



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

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

February 14, 2022 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**

1. [Board Member Attendance YTD](#)
2. [Board Meeting Evaluation](#)
3. [10.12.2021 Governance Committee Minutes](#)
4. [January 2022 Checks and Expenditures Report](#)
5. [1st Quarter FY22 Budget Report](#)

### **Proclamations**

6. [February 2022 National Black History Month Proclamation \(Elizabeth Cayson\)](#)

### **Executive Director Evaluation**

7. [Evaluation Results of the Executive Director for FY 20-21 \(Dr. Maggie Labarta\)](#)

### **Executive Director Report**

8. [Executive Director Report - January 2022 \(Colin Murphy\)](#)

### **Presentations**

9. [Pritzker Children's Initiative Community Grant - Quarterly Update \(Mia Jones\)](#)
10. [Pace Alachua Reach Program - Therapeutic Mental Health Therapy for Adolescent Girls Program \(Kristy Goldwire\)](#)

### **Old Business**

11. [Board Retreat Agenda \(Colin Murphy/Dr. Maggie Labarta\)](#)
12. [Recommendation for Award – RFP 2022-02 TeensWork Alachua \(Deon Carruthers\)](#)
13. [Data Technical Advisory Committee Update \(Bonnie Wagner\)](#)

14. [YDCBC Capacity Building Funds for Enrichment Providers ITN 2022-04 \(Kristy Goldwire\)](#)

#### **New Business**

15. [Recommendation to apply and accept a Pritzker Children's Initiative Mini Grant \(Mia Jones\)](#)
16. [TeensWork Alachua - Employer of Record Request \(Kristy Goldwire\)](#)

#### **General Public Comments**

#### **Board Member Comments**

#### **For Your Information**

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

17. [Santa Fe Achieve Flyer](#)

#### **Next Meeting Dates**

Board Retreat - Wednesday, February 23, 2022 @ 9:00 AM  
802 NW 5th Avenue, Gainesville, FL 32601

Regular Meeting - Monday, March 14, 2022 @ 4:00 PM  
Location TBC

#### **Adjournment**

### **Virtual Meeting Information**

1. Zoom Link to

Register: [https://us02web.zoom.us/webinar/register/WN\\_0dTQTKm4RDug6UAKjkOmRw](https://us02web.zoom.us/webinar/register/WN_0dTQTKm4RDug6UAKjkOmRw)

2. View or listen to the meeting: [https://www.youtube.com/channel/UCpYNq\\_GkjCo9FQo3qR5-SOw](https://www.youtube.com/channel/UCpYNq_GkjCo9FQo3qR5-SOw)

3. Public Comments: Submit online at

<http://www.childrenstrustofalachuacounty.us/commentcard>.

## **Guidelines for Public Comments**

Any member of the public wishing to be heard either under the agenda section “General Public Comments” or on a specific agenda items shall complete an appearance card and present the card to the Clerk of the Trust prior to the start of the Board or Committee meeting. In the event following the start of a Board or Committee meeting additional items are added to the agenda, then with the consent of the Chair of the meeting, any member of the public may submit an appearance card to speak on such additional item(s) prior to Board or Committee discussion of such item(s).

Members of the public recognized by the Chair will have three (3) minutes to speak on a single “subject matter” submitted on an appearance card presented prior to the start of the meeting. In the event an individual submits multiple requests to be heard on more than one agenda item the Chair shall determine the amount of time allotted to the speaker, however, such time shall not exceed ten (10) minutes without approval of the Board or Committee. The Clerk of the Trust will function as official timekeeper. Members of the public may not share or transfer all or part of their allotted time to any other person or to any other agenda item, except as permitted by this Policy. To the extent a speaker has previously addressed a Board or Committee on the same subject and at which a majority of the Board was present, then the Board Chair may limit repeat comments at the Board meeting by the same speaker.

The Board may provide members of the public the option to participate in Board or Committee meetings electronically. If such an option is provided, the procedures herein apply, but the Board or Committee will provide members of the public with an electronic means to complete an appearance card and present the card to the Clerk of the Trust prior to the start of the Board or Committee meeting.

**File Attachments for Item:**

1. Board Member Attendance YTD

# 2022 Board Member Attendance

Item 1.

Regular Meetings	1/10/2022	2/14/2022	3/14/2022	4/11/2022	5/9/2022	6/13/2022	7/2022	8/15/2022	9/12/2022	9/26/2022	10/10/2022	11/14/2022	12/12/2022
Labarta	P						N/A						
Certain	P						N/A						
Pinkoson	P						N/A						
Cole-Smith	P						N/A						
Cornell	P						N/A						
Hardt	P						N/A						
Simon	P						N/A						
Snyder	P						N/A						
Twombly	P						N/A						

V = Virtual Attendance  
P = Physical Attendance

**File Attachments for Item:**

2. Board Meeting Evaluation



**Item:**

Board Meeting Evaluation

**Requested Action:**

The Board is asked to receive the evaluation report from the January 10, 2022 board meeting.

**Background:**

Board Policy 1.15,B says that “(a)t each meeting, a Meeting Evaluation Form will be provided. It will be summarized and placed on the Consent Agenda for the subsequent meeting. Any Board member may ask that the evaluation be placed on the regular agenda for discussion.”

**Attachments:**

Summary of Board Meeting Evaluation Surveys

**Programmatic Impact:**

NA

**Fiscal Impact:**

NA

**Recommendation:**

Receive the information



**Summary of Board Meeting Evaluation Surveys**

Per our newly adopted Board Policies, at each meeting, Board members will be given the opportunity to evaluate the effectiveness and efficiency of meetings, and provide suggestions as to how to improve and make the best use of our time during Board meetings. This provides a summary of the input Board members provided for review by the Board, CTAC staff, and members of the public.

<b><u>Date of Meeting:</u></b>	<b>January 10, 2022</b>
<b><u>Completion Rate:</u></b>	<b>78% of Board members completed (7 of 9)</b>

**Evaluation of Meeting Components:**

Board members rated the effectiveness and efficiency of four meeting components on a scale from 1 to 4. A rating of 1 = “poor”, 2 = “fair”, 3 = “good”, and 4 = “excellent”. Board members are also provided space to comment on each meeting component. Overall, each meeting component received a favorable rating with nearly all items receiving a rating of either “good” or “excellent”. Meeting facilitation received the highest overall rating and presentations the lowest. Comments included both praise and suggestions for improvements.

<b>Meeting Component</b>	<b>Materials Provided</b>	<b>Meeting Facilitation</b>	<b>CTAC Staff</b>	<b>Presentations</b>
<b>Average Rating</b>	<b>3.71</b>	<b>3.86</b>	<b>3.71</b>	<b>3.36</b>



**Materials Provided** (The Board packet was received in a timely fashion and provided the information needed to prepare for the meeting)

Member Name	Rating	Average Rating
Certain	3	3.71
Cole-Smith	4	
Hardt	3	
Labarta	4	
Pinkoson	4	
Snyder	4	
Twombly	4	

A pie chart illustrating the distribution of ratings for 'Materials Provided'. The chart is divided into two segments: a large dark green segment representing 'Excellent' at 71%, and a smaller medium green segment representing 'Good' at 29%.

**Comments:**

- I appreciate all the advanced organization and prep that goes into getting the meeting materials organized. (Snyder)
- I like having a paper copy of agenda to review prior to the meeting. It would be good to receive that copy in the binder so that another copy isn't printed and I'll have one copy with my notes on to reference during the meeting. (Certain)

**Meeting Facilitation** (The Chair ensured Board members and members of the public who wanted to speak had the opportunity to be heard)

Member Name	Rating	Average Rating
Certain	3	3.86
Cole-Smith	4	
Hardt	4	
Labarta	4	
Pinkoson	4	
Snyder	4	
Twombly	4	

A pie chart illustrating the distribution of ratings for 'Meeting Facilitation'. The chart is divided into two segments: a large dark green segment representing 'Excellent' at 86%, and a smaller medium green segment representing 'Good' at 14%.

**Comments:** No comments received.

**CTAC Staff** (CTAC staff were knowledgeable on their agenda items and prepared to address questions, or provide a plan for follow-up)

Member Name	Rating	Average Rating
Certain	3	3.71
Cole-Smith	4	
Hardt	3	
Labarta	4	
Pinkoson	4	
Snyder	4	
Twombly	4	

A pie chart showing the distribution of ratings for CTAC Staff. The chart is divided into two segments: a large dark green segment representing 'Excellent' at 71%, and a smaller medium green segment representing 'Good' at 29%.

**Comments:** No comments received.

**Presentations** (Presentations were helpful in providing information on programs and policies to guide decision-making and allow for input and transparency)

Member Name	Rating	Average Rating
Certain	3	3.36
Cole-Smith	4	
Hardt	2	
Labarta	4	
Pinkoson	4	
Snyder	2.5	
Twombly	4	

A pie chart showing the distribution of ratings for Presentations. The chart is divided into three segments: a large dark green segment representing 'Excellent' at 57%, a medium green segment representing 'Good' at 29%, and a light gray segment representing 'Fair' at 14%.

**Comments:**

- Good support from staff meetings. (Certain)
- Helpful to let us know in advance the expected ending time of session for planning purposes. (Cole-Smith)
- I am concerned that a half day retreat will be too short given the presentations that were designed to set the stage. Can we consider break out group rather than only large group? (Snyder)

Finally, Board members were able to provide general comments on the meeting overall as well as topics they'd like to see addressed on future agendas. General comments included mostly praise and a suggestion to ensure community members have opportunities to be heard.

For future agendas, Board members identified the following topics: child abuse prevention, NewboRN home visiting program engagement, improving communications with the community, attorney selection, Pritzker, and Birth to 5.

**General Comments:**

- Great session. Well organized. (Cole-Smith)
- I am not sure we have adequate opportunity to hear from community members at the busy business meetings. (Hardt)
- We went through material in an efficient and effective manner. (Pinkoson)
- It was a full agenda and staff were very prepared and answered questions as they were posed. (Twombly)

**Are there any items, presentations, or other information you would like placed on a future Board agenda?**

- Would like to hear from Sherry Kitchens about child abuse and ways to prevent the long-term trauma that impacts our community. She has some good ideas. Also, we have never heard back from the nurse home visitor program about why people do not accept the nurse home visitor visit, or whether they get the services recommended by the home visitor. In general follow-up of the first three large projects has not been sufficient. We need to speak to those in charge of the projects and get our questions answered. Also, there are people from community who feel that their concerns have been brushed off. How to we improve communication with community? Also, are we continuing with Mr. Swain as our attorney? I was hoping we were going to find a social justice attorney to advise us. (Hardt)
- Pritzker + Birth to 5 updates. (Snyder)

**File Attachments for Item:**

3. 10.12.2021 Governance Committee Minutes



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

## **CHILDREN'S TRUST - GOVERNANCE COMMITTEE MEETING MINUTES**

October 12, 2021 at 1:00 PM

CTAC, 802 NW 5th Ave, Gainesville, FL 32601

### **Call to Order**

**Chair Maggie Labarta called the meeting to order at 1:00 PM.**

### **Roll Call**

#### **PRESENT**

Chair Maggie Labarta

Vice Chair Lee Pinkoson

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

Approval of the agenda and minutes.

1. 9.23.21 - Governance Committee Meeting Minutes

### **Discussion**

2. General Administration

The Committee used a sample governance manual, offered by Chair Labarta from Meridian, to choose and modify portions that could be incorporated into CTAC's policies and structures. Discussions surrounded board member responsibilities, evaluations, expectations, limitations, the roles of officers and the Board as a whole. Sections also touched on the conduct and principles of the board, their delegation avenues, term limits, and nominating procedures for officers. The Executive Director role was also further defined in regards to accountability, performance evaluations, and limitation policies.

Trust Counsel was asked to ensure that these processes adhered to all Florida Laws and to provide applicable sections of the Statutes to incorporate into the documents.

### **General Public Comments**

### **Next Meeting Dates**

November 16, 2021 from 1:00 pm

December 9, 2021 from 1:00 pm

**Adjournment**

**Chair Maggie Labarta adjourned the meeting at 2:08 PM.**

Attendees

Colin Murphy – Executive Director

Bob Swain – Trust’s Attorney

Nicole Odom – Fiscal Assistant

Kristy Goldwire – Director of Program  
Operations

Ashley Morgan-Daniel – Clerk of the Trust

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TABLE OF CONTENTS

CHAPTER I. GOVERNANCE PROCESS ..... Error! Bookmark not defined.
I. A. GLOBAL GOVERNANCE PROCESS ..... 2
I. A.1 GLOBAL GOVERNANCE PROCESS: Sunshine Law Compliance ..... 3
I. C. ROLE OF THE BOARD ..... 4
I.C.1 ROLE OF BOARD: Board Member Responsibilities ..... 5
I.C.3. ROLE OF BOARD: Evaluation of Board Performance ..... 6
I.D. AGENDA PLANNING ..... 7
I.E. BOARD CHAIR'S ROLE ..... 8
I.F. BOARD SECRETARY'S ROLE ..... 9
I.G. BOARD VICE CHAIR'S ROLE ..... 10
I.H. BOARD MEMBER'S CODE OF CONDUCT ..... 11
I.H.1 BOARD MEMBER CODE OF CONDUCT: Conflict of Interest ..... 12
I. H.2 BOARD MEMBER'S CODE OF CONDUCT: Fundraising Activities by Board Members ..... 15
I.H.3 BOARD MEMBER'S CODE OF CONDUCT: Background Screening ..... 19
I.H.4 BOARD MEMBER'S CODE OF CONDUCT: Attendance ..... 20
I.I. BOARD COMMITTEE PRINCIPLES ..... 21
I.I.1 BOARD COMMITTEE PRINCIPLES: Executive/Audit Committee ..... 22
I.I.2 BOARD COMMITTEE PRINCIPLES: Nominating Committee ..... 23
I.J. COST OF GOVERNANCE ..... 25
CHAPTER II. BOARD MANAGEMENT DELEGATION ..... Error! Bookmark not defined.
II.A. GLOBAL BOARDS MANAGEMENT DELEGATION ..... 26
II.B. UNITY OF CONTROL ..... 27
II.C. ACCOUNTABILITY OF THE CEO ..... 28
II. D. DELEGATION TO THE CEO ..... 29
II.E. MONITORING CEO PERFORMANCE ..... 30
CHAPTER III. EXECUTIVE LIMITATIONS POLICIES ..... Error! Bookmark not defined.
III.A. GENERAL EXECUTIVE CONSTRAINT ..... 31
III.A.1 GENERAL EXECUTIVE CONSTRAINT: Compliance, Risk Management, & Quality Improvement ..... 32
III. A.2 GENERAL EXECUTIVE CONSTRAINT: Communication and Counsel to the Board ..... 34
III.A.3 GENERAL EXECUTIVE CONSTRAINT: Services ..... 35
III.A.4 GENERAL EXECUTIVE CONSTRAINT: Client Rights ..... 36
III.A.5 GENERAL EXECUTIVE CONSTRAINT: Planning ..... 38
III.A.6 GENERAL EXECUTIVE CONSTRAINT: Public Relations ..... 39
III.A.7 GENERAL EXECUTIVE CONSTRAINT: Public Representation ..... 40
III.B. FINANCIAL CONDITION ..... 41
III.B.1 FINANCIAL CONDITION: Budgeting ..... 42
III.B.2 FINANCIAL CONDITION: Competitive Bids/Procurement – Supplies, Goods, & Services ..... 43
III.B.3 FINANCIAL CONDITION: Asset Protection ..... 44
III.B.4 FINANCIAL CONDITION: Facilities and Capital Assets ..... 45
III.B.5 FINANCIAL CONDITION: Reserve Funds ..... 46
III.B.6 FINANCIAL CONDITION: Investment Policy ..... 47
III.C. HUMAN RESOURCES ..... 53
III.C.1 HUMAN RESOURCES: Compensation and Benefits ..... 54
III.C.2 HUMAN RESOURCES: Staff Treatment ..... 55
III.C.3 HUMAN RESOURCES: Emergency/Interim Executive Succession ..... 56
III.D. FUNDRAISING: Code of Ethics ..... 57
CHAPTER IV. ENDS POLICIES ..... 58
IV.A. STRATEGIC PLAN AS ENDS POLICIES ..... 58



I. A.1 GLOBAL GOVERNANCE PROCESS: Sunshine Law Compliance

Effective: 12/12/2011, Rev. 01/03/2012; Deleted 2/7/2017

I. B. GOVERNING STYLE

Effective: 9/2/2008, Rev. 03/03/2009; Rev. 5/3/2016; Rev. 2/7/2017

Policy:

The Board will govern lawfully, observing the principles of the Policy Governance® model, with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of the Board and chief executive roles, (e) collective rather than individual decisions, (f) future focus rather than past or present, and (g) proactivity rather than reactivity.

Accordingly,

The Board will cultivate a sense of group responsibility. The Board, not the staff will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgement of the Board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.

- 1. The Board will direct, control, and inspire the organization through the careful establishment of Board written policies reflecting the Board's values and perspectives.
2. The Board will enforce upon itself whatever discipline is needed to govern with excellence.
3. Continual Board development will include orientation of new Board members by the Chairperson and the CEO/President on the Board's governance process and periodic Board discussion of process improvement.
4. The Board will allow no officer, individual, or Committee of the Board to hinder or be an excuse for not fulfilling group obligations.
5. The Board will monitor and discuss the Board's process and performance as needed, but at least annually.
6. The Board shall provide training and opportunities to ensure succession as well as promotion whenever possible.
7. The Board will ensure that it operates in accordance with its by-laws and that the bylaws are reviewed periodically to ensure their consistency with Meridian's needs with respect to the number of Board members, terms for members and officers, and Committees, as well as attendance and any other relevant matters.



CHAPTER I. GOVERNANCE PROCESS

I. A. GLOBAL GOVERNANCE PROCESS

Effective: 8/5/2008, Rev. March 2009, Rev. 5/3/2016; Rev. 2/7/2017

Policy:

The purpose of the Board, on behalf of those receiving service, is to see to it that Meridian Behavioral Healthcare, Inc. (a) achieves appropriate results for targeted populations at an appropriate cost (as specified in Board Ends Policies/Strategic Plan policies), and b) avoids unacceptable actions and situations (as prohibited in Board Executive Limitations policies), ensures membership and governance process is sufficient to effectively carry out the governance function.

The primary focus of Meridian is promoting the health, recovery, and wellbeing of those affected by mental illnesses and substance use disorders. Meridian recognizes that effectively addressing these problems may require supportive services and activities as well as community engagement.

Meridian's mission is:

To promote the health, recovery, and wellbeing of those affected by mental illnesses and substance use disorders through prevention, coordinated treatment, and supportive services.

Meridian's vision is:

Hope, recovery, and wellness within everyone's reach.

Meridian's actions are guided by these values:

- Collaboration
• Efficiency and Effectiveness
• Initiative
• Innovation and Growth
• Integrity
• Accountability



I. C. ROLE OF THE BOARD

Effective: 9/2/2008, Rev. 03/02/2010, Rev. 2/7/2017

Policy:

The organization of the Board shall be drawn from the bylaws of the corporation. Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board will

- 1. Serve as a link between the community and Meridian.
a. Meridian will annually publish a Report to the Community presenting information about its services and the communities' expenditures.
b. Meridian will present information to each County in its core service area regarding its services to residents of that county, funding of those services, the outcomes achieved, and the needed county financial support for services.
c. The Board will represent Meridian to County and other stakeholders, using the data made available by staff and advocate for the continued and increasing support for its vital community mission.
d. The Board will review data presented by staff that reflects the services provided, outcomes and costs of those services recognizing its role in ensuring effectiveness and efficiency.
2. Provide governance to the organization through written policies that realistically address the broadest levels of all organizational decisions and situations.
a. Ends Policies/Strategic Plan: Organizational impacts, benefits, outcomes; recipients, beneficiaries, impacted groups; and their relative in worth in cost or priority.
b. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
c. Governance Process: Specification of how the Board conceives, carries out, and monitors its own task.
d. Board- Management Delegation: How power is delegated and its proper use monitored; the CEO role, authority, and accountability.
3. Provide assurance of successful organizational performance on Ends Policies/Strategic Plan and Executive Limitations.
4. Accept ultimate legal authority for the organization.
5. Evaluate its effectiveness as a Board and that of individual Board members at least annually, or as necessary to ensure the ability to meet its responsibilities.



**I.C.1 ROLE OF BOARD: Board Member Responsibilities**

Effective: 9/2/2008, Rev. 03/02/2010; Rev. 5/3/2016

**Policy:**

In order to carry out the functions of the Board, individual member contributions are essential. The following duties are the essential responsibilities of Board members.

1. Be informed of the services and programs provided by the organization and publicly support it.
2. Be aware of and abstain from conflicts of interest.
3. Participate in the development of governance policies.
4. Participate in the development of long and short term goals and objectives.
5. Promote the organization through community networking and other agreed methods.
6. Be accountable to funders and accrediting bodies for programs and services and funds expended.
7. Monitor and evaluate the effectiveness of the organization through regular review of information and reports.
8. Provide candid, constructive criticism and advice and comments.
9. Approve major actions of the organization such as capital expenditure and major service/program changes.
10. At least annually review the performance of the Board and take steps to improve its performance.
11. Serve on Committees or in Board office, if called upon to do so.
12. Foster a positive working relationship with other Board members and staff.
13. Prepare for and participate in the discussions and deliberations of the Board.



**I.D. AGENDA PLANNING**

Effective: 9/2/2008; Rev. 5/3/2016; Rev. 2/7/2017

**Policy:**

To efficiently perform its duties consistent with Board policies, the Board will follow an annual calendar that (a) includes a re-evaluation and approval of Ends Policies/Strategic Plan annually and (b) continually improves Board performance through Board education and enriched input and deliberation.

1. The cycle will conclude each year on the last day of February so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Ends Policies/Strategic Plan.
2. The cycle will start with the Board's development of its agenda for the next year.
  - a. Consultations with selected groups in the community, or other methods of gaining stakeholder input, will be determined and arranged in the first quarter, to be held during the balance of the year.
  - b. Governance education and education related goal setting will be arranged in the first quarter, to be held during the balance of the year.
3. A Board member may recommend or request an item for Board discussion by submitting the item to the Chairperson no later than five days before the Board meeting.
4. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
5. CEO monitoring will be on the agenda if reports have been received since the previous meeting, if plans must be made for direct inspection monitoring, or if arrangements for third-party monitoring must be prepared.
  - a. Presentation by the CEO or staff of data, reports, or other information related to the Strategic Plan or monitoring by external entities is part of the CEO evaluation process.



**I.C.3. ROLE OF BOARD: Evaluation of Board Performance**

Effective: 9/2/2008, Rev. 03/02/2010; Rev. 5/3/2016

**Policy:**

It is the Board's policy to evaluate its effectiveness as a Board at least annually to ensure it is (a) performing tasks it has set out for itself in Policy; (b) meetings are organized so as to be efficient and effective, and (c) to allow members to evaluate their own performance and contribution.

1. Staff will provide the Board with a summary of those tasks, the activities, discussions, and actions taken by the Board to discharge those responsibilities, and an opportunity to rate those each year, according to the Board's established calendar.
2. At each meeting, a Meeting Evaluation Form will be provided. It will be summarized and placed on the Consent Agenda for the subsequent meeting unless scores drop below an average of 4, in which case it will on the discussion agenda.
3. Once annually, the Board will be provided with a self-evaluation tool that reflects the Board Member Responsibilities (Governance Policy I.C.1.) in order for them to assess their own performance.



**I.E. BOARD CHAIR'S ROLE**

Effective: 09/02/2008; Rev. 5/3/2016

**Policy:**

The Board Chair, a specially empowered member of the Board, assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

1. The assigned result of the Chair's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
  - a. Meeting discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide or to monitor.
  - b. Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.
  - c. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
2. The authority of the Chair consists in making decisions that will fall within topics covered by the Board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of a CEO and (b) where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
  - a. The Chair is empowered to chair Board meetings with all the commonly accepted power of the position, such as ruling, and recognizing.
  - b. The Chair has no authority to make decisions about policies created by the Board within Ends Policies/Strategic Plan and Executive Limitations policy areas. Therefore, the Chair has no authority to supervise or direct the CEO.
  - c. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decision and interpretations within the area delegated to that role.
  - d. The Chair may delegate this authority, but remains accountable for its use.
  - e. The Chair will also be a member of the Executive Committee, which also includes but is not limited, to the Vice Chair and Secretary to the Board.
  - f. The Chair represents the Board and Meridian at public events, advocating for our mission, reporting on goals and accomplishments, thereby promoting Meridian in the Community.
  - g. The Chair signs contracts under the jurisdiction for the Board and subject to its approval.





I.F. BOARD SECRETARY'S ROLE

Effective: 09/02/2008; Rev. 5/3/2016; Rev. 2/7/2017

Policy:

The Board secretary is an officer of the Board whose purpose is to ensure the integrity of the Board's documents.

- 1. The assigned result of the secretary's job is to see to it that all Board documents and filings are accurate and timely.
a. Policies will be current in their reflection of Board decisions.
b. Policies will generally follow Policy Governance principles.
c. Bylaw elements necessary for legal compliance and for consistency with the principles of Policy Governance will be known to the Board.
d. Requirements for format, brevity, and accuracy of Board minutes will be known to the CEO.
e. The Secretary will also be a member of the Executive Committee, which includes but is not limited to the Chair, Vice Chair and Secretary, to the Board.
2. The authority of the secretary is access to and control over Board documents, and the use of staff time in this regard.



I.H. BOARD MEMBER'S CODE OF CONDUCT

Effective: 5/7/2016

Policy:

The Board of Meridian Behavioral Healthcare is to act in the best interests of Meridian. Board members recognize their responsibilities as corporate fiduciaries in all actions relating their participation on the Board and representation of Meridian in the community.

Each Board member is required to be cognizant of his/her duties to exercise

- 1. Duty of care - A director performs his/her duties as a director in good faith, in a manner that s/he believes to be in the best interests of the corporation and with the care that an ordinarily prudent person in like position would use in similar circumstances;
2. Business Judgment
a. Limit decisions to those that are within the scope of the director's governance capacity;
b. Not participating in decisions that accrue personal benefit;
c. Exercise due care (diligence);
d. Do not over-reach or abuse discretion.
3. Diligence
a. Require sufficient information be provided to make informed decisions;
b. Critically examine information;
c. Take sufficient time;
d. Exercise independent judgment;
e. Ensure CEO performance and qualifications are evaluated periodically, at least annually;
f. Ensure adequate and frequent review of finances and financial matters.
4. Vigilance, collective and individual
a. Keeping up to date;
b. Regularly attending meetings;
c. Reading and understanding material provided by staff;
d. Actively participating in decision-making;
e. Asking questions;
f. Giving careful consideration to minutes.
5. Obedience
a. Ensure compliance with applicable federal and state laws and regulations (e.g., IRS, Legal filings, and governing documents);
b. Adherence to by-laws and governing documents.



I.G. BOARD VICE CHAIR'S ROLE

Effective: Dev. 9/2/2008; Rev. 01/03/2012; Rev. 5/3/2016

Policy:

The Board Vice-Chair serves as an officer of the Board and assists the Chair in ensuring that the Board operates in accordance with applicable bylaws and policy governance responsibilities.

- 1. The Vice Chair shall assist and support the Board Chair in accomplishing his or her tasks by
a. The Vice Chair assists to provide leadership to the Board;
b. Ensures that the Board complies with applicable bylaws and conducts Board business effectively and efficiently in the absence of the Chair.
2. The Board Vice Chair serves on the Board Committees specified in the bylaws and in this role will
a. Preside at all meetings of the Board and at all meetings of the Executive Committee in the absence of the Chairperson;
b. Is a member of the Executive Committee;
3. The Board Vice Chair will be an acting Board Chair designate in the absence of the Chairperson
a. The Vice Chair shall perform all the duties and carry out all responsibilities of the Chair with full authority during his/her continued absence.
b. The Vice Chair, when the Chair or CEO is unavailable, may sign contracts under the jurisdiction of the Board, subject to its approval.
c. The Vice Chair may represent the Board to outside parties.



I.H.1 BOARD MEMBER CODE OF CONDUCT: Conflict of Interest

Effective: Dev. 03/03/2009; Revised 5/3/2016

Policy:

The purpose of the conflict of interest policy is to protect Meridian Behavioral Healthcare, Inc.'s (Hereafter referred to as Meridian) interest when it is contemplating entering into a transaction or an arrangement that might benefit the organization. This policy is intended to supplement but not replace any applicable state and federal laws governing conflict of interest applicable to nonprofit and charitable organizations.

Definitions

- 1. Interested Person- Any director, principle officer, or member of a Committee with Board delegated powers, who has a direct or indirect financial interest, as defined below, is an interested person.
2. Financial Interest- A person has a financial interest if the person has, directly or indirectly, through business, investment, or family:
a. An ownership or investment interest in any entity with which Meridian has a transaction or arrangement.
b. A compensation arrangement with Meridian or with any entity or individual with which Meridian has a transaction or arrangement, or
c. A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which Meridian is negotiating a transaction or arrangement. Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

A financial interest is not necessarily a conflict of interest. Under Article III, Section 2, a person who has a financial interest may have a conflict of interest only if the appropriate Board or Committee decides that a conflict of interest exists.

Procedures

- 1. Duty to Disclose - In connection with any actual or possible conflict of interest, an interested person must disclose the existence of the financial interest and be given the opportunity to disclose all material facts to the directors and/or members of Committees assigned to consider the proposed transaction or arrangement.
2. Determining whether a Conflict of Interest Exists- After disclosure of the financial interest and all material facts, and after any discussion with the interested person, he/she shall leave the Board or Committee meeting while the determination of a conflict of interest is discussed and voted upon. The remaining Board or Committee members shall decide if a conflict of interest exists.
3. Procedures for addressing the Conflict of Interest-
a. An interested person may make a presentation at the Board meeting, but after the presentation, he/she shall leave the meeting during the discussion of, and the vote on, the transaction or arrangement involving the possible conflict of interest. Similarly, any other interested persons with a possible conflict of interest pertaining to a financial interest shall also leave the meeting.



- b. The chairperson of the Board shall, if appropriate, appoint a disinterested person or Committee to investigate alternatives to the proposed transaction or arrangement.
- c. After exercising due diligence, the Board or Committee shall determine whether Meridian can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity that would not give rise to the conflict of interest.
- d. If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Board or Committee shall determine by a majority vote of the disinterested directors whether the transaction or arrangement is in Meridian's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as whether to enter into the transaction or arrangement.

**4. Violations of the Conflicts of Interest Policy**

- a. If the Board has reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest, it shall inform the member of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
- b. If, after hearing the member's response and after making further investigation as warranted by the circumstances, the Board or Committee determines the member has failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

**5. Records of Proceedings**

The minutes of the Board and all Committees with Board delegated powers shall contain:

- a. The names of the person who disclosed or otherwise were found to have a financial interest in connection with an actual or possible conflict of interest, the nature of the financial interest, any action taken to determine whether a conflict of interest was present, and the Board's or Committees decision as to whether a conflict of interest in fact existed.
- b. The Names of the persons who were present for discussions and votes relating to the transaction or arrangement, the content of the discussion, including any alternatives to the proposed transaction or arrangement, and a record of any votes taken in connection with the proceedings.

**6. Compensation**

A voting member of the Board who receives compensation, directly or indirectly, from Meridian for services is precluded from voting on matters pertaining to that member's compensation and on voting on other members' compensation.

A voting member of any Committee whose jurisdiction includes compensation matters and who received compensation, directly or indirectly, from Meridian for services is precluded from voting on matters pertaining to that member's compensation and on voting on other members' compensation.



**I. H.2 BOARD MEMBER'S CODE OF CONDUCT: Fundraising Activities by Board Members**

Effective: 03/03/20098; Rev. 5/3/2016

**Policy:**

These standards are attached for reference. Generally, Directors who are soliciting funds shall not fail to:

- a. Practice their profession with integrity, honesty, truthfulness and adherence to the absolute obligation to safeguard the public trust.
- b. Act according to the highest goals and visions of their organizations, professions, clients and consciences.
- c. Put philanthropic mission above personal gain;
- d. Inspire others through their own sense of dedication and high purpose
- e. Improve their professional knowledge and skills, so that their performance will better serve others.
- f. Demonstrate concern for the interests and well-being of individuals affected by their actions.
- g. Value the privacy, freedom of choice and interests of all those affected by their actions.
- h. Foster cultural diversity and pluralistic values and treat all people with dignity and respect.
- i. Affirm, through personal giving, a commitment to philanthropy and its role in society.
- j. Adhere to the spirit as well as the letter of all applicable laws and regulations.
- k. Advocate within their organizations adherence to all applicable laws and regulations.
- l. Avoid even the appearance of any criminal offense or professional misconduct.
- m. Bring credit to the fundraising profession by their public demeanor.
- n. Encourage colleagues to embrace and practice these ethical principles and standards.
- o. Be aware of the codes of ethics promulgated by other professional organizations that serve philanthropy.

Each Board member will review and sign a document attesting to their adherence to this code (Attachment A).

Board members shall complete a disclosure form at appointment and then annually, in which they disclose any affiliations or relationships that might pose a conflict of interest. (See Governance Policy I.G.2.)



No voting member of the Board or any Committee whose jurisdiction includes compensation matters and who receives compensation, directly or indirectly, from Meridian, either individually or collectively, is prohibited from providing information to any Committee regarding compensation.

**7. Annual Statements-** Each director, principal officer and member of a Committee with Board delegated powers shall annually sign a statement which affirms such person:

- a. Has read and understands the policy,
- b. Has agreed to comply with the policy, and
- c. Understands Meridian is a charitable organization as defined in 501(c) (3) CFR and in order to maintain its federal tax exemption, it must engage primarily in activities which accomplish one or more of its tax-exempt purposes.

**8. Periodic Reviews-** Each year the Board will review potential conflicts and each Board member shall complete a disclosure form (Attachment A).



**ATTACHMENT A: Guidelines and Standards of the Associations of Fundraising Professionals**

- 1. Meridian shall not engage in activities that harm the organization, clients or profession.
- 2. Meridian shall not engage in activities that conflict with their fiduciary, ethical and legal obligations to the organization, clients or profession.
- 3. Meridian shall effectively disclose all potential and actual conflicts of interest; such disclosure does not preclude or imply ethical impropriety.
- 4. Meridian shall not exploit any relationship with a donor, prospect, volunteer, client or employee for the benefit of the organization.
- 5. Meridian shall comply with all applicable local, state, provincial and federal civil and criminal laws.
- 6. Meridian recognizes their individual boundaries of competence and is forthcoming and truthful about their professional experience and qualifications and will represent their achievements accurately and without exaggeration.
- 7. Meridian shall present and supply products and/or services honestly and without misrepresentation and will clearly identify the details of those products, such as availability of the products and/or services and other factors that may affect the suitability of the products and/or services for donors, clients or nonprofit organizations.
- 8. Meridian shall establish the nature and purpose of any contractual relationship at the outset and will be responsive and available to organizations and their employing organizations before, during and after any sale of materials and/or services. Members will comply with all fair and reasonable obligations created by the contract.
- 9. Meridian shall refrain from knowingly infringing the intellectual property rights of other parties at all times. Meridian shall address and rectify any inadvertent infringement that may occur.
- 10. Meridian shall protect the confidentiality of all privileged information relating to the provider/client relationships.
- 11. Meridian shall refrain from any activity designed to disparage competitors untruthfully.

**Solicitation and Use of Philanthropic Funds**

- 12. Meridian shall take care to ensure that all solicitation and communication materials are accurate and correctly reflect their organizations' mission and use of solicited funds.



- 13. Meridian shall take care to ensure that donors receive informed, accurate and ethical advice about the value and tax implications of contributions.
- 14. Meridian shall take care to ensure that contributions are used in accordance with donors' intentions.
- 15. Meridian shall take care to ensure proper stewardship of all revenue sources, including timely reports on the use and management of such funds.
- 16. Meridian shall obtain explicit consent by donors before altering the conditions of financial transactions.

Presentation of Information

- 17. Meridian shall not disclose privileged or confidential information to unauthorized parties.
- 18. Meridian shall adhere to the principle that all donor and prospect information created by, or on behalf of, an organization or a client is the property of that organization or client and shall not be transferred or utilized except on behalf of that organization or client.
- 19. Meridian shall give donors and clients the opportunity to have their names removed from lists that are sold to, rented to or exchanged with other organizations.
- 20. Meridian shall, when stating fundraising results, use accurate and consistent accounting methods that conform to the appropriate guidelines adopted by the American Institute of Certified Public Accountants (AICPA)\* for the type of organization involved.

