts.
- Develop benchmarks to track progress toward strategic goals.

Comments

### 3. Financial and Program Management

- Preparation, management and oversight of annual budget and funding recommendations for Board approval.
- Preparation and oversight of budget model forecast for planning purposes.
- Establishment of policies and procedures related to the evaluation of funding requests.
- Oversight of program and fiscal monitoring of funded programs.

Comments

### 4. Operation Management

- Foster high levels of customer service to ensure effectiveness and further development of customer-centered service delivery.
- Establish work environment that fosters a productive work culture.
- Prioritize a dynamic workload.
- Develop and provide oversight to such organizational plans and procedures as necessary for effective operations.
- Manage and direct the activities of staff to ensure programs are properly executed and the CTAC's priority objectives are achieved.



- To lead and ensure the effective management of the Council in meeting the statutory functions relevant to CTAC.
- Participate and oversee emergency planning and responses to emergency situations when required to do so.
- Other administrative duties as required.

Comments

## 5. Community Relations and Advocacy

- Establishment and oversight of mechanisms to communicate the activities of the CTAC to the community.
- Develop and foster effective, and collaborative, external working relationship with community stakeholders within the community in order to address key strategic issues facing the community.
- Build and foster effective relations among a diverse array of individuals.
- Representation of the CTAC to the community.
- Representation of the CTAC at various local and state events addressing issues related to the interests and mission of the CTAC.
- Work with local legislative delegation and local elected officials to advance the interests of the children and families.
- Communicate the CTAC's positions to providers and the community.

Comments

## 6. Board Relations

- Provide directional leadership and sound, imaginative advice to the Board on all matters relating to CTAC.
- Develops and maintains positive and open relationship and communication with the Board.
- Ensures the Board is kept informed of relevant policy issues and relevant operational issues.
- Preparation and oversight of agendas and supporting materials for Board meetings.
- Preparation and oversight of recommendations as requested by the Board.
- Assists the Chair in matters relating to Board member participation and meetings.

Comments

## 7. Strategic Leadership

- Assists the Trust Board in defining the organization's vision, mission, strategic direction, and policies.
- Develops a comprehensive set of guiding principles and values that guides all considerations on how to achieve the Children's Trust of Alachua County's (CTAC) vision, mission and goals.
- In concert with and after consultations with appropriate providers, community partners, community representatives, managers, and staff, sets the direction and focus of activity.
- Oversees the development of a business plan for the CTAC that anticipates, assesses, and shapes responses to both short-term issues and long-term opportunities and challenges.

Comments

## 8. Any other comments?



**CHILDREN'S TRUST**  
**OF ALACHUA COUNTY**

## **Annual Performance Evaluation - Colin Murphy**

### **Comments**

#### **1. Name**

**Chair Lee Pinkoson**

#### **2. Planning**

#### **3. Financial and Program Management**

#### **4. Operation Management**

Without actually being in the building to see the interactions with staff, my evaluation is based upon the results we have been presented. The Trust has accomplished many objectives this year and I believe it could only happen through a team effort.

#### **5. Community Relations and Advocacy**

Covid has severely impacted the Trust's ability to have the desired interactions with the community. After getting the required administrative functions accomplished and with the recent additions to the staff (and, hopefully, allowing more social interactions as the vaccine is given) building the bridges with community will be a priority.

#### **6. Board Relations**

#### **7. Strategic Leadership**

#### **8. Any other comments?**



**CHILDREN'S TRUST  
OF ALACHUA COUNTY**

## **Annual Performance Evaluation - Colin Murphy Comments**

### **1. Name**

**Dr. Maggie Labarta**

### **2. Planning**

Colin has quickly developed community relationships and partnerships, including with United Way and the Community Foundation to more efficiently address needs.

### **3. Financial and Program Management**

Colin completed many administrative tasks necessary for set-up and management of the Trust, seeking assistance and consultation from the County as needed and with few (initially no) staff.

### **4. Operation Management**

From what I can observe, he seems to be fostering good communication with grant recipients. Has not yet had the opportunity to manage the grants process from development, to solicitation and funding. This is a function of timing, not any deficiencies on his part.

### **5. Community Relations and Advocacy**

Colin has quickly developed outreach, has spoken at the CFNCF and other venues, coordinated joint meetings.

### **6. Board Relations**

Has established good communication, seeking individual input and providing information on key issues. I think he strikes a very good balance between providing the Board needed information and the tools (industry knowledge) to make good decisions. A particular example is his bringing forward Results Based Accountability as a framework for priority setting and evaluating impact.

### **7. Strategic Leadership**

### **8. Any other comments?**

I think Colin has hit the ground running and provided good structure and leadership.



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

## **Annual Performance Evaluation - Colin Murphy**

### **Comments**

#### **1. Name**

**Tina Certain**

#### **2. Planning**

First year with full board (statutory and appointed members) has been managed well by Colin. Colin along with consultant has helped Trust members develop areas of impact that coincide with Trust Mission, Vision and guiding Principles. I am pleased with how Colin led and adjusted operations for the Trust Board, staff and community partners through the pandemic.

#### **3. Financial and Program Management**

Good oversight of Trust finances; operating organization and staff. Moved Trust into its own leased space with eye towards purchasing in the future. Colin has projected staffing needs and presented options to the Board for approval; adding staff to meet the needs of the needs of the organization as it grows.

#### **4. Operation Management**

The pandemic made all of us shift. Colin managed virtual meetings that was readily/easily accessible Board and public participation. He has insured we are in compliance with State meeting guidelines.

#### **5. Community Relations and Advocacy**

#### **6. Board Relations**

Colin has kept us abreast of issues, prior to meetings. He is open and receives feedback/suggestions well.

#### **7. Strategic Leadership**

#### **8. Any other comments?**

Colin provided a good self-evaluation for each category.



**CHILDREN'S TRUST  
OF ALACHUA COUNTY**

## Annual Performance Evaluation - Colin Murphy Comments

### 1. Name

**Dr. Karen Cole-Smith**

### 2. Planning

Worked with other local planning bodies and was collaborative with many community partners in the planning process.

### 3. Financial and Program Management

Kept the board and community informed about the budget and the budget planning process. Also invited us to give input freely and when called upon.

### 4. Operation Management

As a board member not able to visually observe most of the items posted under this subheading. Not able to fully respond in detail to these items. As director he did participate and oversee emergency planning and responses to emergency situations when required to do so. There were many emergencies this year, due to the covid 19 pandemic.

### 5. Community Relations and Advocacy

Actively involved in the community and with various community stakeholders. Showed commitment and compassion regarding the needs of children, especially the diverse youth populations that often needed additional focus, and resources in our community, Responded professionally to emergency situations in the community. Partnered with many agencies and organizations that had already established quality programs.

### 6. Board Relations

As a board member did an excellent job in Keeping me informed of policy issues and operational issues Soliciting any feedback, recommendations and constructive criticism related to the Children's Trust

### 7. Strategic Leadership

Stressed the importance of being guided by the research and data when making decisions about our funding, direction and policies. Stressed the importance of collaboration between agencies and institutions of higher education and the larger community

Solicited the beneficial exchange of knowledge and resources in a context of partnership and reciprocity.

### **8. Any other comments?**

It's been a pleasure working with Mr. Murphy. He has been very conscious about getting my feedback related to Children's Trust policies and plans. In the future, would like to hear more about new hires that are being considered and given an opportunity to give some feedback as well as it relates to their tasks and responsibilities. I would like to note however that Mr. Murphy was very receptive to my input regarding the importance of the community outreach and community engagement person and why that position was so important for the Children's trust. I appreciated him listening to my feedback and concerns.



**CHILDREN'S TRUST  
OF ALACHUA COUNTY**

## **Annual Performance Evaluation - Colin Murphy Comments**

### **1. Name**

**Ken Cornell**

### **2. Planning**

Continue to work on instituting mechanisms to ensure community involvement at every level.

### **3. Financial and Program Management**

Develop over site procedures to ensure all budgetary financial opportunities and obligations are fulfilled.

### **4. Operation Management**

Continue building out your team and their related operational procedures.

### **5. Community Relations and Advocacy**

### **6. Board Relations**

### **7. Strategic Leadership**

### **8. Any other comments?**

Continue to build out your team and leverage the BoCC, SBAC, Library Governing Board, and other Municipal Governments to facilitate serving the Children in Alachua County.



**CHILDREN'S TRUST  
OF ALACHUA COUNTY**

## **Annual Performance Evaluation - Colin Murphy Comments**

### **1. Name**

**Dr. Nancy Hardt**

### **2. Planning**

There is more to do in the areas of community involvement in planning and coordination with others. I think we developed benchmarks and we do have a strategic plan. I think! So this one is between meets and below.

### **3. Financial and Program Management**

Pretty strong here but we missed an important funding deadline. That is quite unfortunate.

### **4. Operation Management**

I really have no idea about customer service or work culture. I had no input into the hiring decisions and I don't feel acquainted with the new staff. I know Colin has been very busy building a team but I have been staying home due to COVID and have heard nothing about his participation in community. I have had no opportunity to chat with staff about Colin as boss and the work culture. I can assume he does his best to prioritize his workload, but keeping me informed as to details is not a priority. I appreciate that he does a good job keeping us in line with statute by finding lawyers who render opinions.

### **5. Community Relations and Advocacy**

I'm being generous here, since I am not out in community as I usually am (due to COVID) and have had no opportunity to observe him in action or hear feedback from my community partners.

### **6. Board Relations**

I think he works closely with chair but I don't have much opportunity to hear what is going on. Is that my problem or his? Can't blame him for a pandemic, but absent that, there is not an easy mechanism for us to keep in touch. I think his relationship with me is definitely cordial but is it really effective if I am feeling unable to assess many of the functions of his job description?



## 7. Strategic Leadership

I appreciate his contacts with the other Children's Services Councils across the state. Again, I don't hear too much of what he learns there, but he alludes to these important relationships from time to time.

## 8. Any other comments?

This isn't a very good evaluation, but this has been a set of very unusual circumstances. I would like the trust members to have more interaction with each other so that we can work harder together for our community. I don't just want to attend a meeting once a month and vote yay or nay. The campaign for this taxing authority was a lot of work and prior to and during that campaign the CSAB did a lot of work with county. I feel like this beast is lumbering along very slowly, which is due in large part to the limited communication between us. Can we be more interactive and collaborative within the trust and therefore more responsive for our community? for example, I don't have a good idea what our grantees (contractees?) did with the money allotted them. What is the perception of the community we are trying to assist? What happened with the pods money? How are contractees working together to improve the systems for children and young families?



**CHILDREN'S TRUST  
OF ALACHUA COUNTY**

## Annual Performance Evaluation - Colin Murphy Comments

### 1. Name

**Cheryl Twombly**

### 2. Planning

Mr. Murphy has worked diligently to support the development of a strategic plan and funding priorities for the Board. Colin facilitated a summit where the board was able to better define current issues, goals and areas that with Board support can impact existing services gaps for children in Alachua County. Colin and I have had numerous conversations regarding the importance of ensuring that the voice of the community is heard regularly and is taken into consideration as we make decisions. I am pleased that he was able to contract with the Youth Development Research-Practice Partnership to conduct focus groups with parents and agencies to learn what needs around summer programming exist. Additionally, the recent formation of the "On the Way" Advisory Committee and the Youth Development Advisory Committee that will also serve as a direct connection with communities to incorporate their ideas and concerns. Colin has begun joining key community boards and should continue to partner with additional groups to support collaboration and cohesiveness between agencies/advocates working in the Alachua county system of care. Over the next few years, it will be critical that we further develop how data is being tracked and reported over time to ensure our focus is being effective or to identify when adjustments are necessary in the Board's funding priorities.

### 3. Financial and Program Management

Colin submits budget reports/updates at each Board meeting and shared any needs/concerns with current programs being funded. Colin has worked to develop and finalize policies and procedures on funding cycles moving forward. It has been a priority to establish these policies to ensure that programs in the community both understand the qualifications and process to request funding for their programs. I encourage continued work on establishing a uniform process for funded programs to report their performance data to ensure targets are being met and rolling this into an annual report to reflect collective impact on children in Alachua County. Over time, this data will help guide decisions made by the Trust moving forward.

### 4. Operation Management

Colin had the monumental task of building the operational side of the CTAC as our first Executive Director as well as build his new team to support the ongoing work of the Trust. This included creating an employee handbook, developing HR policies, and creating position descriptions and expectations for the staff hired to support the Executive Director and Trust. This would have been a huge endeavor during normal circumstances, but much of his first year's work happened during the unprecedented impacts of COVID-19. Colin exhibited flexibility and creativity to ensure the work of the Trust could continue despite program interruptions, business/organization/school shutdowns, and new social protocols put in place to ensure public safety. In the middle of a pandemic, Colin continued his work to secure and set up his physical office space, hire his team, and build and

maintain relationships with advocates in Alachua County. As Colin was creating the operational policies of the Trust, he was also having to quickly respond to unexpected needs in the community and the impacts of the pandemic on our Board and our funded partners. Because so many economically disadvantaged children were adversely impacted by the school shutdowns and were unable to access alternative educational supports, Colin worked with advocates on the development of learning pods for the Trust's consideration to address this need. He was a strong advocate and proposed the development of reasonable expectations for funded programs until more normal operations could resume. While Colin was working on the necessary infrastructure for the CTAC, he also had to focus on the development of policies that allowed the Trust to safely meet during a pandemic that supported community involvement. Colin did a wonderful job adapting our work and meetings to a virtual platform so our work could continue seamlessly.

**5. Community Relations and Advocacy**

Transparency on the work of the CTAC is key for building public trust, and the development of a CTAC website to highlight policies, post agendas/minutes, and advertise meeting schedules has been an important component. The website is still a work in progress, but I appreciate Colin prioritizing getting this up and running to reflect the work being done by the CTAC. Colin quickly made his presence known in Alachua County and has spent the last year developing relationships with key stakeholders in the county to hear their views, share information, and learn more about local initiatives. He has had discussions with City and County government officials as well as organizations who also financially support programs in the county. This knowledge helps Colin better advise the Board on existing gaps and funding priorities. Colin has done a tremendous job promoting the priorities of the Trust in Alachua County, and I am confident that as he finishes hiring his team, their ability to have even greater footprint in the community will follow.

**6. Board Relations**

I appreciate Colin's ability to calmly and professionally respond as ten different board members with varying priorities who present differing ideas for him to sift through and make sense of. He always takes in everything that is said during meetings and responds with a sensible and reasonable answer based on researched policy. He keeps the board on track and if there is a question on policies/procedures that need clarification, Colin reaches out to experts to ensure our decisions are based on the best information available. He has been an integral partner in the Board's decision-making process. Whenever there is a topic that needs an immediate conversation or consultation, Colin will call each board member individually for input or to share information. He does an exceptional job putting together agendas that helps the board remain focused on priorities and meeting deadlines, keeps our work organized, and sets meeting schedules that maximize participation of the board and the community.

**7. Strategic Leadership**

As previously stated, Colin saw that the Board needed a better-defined direction, and he partnered with Level Up Impact to facilitate a meeting to define our Mission/Vision/Values as well as our funding priorities and goals. This gave the full Board a strong starting place with which to focus our ongoing work. I am confident that as Colin keeps his finger on the pulse of our community, he will ensure that our focus remains relevant to the needs of the community. The success of the work of the CTAC is dependent on the collaborative work done by the office of our Executive Director. Colin continues to build a team that will actively seek community input, will work in an inclusive manner, and will ensure our Board is appropriately responsive to needs while building on existing community strengths.

**8. Any other comments?**

Thank you Colin for finishing strong in your first year as the Executive Director. I look forward to seeing what you, your team, and the CTAC is able to accomplish with the support of our partners in the coming year.



**CHILDREN'S TRUST  
OF ALACHUA COUNTY**

## **Annual Performance Evaluation - Colin Murphy Comments**

### **1. Name**

**Judge Susanne Wilson Bullard**

### **2. Planning**

### **3. Financial and Program Management**

### **4. Operation Management**

### **5. Community Relations and Advocacy**

The pandemic has limited Colin's ability to engage in the community, but I have no doubt he will rise to the occasion when given the opportunity.

### **6. Board Relations**

### **7. Strategic Leadership**

### **8. Any other comments?**

The Children's Trust has greatly benefited from Colin Murphy's wealth of experience, management, leadership, organizational skills, wisdom and measured demeanor. Colin has faced the challenges of working with a new Trust while navigating a pandemic with steadfast determination and a commitment to transparency, accountability and meeting the goals and objectives of the Trust. He has strong presentation and communication skills, a solid work ethic and a keen ability to identify and resolve complex issues. I look forward to the opportunity of working with Colin and the rest of the team and community to continue to bring the objectives of the Trust to fruition.



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

**Children's Trust of Alachua County** Item 11.  
802 NW 5th Ave, Suite 100  
P.O. Box 5669  
Gainesville, FL 32627  
(352) 374-1830

**BOARD MEMBERS**

Lee Pinkoson  
*Chair*

*Gubernatorial Appointee*

Dr. Maggie Labarta  
*Vice Chair*

*Gubernatorial Appointee*

Tina Certain  
*Treasurer*

*School Board Member*

Dr. Karen Cole-Smith  
*Gubernatorial Appointee*

Ken Cornell  
*County Commissioner*

Dr. Nancy Hardt  
*Gubernatorial Appointee*

Dr. Carlee Simon  
*Superintendent*  
*Alachua County Public Schools*

Dr. Patricia Snyder  
*Gubernatorial Appointee*

Cheryl Twombly  
*Community Development*  
*Administrator*  
*Department of Children and*  
*Families*

Hon. Susanne Wilson Bullard  
*Circuit Judge*

Colin Murphy  
*Executive Director*

January 15, 2021

Dear Trust Members:

Attached is my self-evaluation for my first year as the Executive Director of the Children's Trust of Alachua County.

It would be inappropriate for me not to mention – although I'm sure you already know – the tremendous contributions of all my team members. In truth, just about every item on my self-evaluation traces back to someone on the team who helped make it happen. I'm grateful they are here and glad to work with them every day.

I feel extremely fortunate to be able to go to work every day and think about nothing else but how to make the world a better place for children. I want to thank you for your patience with me this year as we worked to build the organization. Serving as your Executive Director is the highlight of my professional career and there is nothing else I'd rather do.

2021 will be a great year!

Sincerely,

Colin Murphy

## ESSENTIAL FUNCTIONS

1. Engages with the stakeholder community to promote the CTAC's mission and vision and recruits supporters and strategic partners.
2. Establishes credibility within the CTAC and with the Board as an effective developer of solutions to business challenges.
3. Collaborates to develop and implement systems, processes and procedures and personnel designed to achieve the objectives of the Trust.
4. Uses independent judgment to plan, prioritize and organize a diversified workload.
5. Principal spokesperson of the CTAC and stakeholder queries.

## PLANNING

1. Work with the Board to develop a Strategic Plan and update as appropriate.
  - a. In my view, this is still a work in progress. We have the initial components of a Mission, Vision, and Guiding Principles that were developed prior to my arrival. I led the Board, with the assistance of Anna Dilernia from Level Up Impact, through a process of selecting our four results areas of **1) All children are born healthy and remain healthy, 2) All children can learn what they need to be successful, 3) All children have nurturing, supportive caregivers and relationships, and 4) All children live in a safe community**, and 13 key indicators for each result area to track over time.
  - b. Goals, Objectives, and Strategies: The last component of the strategic plan would be to identify specific Goals, Objectives, and Strategies that contribute to "turning the curves" of the selected indicators for each result area. The Board, through its actions, has adopted the goals, objectives, and strategies developed by the sunsetted *Children's Services Advisory Board* via the continuation of the Transformational Professional Development Program, the Social and Emotional Development Program, and the NewboRN Home Visiting Program. The CTAC staff has assumed responsibility for the fiscal and programmatic monitoring of those programs. The Board has also, by virtue of the Pritzker Children's Initiative (PCI) award, tentatively adopted the objectives and strategies proposed to PCI.
  - c. Next Steps: As the remainder of the year unfolds and we receive the summer needs assessment from the Youth Development Research-Practice Partnership, as the "On the Way" Advisory Committee and the Youth Development Advisory Committee continue to meet, the Trust members should expect to be presented with a fully developed funding plan to guide the Trust over the next five years.
2. Direct the activities of the CTAC based on the strategic plan.
  - a. Prior to my arrival, the Trust opted to continue funding the priorities from *the Children's Services Advisory Board* and initiated RFP 20-937 to fund a variety of programs for children ages 6-18. These two funding categories represent an implied strategic plan. The CTAC staff and I provided for the fiscal and programmatic monitoring of those programs, reported to the Board information concerning programmatic measurements under the categories of "How much, how well, and better offs?", and made provisions to either extend or renew those agreements in FY21.
3. Institute mechanisms to ensure community involvement in planning processes.
  - a. Led the completion of the Technical Advisory Committee.
  - b. Contracted with the Youth Development Research-Practice Partnership to conduct focus groups of Parents and Agencies to inform the needs around summer programming.

- c. Established the “On the Way” Advisory Committee and the Youth Development Advisory Committee, both for the purpose of ensuring community involvement and establish a forum for continually assessing needs.
4. Work with other local planning bodies to ensure coordination and consistency of efforts.
    - a. Participated in meetings with food collaboratives during the beginning of the COVID-19 pandemic
    - b. Currently serve on the Board of the Early Learning Coalition of Alachua County
    - c. Met with members of the Homeless Consortium to discuss potential problems and funding needs around children and evictions.
  5. Develop benchmarks to track progress toward strategic goals.
    - a. While this is not yet complete, this would follow the strategic funding plan.
    - b. The Pritzker Children’s Initiative does include measurable benchmarks in the area of 1) early childhood education, 2) family supports and 3) child health

#### **FINANCIAL AND PROGRAM MANAGEMENT**

1. Preparation, management, and oversight of annual budget and funding recommendations for Board approval.
  - a. The Board was presented with a proposed budget in June, 2020.
  - b. The Board approved a Proposed and Final Budget in September, 2020.
  - c. The Executive Director led the Board through the Truth-In-Millage (TRIM) process in September.
2. Preparation and oversight of budget model forecast for planning purposes.
  - a. The Executive Director used property values that were taken directly from the Property Appraiser’s office to prepare the FY21 Budget.
  - b. Forecasts for unspent programmatic dollars were developed in order to appropriate carryover amounts.
3. Establishment of policies and procedures related to the evaluation of funding requests.
  - a. Developed Section 6 of the Board Policies which established the Policies and Procedures related to funding requests including informal bids, competitive sealed bids, competitive sealed proposals, and special programs such as “Match Funding” and “Unsolicited Requests.”
4. Oversight of program and fiscal monitoring of funded programs.
  - a. Conducted a “Portfolio Review” of the funded programs from RFP 20-937
  - b. Presented “End of the Year” Reports to the Board for all programs at the October 19<sup>th</sup> Board meeting.

#### **OPERATION MANAGEMENT**

1. Foster high levels of customer service to ensure effectiveness and further development of customer-centered service delivery.
  - a. Finance and Administration team developed a “Provider Handbook” in order to disseminate CTAC policies and procedures that funded agencies are required to follow.
  - b. “Invoice” mailbox created to make the processing of invoices more efficient.

2. Establish work environment that fosters a productive work culture.
  - a. HR Policies were developed that protect the rights of staff and support a high-performance workforce.
  - b. Contracted with the Krizner Group to develop an employee handbook and HR Policies that were approved by the Trust.
  - c. Pay plan and job classification system developed to make the Trust competitive in attracting talent.
  
