

Meeting Notice

Children's Trust of Alachua County

Monday, January 27, 2020 @ 4:00 pm

Alachua County Health Department

Thomas Coward Auditorium

224 SE 24th Street



CHILDREN'S TRUST
OF ALACHUA COUNTY

Members

Ken Cornell, County Commissioner, Interim Chair

Honorable Susanne Wilson-Bullard, Circuit Judge, Interim Vice-Chair

Tina Certain, Alachua County School Board Member, Interim Treasurer

Karen Clarke, Alachua County School Superintendent

Cheryl Twombly, DCF Community Development Administrator

Children's Trust of Alachua County

Monday, January 27, 2020 @ 4:00 pm

Alachua County Health Department

Thomas Coward Auditorium

1. Call to Order – Ken Cornell, Interim Chair
2. Agenda Review, Revision, and Approval (Including Approval of Consent Agenda Items)

Regular Agenda Items

3. Executive Director Employment Contract
4. Authorization to Contract with TempForce
5. Florida Children's Council Draft Trust November 18, 2019 Retreat Meeting Summary
6. Applicant Responses to RFA 20-937
7. Call for Public Input
8. Board Member General Comments
9. Adjournment

Consent Agenda Items

10. Approval of December 9, 2019 Meeting Minutes
11. Technical Advisory Committee Meeting Minutes, Notice, and Agenda
12. Pritzker Children's Initiative Grant Application
13. Quarterly Financial Report



CHILDREN'S TRUST
OF ALACHUA COUNTY

Item # 2

Agenda Review, Revision, and Approval

Background

Members review the agenda and can ask that items be changed in order, moved from the consent agenda to the regular agenda, and that items be removed or added. Items on the consent agenda include a staff recommendation. When the consent agenda is adopted, the Board is approving the staff recommendation unless the item is "pulled" for discussion. All consent items are approved when the agenda is adopted unless, an item is moved from consent to the regular agenda. Any member or a citizen can ask that an item be moved from consent to regular. Moving an item is done so that it can be discussed and/or a different course of action taken than that recommended by staff.

Attachments

Not applicable

Staff Recommendation

Approve the agenda as presented or alternatively with revision and approve all items remaining on the consent agenda.

Item #3
Executive Director Selection

Background

At the December 9, 2019 meeting, Member Certain moved to make a conditional offer of employment to applicant Colin Murphy, contingent on successful completion of a Level 2 background check, drug test, and initial negotiation of an employment contract with Trust Interim Chair Cornell, subject to final approval of the Trust at a future meeting. Motion seconded by Judge Bullard. Motion Carried 4-1 with Interim Chair Cornell in dissent.

Attachments

1. Employment Contract for the position of Executive Director with Colin Murphy
2. Executive Director 90 day plan.

Staff Recommendation

Approve the Employment Contract as presented, authorized the Interim Chair to sign.

**EMPLOYMENT AGREEMENT BETWEEN
CHILDREN'S TRUST OF ALACHUA COUNTY
AND COLIN G. MURPHY**

THIS AGREEMENT, made and entered into this ____ day of _____, AD., 2020, by and between the Children's Trust of Alachua County, an independent special district located in Alachua County, Florida, hereinafter referred to as the "CTAC," and Colin G. Murphy, hereinafter referred to as the "Director" and is effective on February 3, 2020;

WITNESSETH:

WHEREAS, Section 26.03 of the Alachua County Code of Ordinances requires the CTAC to employ and pay personnel needed to execute CTAC's powers and functions; and

WHEREAS, CTAC desires to employ an Executive Director to serve as CTAC's chief executive officer; and

WHEREAS, CTAC desires to employ the services of Colin G. Murphy as Executive Director; and,

WHEREAS, it is the desire of CTAC to provide certain benefits and establish certain conditions of employment for the Executive Director; and