Compensation and Contracts

- 21. Meridian shall not accept compensation or enter into a contract that is based on a percentage of contributions; nor shall members accept finder's fees or contingent fees. Business members must refrain from receiving compensation from third parties derived from products or services for a client without disclosing that third-party compensation to the client (for example, volume rebates from vendors to business members).
- 22. Meridian may accept performance-based compensation, such as bonuses, provided such bonuses are in accord with prevailing practices within the members' own organizations and are not based on a percentage of contributions.
- 23. Meridian shall neither offer nor accept payments or special considerations for the purpose of influencing the selection of products or services.
- 24. Meridian shall not pay finder's fees, commissions or percentage compensation based on contributions, and shall take care to discourage their organizations from making such payments.



**I.H.3 BOARD MEMBER'S CODE OF CONDUCT: Background Screening**

**Effective:** Dev. 10/04/2011; Rev. 5/3/2016; Rev. 3/6/2018

**Policy:**

In order to ensure the integrity of Meridian's governance and to comply with legal requirements for certain contracts, members of and applicants to Board seats may be background screened at appointment and every 5 years thereafter. The background screening includes fingerprints, FDLE, a local and FBI clearance. The background screening is conducted through Meridian's Human Resources Department.

Board members and applicants will sign consent for this screening. Anyone unwilling to be screened will be ineligible for retention or membership.



- 25. If Meridian receives funds on behalf of a donor or client, Meridian must meet the legal requirements for the disbursement of those funds. Any interest or income earned on the funds should be fully disclosed.

Donor Rights

Philanthropy is based on voluntary action for the common good. It is a tradition of giving and sharing that is primary to the quality of life. To ensure that philanthropy merits the respect and trust of the general public, and that donors and prospective donors can have full confidence in Meridian Behavioral Healthcare and the causes they are asked to support, Meridian has adopted AFP's Donor Bill of Rights, which declares that all donors have the right:

- 1. To be informed of Meridian's mission, of the way Meridian intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
- 2. To be informed of the identity of those serving on Meridian's governing Board, and to expect the Board to exercise prudent judgment in its stewardship responsibilities.
- 3. To have access to Meridian's most recent financial statements.
- 4. To be assured their gifts will be used for the purposes for which they were given.
- 5. To receive appropriate acknowledgement and recognition.
- 6. To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.
- 7. To expect that all relationships with individuals representing Meridian will be professional in nature.
- 8. To be informed whether those seeking donations are volunteers, employees of Meridian or hired solicitors.
- 9. To have the opportunity for their names to be deleted from mailing lists that Meridian may intend to share.
- 10. To feel free to ask questions when making a donation and to receive prompt, truthful and forthright answers.



**I.H.4 BOARD MEMBER'S CODE OF CONDUCT: Attendance**

**Effective:** Dev. 5/3/2016

**Policy:**

The Board recognizes that it can carry out its functions only if members attend consistently.

- 1. Board by-laws provide that a member be automatically discharged from the Board if s/he misses more than five (5) regularly scheduled meetings within a fiscal year.
- 2. The Board meets eight (8) times for regular meetings, once for its Annual meeting, and once for a planning retreat.
- 3. Meetings are the first Tuesday of the month, unless otherwise determined by the Board Chair, and alternate between Lake City and Gainesville.
- 4. Attendance may be electronic. Meridian provides voice and data access so members can communicate effectively during the meeting and see all materials being presented and discussed.
- 5. Cancelled meetings are counted as "attended" for compliance purposes.



I.I. BOARD COMMITTEE PRINCIPLES

Effective: 09/02/2008, Rev 3/2/2010; Rev. 5/3/2016

Policy:

Board Committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to CEO.

- 1. Board Committees are to help the Board do its job, not to help or advise the Staff. Committees ordinarily will assist the Board by preparing policy alternatives and the implications thereof for Board deliberation. In keeping with the Board's broader focus, Board Committees will normally not have direct dealing with current staff operations. Committees will be used sparingly and ordinarily in an ad hoc capacity.
a. Board Committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations will be carefully stated in order not to conflict with authority delegated to the CEO.
b. Board Committees cannot exercise authority over staff. The CEO works for the full Board, and will therefore not be required to obtain approval of a Board Committee before an executive action.
c. Board Committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board Committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
2. This policy applies to any group that is formed by Board action, whether or not it is called a Committee and regardless of whether the group includes Board members. It does not apply to Committees formed under the authority of the CEO
3. Actions taken by Executive Committee in an exigent situation where the full Board could not be convened shall be ratified by the full Board at the next scheduled meeting.
4. The Board maintains only an Executive Committee as a standing Committee, consistent with its Bylaws. The Executive Committee serves as the Audit Committee and is empowered to accept the findings of the Independent Audit, when necessary to meet deadlines outside Meridian's control.
5. At least annually, the Board convenes a Nominating Committee to propose a slate and address Board vacancies and expiring terms.



I.I.2 BOARD COMMITTEE PRINCIPALS: Nominating Committee

Effective: Dev. 03/02/2010; Rev. 5/3/2016; Rev. 2/7/2017; Rev. 5/21/2018

Policy:

The Chairperson of the Board will appoint a Nominating Committee each year in September. The Committee will serve for the entire year, September through August. The nominating Committee has four (4) responsibilities. (1) Nominating a slate of officers (2) recommending two at large members from the Board to serve on the Executive/Audit Committee, (3) making recommendations with regards to re-appointments of Board members with expiring terms, (4) reviewing applications for membership when there are vacancies.

- 1. Proposing a Slate of officers - Officers include the Chair, Vice-Chair and Secretary and Serve in that capacity for one year.
a. In proposing the slate, the Committee is charged with
i. Recommending members that collectively meet the needs of the corporation with regard to expertise, past performance as Board members, and commitment to mission, vision, and values.
ii. Ensuring that proposed officers are willing to serve
b. The proposed slate is presented at the October meeting and voted upon at the November meeting
2. At Large seats on Executive Committee.
a. The Executive/Audit Committee is comprised of the Officers plus two additional from the Board.
b. The Nominating Committee is charged with recommending these members for the Executive/Audit Committee.
i. Consideration should be given to members who might be interested in becoming officers
ii. Ensuring those proposed are willing to serve
3. Because the Executive/Audit Committee meets with the Auditors annually, the slate and/or at large members should include individuals with expertise and interest in financial matters.
4. Vacant and expiring terms
a. Board terms are for three years. Terms should, expire in December, thus reappointments should be considered along with nominations for officers and Executive/Audit Committee members.
b. Board vacancies may occur from time to time. Directors and Executive staff are encouraged to seek out community members and present their names for consideration when vacancies occur. The Nominating Committee may be convened to address vacancies, or in response to a referral from another Director or from staff, in order to fill vacancies on the Board.
i. At Board members' request, staff will contact a prospective Board member and provide information about the center.
ii. The Board Chair and CEO will meet with prospective members to further explain the Center's work and Director responsibilities
c. When evaluating an application from a proposed member, the Nominating Committee should consider the following with regard to the Applicant:



I.I.1 BOARD COMMITTEE PRINCIPALS: Executive/Audit Committee

Effective: 03/02/2010, Rev. 02/07/2012

Policy:

- 1. The Executive Committee functions are defined in the By-laws:
a. The Executive Committee may exercise the authority of the Board in between meetings of the Board.
b. The Executive Committee shall have full authority to take action if any emergency arising between regular meetings and shall assist the Chairperson in formulating plans and making recommendations to the Board.
c. The Executive Committee shall serve as the Audit Committee.
d. May recommend employment of a CEO to the Board.
e. Annually evaluate the performance and compensation of the CEO, in accordance with Board Policy II.E.
2. In its audit Committee capacity, the Executive Committee
a. Is responsible for engaging and serving as the liaison to Meridian's independent financial auditors. The Committee works with management to bid out the audit function and select an appropriate firm.
b. Should meet, prior to each year's audit, with the Audit Partner to make sure the Board understands the scope and limitations of the work and has the opportunity to present the auditors with any areas of concern that the Board may have.
c. Must meet with the auditors and receive and accept findings (this may be done as a separate part of a regular Board meeting). As part of that review, the Executive/Audit Committee should inquire at a minimum about the following areas:
i. Does any business relationships with any of Meridian's staff or vendors that could in any way impact the independence of the audit team?
ii. Having completed the audit, is the audit team assured it was adequately staffed and experienced to thoroughly perform this audit?
iii. Was management and staff at Meridian cooperative with the auditors?
iv. During the audit was the audit firm asked to re-state any of the financial statements or schedules to create a particular result?
v. Were there any accounting estimates made by management that the auditors considered unreasonable?
vi. Were there any disagreements with management about Meridian's accounting practices?
vii. Are there any suggestions/concerns over Meridian's internal controls? It's reporting by management to the Board or others? It's financial or accounting policies or practices?
viii. Any other questions the Board may have that arise from the presentation made by the auditors.
3. Executive/Audit Committee composition
a. Current Board officers
b. Past Chairperson
c. Two additional Directors appointed by the Board.
4. Because of the Executive Committee's function as the audit Committee, the Committee shall, as much as is feasible, include a member with financial expertise.



- i. Concern for and desire to contribute to Meridian's mission and vision;
ii. Willingness to contribute time and expertise to Meridian;
iii. Willingness to advocate on behalf of Meridian and its funding;
iv. Willingness to assist with Meridian's fund-raising efforts;
v. Ability to prepare for and attend Board and Committee meetings Ability to listen, analyze, think clearly and creatively;
vi. Ability to work well with people individually and as a group;
vii. Willingness to be responsible and accountable;
viii. Personal integrity, honesty, and comfort with Meridian's values;
ix. The ability to provide unrelated, independent representation that is free from undisclosed conflicts of interest;
x. Contribution to the Board terms of needed expertise, community/business ties, diversity, or experience. For existing Board members, this can be based on Board and member evaluations.
d. When considering re-appointments at the end of a member's term, in addition to the above, attendance, level of participation, and record of contributing to Meridian's mission are to be key determinants.
i. Meridian's by-laws call for the automatic removal of a Director who misses (5) or more meetings in a Fiscal year, thus any member who does not meet the attendance threshold will not be presented to the Committee for re-appointment;
ii. Staff will make sure that members with expiring terms are contacted and their wishes with regard to re-appointment conveyed to the Committee.
iii. Staff will provide attendance information to Nominating Committee members prior to its meeting.
e. Recommendations for approval of a new member or for re-appointment of a member whose term is expiring are presented to the full Board for approval at the same meeting as the slate of officers, unless the Committee was convened on an ad hoc basis to consider a referral or request for appointment at another time during the period.



**I.J. COST OF GOVERNANCE**

**Effective:** 09/02/2008, Rev. 02/07/2012; Rev. 5/3/2016; Rev. 2/7/2017

**POLICY:**

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.

1. Board skills, methods, and supports will be sufficient to ensure governing with excellence.
  - a. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member's skills and understandings.
  - b. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to an annual independent financial audit.
  - c. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to owner viewpoints and values.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability. The Board budget shall specifically provide for training/Board development, independent financial audit, access to legal counsel for the Board, and any other external monitoring identified by the Board, and any surveys or stakeholder analyses the Board determines the need for.
3. The Board will establish its cost of governance budget for the next fiscal year during its annual budget/planning process



**I.I.B. UNITY OF CONTROL**

**Effective:** 09/02/2008

**Policy:**

Only officially passed motions of the Board are binding on the CEO.

1. Decisions or instructions of individual Board members, officers, or Committees are not binding on the CEO except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or Committees requesting information or assistance without Board authorization, the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time or funds, or are disruptive.



**CHAPTER II. BOARD MANAGEMENT DELEGATION**

**I.I.A. GLOBAL BOARDS MANAGEMENT DELEGATION**

**Effective:** 09/02/2008

**Policy:**

The Board's sole official connection to the operational organization, its achievements and conduct will be through a President/Chief Executive Officer.



**I.I.C. ACCOUNTABILITY OF THE CEO**

**Effective:** 09/02/2008, Rev. 02/07/2012; Rev. 5/3/2016, Rev. 2/1/2017

**Policy:**

The CEO is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEO.

1. The Board will never give instructions to persons who report directly or indirectly to the CEO.
2. The Board will not evaluate, either formally or informally, any staff other than the CEO.
3. The Board will view CEO performance as identical to organizational performance, so that organizational accomplishment of Board-stated Ends Policies/Strategic Plan goals and objectives and avoidance of Board-proscribed means will be viewed as successful CEO performance.
4. CEO overall performance will be reviewed by the Executive Committee. As indicated in the CEO contract with the Board.
  - a. The Board will review CEO performance at least annually, though performance is assessed at each meeting via a review of reports and other material presented to the Board that reflects the degree to which Board policy is carried out and performance and strategic objectives are being attained.
  - b. A formal review is conducted annually by the Executive Committee. The review will include survey data from all Board members as well as data presented to the Board throughout the year, as described above.
  - c. CEO comprehension will be reviewed at the same time as the annual performance review. It is the Board's philosophy that compensation
    - i. Be competitive as to base salary for like organizations and markets
    - ii. Be performance-based with regard to bonuses
    - iii. Provide for coverage of professional memberships and expenditures that encourage the CEO's ability to stay current in the field
    - iv. Provide coverage of travel and other business related expenses



II. D. DELEGATION TO THE CEO

Effective: Dev. 09/02/2008; Rev. 5/3/2016; Rev. 5/21/2018

Policy:

The Board will instruct the CEO through written policies that prescribe the organizational goals and strategic objectives via "Ends Policies" and a Strategic Plan. The policies/Strategic Plan set forth goals to be achieved, and prescribe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

- 1. The Board will develop policies instructing the CEO to achieve specified results, for specified recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called End policies/Strategic Plan. All issues that are not strategic objectives in the Board-approved Strategic Plan as defined here are means to the attainment of agreed upon goals and objectives and left to the CEO.
2. The Board will develop policies that limit the latitude the CEO may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions, and circumstances that would be unacceptable to the Board even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called "Executive Limitations Policies." The Board will never prescribe organizational means delegated to the CEO, but may increasingly prohibit means they find objectionable.
3. As long as the CEO uses any reasonable interpretation of the Board's Executive Limitations policies, the CEO is authorized to establish all practices, and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the Board.
4. The Board may change its Ends Policies/ Strategic Plan and Executive Limitations Policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. But as long as any particular delegation is in place, the Board will respect and support the CEO's choices.
5. The Board, through resolution, and at its sole discretion may delegate certain authority to the CEO in order to efficiently carry out operations, including the execution of contracts, agreements, and other legal documents on behalf of the corporation. The CEO may further delegate the signature of vendor contracts to appropriate executive staff.



CHAPTER III. EXECUTIVE LIMITATIONS POLICIES

III.A. GENERAL EXECUTIVE CONSTRAINT

Effective Date: Dev. 9/2/2008

Policy:

The Chief Executive Officer (CEO) shall not cause or allow any practice, activity, decision, or organizational circumstance which is imprudent, illegal, in violation of commonly accepted business practices, professional or organizational ethics, the corporation's governing documents, funding sources' regulations and/or requirements, Board policies, or relevant government regulation.



II.E. MONITORING CEO PERFORMANCE

Effective: Dev. 09/02/2008; Rev. 5/3/2016

Policy:

Systematic and rigorous monitoring of CEO job performance will be solely against the only expected CEO job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

- 1. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not do this will not be considered to be monitoring information.
2. The Board will acquire monitoring information by one or more of three methods:
a. By internal report, in which the CEO discloses interpretations and compliance.
b. By external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies.
c. By direct Board inspection, in which a designated member or members of the Board assesses compliance with the appropriated policy criteria.
3. In every case, the Board will judge (a) the reasonableness of the CEO's interpretation and (b) whether data demonstrate accomplishment of the interpretation.
4. The standard for compliance shall be any reasonable CEO interpretation of the Board policy being monitored. The Board is final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Board members or by the Board as a whole.
5. All policies that instruct the CEO will be monitored at a frequency and by a method chosen by the Board. The Board can monitor a policy at any time by any method, but will ordinarily depend on a routine schedule.



III.A.1 GENERAL EXECUTIVE CONSTRAINT: Compliance, Risk Management, & Quality Improvement

Effective Date: Dev. 9/2/2008; Rev. 11/1/2011; Rev. 5/1/2012; Rev. 5/3/2013

Policy:

It is the Board's requirement that Meridian be dedicated to providing all those served and their families with the highest standards of accountability for administration, clinical, business, marketing, human resources, and financial standards; and to ensure the highest quality mental health and substance use disorder treatments are available in the communities we serve. Toward this end, Meridian is committed to conducting all its activities in full compliance with federal, state, and local laws and regulations.

Accordingly, the CEO shall not fail:

- 1. to create an environment that, in fulfilling its mission, is characterized by strict conformance with the highest standards of accountability for administration, clinical, business, marketing, human resources, and financial standards;
2. to have an active Compliance Plan that is reviewed annually and addresses issues related to clinical care, human resources and financial controls to assure:
a. to ensure compliance with Federal and state statutes and regulations and contractual obligations regarding the provision of and billing for clinical and affiliated services;
b. to educate all employees, and affiliate professionals of MBH concerning appropriate business practices to enable them to comply with all regulatory, statutory and contractual requirements and with the ethical standards of conduct;
c. to protect the assets and business interests of Meridian against fraud, waste, and abuse;
d. to prevent criminal conduct;
e. to safeguard the interests of the Board of Directors, administration, staff, and stakeholders of Meridian; and
f. to ensure compliance in accordance with the Federal Sentencing Guidelines for Organizations, the Federal False Claims Act and the Florida False Claims Act.
3. to ensure that the Compliance Program emphasizes
a. prevention of wrong-doing - intended or not;
b. immediate reporting and investigation of questionable activities or practices without risk or consequence to the person reporting;
c. timely correction of any situation that puts Meridian, its consumers, leadership, staff, or funding sources at risk.
4. to have an active Risk Management Program that encourages and requires reporting of events that represent a deviation from prescribed practice or represent an adverse treatment result or could place the Center's assets or reputation at any risk;
5. to ensure the Risk Management program emphasizes
a. prevention,
b. minimizing loss of assets and mitigation of adverse publicity or negative outcomes, and
c. evaluation of events to develop corrective action;
6. to have an active Continuous Quality Improvement Program that identifies opportunities for improvement with an emphasis on
a. best practices,



- b. innovation and research,
  - c. measurable outcomes that inform decision-making, and
  - d. consistency with the strategic initiatives for the Center;
7. to ensure the assignment of a Security Officer who will be responsible for the ongoing management of information security policies, procedures, and technical systems in order to maintain the confidentiality, integrity, and availability of all organizational healthcare information
  8. to ensure that each employee is made aware of and has a clear understanding of his/her responsibilities with regard to Compliance, Risk Management, and Quality Improvement and acts accordingly;
  9. to ensure that each employee knows and abides by relevant laws, rules, regulations, policies and procedures;
  10. to ensure Meridian operates in a manner consistent with charitable purposes as defined in section 501(c)(3) and does not engage in activities that could jeopardize its tax-exempt status, periodic reviews shall be conducted. The periodic reviews shall, at a minimum, include the following subjects:
    - a. Whether compensation arrangements and benefits are reasonable, based on competent survey information and the result of arm's length bargaining.
    - b. Whether partnerships, joint ventures, and arrangements with management conform to the Meridian's written policies, are properly recorded, reflect reasonable investment or payments for goods and services, further charitable purposes and do not result in inurement, impermissible private benefit or in an excess benefit transaction
  10. to ensure compliance with applicable provisions of the Sunshine Law and Public Records Act, in conformance with its by-laws and status as an instrumentality of government.
  11. to appoint a Corporate Compliance officer for the development, implementation, and monitoring of Compliance activities. The Corporate Compliance officer shall have unrestricted access to Board of Directors to report on any violations and will report to the Board of Directors at least annually.
  12. to protect employees making reports as to wrongdoing, compliance issues through the development of a whistleblower protection policy.



III.A.3 GENERAL EXECUTIVE CONSTRAINT: Services

Effective Date: Dev. 9/2/2008; Rev. 5/3/2016; Rev. 2/2/2021

Policy: In seeking to fulfill the Meridian's mission and vision, The CEO shall not fail to ensure that:

1. the values articulated by the Board are applied in all clinical, business, and collegial transactions:
  - Collaboration
  - Efficiency and Effectiveness
  - Initiative
  - Innovation and Growth
  - Integrity
  - Accountability
2. services offered are available to all residents of the North Central Florida area regardless of economic status, gender, race, religion, age, sexual orientation, or disability as funding permits. While Meridian's primary service area remains Alachua, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Levy, Suwannee and Union counties, individuals may be referred from other areas (Baker and Putnam for inpatient) or choose Meridian, and the same principles apply to their care;
3. the value, integrity, confidentiality and the right to privacy of the individual and the family are respected at all times;
4. services are developed and delivered in accordance with identified community needs and individual consumer choice;
5. services represent valid and current assessment, intervention, and treatment practices that are applied by trained, qualified personnel, based on accepted professional standards;
6. contracts and/or proposals for new services or programs are consistent with the mission, vision, values and Ends Policies/Strategic Plan of the organization;
7. where available, services reflect the implementation of evidence based processes and practices;
8. persons served have the right to voice concerns and register complaints, have them heard and addressed in a timely and respectful manner;
9. where applicable and permitted by the client, staff makes every effort to involve and be responsive to caregivers and family members of those we serve.



III. A.2 GENERAL EXECUTIVE CONSTRAINT: Communication and Counsel to the Board

Effective Date: Dev. 9/2/2008; Rev. 3/3/2009; Rev. 5/3/2016

Policy: With respect to providing information and counsel to the Board, the Chief Executive Officer shall ensure that the Board is fully informed,

Accordingly, s/he shall not fail:

1. to submit the required monitoring data (see Policy II-E, Monitoring CEO Performance) in a timely manner and a format that is accurate and understandable, directly addressing the provisions of Board Policy;
2. to make the Board aware in a timely manner of relevant trends and issues, anticipated adverse media coverage, material external and internal changes, including key personnel changes, particularly changes in the assumptions underlying established Board policy;
3. to marshal sufficient points of view, issues and options as needed to formulate strategic initiatives, operating policy/procedure, or decisions at all levels of the organization;
4. to provide a means for official Board, staff or Committee communications;
5. to report actual or anticipated non-compliance with any policy of the Board;
6. to inform the Board in a timely manner regarding sensitive issues, especially those having financial or legal implications either in Executive Session, a regular or special Board meeting;
7. to inform the Board on public relations, networking, advocacy and collaborations with funding sources, planning bodies, service providers, consumers, and families;
8. to share information regarding responses to draft legislation, position papers, and new practices;
9. to report to the Board about participation on Committees, task forces, Boards or professional/trade associations;
10. to inform the Board on any Board Policy changes required to meet legislation and funding source requirement.



III.A.4 GENERAL EXECUTIVE CONSTRAINT: Client Rights

Effective Date: Dev. 9/2/2008; Rev. 5/3/2016

Policy: In developing, implementing and providing outreach, prevention, and treatment services the CEO shall not fail to:

1. Ensure that all individuals receiving services at Meridian or from Meridian staff are informed of their rights and responsibilities including the right to
  - a. Competent, timely treatment free from abuse, financial or other exploitation, retaliation, humiliation, and neglect;
  - b. A complete explanation of the purpose of all aspects of treatment, the possible side effects, alternative treatments and the appropriate length of treatment;
  - c. The right to give informed consent, or refuse consent or to express choice, regarding service delivery, concurrent services, the service delivery team, and involvement in research projects;
  - d. Access to self-help and support services;
  - e. Participation in the development of the treatment or service plan;
  - f. Complete orientation to programs that provide activities and services, including rules and schedules;
  - g. Adherence to research guidelines and ethical treatment as a research study participant;
  - h. Reasonable access to the clinical record;
  - i. To revoke consent verbally or in writing at any time;
  - j. A reasonable measure of privacy and protection of constitutional rights, including the right to legal counsel;
  - k. Confidentiality in communications with Meridian and its employee, including conditions under which confidentiality may be broken, including danger to self or others, or abuse.
2. Ensure that all individuals receiving residential services at Meridian are given an introduction and orientation to policies that govern programs and care, including the right to
  - a. Private space in which to keep personal property;
  - b. Three balanced meals, plus a snack each day;
  - c. Use of a private toilet and bathing facilities;
  - d. Access to recreational and social activities;
  - e. Mail and telephone service in accordance with program guidelines;
  - f. Opportunities for religious worship
  - g. Assistance with voter registration and voting.
3. Ensure that all individuals receiving services at Meridian or from Meridian staff are informed of their responsibilities including the expectation that the recipient of services will
  - a. Actively participate in development of a treatment or service plan;
  - b. Comply with rules that are reviewed in orientation and developed for the safety and comfort of the person served and others in the facility;
  - c. Keep scheduled appointments, or give at least 24 hour notice;
  - d. Pay for treatment in accordance with an agreed upon fee schedule or payment plan;
  - e. Provide an accurate history of treatment, past and present



- f. Allow staff in residential facilities to conduct searches that may be necessary for the safety of everyone in the facility.
- 4. Ensure the safety of those receiving care and staff while assuring that
  - a. Physical intervention is used only where there is serious risk of injury and as a last resort;
  - b. Physical intervention when violence is directed at property is only used when the property damage also poses a risk to the individual being treated, or others;
  - c. Staff who intervene in such a manner are appropriately trained;
  - d. Those whose behavior is judged to be anti-social or criminal are held accountable for that behavior in a thoughtful, progressive manner, appropriate to their disability and the threat to others posed by the behavior.
- 5. Ensure that individuals receiving services at Meridian or their care giver have the right to give opinions about care and to have concerns or grievances heard and resolved.
  - a. Ensure access to satisfaction surveys;
  - b. Assure access to client concern forms for reporting problems dissatisfaction with care;
  - c. Ensure that concerns are tracked and monitored for appropriate and timely resolution.
- 6. Ensure each client has the opportunity to give Advanced Directives.
- 7. Ensure consumers have access to rights, orientation, and responsibilities in writing.



III.A.6 GENERAL EXECUTIVE CONSTRAINT: Public Relations

Effective Date: Dev. 9/2/2008

Policy:

The CEO is responsible for ensuring effective relations with Meridian's external and internal environment.

Accordingly, s/he shall not:

- 1. allow Meridian to be inadequately represented by an unprofessional or uninformed spokesperson;
- 2. fail to take an active leadership in promoting an awareness of Meridian's Mission and Vision;
- 3. fail to ensure that staff is aware of Meridian's Mission and Vision and their role in bringing it to fruition.



III.A.5 GENERAL EXECUTIVE CONSTRAINT: Planning

Effective Date: Dev. 9/2/2008

Policy:

It is the responsibility of the Board and the CEO to ensure that Meridian's operations are aligned with its Mission, Vision, and Values and that its activities are consistent with those aims

Accordingly, the CEO shall not:

- 1. allow Meridian to be without a Strategic Plan that is consistent with the Board's intent and has a horizon of at least three (3) years, and is reviewed and updated annually;
- 2. exclude a review of programs and services from the strategic planning processes;
- 3. exclude internal and external stakeholder input in the strategic planning process;
- 4. fail to ensure a balance between financial goals (including funding strategies and reserve/profit targets) and consumer goals and desired outcomes;
- 5. fail to align the development of business practices (clinical and administrative) and allocation of resources (staffing, training, skills, infrastructure) to the established financial and consumer goals.
- 6. fail to provide for data driven decision-making process that includes
  - a. financial metrics;
  - b. consumer outcomes, including access to care, results (effectiveness) of services, satisfaction with services, and safety of services;
  - c. business practice metrics to ensure efficiency of processes and ensure access to timely data about processes;
  - d. assessment(s) of the need and safety of infrastructure, staffing, technology and other resources needed to carry out the organizational mission.



III.A.7 GENERAL EXECUTIVE CONSTRAINT: Public Representation

Effective Date: Dev. 9/2/2008; Rev. 5/3/2016

Policy:

The CEO shall not fail to:

- 1. ensure ongoing liaisons to maintain communication and compliance with financial and service requirements;
- 2. collaborate with funding sources, planning bodies, service providers, consumers, and families to ensure a comprehensive coordinated range of mental health services for Meridian's service area;
- 3. ensure that mental health and substance use remain a priority in health planning processes by advocating by participating in public forums and Committees, as well as state-wide or national associations and forums, that have the potential to influence health priorities;
- 4. ensure that effective public relations are developed and maintained to assist in dealing with the media on sensitive issues, making presentations to the public on mental health and substance use issues, and promoting the role of Meridian by:
  - a. drafting responses or media releases articulating Meridian's position, including those that require Board response.
  - b. responding to requests from the media regarding Meridian policy or positions,
  - c. developing media press releases, letters to the editor and interviews to advocate regarding mental health/illness and substance use/addiction.





III.B. FINANCIAL CONDITION

Effective Date: Dev. 9/2/2008; Rev. 5/3/2016

Policy:

With respect to Meridian's financial condition and health, the CEO shall not cause or allow the development of fiscal jeopardy or allow actual allocations to deviate materially from Board priorities as stated in the Ends Policies/Strategic Plan (See Chapter I).

Accordingly, s/he shall not:

- 1. fail to establish reporting mechanisms that adequately monitor the organizations' financial condition and performance
2. expend more funds than have been received or are available in the fiscal year to date;
3. in debt the organization outside of Board approved expenditures that are part of the Board approved capital budget, or that are specifically and separately approved;
4. allow cash to drop below drop below the amount needed to settle payroll and current liabilities;
5. enter into contracts for programs or services that would cause Meridian to experience a deficit in any fiscal year without specific Board approval;
6. fail to assure that purchases or contracts for services are based upon reasonable judgment and due diligence and that selections are free from conflict of interest,
7. contract out services that could reasonably be provided by Meridian staff;
8. make any purchase or commit the organization to any expenditure greater than \$50,000 that is not already in the Board approved budget or specifically and separately approved;
9. allow staff expenditure or contract limits that are inconsistent with or unreasonable for scope of responsibility
10. receive, process, or disburse funds under controls insufficient to meet the Board appointed auditors' standards and/or the funder's requirements;
11. fail to reasonably pursue receivables, including client fees;
12. invest or hold operating capital in financial institutions other than those that are federally regulated and insured;
13. contract with independent auditing firm that is not approved or selected by the Board;
14. fail to complete an IRS 990 annually and in timely fashion;
15. fail to submit financial statements to the state, county commissions, HUD and others as required by statute or contract;
16. fail to submit budgetary, personnel and operating plans as required by contract, statute, or regulation;
17. destroy records related to financial, contractual, HUD transactions prior to the time line required by statute, administrative rule, or contract or seven (7) years, whichever is greater.



III.B.2 FINANCIAL CONDITION: Competitive Bids/Procurement – Supplies, Goods, & Services

Effective Date: Dev. 9/2/2008

Policy:

In order to establish and maintain a high level of confidence in the procurement process by ensuring that all purchases are made in an open, fair, consistent, efficient, and competitive manner, the CEO shall not:

- 1. fail to ensure that goods and services with an estimated value of less than \$5,000 are acquired at competitive prices from well known, reputable vendors;
2. fail to obtain competitive bids (good) or proposals (services/projects) on purchases above \$5,000;
3. fail to request bids/proposals that clearly articulate the goods/services being sought, and objective criteria by which bids/proposals will be evaluated;
4. fail to seek at least three (3) bids in these circumstances, unless it can be documented that there are not sufficiently qualified potential vendors to obtain three (3);
5. fail to evaluate bids for goods/proposals for services not only on price, but also on such factors as quality, delivery, servicing, and the capacity of the bidder to meet the organization's established criteria specified in the bid/proposal process;
6. fail to select the vendor that presents the best value for services/goods offered, evaluating based on price, qualification, experience, past performance, and the capacity of the bidder/proposer to meet the criteria.



III.B.1 FINANCIAL CONDITION: Budgeting

Effective Date: Dev. 9/2/2008; Rev. 1/3/2012; Rev. 5/3/2016

Policy:

With respect to budgeting for all or any part of a fiscal period, the CEO shall not jeopardize the integrity of programs or Meridian.

Accordingly, s/he shall not cause or allow budgeting that:

- 1. contains insufficient detail to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow and disclosure or planning assumptions;
2. plans the expenditure in any fiscal year of more funds than are conservatively projected to be received or available in that period;
3. allows cash to drop below a safety reserve of less than 20 days expenditures or below any external financial covenants at any given time;
4. provides insufficient resources for the Board's prerogatives during the year, such as travel, development, the independent financial audit, or access to legal counsel;
5. fails to reflect anticipated changes in employee compensation, including inflationary adjustments, step increases, incentives, and benefits;
6. fails to take into account the needs for technology expansion, replacement, and maintenance;
7. fails to take into consideration fiscal soundness in future years or ignores the building of organizational capabilities sufficient to achieve ends/strategic objectives in future years;
8. deviates materially from the Board's stated priorities in the Ends Policies/Strategic Plan in its allocation among competing budgetary needs;
9. lacks a periodic review and revision of the fee schedule that takes into consideration:
a) the local market,
b) federal poverty guidelines, as revised, and/or
c) discounts required by payers or contracts.



III.B.3 FINANCIAL CONDITION: Asset Protection

Effective Date: Dev. 9/2/2008

Policy:

The CEO shall not allow Meridian's assets to be unprotected, inadequately maintained, or unnecessarily risked.

Accordingly, s/he shall not:

- 1. fail to insure against theft and casualty losses to at least 80% of the replacement value, and against liability losses to Board members;
2. subject office equipment and property to improper wear and tear or insufficient maintenance;
3. unnecessarily expose the organization, its Board and staff to claims of liability;
4. allow more than two (2) years to pass without taking all insurance coverages to market;
5. invest or hold operating capital in financial institutions that are not federally regulated or insured, or in any non-interest bearing accounts, except when necessary to facilitate ease in financial transactions;
6. acquire, encumber, or dispose of real property.
7. fail to dispose of equipment purchased with State or Federal dollars in accordance with applicable regulations.



III.B.4 FINANCIAL CONDITION: Facilities and Capital Assets

Effective Date: Dev. 9/2/2008

Policy: The CEO shall not fail to assure that physical facilities and capital assets support the accomplishment of the Board's Ends Policies/ Strategic Plan, are safe, and are properly maintained.

Accordingly, the CEO shall not:

- 1. allow facilities to be unclean, unsanitary, or unsafe;
2. fail to ensure that existing facilities are properly maintained, including addressing any unsafe conditions, preventive and outlined maintenance, or periodic replacement;
3. fail to ensure that facilities meet regulatory, licensing, and contractual requirements;
4. fail to establish priorities for capital improvements that are tied to the strategic plan and Ends Policies/Strategic Plan;
5. fail to disclose the assumptions on which a capital plan is based, including anticipated growth, expected useful life, and the impact on other projects and financial priorities;
6. make recommendations for land/facility acquisition without
a. articulating the purpose, need, and source of funds and
b. obtaining comparative costs of assessing viability, making the purchase, construction/renovation and operation, as well as, any other factors that might affect the purchase, including zoning and other risks
c. preparing a statement of the financial impact on operation, debt, and fund balance.



III.B.6 FINANCIAL CONDITION: Investment Policy

Effective Date: 9/2/2008; Rev. 6/2/2015; Rev. 9/11/2018

Policy: The Investment Policy Statement establishes the guidelines by which the investment assets of Meridian should be managed. These guidelines are designed to enhance the probability of achieving the goals and objectives of Meridian in a manner that is consistent with the laws, regulations and policies that govern the prudent management of investment assets in a fiduciary setting.

Accordingly, the CEO and CFO will not operate outside the following parameters and objectives:

Investment Objectives

The primary investment objective of Meridian is to preserve and enhance the purchasing power of the organization's assets in a manner designed to minimize risk, while maximizing investment return. Accordingly, Meridian seeks a long-term rate of return on investments that will grow its assets by an amount sufficient to offset inflation, required spending and fees and expenses, over a full market cycle, while maintaining sufficient liquidity to meet ongoing financial goals and obligations. It is expected that these objectives will be met through a combination of both capital growth and income return. The overall investment portfolio will be benchmarked to a blend of indices that mimics the portfolio's asset mix.

The members of the Board of Directors recognize that virtually all investments entail some degree of risk and understand that defining risk for the fund's assets is not a precise science. The Board of Directors has determined that the conservation of present capital is of equal importance with achieving a competitive return. Accordingly, the risk level for the entire fund should be moderately conservative.

Responsibilities Of The Investment Manager

The Investment Manager will manage the assets in accordance with the investment goals, objectives and guidelines outlined in this Investment Policy Statement. Communication is expected for all significant matters that the Investment Manager deems material, such as significant changes in the firm's ownership, organizational structure, professional staffing, investment philosophy and investment process. The Investment Manager will be available on request to meet with the Board of Directors' Investment Committee to discuss issues regarding the firm, investment process, performance, etc. All investment activities will comply with all legislation and regulations as they pertain to the manager's duties, functions and responsibilities as a fiduciary in managing the investment assets.