3. Prioritize a dynamic workload.
  - a. See final report to the Board from September 14, 2020 (attached).
  
4. Develop and provide oversight to such organizational plans and procedures as necessary for effective operations.
  - a. Developed Employee Handbook.
  - b. Leased office space and furniture.
  - c. Purchased start up equipment including computers, printers and copier.
  - d. Protected the Trust from risk by purchasing appropriate insurance policies.
  - e. Balanced staff “ramp up” time with the use of external consultants in order to ensure the effective operation of the Trust.
  - f. Renegotiated the First Interlocal Agreement mid-year in order to repurpose funds for website development and other Trust start-up costs.
  
5. Manage and direct the activities of staff to ensure programs are properly executed and the CTAC's priority objectives are achieved.
  - a. Executive Director recommended in the FY21 budget staff positions that support both the General Government Operations of the Trust as well as provide direct support to program activities.
  - b. Job Descriptions developed that accurately reflect the job duties.
  - c. Organizational chart developed that reflect the needs of the organization at the time.
  
6. To lead and ensure the effective management of the Council in meeting the statutory functions relevant to CTAC.
  - a. Established the “Meetings Management” function with Municode in order to streamline the agenda development process and ensure that records of all meetings and minutes are cataloged on our website.
  - b. Developed a policy to ensure that the Trust Board was able to meet legally during the COVID-19 pandemic.
  - c. Substantially reduced the number and length of meetings in order to ensure effective and efficient use of meeting time and Board member resources.
  
7. Participate and oversee emergency planning and responses to emergency situations when required to do so.
  - a. Participated in Alachua County’s Emergency Management group.
  - b. Worked with community advocates to develop a plan to fund “Pandemic Learning Pods”.
  
8. Other administrative duties as required.

## **COMMUNITY RELATIONS AND ADVOCACY**



1. Establishment and oversight of mechanisms to communicate the activities of the CTAC to the community.
  - a. Established [www.childrenstrustofalachuacounty.us](http://www.childrenstrustofalachuacounty.us)
  - b. Hired Early Childhood Coordinator – Pritzker Fellow (starting February 1, 2020).
2. Develop and foster effective, and collaborative, external working relationship with community stakeholders within the community in order to address key strategic issues facing the community.
  - a. In progress – I have been fortunate to help promote the Community Foundation’s Philanthropy Hub and serve on the Board of the Early Learning Coalition of Alachua County.
3. Build and foster effective relations among a diverse array of individuals.
  - a. Meet with community members who spearheaded the effort to pass the Children’s Trust of Alachua County.
  - b. Meet with other key funders including the United Way of North Central Florida and the Community Foundation.
  - c. Met with current contracted agencies (Meridian, Healthy Start, The Child Center).
  - d. Meet with any new agencies awarded funding in the one-time funding RFP.
  - e. Met with other, key stakeholders, including but not limited to members of 1) city and county governments, 2) NAACP, 3) Gainesville4All, 3) Partnership for Strong Families (child welfare), 9) Gainesville Chamber of Commerce.
4. Representation of the CTAC to the community.
  - a. Established website.
  - b. Established social media accounts (LinkedIn, Twitter, Facebook, Instagram)
  - c. Quoted or interviewed for various news stories and articles (see attached).
5. Representation of the CTAC at various local and state events addressing issues related to the interests and mission of the CTAC.
  - a. Although many events were cancelled this year, I plan to participate in state, local and national conferences including those hosted by the Pritzker Children’s Initiative and the Forum for Youth Investment, to name a few.
6. Work with local legislative delegation and local elected officials to advance the interests of the children and families.
  - a. Spoke to the Legislative Delegation in December 2020.
  - b. Scheduled – at the Board’s request – joint meetings with the Gainesville City Commission and the Alachua County Board of County Commissioners.
7. Communicate the CTAC’s positions to providers and the community.
  - a. Numerous conversations, phone calls, and interviews (see attached).

#### **BOARD RELATIONS**

1. Provide directional leadership and sound, imaginative advice to the Board on all matters relating to CTAC.
  - a. Drafted and presented various resolutions to the Board in order to impose structure
  - b. Worked with community leaders to present the Pandemic Learning Pods plan to the Board
  - c. Advised the Board to establish “On the Way” and “Youth Development” Advisory Committee

2. Develops and maintains positive and open relationship and communication with the Board.
  - a. It has been a privilege to get to know all of you. I am always interested in how to make our working relationship even better. I look forward to facilitating positive change and opportunities to the children in our community through our partnership.
3. Ensures the Board is kept informed of relevant policy issues and relevant operational issues.
  - a. Added a "For Your Information" Section to the Board Agenda with includes legislative updates and information from the lobbyist for the Florida Children's Council.
4. Preparation and oversight of agendas and supporting materials for Board meetings.
  - a. See section referenced above regarding the Trust's meeting management process
  - b. Contracted with the Cade Museum of Creative Learning in order to have an inspirational, creative, and state of the art location for Board Meetings.
5. Preparation and oversight of recommendations as requested by the Board.
  - a. The Board has asked for numerous recommendations for which I have made and implemented.
6. Assists the Chair in matters relating to Board member participation and meetings.
  - a. Scheduled all meetings at the Chair's request.
  - b. Recommended meetings be cancelled when there was no pressing business in order to respect the time of the Board members.
  - c. Provided a mechanism for in-person and virtual participation.

# ***1 Trust Members Have What They Need In Order To Govern In An Effective, Efficient, Transparent, And Fiscally Responsible Manner***

## ***1.1 The Trust meets 100% of the requirement for meeting notices, publishing agendas, minutes, and other statutorily required information***

~~1.1.1—Develop a separate website for CTAC *SEE DRAFT SITE*~~

~~1.1.2—Invest in an online meetings management platform~~

~~1.1.3—Invest in an online Policies and Procedures platform~~

~~1.1.4—Assign duties of “Clerk of the Trust” to the position of Executive Assistant~~

1.1.5 Develop Trust policies around meeting notices, public comments, and other measures to ensure adequate opportunities for public input

## ***1.2 100% of Trust Members understand their roles and responsibility as a Trust member***

~~1.2.1—Develop a Trust Member Orientation process~~

~~1.2.1.1—Create a Trust Member Notebook~~

~~1.2.1.2—Conduct Individual Trust Member Orientations~~

1.2.1.3 Executive Director and Trust Members meet one-on-one on a quarterly basis (*continuous*)

1.2.2 Review the Bylaws at least once per year (*schedule for December*)

1.2.3 Develop policies around board governance to include: Delegation of Authority to the Executive Director; Conflict of Interest situations and resolutions;

## ***1.3 100% of Trust Members say they understand the financial condition of the Trust***

~~1.3.1—Work with the Finance and Administration Manager to develop quarterly report~~

~~1.3.1.1—Develop quarterly reports reflecting the accounts of the organization~~

~~1.3.1.2—Develop reports that reflect the spending pattern of Trust funded programs~~

~~1.3.2 Understand and Evaluate the relationship between the Trust and the Clerk of the Courts~~

1.3.3 Review and Revise fiscal, budgetary, and investment policies

1.3.3.1 Review and revise the Trust's fund balance policy

~~1.3.4 Contract with an independent external auditor~~

**1.4 100% of Trust Members understand the rationale behind the programmatic funding decision of the Trust**

~~1.4.1 Develop a program funding plan using the Results Based Accountability Framework in order to address both Population Level and Program Level Accountability~~

~~1.4.1.1 Technical Advisory Committee makes recommendations around Community Level results and community indicators that the Trust should monitor over time~~

1.4.1.2 Conduct additional assessment to determine the "Story behind the Story" of the community indicators **PROPOSED NEXT STEP**

~~1.4.1.3 Convene groups of community members, service providers, and subject matter experts to determine "What works" **PROPOSED NEXT STEP**~~

~~1.4.2 Develop a programmatic procurement process to award funding to organizations based on their ability to contribute to improving community indicators~~

~~1.4.2.1 Adopt funding categories that may include: targeted (competitive) funding, renewal funding, match funding, innovation funding (small grants), and unsolicited funding **INCLUDED IN BUDGET AND PROCUREMENT POLICIES**~~

1.4.2.2 Adopt policies that delineate minimum standards that organizations must meet in order to receive funding (August 31, 2020)

~~1.4.2.3 Adopt general procurement policies (August 31, 2020)~~

~~1.4.3 Develop a periodic program reporting structure to report on the performance measures of individual Trust funded programs~~

## 2 *Trust has the Capacity and Infrastructure to Carry out the Policy Agenda of the Trust*

### 2.1 *The Trust has 100% of the necessary staff to operate as a best-in-class Children's Services Council*

~~2.1.1 Executive Director recommends functions that are performed in-house or contracted out through interlocal agreements or private~~

~~2.1.1.1 Executive Director includes an organizational chart and cost and descriptions of interlocal agreements in the annual budget. (See chart in Board packet)~~

~~2.1.2 Executive Director recommends staff positions that support both the General Government Operations of the Trust as well as provide direct support to program activities.~~

~~2.1.3 Job Descriptions developed that accurately reflect the job duties (will be completed upon approval)~~

~~2.1.4 HR Policies developed that protect the rights of staff and support a high-performance workforce~~

~~2.1.4.1 Contract with the Krizner Group to develop an employee handbook and HR Policies to be approved by the Trust~~

2.1.4.2 Trust and Executive Director develop a policy to evaluate the performance of the Executive Director **NEXT MEETING**

2.1.5 *Salaries and benefits packages are competitive and allow for the recruitment of high performers*

~~2.1.5.1 Trust participates in the BoCC self-insurance program (in progress) — TO BE NEGOTIATED IN THE INTERLOCAL AGREEMENT~~

~~2.1.5.2 Trust participates in the Florida Retirement System~~

~~2.1.5.3 Procure a payroll vendor~~

~~2.1.5.4 Procure a supplemental retirement vendor **UPON APPROVAL (8.31.2020)**~~

~~2.1.5.5 Procure a supplemental life insurance vendor **NEW**~~

~~2.1.5.6 Procure a flexible spending benefits vendor **NEW**~~

~~2.1.5.7 Develop an employee classification system and pay plan~~

**2.2 The Trust staff has 100% of the infrastructure to support their job functions.**

2.2.1 Invest in hardware and software that enable more efficient operations

~~2.2.1.1 Laptops for all staff (in progress)~~

~~2.2.1.2 Cloud-based enterprise software **DISCONTINUED**~~

~~2.2.1.3 1GB internet through GRUComm and participation in the BoCC network~~

~~2.2.1.4 Work spaces and policies that support social distancing and telecommuting~~

**2.2.1.5 Evaluate the New World System (IN PROGRESS)**

2.2.1.6 Evaluate and Procure a Management Information Systems that can support the entire grant-making cycle both programmatically and fiscally **NEXT FISCAL YEAR – INCLUDED IN BUDGET**

2.2.2 Make provisions for training and travel to support improved job performance (in progress – see budget)

**2.3 The Trust has a location that meets 100% of its short-term and long-term needs**

~~2.3.1 Lease space that meets the needs of a staff of up to 11 employees for the next 2-3 years~~

2.3.2 Secure meeting space for full trust meetings for FY21

~~2.3.3 Determine whether to lease, buy, or build past Year 3 (FY24). **INCLUDED IN FY 21 BUDGET**~~

# CHILDREN'S TRUST OF ALACHUA COUNTY HOPES TO CREATE BETTER COMMUNITY SERVICES THROUGH INTERDEPENDENCY

By Taylor Lockett

🕒 November 5, 2020 📁 Education, Government and politics



00:28

05:03

Transportation, homelessness and food insecurity are just a few things keeping children from achieving in school in Alachua County.

To combat these problems, the Children's Trust of Alachua County was approved by voters in 2018. The Trust operates as an independent special taxing district. It strives to serve children until they are 18 with programs and services built to help them and their families thrive in the community.

The trust is nearing the end of its first fiscal year. Its board met with the Gainesville City Commission on Wednesday night to discuss the program's future and how the city could help meet the needs of children and their families in Alachua County.

Creating interconnected programming continues to be a goal. With limited funding, the Children's Trust of Alachua County looks to work with other established organizations and programs to keep children healthy, educated, nurtured and safe.

"This community has invested deeply into our children and our youth, but I think we are really beginning to mature our systemic approach to addressing all of our young people," City Commissioner David Arreola said.

Transportation continues to be a problem for students and their families as they struggle to get to and from work, school and extracurricular activities. Commission members believed that the Regional Transit System (RTS) could help fill that transportation gap for families and their children.

"We operate a large, highly effective and growing more agile all the time regional transit system," Mayor Lauren Poe said.

Along with the regular routes offered by RTS, the city also started the First Mile/Last Mile project in 2019. The program consists of vans that drive people to and from major bus stops. The city implemented the



program to decrease the constraints stopping people from using public transportation. If people can easily make it to a bus stop, they are more likely to take the bus.

“When we started that, I think over 50% of the ridership were students. That really surprised us. We didn’t think those would be the primary users,” Poe said, “Our ultimate goal is to have that type of system in place throughout the city.”

Other than transportation, the Children’s Trust of Alachua County is also looking to collaborate on summer education and activity programs for children in the county. The Trust aims to create or supplement programs for elementary and middle school children that will give them positive summer experiences and maintain their reading skills.

To create these programs, trust trust began working with the Youth Develop Research-Practice Partnership to perform a summer needs assessment that will find the locations of past summer services and identify gaps between what they offer and what the community needs.

“The intent would be not only to give them some experiences in the summer that provide a safe place for them to be, but enriching experiences that also give them an opportunity to focus on reading over the

summer and preventing summer skill loss," Colin Murphy, the Executive Director of The Children's Trust of Alachua County, said.

The trust appointed Murphy as executive director in January. He previously worked for the Children's Home Society of Florida, and he was selected out of a pool of 56 applicants.

A mosaic of programs exists within Alachua County to help support children and their families. However, these programs are operated by different agencies, even if they have overlapping goals. By consolidating resources and planning, the Gainesville City Commission and the trust hope to offer a better service network.

"Cross-governmental agency contact really does offer a huge opportunity for us to change how we do the work we do," Dr. Maggie Labarta, Vice Chair of the Children's Trust of Alachua County, said.

Besides the Alachua County School Board, Gainesville city government is one of the largest youth programming providers. As the Children's Trust of Alachua County moves forward with planning for future years, it hopes to foster interagency dependence within community programs.

Audio file is available <https://www.wuft.org/news/2020/11/05/childrens-trust-of-alachua-county-hopes-to-create-better-community-services-through-interdependency/>



# CHILDREN'S TRUST OF ALACHUA COUNTY SEEKING WAYS TO HELP DURING CORONAVIRUS OUTBREAK

By Elizabeth Biro

🕒 April 10, 2020 📁 Coronavirus, Education

In light of the coronavirus pandemic, organizations like the Children's Trust of Alachua County are having to refocus their goals and decide how they will help in order to best benefit the community.

The Children's Trust of Alachua County met this week to discuss what the role of the organization would be in the coming months.

Colin Murphy, executive director of the Children's Trust of Alachua County, said his long-term focus is on childcare and child welfare.

"I know that one of the concerns is that when you have people at home there's more instances of domestic violence and potentially, children entering the child welfare system mainly because people can't pay their bills, essentially," Murphy said on Monday.

In the meantime, the advisory board will continue to meet and make fiscal decisions as to where they feel funds and other resources would benefit children the most.

Knowing this is fundraising season for most non-profits, Murphy said the committee discussed a solution that would allow them to get a better gauge of which groups need aid.

“A few other possibilities might be to participate in the community foundation’s need survey,” Murphy said, “and while there’s no guarantees we would fund any of those, if we do get a request or a request comes to me, I can send them there and at least have them apply and take back the information and discuss.”

Another major focus of the Children’s Trust is maintaining children’s education during the transition to virtual learning.

The transition to online classes caused problems for those who lack resources like computers or WiFi, Superintendent of Alachua County Schools Karen Clarke said. She shared what public schools are doing to prepare for these issues.

“We’re thinking we are going to have enough devices to issue one per family based on some surveys that we did and by process of elimination,” Clarke said. “Being able to determine that, we have ordered an

additional 600 iPads already.”

The school district began allocating devices to larger high schools first, and is starting the distribution to elementary and middle schools this week.

Clarke said that efforts are being made to ensure every student has access to the internet and an electronic device.

“We are in the process now, for lack of a better word, reprogramming our bus GPS systems that will turn them into little hot spots,” Clarke said, “without requiring one of the little ‘MiFi’ boxes.”



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# Children's Trust Seeks Input on Strategic Funding Plan

*December 9, 2020*

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*Press release from Children's Trust of Alachua County*

***Advisory Committees and Needs Assessment to Inform Choices***

The [Children's Trust of Alachua County](#) created advisory committees on two of the three key elements of the Strategic Funding Plan: the "On the Way" Advisory Committee and the Youth Development Advisory Committee.

"The blend of community and expert opinion will lead to the success of the Trust's Strategic Funding Plan," explained Colin Murphy, Executive Director of the Trust.

The "On the Way" Advisory Committee will build on the momentum created by the programming developed by the Children's Services Advisory Board and the award from the Pritzker Children's Initiative. The advisory committee will take a systems-wide approach to the PN-5 system in Alachua County, working with subject matter experts, stakeholders, and parents to coordinate policies and practice throughout the healthcare, early education, and family support systems to work together to ensure better results for children.

This advisory committee will be led by Trust members Dr. Nancy Hardt and Dr. Patricia Snyder. Hardt is a professor emerita in the University of Florida College of Medicine. Snyder is the Director of the Anita Zucker Center for Excellence in Early Childhood Studies at the University of Florida.



The Youth Development Advisory Committee will build on the work of the BOOST Alliance, juvenile justice collaborations, and subject matter experts from the school district, law enforcement, department of juvenile justice, mental, health, and child welfare and parents, to perform a gap analysis.

The Hon. Susanne Wilson Bullard and Ms. Tina Certain will co-chair the second advisory committee. Wilson Bullard is a judge for the Eighth Judicial Circuit Court in Levy County. Certain is vice-chair of the Board of the Alachua County Public Schools.

Both committees are charged with making an initial set of recommendations by the March 8, 2020 Children's Trust of Alachua County meeting.

The third element of the strategic funding plan is a summer needs assessment for K-8 children that is funded by the Trust and is currently being conducted by the Youth Development Research-Practice Partnership (YDRPP) in the College of Health and Human Performance at the University of Florida. The needs assessment was authorized by the Trust in October 2020 and will include recommendations for programming for the summer of 2021.

The Children's Trust of Alachua County provides children's services throughout Alachua County.

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## Children's Trust director named

**By Staff Report**

Posted Feb 3, 2020 at 2:05 PM

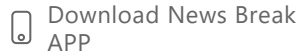
The Children's Trust of Alachua County has appointed its first executive director.

Colin Murphy was chosen from a 56-applicant pool and started the job Monday.

Murphy led the Children's Home Society of Florida's statewide business development effort in his previous job. Before that, he was the chief operating officer of the Jacksonville Children's Commission, according to an Alachua County news release, overseeing day-to-day operations, procurement, grant-writing and more.

The Children's Trust of Alachua County is an independent special taxing district approved by the county voters in 2018.

County residents agreed to tax themselves a half mill in property taxes for 12 years to cover children's needs. The tax is expected to generate about \$7 million a year.



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FL GAINESVILLE

# Children's Trust of Alachua County Hopes To Create Better Community Services Through Interdependency

wuft.org | 11-05



Transportation, homelessness and food insecurity are just a few things keeping children from achieving in school in Alachua County. To combat these problems, the Children's Trust of Alachua County was approved by voters in 2018. The Trust operates as an independent special taxing district. It strives to serve children until they are 18 with programs and services built to help them and their families thrive in the community.

**File Attachments for Item:**

12. Election of Officers



**Item:**

Election of Officers

**Requested Action:**

The Trust is asked to elect officers for FY21.

**Background**

According to Article II, Section 1 of the bylaws, the Trust shall hold an annual meeting in January, at which time the election of officers shall take place.

Article IV, Section 1 of the bylaws requires that the Trust elect a Chair, Vice Chair, and Treasurer with the following duties:

A. The Chair shall:

1. Preside at all meetings of the Trust.
2. May be an ex-officio member of all committees of the Trust.
3. Serve as a member of the Executive Committee.
4. Appoint, with Trust approval, all ad hoc committees.
5. Perform all of the duties usually pertaining to the office of Chair.
6. Be the primary check signer of the Trust subject to countersignature by another member of the Trust or the Executive Director.

B. The Vice-Chair shall:

1. Preside at all meetings of the Trust in the absence of the Chair.
2. Serve as a member of the Executive Committee.
3. Perform all such duties usually pertaining to the Office of Vice-Chair.

C. The Treasurer shall:

1. Preside over the Trust Budget Planning Committee.
2. Serve as a member of the Executive Committee.
3. Preside at all meetings of the Trust in the absence of the Chair and Vice-Chair

**Attachments**

NA

**Programmatic Impact:**

NA

**Fiscal Impact:**

NA

**Recommendation:**

NA

**File Attachments for Item:**

13. Resolution 2021-2 Amendments to Chapter 1 & Chapter 5 of Board Policies



**Item:**

Resolution 2021-2 Amendments to Chapter 1 & Chapter 5 of Board Policies

**Requested Action:**

The Board is asked to approve Resolution 2021-2 Amendments to Chapter 1 & Chapter 5 of Board Policies

**Background:**

This resolution establishes additional General Administrative Policies and Human Resource Policies for the CTAC. Amendments to Chapter 1 establish policies concerning applicable laws, conflict of interest and not voting, political activity, records management, the line of authority, and the Executive Director's authority to issue endorsements (letters of support). Amendments to Chapter 5 establishes a Whistleblower and Retaliation policy.

**Attachments:**

Resolution 2021-2 Amendments to Chapter 1 & Chapter 5 of Board Policies

**Programmatic Impact:**

NA

**Fiscal Impact:**

NA

**Recommendation:**

Staff recommends approval



**CHILDREN'S TRUST OF ALACHUA COUNTY  
RESOLUTION 2021-2**

**AMENDMENTS TO CHAPTER 1 AND CHAPTER 5 OF THE  
CHILDREN'S TRUST OF ALACHUA COUNTY'S BOARD POLICIES**

**WHEREAS**, the Children's Trust of Alachua County (CTAC) developed and approved Resolution 2020-19, Chapter 1 General Administration, and Resolution 2020-9, Chapter 5 Human Resources; and

**WHEREAS**, the Trust desires to establish additional policies and procedures to the General Administrative Policies and Human Resource Policies,

**NOW THEREFORE**, be it ordained by the Board of Children's Trust of Alachua County, in the State of Florida, as follows:

**SECTION 1:** AMEMDMENTS to Chapter 1 and Chapter 5 of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

**A D O P T I O N**

See **EXHIBIT A** (*Added*)

PASSED AND ADOPTED BY THE CHILDREN'S TRUST OF ALACHUA COUNTY BOARD \_\_\_\_\_.

	<b>AYE</b>	<b>NAY</b>	<b>ABSENT</b>	<b>NOT VOTING</b>
Lee Pinkoson	_____	_____	_____	_____
Dr. Maggie Labarta	_____	_____	_____	_____
Tina Certain	_____	_____	_____	_____
Dr. Karen-Cole Smith	_____	_____	_____	_____
Ken Cornell	_____	_____	_____	_____
Dr. Nancy Hardt	_____	_____	_____	_____
Dr. Carlee Simon	_____	_____	_____	_____
Dr. Patricia Snyder	_____	_____	_____	_____
Cheryl Twombly	_____	_____	_____	_____
Susanne Wilson Bullard	_____	_____	_____	_____

Presiding Officer

Attest

\_\_\_\_\_  
Lee Pinkoson, Chairman  
Children's Trust of Alachua County

\_\_\_\_\_  
Tina Certain, Treasurer  
Children's Trust of Alachua County

**1.01 Applicable Laws, Regulations, And Policies**

The Board will conduct its affairs in keeping with F.S. 125.901 Children's Services, Alachua County Ordinance 18-08 as approved by the electorate, the Bylaws, the Board's Strategic Plan, these Board Policies, and all applicable laws, rules, and regulations.