Reporting

Asset statements will be available monthly and will set forth all account activity and balances. Reasonable expanded analysis will be made available upon request. This may include:

- Statements showing compliance with Asset Allocation Guidelines
• Comparison of returns to benchmarks
• Comparison of returns to the performance of comparable investment managers

Summaries will be prepared quarterly for presentation to Meridian's Board of Directors by Meridian's Chief Financial Officer. The Investment Manager will report investment progress, performance and highlights to



III.B.5 FINANCIAL CONDITION: Reserve Funds

Effective Date: Dev. 9/2/2008

Policy: The Board shall establish Reserve Fund Accounts deemed necessary by the Board from time to time. The Board shall direct the CEO to maintain and monitor any and all Reserve Fund Accounts established by the Board.

Accordingly, the CEO shall not:

- 1. combine the Reserve Account Funds with any other accounts;
2. cause or allow the expenditure of any funds from a Reserve Account without the approval of the Board;
3. request to make payments from the reserve account except as
a. a first and one-time capital expense, should operations not be able to provide for it;
b. a one-time major equipment replacement, where operations is unable to provide for it;
c. to address the impact of shortfall in budgeted fundraising;
d. to address the impact of other unforeseen, extraordinary circumstance(s);
4. make deposits to the fund except in the following circumstances:
a. those funds specifically approved in the Budget to be deposited monthly;
b. special designations as deemed appropriate by the Board (bequests, etc.);
c. the non-refundable surplus at year-end, if so designated by the Board;
d. interest generated by the reserve account;
e. to receive funds designated for special purposes



the Investment Committee at least quarterly. These reports will include comparisons to appropriate benchmarks, risk assessment and component analysis.

FEES AND EXPENSES

A detailed account of fees will be provided from the Investment Manager upon request and must include, but is not limited to, wrap or management fees, underlying investment manager fees, mutual fund sales loads, mutual fund expense ratios and any commissions on trades. Mutual fund investments with sales loads (frequently referred to as "A" or "B" shares), including front-end or back-end/deferred sales loads should be avoided. Instead, where available, institutional share class mutual funds should be utilized. Any assets sold from a firm's own inventory should be disclosed including any markup to the price or commission associated.

Cash Flow Requirements

The Board of Directors will approve management's recommended spending requirements contained within Meridian's Annual Operating and Capital Budgets including any shifting trends from time to time. Projections will be calculated and communicated to the Investment Manager. The Investment Manager will be available to help provide long-term financial planning, spending and asset allocation modeling to help adjust the risk/return ratio and asset allocation percentages over time.

Investment Guidelines

Asset Allocation Guidelines

Meridian will establish and approve Asset Allocation Guidelines for the Investment Manager(s). The Asset Allocation Guidelines will include a Policy Normal Level, representing the strategic asset allocation mix for the assets managed by the Investment Manager. The Asset Allocation Guidelines will also include an approved target range for each asset class managed by the Investment Manager that:

- Recognizes various asset classes may be under- and over weighted due to the trading, settlement and timing delays associated with fully implementing an investment program
• Recognizes it may be prudent and necessary for the Investment Manager to operate outside the approved target ranges when the financial markets are stressed and subject to extreme levels of volatility
• Allows the Investment Manager to deliberately over- and underweight the investment program's assets for opportunistic or tactical reasons, within prescribed target ranges, when the Investment Manager concludes an asset class represents either a unique value providing an excess return opportunity or presents too much incremental risk

Rebalancing

Consistent with the guidelines outlined in this document, the Investment Manager may periodically adjust the allocation of assets within its applicable target ranges depending on:

- Routine cash flows and new money available for investment
• Relative performance of asset classes

If the weighting of an asset class exceeds or is beneath the target range, the Investment Manager will rebalance the portfolio to within the target range within a reasonable period of time. However, the Investment Manager may also use broad market-based trends and tactical and opportunistic factors to guide the specific timing of rebalancing.



Investment Manager Evaluation
Manager selection and retention should be based on sound principles and should be flexible enough to accommodate routine performance swings without triggering ineffective portfolio disruption.

- Fit with Asset Allocation Guidelines, which are driven by the goals and objectives outlined in this document
Sustain discipline and consistency to style; managers need to be disciplined and committed to their core competencies
Reflect a lack of turnover at the manager firm, or within the team assigned to the account
Long-term historical performance, including upside and downside capture ratios, alpha, beta and Sharpe ratio

Cash/Cash Equivalents

Cash/cash equivalents can appropriately include overnight custodial cash funds, money market mutual funds and/or individual money market instruments, rated "A-1" or "P-1" by at least one major rating agency.

Fixed Income

All directly held bonds will be rated at a quality of "A" or better by at least one major rating agency. The core fixed income portfolio shall not have an average quality rating of less than "A."

Equities

Equity investments may consist of publicly traded common stock, preferred stock, mutual funds, ETFs and convertible securities. The portfolio may not invest in closely held stock or individual issues of thinly traded securities.

The Board of Directors recognizes the academic research supporting the use of alternative investments as a strategy to potentially reduce the risk and/or enhance the expected return of an investment portfolio. Derivatives, options, short sales, limited partnerships and tax-free strategies are prohibited as stand-alone strategies.



GUIDELINES AND RESTRICTIONS

General

The guidelines stated below apply to investments in non-mutual and non-pooled funds, where the Investment Manager is able to construct a separate, discretionary account on behalf of MBHCI.

Equity Guidelines

The Investment Manager shall:

- Assure that no position of any one company exceeds 7% of the total portfolio as measured at market without the written consent of the Board.
Maintain a minimum of 20 positions in the portfolio to provide adequate diversification. This may be done by purchase of equity mutual funds.
Invest no more than 20% of the portfolio in American Depository Receipts (ADR's).

Fixed Income Guidelines

The Fixed Income Investment Manager shall:

- Maintain an overall weighted average credit rating of "A" or better by Moody's or "A" or better by Standard & Poor's.
With respect to the corporate sector of the portfolio, invest no more than 25% of the portfolio in any one economic sector.
Assure that no position of any one issuer shall exceed 10% of the total portfolio as measured at market value except for securities issued by the U.S. Government or its agencies.
Invest none of the portfolio in either derivative, corporate or mortgage backed securities.

Cash Equivalent Guidelines

The Portfolio Manager shall:

- Maintain a maximum weighted average maturity of less than one year.
Invest no more than 9% of the Manager's portfolio in the commercial paper of any one issuer. All commercial paper must have a minimum rating of A1/P1 by Standard & Poor's and Moody's, respectively.
Invest no more than \$250,000 in Bank Certificates of Deposit of any single issuer, unless the investments are fully collateralized by U.S. Treasury or agency securities. Any Certificates of Deposit purchased must have the highest credit quality rating from a nationally recognized rating agency.
Assure that no position of any one issuer shall exceed 10% of the Manager's total portfolio as measured at market value except for securities issued by the U.S. Government or its agencies.



Asset Allocation Guidelines:

Separate categories of cash assets will be identified according to their purpose and estimated cash flow needs. For the fiscal year ending in 2019, these categories include the following:

- Board Designated Fund
Capital Operating Reserve Fund
Insurance Reserve Fund

Board Designated Funds (Approximately \$1,000,000):

Board designated funds will be distributed as follows to balance market risk with market returns:

- Cash: approximately 5% to 10%
Fixed Income approximately 35% to 40%
Equity approximately 50% to 60%

Liquidity Requirements: This fund is designated as the major investment vehicle, as such it will have the lowest liquidity requirement. However, it is the intent that any amount over the Board requirement for this fund be reasonably available for transfer to the Capital/Operating Reserve or to be used for any purpose approved by the Board on a periodic basis.

Capital & Operating Reserve Funds (Approximately \$900,000):

The operating reserve will be distributed as follows to provide for Meridian's Day to Day operating requirements as follows:

- Cash: approximately 25% to 30%
Fixed Income approximately 30% to 40%
Equity approximately 30% to 40%

Liquidity Requirements: Because this Reserve allows for the investment of funds not typically required for day-to-day operations but that could be needed on short notice, it has the most significant liquidity requirement. Funds within the Capital and Operating Reserve should be able to be converted to cash with short notice pay for Capital Projects and/or, should other alternatives not be available, to cover daily operation expenses.

Self-Insurance Reserve Funds (Approximately \$600,000):

The Self-Insurance Reserve fund will be distributed as follows to provide for Board approved capital expenditures

- Cash: approximately 15% to 20%
Fixed Income approximately 60% to 70%
Equity approximately 20% to 30%

Liquidity Requirements: This reserve is maintained to provide funding for claims lag in the event that Meridian opts back into the insurance market, or in case there are large claims under the current self-insured plan which cannot otherwise be paid from current sources. Should Meridian opt into the insurance market, these funds will need to convert to cash in no more than 90 days.



Alternative Investments

All types of Alternative Investments, including but not limited to, venture capital, private equity, timberland, covered calls, short selling, commodities, letter stock, Eurobonds, limited partnerships and hedge funds, are expressly prohibited.

Derivative Securities

For definition purposes, derivatives securities include, but not limited to, Structured Notes, lower class tranches of collateralized mortgage obligations (CMO's), principal only (PO) or interest only (IO) strips, inverse floating rate securities, future contracts, options, short sales, and margin trading.

Under no circumstances shall the investment manager utilize derivative securities.

Securities Lending

Lending of any of the MBHCI's portfolio of securities is expressly prohibited.

Applicable Indexes

Table with 3 columns: Asset Class, Index, Risk Measure. Rows include Large Cap and Mid Cap Equity, Fixed Income, and Total Portfolio.

Monitoring:

Quarterly Statements
Bi-Annual report and consultation with investment manager



III.C. HUMAN RESOURCES

Effective Date: Dev. 9/2/2008; Rev. 5/3/2016; Rev. 2/2/2021

Policy:

With regard to employees, the CEO shall not cause or allow jeopardy to the safety, integrity, or public image by virtue of employment practices that are unprofessional, unfair, or illegal.

Accordingly, s/he shall not fail to:

- 1. develop policies and procedures that promote and ensure equal employment opportunity, regardless of race, gender, color, religion, national origin, age, disability, marital status, or sexual orientation in all aspects of employment;
2. have policies and procedures in place that govern practices related to hiring, discipline (including termination), work-force reduction, and expectations for employee performance and conduct;
3. have policies or procedures that support and encourage diversity and cultural competence at all levels in its workforce;
4. have policies and procedures in place that govern staff treatment and internal communication, including policies relating to a. staff development and training b. respectful collaboration between staff at all levels c. preventing sexual harassment, d. personal appearance e. solicitation;
5. have a classification and pay plan that clearly identifies position titles, levels and class as well as salary ranges and that are based on profession-specific and/or local market analysis;
6. ensure all position openings are advertised as required by contract or regulation;
7. provide opportunities for orientation, training, or supervision;
8. provide opportunities for promotion, development, talent management and succession;
9. provide adequate supplies and equipment to ensure job performance and for work-place safety;
10. maintain a drug-free work place;
11. develop strategies to prevent workplace violence, including any type of act, gesture or threat that leaves another person injured or fearing injury



III.C.2 HUMAN RESOURCES: Staff Treatment

Effective Date: Dev. 9/2/2008; Rev. 5/3/2016

Policy:

With respect to the treatment of paid and volunteer staff, the CEO shall not cause or allow behavior or conditions that are unprofessional, unfair, or illegal. Moreover, the CEO shall not permit an environment that discourages employee's ability to deal openly with one another at all levels of the organization.

Accordingly, s/he shall not fail to:

- 1. act in conformance with the Fair Labor Standards Act or other applicable state or federal law governing leave, compensation, classification or accommodation;
2. fail to have sound personnel policies and procedures that are kept current and reviewed annually that address at a minimum conduct and ethical standards, hiring, discipline, termination, pay and promotion, leave, evaluation and performance;
3. acquaint staff of their rights and responsibilities under these and other policies;
4. provide permanent employees a due process grievance procedure, able to be used without bias, up to and including access to the CEO for matters including a. grievances or complaints b. conflicts c. disciplinary actions taken by the supervisor d. termination
5. maintain policies that govern leave, including personal time off, leave without pay, administrative and family medical leave options and requirements;
6. consult with Meridian's attorney on personnel policies or decisions that may place the center at legal risk;
7. remain apprised of efforts to coordinate the recruitment, selection, discipline and termination of staff and management;
8. make sure all hires have a background and criminal records check commensurate with their job and responsibilities and that they are informed of this process;
9. ensure that meaningful orientation and ongoing training is provided to staff and volunteers throughout Meridian;
10. monitor employee performance and have performance evaluations conducted in accordance with published criteria and schedules set out in center policies, procedures, and guidelines;
11. have policies that link incentives to performance;
12. provide working conditions that are consistent with community standards, including compensation and benefits
13. define and prohibit nepotism and other work-related conflicts of interest;
14. ensure that staff providing direct professional services reserve the right, based on Executive Management staff review to ensure compliance with Federal statutes regarding civil rights or disabilities, to refuse at any time to participate in the care or treatment of any particular consumer or group on the grounds of religious, ethnic cultural, or moral considerations or persuasions;
15. provide separating employees an opportunity to participate in an Exit Interview that is confidential and unbiased.
16. provide a work environment that supports and engages staff, provides meaningful work in as flexible a manner as possible while also promoting excellence, accountability, and ethical practices.



III.C.1 HUMAN RESOURCES: Compensation and Benefits

Effective Date: Dev. 9/2/2008

Policy:

With respect to employment, compensation and benefits to employees, consultants and contract workers, the CEO shall not:

- 1. change his/her compensation and benefits, which are to be negotiated with the Board (See Board Policy II-E);
2. claim any work-related expenses that go beyond the normal range of commonly accepted work expenses or are outlined in his/her contract;
3. promise or imply guaranteed employment;
4. establish compensation or benefits,(including, but not limited to, paid or unpaid time off, holiday, health insurance or other insurance) that a. deviate materially from the geographic or professional market for the skills being employed; b. create obligations of a longer term than revenues can safely be projected; c. are insufficient permit the hiring and retention of qualified staff
5. establish deferred or long-term compensation or benefits which incur unpredictable future costs;
6. provide less than statutorily required compensation or benefits to regular and/or contract employees including a. overtime, b. PTO c. Worker's Compensation d. Family Medical Leave e. Retirement or other benefits required under Meridian's exemption from Social Security taxes;
7. fail to have written offer of employment signed by the employee and Chief Human Resource Officer or CEO, including any terms or conditions for employment, compensation, benefits;
8. establish policies that provide reimbursement for approved work-related expenses for travel, training, or other business related expenditures.



III.C.3 HUMAN RESOURCES: Emergency/Interim Executive Succession

Effective Date: 9/2/2008

Policy:

In order to ensure that Meridian is managed during any interim period when the CEO is unavailable and/or any period between successive CEO's the incumbent CEO shall not:

- 1. have less than one manager familiar with the Board and chief executive issues and processes;
2. fail to advise the Operating Officer, who has the next highest level of Center-wide responsibility, of salient issues prior to any planned absences;
3. have an Executive Management Team that could not manage the day-to-day operations in his/her absence.



III.D.1 FUNDRAISING: Code of Ethics

Effective: 8/5/2008

Policy:

Furthermore, while striving to act according to the Code of Ethics (III. D. 1.) Meridian Behavioral Healthcare Inc. agrees to abide and to ensure, to the best of their ability, that all members of their staff & members of the Board of Directors follow AFP standards.

Accordingly, the CEO shall not fail to ensure staff who solicits funds:

- Practice their profession with integrity, honesty, truthfulness and adherence to the absolute obligation to safeguard the public trust
- Act according to the highest goals and visions of their organizations, professions, clients and consciences
- Put philanthropic mission above personal gain;
- Inspire others through their own sense of dedication and high purpose
- Improve their professional knowledge and skills, so that their performance will better serve others
- Demonstrate concern for the interests and well-being of individuals affected by their actions
- Value the privacy, freedom of choice and interests of all those affected by their actions
- Foster cultural diversity and pluralistic values and treat all people with dignity and respect
- Affirm, through personal giving, a commitment to philanthropy and its role in society
- Adhere to the spirit as well as the letter of all applicable laws and regulations
- Advocate within their organizations adherence to all applicable laws and regulations
- Avoid even the appearance of any criminal offense or professional misconduct
- Bring credit to the fundraising profession by their public demeanor
- Encourage colleagues to embrace and practice these ethical principles and standards
- Be aware of the codes of ethics promulgated by other professional organizations that serve philanthropy



CHAPTER IV. ENDS POLICIES

IV.A. STRATEGIC PLAN AS ENDS POLICIES

Effective: 9/2/2008

Policy:

It shall be the policy of the Board of Directors to define the organizational ends endorsed by the Board as those articulated in the long and short-term goals and objectives contained in Meridian's current Strategic Plan, as updated.

**File Attachments for Item:**

4. January 2022 Checks and Expenditures Report



**Item:**

January 2022 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 2022 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: 01/01/2022 - To Date: 01/31/2022

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	10684	01/07/2022		Accounts Payable	Allegra Gainesville	637.49
Open	10685	01/07/2022		Accounts Payable	Ameris Bank	3,212.79
Open	10686	01/07/2022		Accounts Payable	Caren Hackman Inc.	1,825.00
Open	10687	01/07/2022		Accounts Payable	Duncan, Gerard	1,500.00
Open	10688	01/07/2022		Accounts Payable	OFFICE DEPOT	192.26
Open	10689	01/14/2022		Accounts Payable	ALACHUA COUNTY BOCC	11,009.93
Open	10690	01/14/2022		Accounts Payable	Allegra Gainesville	158.75
Open	10691	01/14/2022		Accounts Payable	Carr Riggs & Ingram	16,450.00
Open	10692	01/14/2022		Accounts Payable	CFX OFFICE TECHNOLOGY OF GAINESVILLE	370.16
Open	10693	01/14/2022		Accounts Payable	Children's Forum	1,000.00
Open	10694	01/14/2022		Accounts Payable	Deeper Purpose Community Church Inc	6,627.90
Open	10695	01/14/2022		Accounts Payable	Gainesville Circus Center Inc	12,571.77
Open	10696	01/14/2022		Accounts Payable	Gainesville Thrives	274.69
Open	10697	01/14/2022		Accounts Payable	James Moore & Co P. L.	1,000.00
Open	10698	01/14/2022		Accounts Payable	Miller, Gregory "Randy" Randall	210.00
Open	10699	01/14/2022		Accounts Payable	Splee LLC	1,250.00
Open	10700	01/28/2022		Accounts Payable	ALACHUA COUNTY BOCC	4,826.61
Open	10701	01/28/2022		Accounts Payable	Children's Forum	5,775.00
Open	10702	01/28/2022		Accounts Payable	GAINESVILLE REGIONAL UTILITIES	576.82
Open	10703	01/28/2022		Accounts Payable	GAINESVILLE REGIONAL UTILITIES	700.00
Open	10704	01/28/2022		Accounts Payable	Gainesville Thrives	526.55
Open	10705	01/28/2022		Accounts Payable	Health Equity Inc	75.00
Open	10706	01/28/2022		Accounts Payable	HEALTHY START OF NORTH CENTRAL FL	536.90
Open	10707	01/28/2022		Accounts Payable	KIDS COUNT IN ALACHUA COUNTY, INC.	36,811.21
Open	10708	01/28/2022		Accounts Payable	OFFICE DEPOT	66.04
Open	10709	01/28/2022		Accounts Payable	REAL ESTATE ACQUISITION FOR CHILDREN, LLC	6,300.00
						\$114,484.87



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

Item 4.

Reconciled & Un-Reconciled  
 From Date: 01/01/2022 - To Date: 01/31/2022

Bank	Bank Account						
EFTs:	Status	EFT Number	Payment Date	Reconciled	Source	Payee Name	Amount
.	Open	115	01/06/2022		Accounts Payable	MISSION SQUARE RETIREMENT	741.70
.	Open	116	01/10/2022		Accounts Payable	AlphaStaff Inc.	26,964.54
.	Open	117	01/10/2022		Accounts Payable	Health Equity Inc	1,018.99
.	Open	118	01/23/2022		Accounts Payable	AlphaStaff Inc.	27,179.27
.	Open	119	01/24/2022		Accounts Payable	Health Equity Inc	815.18
							\$56,719.68

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 FY22 Budget Report



**Item:**

1<sup>st</sup> 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**

1<sup>st</sup> Quarter Budget Report

**Programmatic Impact:**

NA

**Fiscal Impact:**

NA

**Recommendation:**

Receive the Report

Children's Trust of Ala Cty LIVE  
**Budget by Fund Category Report**  
 12/31/2021  
 Prior Fiscal Year Activity Included

Account Classification	Adopted Budget	Budget Amendments	Amended Budget	Current Month Transactions	YTD Encumbrances	YTD Transactions	Budget - YTD Transactions	% Used/ Rec'd	Prior Year Total
<b>1 - Governmental Funds</b>									
<b>Revenue</b>									
31 - TAXES	\$8,249,047.00	\$0.00	\$8,249,047.00	\$5,158,801.12	\$0.00	\$6,222,782.58	\$2,026,264.42	75%	\$7,801,760.08
33 - Intergovernmental Revenue	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$75,000.00
34 - Charges for Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	+++	\$0.00
36 - Miscellaneous Revenue	\$83,333.00	\$0.00	\$83,333.00	\$1,438.56	\$0.00	\$2,850.32	\$80,482.68	3%	\$97,597.74
38 - Other Sources	\$100,000.00	\$0.00	\$100,000.00	\$0.00	\$0.00	\$0.00	\$100,000.00	0%	\$352,879.48
<b>Revenue Totals</b>	<b>\$8,432,380.00</b>	<b>\$0.00</b>	<b>\$8,432,380.00</b>	<b>\$5,160,239.68</b>	<b>\$0.00</b>	<b>\$6,225,632.90</b>	<b>\$2,206,747.10</b>	<b>74%</b>	<b>\$8,327,237.30</b>
<b>Expense</b>									
10 - Personnel Services	\$1,056,387.00	\$0.00	\$1,056,387.00	\$75,542.65	\$0.00	\$222,567.06	\$833,819.94	21%	\$649,418.30
20 - Operating Expenses	\$1,199,226.00	\$0.00	\$1,199,226.00	\$190,732.72	\$305,830.86	\$348,792.80	\$544,602.34	55%	\$710,562.68
30 - Capital Outlay	\$0.00	\$93,599.00	\$93,599.00	\$0.00	\$92,254.00	\$0.00	\$1,345.00	99%	\$0.00
50 - Grants and Aid	\$5,014,315.00	\$0.00	\$5,014,315.00	\$107,361.41	\$1,635,184.68	\$113,928.36	\$3,265,201.96	35%	\$2,277,956.95
60 - Other Uses	\$1,162,452.00	(\$93,599.00)	\$1,068,853.00	\$0.00	\$0.00	\$0.00	\$1,068,853.00	0%	\$338,667.00
<b>Revenue Totals:</b>	<b>\$8,432,380.00</b>	<b>\$0.00</b>	<b>\$8,432,380.00</b>	<b>\$5,160,239.68</b>	<b>\$0.00</b>	<b>\$6,225,632.90</b>	<b>\$2,206,747.10</b>	<b>74%</b>	<b>\$8,327,237.30</b>
<b>Expenditure Totals:</b>	<b>\$8,432,380.00</b>	<b>\$0.00</b>	<b>\$8,432,380.00</b>	<b>\$373,636.78</b>	<b>\$2,033,269.54</b>	<b>\$685,288.22</b>	<b>\$5,713,822.24</b>	<b>32%</b>	<b>\$3,976,604.93</b>
<b>1 - Governmental Funds Net Totals:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$4,786,602.90</b>	<b>(\$2,033,269.54)</b>	<b>\$5,540,344.68</b>	<b>(\$3,507,075.14)</b>		<b>\$4,350,632.37</b>
<b>Revenue Grand Totals:</b>	<b>\$8,432,380.00</b>	<b>\$0.00</b>	<b>\$8,432,380.00</b>	<b>\$5,160,239.68</b>	<b>\$0.00</b>	<b>\$6,225,632.90</b>	<b>\$2,206,747.10</b>	<b>74%</b>	<b>\$8,327,237.30</b>
<b>Expenditure Grand Totals:</b>	<b>\$8,432,380.00</b>	<b>\$0.00</b>	<b>\$8,432,380.00</b>	<b>\$373,636.78</b>	<b>\$2,033,269.54</b>	<b>\$685,288.22</b>	<b>\$5,713,822.24</b>	<b>32%</b>	<b>\$3,976,604.93</b>
<b>Grand Totals:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$4,786,602.90</b>	<b>(\$2,033,269.54)</b>	<b>\$5,540,344.68</b>	<b>(\$3,507,075.14)</b>		<b>\$4,350,632.37</b>

**File Attachments for Item:**

6. February 2022 National Black History Month Proclamation (Elizabeth Cayson)

**Item:**

February 2022 National Black History Month Proclamation (Elizabeth Cayson)

**Requested Action:**

The Board is asked to approve this proclamation.

**Background:**

In the US, the month-long spotlight during February is an opportunity to understand Black histories, go beyond discussions of racism and slavery, and highlight Black leaders and accomplishments. A continued engagement with history is vital as it helps give context for the present. At CTAC, we join in the unified endeavor of its community members around Alachua County in paying homage to those that have helped carry on the resolute efforts in a continual reminder of the achievements and sacrifices by African Americans who have contributed to the advancements of human civilization and the importance of diversity, equitable, and inclusion as we help shape the lives of children and families towards a better collective future.

This proclamation request aligns with our Board Policy 1.02 Guiding Principles.

**Attachments:**

2022 National Black History Month Proclamation

**Programmatic Impact:**

None.

**Fiscal Impact:**

None.

**Recommendation:**

Staff request approval of proclamation.



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

***Declaring February 2022 as "National Black History Month"***

**Whereas,** The Children's Trust of Alachua County celebrates National Black History Month and acknowledges these events in our country - both tragic and triumphant - as the shared history of all Americans; and

**Whereas,** Shining a light on Black history today is as important to understanding ourselves and growing stronger as a Nation as it has ever been. We seek to honor the enormous contributions of Black Americans to the freedom, prosperity, and cultural richness of our Nation: and

**Whereas,** In the face of wounds and obstacles older than our Nation itself, Black Americans can be seen in every part of our society today, strengthening and uplifting all of America; and

**Whereas,** **The Children's Trust of Alachua County** joins in the unified endeavor of its community members around Alachua County in paying homage to those that have helped carry on the resolute efforts in a continual reminder of the achievements and sacrifices by African Americans who have contributed to the advancements of human civilization; and

**Whereas,** This year's theme, "Black Health and Wellness", chosen each year by the Association for the Study of African American Life and History (the same group founded in part by Dr. Carter G. Woodson in 1915), offers a reminder of the importance of caring for both ourselves and the greater communities' mental/physical health and wellness; and

**THEREFORE,** Be it proclaimed by The Children's Trust of Alachua County, that the month of February 2022 is celebrated as "National Black History Month" in appreciation of the many achievements Black Americans in Alachua County and those across this nation have contributed.

**Duly proclaimed this 14th day of February, A.D., 2022.**

**By:** \_\_\_\_\_  
*Dr. Maggie Labarta, Chair of the Trust*

**ATTEST:** \_\_\_\_\_  
*Colin Murphy, Board Secretary*

**File Attachments for Item:**

7. Evaluation Results of the Executive Director for FY 20-21 (Dr. Maggie Labarta)





**Item:**

Evaluation Results of the Executive Director for FY 20-21 (Labarta)

**Requested Action:**

The Board is asked to

1. Approve the results of the evaluation of the Executive Director.
2. Discuss the results and 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**

Board policy **7.50 Evaluation Of The Executive Director** requires a “systematic and rigorous evaluation of the Executive Director's job performance ... solely against the only expected Executive Director job outputs as defined in the Executive Director's job description, the Executive Director's Contract, the Trust's Goals and Strategies, and adherence to Trust policies.”

The procedure is described below:

1. The evaluation of the Executive Director shall occur in the month of the Executive Director's employment anniversary
2. Prior to the Board's evaluation, the Executive Director shall provide the Board a summary of work from the previous fiscal year that includes a summary of outputs as defined in the Executive Director's job description, the Executive Director's Contract, the Trust's Goals and Strategies, and Trust policies.
3. Each Trust member shall complete an evaluation of the Executive Director's performance. The results of the individual evaluation shall be compiled and placed on the agenda for discussion.
4. At the evaluation of the evaluation of the Executive Director, the Board 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.

Furthermore, “Section 11 Performance Evaluation” of the Executive Director’s contract requires that CTAC “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 and Comments  
Executive Director Memo to the Board

**Programmatic Impact:**

NA

**Fiscal Impact:**

NA

**Recommendation:**

NA

Executive Director, Colin Murphy - Annual Performance Evaluation								
Evaluation Period: February 1, 2021 - January 31, 2022								
Children's Trust of Alachua County	Planning	Financial and Program Management	Operation Management	Community Relations and Advocacy	Board Relations	Strategic Leadership		
Board Member	Rating	Rating	Rating	Rating	Rating	Rating	Rating	Average
Certain	Meets Expectations 3	Meets Expectations 3	Below Expectations 2	Below Expectations 2	Meets Expectations 3	Meets Expectations 3		2.7
Cole-Smith	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Below Expectations 2	Above Expectations 4	Meets Expectations 3		3.0
Cornell	Meets Expectations 3	Above Expectations 4	Needs Improvement 1	Below Expectations 2	Meets Expectations 3	Meets Expectations 3		2.7
Hardt	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Above Expectations 4	Meets Expectations 3		3.2
Labarta	Meets Expectations 3	Above Expectations 4	Meets Expectations 3	Below Expectations 2	Meets Expectations 3	Below Expectations 2		2.8
Pinkoson	Exceptional 5	Exceptional 5	Above Expectations 4	Exceptional 5	Exceptional 5	Exceptional 5		4.8
Simon	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Below Expectations 2	Below Expectations 2	Meets Expectations 3		2.7
Snyder	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3	Meets Expectations 3		3.0
Twombly	Meets Expectations 3	Above Expectations 4	Above Expectations 4	Above Expectations 4	Above Expectations 4	Above Expectations 4		3.8
<b>Mean</b>	<b>3.2</b>	<b>3.6</b>	<b>2.9</b>	<b>2.8</b>	<b>3.4</b>	<b>3.2</b>		
<b>Median</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>3</b>	<b>3</b>		<b>3.2</b>

## Board Member Executive Director Evaluation

February 1, 2022

This report contains the detailed results of the Executive Director, Colin Murphy's Annual Performance Evaluation by the Children's Trust of Alachua County Board Members.

<b><u>Evaluation Period:</u></b>	<b>February 1, 2021 – January 31, 2022</b>
<b><u>Completion Rate:</u></b>	<b>100% of Board members completed (9 of 9)</b>

### Evaluation Components:

Board members rated the Executive Director's performance on six job functions on a scale from 1 to 5. A rating of 1 = "Needs Improvement", 2 = "Below Expectations", 3 = "Meets Expectations", 4 = "Above Expectations", and 5 = "Exceptional". Board members are also provided space to comment on each component individually.

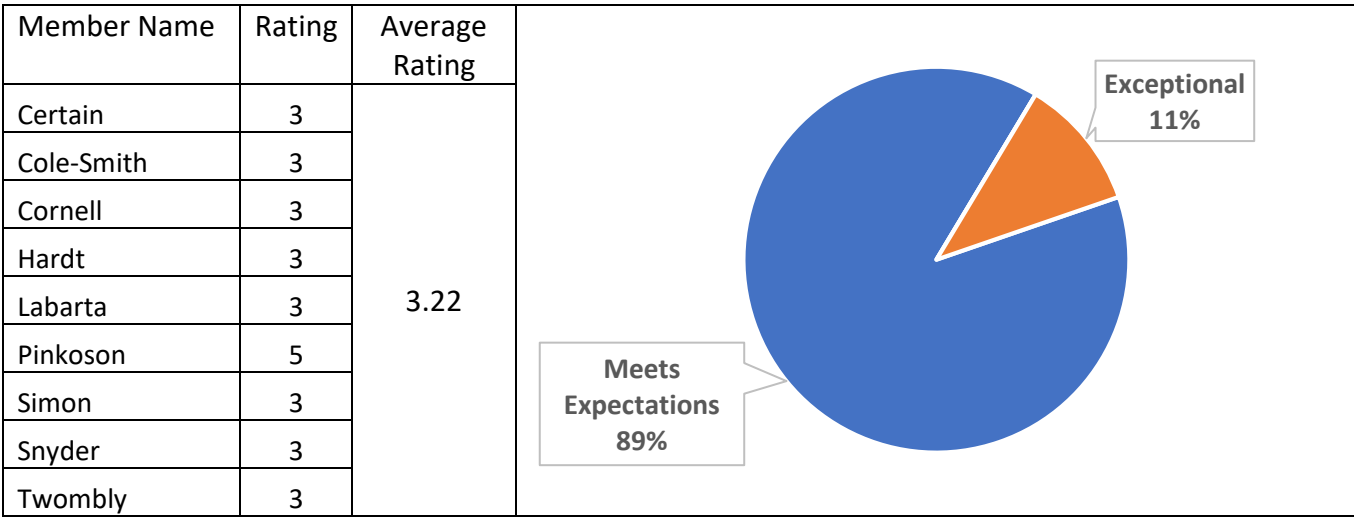
Evaluation components included the following:

- Planning
- Financial and Program Management
- Operation Management
- Community Relations and Advocacy
- Board Relations
- Strategic Leadership

Board members are also asked to provide their comments and input on the Executive Director's performance overall.