Board members are governed by Florida Statutes, including but not limited to: F.S.112 Public Officers and Employees, F.S.189 Uniform Special District Accountability, F.S. 119 Public Records, Public Business, Miscellaneous Provisions, F.S 104.31 Political activities of state, county, and municipal officers and employees, and all other laws applicable to the Board. Additionally, Board members must individually satisfy the annual obligation to file the Florida Commission on Ethics Form 1, the Statement of Financial Interest, with the Alachua County Supervisor of Elections.

**1.03 Conflict of Interest and Not Voting**

In accordance with F.S.112.3143, Board members and members of any advisory body to the Board must not vote on a matter in which they have a conflict of interest, and they must disclose the nature of the conflict. Furthermore, they may not attempt to influence a decision of a matter in which they have a conflict of interest prior to disclosing the nature of the conflict. In either case, they must delineate such conflict on the Florida Commission on Ethics Form 8B, Memorandum of Voting Conflict for County, Municipal, and other Local Public Officers, which is filed with the Clerk of the Trust and shall be incorporated in the minutes of the appropriate Board or advisory body meeting. However, provided it does not violate conflict of interest laws, a member may vote on such a funding issue if it is a part of a general appropriation addressing multiple programs. In such cases the member will announce their affiliation with the entity affected.

**1.05 Financial Disclosure**

In accordance with F.S.112, appointed Board members, the Executive Director must annually file Form 1, the Statement of Financial Interest, and within 60 days of departure, must file Form 1F, the Final Statement of Financial Interest.

**1.07 Political Activity**

Board members are governed by F.S.112.313 and F.S.104.31, as amended with regard to political activity. If an appointed member intends to become a candidate for elective office, the appointed member must request and secure an interpretation by the Florida Office of the Attorney General and/or Florida Commission on Ethics as appropriate, regarding their eligibility to 1) run and serve as a Board member during the campaign; and 2) an interpretation on eligibility to remain on the CTAC Board, if elected.

The interpretation will be brought to the Board, by the appointed member, at a regularly scheduled Board meeting, prior to submitting candidate qualification papers. The Board's discussion of the matter will become part of the CTAC Board Minutes, and serves as notification of the appointed member's intentions.

**1.40 Records Management**

In accordance with F.S.257.36(5), CTAC maintains an organization-wide records management program that maintains, protects, retains, and disposes of records in accordance with statutory compliance, operational needs, fiscal and legal requirements, and historical or reference purposes.

**1.45 Public Records Request**

In accordance with F.S.119, any item that meets the definition of a Public Record will be retained in accordance with the records retention schedule required by law, and upon request, made available to the public unless the information is confidential or exempt from disclosure.

**1.50 Line of Authority**

1. There will be complete separation between the policy-making activities of the Board and the administration of the agency. The Board will adopt policies that govern the agency and hold the Executive Director responsible for all aspects of CTAC operations. This authority includes the execution of contracts, agreements, and budgeted allocations for services approved through specific Board action. The Executive Director is responsible to provide the Board with adequate and timely background and supporting information regarding agenda items, the operation of the agency, and new matters that may affect the operation of the agency.
2. The Board will make all requests for services from staff through the Executive Director. Individual Board members should not give directions to the staff. Individual Board members who need additional information from the staff will make such requests through the Executive Director.

**1.60 Staff Affiliation with Other Agencies**

No member of the CTAC staff will serve as a Board member of any agency funded by CTAC. Staff may serve as non-voting consultants to such agencies with the approval of the CTAC Executive Director for the purpose of providing technical assistance. Staff serving on governing bodies of agencies which make an application for CTAC funding will take a leave of absence from the governing body of the agency until a decision is made regarding the application. If funding is approved, the staff member concerned must resign membership of the governing authority. No staff member will accept any compensation from an agency funded by CTAC. The exception to this provision is where the Executive Director is required to serve on the Early Learning Coalition board per F.S.1002.83 (4)(e).

**1.65 Endorsements**

The Executive Director or their designee shall have the authority to issue endorsements or letters of support to agencies or individuals that are in alignment with the focus and priorities of the Board.

**5.100 Whistleblower and Retaliation**

1. **Purpose.** The objective of this policy is to ensure that The Children's Trust of Alachua County maintains an effective, easy-to-use mechanism for employees to raise concerns regarding potentially unlawful or unethical behavior of any kind within the organization and that ensures protection against retaliation for the whistleblower. Employees will not be penalized in any employment action for engaging in any protective activity including: making a complaint, making a discrimination claim, participating in an investigation, taking protected leave, asking for an accommodation for a disability, and/or making a claim for workers' compensation benefits. The Trust's policy is that no retaliation shall occur against any employee who reports a concern about potentially unlawful or unethical conduct ("Whistleblower"). Each employee has an obligation and responsibility to report in

accordance with this Whistleblower Policy: (a) questionable or improper accounting or auditing practices, (b) suspected unlawful conduct, and (c) violations or suspected violations of Trust policy (collectively referred to as “Concerns” from this point forward).

2. **No Retaliation.** This policy is intended to encourage and enable employees to raise Concerns for prompt internal investigation and appropriate action. No employee who in good faith reports a Concern shall be subject to retaliation in any form for making the report. An employee who retaliates against someone who has made a good faith report about a Concern is subject to discipline up to and including termination of employment.

Nothing herein precludes CTAC staff from taking any personnel, contractual, or other action against any employee or other person which is predicated upon grounds other than and would have been taken absent the employee's or person's disclosure of information under this policy.

3. **Reporting Concerns.** As outlined in Section 1.50 of the Employee Handbook, employees should first discuss their Concern with their immediate supervisor. If the employee is uncomfortable speaking with their supervisor for any reason or if after speaking with their supervisor, the employee continues to have reasonable grounds to believe the Concern is valid and the supervisor is not responsive or if the immediate supervisor is part of the Concern, the employee should then report the Concern (in writing or orally) to the Executive Director. If the Executive Director is the subject of the Concern, the Concern should be reported to the Chair.

4. **Handling of Reported Concerns**

- A. **Investigation Procedure.** All Concerns will be dealt with promptly and in a manner intended to protect confidentiality, consistent with the need to conduct a full and fair investigation.

- i. **Concerns Not Involving the Executive Director:** Following a preliminary assessment, if the individual initially receiving the Concern believes the Concern warrants further investigation, then the Executive Director shall be responsible for investigating the Concern and reporting the results of this further investigation, as appropriate. If the investigation indicates that there has been or likely has been a violation of law, accounting or audit standards, or CTAC policy, then the individual who receives the report of the results of the investigation shall consult with Executive Director to determine the appropriate follow-up action and conclusion.

- ii. **Concerns Involving the Executive Director:** If the Executive Director is the subject of the Concern, the Chair of the Board shall consult with an independent attorney to further investigate the Concern. The Board Chair shall then report back to the full Board on the results of the investigation for appropriate follow-up action and conclusion.

- B. **Follow-up with Whistleblower.** The Whistleblower (employee) will be informed of the progress and/or outcome of the investigation unless: (1) the Whistleblower expressly indicates their preference not to be informed, (2) this would be detrimental to the Whistleblower, the Trust or the investigation, or (3) there are other, sound reasons not to inform the Whistleblower. The individual responsible for investigating

the Concern is also responsible for determining whether follow-up with the Whistleblower would be detrimental or whether other reasons exist not to inform the Whistleblower. The individual is also responsible for informing the Whistleblower if the Concern has been resolved or closed.

- C. **Cooperation.** All employees are required to cooperate in the investigation of Concerns, which may include steps such as personal interviews, sworn statements and requests for and review of documents. Employees must not discuss the investigation, including any interviews or document requests, with anyone unless specifically instructed that they may do so.
2. **Acting in Good Faith.** Anyone reporting a concern must act in good faith and have reasonable grounds for believing the information provided in a reported Concern indicates a violation of law, accounting or audit standards, or the Trust's policy. (The act of making allegations which are made maliciously, recklessly, or with knowledge of their falsity, will be reviewed as a serious disciplinary offense.)
3. **Limited Confidentiality.** Reports of Concerns, and any investigations regarding Concerns, shall be kept confidential to the extent possible and lawful, consistent with the need to conduct an adequate investigation.

It is the responsibility of all directors, officers and employees to comply with this policy and report Concerns in accordance with this policy.

**File Attachments for Item:**

14. FY 2021 Legislative Agenda



**Item:**

Florida Children's Council (FCC) – 2021 Legislative Priorities

**Requested Action:**

Approve Legislative Priorities

**Background**

Florida Children's Council works with Children's Council Executive Directors and their designees on the Policy Affinity Group to review legislative priorities proposed by FCC staff.

**Attachments**

Florida Children's Council document approved on January 15, 2021 by the FCC Executive Directors.

**Programmatic Impact:**

N/A

**Fiscal Impact:**

N/A

**Recommendation:**

Approve Legislative Priorities












## 2021 Legislative Priorities

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### OVERVIEW:

The Florida Children's Council serves as the member organization of the state's Children Services Councils (CSCs) and Children's Trusts. Within Florida these organizations serve over 1/3<sup>rd</sup> of the state's birth to 18 population by funding evidence-based programs, innovative services, and community resources that improve the lives of children and families. This comprehensive service approach allows CSCs to make data-driven decisions, maximize local resources, and ensure accountability of funded programs. Through these CSC investments, data is collected, and services are aligned that produce efficiencies, replicable positive child and family outcomes, and long-term collective impact. It is through this laser-focused approach that scalable system development opportunities and recognition of public policy needs emerge. The following legislative priorities have been identified for the 2021 legislative session.

### GUIDING PRINCIPLES:

-  Maintain the ability for local communities to determine the best use of resources to develop, implement, and administer programs that address the needs of children and families.
-  Support evidence-based policies and programs to ensure healthy, academically successful children, secure families, and safe and supportive communities.
-  Ensure adequate, equitable funding and access for programs that affect children and families and account for regional economic differences.
-  Support programming that encourages and facilitate family engagement.
-  Support legislation that uses a racial equity lens, processes, and values to create just and fair outcomes and conditions for our state and community while recognizing and addressing historical injustices and harms.
-  Ensure health, safety, and well-being of children in all publicly funded programs.
-  Support programs that promote the ability for families to continue toward economic self-sufficiency without losing access to services that support children's development.
-  Maximize all available revenue streams for strategies that support child development and economic security.
-  Support State appropriations that benefit Florida's children and families.

### TWO-GENERATIONAL STRATEGIES FOR CHILDREN AND FAMILIES:

Support the development more effective equitable policies for families with young children in poverty by aligning targeted social services that support children's development with workforce development services to increase family economic self-sufficiency.

### EARLY LEARNING:

Contribute to the establishment of an equitable comprehensive system of early learning that supports parental choice, timely child outcome results, and an aligned progress monitoring that allows the state and communities to provide timely interventions.

### OUT-OF-SCHOOL TIME PROGRAMS:

Support child safety and well-being by working with the legislature to provide the Florida Department of Children and Families the authority to be able to fine or file an injunction for summer camps that are in violation of the summer camp background screening requirements and continuing to support summer camp registration.





#### HEALTHY DEVELOPMENT:

Expand funding and access for all children to ensure the healthy development of Florida's children through targeted programs that support mental health, infant mortality and disparities in birth outcomes, and access to health care.

#### CHILDREN WITH DISABILITIES:

Maximize the impact of intervention services by managing caseloads, adequately serving infants and toddlers with significant delays, prohibiting the use of seclusion and restraint rooms in school settings, implementing universal developmental screenings, and streamlining transitions between state programs.

#### CHILD PROTECTION:

Develop a network of comprehensive child welfare services that implement trauma-informed practices, ensure children in safe and stable homes, reduce the length of time that children are in the welfare system, and supports young adults leaving foster care and transitioning into independence.

#### JUVENILE JUSTICE:

Support programs and strategies that produce evidenced based results that mitigate recidivism, do not disproportionately affect youth based on color or background, and allow for state attorney discretion on filing charges against juveniles who receive concurrent civil citations.

**File Attachments for Item:**

15. Sponsorship Policy & Funding Application

**Item:**

Sponsorship Policy & Funding Application

**Requested Action:**

- 1) The Trust is asked to approve Resolution 2021-1 and the sponsorship application.
- 2) The Trust is asked to authorize staff to allocate \$20,000.00 for FY21 towards sponsorship requests.

**Background:**

At the August 31, 2020 Board meeting, the Trust approved Resolution 2020-12 and adopted Chapter 6: Procurement Policy. It was understood that further additions or amendments to the policy would be expected as the Trust refines its operations.

The new sponsorship policy, 6.80.C, and application outline the process the Trust will implement for reviewing and evaluating sponsorship applications from Alachua County providers.

**Attachments**

Resolution 2021-1  
Sponsorship Funding Application

**Programmatic Impact:**

Outlines the process of submitting an application for sponsorship to the Children's Trust of Alachua County

**Fiscal Impact:**

\$20,000.00 for FY 2021

**Recommendation:**

Staff recommends approval

**CHILDREN'S TRUST OF ALACHUA COUNTY  
RESOLUTION 2021-1**

**AMENDMENT TO SECTION 6.80 "SPECIAL PROGRAMS" OF THE  
CHILDREN'S TRUST OF ALACHUA COUNTY'S PROCUREMENT POLICIES**

**WHEREAS**, the Children's Trust of Alachua County (CTAC) developed and approved Resolution 2020-12, Procurement Policies; and

**WHEREAS**, the Trust desires to establish policies and procedures to participate in sponsoring local events supporting children and their families,

**NOW THEREFORE**, be it ordained by the Board of Children's Trust of Alachua County, in the State of Florida, as follows:

**SECTION 1:**            **AMEMDMENT** "6.80 Special Programs" of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

**A D O P T I O N**

**C. Sponsorships (Added)**

1. **Conditions for use.** Children's Trust of Alachua County (CTAC) wishes to support local agencies by providing sponsorships for events and activities supporting children and their families. Funds for this special category are limited and denial of any request shall in no way be construed as a reflection on the project submitted or the agency involved.
2. **Review.** The Executive Director or designee will review the application and documentation.
  - a. Submit a letter on the organization's official letterhead signed by an authorized signer, at a minimum of sixty (60) days, but no more than one-hundred and eighty (180) days in advance of the planned activity.
  - b. Briefly describe the planned event and its relationship to the mission and goals of the CTAC.
  - c. Include information about the purpose/goals of the event, the estimated impact and number of citizens or community members reached.
3. **Evaluation.** The Executive Director or designee will consider whether the proposal meets the goals and objectives stated by the Trust, whether the event activities address a community need, and whether the costs are commensurate with the impact and reach proposed by the Agency. The Executive Director may consider other criteria in making a recommendation for funding so long as the criteria is explicitly stated in the recommendation.
4. **Recommendation.** Agencies not recommended for funding shall be notified in writing by the Executive Director. Agencies recommended for funding shall be presented to the Board for approval.
5. **Payment.** If approved, the request and backup are provided to the CTAC Finance Department for processing. Checks are mailed to the organization.

PASSED AND ADOPTED BY THE CHILDREN'S TRUST OF ALACHUA COUNTY BOARD \_\_\_\_\_.

	<b>AYE</b>	<b>NAY</b>	<b>ABSENT</b>	<b>NOT VOTING</b>
Lee Pinkoson	_____	_____	_____	_____
Dr. Maggie Labarta	_____	_____	_____	_____
Tina Certain	_____	_____	_____	_____
Dr. Karen-Cole Smith	_____	_____	_____	_____
Ken Cornell	_____	_____	_____	_____
Dr. Nancy Hardt	_____	_____	_____	_____
Dr. Carlee Simon	_____	_____	_____	_____
Dr. Patricia Snyder	_____	_____	_____	_____
Cheryl Twombly	_____	_____	_____	_____
Susanne Wilson Bullard	_____	_____	_____	_____

Presiding Officer

Attest

\_\_\_\_\_  
Lee Pinkoson, Chairman  
Children's Trust of Alachua County

\_\_\_\_\_  
Tina Certain, Treasurer  
Children's Trust of Alachua County



## **Children's Trust of Alachua County Sponsorships**

### **Eligibility Criteria for FY21**

- Agencies must be a governmental entity or registered as a 501(c)(3) organization
- The activity must benefit the children and families of Alachua County
- All sponsorship requests must be submitted to address the issues in the Children's Trust of Alachua County's (CTAC) strategic funding plan
  - All children are born healthy and remain healthy
  - All children can learn what they need to be successful
  - All children have nurturing, supportive caregivers and relationships
  - All children live in a safe community
- Requests shall not exceed \$2,500
- All awards must be approved by the Board
- Organizations must comply with EEO, ADA and local ordinances and rules
- Agencies are eligible for one (1) award per fiscal year

- Sponsorship types supported (not all inclusive):
  - Service/Cultural Fairs
  - Special Needs Resource Events
  - Health Education Events
  - Educational Events
  - School Readiness Events
  - Conferences
  
- Events not supported:
  - Fundraising Events
  - Award Banquets
  - Concerts

### **Non-Eligible**

- Individuals
  
- Programs serving children outside of Alachua County
  
- Programs with religious affiliation are eligible if they support a secular community program and do not propagate a belief in a specific religious faith

### **Application Procedure**

- Submit a letter on your organization's official letterhead signed by an authorized signer at a minimum of sixty (60) days, but no more than one-hundred and eighty (180) days in advance of the planned activity
  
- Briefly describe the planned event and how it addresses the issues in CTAC's strategic funding plan
  
- Include information about the purpose/goals of the event, the expected impact and the number of individuals you expect to reach at the event

- Include a completed W-9 Request for Taxpayer Identification Number and Certification
- Email all letters of inquiry to Kristy Goldwire, Director of Program Operations, at [kgoldwire@childrenstrustofalachuacounty.us](mailto:kgoldwire@childrenstrustofalachuacounty.us)
- There are no application forms and the review of requests is ongoing throughout the year, or until the budget is exhausted
- Requests are reviewed on a first come, first served basis
- Communication guidelines for providers can be found in the [Provider Resources](#) section of the Trust website.

### **Funding Procedure**

- Sponsorship requests are reviewed by the Executive Director or their designee. Recommendations are then forwarded to the Board for approval
- The Executive Director will evaluate based on criteria from Section 3 of the Bboard Policies, or other specifically stated criteria, including whether costs are commensurate with proposed outcomes
- If approved, the award will be processed by the CTAC finance department, and checks will be mailed to your organization



**File Attachments for Item:**

16. Application for Matching Funds

**Item:**

Application for Matching Funds

**Requested Action:**

- 1) The Trust is asked to approve the application for Matching Funds
- 2) The Trust is asked to authorize staff to allocate \$300,000.00 for FY21 towards match funds requests

**Background**

Board policy 6.80.B, Matching/Leveraged Funds authorizes the Trust to accept proposals for match funding from organizations awarded funds from a grantor, requiring match as a stipulation of the award. The Trust does not currently have a process for organizations seeking match funding. The Trust is asked to approve the proposed application, which outlines clear steps organizations can take to request match funding.

**Attachments**

Application for Matching Funds

**Programmatic Impact:**

Leveraged funds for programs targeting Alachua County children and their families

**Fiscal Impact:**

\$300,000.00 for fiscal year 2021

**Recommendation:**

Staff recommends approval



## Children's Trust of Alachua County Matching Funds Requests

**Purpose:** To maximize Federal, State, and Private Revenue opportunities to bring new resources to Alachua County that benefit children & families in our community.

### Eligibility Criteria

- Agencies must be a governmental entity or registered as a 501(c)(3) organization
- Applicants should be currently qualified to conduct business in the State of Florida, under the laws of Florida per Chapter 607, Florida Statutes, and must be qualified to conduct business on or before the service and contract start date(s)
- Eligible applicants must remain qualified to conduct business in the State of Florida for the duration of the funding cycle
- All match funding requests must be submitted to address the issues in the Children's Trust of Alachua County's (CTAC) strategic funding plan
  - All children are born healthy and remain healthy
  - All children can learn what they need to be successful
  - All children have nurturing, supportive caregivers and relationships
  - All children live in a safe community

- Agencies applying for match funds must bring new funds to Alachua County (i.e., not simply replacing an existing match or matching local dollars that already exist in the community)
- Requests shall not exceed 25 percent of the total program budget
- All awards must be approved by the Board
- CTAC will accept only one (1) match fund request per agency. However, in the case of large entities with multiple, distinct departments or units, such as municipalities and universities, the limit of one proposal will be applied to the department or unit level
- Agencies preparing for competitive or non-competitive grant(s), for which they plan to seek matching funds from CTAC, should include CTAC in the application process prior to the grant proposal submission, whenever feasible
- Agencies may also request match funding after the primary funding source has confirmed the award
- Eligible applicants may only request matching funds annually, per fiscal year
- Agencies requesting funds from CTAC must submit a copy of their most recent 990 and financial audit completed by an independent Florida Certified Public Accountant (CPA), including single audit and management reports if applicable to demonstrate fiscal solvency. Smaller agencies can submit compiled financial statements

## Non-Eligible

- Individuals
- Programs serving children outside Alachua County
- Programs with religious affiliation are eligible if they support a secular community program and do not propagate a belief in a specific religious faith

## Application Procedure

- Submit a letter on your organization's official letterhead signed by an authorized signer. Letter must include the following:
  - Name of the funding organization or grantor
  - Copy of grant narrative with budget
  - Summary of goals and outcomes of the proposed program/project
  - Narrative describing how CTAC funds will be spent. ***(Use CTAC's budget and budget narrative forms, Attachment I & Attachment II)***
  - Match request amount and its percentage of the full budget
  - Submit a copy of the organization's Articles of Incorporations
  - Provide a link to the organization's [www.sunbiz.org](http://www.sunbiz.org) record
  - Include completed W-9 Request for Tax Payer Identification Number and Certification

- Email all requests to Kristy Goldwire, Director of Program Operations, at [kgoldwire@childrenstrustofalachuacounty.us](mailto:kgoldwire@childrenstrustofalachuacounty.us)
- Applications are reviewed on a first come, first served basis. Applications for FY21 will not be received after August 31, 2021
- Communication guidelines for providers can be found in the [Provider Resources](#) section of the Trust website

### **Funding Procedure**

- Match fund requests are reviewed by the Executive Director or their designee. Recommendations are forwarded to the Board for approval
- If awarded funds, organizations will be required to enter into contract with CTAC. Contract terms will include all clauses in 6.70D of CTAC's policies
- Program funds not actually received will result in a reduction of matched funds and/or the return of match funds previously disbursed

**File Attachments for Item:**

17. Agreement with Level Up Impact Group, LLC



**Item:**

Agreement with Level Up Impact, LLC

**Requested Action:**

The Trust is asked to approve the agreement with Level Up Impact Group, LLC for consultation services in the amount of \$20,625.

**Background**

In preparation for the release of funding for Summer 2021, Level Up Impact, LLC has agreed to assist the Trust in the development of the solicitation document, the application template and process, the development of reviewer criteria, data collection, and a final report.

This contract will be awarded under Section 6.60 (B)(2) of CTAC's procurement policies.