**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:**

- While the ED has met the first two bullets and the last bullet, I believe improvement is necessary for the third and fourth bullets - Institute mechanisms to ensure community involvement in planning processes and work with other local planning bodies to ensure coordination and consistency of efforts. (Cornell)
- I am pretty sure these things are going on but, in some categories, there could be improvement. For example, I think Colin and staff "absorb" a bunch of issues from community, but, some version of the issues need to be made known to us so that we do not appear tone deaf when voting. (Hardt)
- The Board has not asked for a Strategic Plan beyond the establishment of goals and strategies. Those were based on the Technical Advisory Committee's review of data. We need to consolidate these with public input as part of a needs assessment we discussed but, as a Board, did not pursue once we accepted the recommendations of the Technical Advisory Committee. Mr. Murphy has directed the organization and developed projects and RFP's using those

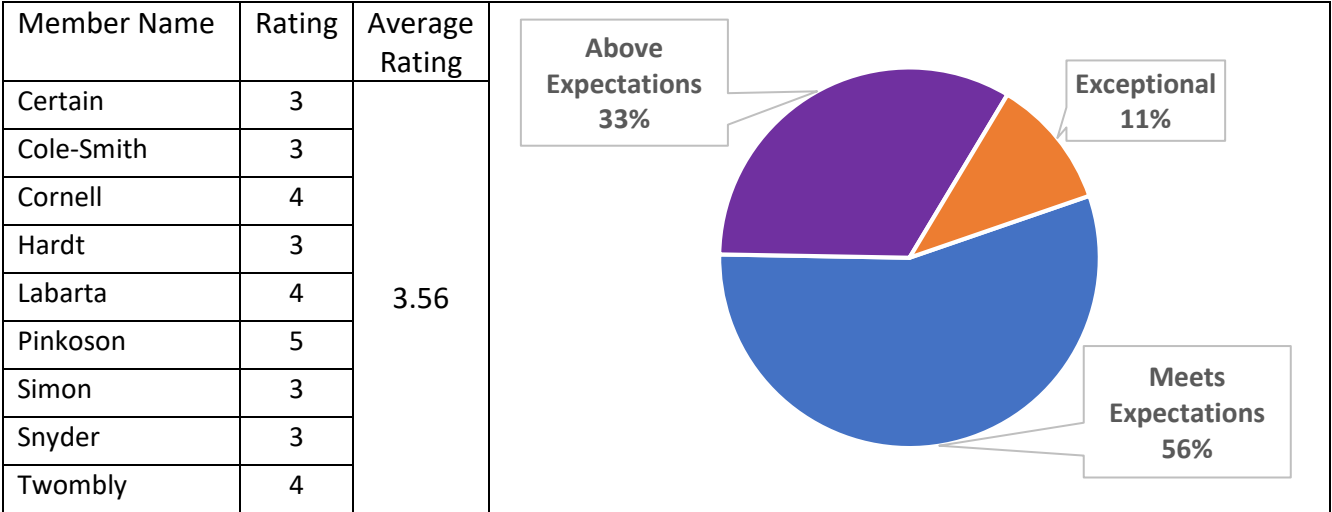
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priorities and strategies, I believe he needs to lead an effort to obtain more direct community input. (Labarta)

- Colin has worked diligently to implement the Trust's Strategic Plan and to fund organizations based upon the Board's Plan. He has listened when issues have been raised and sought direction from the board when the solution might deviate from our previous directions. (Pinkoson)
- I believe we could benefit from more coordination with the school district. I think it would be helpful to have monthly meetings with representatives from the school district. At this point, there is not a formalized strategy to engage with the district. I also feel that we have received feedback from some of our non-profit providers. I think we would benefit from an advisory committee as well. (Simon)
- Several planning expectations have been met, including working with the board to develop a strategic plan, working with other local planning bodies, and tracking progress toward select strategic goals. Instituting mechanisms to ensure community involvement in planning processes could be strengthened. (Snyder)
- I appreciate Mr. Murphy's support to ensure the CTAC funding decisions align with the goals and priorities defined in our strategic plan. Colin has continued to expand the involvement of his staff in key community planning bodies so that the work being done by the CTAC is either complimenting existing programs or supports active discussions on how to fill gaps in areas identified with service needs. I continue to encourage regular opportunities for community listening sessions with the families our funding serves to ensure they feel heard and a partner in the decisions being made by the Board and the ongoing work of the CTAC staff. Data collection became a point of contention but is an important component when determining if funding decisions are having positive impacts on children in Alachua county. I am pleased with the suggestion to form a data collection sub-committee to identify a secure mechanism to collect data, define what data to collect and ensure our community understands why this is needed to confirm the efficacy of programs being funded. (Twombly)

**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:**

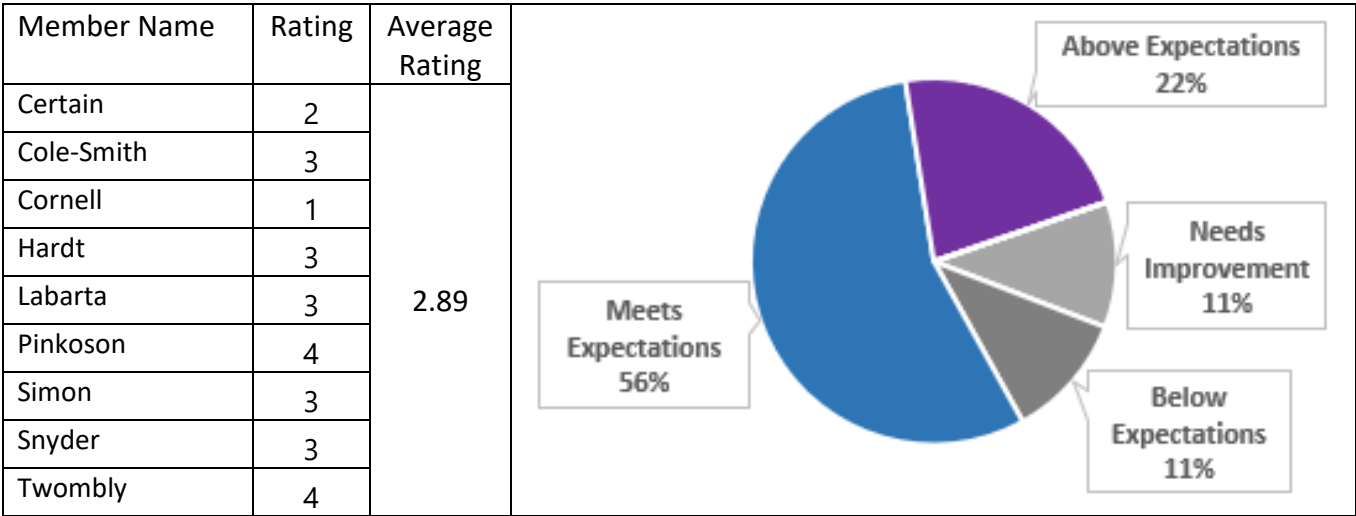
- It has been communicated to ED and me that reimbursement process is cumbersome and time consuming to copy and attach required documentation to an email sent to CTAC in order to facilitate reimbursement. Also, of concern is timing of funding RFP's. RFP's opened with short response window and restrictive criteria exclude some providers from applying slow/delayed process hampers budget planning for providers. (Certain)
- More transparency with the community about finances so as to avoid miscommunication. (Cole-Smith)
- Well done in this area. (Cornell)
- Not clear whether we have plenty of money or not. Again, I think that Colin and staff absorb a lot of knowledge and perhaps shield us from many of the requests and feedback they get through their community meetings. I am also aware that other Children's' Trusts around the state have information and experience to share that comes to Colin and staff, and he does not burden us with us. I for one, feel the need for more information. (Hardt).

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- Fiscal policies and reporting were developed quickly and were thorough, despite the complexity of these tasks and the lack of staff of his own to do so.. Mr. Murphy brought issues of concern to the Board's attention, and working with the Governance Committee, revisions were approved by the Board to streamline the process for granting funds. Work remains to be done on setting allocation priorities for funds to be assigned to goals and strategies, and a plan approved for the spend-down of the reserve. Mr. Murphy has worked to develop scenario testing for various ways the Board could spend-down the reserve over time. (Labarta)
  - Colin and his staff have done an excellent job in this area and while I, as one board member, would like to see more in the monitoring of the programs, it hasn't been the will of the board. (Pinkoson)
  - I think we would benefit having more visuals of our funds, like tableau graphics. This will help with transparency. I think we also need an explanation for the public about our finance goals. For example, how much funding do we want to have in reserve each year? (Simon)
  - Several financial and program management expectations have been met, including preparation and oversight of budget model forecasts for planning purposes, revisions to established policies and procedures related to the evaluation of funding requests, and oversight of the program and fiscal monitoring of funded programs. Iterative processes for examining and clarifying, modifying, or enhancing policies and procedures related to the evaluation of funding requests as well as program and fiscal monitoring of funded programs and gathering CTAC Board and stakeholder input could be strengthened. (Snyder)
  - Colin provides a clear budget report monthly to the Trust Board and has exhibited flexibility over the last year to identify and develop additional funding opportunities that support community needs. Colin has ensured the Board was on track with development of the proposed and final budget for the new fiscal year and that compliance with TRIM requirements were met. Colin provides solid guidance on projected budget trends and has continued a focus on resolving or removing barriers identified by community advocates seeking funding. (Twombly)



**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:**

- The data collection issue should've been handled differently. It was raised by a provider/citizen in November meeting, Board was told it would be on December agenda. What was on December agenda did not address the concerns raised by community members. (Certain)
- Responded well to emergency situations with funding in the community. (Cole-Smith)
- I am most concerned about this area, specifically the first two bullets - customer service and establish a work environment that fosters a productive work culture. The Gallup survey results

highlights this concern and call for an immediate action plan to address these deficiencies.

(Cornell)

- How does he get it all done? I think a really good staff is essential, and I hope he has that.  
(Hardt)
- Mr. Murphy has done an excellent job of reaching out to governmental and larger community entities, as evidenced by the significant array of meetings, presentations, and events attended either by himself or designated staff. There is some concern, based on feedback to the Board at meetings and in contacts with individual Board members that are brought to the Board, a better job needs to be done to communicate our strategies, funding limitations, and requirements in a consistent manner. In discussions with other like entities, this is not uncommon in the first years of a new CSC and we can and should expect better feedback around this critical issue.

Internally, the staff and the job functions are relatively new and there is a need to create greater engagement and clarity within the organization, as reflected in some of the Gallup Survey Scores. I take these as an area for development, but am cautious about interpreting the survey based on a very small sample size (compared to the typical Gallup Survey user) wherein one very low rating will skew the scores dramatically and the lack of information about the distribution of the scores. (Labarta)

- Based upon some of our meetings and the employee feedback, this is an area where some of the kinks could be worked out. I do believe that there is an element of resistance to change by some of the providers which has created issues and the director is caught in the middle of the statutory obligation of accountability and bringing providers along to meet that obligation so our children can participate in programs which can help our children. While the employee's evaluation was helpful, some of the individual questions were not. "Best friend at work"?? What should have been asked was a question about being treated with respect. Colin by his own admission is not a warm and fuzzy individual and managers have differing styles. As a board member we must ferret out whether our manager is creating an environment where our organization will be productive, and the employees are content and willing to give the Trust their best effort. Obviously, some of the responsibility goes to the individual employee, but I think Colin is trying very hard to accomplish the goals of the board and expects his employees to do the same. It would appear some direction is needed in regard to job expectations. It would

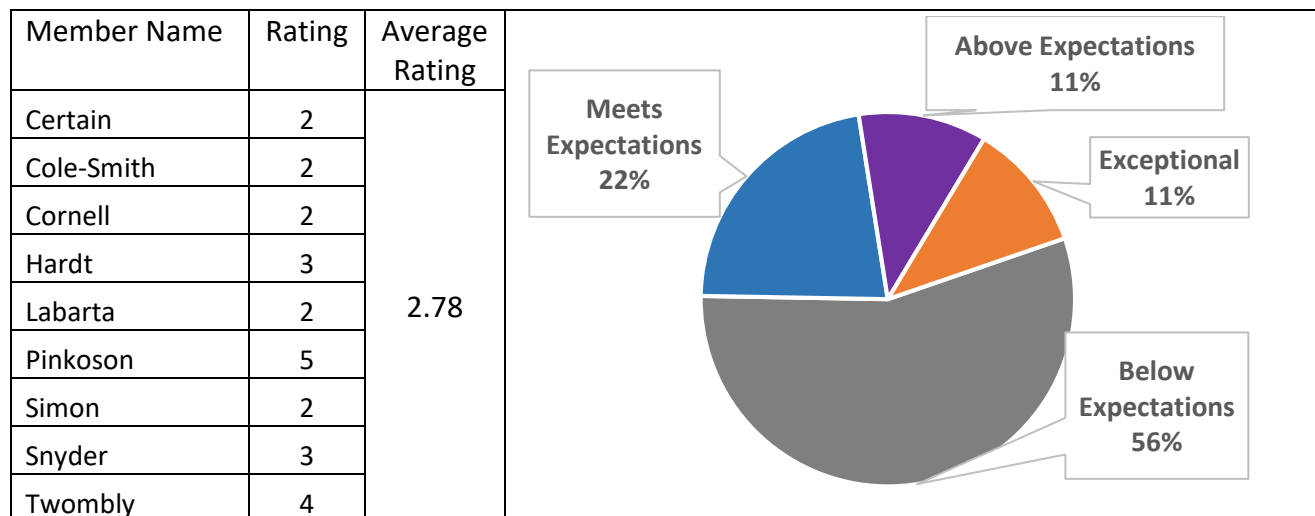
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also appear Colin gives recognition or praise, and the employees feel they have the opportunity for personal growth and development. I am not sure what to do with the question about personal opinions. Overall, I think Colin is doing an excellent job. (Pinkoson)

- See comments in other portions of the performance evaluation that extend to operation management. (Snyder)
- Colin has hired a highly qualified team of professionals who work to support the mission of the CTAC. He has added five members to his team during this evaluation period. Based on the Gallup Employee Engagement Survey results, his staff feel recognized for their work and that their manager cares about their well-being and professional development. They also affirm that they understand the importance of the work they do. This is a positive reflection on the Executive Director and his leadership. Board meetings are well organized, and agendas and materials are available for review in advance of each meeting. Colin ensures meetings are run in accordance to policies and accurate records are kept. He also promotes meeting attendance by the community by offering virtual viewing options through Facebook and YouTube. Colin and his team are always well prepared and promptly provide follow-up information, when requested. (Twombly)

## **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:**

- Building and repairing trust within the community is needed after events leading up to and that occurred during the December 2021 meeting. (Certain)
- Improve connections with the community, build more trust, more transparency. (Cole-Smith)
- I am also concerned about this area as well. The ED's explanation and analogy of the CTAC and his marriage at the December meeting raised a number of red flags for me in this area. The first four bullets and the last bullet needs immediate improvement. The ED's self evaluation, highlights many of the programs that have begun to provide opportunities to help a number of children and families in our community. Unfortunately, much of this good work has excluded or

limited stakeholder input from organizations that are closest to our communities systemic problems. The recent public engagement is a step in the right direction, more leadership in this area is needed. (Cornell)

- He is out and about, which I appreciate. This takes lots of time and trouble. Again, I wish I heard some short version of what he hears in town. (Hardt)
- As noted above, CTAC is widely known, and there is considerable engagement with larger organizations and governmental entities about what we are doing. At the same time, there is an undercurrent of negative feedback that is creating a perception that there is a lack of community outreach, particularly among smaller organizations and those that are largely grass roots. Feedback is that meetings with staff from these groups does not always result in addressing the issue in a manner that either satisfactorily explains why an action is taken or changes the outcome. This has happened on more than one occasion.

There is a little communication about activities through social media.

Recommended activities to enhance this are developing a more community based needs assessment (using listening as rather than focusing solely on aggregate data) throughout our many communities. Then, refining our priorities and strategies as needed and developing a funding plan that addresses these prioritized needs and potential solutions.

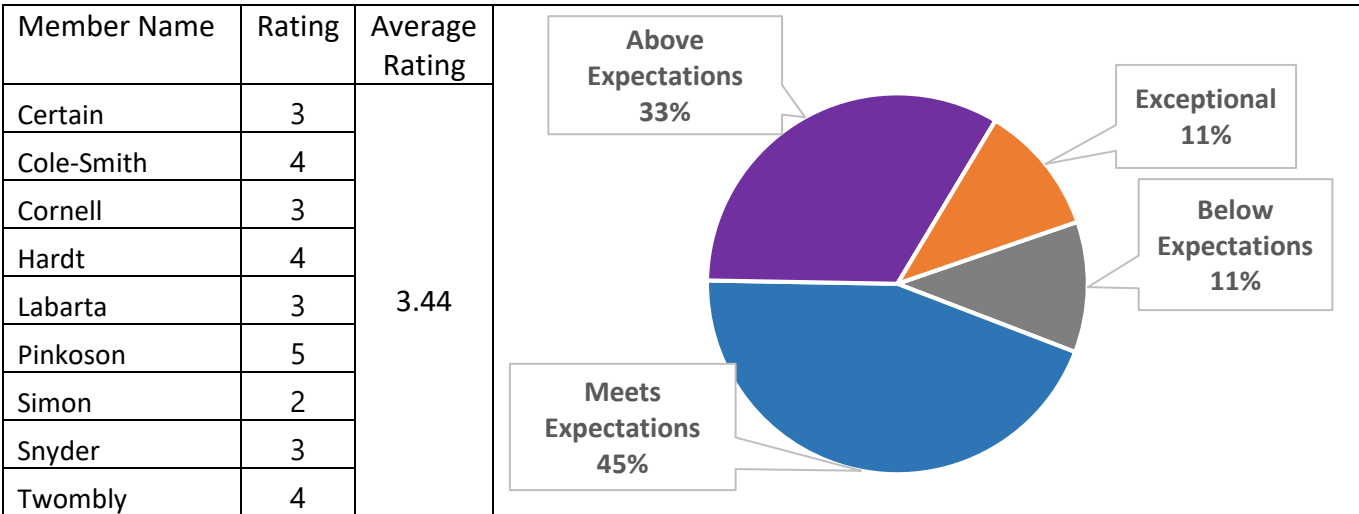
I recognize that much work has been done to put out funding - and indeed a great deal has - and that there has not been the staffing needed to conduct a broader community assessment until recently. I would, nonetheless, have expected more proposals regarding these types of approaches to be brought to the Board by Mr. Murphy (Labarta)

- Alachua County is a very diverse county from demographics to opinions and because of that the objective of making everyone happy is not easy. But making everyone happy isn't our mission. We are trying to do what is best for our children and sometimes those two objectives are at odds. Colin obviously has opened the lines of communication as we have seen at our meetings. He, as well as members of the Trust, have been able to go out into the community more this year and as a result, we have received community input and worked to become a better organization. We still have areas where we can improve, but the key is our organization is listening and I think Colin and company deserve credit for that. (Pinkoson)

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- This area needs improvement. I think an advisory group should be developed. We are continually receiving feedback that we have blind spots that need to be addressed. (Simon)
  - Several expectations related to community relations and advocacy have been met, including representing the CTAC to the community and at various local and state events that address issues related to the interests and mission of the CTAC and working with local elected officials to advance the interests of children and families in the community. Developing and fostering effective, collaborative external working relationships with community stakeholders to address key strategic issues facing the community could be strengthened. (Snyder)
  - Colin has done a great job promoting the work of the Trust through social media, press releases, newsletters, and by regularly attending a variety of meetings to discuss the CTAC focus and goals. I am always pleased when I join a meeting and see Colin is also present. He is always well spoken and presents a positive face for the CTAC at meetings with community partners. I again encourage Colin and his team to increase opportunities to meet with the consumers of programs being funded by the Trust and residents interested in sharing their ideas on the CTAC goals and objectives. (Twombly)
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**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:**

- Full Board needs to be made aware of issues (like the one that Nov/December) prior to meeting. (Certain)
- This is improving all the time, and I understand it is a challenge to herd these cats. (Hardt)
- The Results Based Accountability model Mr. Murphy brought to the Board has the potential to direct our efforts towards sound, evidence-based approaches to our community's problems and opportunities for enhancement. The process of using this approach will be hampered by challenges in data collection and evaluation, While the model was presented (and a book made available to the Board) it is not clear that there is consensus around its operationalization, and this becomes evident when there are complaints or concerns raised by the Board, based on feedback from community providers about certain requirements or practices. Rather than putting the concerns in context, at the Board meeting about these concerns or negative feedback, Mr. Murphy

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can become defensive in ways that are not conducive to a clearer understanding of his position or intent. Rather, it can seem that - as many of the organizations approaching believe - the CTAC is putting up unnecessary barriers.

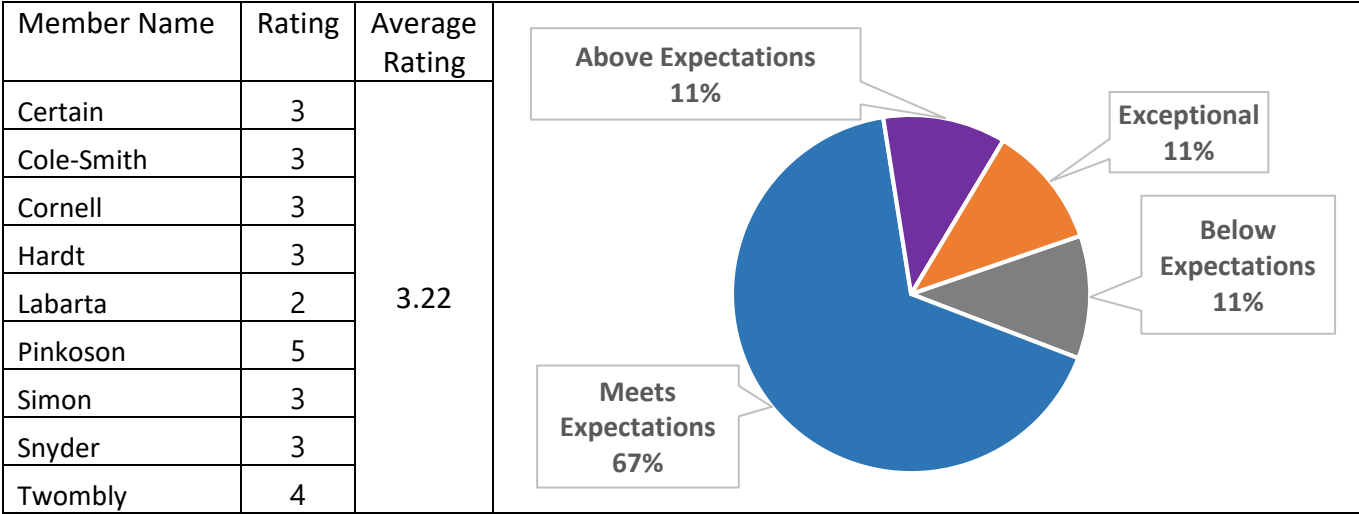
The technical aspects of working with the Board are carried out very well - he is responsive to Board questions, seeks input, provides information, prepares meeting materials timely, responds to Board directives, and works with the chair effectively (Labarta)

- As the previous Chair, Colin did a great job letting me know what was coming up in the next agenda and helped me prepare to make the meetings as productive and efficient as possible. I found Colin's thoughts on issues to be sound and always what was best for our children and the organization. (Pinkoson)
- The material provided to the board is robust and clearly thought through. The concerns I have are focused on the relationships with board members. There are times if feels that the board and the ED are in tension. Many times, these tensions can occur with boards and executive leadership but it does feel like relationship building is in need and could improve our productivity and service to the community. I also would say that I would appreciate relationship building with board members too. We have many highly experienced individuals that are passionate for the mission and vision of CTAC. We could all benefit from getting to know each other better. As previously stated, I definitely feel the ED of CTAC and the superintendent of SBAC need to have a strong partnership. So many opportunities can come out of a healthy collaboration. (Simon)
- Several of these expectations are met, particularly those that focus on preparations for and oversight of agendas for Board meetings. (Snyder)
- Colin has always made himself available for questions/concerns between Board meetings and provides all Board packets and support materials timely for members to review in advance of each meeting. Colin always exhibits flexibility and has responded to each and every directive given to him during Board meetings. Colin is always responsive and guides the Board on correct policies/procedures to ensure we have the information needed to make sound decisions. (Twombly)



**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:**

- ED should focus on last 2 bullet points in upcoming year. CTAC has hired staff, collected funds, Board has adopted strategic priorities (HESS), CTAC needs to respond to community needs. (Certain)
- Suggests more quarterly group board meeting to ensure that we are all on the same page at all times. ((Cole-Smith)
- As noted above, as he assumed the ED role, Mr. Murphy presented a model for making funding decisions and evaluating outcomes that is robust and could lead to high accountability and a data-based approach to making decisions. The model was consistent with the guiding principles and values that the CTAC Board had established prior to his hire. It is not a model that has been routinely used in the community, and one that small grass roots providers may struggle with and perceive as barriers to implementing programs that have high perceived value in the community. When these barriers are not resolved at the operational level (e.g., through contact with CTAC

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staff, or through technical assistance from staff), they make their way to the Board and there is often little information around how the actions were consistent with strategic focus or RBA. When the Board challenges the barriers, Mr. Murphy commonly becomes defensive and retreats, often saying "I'll do whatever you want." The interaction between how CTAC works and communicates with some organizations and the direction the Board provides after complaints come to the fore has not created a coherent strategic direction. To me, this is the most critical area for improvement for Mr. Murphy to address. (Labarta)

- Regarding the third bullet point, I think Colin has done a tremendous job listening to the concerns of the board and to community members. When an issue arose, he brought it to the board seeking direction and has always tried to create solutions to bring back to the board. (Pinkoson)
  - I am looking forward to the retreat. (Simon)
  - Over the last year, Colin hired the remaining members of his team and completed the task of developing operational policies for his staff and for the Board. He promotes opportunities for the Board to reevaluate our goals and strategies to ensure we can continuously improve our ability to respond to the needs of our stakeholders and children in Alachua County. We depend on Colin and his team to regularly seek community input and ensure the direction of the Board is aligned with community needs, and the programs we fund are having a positive collective impact. (Twombly)
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### **General Comments:**

- (1.) Would like more board involvement in hiring process of staff, (2.) More immediate follow-up when board member provides suggestions and recommendations. (Cole-Smith)
- The ED has built a very strong team with sound financial and program management systems in place in order to serve the public and execute on the mission of the CTAC. Drastic and immediate Improvement is needed in operational management and community relations and advocacy in order for the ED to continue to effectively lead and serve in this role. The engagement of help from the Community Foundation is a positive step to ensure that we are continuing to look at programs through an equity lens and make sure that the CTAC continues its work to provide servant leadership in the most effective and efficient way to help children and families in our Community. (Cornell)
- I transmitted to Colin some issues with hiring people from out of town for important positions. People in Alachua County think there are a lot of smart people here to do things. But he pointed out something very important in defense of his hiring choices. Many of the out of town hires have relevant experience and contacts that can help a new Children's Trust get established. I understand now, and can better defend when these critiques are transmitted to me. (Hardt)
- The CTAC is still a new organization. Its first year saw a Board that had 50% of its seats. Mr. Murphy was hired two years ago and in the middle of an RFP that had not been based on any analysis of the data for children 6-18, without any strategic planning process. And, with considerable pressure to put money on the streets to addressing our many needs. As was recently said, we put operations before policy, and this is as much a Board responsibility as it is of the ED.

As a new organization, we are also experiencing growing pains - what has been referred to as "forming, storming, and norming." In many respects, we are still storming, trying to reach consensus as a Board about priorities and strategies to address the numerous needs of our children and being accountable, good stewards of public funding.

Despite the areas of underperformance noted above, I want to acknowledge that in two years Mr. Murphy has years accomplished quite a bit. Grants have been issued and many children have received services not previously available to them. A staff has been hired to carry out the work, and it, too, is in the process of building cohesion and engagement. A policy and structure have been laid out and will hopefully be reinforced and clarified at an upcoming retreat. I look forward to continuing to develop the CTAC and work with our ED to advance our goals. (Labarta)

- It has been a successful year and I believe the Trust has had difficulties resulting from the first funding cycle. Unfortunately, even though it was clearly stated future funding expectations would be very different, changing the status quo has been challenging. We are still working to become what is best for our children and I am sure will continue to do so in the future. I think Colin is the person who will give us the best chance to achieve our mission. (Pinkoson)
- Thank you, Colin, for all your efforts over the last year, for exhibiting flexibility as needed, and for responding to the many requests made by the Board. Continue the important work of building relationships with advocates and offering regular communication with those who can best articulate what is needed to strengthen their families. (Twombly)



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY


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**MEMORANDUM**

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**TO:** CHILDREN'S TRUST OF ALACHUA COUNTY BOARD OF DIRECTORS  
**FROM:** COLIN MURPHY, EXECUTIVE DIRECTOR   
**SUBJECT:** EXECUTIVE DIRECTOR EVALUATION  
**DATE:** FEBRUARY 7, 2022  
**CC:** CHILDREN'S TRUST OF ALACHUA COUNTY STAFF & CONSULTANTS

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I would like to thank the Board for taking the time and effort to review my self-evaluation and complete the evaluation tool. I found the ratings and the comments helpful, and I receive them with encouragement.

While each member provided opportunities for improvement in every area of the evaluation tool, I will use this opportunity to address areas where an obvious consensus emerged. All feedback is valued. If specific feedback from a particular board member is not addressed in this memo, I promise to consider and address those concerns in the coming months.

*Community Relations and Advocacy, Operations Management*, and a general theme of *more and better communications* are concerns expressed by a consensus of the board members. Below I will provide a brief plan on how those items will be improved in the coming year.

**Community Relations and Advocacy** **2.78 Average Rating**

**General Comments:** Board members (and CTAC supporters) are put in an awkward situation when confronted with constituents and stakeholders who feel unheard. The perception that the organization is not meeting the needs of all its communities is demoralizing to everyone, including the staff. Meaningful and actionable two-way feedback takes time, and the push to put \$5,000,000 in funding into the community has

come at the expense of “limited stakeholder input from organizations that are closest to our communities systemic problems,” as one board member noted.

**To address concerns, the Executive Director will:**

1. Present the Board with a plan for a community engagement campaign. The campaign would include different methods for engaging with youth, parents, providers, and community stakeholders throughout the county (such as, surveys, focus groups, listening sessions, etc.). The campaign’s driving questions can be informed by the board retreat with a general theme around how to best invest new dollars and accumulated fund balance in the coming years.
2. Present the Board with a plan for ongoing and continuous feedback from youth, parents, community providers, and stakeholders.
3. Present to the Board a communications plan that builds upon what has already begun through our newsletter, social media, earned and paid media, and provides for consistent messaging around CTAC goals and strategies.

**Operations Management**

**2.89 Average Rating**

**General Comments:** The “Below Expectations” rating in this category was primarily driven by an outlier score from one board member, motivated by the results of the Gallup Employee Engagement Survey. For context, the size of the average company that uses the GEES is 9,000 employees. The GEES classifies “small” organizations as 100 employees. CTAC has 9 employees. The problem this presents is that when very small organizations are compared with large organizations, any score for a small organization short of a “5” (the highest score) in any category skews the average to a degree such that there is a disproportionate impact on the percentile score. Without specific information on the distribution of individual scores, *the percentile ranking has little to no value.*

The Board has adopted the Results-Based Accountability (RBA) Framework. One of the principals of RBA is that when presented with population-level data (in this case, the population employees in the organization), one must not draw conclusions prior to uncovering the “story-behind-the-story”, or the reasons that the data exists. The data from the GEES has stimulated internal conversations on how to improve the organization, however, it would be a mistake to assume that the data is entirely internally-driven. The Executive Director can only keep employees informed and engaged if organizational priorities are clear and well communicated.

**To address concerns, the Executive Director will:**

1. Work with the Board Chair and the facilitator to ensure a successful board retreat.
2. Continue to benchmark employee engagement with the Gallup Employee Engagement Survey (or another similar survey) and develop strategies to improve the lowest rated areas.
3. Survey contracted providers yearly to benchmark satisfaction with being a CTAC contracted partner.
4. Continued expansion of soliciting participant and parent feedback on their experience in funded programs. Ensure all funded services provide the opportunity for participants to express their opinion on the services they've received.
5. Include a "No-Bid" survey in funding solicitations to ascertain why potential providers may decide to not submit a proposal.

### **Communication with the Board**

**General Comments:** One area that was consistent across domains was communication with the Board. Some board members feel ill-informed; others receive feedback that staff has not been responsive. Specific concerns include board member who are "no clear whether we have plenty of money or not", that "a better job needs to be done to communicate our strategies, or that funding limitations, and requirements in a consistent manner." One board member suggested better visuals.

### **To address concerns, the Executive Director will:**

1. Invest time with certain board members who have requested additional consultation on agenda items and board governance.
2. Revise the Executive Director report to more clearly communicate how the CTAC staff is implementing the strategies approved by the Board. Included in the report will be a section updating the Board on pending action items and Board member requests.
3. Seek clarification on the desired level of financial reporting to inform what types of visualizations would be helpful.
4. Include notes or minutes from significant meetings that may rise to the Board level and any actions taken by the CTAC staff to address community concerns.
5. Follow up on suggestions from the monthly board survey.
6. Remind the Board that they can talk amongst themselves so long as the meeting is properly noticed.

I thank the Board of the Children's Trust of Alachua County. It is a pleasure working for you. I look forward to this coming year.

**File Attachments for Item:**

8. Executive Director Report - January 2022 (Colin Murphy)





**EXECUTIVE DIRECTOR REPORT**

**January 10, 2022 – February 4, 2022**

**SUMMARY**

**Highlight for the Month:**

- 1) Issued Summer and Enrichment Services RFP; Reviewed and evaluated TeensWork Alachua RFP (recommendations at today’s Board Meeting), and developed an additional ITN for Capacity-Building for Enrichment providers.
- 2) 7 earned media items for the month of January.
- 3) CTAC sponsored and participated in Children’s Week at the state capitol in Tallahassee.

**MEETINGS AND EVENTS FOR PLANNING, COORDINATION, AND COMMUNITY ENGAGEMENT**

<b>DATE</b>	<b>MEETING / EVENT</b>	<b>SUMMARY</b>
1/11/2022	Valaria Hamilton, RN and Doula	Follow-up meeting with community RN and Doula on doula services, needs, and identified community gaps. Discussed personal home visiting approach to engaging BIPOC and ALAANA families.
1/12/2022	5 <sup>th</sup> Avenue Neighborhood Association	Roberta Parks, President of the association, requested someone from CTAC join their next scheduled meeting in February. The association would like to learn more about CTAC.

1/13/2022	Early Learning Coalition of Alachua County	ELC of Alachua County Quality Committee Team meeting.
1/14/2022	North Central Florida Human Trafficking Task Force	Annual Meeting of the North Central Florida Human Trafficking Taskforce.
1/14/2022	Dedication of Courthouse in honor of the late Judge Stephan P. Mickle	
1/18/2022	Healthy Families	Alachua County Children Abuse Prevention Taskforce. Planning Celebrate the Child event scheduled for April 2.
1/18/2022	Rural Concerns Advisory Committee Workshop	Discussed residents lack of access to basic high-speed internet. Members of the group provided examples of current issues with internet companies not providing internet services in rural part of Alachua County. Discussion only, no action taken.
1/18/2022	FACCT statewide Policy Affinity Group	Update on current bills. During this meeting, 2 bills of concern were discussed: CS/HB 403: Home-Based Businesses/SB 280, and HB 959 pages 20-22 lines 489-532 Open Financial System
1/19/2022	ELC of Alachua County	Board of Directors Meeting;
1/20/2022	Episcopal Children's Services	Met with Autumn Thomas regarding Alachua County's Head Start program and special needs children.
1/20/2022	Cade Museum	Cade Community Forum. Meeting to network, collaborate, and share community updates with other community stakeholders.
1/20/2022	Healthy Start	Healthy Start of North Central Florida Home Visiting Advisory Committee meeting.
1/21/2022	Alachua County Health Department WIC office	Discussion and brainstorm on increasing WIC participation.
1/21/2022	Safety Net Collaborative Meeting	Updates provided on several health related programs throughout the county including the WellFlorida Greatest Baby Shower,

		ACORNS Clinic, Tobacco Free Alachua, Community Paramedic program, and forming a group to make recommendations to the BoCC on spending American Rescue funds.
1/21/2022	Community Foundation of North Central Florida	Met with Barzella Papa to and capacity-building for non-profits and PRG.
1/21/2022	Gainesville Parks, Recreation, and Cultural Affairs	Briefing on plans for the new Youth Services Department (Roxy Gonzalez & Gerard Duncan)
1/22/2022	The Gainesville Black Professionals Leadership Conference & Expo 2022	Guest speakers: Virginia Grant, Executive Director, Gainesville Black Professionals, Dr. Kyla McMullen, Assistant Professor of University of Florida, Dr. McMullen is the first woman of color to earn a PhD in computer science and engineering from the University of Michigan. Natalya Bannister-Roby, Executive Director for PACE Center for Girls. Guest speakers shared their personal stories.
1/22/2022	Balance 180 Gymnastics and Sports Academy	Balance 180 Gymnastics and Sports Academy Event-Birthday Bash celebrating 10 years. The nonprofit offers children of all ages recreational and competitive gymnastics opportunities. The community was invited to celebrate offering lots of fun activities for all.
1/22/2022	Get out the Vote Rally	ED spoke at the Get out the Vote rally on behalf of CTAC programs. The event was organized by 98.9 FM.
1/24/2022	CFNCF – Women’s Giving Circle	Discussed grant reviewing strategies
1/24/2022	Gainesville 4 All	Presentation from Cynthia Curry, Gainesville City Manager.
1/24/2022	Pritzker Grant Partners	Pritzker Grant Partners Meeting. Discussion of data to data, key strategy review, focus for the 2022.

1/25/2022	Newberry Opioid Task Force	Met with Mayor Jordan Marlowe and members of the opioid task for to discuss rural needs and possible partnership with CTAC.
1/25/2022	Gainesville Police Department	Met with Chief Lonnie Scott to discuss youth needs and the One Community initiative.
1/25/2022	Family Resource Centers (Partnership for Strong Families Inc)	Quarterly Resource Center Partner Meeting. Data covering the period January 2021 – December 2021 was displayed. Highlights included that the Resource Centers have received over 20,000 visits. This includes 31,729 specific requests for services.
1/25/2022	Campaign for Grade-Level Reading (United Way)	CGLR Advisory Committee. Planning for the review of the Community Solutions Action Plan (CSAP) and review of other campaign strategies. Introduction of an opportunity for Lectio Technical Assistance.
1/25/2022	Rotary of Gainesville	Guest speaker John De Carmine, Grace Market Place
1/26/2022	YDCBC Input Session	Capacity-building input session for enrichment providers
1/26/2022	CSC of Martin County	Discussion on grant-making process; incorporating a “Community Council” in the review process.
1/27/2022	Head Start/Early Head Start (Episcopal Children’s Services)	Discussion with Episcopal Children’s Services regarding special needs services for children under IDEA Part B
1/27/2022	Florida Office of Early Learning	Rule Workshop 6M-9.115 Procedures and Criteria for Approval of School Readiness Plans.
1/27/2022	Partnership for Reimagining Gainesville Advisory Council, Community Foundation of North Central Florida	Discussed potential applicants and new members to the advisory council. CTAC has invested \$50,000 in this initiative.
1/28/2022	Alachua County Healthcare Advisory Board Outreach	This committee will sunset April, 2022. The group discussed outreach and possible ways

	and Case Management Subcommittee	to reach people to inform them about health care services. It was suggested to include Bilingual services, not only for Hispanic families, but, to include other languages for families moving to Gainesville from other countries, such as Chinese. Large population of Chinese families in Gainesville according to a recent study.
1/28/2022	ACES in Motion	Met with Addison Staples and Anne Koterba; toured Duval Early Learning Center; discussed long-term plans for ACES in Motion at Duval ELC and capacity-building for quality afterschool programs.
1/28/2022	Councilwoman Desmond Duncan-Walker	Discussed Duval Early Learning Center and Seminary Lane neighborhood with Pastor Gerard Duncan and CM Duncan-Walker.
1/31/2022	Family Resource Centers (Partnership for Strong Families Inc.)	Collaboration meeting on creating a Parent Leadership Network with the resource centers as a hub.
1/31/2022	CTAC and ACSB	Collaboration meeting with ACPS Staff and Superintendent on Parent Leadership Academy Brainstormed developing a sustainable community specific curriculum and plan for family leadership training utilizing training curriculum like COFI and driven by families.
1/31/2022	Senator Keith Perry	Discussed FACCT legislative priorities
1/31/2022	Children's Forum Child Advocacy Awards Dinner	CTAC sponsored this event. Excellent networking opportunity with professionals from around the state.
2/1/2022	Rep. Yvonne Hinson	Discussed FACCT legislative priorities
2/1/2022	Ellen Boukari (aide to Rep. Chuck Clemmons)	Discussed FACCT legislative priorities
2/1/2022	FACCT Legislative Meeting	Met with legislators via Zoom including Reps. Nixon, Hawkins, Bartleman, Aloupis; Sens. Book, Ausley, Perry and Pizzo; and Erin

		Smeltzer (AELC), Kyle Baltuch (Florida Chamber Foundation), and Carol Bracey, Ballard and Partners
2/2/2022	FACCT Board Meeting	Elected to serve as the organization's treasurer.

**PROGRAMS**

<b>PROGRAMS CALENDAR</b> (CALENDAR FOR THE PREVIOUS MONTH AND THE UPCOMING MONTH)	
<b>JANUARY</b>	
<b>Monday, January 10, 2022 – BOARD MEETING</b>	<b>Summer Camp &amp; Enrichment Services RFP and Youth Development Capacity Building Collaborative Update</b>
Monday, January 10, 2022	Contracts Begin – Youth Development of Capacity Building Collaborative ITN
Wednesday, January 12, 2022	TeensWork Alachua Review Team Training
<b>Friday, January 14, 2022</b>	<b>Submission Deadline – TeensWork Alachua RFP</b>
Friday, January 14, 2022	RFP Release – Summer Camp & Enrichment Services RFP
Monday, January 17, 2022	Application Review Period -TeensWork Alachua RFP
Wednesday, January 19, 2022	Bidders’ Conference (1 <sup>st</sup> )- Summer Camp & Enrichment Services RFP
Friday, January 28, 2022	Public Evaluation of Applications – TeensWork Alachua RFP
Monday, January 31, 2022	Interim Report Due for Pritzker Children’s Initiative Community Grant

<b>UPCOMING IN FEBRUARY</b>	
Wednesday, February 2, 2022	Bidders’ Conference (2 <sup>nd</sup> )- Summer Camp & Enrichment Services RFP
Monday, February 7, 2022	Technical Assistance Office Hours for Summer Camp & Enrichment Services RFP
Saturday, February 12, 2022	Business Leadership Institute for Early Learning Master Class Session 1
<b>Monday, February 14, 2022 – BOARD MEETING</b>	<b>Funding Recommendations for TeensWork Alachua RFP, Approval of YDCBC Capacity Building Funds for Enrichment Providers</b>
Wednesday, February 16, 2022	Contract Negotiations Begin – TeensWork Alachua
Friday, February 18, 2022	RFP Release – YDCBC Capacity Building Funds for Enrichment Providers

Friday, February 18, 2022	<b>Submission Deadline – Summer Camp &amp; Enrichment Services RFP</b>
Saturday, February 19, 2022	Application Review Period – Summer Camp & Enrichment Services RFP
Tuesday, February 22, 2022	Youth Development Capacity-Building Collaborative “Program Administration - Policy Development & Evaluation.”
<b>March</b>	
Tuesday, March 1, 2022	Contract Begin TeensWork Alachua
Tuesday, March 1, 2022	Public Evaluation of Application – Summer Camp Providers
Wednesday, March 2, 2022	Bidders’ Conference -YDCBC Capacity Building Funds for Enrichment Providers
TBD	Public Evaluation of Applications – Enrichment Services Providers
Saturday, March 5, 2022	Business Leadership Institute for Early Learning Master Class Session 2

**INITIATIVES**

**YOUTH DEVELOPMENT CAPACITY-BUILDING COLLABORATIVE**

The Youth Development Capacity-Building Collaborative continues on February on the 22<sup>nd</sup> . During the session on February 22<sup>nd</sup>, 2022, there will be a deep dive into the Florida Afterschool Network Quality Standard 1: Administration and Organization. Indicators for high-quality in this area include programs with clearly written mission statements, involvement of children/families in planning, established goals that are measurable, clear policies for children/families/staff, clear feedback systems such as surveys, evaluations systems to track progress and clear relationships with community and business leaders. We'll share examples of these best practices and discuss ways for your programs to implement them too.

The group will meet again on 3/15, 4/26, and 5/24. Ideas for future topics can also be found below. Participants select the final topics.

- Grants and Fundraising (many people mentioned this as a need)
- Health and Safety
- Communication
- Program Structure and Activities

**PLANNING, RESEARCH, AND EVALUATION**

**A. Research/Literature Reviewed**

- American Evaluation Association. (2019). *An Evaluation Roadmap for a More Effective Government*. Retrieved from: <https://www.eval.org/Policy-Advocacy/Effective-Government-Roadmap>
- Benitez, L., Cancel, Y., Marx, M., Smith Milway, K. (2021). Why and How Family Foundations Can Advance Equity Through Participatory Measurement. Washington, DC: National Center for Family Philanthropy. Retrieved from: <https://www.ncfp.org/2021/08/13/why-and-how-family-foundations-can-advance-equity-through-participatory-measurement/>
- Fixens, D. & I, K. (2016). *Active Implementation Practice and Science*. National Implementation Research Network. Retrieved from: <https://nirn.fpg.unc.edu/resources/brief-1-active-implementation-practice-and-science>
- Harter, J. (2021). U.S. Employee Engagement Drops for First Year in a Decade. Washington, DC: Gallup. Retrieved from: <https://www.gallup.com/workplace/388481/employee-engagement-drops-first-year-decade.aspx>
- Iruka, I. U., James, C., Reaves, C., & Forte, A. (2021). Black Child National Agenda: America Must Deliver on its Promise. Chapel Hill, NC: Equity Research Action Coalition, Frank Porter Graham Child Development Institute, The University of North Carolina at Chapel Hill. Retrieved from: <https://equity-coalition.fpg.unc.edu/resource/black-child-national-agenda-america-mustdeliver-on-its-promise/>
- Preskill, H. & Mack, K. (2013). Building a Strategic Learning and Evaluation System for Your Organization. FSG. Retrieved from: <https://www.fsg.org/publications/building-strategic-learning-and-evaluation-system-your-organization>

**B. Review and/or discussions with Providers on Assessments and Performance Measurement tools they are using or planning to use**

- Parenting Sense of Competence (for Project YouthBuild)
- Ganske Work Knowledge (for Help Me Grow)
- Yopp-Singer Test of Phoneme Segmentation (for Help Me Grow)
- Literacy Assessment (from GNV Bridge Literacy Program)
- Motivation to Read Profile (for Freedom Schools)



**C. Data Management and Analytics**

- Spoke with Ross Leo about HIPAA compliance and the work he’s done with other Florida CSCs.
- Tableau Software – downloaded Tableau Public to explore as a tool for data visualization.
- SAMIS – introduced and reviewed demonstration provided on SAMIS by Webauthor.

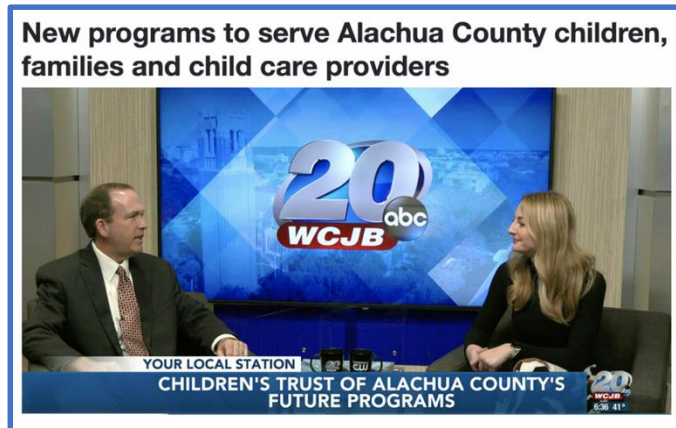
**FINANCE AND ADMINISTRATION**

- 1) Checks and Expenditure report for January is on the board agenda.
- 2) The 1<sup>st</sup> Quarter Budget Report is on the Board Agenda

**COMMUNICATIONS**

**Highlights**

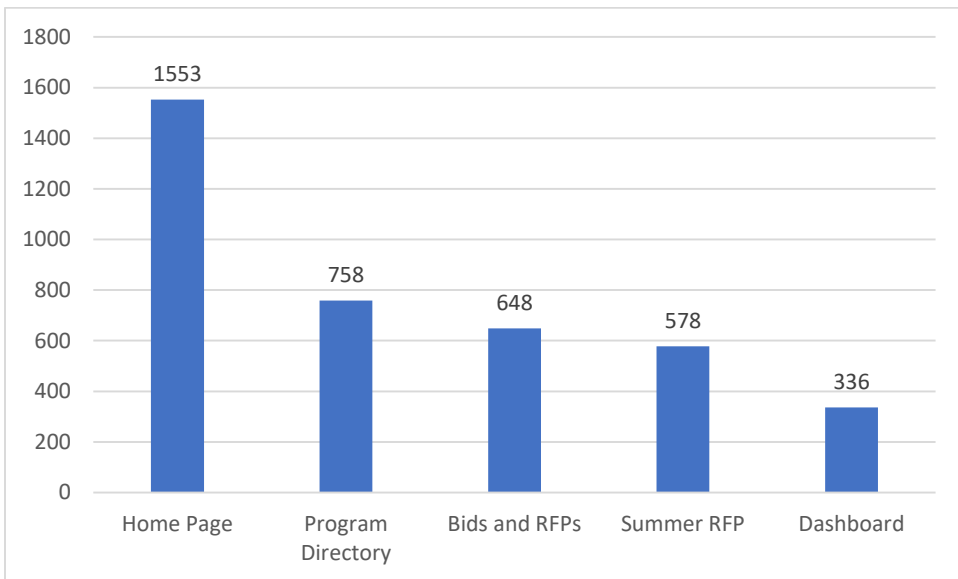
**A. Top Post - 17,961 views**








**B. Website Traffic – Key Points**

- Page Views 7,847
- Sessions 2,673
- New Users 1,439

### Most Viewed Pages



### C. Followers

	1,111
	865
	164
	143
	111

**D. CTAC in the News (earned media)**

- [Readers comment on a Gainesville For All project, a columnist's piece on housing and more January 22, 2022](#)
- [Alachua Children's Trust expands sus servicios - January 20, 2022 – WUFT-TV](#)
- [ACPS superintendent shows her support for possible arts center in East Gainesville - January 19, 2022 - WCJB](#)
- [New programs to serve Alachua County children, families and child care providers - January 17, 2022 - WCJB](#)
- [New programs to serve Alachua County children, families and child care providers - January 17, 2022 - WCTV](#)
- [Freedom Schools, born in the Civil Rights Era, come to Gainesville this summer - January 16, 2022](#)
- [An agenda for progress in 2022 for Gainesville and Alachua County - January 1, 2022](#)

**E. CTAC paid media**

- 112 Radio spots on 98.9 FM in celebration of Black History Month

**F. [JANUARY NEWSLETTER](#)****G. [CAPITOL CONNECTIONS](#)**

## BOARD MOTIONS

Motions included in this section are incomplete as of the previous meeting

DATE	MOTION	STATUS	COMMENTS
12/13/21	“have staff look at the enrichment programs that could not apply for this funding, 2. explore what the barriers were for those programs to apply, and 3. to see if there is any opportunity for them to build capacity.”	Completed as of 2/14/22	Staff will 1) ask the board to release an additional INT for capacity-building and 2) provide the board notes from the meeting with enrichment providers (attached to this report)
1/10/22	“have the Executive Director bring back recommendations to reword or remove Section 7.40.B.” of board policies.	In progress	
1/10/22	“ask staff to schedule a board retreat”	Completed	Board retreat scheduled for 2.23.22
1/10/22	“approve Resolution 2022-02 to create a Data Technical Advisory Committee.”	In progress	An update is included in the 2.14.22 Board agenda
1/10/22	“acquir(e) two appraisals for the property at 802 NW 5th Ave”	In progress	

## BOARD REQUESTS

DATE	REQUEST	STATUS	COMMENTS
1/10/22	Meet with Gainesville 4 All regarding CTAC involvement in their Family Learning Center (Certain)	Completed	Asked for a budget amount request from the CTAC.
1/10/22	Meet with GPD regarding violence prevention needs (Certain)	Completed	Met with Chief Lonnie Scott on 1.25.22. Suggested CTAC participation in the “One Community” initiative.
1/10/22	Meeting notes from YDCBC summer feedback session (Simon)	Completed	Provided via email on 1/14/2022.

1/10/22	"360 Evaluation" (Cornell)	Completed	Conducted the Gallup Employee Engagement Survey instead.
1/10/22	Presentation by Sherry Kitchens (Hardt)	In progress	
1/10/22	Meeting in groups during board retreat (Snyder)	Completed	Consulted with the Board Attorney who advised on protocols for group meeting while complying with Sunshine laws.
1/10/22	Pritzker/ Birth to 5 updates	Completed	Will be a part of 2.14.22 Agenda
1/31/22	Cumbersome payment process (Certain, from ED Evaluation)	In progress	CTAC staff will schedule an appointment the CTAC Auditor to discuss the requirements of our reimbursement process.

## SUCCESS STORIES

### ***Transformative Professional Development (Early Learning Coalition of Alachua County)***

The TPD team vetted, sorted, and provided 33 social and emotional books for preschool programs. One of the owners/directors sent this thank you email:

*"I wanted to thank you so much for the social/emotional books for our school. There are so many great titles in there and exciting new ones to discover with the children! Developing social/emotional awareness is such a very important foundation for the overall health and well being of the kids on so many levels and one of my favorite curriculum areas so I really appreciate the gift of these beautiful books. Thank you so much for all that you do in making a difference for children and families in our community; you are very appreciated! Take care and have a good day!"*

An infant toddler teacher (IT3) had asked the coach how to keep children engaged in activities in previous session. Coach gave IT3 a few strategies and tips for IT3 to try. During next session IT3 had implemented the strategies and during the debrief expressed the change in children and flow of the classroom. Noticed that she was more calm and less stressed. She also expressed that IT2 (director) had shared with her strategies she learned from her session and IT3 was able to implement them in the classroom as well.

### ***NewboRN Home Visiting Program (Healthy Start Coalition of Northcentral Florida)***

During the month of December, three new moms were identified as having high blood pressure. The nurse contacted their healthcare providers which resulted in one of the these moms being readmitted to the hospital. This program is amazing and I'm literally telling every new mom I know about it :)

### ***Howard Bishop Community Partnership School (Children's Home Society of Florida)***

The two middle school students of the HB school received mental health services last year due to unresolved trauma. The mother of the family agreed for her students to receive services, but she was adamant about not receiving any services for herself. This year, the students were referred for mental health counseling. When speaking with the Parent Coordinator, the mother of the family was extremely on board for her students to receive mental health counseling again. She also admitted that she needed counseling as well. She stated she wanted her students to get acquainted again with counseling, and then she will think about receiving mental health counseling for herself.



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

**YDCBC Capacity Building Funds for Enrichment Providers**  
**Input Session Notes**  
**Wednesday, January 26, 2022**

**Providers in attendance:** John Rollins, Judith Ford-Martin, Tiffany Philips, Kim Worley, Detra Earnest, Leah Galione, Jennifer McClure, Nkwanda Jah, DJornet Roundtree, Corey Cheval, Merrie Parker, Jessica Caldas, Elliot Harris, Joyce Peppel, Tanya Tillman, Alberto Lopez, Sybrenda Johnson, and Janalyn Peppel

Reviewed Youth Development CBC

- History
- Purpose

Enrichment capacity building funds

- Funding Guidelines
- Allowable Cost
- Q/A (Discussion Topics)
  1. Capacity funds specific usage
  2. Current and/or future CTAC funding
  3. Reviewed allowable expenses
  4. How Enrichment Input information will be shared
  5. Enrichment narratives, descriptions and program definitions
  6. Professional development clarifications

Next steps

- Funding Request and Board Approval
  1. Minimum Qualifications
  2. ITN Forms
- Release and Bidders Conference

Final Q/A Discussion Topics

- Capacity Building Plan and Budget
- Organizational information
- Clarifications of definitions and exemptions
- Suggestions
- Contract Negotiation

**From:** [Karen Cole-Smith](#)  
**To:** [Colin Murphy](#)  
**Subject:** meeting on yesterday  
**Date:** Friday, January 28, 2022 12:11:24 PM

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**CAUTION:** This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hi Mr. Murphy:

After you left on yesterday, I wanted to suggest one other idea that could potentially enhance the children's Trust's efforts in the community The 3 I highlighted were as follows:

- Hiring of part time or full time persons that would work under our community engagement director. Each person would represent the four main goals of the Children's Trust
- Integrate, fund and expand our focus on technology and our efforts to bridge the digital divide in Alachua County. this includes seeing what technology programs are already in place.
- Hire a person that would serve as a case manager of sorts to help those whose grants were not approved. Given our low approval rate of the grants that are being submitted, this would allow us to give more in depth and meaningful feedback to those who submitted grants.
- Fourthly, we might want to have an in house grant writer (full time) who can assist those in the community who have great ideas, but little skill in putting grants together.

I believe that each of these efforts would send a strong message to the community that we hear them and we are here to support them as well as meeting the needs of the kids. The passion and commitment to youth in this community is so strong and I am proud to be a part of an agency that can (1.) support current programs , (2) support newly developed programs as we look ahead and can (3.) help those persons with great ideas, but need help with grant writing/evaluation/assessment skills.

Thanks for your time and for listening. I appreciate it.

Take care and be blessed!!! My regards to your famliy as well!

Karen Cole-Smith



**File Attachments for Item:**

9. Pritzker Children's Initiative Community Grant - Quarterly Update (Mia Jones)

**Item:**

Pritzker Children's Initiative Community Grant - Quarterly Update (Mia Jones)

**Requested Action:**

The Board is asked to receive this update.

**Background:**

Access to high quality early care and educational opportunities, particularly in the first 1000 days of life, is critical to long-term academic success. Additionally, maternal health, both emotional and physical, is the foundation for the first 1000 days of a child's life. Positive development and experiences in a child's earliest years have a lasting impact on employment, lifetime earnings, college attendance, and health.

In partnership with Pritzker Children's Initiative and Alachua County Stakeholders; Early Learning Coalition of Alachua County, Alachua County Department of Health WIC office, and WellFlorida Council, the Children's Trust of Alachua County is working to transform early childhood care and education in Alachua County through the following objectives:

1. Increase participation rates of those living <200% FPL in existing federally, state, and locally funded maternal and infant health programs.
2. Improve the quality and availability of infant early care and education services by increasing the number of Gold Seal providers.

This quarterly update will share the impact numbers for 2021 (year 1) and the goal for 2022 (year 2).

**Programmatic Impact:**

Goal 1- All children are born healthy and remain healthy  
Strategy 1.1 Supporting maternal and child health

Goal 2- All Children can learn what they need to be successful  
Strategy 2.1 Supporting professional development and capacity building  
Strategy 2.2 Supporting youth development

Goal 3- All children have nurturing and supportive caregivers and relationships  
Strategy 3.1 Supporting initiatives that connect families to resources

**Fiscal Impact:**

NA

**Recommendation:**

Receive the information

# IMPACT REPORT YEAR 2021



PRITZKER

Children's Initiative



CHILDREN'S TRUST  
OF ALACHUA COUNTY



WellFlorida Council  
Working Together for Healthy Communities



Early Learning  
Coalition  
of Alachua County

Pritzker Objective:		Baseline-2020	Year 1 Goal	Year 1-2021	Achieved Increase
Maternal and Infant Health	Increase # of families (prenatal through age 3) receiving coordinated services through Connect.	1,666	1696	1766	100
	Increase # of families (prenatal through age 3) participating in home visiting programs.	1,227	1242	1525	298
	Increase # of families participating in NewboRN Home visiting Program.	275	290	506	231
Early Care and Education	Increase # of children ages 0-3 actively participating in WIC.	2,283	2333	2559	276
	Increase # of children 0-3 in classrooms receiving Practice Based Coaching Services. *countywide specific strategy	46	46	66	20
	Increase # of children 0-3 in quality early learning classrooms as measured by a minimum score of 4.5 on the CLASS assessment * zip code specific strategy 07,09,41	114	114	188	74
	Increase # of children 0-3 in high quality child care rated as "Gold Seal" *zip code specific strategy 07,09, 41	17	17	41	24

COMMUNITY INNOVATION GRANT

**File Attachments for Item:**

10. Pace Alachua Reach Program - Therapeutic Mental Health Therapy for Adolescent Girls Program (Kristy Goldwire)

**Item:**

Pace Alachua Reach Program - Therapeutic Mental Health Therapy for Adolescent Girls Program (Kristy Goldwire)

**Requested Action:**

The Trust is asked to receive the information

**Background:**

In an effort to assist the Board to learn more about CTAC-funded programs and their work in the community, the staff will be inviting contracted agencies to provide brief overviews of their program. This month, staff has asked Pace Center for Girls to present to the Board.

Pace Center for Girls has transformed the lives of girls and young women for more than thirty-five years. Founded in 1985 with ten girls at one Center in Jacksonville, Florida, Pace has successfully grown to annually serve more than 3,000 girls in 22 locations in Florida and Georgia.

Pace Center for Girls Alachua, located in Gainesville, Florida, was opened in 1998. Since that time, Pace Alachua has served over 1,500 girls by providing holistic social, academic, and career-building services to girls in need in Gainesville and the surrounding area.

Pace Alachua implemented the Reach program in 2020. The Reach program serves girls, ages 11-17, who exhibit risk factors in 3 of five domains (school, family, health, behavior and victimization). The goal of the program is to prevent school dropout, school and community violence, and juvenile justice system involvement, and increase pro-social coping skills and communication. The program fosters changes in behavior that lead to more student time in school through healthy relationships, increased ability to minimize peer and family conflict, and increased self-esteem. Youth participating in the Reach program are expected to experience decreased mental health risks, no involvement with the juvenile justice system, improved peer and family relationships, improved social skills and engage in positive activities.

The Reach program is in its second year of Trust funding, receiving a \$75,000.00 award via the CTAC Continuation Funding RFP.

**Attachments:**

Pace Alachua Reach Program PowerPoint Presentation  
Pace Alachua Reach Program FY22 Performance Measures

**Programmatic Impact:**

GOAL 1: All children are born healthy and remain healthy  
Strategy 1.2 Support mental health and substance abuse prevention

**Fiscal Impact:**

NA

**Recommendation:**

Receive the information

## Pace Reach

**Performance Measures** (these measures will be collected during the duration of the contract and be finalized at the end of the contract year).

<b>How Much?</b>	<b>FY22 Target</b>
Number of girls newly enrolled (i.e., between 1/1/2022-9/30/2022).	<b>15</b>
Number of girls discharged (i.e., between 1/1/2022-9/30/2022).	<b>15</b>
Number of girls receiving therapy (i.e., between 1/1/2022-9/30/2022).	<b>25</b>
<b>How Well?</b>	<b>FY22 Target</b>
% of girls discharged who were enrolled for 6 months or more.	<b>90%</b>
% of girls discharged who received 10 or more therapy sessions.	<b>90%</b>
% of girls discharged who successfully completed the program.	<b>90%</b>
<b>Better Off?</b>	<b>FY22 Target</b>
Of girls who have had a six-month (or at successful closure) assessment:	
% who decrease mental health risk	<b>60%</b>
% who had no further involvement with the juvenile justice system	<b>95%</b>
% who improved peer relationships	<b>57%</b>
% who have improved family relationships	<b>80%</b>
% who have improved social skills	<b>90%</b>
% who have improved their use of time and engaged in positive behaviors and activities	<b>70%</b>



**Data Collection** (data to be collected and submitted to the Children’s Trust of Alachua County).

<b>Participant Demographics &amp; Programmatic Engagement</b>	
<b>Data Requirement</b>	<b>Data Collection Method</b>
<p>Contractors are expected to collect and report the following demographic information on each adolescent served:</p> <ul style="list-style-type: none"> <li>• Residence- City</li> <li>• Residence-ZIP</li> <li>• Date of Birth (month and year only)</li> <li>• School Name</li> <li>• Grade (i.e., K-12)</li> <li>• Race (i.e., American Indian or Alaskan, Asian, Black or African American, Pacific Islander, White, Multiracial, Other)</li> <li>• Ethnicity (i.e., Hispanic or Non-Hispanic)</li> <li>• Gender</li> </ul> <p>Contractor is expected to collect and report the following participation information on each adolescent served:</p> <ul style="list-style-type: none"> <li>• Date of Enrollment</li> <li>• Date of Discharge (if applicable)</li> <li>• Discharge Reason (i.e., Completed, Withdrew, Declined Services)</li> <li>• Number of Therapy Sessions received (between 1/1/2022-9/30/2022)</li> <li>• Number of Care Coordination/Case Management contacts (between 1/1/2022-9/30/2022)</li> <li>• 6-month POSIT screening completed</li> <li>• Primary location where services were provided (i.e., Pace office, school, etc.)</li> </ul>	<p>Contractor will provide CTAC with a spreadsheet containing the specified data requirements. <b>Due by 10/10/2022</b> with an “evaluation check-in” sometime between 4/1/2022 and 6/30/2022.</p> <p>An “evaluation check-in” is an opportunity to discuss data collection, program results thus far, and future evaluation possibilities.</p>



# PACE ALACHUA REACH PROGRAM

Therapeutic Mental Health Therapy for Adolescent Girls Program

# Reach Program Model

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Assessments: Problem-Oriented Screening for Teenagers (POSIT), Biopsychosocial Assessment, and Prevention Assessment Tool (PAT) at intake and transition

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1 hour/week of individual services (counseling, therapy and case management) for 6 months from a licensed therapist

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Monthly family/caregiver support

---

Formal transition planning developed for girls within 30 days of program completion

# Key Components of Services

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**Case management:** Needs assessment, referral to services, and coordinating and monitoring on-going services to ensure the educational, socio-economic and basic needs and stability of the girl and/or her family are met. When there are greater needs, intensive case management provides the same services with a more assertive and comprehensive approach.

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**Individual counseling:** The holistic, girl-focused process by which a counselor helps a girl, group, or family learn, understand, and implement strategies to positively cope with life stressors and increase resilience. Working in collaboration, the therapist and the girl work to find solutions to specific, immediate problems and develop pro-social coping behaviors.

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**Therapy:** Cognitive Behavioral Therapy (CBT) helps girls find the root causes of emotional and behavioral patterns. Working in collaboration, the therapist and the girl build a relationship and identify solutions to strengthen emotional health and wellness

---

**Transition planning and aftercare services are offered following program completion:** ongoing case management provided to support girls and their families in long-term outcomes



# Who is a Reach Pace Girl?

- Using prevention assessment screening tool to determine girl's risk factors
- Community outreach with key stakeholders and referral partners to support identifying girls that can benefit from Reach services
- Working with families to overcome stigmas associated with therapy





Of girls who had 6-month assessment after the initial intake assessment:

- 100% decreased their mental health risk
- 100% had no involvement with the juvenile justice system
- 100% improved peer relationships
- 100% improved family relationships
- 100% improved social skills
- 100% improve their use of time and engaged in positive activities.



Girl G graduated high school and obtained a full-time job as a CNA after participating in Reach services. She plans to attend college and study to become a doctor.

---

Girl W successfully completed her Reach services and self-reported that because of her work with the Reach therapist she stopped skipping classes and abstained from fighting. Therapy helped her recognize her triggers and apply coping skills to meet her goals.





## Future Programming

- Program implementation during the pandemic
- Expanding to additional schools in our district
- Opportunity for advocacy in schools with staff
- Expansion of capacity
- Understanding barriers to girls completing program



Thank you for seeing the great in every girl!



**File Attachments for Item:**

11. Board Retreat Agenda (Colin Murphy/Dr. Maggie Labarta)

**Item:**

Board Retreat Agenda (Murphy/Labarta)

**Requested Action:**

Receive the information and provide feedback

**Background:**

At the January 10, 2022 the Board voted to schedule a board retreat. The retreat is scheduled for February 23, 2022 at the Children's Trust of Alachua County, 802 NW 5<sup>th</sup> Avenue, Gainesville Florida, 32601.

The staff has engaged Dr. Catherine Raymond as its facilitator. Dr. Raymond's in-depth experience working with, and within, nonprofit organizations, is enhanced by her advanced academic training. Dr. Raymond has a Ph.D. in Public Affairs (with a focus on nonprofit management), an M.S. in Adult Education/Human Resource Development, and a B.S. in Microbiology. Her dissertation research was on building the service delivery and management capacity of South Florida nonprofits in conjunction with Children's Service Councils.

Staff and the Board chair have been working in conjunction with Dr. Raymond to develop the retreat agenda. The purpose of this item is to update and inform the Board and to receive feedback.

**Attachments:**

NA

**Programmatic Impact:**

NA

**Fiscal Impact:**

NA

**Recommendation:**

Receive information and provide feedback.

**File Attachments for Item:**

12. Recommendation for Award – RFP 2022-02 TeensWork Alachua (Deon Carruthers)



**Item:**

Recommendation for Award – RFP 2022-02 TeensWork Alachua (Deon Carruthers)

**Requested Action:**

The Board is asked to:

- 1) Approve the recommendation to award the contract for RFP 2022-02, TeensWork Alachua in the amount of \$150,000 to Goodwill Industries of North Florida; and
- 2) Authorize the Executive Director to negotiate and execute an agreement with the Goodwill Industries of North Florida.

**Background:**

In making this recommendation, the process described below was used in accordance with Board Policy 6.50 C – Competitive Sealed Proposals.

Description of Process

- 1) The RFP was reviewed and approved for release by the Board on December 13, 2021 through Resolution 2021-21.
- 2) A notice of Request for Proposals was advertised 6 days prior to proposal opening in The Gainesville Sun (***See Public Notice***).
- 3) On Friday, December 17, 2021, a copy of the Request for Proposals (RFP) was provided to each of the firms known to be in a position to provide services (***See “List of Potential Contractors”***).
- 4) The RFP, which can be found below contains provisions the provisions approved by the Board. <https://www.childrenstrustofalachuacounty.us/programs/page/teenswork-alachua-rfp-2022-02> . **Pages 6-14 and 33-40 of the RFP are attached to this memo.**
  - a) The minimum qualifications to bid on page 6 of the RFP.
  - b) The RFP Scope of Services on page 33.
  - c) The evaluation criteria are defined on page 7 of the RFP.
- 5) During the 25-day proposal preparation period questions were submitted concerning the project. Responses to these questions were approved by CTAC and posted on the agency

website in the form of Addendums. The following addenda were reviewed and approved by CTAC staff and posted on the following dates:

**a) Addendum No. 01 – Thursday, January 6, 2022**

- 6) As of January 28, 2022, 3:00 PM, 3 responses were submitted. (*See “Bid Opening”*).
- 7) No proposals were found non-responsive for this RFP.
- 8) An evaluation scoring sheet was developed, utilizing the criteria specified in the RFP. The process utilized to evaluate and score the proposals is as follows:
  - a) The evaluation scoring sheets were filled out independently by the Review Team, composed of Cindy Regen (Exactech, Inc.), Mary Crown (CareerSource Northcentral Florida), Shannon Ritter (Alachua County Public Schools)
  - b) All proposals were examined for proper form and cost elements by the RFP Project Manager. The project manager also calculated the scores for any criteria that was “objective”. The objective criteria for this RFP were the per participant recruitment costs and the per participant hourly rate.
  - c) Interviews/site visits were not conducted.
  - d) A public meeting to discuss the scoring was held on January 28, 2022. As a result of that meeting, a consensus score was developed.
  - e) The results of the evaluation team were presented in written form to the Executive Director.
- 9) Attached are the summary sheets of all proposers, costs from all proposers (including non-responsive and not-selected proposals) and their scores resulting from the evaluation.

Award Recommendation

Taking into consideration the review process described below, Board Policy 6.50,C,9 tasks the Executive Director with making a recommendation. The Executive Director recommends the selection of ***Goodwill Industries of North Florida for \$150,000*** to provide the required services as specified below:

*“The Contractor will be responsible for marketing, outreach, worksite recruitment, participant recruitment, work readiness training, and job coaching.”*

This recommendation was based on the scoring per the evaluation criteria.

The selection of the Contractor shall be announced as provided in the RFP and all other proposers shall be officially notified once the Board approves the award recommendation. (Copy of the draft intent to award notification is enclosed.)

**Attachments:**

Public Notice

List of Potential Contractors  
RFP Pages 6-14,33-40  
Addendum No. 1  
Bid Opening  
Scoring Summary

**Programmatic Impact:**

Goal 2-All children can learn with they need to be successful  
Strategy 2.5-Support Career Exploration and Preparation

**Fiscal Impact:**

\$150,000 from 001.15.1500.569.82.00

**Recommendation:**

Staff recommends approval



## Notice of Intent to Release a Request for Proposal for TeensWork Alachua

Item 12.

The Children's Trust of Alachua County (CTAC) is intending to release a Request for Proposal (RFP) on December 17, 2021 for the TeensWork Alachua, summer youth employment initiative. The information below includes a proposed scope of services, an estimated funding allocation, and a proposed timeline.

### **Proposed Scope of Services:**

Target Population  
Recipient Selection and Assessment  
Work Readiness Training  
Site Recruitment and Selection  
Hiring, Onboarding, and Payroll  
Service Times  
Staffing  
Outreach and Communication  
Data Collection Requirements

### **Estimated Funding Allocation for Afterschool programming**

A total of \$500,000 has been budgeted by the CTAC for this program. The largest portion of that funding will be allocated to employ the participants in the program as summer interns. This solicitation is to select a Contractor to manage the marketing, outreach, worksite recruitment, summer intern recruitment, work readiness training, and job coaching for the program participants. Costs to perform those services are expected to range between \$700-\$1000/youth. Proposals in excess of \$1000 per youth will be considered Non-Responsive.

### **Proposed Timeline:**

The dates in the following table are only estimates and are provided to illustrate the current expectations for timing of actions related to the RFP.

#### **Key actions Estimated dates**

Release solicitation and begin Cone of Silence December 17, 2021

Bidder's conference and application training January 5, 2022

Last day to submit written questions January 7, 2022

Final response to all written questions posted January 10, 2022

**Application Submission Deadline January 14, 2022**

Application review period January 17-21, 2022

Funding recommendation released; end Cone of Silence February 7, 2022

**The Children's Trust of Alachua County Board Meeting review funding recommendations Monday, February 14, 2022**

Appeal review 5-day period if needed February 15, 2022

Contract negotiations begin February 16, 2022

Contracts begin March 1, 2022

Please note that the CTAC will not entertain questions regarding this RFP until it is approved by the Board. To learn more about this funding opportunity, all interested providers should plan to attend or call into the Children's Trust Board meeting scheduled for December 13, 2021 and attend the Bidder's Conference scheduled for January 5, 2022.

Dec. 11, 2021

#6632209



**LIST OF POTENTIAL CONTRACTORS**

Children's Trust of Alachua County  
TeensWork Alachua RFP 2022-02

The organizations listed below were informed of the release of RFP 2022-02

Alachua County Sheriff's Office  
Big Brothers Big Sisters of Tampa Bay, Inc.  
Black on Black Crime Task Force  
Boys & Girls Clubs of Northeast Florida  
Career Source of North Central Florida  
CDS Family & Behavioral Health Services, Inc.  
Children Beyond our Borders  
City of Alachua  
City of Gainesville - Gainesville Police Department  
Cultural Arts Coalition  
ELC of Alachua County  
FL Institute for Workforce Innovation, Inc. d/b/a Project Youth Build  
Gainesville Area Community Tennis Association (DBA) Aces in Motion)  
Girls on the Run of Alachua County  
Girls Place, Inc.  
Goodwill Industries of North Florida, Inc.  
Greenhouse Church  
Kids Count in Alachua County, Inc.  
Manhood Youth Development Foundation, Inc.  
Minority Business Listing, Inc.  
National Alliance on Mental Illness (NAMI) - Gainesville  
New Technology Made Simple Now Inc  
North Central Florida YMCA Youth & Teen Center  
PACE Center for Girls Inc.

Peaceful Paths, Inc.  
Planned Parenthood of South, East and North Florida  
RENAISSANCE JAX INC, D.B.A. SWAMPBOTS FTC 10497  
River Phoenix Center for Peacebuilding  
SHANDS Teaching Hospital Partners in Adolescent Li  
Star Center Children's Theatre  
United Church of Gainesville  
United Church of Gainesville  
United Way of North Central Florida  
University of Florida Board of Trustees  
University of Florida Board of Trustees Equal Acc  
University of Florida College of Dentistry  
Vineyard Christian Fellowship of Gainesville, FL

An email was also sent to the entire CTAC email listserv.