**Attachments**

Consulting Agreement with Level Up Impact Group, LLC

**Programmatic Impact:**

NA

**Fiscal Impact:**

\$20,625 from 001.15.1500.569.31 - \$27,344 remaining

**Recommendation:**

Staff recommends approval



# Consulting Agreement

**Prepared for:**

The Children's Trust of Alachua County

**Created by:**

Anna Dilernia  
Level Up Impact Group, LLC

# Consulting Agreement

This Consulting Agreement (the "Agreement" or "Consulting Agreement") states the terms and conditions that govern the contractual agreement between Level Up Impact Group, LLC (the "Consultant"), and The Children's Trust of Alachua County (the "Client") who agrees to be bound by this Agreement. **WHEREAS**, the Consultant offers consulting services which are ; and **WHEREAS**, the Client desires to retain the services of the Consultant to render consulting services with regard to scope of consulting services according to the terms and conditions herein. **NOW, THEREFORE**, In consideration of the mutual covenants and promises made by the parties hereto, the Consultant and the Client (individually, each a "Party" and collectively, the "Parties") covenant and agree as follows:

## 1. Term

This Agreement shall begin on \_\_\_\_\_ and will continue through September 30, 2021. Either Party may terminate this Agreement for any reason with 10 days written notice to the other Party.

## 2. Consulting Services

The Consultant agrees that it shall provide its expertise to the Client for all things pertaining to the scope of consulting services (the "Consulting Services"). The scope of services shall include:

### A) Summer Programming Application

*In collaboration with CTAC staff - develop program goals, guidelines, release schedule, eligibility criteria and online application for summer funding.*

*Deliverable(s): Program guidelines, online application, and support materials for application*

*Estimated Hours: 50*

*Estimated date of completion: February 15<sup>th</sup>, 2021*

### B) Summer Programming Review and Award Process

*In collaboration with CTAC staff, develop application review guidelines and award criteria for efficient awarding of summer funding in 2021*

*Deliverable(s): Reviewer guidelines, grant award agreements within program guidelines*

*Estimated Hours: 20*

*Estimated date of completion: February 22<sup>nd</sup>, 2021*

### C) Summer Programming Evaluation Design and Data Collection

*In collaboration with CTAC staff, develop evaluation, data collection timeline and data collection tools for capturing data for summer camp voucher initiative including demographics, program attendance and, parent satisfaction*

*Deliverable(s): Evaluation design and online data collection tools*

*Estimated Hours: 25*

*Estimated date of completion: March 1<sup>st</sup>, 2021*

### D) Summer Programming Data Collection Training

*Develop and host online training for summer grantees to capturing data for the initiative. evaluation and collection tools for capturing data for summer initiative.*

*Deliverable(s): One online training and materials with recording*

*Estimated Hours: 30*

*Estimated date of completion: May 2021*

### E) Summer Programming Analysis and Program Evaluation

*Evaluation and analysis of summer program*

*Estimated Hours: 40*

*Deliverable(s): Final report on summer camp impact*

*Estimated date of completion: September 2021*

## 3. Compensation

3.1. In consideration for the Consulting Services, the Client shall pay the Consultant at the rate of \$125 per hour for up to 165 hours, not to exceed \$20,625. The Consultant shall invoice the Client once every 30 days.

3.2 All applications for payment shall be processed and paid in accordance with the provisions of Chapter 218, Part VII Florida Statutes ("Local Government Prompt Payment Act"), and shall be remitted to:

invoice@childrenstrustofalachuacounty.us or

Kristy Goldwire, Children's Trust of Alachua County P.O.Box 5669 Gainesville, FL 32627

## 4. Intellectual Property Rights in Work Product

The Parties acknowledge and agree that the Client will hold all intellectual property rights in any work product resulting from the Consulting Services including, but not limited to, copyright and trademark rights. The Consultant agrees not to claim any such ownership in such work product's intellectual property at any time prior to or after the completion and delivery of such work product to the Client.

## 5. Confidentiality

### 5.1 General Provisions:

5.1.1 Any document submitted to the Client may be a public record and is open for inspection or copying by any person or entity. "Public records" are defined as all documents, papers, letters, maps, books, tapes, photographs, films, sound recordings, data processing software, or other material, regardless of the physical form, characteristics, or means of transmission, made or received pursuant to law or ordinance or in connection with the transaction of official business by any agency per §119.011(12), Florida Statutes. Any document is subject to inspection and copying unless exempted under Chapter 119, Florida Statutes, or as otherwise provided by law.

5.1.2 In accordance with §119.0701, Florida Statutes, the Consultant, when acting on behalf of the Client, as provided under 119.011(2), Florida Statutes, shall keep and maintain public records as required by law and retain them as provided by the General Record Schedule established by the Department of State. Upon request from the Client's custodian of public records, provide the Client with a copy of the requested records or allow the records to be inspected or copied within a reasonable time unless exempted under Chapter 119, Florida Statutes, or as otherwise provided by law. Additionally, the Consultant shall provide the public records at a cost that does not exceed the cost provided in this chapter or as otherwise provided by law.

5.1.3 Consultant shall ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed except as authorized by law for the duration of this Agreement and following completion of this Agreement if the Consultant does not transfer the records to the Client.

### 5.2 Confidential Information

5.2.1 During the term of this Agreement, the Consultant may claim that some or all of Consultant's information, including, but not limited to, software documentation, manuals, written methodologies and processes, pricing, discounts, or other considerations (hereafter collectively referred to as "Confidential Information"), is, or has been treated as confidential and proprietary by Consultant in accordance with §812.081, Florida Statutes, or other law, and is exempt from disclosure under the Public Record Act. Consultant shall clearly identify and mark Confidential Information as "Confidential Information" or "CI" and the Client shall use reasonable efforts to maintain the confidentiality of the information properly identified by the Consultant as "Confidential Information" or "CI."

5.2.2 The Client shall promptly notify the Consultant in writing of any request received by the Client for disclosure of Consultant's Confidential Information and the Consultant may assert any exemption from disclosure available under applicable law by seeking a protective order against disclosure from a court of competent jurisdiction. Consultant shall protect, defend, indemnify, and hold the Client, its officers, employees and agents free and harmless from and against any claims or judgments arising out of a request for disclosure of Confidential Information. Consultant shall investigate, handle, respond to, and defend, using counsel chosen by the Client, at Consultant's sole cost and expense, any such claim, even if any such claim is groundless, false, or fraudulent. Consultant shall pay for all costs and expenses related to such claim, including, but not limited to, payment of attorney fees, court costs, and expert witness fees and expenses. Upon completion of this Agreement, the provisions of this paragraph shall continue to survive. Consultant releases Client from claims or damages related to disclosure by Client.

**5.3 Project Completion:** Upon completion of the Work, or in the event this Agreement is terminated, the Consultant, when acting on behalf of the Client as provided under §119.011(2), Florida Statutes, shall transfer, at no cost, to the Client all public records in possession of the Consultant or keep and maintain public records required by the Client to perform the service. If the Consultant transfers all public records to the Client upon completion or termination of the Agreement, it must destroy any duplicate public records that are exempt or confidential and exempt from public records disclosure requirements. If the Consultant keeps and maintains public records upon the completion or termination of the Agreement all applicable requirements for retaining public records shall be met. All records stored electronically shall be provided to the Client, upon request from the Counties custodian of public records, in a format that is compatible with the information technology systems of the Client.

**5.4 Compliance:** The Consultant may be subject to penalties under §119.10, Florida Statutes, if the Consultant fails to provide the public records to the Client within a reasonable time.

**IF THE AGENCY HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS CONTRACT, CONTACT THE CLIENT REPRESENTATIVE AT E-MAIL [publicrecordsrequest@childrenstrustofalachuacounty.us](mailto:publicrecordsrequest@childrenstrustofalachuacounty.us) PHONE (352) 374-1830 Address P.O. Box 5669, Gainesville, FL 32627**

## 6. Indemnification

Without waiving the provisions of Section 768.28, Florida Statutes and subject to the limits therein, the Client agrees to indemnify, defend, and protect the Consultant from and against all lawsuits and costs of every kind pertaining to the Client's business arising out work performed on behalf of Client due to any act or failure to act by the Client based upon the Consulting Services but only to the extent that said act arises out of the sole negligence of the Client. This shall not constitute a waiver of sovereign immunity except as set forth herein.

## 7. No Modification Unless in Writing

No modification of this Agreement shall be valid unless in writing and agreed upon by both Parties.

**IN WITNESS WHEREOF**, by execution by the parties below, this Service-Level Agreement will form a part of the Contract.

Level Up Impact Group, LLC

Anna Dilernia



\_\_\_\_\_  
Date: January 26, 2021

Children's Trust of Alachua County

Colin Murphy

\_\_\_\_\_  
Date: \_\_\_\_\_

**File Attachments for Item:**

18. Pritzker Interim Report

**Item:**

Pritzker Interim Report

**Requested Action:**

The Trust is asked to receive the report.

**Background:**

The Pritzker Children's Initiative, funded by the J.B. and M.K. Pritzker Family Foundation, has the goal of increasing the number of children, ages prenatal to three, receiving high quality care by one million by 2023. Their approach is to catalyze national, state, and local policies, programs, and funding that:

1. Increase the number of families with children prenatal to age three who are connected to essential health, developmental, and social and emotional support services; and
2. Increase the number of low-income infants receiving affordable, high-quality child care.

The Pritzker Children's Initiative agreed to support a three-year grant to the Children's Trust of Alachua County for \$83,500 per year. The objectives of award are:

1. Increase participation rates of those living under 200% of the Florida Poverty Line by 17% annually in existing federally, state, and locally funded maternal and infant health programs (WIC, Healthy Start, MIECHV, NewboRN, etc.); and
2. Improve the quality and availability of infant early care and education services by increasing the number of Gold Seal providers.

This report establishes baseline to measure against annual progress for the initiative.

**Attachments:**

Pritzker Interim Report

**Programmatic Impact:**

No changes to initial programmatic impact reported in the "On The Way" Strategic Plan

**Fiscal Impact:**

N/A

**Recommendation:**

Receive the information

## Pritzker Children’s Initiative Alachua County Interim Report January 29, 2021

Anticipated Impact	Program	12/31/21	By 12/31/22	By 12/31/23	Total Baseline Services # as of	Non-Hispanic White	Non-Hispanic Black	Hispanic or Latinx	Asian	American Indian or Alaskan Native	Native Hawaiian or Other Pacific Islander	Two or more races/ ethnicities	Other	Data Source Notes
Annually increase the # of families with infants/toddlers participating in WIC	WIC	50	75	125	2283	UKN	UKN	UKN	UKN	UKN	UKN	UKN	UKN	The baseline data is birth to three for children actively participating in WIC as of January 2020. The CHD cannot disaggregate this date for that time because the data was not pulled on that day. Their system does not give the option of searching by specific dates. Instead, it provides the current number of actively participating clients on the date the report is pulled. for example, on January 22, 2021 there are a total of 2,747 actively participating children ages 0-36 months of age in WIC in Alachua County. This disaggregate date can be found below American Indian or Alaskan Native - 2 Asian - 66 Hispanic - 453 Black or African America - 1,463 Multi-Racial - 296 Native Hawaiian or Other Pacific Islander - 7 White - 913 Total - 2,747
Annually increase the # of families participating in NewboRN	New born Home Visiting	15	30	60	275	88	99	23	35	0	0	14	9	Baseline data dates are January 2020- December 2020. The 2020 baseline numbers are significantly lower than any other year due to covid. 664 families participated in 2019 and 275 in 2020. The NewboRN program provider has implemented several new strategies, such as virtual visit, utilizing infant screens and other MCH programs, to recruit families. To date, program nurses have returned to one hospital. Staff are hopeful the other hospital will allow the nurses back into the facility by February or March.
Annually increase number of families with infants/toddlers receiving services through Connect	Service Coordination	30	70	130	1666	234	455	40	49	1	0	15	872	Baseline data dates are January 2020 - December 2020.

## Pritzker Children’s Initiative Alachua County Interim Report January 29, 2021

Annually increase the number of infants/toddlers in high quality classrooms as a result of their participation in ELC Coaching Services	Child Care	60	60	60	46	0	41	0	0	0	0	5	0	Baseline Data: As of July 2020, four centers had received Practice-based coaching in the infant/toddler classrooms. There were 2 infant classrooms and 4 toddler classrooms impacted by coaching. Using estimation, this gives a baseline of approximately 60 infant/toddler slots available. As of July 2020, there were 46 SR children enrolled in classrooms that received coaching.
Annually increase the # of families with infants/toddlers participating in home visiting programs	Home Visiting	15	35	65	1227	342	506	95	88	4	0	35	157	Baseline data dates are January 2020 - December 2020. The data was collected from the following home visiting programs: Newborn Home Visiting, Healthy Start, MIECHV, & Healthy Families
Annually increase # of infants/toddlers in quality early learning classrooms as measured by a minimum score of 4.0 in the CLASS assessment	Child Care	0	96	97	114	10	94	0	0	0	0	9	1	Baseline Data: The original strategy stated that we would annually increase the number of infants/toddlers in quality early learning classrooms as measured by a minimum score of 4.0 on the CLASS assessment, however Rule 6M-4.740 was amended on 5/5/20, stating the new CLASS Assessment quality threshold to be a 4.0 without being on a Quality Improvement Plan. Since 4.0 became the new threshold for quality, we would like to aim for a score of at least a 4.5 to define quality in Alachua County, therefore increasing the threshold by a half of a point. Using the new threshold of a 4.5 or higher, there were 19 SR Providers with a score of 4.5 or higher, 3 SR Providers with no score (exempt) and 16 SR Providers with a score below 4.5. Using an estimate based on classrooms, there are approximately 9 Family Childcare Homes, 7 infant classrooms and 12 toddler classrooms with CLASS Assessment scores of 4.5 or higher. This is an estimated number of 222 infant/toddler slots available. As of July 2020, there were 114 SR infant/toddler children enrolled in classrooms/homes that had a CLASS score of 4.5 or higher.
Annually increase the # of infants/toddlers in high quality child care rated as "Gold Seal"	Child Care	8	15	25	17	0	15	0	0	0	0	1	1	Baseline Data: Using the following zip codes, 32607, 32609 and 32641, there are currently 5 SR Providers of the 38 SR Providers that are "Gold Seal" providers. Using an estimate, there are approximately 32 infant/toddler slots available, however only 17 children ages 0-3 were enrolled as of July 2020. Of





Children's Trust of Alachua County "Early Connections" Strategic Plan

Objective 1: Increase participation rates of those living <200% FPL by 17% annually in existing federally, state, and locally funded maternal and infant health programs (WIC, Healthy Start, MIECHV, NewboRN, Healthy Families)

Strategy 1 (How your initiative will achieve Objective 1)	Key Activities (what will you actually do or accomplish as part of this strategy)	Anticipated Results (Major Milestone)	Anticipated Completion Date	Year 1 Progress Markers (new progress markers will be submitted to and agreed upon by PCI before approval of second year payment)	Key Reporting Questions (January 2021 and July 2021)	Progress as of January 2021 (Please make sure to respond to any specific reporting questions from Column F)
Increased outreach and engagement of families and children living <200 %FPL	Development of a mobile application that with or without assistance prospective clients can determine which services they are likely eligible for	App available for all major platforms and in use by all key Providers like WIC, Healthy Start, NewboRN, etc.	12/1/2021	7/1/2021 Scope of work completed and contract issued for the development of a Web Application	July 2021: What progress are you making that will ensure the app is available by end of 2021?	
	Direct street outreach activities to substance using, mentally ill, and otherwise vulnerable pregnant women	Additional pregnant and post-partum mothers will be engaged in services	6/1/2022		<p><b>January</b> and July 2021:                      What strategies are you using to reach vulnerable populations? What are you learning about disparities in access for specific racial/ethnic groups and how are you addressing?</p>	<p>Strategies used to reach vulnerable populations</p> <ol style="list-style-type: none"> <li>1) Family partners in hospitals.</li> <li>2) Pre-registration pilots at OB offices that see high risk pregnant women.</li> <li>3) Advertising on bus routes.</li> <li>4) Radio PSAs on popular radio stations.</li> <li>5) Advertising in doctors' offices.</li> </ol> <p>The data shows lower participation among some zip codes where our more vulnerable participants live. We find that they consent, but then we are unable to locate them for the visit. We use the strategies mentioned above to address this issue.</p>
			12/1/2021			

	Staff training and Provider technical assistance to improve outreach and engagement activities	Documented increase in the number of staff hours dedicated to outreach, measurement of the number of contacts and enrollees.	12/1/2021	Working with Healthy Start, by 5/31/2021, 10 agencies will be identified and will receive additional support for outreach activities	July 2021: Did you meet this goal? How will these activities assure that outreach will be to more racially diverse families of greatest need?	
	Increase connections with the faith communities to develop a "Peer Support" component to overcome stigma and other concerns about connecting with programs	Peers recruited, training provided, 10 Peers trained and connecting with prospective families	12/1/2022		July 2021: Are you making any progress connecting with faith groups of diverse race/ethnicity? What are lessons learned? Are families completing referrals? Percentage completing?	
System mapping of service touchpoints and formalization of intake, referral and information sharing protocols	Ongoing service touchpoint identification to add new services, introduce new key contacts, to maintain a complete and update catalog of services for families <200% FPL.	Ongoing updated data base of staff and agencies providing services to families >200% FPL	6/1/2021	Completed by 5/31/2021	July 2021: What are you finding out about service gaps that may disproportionately impact families based on race, ethnicity, language, geography? Is your workforce reflective of the diversity of the families you hope to serve?	
			12/1/2022			
	Evaluation of changes in the number and percentage of all eligible families being served or connected	Achieve a documented increase in the number of eligible families served	12/1/2023			
Greater interagency coordination, inclusiveness, and effectiveness among 10 County Regional providers	Information sharing, review of data metrics on number and percentages of all families <200% FPL	Steadily increasing percentages of families served	12/1/20, 12/1/21, 12/1/22, 12/1/23	Key members of a "coordinating council" identified and two quarterly meetings held by 5/31/2021	<u>January 2021</u> : Do you have data on participation that is disaggregated by race and ethnicity? If so, what are you learning about who is accessing services? What strategies might you put in place to address disparities in access?	Yes, 2020 participation data is disaggregated by race and ethnicity for all home visiting programs. Participants are representative of the population that resides in Alachua County. To address disparities in access, we plan to partner with the faith-based community to create peer support for our African American and Hispanic communities.

	Organized, routine meetings with expanded participation to include information sharing, review of data metrics, networking and collaborating on key projects like centralized intake	One or more systemic issues are eliminated and group project completed	12/1/20, 12/1/21, 12/1/22, 12/1/23		<u>January 2021</u> : What strategies are you incorporating to engage families in some of the planning and decision-making?	Satisfaction surveys and impact interviews are completed with all of our participants to learn how we can improve the program. We also have partner meetings where we discuss how to overcome challenges and barriers.
Replication through State-wide agencies, collaboratives, and similarly related initiatives	Building on existing relationships, Identify and engage state-wide policy makers and influencers, share project results, and suggest policies to better align key issues related to licensing, funding, and related legislative items	Following two and three years of activities the initiatives will show positive movement which is quantified and shared through various networks	12/1/22 and 12/1/23	By 5/31/2021, work with the Florida Children's Council to adopt at least one PN-3 policy agenda item	July 2021: What PN-3 policy issue has been adopted by the FL Children's Council?	

**Objective 2: Improve the quality and availability of infant early care and education services by increasing the number of Gold Seal providers**

Strategy 2 (How your initiative will achieve Objective 2)	Key Activities (what will you actually do or accomplish as part of this strategy)	Anticipated Results (Major Milestone)	Anticipated Completion Date	Year 1 Progress Markers (new progress markers will be submitted to and agreed upon by PCI before approval of second year payment)	Key Reporting Questions (January 2021 and July 2021)	Progress as of January 2021 (Please make sure to respond to any specific reporting questions from Column F)
Provide financial and technical assistance for Providers to attain Gold Seal quality improvement status and increase availability of infant care	Assist providers in understanding requirements, help in selecting an accreditation body, share sample business plans, policies, and other related materials to attain Gold Seal status	Hold one or more annual informational events to introduce, dispel myths, and work through business plan dynamics of the Gold Seal program	12/1/2021		<u>Jan. 2021</u> : Have any informational meetings happened or been scheduled?	Informational meetings have not been scheduled. Our Pritzker Fellow starts on February 1, 2021. She will be working closely with Early Learning Coalition staff to plan meetings and create opportunities for providers, working toward Gold Seal status, receive assistance.
	Pritzker Fellow will coordinate efforts to find financial incentives that will be provided to organizations demonstrating a commitment to provide high quality infant care	Increase the number of accredited entities providing infant care by 50% annually.	Measured annually		July 2021: What are you learning about who is able to access infant child care in accredited programs? Are you collecting data on race, ethnicity, or other factor?	

	<p>Arrange for the provision of individualized technical assistance to providers demonstrating a commitment to attaining Gold Seal status.</p>	<p>Technical Assistance Consultants with expertise in accreditation requirements, financing, and professional development are engaged as needed</p>	<p>on-going</p>	<p>by 5/31/2021, develop and fund one TA cohort</p>	<p>July 2021: Was the TA cohort implemented? Did you hit the numbers you projected?</p>	
	<p>Coordinate with the Early Learning Coalition of Alachua County to identify centers in need of and willing to accept Practice-Based Coaching</p>	<p>8-10 classrooms (60 children) complete the coaching program</p>	<p>yearly</p>	<p>By 6/30/21, teachers in 8-10 infant/toddler classrooms complete the coaching program</p>	<p><u>January 2021:</u> What's the status of this activity? How are strategies being adapted in light of pandemic realities? July 2021: Are you hitting targets for PBC? What are the demographics of the teachers and infants/toddlers in impacted centers? What strategies are you employing to ensure racial/ethnic equity in this intervention?</p>	<p>Practice-based coaching has begun in Alachua County. In response to the covid pandemic, coaching is taking place onsite for some providers and virtually for others.</p>
<p>Provide financial incentives for Early Care and Education Personnel to attend training</p>	<p>Develop a scholarship and recognition program for early care para-professionals, professionals, and administrators attaining various levels of expertise through continual learning</p>	<p>At least 50% of those participating in the scholarship program will advance beyond minimum proficiencies</p>	<p>Measured annually</p>	<p>by 5/31/2021, develop an application process and plan for implementation</p>	<p>July 2021: Is the application process ready to go? What outreach efforts will you put in place to assure participation by those of diverse race/ethnicity?</p>	

Children's Trust of Alachua County		Year 1	07/01/20 to 6/30/21				
CIG - Alachua County, FL		Year 2	7/1/2021 to 06/30/22				
1/30/2021		Year 3	07/01/22 to 6/30/23				
EXPENSE	DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	TOTAL	Amount Expended	Amount Remaining
Pritzker Fellow	Salary and Fringes	\$94,500	\$97,335	\$100,255	\$292,090	0	292,090
Technical Assistance	Touchpoint Mapping	\$10,000	\$10,000	\$0	\$20,000	0	20,000.00
Quality Improvements	Financial Incentives/Scholarships		\$20,000	\$28,500	\$48,500	0	48,500.00
Infant Capacity Building	Financial Incentives and Training		\$10,000	\$28,500	\$38,500	0	38,500.00
Travel	Required Meetings/Events	\$5,000	\$5,000	\$5,000	\$15,000	0	15,000.00
NewboRN	Nurse Home Visit Program	\$400,000	\$400,000	\$400,000	\$1,200,000	-101,254.86	1,098,745.14
CHILD Center	Transforming Professional Developm	\$439,228	\$439,228	\$439,228	\$1,317,684	-141,314.82	1,176,369.18
Meridian Behavioral	Social and Emotional Development P	\$354,636	\$354,636	\$354,636	\$1,063,908	-101,013.45	962,894.55
Expense #9	Florida Children's Council	\$12,500	\$12,500	\$12,500	\$37,500	-12,000.00	25,500.00
Expense #10	App development	\$10,000			\$10,000	0	10,000.00
<b>TOTAL</b>		<b>\$ 1,325,864</b>	<b>\$ 1,348,699</b>	<b>\$ 1,368,619</b>	<b>\$4,043,182</b>	<b>(\$355,583)</b>	<b>\$3,687,599</b>
<b>Confirmed Revenue Sources to Date</b>		<b>YEAR 1</b>	<b>YEAR 2</b>	<b>YEAR 3</b>	<b>Total</b>		
Amount includes CTAC and Pritzker funds		\$1,325,864					
<b>TOTAL REVENUE</b>							
		\$1,325,864					
<b>Total lobbying expenses</b>		<b>12000</b>				Paid with CTAC dollars	
<b>Total non-lobbying expenses</b>		<b>343583</b>					
<b>Total expenses</b>		<b>355583</b>					
<p>Children's Trust of Alachua County, certifies that the funds received from the Pritzker Children's Initiative for this project (State PN-3 Initiative) are less than or equal to the non-lobbying portion of the expenses and that there is no agreement, oral or written directing the grant funds to be used for lobbying activities. Children's Trust of Alachua County assumes sole responsibility for ensuring compliance with U.S. federal laws, rules, and regulations as they pertain to lobbying and the use of private foundation funds.</p>							

**File Attachments for Item:**

19. Youth Development Research-Practice Partnership (YDRPP) – Summer Needs Assessment & Final Recommendations Presentation

**Item:**

Youth Development Research-Practice Partnership (YDRPP) – Summer Needs Assessment & Final Recommendations Presentation

**Requested Action:**

The Trust is asked to 1) receive the recommendations and 2) direct staff to develop an RFP for summer programming to be presented at the March 8<sup>th</sup> Board meeting.

**Background**

At the October 5, 2020 meeting, the Trust authorized the Executive Director to execute an agreement with UF's College of Health and Human Performance to provide insight into the current state of summer programming in Alachua County. The agreement's scope of work includes input from parents and families, attributes of quality summer programs, and suggestions on how to procure the services of community providers in an equitable and fair manner. An interim assessment was presented during the January 11, 2021 meeting.

**Attachments**

YDRPP final recommendations & presentation

**Programmatic Impact:**

Recommendations for summer programming for Alachua County children, ages 6 to 18.

**Fiscal Impact:**

To be determined

**Recommendation:**

Receive the information





ENSURING THE  
**SUMMER**  
**THRIVE**

*Addressing the Needs of Children, Youth and Families  
for Summer Opportunities in Alachua County*



**YOUTH DEVELOPMENT**  
RESEARCH-PRACTICE PARTNERSHIP

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**Suggested Citation:**

Houchen, D., Wegner, C., Moss, S., Jackson, C., Brown, R., Staples, A., Alonso, J., & Bryant, B. (2021). Ensuring the summer thrive: Addressing the needs of children, youth and families for summer opportunities in Alachua County. Gainesville, FL. Youth Development Research-Practice Partnership.

# WHO IS THE YDRPP?



**YOUTH DEVELOPMENT  
RESEARCH-PRACTICE PARTNERSHIP**

## THE YOUTH DEVELOPMENT RESEARCH-PRACTICE PARTNERSHIP

The Youth Development Research-Practice Partnership (YDRPP) is an interdisciplinary team of researchers and practitioners with expertise in areas related to education, child and youth identity development, health and wellness. We believe that putting research into action can shape outcomes so that every child, adolescent and young adult thrives.

UNIVERSITY OF FLORIDA  
Florida Gym 304  
PO Box 118208  
Gainesville, FL 32611

[contact@ydrpp.com](mailto:contact@ydrpp.com)

## ACKNOWLEDGMENTS

*Thank you!*

Completing this project, in the midst of a turbulent and somber time, with this team of passionate, dedicated experts was a joy and labor of love. Thank you to the parents, community members and child and youth service providers who guided our process and shared their stories, experiences, and aspirations for summer opportunities for the children and youth of this community. We are very grateful to Marnie Wiss, Osprey Editorial Services; Tracy Bachmann, Waymaker Communications; and John Gilreath, Civil Engineer, for their consultation and labor on this project. Each of you donated your time and expertise because you believe in this community and the value of summertime for children and youth. We thank you.

We thank the Children's Trust of Alachua County for trusting us with this important work and continuing to envision a thriving system for children and youth. We thank our families and the community who nourish us and bear the promise of the future with us.

*—Diedre, Christine, Chanae, Sunshine,  
Addison, Rahkiah, Julian, and Brittany*

# MEET THE YDRPP TEAM



**Brittany Bryant,  
Research Assistant**

Brittany is in her final year of a bachelor's program in Family, Youth and Community Sciences at the University of Florida. She also serves as a research assistant with the YDRPP. She hopes, through her work, to create a village for students that can be a foundation for their success. This summer, as a McNair Scholar, she conducted research on Black parent empowerment, engagement and involvement with Drs. Kate Fogarty and Diedre Houchen.



**Rahkiah Brown,  
Practitioner-Researcher**

Rahkiah is Manager of Educational Partnerships at United Way of North Central Florida. She believes in equitable systems of learning and care that promote positive youth development and aspires to see all youth and youth professionals thriving within these systems. Rahkiah has worked within the after-school and out-of-school-time community in Gainesville, FL, for 13 years in diverse roles ranging from student counselor to program director supporting both student and staff development. More recently, Rahkiah was selected as a cohort member of the 2020 National Afterschool Association Professional Learning Community for Emerging Leaders of Color, where she and 11 other out-of-school-time leaders from across the United States spent 7 months in an intensive program deepening their equity lens and developing strategies for creating change in their community.



**Diedre Houchen, Ph.D.,  
Project Director**

Diedre is a facilitation and equity consultant and social scientist working at the intersection of community, education, and place. Diedre's career and vocation are fueled by a vision of all people, especially those that have been marginalized or excluded, having the right and responsibility to shape the public sphere so that it reflects collective ideals, aims and practices. Diedre began working with youth when she, herself, was a youth of 15 as a day-camp counselor at Camp McConnell's summer program (now known as Cuscowilla). Experiencing the vibrancy, healing potential, and agency of youth spaces, especially through community- and culture-centered youth organizing, kindled her career path as youth worker, advocate, teacher, scholar, analyst, and artist. Diedre is the postdoctoral associate at the UF Center for the Study of Race Relations, co-founder of the Black Parent Support Network and the founder of the YDRPP.



**Chanae Jackson,  
Community-Based  
Researcher**

Chanae's versatile professional experience, high ethical standards, and collaborative community engagement efforts make her a trusted resource for those she encounters. Chanae's commitment, dedication to collaboration, and entrepreneurial spirit are why her "brand" epitomizes compassion, credibility, and dependability. Chanae attained a bachelor's degree in psychology with a minor in business management from St. Leo University and is currently enrolled in the MBA program there. Upon completion of her MBA degree, she plans to seek a second master's degree from the Department of Family, Youth, and Community Sciences at the University of Florida. She is also certified in Organizational Leadership and Human Resource Management. Chanae has served her community in varied ways. As a co-founder of the Black Parent Support Network and Gainesville Raise Up, her goal is to bring awareness to current social issues, address existing gaps, and work to offer new solutions. Chanae dreams of a world where equity breeds true equality and heals our nation.



**Sunshine Moss, Ph.D.,  
Methodologist**

Sunshine is an education consultant who collaborates with families, educators, schools, and community organizations to ensure all children in Alachua County have access to high-quality education. She cultivates partnerships to improve reading outcomes for children with disabilities and from under-resourced neighborhoods in the community. Sunshine holds a doctorate in special education with a minor in research and evaluation methodology. As a researcher, her work focuses on program evaluation and the effective implementation of literacy research and policy. As a teacher educator, Sunshine provides professional development on evidence-based literacy instruction and special education programs. She is a curriculum developer for the UF Literacy Institute and director of the Homeschool Resource Center, where she helps families identify, understand, and meet the unique educational needs of children with disabilities and other learning difficulties.



**Julian Alonso Restrepo,  
Graduate Research  
Assistant**

Julian, a native of Bogota, Colombia, is the Founding Director of the nonprofit international sport organization Audible Football Camp Corporation (AFC; [audiblefootballcamp.org](http://audiblefootballcamp.org)). Since its establishment in 2015, AFC has been dedicated to the grassroots and community-based development of American football outside of the United States. Julian completed his Bachelor of Arts degree in psychology and sociology at West Virginia University. He also holds a Master of Arts degree in sport management from Wingate University in North Carolina along with a graduate certificate in nonprofit management from the University of North Carolina at Charlotte. He is in his third year of a doctoral program in sport management at the University of Florida, mentored by and serving as a graduate research assistant for Dr. Christine Wegner. His research interests include sport for development, sport for social change, community sports, and youth-based sports.



**Addison Staples,  
Practitioner-Researcher**

Addison, Executive Director of Aces in Motion, believes that every youth should live in a community that fosters their development (mind, body, and soul), creates opportunity for them to find their passions, and invests in an equitable system that prepares them for work and life. Addison has been working with youth for 20 years in a variety of capacities, including certified professional tennis instructor, collegiate tennis coach and international missions leader, and has also founded and worked for several nonprofit programs in under-resourced communities to improve quality of life and youth outcomes using interventions from the field of sports-based youth & community development. Addison has worked closely with the University of Florida on numerous research projects and partnerships and is an adjunct lecturer.



**Christine Wegner, Ph.D.,  
Principal Investigator**

Christine is a lecturer in the Department of Sport Management at the University of Florida. Her goal is to use the power of participatory research and education to contribute to the well-being of our community. She has been an educator in some capacity for 15 years, teaching and/or coaching students aged 7 to adulthood. Her research examines how organizational and program inputs can help bring about positive social outcomes and change. She has worked with several out-of-school-time sport programs, conducting both program evaluations and assessments of capacity-building initiatives.

# EXECUTIVE SUMMARY

## BACKGROUND AND AIMS

The mission of the Children’s Trust of Alachua County (CTAC) is “to fund and support a coordinated system of community services that allows all youth and their families to thrive.” Out-of-school-time (OST) programming is a critical component of this system. Summer OST programming provides supervision for children when parents are working as well as nurturing environments where children and youth build relationships, explore their interests and further experience what it means to be community citizens. Recognizing the importance of summer programming in community quality of life, the CTAC enlisted the help of the Youth Development Research-Practice Partnership (YDRPP), a collaboration of summer youth program providers, planning and methods researchers, and community activists and organizers housed in the University of Florida’s College of Health and Human Performance, to determine the needs of Alachua County families and identify gaps in the current system of summer programming. The YDRPP thus undertook the present assessment in order to ascertain the following:



**What evidence-based attributes should CTAC-funded programs include to support both positive youth development and literacy?**



**What attributes should a system of CTAC-supported summer programming include in order to best meet the needs of Alachua County youth and families?**



**What geographical areas of the county are most in need of CTAC-funded programs?**



**What support could the CTAC offer to existing providers of summer programming that would help them more effectively meet the needs of Alachua County children, youth, and families?**

## METHODS

The YDRPP constructed a conceptual frame to guide the assessment of community needs, the identification of gaps in the current system of summer programming and the development of recommendations for the CTAC. The conceptual frame is organized to describe evidence-based practices for summer programming rooted in constructs scholars and practitioners identify as salient and effective, including *transformative learning and development*, *equitable systems*, and *thriving*. According to this framework, successful support of an equitable system that encourages transformative learning and development will allow Alachua County children and youth to thrive. This framework can also serve as a starting place for establishing a common language and evidence-based priorities among stakeholders in the summer learning and general OST community.

To identify what geographical areas of the county are most in need of CTAC-funded summer programming and what attributes these programs should have to best meet the needs of county families, the YDRPP conducted parent focus groups. To identify how the CTAC can best support local providers to improve the quality of and access to their programs, the research team surveyed summer-program providers. To further visualize the geographic distribution of existing programs, secondary data collection and GIS mapping of OST programs were also completed. Data collection relied on collaborative, iterative, evidence-based research practices that involved a variety of community stakeholders, families from all geographic areas in the county, and intentional recruitment of participants from traditionally underrepresented populations, including Black and dual-language parents, financially vulnerable families, and the LGBTQ community.

The YDRPP conducted six focus groups via Zoom in November and December of 2020 with a total of 35 parents and caregivers from all geographical regions of the county (using zip codes as a proxy for shared environmental circumstances). Focus group questions were carefully designed to allow parents and caregivers to share a thorough narrative of their lived experiences accessing summer programming for their children. Interested parents were asked to complete a short screening questionnaire regarding gender, race, income, and need for summer programs for children in grades K-8. Parents who did not have a current need for summer programming for their children were excluded. Using qualitative research methods, the research team analyzed the transcripts of all of the focus groups, extracting themes from each and synthesizing those into a summary of findings from across the groups.

To collect information about the existing ecosystem of summer programs in Alachua County, the YDRPP used a collaborative, iterative process to develop an electronic survey to administer to child and youth service providers. As no central repository of information about summer programs in the county exists from which to build a list of providers to approach for the survey, the team created

a secondary spreadsheet with data collected from information hubs (organizations that compile data for the public, including the Fun4GatorKids Website and the BOOST Alliance) and funding organizations (the United Way, CTAC, and the Community Foundation) on school-year OST providers, summer-program providers, and other youth-service organizations. The survey had several aims: 1) gather data regarding the locations, foci, and capacities of summer programs to enable an analysis of geographic, demographic, and content-area gaps; 2) understand the challenges providers face to deliver high-quality summer programs and what they need to increase capacity and inclusivity; and 3) identify the barriers providers face in applying for, receiving, and maintaining funding via the CTAC Request for Proposal (RFP) process.

A total of 51 providers who plan to offer Summer 2021 services completed the survey. The programs are predominantly located in Gainesville, and the majority serve mainly Black and Brown youth and those from families with lower socioeconomic status.

To create a more complete picture of the geographic distribution of youth programming throughout Alachua County, the YDRPP consulted with John Gilreath, a community-centered civil engineer, to analyze data from the secondary spreadsheet and provider survey using geographic information systems (GIS) mapping.

### PARTICIPATORY RESEARCH PROCESS

6

#### FOCUS GROUPS

6 focus groups were conducted via Zoom in November and December of 2020.

35

#### PARENTS

35 parents and caregivers from all geographical regions of the county participated.

51

#### PROVIDERS

51 providers who plan to offer Summer 2021 services completed the survey.

## FINDINGS

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The primary findings to emerge from the triangulation of the data from parent focus groups, provider survey, and GIS mapping were as follows:

**THERE IS NO CENTRALIZED SOURCE OF INFORMATION** for either parents or funders regarding summer programming for children and youth in grades K-8. Both parents and providers expressed a need for such a source.

**FAMILIES IDENTIFIED A LACK OF SYNCHRONIZATION** between what they need and what programs offer.

**ACROSS INCOME LEVELS, FAMILIES IDENTIFIED THE PROCESS** of locating affordable quality summer programming as a major stressor.

**FAMILIES WANT SUMMER PROGRAMS** to offer environments where their children are safe, supervised, and cared for.

**FAMILIES WANT STRUCTURED ENVIRONMENTS** where their children enjoy learning.

**ISSUES OF EQUITY PERMEATE FAMILIES' CONCERNS**, with children with disabilities, children of color, and children in rural areas being in particular need of additional support.

**PROVIDERS OVERWHELMINGLY STATED THAT FUNDING FOR PROFESSIONAL DEVELOPMENT AND PERSONNEL SUPPORT** would be the most effective form of support for improving program quality.

**PROVIDERS FURTHER SUGGESTED THAT FUNDING FOR ADDITIONAL MATERIALS OR STAFF OR THE PROVISION OF SPACE** would allow them to increase their capacity (number of participants).

**THE MAJORITY OF PROVIDERS DO NOT CURRENTLY PROVIDE ACTIVITIES OR ACCOMMODATION** for children and youth with disabilities.

**PROVIDERS WANT A SIMPLIFIED, MORE TRANSPARENT RFP PROCESS** with one-on-one support for preparing for and completing proposal submission as well as completing the necessary reporting once they have received funding. This need is particularly urgent for smaller organizations.



## RECOMMENDATIONS



The recommendations for the CTAC provided below are based on the conceptual frame and the findings of the parent focus groups and provider survey. They are organized by the specific aims of this needs assessment.

### *What evidence-based attributes should CTAC-funded programs include to support both positive youth development and literacy?*

An important step in building a sustainable, equitable system of quality summer programming is to integrate the disparate visions of a variety of stakeholders into a shared vision for the community as a whole.

- ➔ The CTAC should construct a guiding evidence-based conceptual frame, using the frame provided in this report as a starting place, that specifies summer programming goals, standards, characteristics, attributes, and systemwide outcomes. Stakeholders, especially youth and vulnerable members of the community as well as families from diverse socio-economic and racial backgrounds and geographic areas, should be invited to participate in creating and adopting this framework.
- ➔ The CTAC should partner with literacy experts and interventionists in Alachua County to prepare providers to incorporate evidence-based literacy practices into a range of summer programming opportunities.



*Partnering with literacy experts and interventionists will better prepare providers to incorporate evidence-based literacy practices into a range of summer programming opportunities.*



### ***What attributes should a system of CTAC-supported summer programming include in order to best meet the needs of Alachua County youth and families?***

Families and providers report facing systemic challenges related to accessibility, affordability, and inclusivity across summer programming. Each of these factors impacts the ability to create an equitable system of summer programming for Alachua County.

- The CTAC should subsidize registration and other attendance fees for parents according to families' income levels and size. This subsidy could take the form of a sliding-scale for fees that takes into account family income, size, and number of siblings attending a particular program.
- In addition, the CTAC should create funding structures specifically designed for families with the lowest incomes, including developing a cadre of free, fully subsidized summer programs across Alachua County.
- The CTAC should support the expansion of existing organizations' services to accommodate more children per site and recruit new youth organizations to provide summer programming for children in underserved areas of the county.
- The CTAC should partner with organizations with expertise in working with children with disabilities to guide training, professional development, and infrastructure development to augment program staffs' capacity and adeptness with serving diverse children and youth and should provide funds to help providers adapt their infrastructure, environment, materials, and supplies to create more diverse and inclusive summer programs.
- The CTAC should offer professional development opportunities for administration and staff of child- and youth-serving organizations. Through these offerings, the CTAC could increase various organizations' capacities to provide a range of developmental and learning supports. Direct-service and administrative staff and volunteers should be paid for their participation in these opportunities.



### ***What geographical areas of the county are most in need of CTAC-funded programs?***

No agency in Alachua County is tasked with maintaining a comprehensive database of summer-programming services. Without these data, it is difficult to draw conclusions related to the geographic distribution of summer programs or the relationships between that distribution and demographic factors such as population density, income distribution, family size and transportation.

- The CTAC should collect data on child and youth services across the county, including age range served, activities provided, fees, capacity and location. The Trust should use this database to determine gaps in services and inform decisions about funding and other support.
- The CTAC should further use this database to provide a public-facing information hub for families seeking summer programming for their children. This hub should provide information on registration processes and fees, location, age range served, activities and other relevant details.



### ***What support could the CTAC offer to existing providers of summer programming that would help them more effectively meet the needs of Alachua County children, youth and families?***

Providers of child and youth summer programming identified a number of challenges that limit their ability to acquire funding to improve and expand their services and expressed the need for clear communication and scaffolded support regarding the processes of grant seeking, application, administration and evaluation.

- ➔ The CTAC should provide clear and sufficient information about the RFP process and application in a timely manner. Specifically, the Trust should consider offering a single internal point of contact regarding the RFP for providers and creating an easy-to-use, accessible submission process that provides adequate time between the notification of funding availability and the deadline for submission.
- ➔ The CTAC should ensure that funding criteria are explicit and the process is transparent, fair, and clearly organized. We suggest organizing the RFP around a conceptual frame for summer programming, as discussed above, both to better target funding to meet particular needs and to create a shared vocabulary about program attributes. In addition, the Trust should provide rubrics that define and elucidate the scoring process.
- ➔ The CTAC should provide technical assistance and grant education for providers to help them navigate the process, identify qualified budget items for grant funds and learn to create budget outlines that facilitate the writing of proposals that accurately reflect programming and help to clarify which funding opportunities are most appropriate.

## **CONCLUSION**

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This assessment of the summer-programming needs of children, families and providers in Alachua County makes clear there is much work to be done to fulfill the CTAC's mission. Following the recommendations provided in this report will require long-range strategizing and a long-term investment of time. In the short term, the CTAC can begin to address the findings in this report by funding increased access to affordable summer programs for Alachua County residents. Ultimately, building an equitable, accessible, affordable, inclusive system of summer programming that supports transformative learning and development will significantly contribute to the ability of children, youth and families in our community to thrive.

# WHY CONDUCT A SUMMER NEEDS ASSESSMENT FOR ALACHUA COUNTY?

## QUALITY OUT-OF-SCHOOL TIME HELPS CHILDREN THRIVE

Children and youth need support outside of the classroom to maximize their quality of life and optimize their ability to function in society. One potential source of such support is out-of-school-time (OST) programming, or the delivery of services during the hours in which school-age children are not in school. During OST, children can be engaged in learning experiences other than those mandated by the national and state curricula and programming accountability is not tied to high-stakes testing. In particular, OST programming during the summer offers children, youth, and communities the opportunity to engage in supplemental learning and growth over an extended period, especially in areas that are not the focus during the school year. The disruption in learning caused by COVID-19 over the last 10 months has heightened the importance of summer programs for 2021, particularly given the widespread lack of programming in 2020.

Recognizing the importance of summer programming to child and youth development, the Children's Trust of Alachua County (CTAC) aims to support a countywide system that makes such programming available to all families. However, the absence of both a robust central repository of data describing the county's current OST summer programming landscape—i.e., the types and capacity of programming currently available—and knowledge about the specific needs of Alachua County children and youth, families and providers inhibits the CTAC's ability to make funding decisions that align with the Trust's vision to facilitate equitable access and opportunities for all children and families in Alachua County to ensure that every child reaches their maximum potential.

In order to better understand the current landscape of and needs for summer programming in the county, the CTAC enlisted the help of the Youth Development Research Practice Partnership (YDRPP), a collaboration of summer youth program providers, planning and methods researchers, and community organizers housed in the College of Health and Human Performance at the University of Florida.

The YDRPP undertook the present assessment related to K-8 summer programming in order to ascertain the following:

- What evidence-based attributes should CTAC-funded programs include to support both positive youth development and literacy?
- What attributes should a system of CTAC-supported summer programming include in order to best meet the needs of Alachua County youth and families?
- What geographical areas of the county are most in need of CTAC-funded programs?
- What support could the CTAC offer to existing providers of summer programming that would help them more effectively meet the needs of Alachua County children, youth, and families?

*Out-of-school-time programming during the summer offers children, youth, and communities the opportunity to engage in supplemental learning and growth over an extended period, especially in areas that are not the focus during the school year.*



# FRAMING SUMMER OPPORTUNITY

## DRAWING ON RESEARCH TO SUPPORT PROGRAMMING THAT HELPS CHILDREN AND YOUTH THRIVE

A robust, accessible system of structured and safe summer programming is foundational to a community's well-being. Such a system enables children, youth, and their families to thrive by providing supervision for children when parents are working as well as nurturing environments where children and youth build relationships, explore their interests and further experience what it means to be community citizens. With the spectrum of potential summer learning opportunities comprising a vast array of activities—from family trips to solo explorations of backyards, twilight campfires at overnight camps, and days filled with group activities at the neighborhood camp—determining the most effective strategy for meeting the learning and developmental needs of children and youth ages 6-18 years' can be challenging.