## SECTION 2: GENERAL TERMS OF THE SOLICITATION

### A. Overview of Solicitation

The Children’s Trust of Alachua County (CTAC) is seeking a Contractor or Contractors to manage the TeensWork Alachua (TWA) Summer Youth Employment Program. TWA is a pilot project of the CTAC aims to employ between 150-200 youth as from ages 14-18 years old as summer interns during the summer of 2022. Youth will be employees of a temporary staffing company and their salaries will be paid through funds provided directly by CTAC. The Contractor will be responsible for marketing, outreach, worksite recruitment, participant recruitment, work readiness training, and job coaching. The CTAC intends to award a contract or multiple contracts to an agency(ies) that will meet CTAC’s qualification criteria and has successfully performed services on similar projects in the past. The successful Contractor(s) will be required to enter into a contract with the CTAC for the services requested in this RFP within a reasonable time after award. A Contractor submitting a proposal must be prepared to use the CTAC’s standard contract form rather than its own contract form. The contract will include terms appropriate for this project. A Model Contract for Services is attached to this RFP. The CTAC intends to award a contract substantially in the form of the attached Model Services Contract to the selected contractor.

### B. Available Funding

A total of \$150,000 has been budgeted by the CTAC to administer this program. This solicitation is to select a Contractor(s) to manage the marketing, outreach, worksite recruitment, participant recruitment, work readiness training, and job coaching for the program participants. **Costs to perform those services are expected to range between \$700 - \$1000 / youth. Proposals in excess of \$1000 per youth will be considered Non-Responsive.** Youth will be employees of a temporary staffing company and their salaries will be paid through funds provided directly by CTAC.

### C. Term of Services

Initial Term: March 1, 2022 – September 30, 2022

Renewal 1: January 1, 2023 – September 30, 2023

Renewal 2: January 1, 2024 – September 30, 2024

Renewals are at the sole discretion of the CTAC Board of Directors.

### D. Minimum Requirements to Bid

Organizations can apply for funding based on the following requirements:

- a. All proposed services must take place within Alachua County.
- b. Applicant must be currently qualified to conduct business in the State of Florida.
- c. Applicant must not be a charter school approved by any public-school system in the State of Florida.
- d. All applicants that are 501c3 organizations must be validated in the Community Foundation of North Central Florida’s Philanthropy Hub.

### E. Scope of Service

The scope of services describes the work to be performed by the contractor, and is contained in “Attachment A: Scope of Services and Deliverables” in the MODEL CONTRACT FOR SERVICES included in this RFP.

## F. Evaluation Criteria

Proposals will be reviewed against the criteria below:

CRITERIA	Subjective (S) or Objective (O)	WEIGHT
<b>Record of Past Experience</b>		<b>10</b>
<input type="checkbox"/> <i>Based on experience with similar projects</i>	<i>S</i>	<i>5</i>
<input type="checkbox"/> <i>Based on feedback from references</i>	<i>S</i>	<i>5</i>
<b>Risk</b>		<b>10</b>
<input type="checkbox"/> <i>Based on identification of risk to the CTAC</i>	<i>S</i>	<i>5</i>
<input type="checkbox"/> <i>Based on contractor's approach to reducing, mitigating, or eliminating risk</i>	<i>S</i>	<i>5</i>
<b>Financial Stability</b>		<b>10</b>
<input type="checkbox"/> <i>Based on an analysis of the contractor's most recent financial statements or similar evidence provided by the contractor</i>	<i>S</i>	<i>10</i>
<b>Project Plan</b>		<b>45</b>
<input type="checkbox"/> <i>Based on the contractor's plan to reach the target population</i>	<i>S</i>	<i>8</i>
<input type="checkbox"/> <i>Based on the contractor's participant selection and assessment process</i>	<i>S</i>	<i>5</i>
<input type="checkbox"/> <i>Based on the contractor's work readiness training plan</i>	<i>S</i>	<i>5</i>
<input type="checkbox"/> <i>Based on the contractor's site selection plan</i>	<i>S</i>	<i>5</i>
<input type="checkbox"/> <i>Based on the contractor's ability to coordinate the hiring, onboarding, and payroll for the participants</i>	<i>S</i>	<i>5</i>
<input type="checkbox"/> <i>Based on the contractor's description of service times (work hours) for youth</i>	<i>S</i>	<i>2</i>
<input type="checkbox"/> <i>Based on the contractor's proposed staffing, and deployment of qualified personnel to manage the program</i>	<i>S</i>	<i>5</i>
<input type="checkbox"/> <i>Based on the contractor's outreach and communication strategies</i>	<i>S</i>	<i>5</i>
<input type="checkbox"/> <i>Based on the contractor's ability to manage and collect the required data</i>	<i>S</i>	<i>5</i>
<b>Subcontracting (if no subcontracting, the contractor will receive maximum points)</b>		<b>5</b>
<input type="checkbox"/> <i>Based on risk associated with subcontracting outside the United States</i>	<i>S</i>	<i>2</i>
<input type="checkbox"/> <i>Based on subcontractor qualifications</i>	<i>S</i>	<i>2</i>
<input type="checkbox"/> <i>Based on over reliance on subcontracting</i>	<i>S</i>	<i>1</i>
<b>Price</b>		<b>20</b>
<input type="checkbox"/> <i>Based the per participant recruitment costs</i>	<i>O</i>	<i>10</i>
<input type="checkbox"/> <i>Based on the budget and budget narrative and the proposed costs alignment with the program scope and deliverables</i>	<i>S</i>	<i>5</i>
<input type="checkbox"/> <i>Based on the per participant hourly pay rate</i>	<i>O</i>	<i>5</i>
<b>TOTAL</b>		<b>100</b>

## G. Review and Selection Process

The following is a general description of the process by which a contractor will be selected for award of a contract to perform the services described in this RFP:

1. Request for Proposals (RFP) is released to prospective contractors.
2. To help ensure that all prospective contractors are treated consistently during the selection process, all questions regarding this RFP, as well as CTAC's responses to the questions will be posted on CTAC's website. A deadline for the receipt of written questions has been established. (See the cover sheet of this RFP for deadline date.) Persons or entities who intend to respond to such RFP by submission of a competitive proposal may wish to pose questions, objections, or requests for information, request clarification or for an interpretation regarding terms, provisions, or requirements of the RFP. In this event, prospective contractors shall not attempt to communicate in writing, electronically or orally with any CTAC official or employee other than the CTAC employee designated as the Project Manager. The Project Manager may be reached at the e-mail address on the RFP cover page. Prospective contractors shall not contact any other CTAC officials in an attempt to gather information regarding this RFP, or in an attempt to influence the CTAC's consideration of its proposal. All inappropriate communications with CTAC officials or employees will be forwarded to the CTAC Project Manager as well as the proposal evaluation team. Inappropriate communications by a prospective contractor may, at the discretion of the Project Manager, constitute grounds for disqualification of that prospective contractor's proposal. Alternatively, the evaluation team may, at its discretion, consider such inappropriate communications when evaluating and scoring proposals.
3. Proposals shall be submitted via email to the email address on the cover of this solicitation. Each original proposal shall be signed and dated by an official authorized to bind the Contractor. Unsigned original proposals may be rejected. Prospective contractors shall make no other distribution of their proposal to other CTAC officials or consultants. Each proposal page shall be numbered for ease of reference.
4. All proposals must be received by CTAC no later than the date and time specified on the cover sheet of this RFP. Late proposals will not be accepted and will not be reviewed.
5. The CTAC's proposal evaluation team expects to take the following actions to determine the merits of the proposals that are submitted:
  - a. Review the proposals to determine whether they are responsive to the RFP and that they were submitted by responsible companies. Definitions for the terms "responsible" and "responsive" are provided below:
  - b. **Responsible** contractors are those contractors that meet CTAC's standards with respect to a reasonable expectation that the contractor has the management, technical, financial, equipment, and human resources available to ensure adequate performance of the work described in the solicitation. To be considered responsible, contractors shall also be free of past instances of the material breach of a CTAC contract, free of a conviction (or convictions) for bribery, fraud, conflict of interest, violation of environmental laws, or for convictions for other crimes reflecting poorly on the contractor's integrity, for the last five (5) years. Contractors that fail to meet the minimum qualifications stated in the solicitation or that have, in the past three (3) years, been debarred or suspended or had a contract terminated for default by any government agency are also determined to be not responsible.
  - c. **Responsive** proposals are those proposals that satisfactorily address all requirements specified in the RFP. Because proposals, unlike bids, are subject to negotiation, certain omissions or variances may be resolved through negotiations to make the

proposal responsive. An example of an omission or variance that can be resolved is a proposed period of performance that does not result in completion of the work within the required timeframe. If negotiation with the contractor results in an adjustment to the period of performance matching the required timeframe, the proposal then may be deemed to be responsive.

- d. Should it be determined that changes are required to the solicitation provisions or any other changes need to be made that might affect the proposed prices of other features of the proposals, all responsible companies, or all the responsible companies in the competitive range, may be requested to submit a best and final offer (BAFO). In this event, the CTAC shall evaluate the BAFOs in lieu of the original proposals.
6. **Review.** Proposals are independently reviewed and scored by a team of reviewers that may include Trust staff, experts in the field and trained volunteers. Using the evaluation criteria, reviewers assess the soundness and completeness of each proposal as well as the vendor’s capacity to effectively deliver what is proposed. Subjectively rated criteria will be scored on a scale of 70-100 according to the scoring scheme below:

SCORING RANGE	SCORING DESCRIPTION
90-100	Meets or significantly exceeds all of CTAC’s requirements
80-89	Meets all and exceeds several of CTAC’s requirements
70-79	Meets minimum CTAC requirements
60-69	Does not meet CTAC requirements

- a. Scores for subjectively rated criterion will be weighted by the formula below:  
*Criterion Weight x (Actual Rating/Highest Subjective Rating) = Weighted Score*
  - b. Scores for objectively rated criterion (such as Contract Price) will be scored by the values proposed by each contractor. The CTAC, however, reserves the right to adjust the proposed values for reasonableness or to calculate the life cycle costs in instances where it can be determined that a solution proposed by the contractor may result in additional costs for the CTAC to implement. Proposed (or adjusted) values will be weighted according to the formula below:  
*Criterion with low values favorable to CTAC, e.g. proposed price or life cycle costs: (Highest Proposed Value – (Proposed Value – Lowest Proposed Value)) / (Highest Proposed Value/Criterion Weight) = Weighted Score*
  - c. The weighted scores for each criterion will be added to determine a Total Weighted Score (TWS) assigned to each proposal.
7. **Discussion.** Following each reviewer’s individual rating, the review team meets in a publicly noticed debriefing meeting to discuss each proposal and assigns a consensus team score, including explanatory comments. Applicants may attend the debriefing meeting as observers. The highest-ranking proposal score does not assure a funding recommendation.
8. **Interview/site visit.** At the CTAC’s discretion, publicly noticed interviews and/or site visits may be conducted at either the vendor’s site or the CTAC’s offices. CTAC may limit the number of interviews based on the scoring of the written responses as described above in #6. Members of the public may attend interviews and/or site visits as observers. The interview/site visit review team may include Trust staff, experts in the field and trained volunteers. Reviewers come to consensus on interview/site visit observations using a standard rating tool and provide input to staff recommendations. Interviews/Site Visits will be scored on a 60-100 scale exactly as described above for subjective criteria. When CTAC elects to conduct interviews/site visits, the scores for the interviews/site visits and the written proposals will be weighted as follows:

FEATURE	WEIGHT
Interview/Site Visit (ISV)	50
Total Weighted Score (TWS)	50
<b>COMBINED WEIGHTED TOTAL</b>	<b>100</b>

The grand total score will be calculated as follows:  
*(Interview/Site Visit x .5) + (Total Weighted Score x .5) = Grand Total Score*

- 9. **Staff recommendations.** Taking into consideration the above review process results, the Executive Director of the CTAC develops a recommendation. When considering Direct Community Services, consideration is also given to factors such as alignment with the CTAC’s priority investment areas, effective and economical distribution of funding across Alachua County and/or in underserved geographic areas/populations in Alachua County (if applicable), minimizing duplication of efforts, and reasonable program costs for the services and outcomes proposed. Based on consideration of all of the above factors, a recommendation is made to the CTAC Board.
- 10. **Board review and award.** Executive Director recommendations are reviewed and considered by the CTAC Board at a publicly noticed meeting. Applicants are encouraged to attend these meetings. CTAC Board approval of the recommendations will allow the contract negotiation process to begin, in an amount not to exceed the CTAC Board’s approved award. Negotiation may include reframing the proposed services, and adjusting the total allocation, budget, or any other changes necessary to comply with the requirements of the solicitation and resulting contract. Any future amendments, extensions or modifications to the contract that would exceed the CTAC Board’s approved award amount or the approved contracting period require further Board approval.
- 11. **Protests.** Any actual or prospective bidder or proposer, who is allegedly aggrieved in connection with the issuance of a bid or proposal package or pending award of a contract, may protest the decision by following the procedure below.
  - a. **Posting.** The Trust shall publicly post the award on the TRUST’s website within three (3) full business days after the Board’s award decision has been made. All bidders or proposers will be sent an e-mail with the notice of award to the e-mail address provided in the bid or proposal.
  - b. **Requirements to Protest.**
    - i. A formal written protest must be filed no later than 5:00 PM EST, on the fifth business day after the notice of award has been posted. The formal written protest shall identify the protesting party and the solicitation involved; include a clear statement of the grounds on which the protest is based; refer to the statutes, laws, ordinances, applicable section(s) of the solicitation or Board policy, or other legal authorities which the protesting party deems applicable to such grounds; and specifically request the relief to which the protesting party deems itself entitled by application of such authorities to such grounds.
    - ii. A formal written protest is considered filed when the Executive Director receives it and it is date-stamped by the CTAC. Accordingly, a protest is not timely filed unless it is received within the time specified above. Failure to file a formal written protest within the time period specified shall constitute a waiver of the right to protest and result in relinquishment of all rights to protest by the actual or prospective Applicant.
  - b. **Sole Remedy.** These procedures shall be the sole remedy for challenging an award of bid or proposal. Proposers are prohibited from attempts to influence, persuade, or



promote a protest through any other channels or means.

- c. **Authority to Resolve.** The Executive Director shall resolve the protest in accordance with the terms of the bid or proposal and shall render a written decision to the protesting party no later than 5:00 PM EST on the fifth business day after the filing of the protest.
- d. **Review of Executive Director's Decision.**
  - i. The protesting party may request a review of the Executive Director's decision by the CTAC Board by delivering a written request for review of the decision to the Executive Director by 5:00 PM EST on the fifth business day after the date of the written decision. The written notice shall include any written or physical materials, objects, statements, and arguments, which the Applicant deems relevant to the issues raised in the request for review.
  - ii. The CTAC Board will consider the request for review at the next regularly scheduled CTAC Board meeting after the request is received. It is within the CTAC Board's discretion whether to allow testimony or argument from the protesting party at the CTAC Board meeting. If it is determined by majority vote of CTAC Board members present at the meeting that the award is in violation of law or the regulations and internal procedures of the Trust or any another applicable authority, the Board shall cancel or revise the award as deemed appropriate within three (3) business days after the Board meeting.
  - iii. If it is determined by majority vote of CTAC Board members present at the meeting that the award should be upheld, the CTAC Board shall direct staff to notify the protesting party in writing of the Board decision with a copy furnished to all substantially affected persons or businesses within three (3) business days of the CTAC Board meeting. The decision shall be final and conclusive.
- e. **Stay of Procurement during Protests.** The decision to stay a procurement during protests shall be at the sole discretion of the Executive Director.

12. The CTAC reserves the right to:

- Reject any or all submittals
- Request clarification of any submitted information
- Waive any informalities or irregularities in any response
- Not enter into any contract
- Not select any firm
- Cancel this process at any time
- Amend this process at any time
- Interview firms prior to award
- Enter into negotiations with one or more firms, or request a best and final offer (BAFO)
- Award more than one contract if it is in the best interests of the CTAC
- Issue similar solicitations in the future
- Request additional information from prospective contractors

## SECTION 3: SUBMISSION INSTRUCTIONS

### A. Submission Checklist

The response to this RFP shall consist of:

- A **Cover Letter** limited to a maximum of ONE (1), including an **Executive Summary of the proposal**. The executive portion summary shall be no more than 100 words and will be used in all reports and promotional materials of the Trust. *The cover letter shall indicate whether the contractor had any contract terminated for default in the past five (5) years. If no such termination for default has been experienced by the prospective contractor in the past five (5) years, this fact shall be stated in the cover letter.*
- A completed **FORM 1 - Prospective Contractor Certification** (included in this solicitation).
- A completed **FORM 2 Budget** (included in this solicitation)
- A completed **FORM 2 A Budget Narrative** (included in this solicitation)
- A **Response**, divided into six (6) sections in the same sequence, and with the same titles, shown below. Proposals shall be prepared on 8 ½ x 11” paper, however, larger foldouts are acceptable for milestone charts and similar documentation. The font size shall be 11 point or larger. The sections shall be divided as follows:

Section	Title	Page Limit
1.	Record of Past Experience	10
2.	Risk	5
3.	Financial Stability	10 + Financial documents
4.	Project Plan	20 + Resumes, MOUs and Agreements
5.	Subcontracting	5
6.	Price	10 on Form 2 & Form 2A

1. RECORD OF PAST EXPERIENCE. This section shall be limited to a maximum of ten (10) pages, and shall include:
  - Provide a concise description of the Contractor, including history, years of operation, general service mission, and primary services provided. Include a copy of the organizational chart and indicate where the proposed program would report. Clearly note the position responsible for the direct supervision of the program staff members. If the program includes partnerships with other agencies to provide one or more services, describe the roles of each partner and the areas of expertise that they contribute to the proposed program.
  - Provide background information on similar projects the organization has provided.
  - A list of references (including contact person, organization, e-mail and regular mail address and telephone numbers) for each of the above similar projects shall be included.

If the prospective contractor’s past performance requires a response to items (a) through (d) below, such responses shall be on a separate sheet of paper and shall be excluded from the maximum number of pages indicated above:

- a. If the prospective contractor or any prospective subcontractor contracted with the

CTAC during the past twenty-four (24) months, indicate the contract price, the contract number and project description, or other information available to identify the contract.

- b. If the prospective contractor or prospective subcontractor has a staff member who was an employee of the CTAC during the past twenty-four (24) months, or is currently a CTAC employee, identify that individual by name, the job title or position held, and the separation date from the agency
  - c. If the prospective contractor has had a contract terminated for default in the past five (5) years, describe each such incident. Termination for default is defined as a notice to stop performance due to the prospective contractor’s nonperformance or poor performance and the issue of performance was either:
    - i. Not litigated due to inaction on the part of the prospective contractor, or
    - ii. Litigated and such litigation determined that the prospective contractor was in default.
  - d. Submit full details of the terms for default including the other party’s name, address, and telephone number. CTAC will evaluate the facts and may, at its sole discretion, reject the proposal on the grounds of the prospective contractor’s past experience. If no such termination for default has been experienced by the prospective contractor in the past five (5) years, state so in the cover letter.
2. RISK. This section shall be limited to a maximum of five (5) pages and must identify all risks to CTAC that must be addressed should the CTAC enter into a contract in furtherance of this project. The prospective contractors shall also identify measures that will be taken by the contractor or should be taken by the CTAC to mitigate risks. The contractor must give assurances that the required insurance requirements are understood and can be met by the contractor.
3. FINANCIAL STABILITY. This section shall be limited to a maximum of ten (10) pages and shall include the contractor’s most recent audited financial statements or other similar evidence of financial stability. Forms submitted in conjunction with this section will not count against the page requirement.
- a. Evidence of financial stability may include:
    - i. Most recent audited financial statement
    - ii. Most recent IRS Form 990
    - iii. Financial statements prepared by an accountant
  - b. Contractor shall describe how they will manage cash flow with a cost reimbursement contract.
  - c. If the Contractor intends to draw on a line of credit to execute this Contract, the Contractor shall describe the dollar amount of the line of credit and how the line of credit will be used.
4. PROJECT PLAN. This section shall be limited to a maximum of twenty (20) pages (not including resumes, MOUs, or other letters of support or agreements) and shall include a thorough description of the prospective contractor’s approach to accomplishing the tasks outlined in **Attachment A: Scope of Services**. This section of the proposal shall be organized by topic as seen below. This section shall include the proposed staffing, resumes for key staff members, and organizational personnel to be assigned to the project. The prospective contractor shall address each task described in the scope of services
- A. Target Population
  - B. Participant Selection and Assessment
  - C. Work-Readiness Training
  - D. Site Recruitment and Selection

- E. Hiring, Onboarding, and Payroll
- F. Service Times
- G. Staffing
- H. Outreach and Communication
- I. Data Collection Requirements

Any resumes, memorandums of understanding (MOUs), and agreements in connection with the scope of services may be included with the proposal and not count against the page limit.

5. **SUBCONTRACTING.** This section shall be limited to a maximum of five (5) pages and shall include a description of the work (including a percentage of the total contract effort) performed by company employees, subcontracted resources, as well as any work performed outside the United States by company employees or subcontractors. The proposal shall also include the percentage of work to be performed by specific subcontractors, evaluation of subcontractor qualifications, and identification of the geographical area where all work will be performed. If there will be no subcontracting, write “N/A” in this section of the proposal.
6. **PRICE.** The budget and budget narrative shall be limited to a maximum of ten (10) pages. The Budget shall be submitted on Form 2 and Budget Narrative shall be submitted on Form 2A.

## **B. Proposal Preparation and Submittal Instructions for Prospective Contractors**

1. **EXCEPTIONS:** The CTAC intends to award a contract substantially in the form of and including the provisions of the attached MODEL CONTRACT FOR SERVICES. Contractors that take exception to the terms and conditions do so at the risk that their proposal may be declared to be non-responsive and not considered for contract award. By signing the PROSPECTIVE CONTRACTOR CERTIFICATION included in this RFP, the representative of the prospective contractor certifies that no exceptions are taken to the form of the Model Contract for Services or to the provisions therein, unless such exceptions are fully disclosed in a document attached to the PROSPECTIVE CONTRACTOR CERTIFICATION.
2. **ORAL EXPLANATIONS:** The CTAC shall not be bound by oral explanations or instructions given at any time during the competitive process or after award.
3. **REFERENCE TO OTHER DATA:** Only information which is received in response to this RFP will be evaluated; reference to information previously submitted shall not be evaluated.
4. **ELABORATE PROPOSALS:** Elaborate proposals in the form of brochures or other presentations beyond that necessary to present a complete and effective proposal are not desired. Proposals that do not conform to the page limitations or format prescribed in this RFP may be rejected by the CTAC as non-responsive. It is desirable that all responses meet the following requirements:
  - *Electronic copies only*
5. **COST FOR PROPOSAL PREPARATION:** Any costs incurred by prospective contractors in preparing or submitting proposals as well as costs associated with any resultant presentations or negotiations are the prospective contractors’ sole responsibility; the CTAC will not reimburse any prospective contractor for any costs incurred prior to contract award.
6. **TIME FOR ACCEPTANCE:** Each proposal shall state that it is a firm offer which may be accepted within a period of ninety (90) days. Although the contract is expected to be awarded prior to that time, the longer validity period is requested to allow for unforeseen delays.
7. **RIGHT TO SUBMITTED MATERIAL:** All responses, inquiries, or correspondence relating to or in reference to the RFP, and all other reports, charts, displays, schedules, exhibits, and other documentation submitted by the prospective contractors shall become the property of

## Attachment A: Scope of Work

### Background

In July 2021, the unemployment rate among young people (ages 16 to 24) stood at ten percent (Bureau of Labor Statistics, 2021). Unemployment is defined by those actively seeking, but unable to find work. While there are obvious financial hardships associated with unemployment, the negative psychological impact of unemployment has also been well-documented (Belle & Bullock), and may be particularly profound for youth who are developing their identity, sense of worth, and fit in society. Without legitimate opportunities to contribute, teens may be more likely to pursue illegitimate options. In fact, multiple randomized experimental studies confirm that summer youth employment programs reduce criminal justice involvement for youth who participate compared to those who did not (Heller, 2021).

Rates of violent crime in Alachua County nearly double those in the state of Florida (662 versus 381 per 100,000) (Florida Department of Health, 2020). Further, youth arrest rates in Alachua County outpace the state of Florida (18.1 versus 13.1 youth arrested per 1,000). Relative to the unemployment among all individuals (5.4%), unemployment among young people is nearly twice as high (10.0%).

Obtaining one's first job is a significant milestone to adulthood, but many youth face challenges in obtaining jobs.

Youth employment programs offer a means for possibly addressing an important social and equity issue in Alachua County. As it is noteworthy, youth arrests disproportionately involve Black youth (79% of youth arrested) (Florida Department of Juvenile Justice, 2020)<sup>1</sup>. Unemployment rates disaggregated by race demonstrate disparities, with rates of unemployment highest in Black youth at 13.6%, followed by Asian (12.3%), Hispanic or Latino (11.7%), and lowest in Whites (8.9%).

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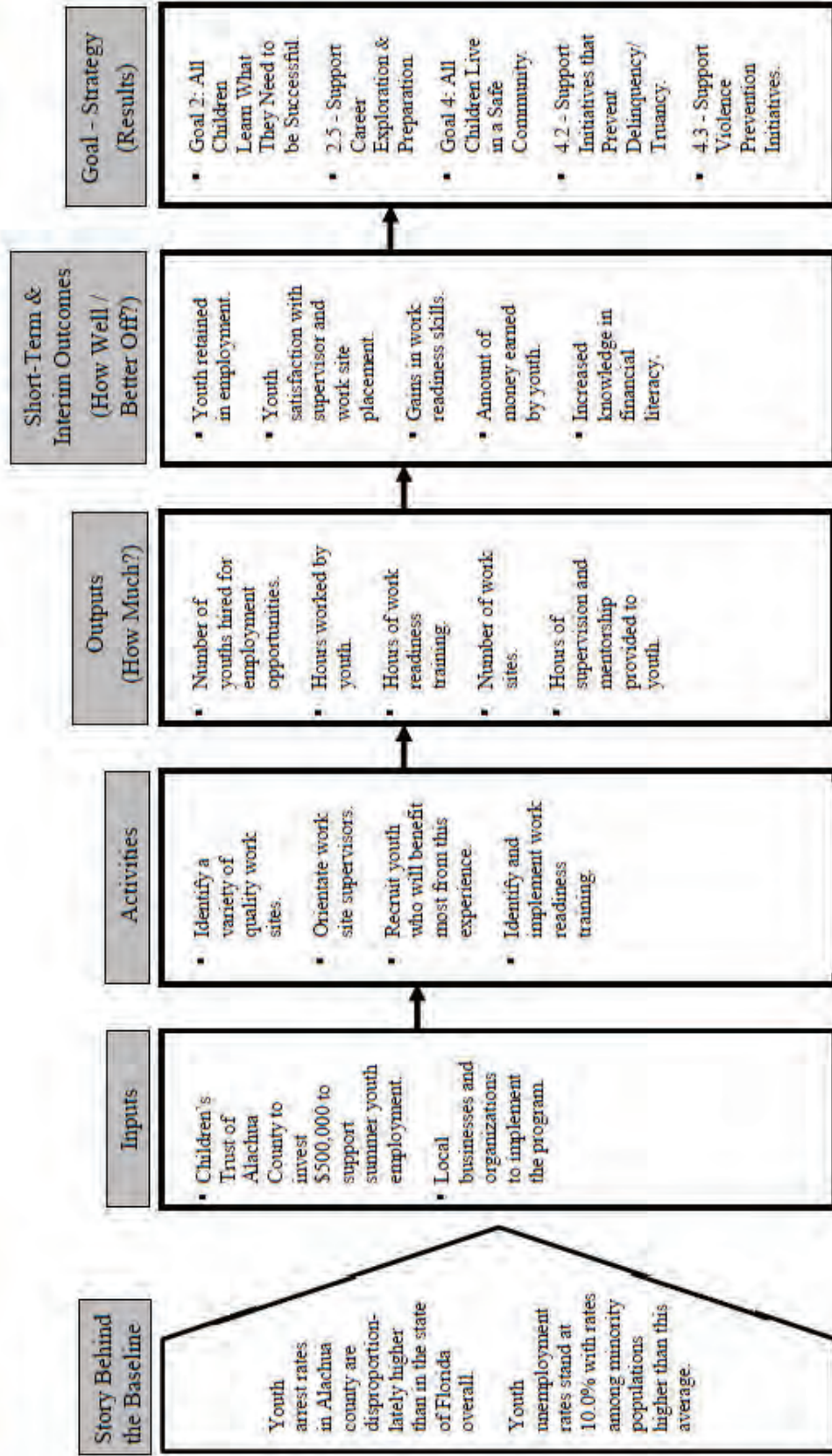
<sup>1</sup> Of all youth (ages 10-17) arrested in Alachua County (FY2019-2020): 79% Black, 18% White, 2% Hispanic, and <1% Other. The youth (ages 10-17) population in Alachua County: 51% White, 29% Black, 12% Hispanic, and 7% Other.

Benefits of summer youth employment programs have been well-documented. Youth employment programs expose youth to meaningful employment experiences and supportive adult relationships. Programs document increases in self-esteem and confidence, skill and knowledge development, high school graduation rates, reducing criminal behavior, and teen pregnancies among participants (Heller, 2021; Sachdev, 2011).

Beyond the youth themselves, these programs benefit the employers and society. Employers who have hosted youth employment programs indicate it helped them to increase productivity and train future workers (Sachdev, 2011). Developing skills and talent in our workforce is essential to continue the needed services and infrastructure of our society.

Below presents the logic model visually depicting the pathway beginning with current situation which we are seeking to change alongside resource inputs, activities, outputs, and short-, interim-, and long-term outcomes in support to the goal of promoting a safe community and youth learning what they need to be successful.

## Logic Model: Teens Work Alachua



Note: The definition of unemployment is those who are seeking but unable to find work.

### References:

- Belle, D. and Bullock, H. (N.D.) The Psychological Consequences of Unemployment. Society for the Psychological Study of Social Issues. Accessed from:  
<https://www.spssi.org/index.cfm?fuseaction=page.viewpage&pageid=1457>
- Florida Department of Juvenile Justice. (2020). Delinquency Profile Dashboard. Access from:  
<https://www.djj.state.fl.us/research/reports-and-data/interactive-data-reports/delinquency-profile/delinquency-profile-dashboard>
- Florida Department of Health, Division of Public Health Statistics & Performance Management. (2020). Violent Crime. Data Source: Florida Department of Law Enforcement. Accessed from:  
<https://www.flhealthcharts.com/ChartsReports/rdPage.aspx?rdReport=NonVitalIndNoGrp.Dataviewer&cid=9914>
- Harvard Graduate School of Education. (2011). Pathways to prosperity: Meeting the challenge of preparing young Americans for the 21st century. Boston, MA. <http://nrs.harvard.edu/urn-3:HUL.InstRepos:4740480>
- Heller, Sara. (2021). When Scale and Replication Work: Learning from Summer Youth Employment Experiments. National Bureau of Economic Research.
- U.S. Bureau of Labor Statistics. (2021, August 18). Employment and Unemployment Among Youth Summary. Accessed from: <https://www.bls.gov/news.release/youth.nr0.htm>
- U.S. Bureau of Labor Statistics. (2021, November 10). Labor Force Statistics from the Current Population Survey. Accessed from: <https://data.bls.gov/cgi-bin/surveymost>
- Sachdev, N. (2011). Summer Youth Employment Program Evaluation Report. Department of Employment Services Government of the District of Columbia.



### **A. Target Population**

1. Eligible participants are youth in Alachua County 14-18 years or younger who are enrolled in an Alachua County high school, general education development (GED) program, or high school equivalency program. Participants will be recruited directly by the Contractor and selected in a competitive process designed by the Contractor. Youth must meet the age eligibility requirements on the start date of the program and throughout the period the youth is participating in the program. Preference should be given bids minus the Summer.
2. Contractor(s) are expected to recruit participants throughout the County and will be expected to demonstrate how youth in both the urban center and rural areas will be served by the program.

### **B. Participant Selection and Assessment**

1. Contractor is responsible for the recruitment and assessment of program participants. Contractor should propose the number of participants to be recruited. Contractors shall assess participants' career interests, past work experiences, developmental needs, and future goals, which would inform summer work-based experiences.
2. Contractor shall use an assessment to identify areas where participants may need additional services or support and help identify next steps for youth participants after the program has ended.
3. At the end of the program, participants will be given information and resources for next steps. For youth who complete high school and are not continuing to post-secondary education or training or youth aging out of the program, Contractor shall refer them to other workforce development resources.

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

1. Contractor must develop paid pre-employment workshops and work-readiness trainings.
2. Trainings should take place before participants begin job interviews. At the end of the work-readiness training, each participant must have a professional resume, which will be referred to hiring employers and be prepared to interview for available positions.
3. Contractors are encouraged to propose soft skills trainings that include instruction for youth to learn how to self-regulate their emotions, communicate effectively, and foster positive relationships with peers, supervisors, family, and other community members.
4. Contractors should address the following topics with youth: getting the job (resume writing, interviewing skills, mock interviews), workplace culture (communication, conflict resolution and team building, etiquette and attire), financial literacy

(opening bank accounts, budgeting, handling credit and debt, investment and savings), and career and higher education exploration (interest assessment, career pathways, college choice, college applications and financial aid). Contractor shall cover the topics in the curriculum but may adapt the content to the specific needs and interests of the population served.

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

1. Contractor is responsible for recruiting worksites. Contractor should propose the number of workshops to be recruited. The Contractor shall develop a worksite application process and a worksite agreement. Proposed worksites shall be reviewed and approved by the CTAC.
2. Contractor must provide an orientation for worksite supervisors or staff to work with participants. Contractor must vet sites for appropriateness and professionalism of the job opportunity and safety issues. CTAC reserves the right to monitor placements.
3. In all cases, participants shall be considered employees of the temporary staffing company decided by the CTAC, and Contractor must work with the designated agency and comply with all applicable employment laws and regulations, including, but not limited to laws governing the hours that minors may work. See the State Florida Department of Labor, Standards for Hours of Work for Minors at: [http://www.myfloridalicense.com/dbpr/reg/childlabor/documents/ChildLaborBrochureEnglish\\_000.pdf](http://www.myfloridalicense.com/dbpr/reg/childlabor/documents/ChildLaborBrochureEnglish_000.pdf)
4. Contractor shall be responsible for ensuring worksites comply with all applicable employment laws and regulations. Contractor shall provide a worksite monitoring process to ensure adequate training sessions are provided by the supervisor and/or coach.

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

1. Contractor shall coordinate the application and interview process between the worksite and the youth.
2. Youth shall be paid at least a minimum wage of \$10.00/hour. Contractors may propose a higher wage, but must describe the reasons the higher wage is necessary and how a higher wage will benefit the program.
3. Final hiring and placement decisions will be at the worksite's discretion.
4. Contractor shall ensure that the participant is properly onboarded as a temporary staffing company summer intern in the staffing company's payroll system and receiving timely and accurate payments for hours worked.

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

1. Summer work-based experiences shall include up to 25 hours of paid work per week at the minimum wage or higher for six to eight continuous weeks in June and July.
2. Program hours and respective services may take place any day of the week, including weekends. Contractor shall choose a schedule that accommodates the needs of participants and the worksite. This flexibility enables Contractors to enroll participants who must attend summer school.

**G. Staffing:**

1. The Contractor shall employ the minimum staffing below with the minimum qualifications in order to support the program.
  - a. **Program Director (full-time or part-time):** Must have a bachelor's degree or higher, and one year of previous related experience, including experience supervising or managing youth employment programs.
  - b. **Job Coaches (full-time or part-time):** Must have some college or higher, and some prior related work experience which may include, but need not limited to, developing worksites, providing career coaching and counseling, and working in the field of youth workforce development, or other similar experience. Job coaches shall be responsible for managing the matching process which entails working closely with both the program and job development teams to evaluate participant interests, needs, areas of study, experience and qualification and available opportunities with partnering employers. Job coaches must be willing to travel to worksites.
2. The Contractor may propose other positions to support the program, and must be explain the necessity of these positions in their response. Contractor must propose a ratio for job coaches to participate that meet the needs of the worksites. Contractor must state the ratio and explain how the ratio will be efficient.
3. **Background Screening.** Contact **Florida Department of Children and Families (DCF)** for information regarding Background Screening at 1-888-352-2842, [www.dcfbackgroundscreening.com](http://www.dcfbackgroundscreening.com). Contractor must screen all staff working in the esrequirements in accordance with Sections 943.0542, 984.02, Chapter 435, 402, 39.001, and 1012.465 Florida Statutes, as applicable. The Contractor must maintain staff personnel files which reflect that a screening result was received and reviewed to determine employment eligibility prior to employment.

**H. Outreach and Communication**

1. Contractor is responsible for developing the marketing plan and promoting TeensWork Alachua throughout the County to youth, parents, and potential worksite employers.

**I. Data Collection Requirements**

1. All contractors funded will be required to collect the following data:
  - Youth application inclusive of demographics
  - Youth and parental consent and image releases
  - Youth attendance

- Youth and Supervisor satisfaction surveys
- Contractors will be expected to attend all Contractor trainings to go overall data collection requirements and tools. Additionally, data is expected to be entered on a weekly basis throughout the summer.