In order to identify evidence-based attributes that CTAC-funded programs should include to support both positive youth development and literacy, the YDRPP constructed a conceptual frame to guide this assessment (see Summer Learning Conceptual Frame on page 13). A conceptual frame is a visual representation of the relationships among the ideas, approaches, and theories relevant to the topic being explored. Conceptual frames thus have the potential to create a shared language that enables dialogue among practitioners, scholars, policy makers, families, and community members. The present conceptual frame draws from scholarship on child and adolescent development, OST programming, summer academic learning, and equitable system development to provide an overarching, evidence-

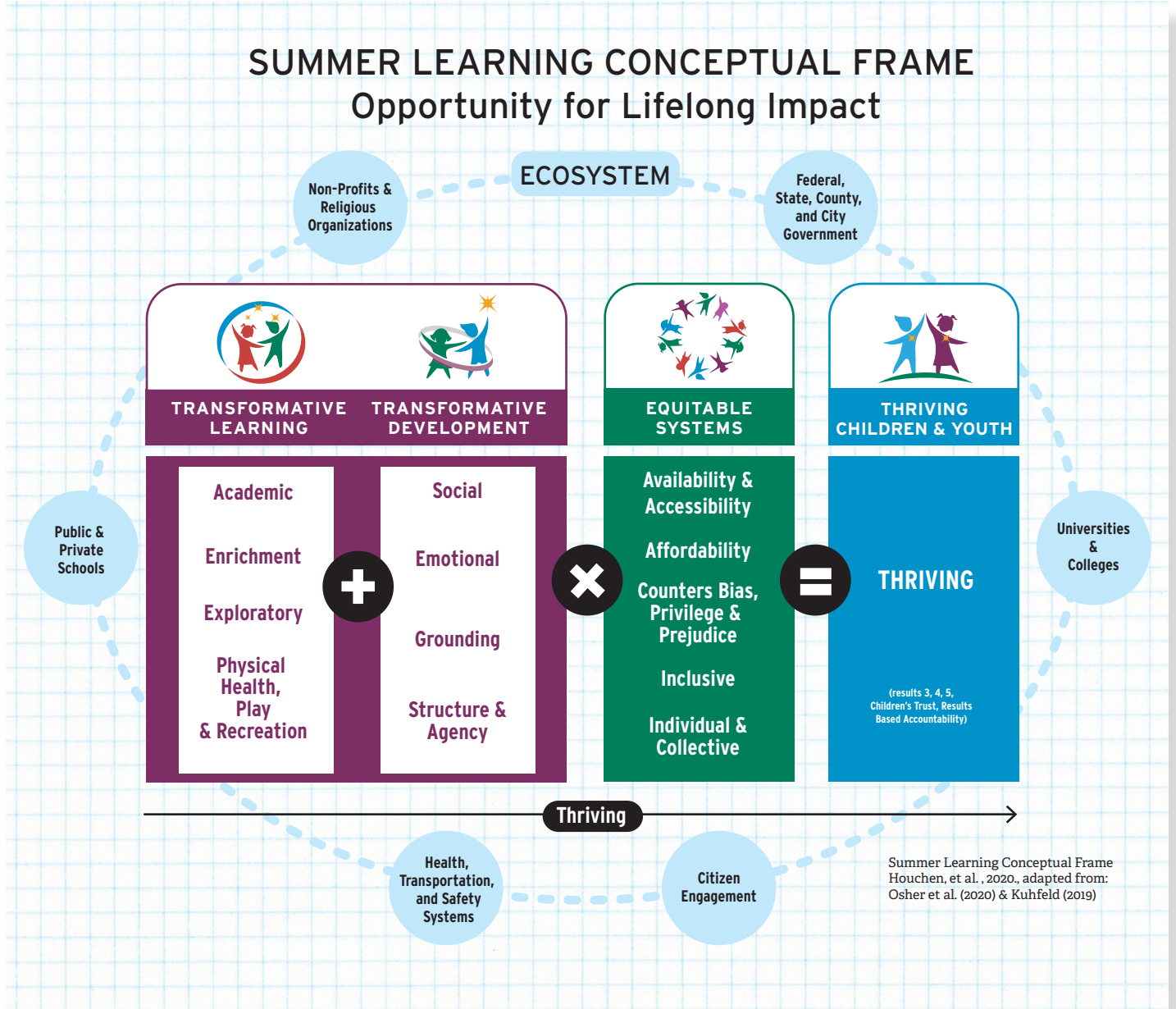
based framework for understanding and supporting summer programming in a particular community. It is organized around constructs scholars and practitioners have identified to be both salient and effective, namely, *transformative learning and development, equitable systems, and thriving*. According to this framework, supporting an equitable summer programming system that encourages transformative learning and development will allow Alachua County children and youth to thrive. We revisit this conceptual frame in our recommendations as a model for the CTAC's future work.



*Robust, accessible, structured, and safe summer programming enables children, youth and their families to thrive all year-round.*

<sup>1</sup>We note that both summer and other out-of-school-time (OST) programs often include children as young as 5 years old.

FIGURE 1





For children and youth, every experience presents an opportunity to learn and develop. Adults who support children and youth within an ecosystem of families, kinship networks, youth-serving and civic organizations, and community groups have the responsibility and opportunity to shape what children and youth are exposed to and ultimately learn through the range of positive experiences we provide.<sup>2</sup> Summertime presents an opportunity for children and youth to optimize their learning, develop social and emotional competencies and strengthen a positive sense of identity in relationship to the world that surrounds them. Given the absence of formal school schedules and assessment measures, providers of summer learning programs have the opportunity to structure this learning in innovative, fun, and exciting ways. However, positive growth and development require an intentional framework that draws on cognitive and social science as well as evidence-based practices related to organizational development and system building.

Ecosystems that are intentionally constructed to build and optimize children and youth's cognitive, social, and emotional competencies and to enhance their ability to make meaning of experiences have the potential to transform how children and youth interact with the world. This section draws on research and scholarship to discuss the types of experiences that might accomplish these goals for the Alachua County community. These experiences would ideally be available in various forms across diverse individual summer programs that, combined, would provide a breadth of opportunities available to all children and youth progressively as they age and cumulatively as experiences repeat over time.

### ACADEMIC



The evidence from studies related to children and youth's academic progress suggests that summer learning loss is a complex, yet not inevitable, phenomenon. Although the typical

student demonstrates a loss of 1 to 2 months of academic knowledge in reading and a loss of 1 to 3 months of academic knowledge in math, there is wide variation

regarding how children fare across grade level, course, and demographic. Recent research suggests that the strongest predictor of whether a student experiences learning losses is the size of the academic gain made in the previous year. In short, the more children learn in one academic year, the more likely they are to lose ground over the summer. Children who attend higher-poverty schools are especially vulnerable to summer learning loss.

Academic summer programs provide children and youth with experiences designed to improve their success in school, as evaluated by standardized achievement tests. Programs that support students' success in school most often are organized by grade level, target specific subject areas (e.g., reading, mathematics, science), and have a set curriculum. Some summer academic learning programs, particularly those provided by school districts, are specifically designed to provide opportunities for remediation of academic skills from the prior year. These programs may be voluntary or mandatory. Other programs provide a structured academic experience that supports a wide range of school-related subjects and skills.

One area of need in many communities, including Alachua County, is academic literacy support. In addition, a regression in reading skill during the summer is a concern for many children. Literacy-based academic summer programs are one way that communities provide critical support for children and youth who struggle to read. Programs can range in intensity and duration depending upon the needs of the student. The most effective summer literacy programs provide intensive, explicit one-on-one or small-group instruction designed to meet the learner's individual needs. They typically have highly trained staff and utilize assessments to drive instruction. Summer literacy programs that use evidence-based practices offer students, particularly those with disabilities and/or from families with lower incomes, a unique opportunity to receive the targeted instructional support they need to become fluent readers—support they may not have received on a regular basis during the school year.

Community-based literacy learning programs that are located outside of schools provide a rich opportunity to meet children's needs in a way that encourages engagement with the broader community, builds on each child's strengths, and situates literacy as a matter of civic importance. In addition to the instructional practices mentioned above, evidence-based practices for these programs include providing children with authentic opportunities to read and write (e.g., drama, dance, music, singing, poetry), supporting the development of positive identity related to literacy, and utilizing innovative instructional approaches that teach children, not only how to read, but also how to use literacy as a tool for democracy and civic engagement. Community-based programs are uniquely situated to provide rich and practical multigenerational and interdisciplinary literacy opportunities beyond what is typically available in schools.

<sup>2</sup> The term *children and youth* is used throughout this report to denote the population of Alachua County residents aged 6-18 years, to whom this report applies. Childhood is typically used to describe the developmental phase that occurs between the ages of 3 and 10, and youth, or adolescence, is typically used to describe the phase that occurs between the ages of 11 to 17.

## ENRICHMENT



Enrichment activities and programming broaden children and youth's knowledge of the world across many facets. They can include science, technology, engineering, arts, and mathematics (STEAM) education;

music and fine arts education; foreign-language education; environmental education; career counseling; and volunteer and community-involvement opportunities. Enrichment opportunities allow children and youth to learn broadly and build background knowledge. The inclusion of enrichment opportunities in OST in general, and in summer programs more specifically, is particularly vital to support learning and development in children and youth from economically marginalized families.

The building of background knowledge is essential for the development of literacy. Adequate background knowledge related to the subject of a reading or writing assignment is necessary for children and youth to be able to choose among multiple meanings of words, make inferences, take in and make sense of new information, and remember the material. Essentially, the more background knowledge a student has, the easier it is for them to read, understand, and retain new material. Research suggests that the association between socioeconomic status and differences in vocabulary and comprehension could be related to differences in background knowledge. During fall, winter and spring, children spend most of their days within the confines of school. Summer programs that offer community-based enrichment opportunities allow children to acquire critical background knowledge that enhances their literacy skills and overall development trajectory.

## EXPLORATORY



Exploratory learning, in the present context, denotes learning achieved through intensive exploration of one or more subjects. This type of learning is premised on the idea that experience is the most meaningful source of

learning and development. Exploratory programs offer children and youth the opportunity to engage in active inquiry, decision making, and problem solving. The activities involve ongoing transactions between an individual and their environment. Programs that provide a meaningful space for deep learning foster development and help children acquire knowledge and skills that are transferable to other aspects of their lives. OST, particularly in the summer, offers a unique opportunity to target a particular area of knowledge and immerse participants in an experiential space of deep exploration.



*Summer literacy programs that use evidence-based practices offer students, particularly those with disabilities and/or from families with lower incomes, a unique opportunity to receive the targeted instructional support they need to become fluent readers—support they may not have received on a regular basis during the school year.*

## PHYSICAL HEALTH, PLAY, AND RECREATION



Physical health, play, and recreation are related concepts involving the engagement of children and youth's active dimension and bodies in the service of joy and fun, physical activity, and health. Studies have found that

children and youth tend to gain weight at a higher rate over the summer due to seasonal differences in access to school-based nutrition and physical activity. In addition to its well-known health benefits, physical activity has also been found to positively impact the physical, psychosocial, and psychological well-being and development of children and youth. Yet despite the beneficial contributions of sport and physical activity to health and development, access to and opportunities for participation in such activities are not evenly distributed among all subpopulations of children and youth. Children from low-income communities are physically active at nearly half the rate of children from wealthier areas, girls are less physically active than boys, African American and Hispanic youth are less likely than their peers in other racial and ethnic groups to be physically active, and children and youth with disabilities are 4.5 times less active than their peers.

OST programs that target physical activity and sport can mitigate discrepancies in access and opportunity while providing structure, programming, and environments that facilitate learning and life skills. Along with improvements in health and development and enhancement of life skills, such programs afford children and youth opportunities to learn about themselves and their relationships with peers and engage in their community.



## SOCIAL



Social learning, or learning about how to interact with other people, is a core component of child and youth development. Social competencies include the abilities to care and show empathy, cooperate, resolve conflict, and contribute to the group. These competencies are inextricably linked to children and youth's cognitive and mental development. Children and youth learn with and from each other and with and from the adults who support them. But in order to learn and develop, children need to experience physical, emotional, and intellectual safety. In summer programs, adults create and maintain the conditions necessary for social learning, and their support and modeling as well as their relationships with and connectedness to participating children and youth are crucial for healthy social learning to occur.

## EMOTIONAL



Emotional development is related to children and youth's emotional responses to people, things, or situations. As with social competencies, children and youth develop emotional competencies individually and in community with others. Components of emotional development include self-awareness, motivation, self-efficacy and a sense of confidence and competence in a group or social context. Emotional development is also associated with a child or youth's metacognition and their ability to set goals and exhibit personal responsibility. Summer programs that provide children and youth with ample opportunity to develop confidence and motivation and allow for the opportunity to set goals and exhibit competence within the structured activities support children and youth's healthy emotional development. Adults who serve in leadership roles become powerful models and instructors of emotional skill development for children and youth.

## GROUNDING



As children move into adolescence (around 10 years old), developing a sense of who they are, known as grounding, becomes an important developmental task. Grounding is related to children and youth's sense of identity, meaning and purpose and of their role in the larger community. During this period of development, children and youth consolidate "attitudes, ideological and cultural beliefs, values, career goals, and life aspirations" (Osher et al., 2020, p. 13). They begin to shape a sense of meaning and purpose regarding their relation to and place in the world that includes their career, vocational, civic, and religious/spiritual aspirations. Positive identity development is particularly beneficial for children and youth from minoritized racial groups. For children of color, a positive racial identity buffers against prevalent stereotypical images, messages and oppression related their racial group. Further, a positive racial identity has been found to positively impact the academic and socio-emotional well-being of children of color. Summer programming that supports healthy grounding in sexuality and gender, racial, ethnic,



*Children thrive through the range of positive experiences provided to them.*

cultural, religious, and disability-related identities helps children and youth learn to see themselves as positive actors who contribute to a world that is ever changing, thus enhancing their ability to thrive and flourish.

## STRUCTURE AND AGENCY



Children and youth benefit from age-appropriate opportunities to experience intentional structures designed for learning and development as well as those that foster individual and collective agency. Structure is an intentional arrangement of experiences and opportunities. Agency is the capacity to exert one's power to meet life's demands and challenges.

Summer programs construct, refine, and maintain daily, weekly, and summer-long structures that support children and families as they prepare for each day's engagement and as children transition through the daily schedule. The structure of a summer program includes the management and allotment of staff; daily, weekly, and seasonal schedules; the schedule of daily activities; the overall program components and the rationale underlying these choices. An organized structure allows children and youth to expect and process each activity, which may allow them to engage in that activity more fully. Structure also allows families to properly prepare for the activities and events of the program.

Within these organized structures, effective summer programs can also provide supportive environments for children and youth to exercise choice and develop decision-making skills. In such environments, participants develop a sense of agency as they partake in activities, explore, learn, and contribute to the collective experience. Youth, in particular, benefit from opportunities for taking on leadership roles and collaborating in program design, planning, and decision-making.



## EQUITABLE SYSTEMS

### AVAILABILITY AND ACCESSIBILITY



One measure of the effectiveness of a system designed to support children and youth is the degree to which it affords equitable access to programming along the continuum of human ability and experience. Factors such as hours

of operation, fees, transportation, accommodations, and food availability influence the degree to which summer programs are accessible to particular children and families.

Research indicates that children from economically disadvantaged families and higher-poverty communities lack access to summer programs that are both affordable and effective. Residents of rural communities face additional barriers related to transportation to and from summer programs. They often live in communities with limited or no public transportation, and their transportation costs tend to be higher than those for urban residents. Families with a disabled child also struggle with access to OST programs, finding themselves limited primarily to programs that serve only disabled participants.

Accessible programs are engaging for children and youth and meet the needs of families in the community. Strategies for increasing accessibility include ensuring programming hours that are adequate to meet the needs of working parents/caregivers (full-day and flexible program hours), offering transportation and meal services to participants, and creating inclusive environments that support the needs of children and youth across a broad range of abilities and racial, gender, sexual, religious, and cultural identities.

A final, foundational factor of a system's accessibility is public awareness of the summer programs available. Information about summer offerings should be provided to families in easy-to-read formats and be disseminated using familiar, routine channels of communication.

### AFFORDABILITY



The affordability of summer programs is, of course, closely correlated with what families are able to pay for summer programming. Cost is the most common challenge parents face in securing summer care. Given the range of family size and income levels across Alachua County, a systemwide structure that supports affordable summer programs for all is imperative if CTAC is to fulfill its mission of encouraging all children and youth and their families to thrive. Such a structure is especially critical for children from low-income families who might not otherwise have access to educational resources throughout the summer months and for children who struggle academically and would benefit from additional time to master academic content.

### COUNTERS BIAS, PRIVILEGE AND PREJUDICE



Unfortunately, bias, prejudice, racism and privilege are endemic to modern life and institutions. Bias, privilege and prejudice occur in accordance with social identity such as race/ethnicity, gender, sexuality, and disability and with economic background. Community members with nondominant social identities/locations often encounter oppressive systems and mechanisms of control that limit their ability to achieve social mobility or voice their own reality. Countering systemic bias, prejudice, racism, and privilege to produce a community in which all residents can thrive requires historical awareness and a commitment to effecting long-term change. Such change must involve intentionally addressing oppressive conditions and building individual and community assets to create conditions that support overall well-being. To be successful, any effort to change a system in this way must create environments where people are meaningfully involved in developing and implementing the institutional policies and practices that impact their lives. Countering bias, privilege and prejudice in youth summer programming, then, means repairing and establishing systems to ensure fairness, inclusiveness, and support for all members of the community. An equitable system eliminates formal and informal barriers to access, participation and inclusion; precludes the lowering of expectations and standards of practice for youth and families from minoritized social, cultural and racial groups; and actively supports those children and families who need it most.



### INDIVIDUAL/COLLECTIVE

Children and youth develop both individually and collectively. Adults who support children and youth have enormous potential to positively shape their development by intentionally creating an equitable, diverse ecosystem that provides a variety of opportunities for them to learn and grow as individuals while contributing to the collective whole. Summer programs should model warm, caring, culturally inclusive communities of practice that embrace and foster diversity and address individual and collective social challenges. This approach enriches each learner by fostering connections to others and the world.



## THRIVING YOUTH AND CHILDREN

All children and youth contain within them the potential to meet physical, emotional, mental, academic, economic and social goals and to flourish as individuals and within community. When children and youth have the support they need to develop and maintain grounding within their identities and take agency over their life choices, they are able to meet these goals and thrive. The concept of thriving is derived from an ecological, systems-based perspective in which communities create the conditions necessary for positive intervention in the lives of children and youth and a process for eliminating or buffering risk through culturally competent, strength-based, trauma-informed processes that supports each child and youth's well-being.



# METHODOLOGY

To identify what geographical areas of the county are most in need of CTAC-funded summer programming, what attributes these programs should have to best meet the needs of county families, and how the CTAC can best support local providers to improve the quality of and access to their programs, the YDRPP conducted parent focus groups and surveyed summer-program providers. To further visualize the geographic distribution of existing programs, secondary data collection and GIS mapping of OST programs were also completed. In undertaking these data-collection processes, the YDRPP relied on the following core practices:

Assembly of a core research team whose members held knowledge as summer youth program providers (Dr. Diedre Houchen, Addison Staples, Rahkiah Brown), planning and methods researchers (Drs. Sunshine Moss, Christine Wegner and Diedre Houchen and Julian Alonso), and community organizers (Chanae Jackson, Brittany Bryant); continuous engagement of all team members; and use of consensus in decision making.

Use of iterative participatory processes, including the involvement of select, representative community members, in planning and method checking.

Inclusion of underrepresented populations in research design and participant outreach, including intentional recruitment of participants in all geographic areas, outreach to Black and dual-language parents, financially vulnerable families, and the LGBTQ community.

Participant validation, i.e., providing a summary of findings to focus-group and survey participants and inviting their feedback to ensure that the findings adequately captured their perspectives.

Triangulation of three data sources: parent focus groups, quantitative data from information hubs, and a provider survey.

Iterative dialogue with the CTAC to ensure data would yield usable results.

## FOCUS GROUPS

To assess the needs of parent populations across Alachua County, we conducted a series of focus groups designed to allow parents and caregivers to share a thorough narrative of their lived experiences accessing summer programming for their children. During November and December 2020, we conducted six focus groups with a total of 35 parents who represented all of the geographic areas in the county. Parents were offered a \$25 gift certificate to participate in a focus group. All focus groups took place via Zoom.

### FOCUS GROUP PROTOCOL: INTERVIEW QUESTIONS

Using best practices drawn from focus-group research, the focus-group protocol was developed using a multi-stage iterative process that included parents, community members, and summer-programming providers. These key stakeholders were asked to generate a list of potential questions and topics important to discuss during the focus groups. The research team reviewed the initial list of over 100 questions to consolidate, eliminate, and clarify questions. After undergoing multiple revisions, the final focus-group protocol consisted of 12 questions exploring families' needs for summer programming, the barriers to participation they encountered, and their vision for quality programming in Alachua County.

### RECRUITMENT AND PARTICIPANT SELECTION

Alachua County contains a mixture of rural and urban populations that also vary by income, race, and access to community resources. Using zip codes as a proxy of shared environmental circumstance, we devised a screening method, described below, to ensure that the sample was reflective of Alachua County demographics.

Focus groups were advertised via social media, and participants were recruited electronically via social media, text, email, and personal invitation. Team members used their personal and professional community connections to recruit participants, and the CTAC sent an email to their listserv. We used snowball sampling (i.e., asking currently enrolled participants to recommend other potential participants) to identify individuals and organizations who might have valuable insights.

Families and caregivers interested in participating in the focus groups completed a short electronic demographic questionnaire containing items that asked about gender, race, income, and need for summer programs for children in grades K-8 to determine eligibility. Participants were assigned to specific focus groups based on their zip code. Before each focus group, the team reviewed attendee demographic data and questionnaire responses to ensure representation from each demographic area. Individuals who did not have a current need for summer programs were excluded from participating in the study.

We planned a focus group for Spanish-speaking participants to ensure the needs of the local migrant communities were taken into account. Though we developed parallel recruit-

ment materials that had been translated into Spanish and advertised a focus group for Spanish speakers, no participants registered for this group.

### FOCUS GROUP ANALYSIS

We analyzed the de-identified focus group transcripts using a multi-stage thematic coding and qualitative research analysis process. Using the conceptual frame as a guide, two teams of researchers collaboratively identified and interpreted patterns, or themes, within the data, with each team coding half of the total focus group transcripts. In the first step of this process, each team member individually read their assigned transcripts and identified themes according to the conceptual framework and the objectives of the needs assessment. Next, team members compared their individual findings and developed a set of standard codes to identify parents' perspectives and knowledge. Also, when we found themes among the de-identified parent comments, we matched those with coded demographic data to determine if there were similarities based on income or other characteristics. Each team then synthesized the findings from their assigned focus groups. The two teams then consolidated their syntheses into a final summative synthesis that included data from all focus groups to reflect the variance and similarities across the sample of Alachua County parents.

## ALACHUA COUNTY CHILD AND YOUTH SERVICE PROVIDER SURVEY

To identify the needs and capacity of summer programs in Alachua County, we developed and conducted the Alachua County Child and Youth Service Provider Survey. Specifically, the survey was designed to collect data about programming, provider needs and barriers to providing services, provider perspectives on the needs of and barriers encountered by the families they serve, the impact of COVID-19 on program capacity, and providers' experiences and needs regarding submissions in response to requests for proposal (RFPs) for the CTAC and other grant-making organizations.