**Personal identifying information will only be used by CTAC to ensure summer interns are properly paid by the staffing agency and will not be used or stored by CTAC for any other purposes.**



## REQUEST FOR PROPOSAL (RFP) ADDENDUM

1/7/2022

Addendum No.: 1

Request for Proposal #: 2022-02

Project Title: TeensWork Alachua

Date of Addendum: 1/7/2022

RFP Due date (Original): January 14, 2022 at 3:00 PM ET

This Addendum No. 1 contains the following:

1. **Section 2, B** is amended to read as follows:

**B. Available Funding:** A total of \$150,000 has been budgeted by the CTAC to administer this program. This solicitation is to select a Contractor(s) to manage the marketing, outreach, worksite recruitment, participant recruitment, work readiness training, and job coaching for the program participants. Costs to perform those services are expected to range between \$700 - \$1000 / youth. Youth may be employees of record of a temporary staffing company identified by CTAC, employed directly by worksites and paid via a payment arrangement by the CTAC, or be employees of the Contractor. Funding for the wages paid to the youth for work performed is separate from the funding for this RFP.

2. **Attachment A: Scope of Work, Section E.** is amended to read as follows:

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

1. Contractor shall coordinate the application and interview process between the worksite and the youth.
2. Youth shall be paid at least a minimum wage of \$10.00/hour. Contractors may propose a higher wage, but must describe the reasons the higher wage is necessary and how a higher wage will benefit the program.
3. Final hiring and placement decisions will be at the worksite's discretion.
4. Contractor shall ensure that the participant is properly onboarded as either an employee of record for the temporary staffing company identified by the CTAC, an employee of record for the worksite, or an employee of the Contractor. The Contractor shall ensure that the participant is enrolled in the company's payroll system and receiving timely and accurate payments for hours worked.

**3. Attachment A: Scope of Work, Section G** is amended to read as follows:

**G. Staffing:**

1. The Contractor shall employ the minimum staffing below with the minimum qualifications in order to support the program.

a. **Program Director** (full-time or part-time): Must have a bachelor's degree or higher, and one year of previous related experience, including experience supervising or managing youth employment programs. Equivalent work experience may be substituted for the bachelor's degree.

**1. Question: Do you need to submit the certificate of insurance with the RFP application?**

**Answer:** No, it is a requirement for the first deliverable due date for contracted providers, which should include the provider's liability, worker compensation, and transportation if providing transportation for youth.

**2. Question: Can a contractor include youth payroll in their budget if they have the capacity to be the payee for the youth?**

**Answer:** There will be an addendum added to the CTAC website around payroll and staffing as CTAC looks for a temporary staffing agency. If the contractor would like to apply to be the payee for youth they can propose to be the payee for the youth. More flexibility will be allowed (see #12 and #13 below).

**3. Question: Should providers submit a sample of the youth employment application be used to be included with the RFP application?**

**Answer:** Yes, those may be included. Pg. 14 of the RFP says that "Any resumes, memorandums of understanding (MOUs), and agreements in connection with the scope of services may be included with the proposal and not count against the page limit."

**4. Question: Does CTAC want the description of target population to be included in the response or just the heading?**

**Answer:** Just the heading only.

**5. Question: Deliverables and Data collection tools on page 45, are the data collections tools due on January 14th or are they due June 15th listed on the activity column of the deliverable document?**

**Answer:** Tools and processes need to be designed in advance of implementation by the contractor and in collaboration with CTAC. The youth application data (including demographics) should be collected by June 15th by the contractor.

**6. Question: The date of submission on January 14<sup>th</sup>, are all deliverable tool and samples required to be included in the submission?**

**Answer:** Section 4 of the RFP (Project Plan A-I, and particularly "I. Data Collection Requirements") proposers should describe how they foresee taking on the task of data collection and performance measurement. Attachment D and E describe the data and performance measures being sought by the

Trust. In the RFP response, proposers should elaborate on the data collection processes, procedures, and tools (i.e., surveys, assessments, applications, forms, multimedia, etc.). Proposer may share a copy, link, reference, or narrative description of the tools suggested. Processes and procedures used to collect data should include, but is not limited to: job site information, youth application, youth activities & attendance, training assessments, youth satisfaction, site monitoring, and supervisor satisfaction.

**7. Question:** Is the cost per student amount allocated directly to the student, provider, or agency paying the youth?

**Answer:** The \$150,000 allocated to this RFP is to cover the costs “to manage the marketing, outreach, worksite recruitment, participant recruitment, work readiness training, and job coaching for the program participants.” Salaries for the participants for work performed will be paid by CTAC through separate contractual arrangements (see #12 below).

**8. Question:** Who is paying the youth this summer?

**Answer:** See #12 below.

**9. Question:** Is there limitation on cost per hour, number hours, total limit gross funds accrued over the summer to determine job sites?

**Answer:** Page 6 Section B. Available Funding A total of \$150,000 has been budgeted by the CTAC to administer this program. This solicitation is to select a Contractor(s) to manage the marketing, outreach, worksite recruitment, participant recruitment, work readiness training, and job coaching for the program participants. Costs to perform those services are expected to range between \$700 - \$1000 / youth. Contractors can propose an hourly pay higher than state minimum wage of \$10.00 an hour. Contractors must explain higher hourly wages with their proposal. Per **Section F. Service Times:** 1. Summer work-based experiences shall include up to 25 hours of paid work per week at the minimum wage or higher for six to eight continuous weeks in June and July. 2. Program hours and respective services may take place any day of the week, including weekends. Contractor shall choose a schedule that accommodates the needs of participants and the worksite. This flexibility enables Contractors to enroll participants who must attend summer school.

**10. Question:** How many students are targeted through this funding opportunity?

**Answer:** CTAC hopes to support 150-200 youth for summer employment. (Page 6 Section A)

**11. Question:** Should providers apply to be the contractor or work with the contractor as a worksite?

**Answer:** CTAC cannot comment on the agency preference. It depends on if the agency has the capacity to do marketing, outreach, participant recruitment, work readiness training, worksite recruitment, job coaching and payroll to apply as the contractor. Agencies can just apply to be a worksite only or both.

**12. Question: The RFP states on page 6 that the youth will be employees of a temporary staffing company and their salaries will be paid through funds provided directly by CTAC. Goodwill has capacity to provide payroll services to the TWA participants through our ADP system. Can we include student payroll and payroll services in our budget or should we submit a separate budget for the payroll and payroll services?**

**Answer:** If the contractor would like to apply to be the payee for youth they can propose to be the payee for the youth. More flexibility will be allowed (see #12 and #13 below).

**13. Are all sample data collection tools, listed as a deliverable, due for CTAC approval, required on January 14 in the RFP submission?**

**Answer:** Tools and processes need to be designed in advance of implementation by the contractor and in collaboration with CTAC. The youth application data (including demographics) should be collected by June 15th by the contractor.

**14. Will CTAC provide the Job Site form listed on page 45 or will the contractor have to create sample tools and submit them with the RFP by January 14?"**

**Answer:** The contractor must create their own job site form.

**15. What function on the budget narrative document, would the cost of advertising/marketing fall under? Would the cost be placed under "Communication"? Where should that cost be entered in the budget narrative?**

**Answer:** The Communication section of the budget narrative is the correct budgeting section for advertising/marketing. Enter the cost in the communication section of the budget narrative.

**16. Are the contractors required to provide listed documents when the source column reads "TBD"?**

**Answer:** Attachment D lists the responsible party for each document

This addendum will become part of the Request for Proposal and acknowledgement of its receipt should be submitted with the Request for Proposal Response. A signature on this addendum does not substitute for a signature on the original Request for Proposal document. The original Request for Proposal document must be signed.

RESPONDER NAME: \_\_\_\_\_

SIGNATURE: \_\_\_\_\_

TITLE: \_\_\_\_\_

DATE: \_\_\_\_\_





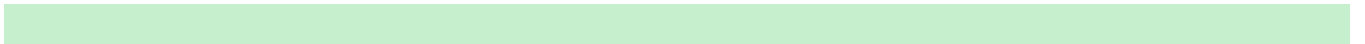
## Summary of Proposals

TeensWork Alachua RFP 2022-02  
Bid Opening

1/21/2022

The Children's Trust of Alachua County received the following bids for the TeensWork Alachua RFP 2022-02 on January 14, 2022

1. Underground Kitchen, Inc.
2. Goodwill Industries of North Florida, Inc.
3. Minority Business Listing, Inc.



TeensWork Alachua (TWA)

Scoring Summary

RFP 2022-02	Organization Name	Budget Request	Final Score
	<b>Underground Kitchen</b>	\$35,300	77.53
	<b>Goodwill of North Florida</b>	\$150,000	95.36
	<b>Minority Business Listing</b>	\$148,256.09	89.42

Organization	Criteria	Weight	Minority Business Listing			Average	Weighted Average
			Reviewer's Rating and Total Numerical Rating				
			Cindy	Mary	Shannon		
<b>Record of Past Experience</b>							
	Based on experiences with similar projects	5	95	90	100	95.00	4.75
	Based on feedback from references	5	90	85	100	91.67	4.583333333
	<b>Total Record of Past Experience</b>	<b>10</b>					<b>9.33</b>
<b>Risk</b>							
	Based on identification of risk to the CTAC	5	70	85	85	80.00	4.00
	Based on contractor's approach to reducing, mitigating, or eliminating risk	5	60	90	80	76.67	3.83
	<b>Total Risk</b>	<b>10</b>					<b>7.83</b>
<b>Financial Stability</b>							
	Based on an analysis of the contractor's most recent financial statements or similar evidence provided by the contractor	10	90	90	100	93.33	9.33
	<b>Total Financial Stability</b>	<b>10</b>					<b>9.33</b>
<b>Project Plan</b>							
	Based on the contract's plan to reach the target population	8	80	95	100	91.67	7.33
	Based on the contract's participant selection and assessment process	5	80	85	100	88.33	4.42
	Based on the contract's work readiness training plan	5	80	100	100	93.33	4.67
	Based on the contract's site selection plan	5	70	90	70	76.67	3.83
	Based on the contract's ability to coordinate the hiring, onboarding, and payroll for the participants	5	80	90	100	90.00	4.50
	Based on the contract's description of service times (work hours) for youth	2	80	90	100	90.00	1.80
	Based on the contract's proposed staffing and deployment of qualified personnel to manage the program	5	80	90	100	90.00	4.50
	Based on the contract's outreach and communication strategies	5	70	95	80	81.67	4.08
	Based on the contract's ability to manage and collect the required data	5	70	85	80	78.33	3.92
	<b>Total Project Plan</b>	<b>45</b>					<b>39.05</b>
<b>Subcontracting</b>							
	Based on risk associated with subcontracting outside the United States	2	100	100	100	100.00	2.00
	Based on subcontractor qualifications	2	100	100	100	100.00	2.00
	Based on over reliance on subcontracting	1	100	100	100	100.00	1.00
	<b>Total Subcontracting</b>	<b>5</b>					<b>5.00</b>
<b>Price</b>							
	Based on the per participant recruitment costs	10					10.00
	Based on the budget and budget narrative and the proposed cost alignment with the program scope and deliverables	5	80	85	79	81.33	4.07
	Based on the per participant hourly pay rate	5					4.80
	<b>Total Price</b>	<b>20</b>					<b>18.87</b>
	<b>Total</b>	<b>100</b>					<b>89.42</b>

Organization	Underground Kitchen						
	Criteria	Weight	Reviewer's Rating and Total Numerical Rating			Average	Weighted Average
			Cindy	Mary	Shannon		
<b>Record of Past Experience</b>							
Based on experiences with similar projects	5	70	70	80	73.33	3.66666667	
Based on feedback from references	5	75	70	60	68.33	3.41666667	
<b>Total Record of Past Experience</b>	<b>10</b>					<b>7.08</b>	
<b>Risk</b>							
Based on identification of risk to the CTAC	5	90	75	60	75.00	3.75	
Based on contractor's approach to reducing, mitigating, or eliminating risk	5	60	70	60	63.33	3.17	
<b>Total Risk</b>	<b>10</b>					<b>6.92</b>	
<b>Financial Stability</b>							
Based on an analysis of the contractor's most recent financial statements or similar evidence provided by the contractor	10	60	65	60	61.67	6.17	
<b>Total Financial Stability</b>	<b>10</b>					<b>6.17</b>	
<b>Project Plan</b>							
Based on the contract's plan to reach the target population	8	70	65	65	66.67	5.33	
Based on the contract's participant selection and assessment process	5	80	65	75	73.33	3.67	
Based on the contract's work readiness training plan	5	80	65	70	71.67	3.58	
Based on the contract's site selection plan	5	80	90	100	90.00	4.50	
Based on the contract's ability to coordinate the hiring, onboarding, and payroll for the participants	5	90	75	79	85.67	4.28	
Based on the contract's description of service times (work hours) for youth	2	90	75	65	76.67	1.53	
Based on the contract's proposed staffing and deployment of qualified personnel to manage the program	5	65	65	75	68.33	3.42	
Based on the contract's outreach and communication strategies	5	70	75	75	73.33	3.67	
Based on the contract's ability to manage and collect the required data	5	65	75	79	73.00	3.65	
<b>Total Project Plan</b>	<b>45</b>					<b>33.63</b>	
<b>Subcontracting</b>							
Based on risk associated with subcontracting outside the United States	2	100	100	100	100.00	2.00	
Based on subcontractor qualifications	2	100	100	100	100.00	2.00	
Based on over reliance on subcontracting	1	100	100	100	100.00	1.00	
<b>Total Subcontracting</b>	<b>5</b>					<b>5.00</b>	
<b>Price</b>							
Based on the per participant recruitment costs	10					10.00	
Based on the budget and budget narrative and the proposed cost alignment with the program scope and deliverables	5	80	65	79	74.67	3.73	
Based on the per participant hourly pay rate	5					5.00	
<b>Total Price</b>	<b>20</b>					<b>18.73</b>	
<b>Total</b>	<b>100</b>					<b>77.53</b>	

Organization	Goodwill Industries of North Florida						
	Criteria	Weight	Reviewer's Rating and Total Numerical Rating			Average	Weighted Average
			Cindy	Mary	Shannon		
<b>Record of Past Experience</b>							
Based on experiences with similar projects	5	95	95	100	96.67	4.833333333	
Based on feedback from references	5	80	95	100	91.67	4.583333333	
<b>Total Record of Past Experience</b>	<b>10</b>					<b>9.42</b>	
<b>Risk</b>							
Based on identification of risk to the CTAC	5	90	95	100	95.00	4.75	
Based on contractor's approach to reducing, mitigating, or eliminating risk	5	95	95	100	96.67	4.83	
<b>Total Risk</b>	<b>10</b>					<b>9.58</b>	
<b>Financial Stability</b>							
Based on an analysis of the contractor's most recent financial statements or similar evidence provided by the contractor	10	100	95	100	98.33	9.83	
<b>Total Financial Stability</b>	<b>10</b>					<b>9.83</b>	
<b>Project Plan</b>							
Based on the contract's plan to reach the target population	8	85	95	100	93.33	7.47	
Based on the contract's participant selection and assessment process	5	90	90	100	93.33	4.67	
Based on the contract's work readiness training plan	5	90	100	80	90.00	4.50	
Based on the contract's site selection plan	5	90	90	100	93.33	4.67	
Based on the contract's ability to coordinate the hiring, onboarding, and payroll for the participants	5	95	90	100	94.17	4.71	
Based on the contract's description of service times (work hours) for youth	2	90	90	100	93.33	1.87	
Based on the contract's proposed staffing and deployment of qualified personnel to manage the program	5	95	95	100	96.67	4.83	
Based on the contract's outreach and communication strategies	5	90	95	100	95.00	4.75	
Based on the contract's ability to manage and collect the required data	5	100	95	80	91.67	4.58	
<b>Total Project Plan</b>	<b>45</b>					<b>42.04</b>	
<b>Subcontracting</b>							
Based on risk associated with subcontracting outside the United States	2	100	100	100	100.00	2.00	
Based on subcontractor qualifications	2	100	100	100	100.00	2.00	
Based on over reliance on subcontracting	1	100	100	100	100.00	1.00	
<b>Total Subcontracting</b>	<b>5</b>					<b>5.00</b>	
<b>Price</b>							
Based on the per participant recruitment costs	10					10.00	
Based on the budget and budget narrative and the proposed cost alignment with the program scope and deliverables	5	95	95	79	89.67	4.48	
Based on the per participant hourly pay rate	5					5.00	
<b>Total Price</b>	<b>20</b>					<b>19.48</b>	
<b>Total</b>	<b>100</b>					<b>95.36</b>	

Name of Bidder: Goodwill

Reviewer: Cindy Regen



CRITERIA	WEIGHT	Score
<b>Record of Past Experience</b>	<b>10</b>	
<input type="checkbox"/> Based on experience with similar projects	5	95
<b>Comments:</b> Have more than adequate experience with similar projects.		
<input type="checkbox"/> Based on feedback from references	5	80
<b>Comments:</b> References provided		
<b>Risk</b>	<b>10</b>	
<input type="checkbox"/> Based on identification of risk to the CTAC	5	90
<b>Comments:</b> Financially solid with history of providing services		
<input type="checkbox"/> Based on contractor's approach to reducing, mitigating, or eliminating risk	5	95
<b>Comments:</b> They have programs and teams in place to monitor.		
<b>Financial Stability</b>	<b>10</b>	
<input type="checkbox"/> Based on an analysis of the contractor's most recent financial statements or similar evidence provided by the contractor	10	100
<b>Comments:</b>		
<b>Project Plan</b>		
<input type="checkbox"/> Based on the contractor's plan to reach the target population	8	75-85 <i>CPA</i>
<b>Comments:</b> TV, Raido are not adequate,		
<input type="checkbox"/> Based on the contractor's participant selection and assessment process	5	90
<b>Comments:</b> Programs they have in place can be duplicated		
<input type="checkbox"/> Based on the contractor's work readiness training plan	5	90
<b>Comments:</b> Programs they have in place cn be duplicated		
<input type="checkbox"/> Based on the contractors site selection plan	5	90
<b>Comments:</b>		

Name of Bidder: Goodwill

Reviewer: Cindy Regen



<input type="checkbox"/> Based on the contractor's ability to coordinate the hiring, onboarding, and payroll for the participants	5	95
<b>Comments:</b>		
<input type="checkbox"/> Based on the contractor's description of service times (work hours) for youth	2	90
<b>Comments:</b>		
<input type="checkbox"/> Based on the contractor's proposed staffing, and deployment of qualified personnel to manage the program	5	95
<b>Comments:</b> Have job descriptions and program outlined.		
<input type="checkbox"/> Based on the contractor's outreach and communication strategies	5	75 90 CDE 1/28 2022
<b>Comments:</b>		
<input type="checkbox"/> Based on the contractor's ability to manage and collect the required data	5	100
<b>Comments:</b> Using ADP system they can manage data		
<b>Subcontracting (if no subcontracting, the contractor will receive maximum points)</b>	5	
<input type="checkbox"/> Based on risk associated with subcontracting outside the United States	2	100
<b>Comments:</b>		
<input type="checkbox"/> Based on subcontractor qualifications	2	100
<b>Comments:</b>		
<input type="checkbox"/> Based on over reliance on subcontracting	1	100
<b>Comments:</b>		
<b>Price</b>	20	
<input type="checkbox"/> Based on the per participant recruitment costs (To be completed by CTAC)	10	
<b>Comments:</b>		
<input type="checkbox"/> Based on the budget and budget narrative and the proposed costs alignment with the program scope and deliverables	5	95

Name of Bidder:

Reviewer: Name

Comments:

<input type="checkbox"/> Based on the per participant hourly pay rate (To be completed by CTAC)	5	
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Comments:



Name of Bidder:

Reviewer: Name

TOTAL	100	
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SCORING DESCRIPTION	SCORING RANGE
Meets or significantly exceeds all of CTAC's requirements	90-100
Meets all and exceeds several of CTAC's requirements	80-89
Meets minimum CATC requirements	70-79
Does not meet CTAC requirements	60-69

*Cindy Regan*  
\_\_\_\_\_  
Reviewer's Signature

*1/28/2022*  
\_\_\_\_\_  
Date

Name of Bidder: Goodwill Industries

Reviewer: Name Shannon Ritter

CRITERIA	WEIGHT	Score
<b>Record of Past Experience</b>	10	
<input checked="" type="checkbox"/> Based on experience with similar projects	5	100
Comments: 80 year history, TSIC, A-STEP, MYLAC		
<input type="checkbox"/> Based on feedback from references	5	100
Comments: Long list of references + summary of partnerships + <u>Letter</u> (TSIC)		
<b>Risk</b>	10	
<input checked="" type="checkbox"/> Based on identification of risk to the CTAC	5	100
Comments: Good summary of policies		
<input checked="" type="checkbox"/> Based on contractor's approach to reducing, mitigating, or eliminating risk	5	100
Comments: big organization, workers comp, safety beliefs/measures		
<b>Financial Stability</b>	10	
<input checked="" type="checkbox"/> Based on an analysis of the contractor's most recent financial statements or similar evidence provided by the contractor	10	100
Comments: not utilize line of credit / Will manage upfront costs Financial Report → Attach #3A / Form 990 → Attach #3B		
<b>Project Plan</b>		
<input checked="" type="checkbox"/> Based on the contractor's plan to reach the target population	8	100
Comments: partnership w Education Foundation / I-Heart Radio / COX / social media organizations such as ACPs, Boys & Girls Club, etc. Including RURAL areas!		
<input checked="" type="checkbox"/> Based on the contractor's participant selection and assessment process	5	100
Comments: Rubric for selection / interview / application / appointment / survey to assess career interests		
<input checked="" type="checkbox"/> Based on the contractor's work readiness training plan	5	100
Comments: MYAWP work readiness training already developed (partners w Vistar) Employment skills communication, emotions, interviews, culture, conflict resolution, time management; MORE		
<input type="checkbox"/> Based on the contractor's site selection plan	5	80
Comments: Partnership w Chamber / Unsure of "site" in this section, but 34th street location mentioned earlier		

Name of Bidder: Goodwill Ind.  
Reviewer: Name Shannon Ritter

<input checked="" type="checkbox"/> Based on the contractor's ability to coordinate the hiring, onboarding, and payroll for the participants	5	100
Comments: payroll in-house; onboarding = solid;		
<input checked="" type="checkbox"/> Based on the contractor's description of service times (work hours) for youth	2	100
Comments: 25 hours/week x 7 weeks		
<input checked="" type="checkbox"/> Based on the contractor's proposed staffing, and deployment of qualified personnel to manage the program	5	100
Comments: thorough plan and time identified / job coaches have to be recruited / resumes + job descriptions		
<input checked="" type="checkbox"/> Based on the contractor's outreach and communication strategies	5	100
Comments: vp of Marketing & Communications @ Goodwill PSAs, FB, social media, local radio + TV, press release		
<input checked="" type="checkbox"/> Based on the contractor's ability to manage and collect the required data	5	80
Comments: contracted w GradLeaders (not in place yet - aiming for summer)		
<b>Subcontracting (if no subcontracting, the contractor will receive maximum points)</b>		
<input type="checkbox"/> Based on risk associated with subcontracting outside the United States	2	100
Comments:		
<input type="checkbox"/> Based on subcontractor qualifications	2	100
Comments:		
<input type="checkbox"/> Based on over reliance on subcontracting	1	100
Comments:		
<b>Price</b>		
<input type="checkbox"/> Based on the per participant recruitment costs (To be completed by CTAC)	10	
Comments:		
<input type="checkbox"/> Based on the budget and budget narrative and the proposed costs alignment with the program scope and deliverables	5	79
P. 118 - 122		

Name of Bidder:

Reviewer: Name

Comments:

<input type="checkbox"/> Based on the per participant hourly pay rate (To be completed by CTAC)	5	
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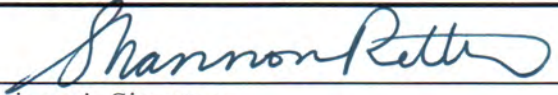
Comments:

Name of Bidder:

Reviewer: Name

TOTAL	100	
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SCORING DESCRIPTION	SCORING RANGE
Meets or significantly exceeds all of CTAC's requirements	90-100
Meets all and exceeds several of CTAC's requirements	80-89
Meets minimum CATC requirements	70-79
Does not meet CTAC requirements	60-69

  
Reviewer's Signature

1/21/22  
Date

Name of Bidder: Goodwill

Reviewer: Mary Crown



CRITERIA	WEIGHT	Score
<b>Record of Past Experience</b>	<b>10</b>	
<input type="checkbox"/> Based on experience with similar projects	5	95
<b>Comments:</b> A lot of experience and resources in the Jacksonville area for youth programs.		
<input type="checkbox"/> Based on feedback from references	5	95
<b>Comments:</b> All listed references are complete. A great letter of recommendation is included		
<b>Risk</b>	<b>10</b>	
<input type="checkbox"/> Based on identification of risk to the CTAC	5	95
<b>Comments:</b> Student safety protocols in place, training for staff in mental health awareness, staff CRP certification, staff training safety/emergency procedure		
<input type="checkbox"/> Based on contractor's approach to reducing, mitigating, or eliminating risk	5	95
<b>Comments:</b> Risk Management Director oversees training & other processes		
<b>Financial Stability</b>	<b>10</b>	
<input type="checkbox"/> Based on an analysis of the contractor's most recent financial statements or similar evidence provided by the contractor	10	95
<b>Comments:</b> There are various cost reimbursement contracts that Goodwill manages and Goodwill is able to meet cash flow needs to run the organization. Goodwill will manage the upfront costs & submit for reimbursement monthly.		
<b>Project Plan</b>		
<input type="checkbox"/> Based on the contractor's plan to reach the target population	8	95
<b>Comments:</b> SFC, public schools, PACE, YMCA, Girls/Boys Clubs & other community organizations will be contacted to announce the program		
<input type="checkbox"/> Based on the contractor's participant selection and assessment process	5	90
<b>Comments:</b> Career Interest Assessments will be administered to youth & possible referrals to other Goodwill Programs. Rual Job Coach.		
<input type="checkbox"/> Based on the contractor's work readiness training plan	5	100
<b>Comments:</b> Pre-employment workshops for 3 days - partnered with Cities for Financial Empowerment		
<input type="checkbox"/> Based on the contractors site selection plan	5	90
<b>Comments:</b> Recruiting 30 to 40 employers but not secured currently		

Name of Bidder: Goodwill

Reviewer: Mary Crown



<input type="checkbox"/> Based on the contractor's ability to coordinate the hiring, onboarding, and payroll for the participants	5	90
<b>Comments:</b> Goodwill will provide total setup. No service fees (typically charged by temp) Budget to be created - Hiring will take place at GoodCareers Center.		
<input type="checkbox"/> Based on the contractor's description of service times (work hours) for youth	2	90
<b>Comments:</b> Sufficiently outlined in proposal		
<input type="checkbox"/> Based on the contractor's proposed staffing, and deployment of qualified personnel to manage the program	5	95
<b>Comments:</b> Included job descriptions for Program Manager & Job Coaches		
<input type="checkbox"/> Based on the contractor's outreach and communication strategies	5	95
<b>Comments:</b> Has resources for successful outreach & communication		
<input type="checkbox"/> Based on the contractor's ability to manage and collect the required data	5	95
<b>Comments:</b> GradLeaders Data Management system for worksite demographics and staff recorded hours of training, working & receiving supervision and site monitoring		
<b>Subcontracting (if no subcontracting, the contractor will receive maximum points)</b>	5	
<input type="checkbox"/> Based on risk associated with subcontracting outside the United States	2	100
<b>Comments:</b> No subcontracting		
<input type="checkbox"/> Based on subcontractor qualifications	2	100
<b>Comments:</b>		
<input type="checkbox"/> Based on over reliance on subcontracting	1	100
<b>Comments:</b>		
<b>Price</b>	20	
<input type="checkbox"/> Based on the per participant recruitment costs (To be completed by CTAC)	10	
<b>Comments:</b>		
<input type="checkbox"/> Based on the budget and budget narrative and the proposed costs alignment with the program scope and deliverables	5	95

Name of Bidder: Goodwill

Reviewer: Mary Crown ▼

**Comments:**  
Provided justification for operational costs and data collection distinguished hours for training, working & receiving supervision

<input type="checkbox"/> Based on the per participant hourly pay rate (To be completed by CTAC)	5	
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**Comments:**



Name of Bidder:

Reviewer: Name

<b>TOTAL</b>	<b>100</b>	
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SCORING DESCRIPTION	SCORING RANGE
Meets or significantly exceeds all of CTAC's requirements	<b>90-100</b>
Meets all and exceeds several of CTAC's requirements	<b>80-89</b>
Meets minimum CATC requirements	<b>70-79</b>
Does not meet CTAC requirements	<b>60-69</b>

Reviewer's Signature

Date

Name of Bidder: Minority Business

Reviewer: Cindy Regen



CRITERIA	WEIGHT	Score
<b>Record of Past Experience</b>	<b>10</b>	
<input type="checkbox"/> Based on experience with similar projects	5	95
<b>Comments:</b> Adequate experience		
<input type="checkbox"/> Based on feedback from references	5	90
<b>Comments:</b> References provided		
<b>Risk</b>	<b>10</b>	
<input type="checkbox"/> Based on identification of risk to the CTAC	5	70
<b>Comments:</b> Only risk mentioned was COVID		
<input type="checkbox"/> Based on contractor's approach to reducing, mitigating, or eliminating risk	5	60
<b>Comments:</b>		
<b>Financial Stability</b>	<b>10</b>	
<input type="checkbox"/> Based on an analysis of the contractor's most recent financial statements or similar evidence provided by the contractor	10	90
<b>Comments:</b> Financial statements provided.		
<b>Project Plan</b>		
<input type="checkbox"/> Based on the contractor's plan to reach the target population	8	80
<b>Comments:</b> Details not included		
<input type="checkbox"/> Based on the contractor's participant selection and assessment process	5	80
<b>Comments:</b> Details not included		
<input type="checkbox"/> Based on the contractor's work readiness training plan	5	80
<b>Comments:</b>		
<input type="checkbox"/> Based on the contractor's site selection plan	5	60 to 70 COR
<b>Comments:</b> not sufficient information on how sites will be selected, meetings with city will not be adequate.		

Name of Bidder: Minority Business

Reviewer: Cindy Regen



<input type="checkbox"/> Based on the contractor's ability to coordinate the hiring, onboarding, and payroll for the participants	5	80
<b>Comments:</b>		
<input type="checkbox"/> Based on the contractor's description of service times (work hours) for youth	2	75/80 <i>CPK 1/28/22</i>
<b>Comments:</b>		
<input type="checkbox"/> Based on the contractor's proposed staffing, and deployment of qualified personnel to manage the program	5	80
<b>Comments:</b> Adjequate staff is available		
<input type="checkbox"/> Based on the contractor's outreach and communication strategies	5	70
<b>Comments:</b> Details not inculed,		
<input type="checkbox"/> Based on the contractor's ability to manage and collect the required data	5	70
<b>Comments:</b>		
<b>Subcontracting (if no subcontracting, the contractor will receive maximum points)</b>	5	
<input type="checkbox"/> Based on risk associated with subcontracting outside the United States	2	100
<b>Comments:</b>		
<input type="checkbox"/> Based on subcontractor qualifications	2	100
<b>Comments:</b>		
<input type="checkbox"/> Based on over reliance on subcontracting	1	100
<b>Comments:</b>		
<b>Price</b>	20	
<input type="checkbox"/> Based on the per participant recruitment costs (To be completed by CTAC)	10	
<b>Comments:</b>		
<input type="checkbox"/> Based on the budget and budget narrative and the proposed costs alignment with the program scope and deliverables	5	80

Name of Bidder: Minority Business

Reviewer: Cindy Regen



Comments:

<input type="checkbox"/> Based on the per participant hourly pay rate (To be completed by CTAC)	5	
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Comments:

RFP 2022-02

Children's Trust of Alachua County  
Score Sheet

Date: 1/19/22

Name of Bidder: Minority Business Listing

Reviewer: Name

Shannon Ritter

CRITERIA	WEIGHT	Score
<b>Record of Past Experience</b>	10	100
<input checked="" type="checkbox"/> Based on experience with similar projects	5	100
Comments: CLOUT program in 1988 well thought of; afterschool program - elementary 200 participants		
<input checked="" type="checkbox"/> Based on feedback from references	5	100
Comments: Reference letter from Y. Hinson + newspaper articles		
<b>Risk</b>	10	
<input checked="" type="checkbox"/> Based on identification of risk to the CTAC	5	100
Comments: General Liability Coverage p. 17-19		
<input checked="" type="checkbox"/> Based on contractor's approach to reducing, mitigating, or eliminating risk	5	80
Comments: Related to Covid <del>11</del> p. 16		
<b>Financial Stability</b>	10	100
<input checked="" type="checkbox"/> Based on an analysis of the contractor's most recent financial statements or similar evidence provided by the contractor	10	100
Comments: Financial Stability Statement p. 20 Tax docs - 21-36 Financial Statement p. 37-38		
<b>Project Plan</b>		
<input checked="" type="checkbox"/> Based on the contractor's plan to reach the target population	8	100
Comments: Schools, churches, online, etc. (Can 14-15 y.o. be hired?)		
<input checked="" type="checkbox"/> Based on the contractor's participant selection and assessment process	5	100
Comments: at risk students, FREE/reduced lunch, ELL, truant and others		
<input checked="" type="checkbox"/> Based on the contractor's work readiness training plan	5	100
Comments: Financial, communication, Dress, Work Ethic, Teamwork, soft skills, etc. ✓		
<input checked="" type="checkbox"/> Based on the contractor's site selection plan	5	90
Comments: unsure? mentioned on p. 40 "school board partners sought to provide space."		

RFP 2022-02

Children's Trust of Alachua County  
Score Sheet

Date: 1/19/22

Name of Bidder: Minority Business Listing

Reviewer: Name Shannon Ritter

<input checked="" type="checkbox"/> Based on the contractor's ability to coordinate the hiring, onboarding, and payroll for the participants	5	100
Comments: <u>org chart provided w/ names included for positions</u>		
<input checked="" type="checkbox"/> Based on the contractor's description of service times (work hours) for youth	2	100
Comments: <u>Total of \$292,500 is more than grant amount?</u>		
<input checked="" type="checkbox"/> Based on the contractor's proposed staffing, and deployment of qualified personnel to manage the program	5	100
Comments: <u>Seems to be established already</u>		
<input type="checkbox"/> Based on the contractor's outreach and communication strategies	5	80
Comments: <u>parent letters emailed via school board email system? permission</u>		
<input type="checkbox"/> Based on the contractor's ability to manage and collect the required data	5	80
Comments: <u>draft provided</u>		
<b>Subcontracting (if no subcontracting, the contractor will receive maximum points)</b>	5	
<input type="checkbox"/> Based on risk associated with subcontracting outside the United States	2	100
Comments:		
<input type="checkbox"/> Based on subcontractor qualifications	2	100
Comments:		
<input type="checkbox"/> Based on over reliance on subcontracting	1	100
Comments:		
<b>Price</b>	20	
<input type="checkbox"/> Based on the per participant recruitment costs (To be completed by CTAC)	10	
Comments:		
<input type="checkbox"/> Based on the budget and budget narrative and the proposed costs alignment with the program scope and deliverables	5	11

Name of Bidder:

Reviewer: Name

Item 12.

Comments:

Based on the per participant hourly pay rate (To be completed by CTAC)

5

Comments:

Name of Bidder:

Reviewer: Name

Item 12.