### INSTRUMENT DEVELOPMENT

We employed a multi-stage, iterative process reflective of best practices in survey development to create the electronic survey used for this research. The full research team participated in generating a list of potential questions based on the scope of work (SOW) described in the CTAC/YDRPP contract. The lead methodologist consolidated and reworded items to create an initial draft of the survey. A panel whose members had expertise in youth programming and an awareness of community needs reviewed this draft. Based on their feedback, the lead methodologist and another member of the research team with expertise in survey design eliminated, consolidated, reworded, and incorporated new items into a second draft of the survey. The survey design team conducted two more rounds of content and methodological review to ensure the survey sufficiently sampled the content from the SOW. We added additional items to the survey related to the needs of

children with disabilities based on findings from the parent focus groups, which ran concurrently with survey development. After we entered the survey questions into Qualtrics, the software used to administer the survey, two summer-program providers participated in cognitive interviews while completing the survey with the lead methodologist to ensure that the survey questions utilized language and structure that would be familiar to respondents. Changes were made to the wording of several items based on these interviews. In addition, a skip logic was inserted to provide a different format for the questions for secondary providers (those who offer services to children as a part of programs run by other providers).

### **SURVEY SAMPLING**

Dr. Diedre Houchen emailed an invitation to participate in the survey to all known summer-program providers in the county. The provider list was developed using databases from several community organizations, including the CTAC, the United Way and the Fun4GatorKids website, as well as recommendations from providers and community members (i.e., snowball sampling). Several organizations also sent invitations to their provider mailing lists. Survey respondents did not receive compensation for participation. During the week the survey was open, 117 organizations completed some portion of the survey. Data from 52 surveys were removed because less than 75% of the survey had been completed and key data were missing. Data from an additional 14 were removed because the providers did not serve students in the target population (K-8th grade), did not reply to questions about ages served, did not serve students during summer months (June, July, August), or did not plan to serve students in summer 2021.

### **SURVEY ANALYSIS**

We utilized Excel and SPSS software to analyze all quantitative responses and create descriptive statistics to summarize results. Respondents were grouped by overall capacity, cost, length of programming, and participant demographics to explore patterns across programs. A primary coder performed content analyses for open-ended survey questions, and two additional research team members reviewed these analyses.

## **SECONDARY DATA COLLECTION AND GIS MAPPING**

Finally, we created a geographic visual representation of OST providers and available programming in Alachua County using the aforementioned database containing school-year OST providers, summer providers, and secondary youth service organizations. As described above, data were initially collected from information provided by youth service providers, information hubs (organizations that compile data for the public, including the Fun4GatorKids website and the BOOST Alliance), and funding organizations (the United Way, CTAC, the Community Foundation), with missing data gathered using organizational websites, responses from the provider surveys, and research team members' knowledge of the community. We consulted with a community-centered civil engineer to analyze these data using geographic information system (GIS) mapping, a tool often used to conduct geographic-based analyses of planning and maintenance of community infrastructure such as zoning, future land use, historic district preservation, and, in this case, youth programming.

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“Something that we were robbed of as kids is learning the political issues in our local community, knowing how to properly vote, knowing how to watch and see what’s going on, and different things like that. We became full adults and know nothing about that. So, teaching and educating children on that, to me, would be very important as well.”

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# FINDINGS FROM THE PARENT FOCUS GROUPS AND PROVIDER SURVEY

## WHAT DO FAMILIES AND SUMMER SERVICE PROVIDERS NEED?

### FINDINGS FROM THE PARENT FOCUS GROUPS

In the analyses of the parent focus groups, four broad areas of concern regarding summer programming emerged: caring, safety and supervision; affordability; better synchronization between families' needs and summer-program offerings; and structures that encourage engagement in learning. The issue of equity permeated all of these areas.

#### **FAMILIES WANT SUMMER PROGRAMS IN WHICH THEIR CHILDREN ARE CARED FOR, SUPERVISED, AND SAFE**

Parents expressed the need to trust that their children are well cared for, supervised, and safe in their summer-program environment. Some parents described encountering challenges in finding such environments, including experiencing environments in which staff are not actively engaged with their children and provide inadequate supervision. They asserted that several Alachua County programs rely on college students who seemed to be untrained volunteers, which made them question the quality and safety of the programs. Parents emphasized the importance of the presence of qualified, trained staff at summer programs.

Parents with children who have disabilities or special needs noted the absolute lack of quality programming in which staff is trained to create inclusive environments for children with physical, intellectual, learning or neurological disabilities or differences in Alachua County. These parents expressed stress, frustration, and sadness at this deficiency and stressed that they had no options for summer programs at all.

#### **FAMILIES NEED AN AFFORDABLE SYSTEM OF SUMMER PROGRAMS**

Parents across almost all of the income brackets included in the focus groups expressed that affordability of summer programs was a concern. Families with lower incomes (up to \$34,999/year)<sup>3</sup>, as described in the demographic questionnaire used for the focus-group screening process, have been limited to participating almost exclusively in a handful of summer programs that are free or provide scholarships. The stock of free/reduced-cost programs is minimal, with spaces often filling up on the first day of open enrollment. The imbalance between the need for and availability of slots in free/reduced summer programs creates an enormous

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"It's a stressful time. I have to map out. I have to try to get on websites and start checking them as early as February to see when they're going to post dates, weeks, tuition, and sign-up registration dates. I know that some of the camps if you don't register within the first couple of hours of opening registration, it's immediately filled up, with a waitlist."

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stressor for low-income and working-class families during the spring enrollment season. For families with both lower incomes and multiple children, this stressor is significantly exacerbated.

Families with middle-level income (\$35,000-74,999/year) also struggle to pay for the fee-based programs available, especially multi-child families. These families opt into both free/reduced-cost programs and fee-based programs. As with lower-income families, these parents report that challenges regarding the availability of programs, including programs that fill quickly and routine waitlists, make for a stressful spring enrollment season.

Though higher-income families (\$75,000/year and up) can afford to participate in a larger stock of programs, parents report that they often find the quality of programs does not match the cost. They therefore opt to participate in more cost-conscious programs.

Families with lower- and middle-level incomes also experience financial stress related to the fee structure for summer programs. The requirement to pay for the entire summer up-front creates a financial barrier that affects their quality of life and impacts their ability to access summer programs. This stress is compounded for families who have multiple children, especially when they cannot access discounts for additional children. Field-trip costs that are not included in the program fees also exacerbate families' financial stress during the summer.

<sup>3</sup> <http://bit.ly/2Y7uuEL>

## **FAMILIES NEED BETTER SYNCHRONIZATION BETWEEN WHAT THEY NEED AND WHAT PROGRAMS OFFER**

Parents reported that many programs appear to be designed according to what works for the program rather than to what families need. Summer does not bring the change in schedules for most parents and caregivers that it does for children. Thus, families need full-time, full-summer programming, often with extended hours. Other parents expressed the desire for some flexibility—part-day/full-day programming options and the ability to pay week-to-week rather than for a whole summer. Participants consistently noted that Alachua County summer programming is limited, as evidenced by the amount of programs that fill to capacity and/or maintain waitlists.

*Even with the challenges introduced by the COVID-19 pandemic, most parents and caregivers are currently working and plan to continue to work throughout the summer. The potential that programs will have lower capacity next summer because of the pandemic is thus concerning, particularly for those parents who already had difficulty finding available programs.*

## **FAMILIES WANT STRUCTURED ENVIRONMENTS WHERE THEIR CHILDREN ENJOY LEARNING**

Parents expressed the desire for structured summer programming, meaning that the programs' offerings are based on an intentional design, with staff executing this plan. Some noted challenges in finding such programs in prior summers.

Parents want children to learn over the summer. Most want their children to learn within a structure that offers topic- or content-related exploratory experiences, for example, exploration in science, art, athletics, or nature. Though most parents expressed a desire for something "different" than what their children get during the school year, a smaller core of parents wants or needs the same kind of academic structure that children experience during the school year. These parents expressed concern for their children's underperformance on state academic assessments, and their children are already participating in school-based remediation programs.

"I was flat out told that my daughter would not be able to participate in those because of her special needs. And she would need an aide, she doesn't have medical needs per se, but she's very hyperactive and has autism and needs someone watching her. She can't be in a herd of 30 independent children or hundreds of independent children. She's not independent, unfortunately. And she's a joy and fun and everyone loves her, when she is included, but she's not included in a lot of things."

Families also want their children's educational experience over the summer to include "socio-emotional development" or "social skills." They want their children to have choice, agency, and options and the opportunities to build strong peer and adult relationships, engage in exploration and exposure to new experiences, and play. Many parents specifically want their children to have the opportunity to be outdoors and to participate in field trips.

Fundamentally, quality programming does not need to have infinite options, yet it should afford children the opportunity to explore in a few different ways. Staff need to be qualified to incorporate learning into a model that balances children's developmental and cognitive needs in creative ways.

## **EQUITY PERMEATES ALL OF THESE ISSUES**

While the issues discussed above were relatively universal among focus-group participants, analyses of parents' descriptions of their families' lived experiences revealed that inequities in access to programs and nuanced yet troubling social experiences, both of which manifested along the distinctions of race, class, ability, and other vulnerabilities, permeate the system of summer programming in Alachua County, making these issues even more salient for many populations in our community.

Many families expressed the concern that if their children don't "fit" in a particular program, they might have to choose between leaving the program or continuing to feel uncomfortable. This concern was particularly pointed regarding children of color participating in predominantly White programs, children from families with lower socioeconomic status, and children with disabilities. Black families find it more difficult to access information about summer programs. Furthermore, Black parents felt that staff in some programs were not culturally responsive/competent. Their children have felt out of place or have been treated differently than their White peers.

As discussed above, children with disabilities have had the fewest options for summer programming. Programs for typically developing children have not adequately accommodated the children with disabilities whom they serve or could be serving.

Participants in rural parts of the community reported having less access to summer programming than their urban and suburban counterparts. They were less likely to know what kind of programming was available. Transportation was also a larger issue for this group. Parents from rural areas expressed a desire for programming that was close by to eliminate the need to arrange transportation to take their children across the county and back to access summer programming.





“I’ve had three children requiring this service at the same time. I cannot afford over a \$75 fee per child per week on my end. It’s interesting that the statement was made that the more expensive care doesn’t necessarily mean better care. I haven’t had the opportunity to even experience that.”

### **ASPIRATIONAL DISPARITY**

There was a marked difference, associated with family income, in the degree to which parents expressed a vision of a more useful and satisfying system of summer programming. For example, most families with lower incomes did not mention transportation as a hardship within the focus groups until they were directly asked about it or another participant brought it up first. When asked why, these parents noted that the lack of transportation was so routine and had become such an entrenched part of their lives, they did not assume it could be altered. However, once the issue of transportation had been broached, they acknowledged that access to programs more proximal to where they lived or worked would be part of their ideal vision.

Parents with higher family incomes appeared to have an easier time thinking beyond practical issues like transportation to express aspirations about the quality of the programs. They also expressed the desire to have their

children be around children who were culturally different. For example, White parents wanted more African American children to attend the summer programs their children attended.

In sum, the focus groups revealed that, first and foremost, parents believe that all children should have access to “good” programs. However, while access is necessary, it is not sufficient. Alachua County families need summer programs to establish inclusive practices that consider individual differences among the children and families they serve.

## FINDINGS FROM THE PROVIDER SURVEY

A total of 51 providers completed the survey, 42 of whom identified as primary providers, eight who identified as secondary providers (providing additional services to children enrolled in programs with primary providers), and one who did not answer this question. This number of respondents is significant to note, as the responses may not be representative of all providers.

### PRIMARY PROVIDERS

A primary provider is defined as the organization that has foremost responsibility for the safety and supervision of the children in attendance.

Primary providers were asked about what a “typical” summer looks like for them. The following highlights are meant to provide a picture of the type of organizations that filled out the survey.

- There was a wide range of overall capacity, ranging from six to 1000 participants. The median overall capacity was 60. Just over half of the providers ( $n = 22$ ) reported that they usually have a waitlist, but smaller programs were no more likely to report having a waitlist than larger programs. Only five of the programs have multiple summer sessions.
- More than half ( $n = 25$ ) of the providers offer programming for > 5 hours a day, with 20 of these offering programming for > 8 hours a day.
- Just under half ( $n = 20$ ) of the providers offer > 8 weeks of summer programming, with 10 of these offering > 10 weeks.
- Providers were asked to select the main focus of the activities they offer (respondents could choose more than one). Table 1 provides a summary of their responses. Notably, of the 21 providers who identified academic/tutoring instruction as a primary activity, 11 use certified teachers to provide that instruction.

Table 1

Main Focus of Activities	# of Providers
Socio-emotional learning	23
Academic/tutoring instruction	21
Music, art, or other fine arts	19
STEM	16
Athletics/recreation	15
Mentoring	14
Culturally responsive/culture-centered enrichment	14
Caring relationships with adults and peers	12
Mental health	9
Job training/career focus	9
Specialized support for children with disabilities	4

- A total of 23 providers said they offer at least one meal to their participants, with 16 offering breakfast, 20 offering lunch, and two offering dinner.
- 15 offer a sibling discount.
- 12 offer discounted rates for pre-paying.
- More than a third ( $n = 13$ ) do not charge a fee.
- Almost half ( $n = 19$ ) of the programs reported that > 90% of their participants typically have household incomes at least 200% below the federal poverty level.
- 23 of the programs reported that a majority of the children who participate are Black and/or Hispanic/Latinx.

***Of note, provider reports of the demographic characteristics of the children and families they serve suggest that, while responding organizations might not be representative of the providers in Alachua County as a whole, they do appear to represent the types of organizations that could benefit most from CTAC support.***

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“If your child doesn’t fit the mold, if they can’t stay on the straight and narrow, and if they’re not part of the mass group of children that fit into this basic expectation we have, then they can’t go to this camp.”

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## SECONDARY PROVIDERS

Secondary providers are those who partner with primary providers to offer additional services to program participants, either at the site where primary services are delivered or at the secondary provider's location.

- Among the eight secondary providers who completed the survey, youth contact time ranged from 1 hour per program to 6-12 hours per week.
- Personnel experience and credentials ranged from college student intern to 30 years of professional experience.

## PROGRAMMING NEEDS AND BARRIERS TO PARTICIPATION

Providers were asked to select what they perceived to be their participants' greatest needs related to summer programming and then to rank those needs by priority. Table 2 shows the number of providers who selected each participant need. The need for financial support was identified most frequently, with 65% of providers selecting it. Next was educational programming, with 55% of providers identifying it as a need and a majority of these (53%) ranking it first.

Table 2

Participant Need	# of Providers
Financial support	33
Educational programming	28
Transportation	25
Mental health/counseling	19
Family programs	18
Food	16
Housing	10
Disability support	9

Providers were also asked to identify the most significant barriers to youth participating in their summer program and then to rank those barriers by priority. Table 3 shows the number of providers that selected each item as a barrier to participation in their program. Notably, out of the 18 programs that selected *registration cost* as a barrier to participation, half ranked it first.

Table 3

Barrier to Participation	# of Providers
Transportation	21
Cost of registration	18
Capacity (too full)	14
Requirement of early sign-up	8
Location of program	7
Doesn't serve meals	5
Doesn't accommodate disability	2

## CHILDREN WITH DISABILITIES

Based on input from the focus groups, we included several questions in the provider survey about accommodations and activities related to children with disabilities. Only four of the 51 provider respondents identified *specialized support for children with disabilities* as a program focus; 11 (including those four) said that they offer accommodations for children with disabilities. Interestingly, as shown in Tables 2 and 3, while nine providers felt that *disability support* was one of their participants' greatest needs, only two (out of the nine) identified lack of accommodation as a barrier to participation.

## PERSONNEL AND PROFESSIONAL DEVELOPMENT

A total of 13 primary providers identified *finding qualified personnel* as one of their greatest challenges. When asked to identify specific needs, providers consistently expressed that hiring and retaining qualified adult employees is challenging. In addition, our community has a lack of qualified youth who are able to work within the financial and scheduling constraints of OST/summer programming.

Regulatory health and safety requirements and mandatory licensures and certifications often do not correlate with staff pay due to limited program budgets. Certified staff want to be appropriately compensated for meeting the multitude of job qualifications. In addition, some staff positions are funded by grants and are thus only guaranteed for one summer or fiscal year. It is challenging for providers to fill positions when they cannot ensure job security for more than one year. Recruitment and retention of qualified personnel is also an equity issue. Providers of summer programs in rural communities face a more significant challenge because the smaller populations of the surrounding communities further diminish the available pool of applicants.

A total of 14 providers identified *professional development* as one of their top three programming needs. Respondents reported that opportunities for staff professional development were difficult, if not impossible, to arrange. Many programs provide care for children and youth Monday-Friday for 11 hours/day, leaving no time for staff to participate in training or educational opportunities. In addition, there is usually no gap between the conclusion of the academic school year and the commencement of summer programming. This schedule leaves minimal time for staff onboarding because most of the staff who meet the Department of Children and Families safety requirements either work for the school district or are college students who are not available until their school breaks for the summer. On top of these challenges, small program budgets inhibit providers from hiring additional part- and full-time staff.



Providers expressed the desire for more time to adequately onboard new staff and acclimate them to the program. They also would like to offer additional professional development for administrators and directors and both skilled and unskilled staff. In addition, they aspire to train staff in trauma-informed care, cultural awareness, mental-health first aid, social-emotional learning, STEAM, and classroom management and the ways in which it should differ for summer programming compared with during the traditional school year.

- When asked how, if any, the CTAC could help improve the quality of summer programs, providers overwhelmingly stated that funding for professional development or personnel support would benefit them most.

### COVID-19 CONSIDERATIONS

A total of 20 primary providers suggested that they will have reduced capacity in 2021 due to COVID-19. Currently, those organizations combined have a total capacity of 1,761 participants; six of them currently provide all-day, all-summer programming; and 22 usually have a waitlist.

The pandemic has also exacerbated challenges related to staff recruitment and retention. Programs will need contingency plans to accommodate the absence of staff members due to COVID-19.

Health and safety guidelines have changed significantly in light of the current crisis. Professional development must evolve concurrent with the ever-changing public-health regulations and policies and their ramifications for effective site management and the physical and mental health of staff and youth being served.

### ADDITIONAL SUPPORT

Funding was identified as a top-three challenge by 24 providers. Of these, 16 reported that their summer program budgets are typically higher than the revenue they expect to take in from fees. A total of 22 providers reported that public, governmental grants were one of their top sources of funding, while 13 identified grants from private foundations as a principal funding source.

- When asked what, if anything, the CTAC could do to increase the overall capacity of their programs (i.e., the number of children served), several providers suggested that funding for additional materials or staff would allow them to increase their capacity. Others suggested the provision of space would allow for increased capacity.
- Another suggestion, particularly from providers who do not usually have a waitlist, was that the CTAC help provide exposure for their program through advertising or awareness campaigns.

## THE RFP PROCESS

Providers were asked about their experiences with grant-funding processes at the CTAC and other funding organizations and what support they needed to be successful in securing external funding.

- 28 of the 51 providers have applied for the CTAC grant in the past, 23 of whom reported that their grants were awarded.
- More than half of the providers ( $n = 26$ ) said that one of the top barriers to their applying for funding is lack of awareness about what funding opportunities exist.
- More than half ( $n = 26$ ) also said they need support from a grant writer or other personnel to apply for funding.

When asked about challenges they encountered with the CTAC's RFP process, providers identified a significant number. The process appeared to be especially daunting for smaller organizations. The most commonly cited challenges include

- Lack of effective communication and limited guidance from the CTAC.
- Too little time between the announcement of the RFP and the submission deadline.
- The RFP is complicated, redundant, or constricting.
- Funding cycle is too short.
- Online uploading process is inefficient.
- Lack of transparency in scoring.

Smaller providers reported that they did not feel supported during CTAC's RFP process and questioned the decision-making. They asserted that across-the-board reductions in funding allocations more negatively impacted smaller programs. A number of respondents expressed concern that the reviewers were not knowledgeable about the RFP. Providers also described difficulty in finding clear answers about when next steps in the application process were required. Additionally, they shared the significant concern that they did not have a proficient understanding of the scoring and that "trying to interpret what scores meant" was problematic.

Many of the providers have not sought grant funding due to a lack of understanding of the grant/RFP process involved. This feedback suggests that it would be beneficial to simplify the RFP process to increase access for smaller organizations, in particular.

Program providers identified a number of ways in which the CTAC could support them through the RFP process, including

- Sending an email to providers in the CTAC database before the release of an RFP to announce the dates on which the RFP will be posted and applications will be due. The email should include enough details to afford program providers the opportunity to meet internally, plan, and collaborate with partners in preparation for the RFP process.
- Making technical assistance available on the overall RFP process, navigation through the process, budgets, proposal preparation, and funding determinations.

Providers offered two suggestions they thought could potentially impact the number of youth served: first, to create a 3-year funding cycle to offer stability to providers, their employees, and the families they serve, and second, to allow charter schools that serve rural communities and predominantly Black and Brown children to apply for funding to offer summer programming.

Finally, program providers that were successfully funded faced a new set of challenges. The majority of providers have limited budgets and cannot sustain their programs with funding allocated via reimbursement rather than advancements. They also suggest that the requirements for supporting materials related to the grant-justification process be simplified. In general, providers need support and clarity throughout the funding process to foster capacity building and collaboration between organizations and between child- and youth-serving organizations and the CTAC.

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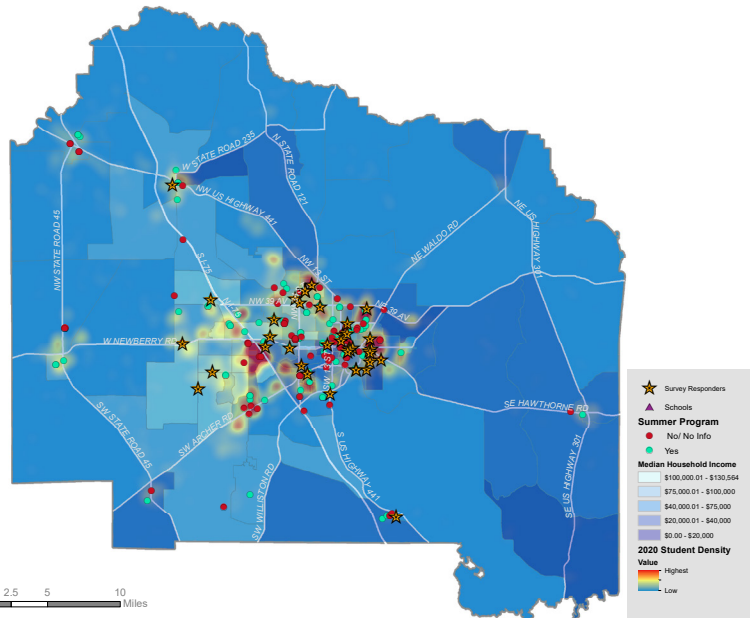
"If you want affordable, you end up with bigger ratios."

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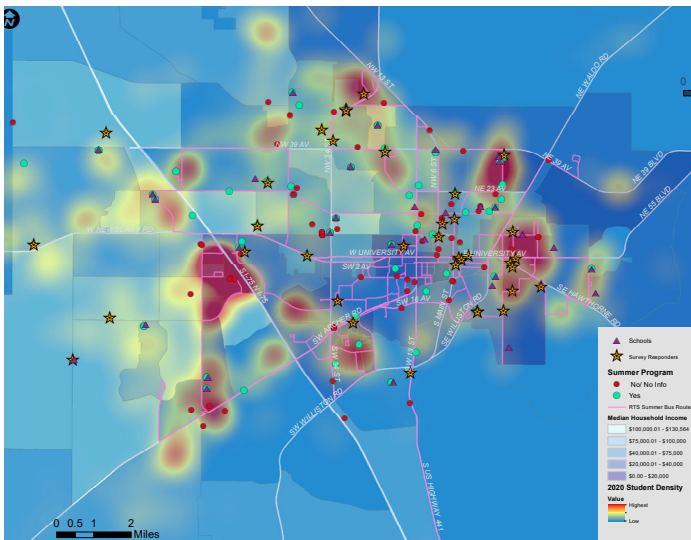
# GIS DATA VISUALIZATION

## ARE SUMMER PROGRAMS LOCATED WHERE CHILDREN AND YOUTH LIVE?

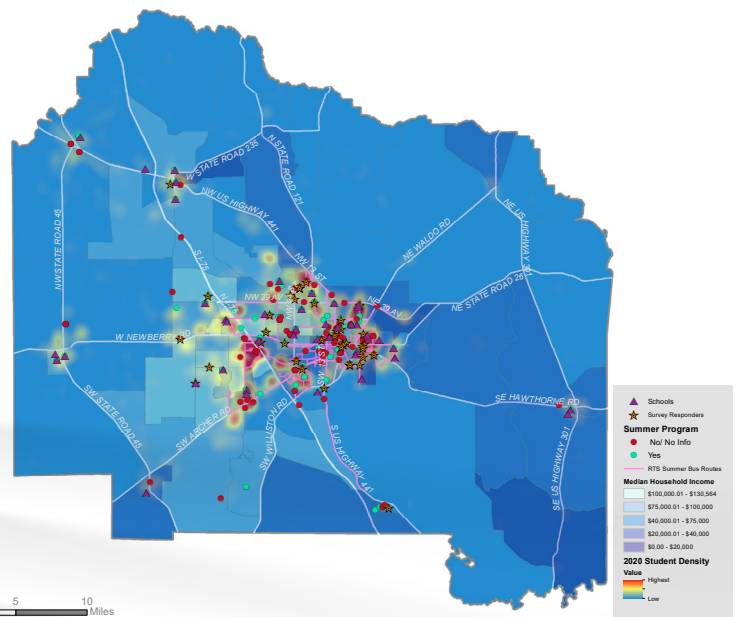
The data visualization provided by the GIS maps indicates that child- and youth-serving organizations are clustered within the city of Gainesville while being sparsely distributed across the rural areas of Alachua County. As Map 1 shows, providers are clustered around areas of dense student population. However, as Map 2 shows, significant areas of high student density within the city of Gainesville have few or no summer programs. Map 3 starkly illustrates that public transportation convenient to summer programs is available nearly exclusively within the city of Gainesville. For the city of Gainesville, this transportation information is also contained within the second map.



Map 1  
Alachua County Summer Provider Information



Map 2  
City of Gainesville Summer Provider Information



Map 3  
Alachua County Summer Provider with Transportation

# RECOMMENDATIONS

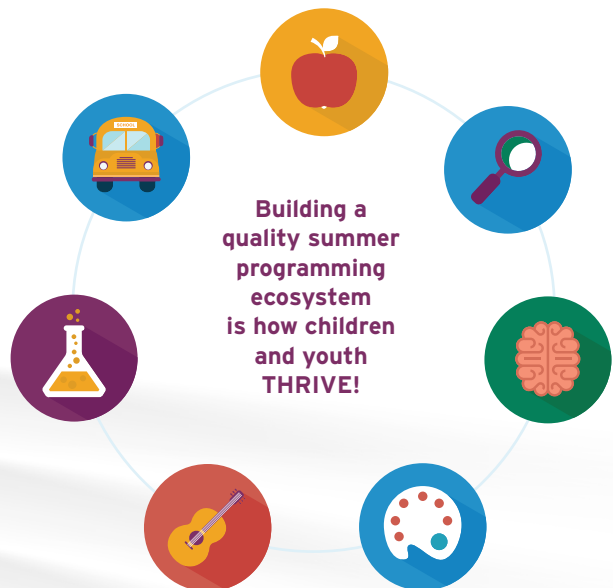
## HOW CAN THE CTAC BEST SUPPORT A SYSTEM OF SUMMER PROGRAMMING IN ALACHUA COUNTY?

**B**uilding a summer and OST ecosystem that supports the ability of children and youth to thrive requires intentional investment and design across all aspects of the system. As noted in the YDRPP conceptual frame on page 13, such a system must include a range of summer programs that provides a diverse array of activities to foster transformative learning and development within supportive human and built environments. Creating a strong system also requires equitably funding child- and youth-serving organizations and ensuring that the adults who support children and youth counter bias, prejudice, and privilege to create inclusive environments where all children thrive. The recommendations provided below are based on the conceptual frame and the findings of the parent focus groups and provider survey and are organized by the specific aims of this needs assessment: What evidence-based attributes should CTAC-funded programs include to support both positive youth development and literacy? What attributes should a system of CTAC-supported summer programming include in order to best meet the needs of Alachua County youth and families? What geographical areas of the county are most in need of CTAC-funded programs? What support could the CTAC offer to existing providers of summer programming that would help them more effectively meet the needs of Alachua County children, youth, and families?

### WHAT EVIDENCE-BASED ATTRIBUTES SHOULD CTAC-FUNDED PROGRAMS INCLUDE TO SUPPORT BOTH POSITIVE YOUTH DEVELOPMENT AND LITERACY?

Ideas about what constitutes quality summer programming and how this system should be organized vary among youth service providers, funders, parents, and community members in Alachua County. An important step in building a sustainable, equitable system of quality summer programming is to integrate these ideas into a shared vision for the community. If Alachua County were to adopt a conceptual frame that describes the evidence-based attributes that CTAC-funded programs should exhibit, that frame could serve as the basis for, not only an intentional system of funding and support, but also professional development and community education and engagement in the process. Thus, we recommend the CTAC build on the conceptual model provided in this report to develop the foundation for an evidence-based system of summer programming with attributes related to positive child and youth development and learning goals related to broad knowledge acquisition and literacy.

- ✔ *The CTAC should construct a guiding conceptual frame that specifies summer programming goals, standards, characteristics, attributes, and systemwide outcomes. Stakeholders, especially youth and vulnerable members of our community as well as families from diverse socioeconomic and racial backgrounds and geographic areas, should be invited to participate in creating and adopting this framework. Our observation that parents with lower incomes were less likely to express aspirational goals for summer programming suggests that particular consideration should be given to eliciting their vision for this programming.*
- ✔ *In order to build an ecosystem that takes into account Alachua County's needs related to literacy, the CTAC should partner with literacy experts and interventionists to prepare organizations to incorporate evidence-based literacy practices into a range of summer programming opportunities.*



### WHAT ATTRIBUTES SHOULD A SYSTEM OF CTAC-SUPPORTED SUMMER PROGRAMMING INCLUDE IN ORDER TO BEST MEET THE NEEDS OF ALACHUA COUNTY YOUTH AND FAMILIES?

Our findings illustrate that families and providers face systemic challenges related to accessibility, affordability, and inclusivity across summer programming. Each of these factors impacts the ability to create an equitable system of summer programming for Alachua County where children and youth thrive.

Families and providers noted that summer programs are often at capacity and maintain waitlists. Summer-program providers noted that their capacity to provide services is limited by budgetary concerns and their ability to raise funds, even if their building capacity might allow for expansion. Parent focus groups combined with our GIS findings also indicate the need for the emergence of new programs in areas of the county that have few or no summer programs. However, the cost associated with acquiring and maintaining buildings and infrastructure to provide these additional summer programs could be prohibitive. We suggest that municipality-owned community centers have the potential to serve as sites for partnership, innovation, and expansion.

Families with low and moderate incomes all struggle to afford summer programming for their children. Reduced-fee and free programs, when available, are in high demand, often filling up quickly.

Parents emphasized a need for inclusive summer programs that provide accommodations for children with disabilities. In Alachua County, the number of summer programs that provide inclusive, accommodation-rich environments for children with disabilities is very limited. This gap is an extraordinary stressor that has ramifications for families' economic and emotional well-being. Providers also noted challenges associated with creating summer programs that are inclusive environments that serve the needs of children with disabilities and other exceptionalities, including those with physical impairments, neurodiversity, vision, hearing, learning, intellectual, and emotional and behavioral disorders. These challenges include finding funding for additional, qualified staff, accommodations to infrastructure, materials and supplies, and professional development.

In addition to issues of accessibility, affordability and inclusivity, parents shared concerns about the experience, commitment and skills of staff at many programs. Providers expressed the desire to increase the levels of professional knowledge and skill of program staff and administrators. However, youth work is too often low-wage, part-time employment, and organizations typically lack the funds and infrastructure to invest deeply in their staff's professional development.

- ✓ *The CTAC should subsidize registration and other attendance fees for parents according to families' income levels and size. This subsidy could take the form of a sliding-scale for fees that takes into account family income, size, and number of siblings attending a particular program.*
- ✓ *In addition, the CTAC should create funding structures specifically designed for families with the lowest incomes, including developing a cadre of free, fully subsidized summer programs across Alachua County.*
- ✓ *The CTAC should support the expansion of existing organizations' services to accommodate more children per site and recruit new youth organizations to provide summer programming for children in underserved areas of the county.*
- ✓ *The CTAC should partner with organizations with expertise in working with children with disabilities to guide training, professional development, and infrastructure development to augment program staffs' capacity and adeptness with serving diverse children and youth and should provide funds to help providers adapt their infrastructure, environment, materials, and supplies to create more diverse, inclusive, culturally competent summer programs.*
- ✓ *Using the conceptual frame discussed in the first set of recommendations above to determine need, the CTAC should offer professional development opportunities for administration and staff of child- and youth-serving organizations. Through these offerings, the CTAC could increase various organizations' capacities to provide a range of equity-based developmental and learning supports across the domains of academic, enrichment and exploratory learning; physical health, play and recreation; and socio-emotional development, grounding, structure and agency.. Direct-service and administrative staff and volunteers should be paid for their participation in these professional development opportunities.*



### WHAT GEOGRAPHICAL AREAS OF THE COUNTY ARE MOST IN NEED OF CTAC-FUNDED PROGRAMS?

Though quality summer and OST programming for children and youth ages 6-18 years is an integral part of healthy child and youth development and educational success, we noted a significant challenge with locating data related to these services in Alachua County. No agency in Alachua County is currently tasked with maintaining a comprehensive database of such services. Parents and providers both highlighted the need for more comprehensive information on the ecosystem of organizations that support children and youth in Alachua County. Without this comprehensive data, we can draw few conclusions related to the geographic distribution of summer programs or the relationships between that distribution and demographic factors such as population density, income distribution, family size and transportation. This gap in information combined with the significant challenges families describe in accessing summer programming, particularly in rural and lower-income areas, suggests the need to collect, collate and host these data for internal and public-facing audiences.

- ✓ *The CTAC should collect and collate pertinent data on child and youth services across the county per the results-based accountability framework, including age range served, activities provided, fees, capacity and location. The Trust should use this database to determine gaps in services and inform decisions about funding and other support.*
- ✓ *The CTAC should further use this database to provide a public-facing information hub for families seeking summer programming for their children. This hub should provide information on registration processes and fees, location, age range served, activities and other relevant details.*



*Out-of-school-time programming for children and youth ages 6-18 years is an integral part of healthy child and youth development and educational success.*

**WHAT SUPPORT COULD THE CTAC OFFER TO EXISTING PROVIDERS OF SUMMER PROGRAMMING THAT WOULD HELP THEM MORE EFFECTIVELY MEET THE NEEDS OF ALACHUA COUNTY CHILDREN, YOUTH AND FAMILIES?**

Providers of child and youth summer programming identified a number of challenges that limit their ability to acquire funding to improve and expand their services. They expressed the need for clear communication and scaffolded support regarding the processes of grant seeking, application, administration and evaluation. For example, organizations desire adequate notice of the publication of and deadlines for RFPs and more-detailed advance information regarding the funding opportunity.

Smaller organizations, many of which provide crucial support to children and youth in Alachua County, reported having a more difficult time with all aspects of grant seeking and funding than larger ones and might need additional forms of support.

We recommend that the CTAC simplify and streamline the funding process and provide technical and logistical support to programs seeking to obtain or already in receipt of CTAC funding.

- ✔ *The CTAC should provide clear and sufficient information about the request for proposal (RFP) process and application in a timely manner. Specifically, the Trust should consider offering a single point of contact regarding the RFP for providers within the CTAC and creating an easy-to-use, accessible submission process that provides adequate time between the notification of funding availability and the deadline for submission.*
- ✔ *The CTAC should ensure that the funding criteria are explicit and the process is transparent, fair, and clearly organized. We suggest organizing the RFP around a conceptual frame for summer programming, as discussed above, both to better target funding to meet particular needs and to create a shared vocabulary about program attributes. In addition, the Trust should provide rubrics that define and elucidate the scoring process.*
- ✔ *The CTAC should provide technical assistance and grant education for providers to help them navigate through the process, identify qualified budget items for grant funds and learn to create budget outlines that facilitate the writing of proposals that accurately reflect programming and help to clarify which funding opportunities are most appropriate.*



# CONCLUSION

**W**ith the 2018 referendum that established the Children's Trust of Alachua County, the community committed to funding and supporting a coordinated system of services that enables all youth and their families to thrive. Our assessment of the summer-programming needs of children, families and providers in Alachua County makes clear there is much work to be done to fulfill the CTAC's mission.

The purpose of this assessment was to ascertain what needs of Alachua County families related to summer programming for children and youth in grades K-8 were unmet by the current system. Using a conceptual frame founded in the concepts of transformative learning, transformative development, and equity, the YDRPP gathered information from various stakeholders in the community, including families, program providers, and funders. The frame is intended to describe an intentionally created ecosystem comprising adults who support children and youth along a positive trajectory of learning and development. The frame also provides a common language for all stakeholders to facilitate collaboration in the mission of supporting the development of children and youth. Creating a system that ensures all children are met with enthusiasm and care and provided with opportunities, knowledge, resources and skills is crucial to the development and maintenance of a thriving democracy, society and nation.

Following the recommendations we provide in this report will require long-range strategizing and a long-term investment of time, including a sustained process of study, the setting of specific goals, community engagement, and refinement. We are especially eager to see the engagement of children and youth, themselves, in the process of defining their own support network and future. In the short term, we suggest that the CTAC can begin to address the findings in this report by funding increased access to affordable summer programs for Alachua County residents.

We close this report with the sober reminder that children and youth across the nation are telling us they are not well. The rate of suicide in children and youth ages 10-24 is cause for alarm, as are the disproportionate rate of academic failure among children of color and high rates of child and youth incarceration and criminalization. There is, indeed, much work to be done, both locally and nationwide. We look forward to working in community with the CTAC and other stakeholders across Alachua County to create an ecosystem for our children and youth that invests in their promise and safeguards their future. Building an accessible, affordable, inclusive system of summer programming that supports transformative learning and development will significantly contribute to the ability of families in our community to thrive.



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY



**YOUTH DEVELOPMENT**  
RESEARCH-PRACTICE PARTNERSHIP

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Building an accessible, affordable, inclusive system of summer programming that supports transformative learning and development will significantly contribute to the ability of families in our community to thrive.

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**File Attachments for Item:**

20. News Release - GNV4all's Early Learning Center

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**Subject:** GNV4ALL

**From:** James Lawrence <[jlawpsalms46@gmail.com](mailto:jlawpsalms46@gmail.com)>

**Date:** January 20, 2021 at 11:48:11 AM EST

**To:** Colin Murphy <[cmurphy@childrenstrustofalachuacounty.us](mailto:cmurphy@childrenstrustofalachuacounty.us)>

**Subject:** GNV4ALL

Hello Colin,

I'm pleased to inform you of the latest development in our unrelenting efforts to open a transformative early learning center on the campus of Metcalfe Elementary School.

Thanks,

James Lawrence  
Executive Director, Gainesville For All



### **NEW TEAM LEADING THE WAY FOR GAINESVILLE FOR ALL'S EARLY LEARNING CENTER**

A diverse team of educators and community activists has been empaneled to plan for the opening and daily operation of a transformative early learning center to be located on the campus of Metcalfe Elementary school, announced James F. Lawrence, Gainesville for All executive director.

“We’re excited that these talented professionals have agreed to join the strategic planning team created to lead the way for the Gainesville Empowerment Zone Early Learning Center,” Lawrence said. “Individually and collectively they are ideally suited for planning an early learning center that we believe can become a template for urban school districts wrestling with huge academic achievement gaps between Black and white students.”

The center will provide struggling families from pregnancy through age 3 with a wide range of educational and social services in a way that has not been done in the past in public education.

Team members:

**Charmaine B. Henry**, team chair, is the recently retired founder and principal of the Genesis Preparatory School. She also was a teacher at J.J. Finley Elementary School for 27 years before opening Genesis, a charter school, in 2000.

**Yolanda Hagley Fluellen** has been involved in early childhood education for more than two decades and formerly headed Alachua County’s HIPPY (Home Instruction for Parents of Preschool Youngsters) program which excelled under her leadership.

**Elliene Chisholm** is a retired preschool specialist and educator for Alachua County Public Schools.

**Curtis Peterson** is principal at Caring and Sharing Learning School, which has won numerous national and state awards for excellence.

**Dr Elizabeth Bondy** is a professor at the University of Florida’s School of Teaching and Learning. She is currently actively involved in assisting teachers at Terwilliger Elementary School.

**Marilyn McCall** is former director of the My School, a non-profit full-day childcare center sponsored by the Campus View Church.



**File Attachments for Item:**

21. CTAC In the News



**Item:**

News Article: Escambia Children's Trust Gets to Work

**Requested Action:**

N/A

**Background**

WUWF news article: "Using the [Children's Trust of Alachua County](#) as a model, members of the volunteer transition team got things started..."

**Attachments**

Article from WUWF website

**Programmatic Impact:**

N/A

**Fiscal Impact:**

N/A

**Recommendation:**

N/A



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# Escambia Children's Trust Gets To Work

By [SANDRA AVERHART \(/PEOPLE/SANDRA-AVERHART\)](/PEOPLE/SANDRA-AVERHART) • 16 HOURS AGO

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CREDIT ESCAMBIA CHILDREN'S TRUST



Listen

6:41

Sandra Averhart reports on the launch of the Children's Services Council of Escambia County, known as the Escambia Children's Trust.

About two-and-a-half months after winning approval with 61% of the vote, the Escambia Children's Trust (<https://www.escambiachildrenstrust.org/>) has begun its work.

Item 21.

Board members used their inaugural meeting on Jan. 21 to check a few items off their long "to-do" list, ahead of the dedicated property tax levy beginning in November.

Selecting its interim leadership was one of the first official actions by the new Escambia Children's Trust board, which was convened by its five mandated members.

Patty Hightower, selected as the interim chair, holds the seat reserved for a member of the Escambia County School Board. The interim vice-chair, District 3 Commissioner Lumon May, represents the Escambia Board of Commissioners.

"I'm Judge Frydrychowicz," said Circuit Judge Jennifer Frydrychowicz. "I'm also happy to be here. I am a juvenile judge here in Escambia County.

Tim Smith, Escambia School Superintendent, holds another seat on the board.

Representing the Florida Department of Children and Families is Northwest Region Director Walter Sachs.

However, Sachs's service on the Escambia Children's Trust board likely will be short term, as he already has been tapped to serve on the board of the new Children's Services Council in Leon County. He plans to select a replacement for the DCF-designated seat.

Using the Children's Trust of Alachua County (<https://www.childrenstrustofalachuacounty.us/>) as a model, members of the volunteer transition team got things started, meeting statutory deadlines by registering with the Escambia County Tax Collector and with the Florida Department of Economic Opportunity. What the local board accomplishes in the next 6-9 months will be critical.

"During that time, a lot of tasks that need to be completed," proclaimed Michele Watson, CEO of the Florida Children's Council, which represents and supports all such organizations in the state.

She says early efforts will focus on getting the Escambia CSC ready to collect the property tax that will fund programs and services for children and families in the county.

"For example, you all go to trim hearings and work with the tax collector to set that levy against your millage rate beginning this April," Watson said. "So, you all need a designee to represent the Children's Trust of Escambia as part of those trim hearings."

After some discussion, the panel voted unanimously to support the recommended designation of community leader Buzz Ritchie as its registered agent, to handle the early business of the Children's Trust.

But, with so many other items on their checklist, Watson suggested the new CSC board establish a timeline of things to be done, working backward *from* the November collection of the tax to that trim hearing. Item 21.

“You probably want an executive director in place. You probably want a CFO in place to set up the accounting and the chart of accounts,” she explained of what needs to be done to be ready receive requests for proposals from providers and begin offering services as soon as possible. “And, you probably really want a program director in place, who’s really going to help think through what the funding process is going to look like.”

“This to-do list follows sort of an aggressive and ambitious timeline, but also meets the urgency of what we’re seeing in the community,” declared Kimberly Krupa, executive director of Achieve Escambia (<https://www.achieveescambia.org/>). She led the campaign for passage of the referendum to create the Escambia Children’s Trust and she headed the volunteer transition team that just handed off to the CSC board.

At this point, Krupa says one of the most important tasks to be completed is the appointment of individuals to fill the five remaining seats on the 10-member Children’s Trust board.

“We’re actively seeking citizen nominees, with a Jan. 30 deadline,” said Krupa. So, what we’ve just been doing is trying to get the word out to encourage as many citizens to apply for these positions as possible.”

Eligible applicants need to have been residents of Escambia County for the previous 24-month period and are willing to submit an annual Statement of Financial Interests Form. Florida Statutes also require that gubernatorial appointments represent the demographic diversity of the county’s population.

“This is the number one most important thing to making sure we are set up for success is having a robust, diverse applicant pool that represents our county, our issues,” she said.

Ensuring diversity throughout the process has been top of mind for Commissioner Lumon May, interim vice-chair of the new Children’s Trust Board.

“The collateral material, the advertisement was kind of targeted or particular to those children of color and those kids who are in failing environments,” May pointed out. “So, I think the board needs to be a representative board, a board that’s in touch with the constituency, those that are most adversely affected.”

At the inaugural meeting, only five completed applications had been submitted. As of mid-day Tuesday, nine completed applications had been received. However, May expects many more to come in by the Jan. 30 deadline on Saturday.

“Quite frankly, there were people who were waiting to submit. I think we’re going to have 40 or 50 people that will apply, would be my anticipation.”

Applications are available online at [myescambia.com](https://myescambia.com/childrens-services-council/application/) (https://myescambia.com/childrens-services-council/application/) or in-person at the Ernie Lee Magaha Government Building. They are due by 5 p.m. Saturday. Item 21.

On Feb. 18, the Escambia County Commission will review and narrow the list to 15 nominations that will be sent to Gov. Ron DeSantis, who then has 45 days to select five for appointment to the board.

Commissioner May says he's ready for the work that lies ahead.

"We're excited about, hopefully, making a difference. And, I think that although we can take the model of other communities that we have to uniquely, architecturally design this for the specific needs that are in our community," he said.


To help get operations underway, May offered county staff and office support on a temporary basis. Looking to their next meeting on Feb. 22, Escambia Children's Trust board members agreed to discuss proposed by-laws and an official request for a \$250,000 line of credit – likely from the county commission – to provide funding until tax dollars start rolling in.


**TAGS:** [ESCAMBIA CHILDREN'S TRUST \(/TERM/ESCAMBIA-CHILDRENS-TRUST\)](#)

[FLORIDA CHILDREN'S COUNCIL \(/TERM/FLORIDA-CHILDRENS-COUNCIL\)](#)

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