TOTAL	100
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SCORING DESCRIPTION	SCORING RANGE
Meets or significantly exceeds all of CTAC's requirements	90-100
Meets all and exceeds several of CTAC's requirements	80-89
Meets minimum CATC requirements	70-79
Does not meet CTAC requirements	60-69

  
Reviewer's Signature

1/19/22  
Date



Name of Bidder: Minority Business, Inc

Reviewer: Mary Crown



CRITERIA	WEIGHT	Score
<b>Record of Past Experience</b>	<b>10</b>	
<input type="checkbox"/> Based on experience with similar projects	5	90
<b>Comments:</b> Although Mr. Fields has been involved with many pro-social projects, only one directly links him with the operation of YE - CLOUT		
<input type="checkbox"/> Based on feedback from references	5	85
<b>Comments:</b> References provided are adequately documented - one reference letter a little vague		
<b>Risk</b>	<b>10</b>	
<input type="checkbox"/> Based on identification of risk to the CTAC	5	85
<b>Comments:</b> Risk listed are limited to COVID - suggested prevention seminar		
<input type="checkbox"/> Based on contractor's approach to reducing, mitigating, or eliminating risk	5	90
<b>Comments:</b> Prevention seminar for COVID		
<b>Financial Stability</b>	<b>10</b>	
<input type="checkbox"/> Based on an analysis of the contractor's most recent financial statements or similar evidence provided by the contractor	10	90
<b>Comments:</b> Line of credit established with FI. Federal Credit Union for \$43,412.46 - Can handle cost reimbursement contract. No financial information provided reference CLOUT (1988 info)		
<b>Project Plan</b>		
<input type="checkbox"/> Based on the contractor's plan to reach the target population	8	95
<b>Comments:</b> Has the ability to reach at-risk students thru resources (school, media, radio, TV - low income, ELL or truant		
<input type="checkbox"/> Based on the contractor's participant selection and assessment process	5	85
<b>Comments:</b> Will provide pre and post tests but did not identify the tests - will be prepared by staff		
<input type="checkbox"/> Based on the contractor's work readiness training plan	5	100
<b>Comments:</b> Has developed a work readiness training plan		
<input type="checkbox"/> Based on the contractors site selection plan	5	90
<b>Comments:</b> Has identified potential private and non profit organization sites, did not provide examples of sites		

Name of Bidder: Minority Business, Inc

Reviewer: Mary Crown



<input type="checkbox"/> Based on the contractor's ability to coordinate the hiring, onboarding, and payroll for the participants	5	90
<b>Comments:</b> Identified the Temp Staffing Agency as hire/on-boarding and payroll - will comply with requirements		
<input type="checkbox"/> Based on the contractor's description of service times (work hours) for youth	2	90
<b>Comments:</b> Service time 162.5 hours identified at \$12.00 per hour - for all jobs -no consideration for skill base/type of job		
<input type="checkbox"/> Based on the contractor's proposed staffing, and deployment of qualified personnel to manage the program	5	90
<b>Comments:</b> Dewitt Lewis - Project Manager resume missing from package. Other resumes are included - job descriptions included		
<input type="checkbox"/> Based on the contractor's outreach and communication strategies	5	95
<b>Comments:</b> Good resources listed; schools, social media, churches, etc.		
<input type="checkbox"/> Based on the contractor's ability to manage and collect the required data	5	85
<b>Comments:</b> Use of survey monkey - other not developed yet for review but will be developed - Data should distinguish hours of training, working, and receiving supervision. Not mentioned		
<b>Subcontracting (if no subcontracting, the contractor will receive maximum points)</b>	5	
<input type="checkbox"/> Based on risk associated with subcontracting outside the United States	2	100
<b>Comments:</b>		
<input type="checkbox"/> Based on subcontractor qualifications	2	100
<b>Comments:</b>		
<input type="checkbox"/> Based on over reliance on subcontracting	1	100
<b>Comments:</b>		
<b>Price</b>	20	
<input type="checkbox"/> Based on the per participant recruitment costs (To be completed by CTAC)	10	
<b>Comments:</b>		
<input type="checkbox"/> Based on the budget and budget narrative and the proposed costs alignment with the program scope and deliverables	5	85

Name of Bidder: Minority Business, Inc

Reviewer: Mary Crown ▼

**Comments:**

\$60,000.00 for 7 month period is high for Project Director's salary & \$15 per hour is low for qualified job placement specialist, comparably. Collection of deliverables not id.

<input type="checkbox"/> Based on the per participant hourly pay rate (To be completed by CTAC)	5	
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**Comments:**

Name of Bidder: Minority Business, Inc

Reviewer: Mary Crown ▼

<b>TOTAL</b>	<b>100</b>	
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SCORING DESCRIPTION	SCORING RANGE
Meets or significantly exceeds all of CTAC's requirements	90-100
Meets all and exceeds several of CTAC's requirements	80-89
Meets minimum CATC requirements	70-79
Does not meet CTAC requirements	60-69

**Mary Crown**

1/20/2022

Reviewer's Signature

Date

Name of Bidder: FCC

Reviewer: Cindy Regen



CRITERIA	WEIGHT	Score
<b>Record of Past Experience</b>	10	
<input type="checkbox"/> Based on experience with similar projects	5	70
<b>Comments:</b> Some Experience		
<input type="checkbox"/> Based on feedback from references	5	90 <sup>CRP</sup> 90 1/5/28/2022
<b>Comments:</b> References provided		
<b>Risk</b>	10	
<input type="checkbox"/> Based on identification of risk to the CTAC	5	90
<b>Comments:</b> Financially solid		
<input type="checkbox"/> Based on contractor's approach to reducing, mitigating, or eliminating risk	5	60
<b>Comments:</b> No plan outlined		
<b>Financial Stability</b>	10	
<input type="checkbox"/> Based on an analysis of the contractor's most recent financial statements or similar evidence provided by the contractor	10	60
<b>Comments:</b> Not Provided		
<b>Project Plan</b>		
<input type="checkbox"/> Based on the contractor's plan to reach the target population	8	70
<b>Comments:</b> Outreach is limited to one area		
<input type="checkbox"/> Based on the contractor's participant selection and assessment process	5	80
<b>Comments:</b>		
<input type="checkbox"/> Based on the contractor's work readiness training plan	5	80
<b>Comments:</b> Have some programs in place for training.		
<input type="checkbox"/> Based on the contractors site selection plan	5	80
<b>Comments:</b>		

Name of Bidder: FCC

Reviewer: Cindy Regen ▼

<input type="checkbox"/> Based on the contractor's ability to coordinate the hiring, onboarding, and payroll for the participants	5	90
<b>Comments:</b>		
<input type="checkbox"/> Based on the contractor's description of service times (work hours) for youth	2	90
<b>Comments:</b> Have work hours available that are flexiable.		
<input type="checkbox"/> Based on the contractor's proposed staffing, and deployment of qualified personnel to manage the program	5	65
<b>Comments:</b> Not defined very well		
<input type="checkbox"/> Based on the contractor's outreach and communication strategies	5	70
<b>Comments:</b>		
<input type="checkbox"/> Based on the contractor's ability to manage and collect the required data	5	65
<b>Comments:</b> No System Identified		
<b>Subcontracting (if no subcontracting, the contractor will receive maximum points)</b>	5	
<input type="checkbox"/> Based on risk associated with subcontracting outside the United States	2	100
<b>Comments:</b>		
<input type="checkbox"/> Based on subcontractor qualifications	2	100
<b>Comments:</b>		
<input type="checkbox"/> Based on over reliance on subcontracting	1	100
<b>Comments:</b>		
<b>Price</b>	20	
<input type="checkbox"/> Based on the per participant recruitment costs (To be completed by CTAC)	10	
<b>Comments:</b>		
<input type="checkbox"/> Based on the budget and budget narrative and the proposed costs alignment with the program scope and deliverables	5	95

Children's Trust of Alachua County  
Score Sheet

Name of Bidder: FCC

Reviewer: Name



Comments:

Based on the per participant hourly pay rate (To be completed by CTAC)

5

Comments:

Children's Trust of Alachua County  
Score Sheet

Name of Bidder:

Reviewer: Name

<b>TOTAL</b>	<b>100</b>	
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SCORING DESCRIPTION	SCORING RANGE
Meets or significantly exceeds all of CTAC's requirements	90-100
Meets all and exceeds several of CTAC's requirements	80-89
Meets minimum CATC requirements	70-79
Does not meet CTAC requirements	60-69

*Candy Regen*  
Reviewer's Signature

*1/28/2022*  
Date



Name of Bidder: FCC

Reviewer: Name Shannon Ritter

CRITERIA	WEIGHT	Score
<b>Record of Past Experience</b>	10	
<input checked="" type="checkbox"/> Based on experience with similar projects	5	80
<b>Comments:</b>	Chef Empowerment since 2017 (5 years)	
<input checked="" type="checkbox"/> Based on feedback from references	5	60
<b>Comments:</b>	Listed w/ numbers (no letters)	
<b>Risk</b>	10	
<input type="checkbox"/> Based on identification of risk to the CTAC	5	60
<b>Comments:</b>	Stated, but no backup documentation (proof of insurance?)	
<input type="checkbox"/> Based on contractor's approach to reducing, mitigating, or eliminating risk	5	60
<b>Comments:</b>	Not listed/included	
<b>Financial Stability</b>	10	
<input checked="" type="checkbox"/> Based on an analysis of the contractor's most recent financial statements or similar evidence provided by the contractor	10	60
<b>Comments:</b>	No "evidence"	
<b>Project Plan</b>		
<input checked="" type="checkbox"/> Based on the contractor's plan to reach the target population	8	65
<b>Comments:</b>	Says the area to target, but not the plan (flyers? Churches? social media?)	
<input checked="" type="checkbox"/> Based on the contractor's participant selection and assessment process	5	75
<b>Comments:</b>	Interviews, contracts w/ parents	
<input checked="" type="checkbox"/> Based on the contractor's work readiness training plan	5	70
<b>Comments:</b>	no experience needed (but what about soft skills?)	
<input checked="" type="checkbox"/> Based on the contractor's site selection plan	5	100
<b>Comments:</b>	fully explained	

Name of Bidder: FEC  
Reviewer: Name Shannon Reddy

<input type="checkbox"/> Based on the contractor's ability to coordinate the hiring, onboarding, and payroll for the participants	5	79
Comments: <u>orientation dinner; on the job training;</u>		
<input type="checkbox"/> Based on the contractor's description of service times (work hours) for youth	2	65
Comments: <u>Not enough info; how many in Group C/Group E? Significance of C, E? Where is A, B, D??</u>		
<input checked="" type="checkbox"/> Based on the contractor's proposed staffing, and deployment of qualified personnel to manage the program	5	75
Comments: <u>not currently employed, but plans to hire</u>		
<input checked="" type="checkbox"/> Based on the contractor's outreach and communication strategies	5	75
Comments: <u>(Partnerships) Word of mouth / social media / website Elaborate -&gt; visit churches? info to schools?</u>		
<input checked="" type="checkbox"/> Based on the contractor's ability to manage and collect the required data	5	79
Comments: <u>data elements listed, but unsure of format/system</u>		
<b>Subcontracting (if no subcontracting, the contractor will receive maximum points)</b>		
<input type="checkbox"/> Based on risk associated with subcontracting outside the United States	2	100
Comments:		
<input type="checkbox"/> Based on subcontractor qualifications	2	100
Comments:		
<input type="checkbox"/> Based on over reliance on subcontracting	1	100
Comments:		
<b>Price</b>		
<input type="checkbox"/> Based on the per participant recruitment costs (To be completed by CTAC)	10	
Comments:		
<input type="checkbox"/> Based on the budget and budget narrative and the proposed costs alignment with the program scope and deliverables	5	79
<u>B1- 1-4</u>		

**Name of Bidder:**

**Reviewer: Name**

**Comments:**

Based on the per participant hourly pay rate (To be completed by CTAC)

5

**Comments:**

Name of Bidder:

Reviewer: Name

TOTAL	100	
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SCORING DESCRIPTION	SCORING RANGE
Meets or significantly exceeds all of CTAC's requirements	90-100
Meets all and exceeds several of CTAC's requirements	80-89
Meets minimum CATC requirements	70-79
Does not meet CTAC requirements	60-69

Shannon Rutter  
Reviewer's Signature

1/21/22  
Date

Name of Bidder: FCC (Underground Kitchen)

Reviewer: Mary Crown



CRITERIA	WEIGHT	Score
<b>Record of Past Experience</b>	<b>10</b>	
<input type="checkbox"/> Based on experience with similar projects	5	70
<b>Comments:</b> Seed Program - no prior projects that provide records of success or failure - No organizational chart		
<input type="checkbox"/> Based on feedback from references	5	70
<b>Comments:</b> Although references listed, no feedback from references or complete contact info for references, ie email or physical addresses		
<b>Risk</b>	<b>10</b>	
<input type="checkbox"/> Based on identification of risk to the CTAC	5	75
<b>Comments:</b> Insured and willing to increase policy but no mention of other potential risks		
<input type="checkbox"/> Based on contractor's approach to reducing, mitigating, or eliminating risk	5	70
<b>Comments:</b> Did not identify other risk or approaches to mitigating or eliminating risks		
<b>Financial Stability</b>	<b>10</b>	
<input type="checkbox"/> Based on an analysis of the contractor's most recent financial statements or similar evidence provided by the contractor	10	65
<b>Comments:</b> No previous financial statement to review. States privately funded with "subsequent to approved contract" funding but not funded currently. No line of credit established or financial statements from potential funding sources.		
<b>Project Plan</b>		
<input type="checkbox"/> Based on the contractor's plan to reach the target population	8	65
<b>Comments:</b> The contractor identifies a great demographic area & should be able to easily fulfill his goal of 40 youth. Only 27% of anticipated goal (150)		
<input type="checkbox"/> Based on the contractor's participant selection and assessment process	5	65
<b>Comments:</b> Did not provide good information about assessment tools for pre-employment		
<input type="checkbox"/> Based on the contractor's work readiness training plan	5	65
<b>Comments:</b> work readiness plan, ie, financial literacy or other pre-employment trainings is not in the proposal, just on the job training		
<input type="checkbox"/> Based on the contractor's site selection plan	5	90
<b>Comments:</b> Site selection is good - Transition house for at risk youth, renovation, gardening, lawn care, etc		

Name of Bidder: FCC (Underground Kitchen)

Reviewer: Mary Crown ▼

<input type="checkbox"/> Based on the contractor’s ability to coordinate the hiring, onboarding, and payroll for the participants	5	75
<b>Comments:</b> On-boarding process is sufficient		
<input type="checkbox"/> Based on the contractor’s description of service times (work hours) for youth	2	75
<b>Comments:</b> Identified two working shifts		
<input type="checkbox"/> Based on the contractor’s proposed staffing, and deployment of qualified personnel to manage the program	5	65
<b>Comments:</b> 1 Director and 2 Job Coaches - did not provide job descriptions or resumes for staff		
<input type="checkbox"/> Based on the contractor’s outreach and communication strategies	5	75
<b>Comments:</b> The contractor has built a network of local resources for adequately serving 40 youth but not 150 youth		
<input type="checkbox"/> Based on the contractor’s ability to manage and collect the required data	5	75
<b>Comments:</b> Did not articulate on-going data collections process		
<b>Subcontracting (if no subcontracting, the contractor will receive maximum points)</b>	5	
<input type="checkbox"/> Based on risk associated with subcontracting outside the United States	2	100
<b>Comments:</b> Did not subcontract		
<input type="checkbox"/> Based on subcontractor qualifications	2	100
<b>Comments:</b> Did not subcontract		
<input type="checkbox"/> Based on over reliance on subcontracting	1	100
<b>Comments:</b> Did not subcontract		
<b>Price</b>	20	
<input type="checkbox"/> Based on the per participant recruitment costs (To be completed by CTAC)	10	
<b>Comments:</b>		
<input type="checkbox"/> Based on the budget and budget narrative and the proposed costs alignment with the program scope and deliverables	5	65

Name of Bidder: FCC (Underground Kitchen)

Reviewer: Mary Crown

**Comments:**

Budget narrative did not include justification of costs and Data collection should distinguish hours of training, working, and receiving supervision.

<input type="checkbox"/> Based on the per participant hourly pay rate (To be completed by CTAC)	5	
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**Comments:**

Name of Bidder:

Reviewer: Name

<b>TOTAL</b>	<b>100</b>	
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SCORING DESCRIPTION	SCORING RANGE
Meets or significantly exceeds all of CTAC's requirements	90-100
Meets all and exceeds several of CTAC's requirements	80-89
Meets minimum CATC requirements	70-79
Does not meet CTAC requirements	60-69

**Mary Crown**

1/20/2022

Reviewer's Signature

Date





# CONDITIONAL CONTRACT AWARD NOTIFICATION

Children's Trust of Alachua  
County  
P.O. Box 5669  
Gainesville, FL 32627  
Phone: 352-374-1830, Fax: 352-374-1831

RFP/BID NO:	2022-02
BID OPENING DATE:	January 14, 2022
CONTRACT AWARD DATE:	February 14, 2022

DESCRIPTION:

<b>FOR:</b>	Teenswork Alachua	<b>TERM OF CONTRACT:</b>
		March 1, 2022 - September 30, 2022

Contract Value (Year1)	Contract Value (Year2)	Contract Value (Year3)	Contract Value (Year4)
\$150,000.00	\$150,000	\$150,000	\$

**TERMS AND CONDITIONS:**

The contract for the above RFP/BID is conditionally awarded to you, subject to a successful contract negotiation with the Children's Trust of Alachua County, and the satisfactory compliance with, and adherence to, all of the terms, conditions and specifications contained in the RFP. You are obliged to immediately furnish CTAC with the following documents:

- A. Insurance certificates in the amounts required in our RFP specifications. Please be sure to include the Children's Trust of Alachua County, as an additional insured on each policy.
- B. Corporate resolution authorizing a representative of the corporation to execute the agreement.
- C. A completed New Vendor Form and W-9 Form.
- D. A company logo in JPEG form.

**ADDITIONAL CONDITIONS:** This notice of award is not an order to ship. Purchase orders will be issued to furnish the contractual supplies, equipment, materials, and/or services. All invoices and packing slip must reference the purchase order number.

**CONTRACTOR INFORMATION:**

Company Name: Goodwill Industries of North Florida  
 Address: 4527Lenox Ave City: Jacksonville State: FL Zip Code: 32205  
 Phone: 904-384-1361 Fax: \_\_\_\_\_  
 Contact Person: Leah Lynch  
 Company email: llynch@goodwilljax.org Company website: www.goodwilljax.org

Deon Carruthers  
Project Manager

Colin Murphy  
Executive Director

**File Attachments for Item:**

13. Data Technical Advisory Committee Update (Bonnie Wagner)

**Item:**

Data Technical Advisory Committee Update (Bonnie Wagner)

**Requested Action:**

The Board is asked to receive this update.

**Background:**

At the 12/13/21 Board meeting, the Board approved a motion, which directs CTAC staff to:

*“work with the School Board, University of Florida, Early Learning Coalition, CTAC grant recipients, and community stakeholders to further revise our integrated data management system and data collection policy that is consistent with the statute.”*

Board Policy 1.30 states that Board Committees may be formed to help support the Board in its functions. At the 1/10/22 Board meeting, CTAC staff sought and received Board approval for Resolution 2022-02 authorizing the formation of a Data Technical Advisory Committee.

As a result, CTAC staff developed a committee member application that is now available on our website. CTAC staff is recruiting community stakeholders to serve on the Data Technical Advisory Committee and is requesting board members to encourage local stakeholders with experience and expertise to apply.

The application for this committee will remain open until March 4, 2022, after which the applicant information will be provided the Board for selection, and that the Board will confirm their selection on or before the March 14, 2022 meeting.

CTAC staff propose the advisory team meetings will commence during the last week of March and will continue monthly through August 2022. The input and decisions made via the committee will result in a data management policy recommendation to the Board by or before September 30, 2022.

**Attachments:**

Application Form – Data Technical Advisory Committee

**Programmatic Impact:**

None.

**Fiscal Impact:**

None.

**Recommendation:**

Receive the information.

Published on *Children's Trust of Alachua County, Florida* (<https://www.childrenstrustofalachuacour>)

# Data Technical Advisory Committee Application Form

Unpublished

**Children's Trust of Alachua County**

**Data Technical Advisory Committee**

**Application Form**

Thank you for your interest in the Data Technical Advisory Committee!

The objective of the Data Technical Advisory Committee is to create alignment between community stakeholders and the Trust about evaluation priorities and the policies surrounding data collection, storage, and utilization. The end result will be to produce a revised policy<sup>[1]</sup> to be implemented by the Trust concerning the collection, use, storage, and reporting of data. The policy will be recommended to the Board by September 30, 2022.

The Trust welcomes participants with a range of expertise and perspectives concerning evaluation and data management. Members will be expected to:

- Work together and co-create evaluation and data management policies that are in the best interest of children and families of Alachua County.
- Actively and respectfully contribute their expertise, experience, and perspective.
- Allow for all participants to have a say and feel valued.
- Communicate with the committee coordinator individually as needed.
- Participate consistently in advisory committee meetings at least monthly<sup>[2]</sup>.
- Recognize that meetings are subject to F.S. 286.011 and will be recorded and open to the public.

[1] Please see the initial policy proposed: "[Chapter 8 - Data Management and Reporting](#)"<sup>[1]</sup>

[2] Options will be provided to participate either virtually or in person.

## Disclaimer

Under Florida law, all information, including email, written letters, documents, and phone messages, sent to the Children's Trust of Alachua County are subject to Public Records law. This includes the sender's name, email address, phone number, content provided, and any attachments. If you are exempt from aspects of the public records law pursuant to F.S. 119.071, contact the committee coordinator prior to the submission of this form at (352) 374-1830.

**About You:**

In order to ensure the committee has appropriate representation of local stakeholders, community members, and experts in the field, please provide some information about yourself. In addition, we would like to learn about your background, skills, why you are interested and what you would like to contribute.

## Contact Information

**First Name \*****Last Name \*****Preferred Mailing Address****City \*****State \*****ZIP code \*****Phone Number \*****Email \*****Job Title \*****Employer Name \***

Are you a (select all that apply)?:

School Board

 Representative from Alachua County Public Schools

Early Learning Coalition

Representative from the Early Learning Coalition of Alachua County

University of Florida

Representative from the University of Florida

Grant Recipient

Recipient of CTAC funding

Community Stakeholder

Community Stakeholder

Provider

Provider who works directly with children

Parent

Parent of a child or children under 18 yrs old

**What contributions do you feel you could make if selected for this committee? \***

**Skills & Experience**

Please indicate your ability in each skill area using the following scale: 1 = No experience, 2 = Little experience, 3 = Some experience, 4 = Significant experience, 5 = Extensive experience

**Data collection \***

**Evaluation design \***

Methodology \*

Data management systems \*

Data security \*

Data sharing agreements \*

Research ethics \*

Participatory evaluation \*

Evaluation reporting \*

Community engagement \*

Cultural competence \*

Policy development \*

Strategic planning \*

Please describe professional and civic accomplishments, training, or experience that would be valuable for this committee. \*

Florida's Public Records Law. \*

I understand my application is subject to Florida's Public Records Law.

Submit



**File Attachments for Item:**

14. YDCBC Capacity Building Funds for Enrichment Providers ITN 2022-04 (Kristy Goldwire)

**Item:**

YDCBC Capacity Building Funds for Enrichment Providers ITN 2022-04 (Kristy Goldwire)

**Requested Action:**

- 1) The Trust is asked to approve the release of ITN 2022-04
- 2) The Trust is asked to authorize \$120,000.00 for Capacity Building funds for Enrichment Providers
- 3) The Trust is asked to authorize Executive Director to appoint a review team

**Background:**

Board Policy 6.50 states that "For every competitive sealed proposal, The Trust shall approve the minimum qualifications, the scope of services, the evaluation criteria, and the evaluation team for each competitive procurement opportunity." These items have been included in Resolution 2022-05 as Exhibit A

In September 2021, The Children's Trust of Alachua County (CTAC) announced the start of the Youth Development Capacity Building Collaborative and opened applications to any eligible out-of-school time (OST) providers serving children in K to 12<sup>th</sup> in Alachua County to participate in the collaborative. The goal of this collaborative is to enhance OST provider's organizational capacity and strengthen the OST system across Alachua County by:

1. Providing access to training in key areas to improve organizational capacity
2. Supporting providers with capacity building funding and implementation support
3. Convening OST providers around best practices and coordination of services

Out of the collaborative, the Trust created the Youth Development Capacity Building Collaborative Invitation to Negotiate (ITN). The ITN was released to support OST providers' efforts to improve program quality.

During the December 13, 2021 Trust meeting, the Board approved capacity building funds, in the amount of \$178,961.00, for the seven OST organizations listed below.

1. Alachua County Board of County Commission
2. Boys and Girls Clubs of Northeast Florida
3. Travelling Arts Camp
4. Gainesville Circus Center
5. Aces in Motion
6. Girls Place
7. Kids Count

The Trust Board also requested additional information regarding barriers that restricted Enrichment Providers from applying for capacity funds, suggestions from staff on ways the Trust can provide capacity funds to Enrichment Providers and to create an opportunity for Enrichment Providers to offer funding input to CTAC Staff.

To address Board concerns, staff conducted an internal review of the initial ITN and identified the following qualification that would have deterred Enrichment Providers from applying for the funds.

- Not be an enhancement provider that primarily provides push-in/add-in services to another program.

Program staff met with Enrichment Providers on January 28, 2022 to discuss CTAC's definition of capacity (including examples of allowable requests), provider capacity needs and barriers. During the meeting staff were also able to introduce the proposed funding option to Enrichment Providers that were in attendance.

Today, staff would like to present the YDCBC Capacity Building Funds ITN for Enrichment Providers. The purpose of the ITN is to support Enrichment Providers in the development and implementation of a capacity building plan that focuses on increasing program access, program quality and organizational quality.

Eligible applicants will be awarded grants to implement approved capacity-building plans in FY2022. The total funding available is \$120,000 for approved direct and indirect costs incurred while implementing the capacity building plan between May 1, 2022 and September 30, 2022.

**Attachments:**

Resolution 2022-05  
Exhibit A

**Programmatic Impact:**

Goal 2 - All children can learn with they need to be successful  
Strategy 2.1 - Support Professional Development and Capacity Building

**Fiscal Impact:**

\$120,000.00 for FY 2021-2022

**Recommendation:**

Staff recommends approval

**CHILDREN'S TRUST OF ALACHUA COUNTY  
RESOLUTION 2022-05**

**YDCBC Capacity Building Funds for Enrichment Providers ITN 2022-04**

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

**WHEREAS**, the Trust seeks to increase enrichment activities that offer youth the opportunity to learn and explore specialty activities by supporting Enrichment Providers in the development and implementation of capacity building plans that will strengthen their organizational quality and enhance program capacity; and

**WHEREAS**, the Trust is required to approve the scope of service, minimum qualifications, evaluation criteria, and the review team,

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

**SECTION 1: ADOPTION** The scope of service, minimum qualifications, evaluation criteria, and review team attached hereto as Exhibit “A” is hereby adopted in its entirety as provided in Exhibit “A” and incorporated herein by this reference.

**SECTION 2: EFFECTIVE DATE** This Resolution shall be in full force and effect from February 14, 2022 and after the required approval and publication according to law.

PASSED AND ADOPTED BY THE CHILDREN’S TRUST OF ALACHUA COUNTY BOARD; this 14<sup>th</sup> day of February 2022.

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

Presiding Officer

Attest

\_\_\_\_\_  
Dr. Maggie Labarta, Chair  
Children’s Trust of Alachua County

\_\_\_\_\_  
Colin Murphy, Secretary  
Children’s Trust of Alachua County

**Exhibit A**

<b>EVENT</b>	<b>DATE/DUE DATE</b>
Release of the competitive solicitation and the beginning of the Cone of Silence	Friday, February 18, 2022
<b>Optional Information Session</b> Attendance is highly recommended. Zoom Registration Link: (TBD)	Thursday, March 3, 2022 at 10:00am
Last day to submit written questions	Monday, March 7, 2022
<b>Technical Assistance Office Hours</b> One-on-one appointments can be scheduled to answer any technical questions regarding application materials. (Send email to <a href="mailto:Procurement@childrenstrustofalachuacounty.us">Procurement@childrenstrustofalachuacounty.us</a> to schedule an appointment)	Week of March 7, 2022
Final response to all written questions posted	Wednesday, March 9, 2022
<b>Submission Deadline</b>	<b>Friday, March 18, 2021 at 3:00PM</b>
Application Review Period	March 19, 2022 – March 25, 2022
Applicant interviews ( <b>upon discretion of the CTAC</b> )	March 28, 2022 – March 30, 2022
Public Evaluation of Applications Zoom registration link: (TBD)	Thursday, March 31, 2022 at 3PM
<b>Funding recommendations released; end of the cone of silence</b>	<b>Monday, April 4, 2022</b>
<b>The Children’s Trust of Alachua County Board Meeting - Review of Award Recommendation</b>	Monday, April 11, 2022
Appeal review starts (if needed)	Tuesday, April 12, 2022
<b>Contract Negotiations begin</b>	Tuesday, April 12, 2022
<b>Contracts Start</b>	May 1, 2022

**A. Minimum Requirements to Bid**

Eligible organizations can apply for funding based on the following requirements:

1. Provider must be currently qualified to conduct business in the State of Florida.
2. Provider must not be an Alachua County Public school or charter school approved by any public school system in the State of Florida.
3. Must be a provider that offers push-in/add-on services to OST programs in Alachua County

**B. Scope of Service and Budget**

Utilizing the standards provided by the Florida Afterschool Network, providers will complete a capacity building plan. The standards provide a framework for the development of a caring, dynamic, stimulating and safe environment for children and youth. The intent of the capacity building plan is to support organizations' ability to implement programming that serves children with creative and enriching activities.

The capacity building plan includes the following categories:

1. Administration and Organization
2. Program Management and Staff
3. Communication and Interaction
4. Program Structure and Activities
5. Health, Safety and Nutrition
6. Program Environment
7. Family and Community Involvement
8. System Building

Providers will complete a self-assessment of their current organizational capacity and identify and prioritize a minimum of 4 standards to focus their capacity building goals and deliverables. Each selected element will include a program goal that will follow a SMART goal format:

**Specific** (simple, sensible, significant)

**Measurable** (meaningful, motivating)

**Achievable** (agreed, attainable)

**Relevant** (reasonable, realistic and resourced, results-based)

**Time-bound** (time-based, time limited, time/cost limited, timely, time-sensitive)

**C. Program Timeline and Deliverables**

DATE RANGE	DELIVERABLE	EVIDENCE	DUE DATE
Date of Award – May 1, 2022	1. Approved Capacity Building Plan and self-assessments	<input type="checkbox"/> Approved Capacity Building Plan	May 1, 2022
June 2022 - September 2022	2. Monthly Progress Reports and invoices	<input type="checkbox"/> Monthly Progress Reports	Due the 15 <sup>th</sup> of every month
September 30, 2022	3. End-of-Program Narrative and Post self-assessments	<input type="checkbox"/> End-of-Contract Narrative <input type="checkbox"/> Self-Assessments	October 15, 2022

**D. Budget:**

Providers will be awarded capacity building funding to support the successful completion of their plans. Program budget will include the following categories:

- A. **Indirect Planning:** Programs will be awarded capacity building funds based on program revenue from the previous year. If the program’s revenue is over \$75,000, indirect planning funding will be capped at \$10,000. If revenue is under \$75,000, indirect planning funding will be \$5,000. Providers will be compensated upon completion of deliverables identified on their capacity building plans. Each goal identified on the capacity building plan will be assigned a funding value at time of contracting based on the number of goals included in the plan.
- Direct Costs:** Programs will be awarded direct costs to support the implementation of specific activities associated with their direct cost requests. CTAC will pay for all reasonable costs, but they must be estimated at time of contracting and approved in advance by contract manager. Examples of direct costs include costs to obtain background checks, membership fees, trainings, classes, etc. Providers will be compensated for direct costs on a cost-reimbursement basis with appropriate documentation. Providers can receive an initial advance of 25% of direct costs, but reimbursements must be trued up before additional payments are made. Payments in excess of the trued up value will need to be returned to the CTAC at the conclusion of the contract.

**E. Eligible Funding Uses**

Funding can be used for eligible expenses, as defined below.

- Expenses must be incurred during between May 1, 2022 - September 30, 2022.

## Exhibit A

- Direct costs for tasks and activities related to background checks, membership fees, trainings, classes, etc.
- To purchase supplies and materials needed to improve safety and wellness or program activities.
- To account for staff time spent planning, developing and completing strategies.
- Software and technology items that do not individually cost over \$1,000 (see funding restrictions).

Grant funding cannot be used for the following purposes:

- The purchase of capital equipment. Capital equipment represents individual items purchased at a cost of \$1,000 or more with a life expectancy of more than one year.
- Revenue replacement or revenue losses experienced during the contract period.
- Duplicative expenses already covered in the known grants or contracts.
- Real property.

### F. Evaluation Criteria

Each application will be evaluated against the following set of criteria.

Evaluation Criteria	Review Guidelines	Points Awarded
Organizational Eligibility	The applicant clearly meets all minimum Requirements to bid.	1
Capacity Building Plan	The applicant submitted all forms and completed a satisfactory capacity building plan and budget.	1
	Total	2 points

Applicants that meet the criteria will be recommended for funding.

Application Score	Funding Recommendations
2	Green – Recommended for Funding
1 or less	Red – Not Recommended for Funding





**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

Meeting notes for Capacity Building Enrichment Input Session  
Wednesday 1/26/2022

Reviewed Youth Development CBC

- History
- Purpose

Enrichment capacity building funds

- Funding Guidelines
- Allowable Cost
- Q/A (Discussion Topics)
  1. Capacity funds specific usage
  2. Current and/or future CTAC funding
  3. Reviewed allowable expenses
  4. How Enrichment Input information will be shared
  5. Enrichment narratives, descriptions and program definitions
  6. Professional development clarifications

Next steps

- Funding Request and Board Approval
  1. Minimum Qualifications
  2. ITN Forms
- Release and Bidders Conference

Final Q/A Discussion Topics

- Capacity Building Plan and Budget
- Organizational information
- Clarifications of definitions and exemptions
- Suggestions
- Contract Negotiation

**File Attachments for Item:**

15. Recommendation to apply and accept a Pritzker Children's Initiative Mini Grant (Mia Jones)

**Item:**

Recommendation to apply and accept a Pritzker Children's Initiative Mini Grant (Mia Jones)

**Requested Action:**

- 1) The Trust is asked to authorize staff to apply and accept a Pritzker Children's Initiative mini grant not to exceed \$100,000.

**Background:**

The Pritzker Children's Initiative is offering small grants to its community and state grantees ranging from \$10,000 to \$100,000 focused on specific priority areas of work within the Prenatal to age three activities. The hope is that these funds can better support and strengthen targeted strategies. The mini grant from the Trust will focus on family voice.

Strategy 1.1 of the Community Innovation grant is to increase outreach and engagement of families in children living < 200% FPL. Policies, programs, and practices are more likely to be responsive and effective to the needs of families if families are engaged in the design and implementation process.

The Family Leader Network will be a school and neighborhood-based initiative that is intended to build community capacity to empower and engage all families in their children's learning and healthy development. In collaboration with the Alachua County School Board, other community stakeholders, and families the Trust will utilize the mini grant to co-design a Family Leader Network and adopt a model tailored to Alachua County. We are considering the Family Focused Organizing model through Community Organizing Family Issues (COFI) and reviewing the work of the organization Parents for Public Schools. To increase participation in the co-design sessions from families with infant and toddlers, the mini grant will include funding for childcare, food, and stipends. The hope is the Family Leader Network will not only be co-designed by families but also led and sustained by families moving forward.

Once the award is made, the staff will present to the CTAC a budget amendment to receive and appropriate the funds.

**Programmatic Impact:**

Goal 3- All children have nurturing and supportive caregivers and relationships

Strategy 3.2- Improving family strengthening and supports

**Fiscal Impact:**

TBD

**Recommendation:**

Staff recommends approval

**File Attachments for Item:**

16. TeensWork Alachua - Employer of Record Request (Kristy Goldwire)

**Item:**

TeensWork Alachua - Employer of Record Request (Kristy Goldwire)

**Requested Action:**

1. The Trust is asked to authorize the Executive Director to negotiate a contract with Goodwill Industries of North Florida (Goodwill) to be the TeensWork Alachua employer of record .
2. If this negotiation is unsuccessful, the Trust is asked to authorize the Executive Director to contract with Computer Aid Inc. (CAI) under State Term Contract 80111600-21-STC, Temporary Staffing Services

**Background:**

As stated in the TeensWork Alachua RFP, all youth employed through the summer youth employment program will be employees of a temporary staffing company and their salaries will be paid through funds provided directly by CTAC.

Board policy 6.60,B,3 authorizes the CTAC to procure “all Supplies or Services purchased at a Price established by the Florida Department of Management Services, or at a Price equal to or less than the Price established by the state agency” outside of the competitive procurement process. As a result, staff has initiated conversations with CAI who is authorized to provide temporary staffing services for the CTAC under state term contract 80111600-21-STC.

However, during the review process, Goodwill stated in their proposal that they currently provide payroll processing for over 300 youth who participate in their short-term employment programs. Goodwill says that they have the capacity to provide additional payroll services for the 150 TWA participants. Furthermore, Goodwill has the staff in place and the ability to increase their payroll processing to make timely payments to TWA participants and has the resources to fund the payroll upfront and submit reimbursement to CTAC.

Board policy 6.60,B,2 gives the Trust Board the authority to exempt contracts for Supplies and Services from competitive procurement. This action would allow staff to negotiate with Goodwill to be the employer of record if doing so provides the best value for the CTAC, and if those negotiations are unsuccessful, use the state term contract to contract with CAI.

**Attachments:**

N/A

**Programmatic Impact:**

Goal 2-All children can learn with they need to be successful

Strategy 2.5-Support Career Exploration and Preparation

**Fiscal Impact:**

\$300,000.00 FY 2021-2022

Account number 001.15.1500.569.82.00

**Recommendation:**

Staff recommends approval

**File Attachments for Item:**

17. Santa Fe Achieve Flyer



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