WHEREAS, it is the desire of CTAC to secure and retain the services of Colin G. Murphy as the Executive Director and to provide inducement for the Director to remain in such employment, to make possible full work productivity by assuring the Director's morale and peace of mind with respect to future security, to act as a deterrent against malfeasance or dishonesty for personal gain on the part of the Director, and to provide a just means for terminating the Director's services at such time as the Director may not be able to fully discharge the duties or when CTAC may otherwise desire to terminate the Director's employment; and

WHEREAS, Colin G. Murphy desires to accept employment as Executive Director of the Children's Trust of Alachua County; and

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the Parties agree that this Agreement supersedes and replaces any prior agreement or negotiations with the Director, and further agree as follows:

Section 1. Appointment. CTAC appoints Colin G. Murphy as Director effective February 3, 2020, to perform the functions and duties specified in the Alachua County Code and to perform such other legally permissible and proper duties and functions as CTAC shall from time to time assign.

Section 2. Duties and Obligations.

A. Director shall exercise those powers enumerated in Florida Statute Section 125.901 and Alachua County Code Section 26.03 as directed by CTAC, and shall perform any other legally permissible and proper duties and functions as may be assigned by CTAC. Specifically, the Director shall be responsible for the management, administration, supervision, and oversight of all CTAC programs that presently exist or that may be created by CTAC. The Director shall be available to perform such duties and agrees to be available as needed. All duties required hereunder shall be performed by the Director personally or through the assistance of CTAC employees, if hired, assigned to the Director's staff concerning which the Director shall assume full responsibility; provided, however that nothing herein shall be deemed to absolve the Director of personal responsibility for the duties set forth herein. All acts performed by the Director, explicitly or impliedly, on behalf of CTAC shall be deemed authorized by CTAC as its agent, except that any act which constitutes willful misconduct or which may be knowingly unlawful shall be deemed to be an individual act of the Director without authority of CTAC.

B. Residence. As a condition of continued employment, the Director shall reside in Alachua County within six (6) months of the date of his appointment.

Section 3. Employment at Will.

A. The Director serves at the pleasure of CTAC. This Agreement shall commence on February 3, 2020, and continue indefinitely until the Director's employment is terminated by either party pursuant to the provisions of Sections 4 or 5, below.

B. If the Director's employment is terminated pursuant to Section 4, herein, upon mutual consent of the parties, the Director may continue to function in the role of Director until a permanent replacement shall be selected by CTAC, or through such period as the parties agree. In the absence of such mutual Agreement, the Director shall be free of all obligations of service to CTAC.

C. Nothing in this Agreement shall prevent, limit or otherwise interfere with the right of CTAC to terminate the employment of Director at any time, subject only to the provisions set forth in Section 4 of this Agreement.

D. Nothing in this Agreement shall prevent, limit or otherwise interfere with the right of the Director to resign at any time from the employment with CTAC, subject only to the provisions set forth in Section 5 of this Agreement.

E. Director shall, at all times, serve at the pleasure of CTAC without civil service protection and may be terminated at any time, subject to the conditions set forth herein. Nothing in this Agreement is intended to create a continuing contract under Section 121.055, Fla. Stat. Director understands that pursuant to an agreement by CTAC and the Alachua County Board of County Commissioners, his position is being funded by the CTAC through the Board of County Commissioners so that he is eligible for benefits as if he were a County Employee.

Notwithstanding, there is no employee/employer relationship between the Director and Alachua County and the Director is subject to the sole supervision and control of the CTAC. The Director further understands that the CTAC has the discretion to change his employment from one funded through the Board of County Commissioners to one funded directly by the CTAC.

Section 4. Termination and Severance Pay.

A. CTAC may, at any time whatsoever, for any reason, terminate the employment of the Director by an affirmative vote of a majority of the members of CTAC present. If such event should occur, the Director will be given written notice of the decision of CTAC not less than 30 calendar days prior to the effective date of the termination of the employment. The Director, as the initial executive director of CTAC, will be entitled to a lump-sum severance payment equal to 20 weeks of base salary following the effective date of termination (pursuant to Section 215.425(4)(a), Fla. Stat.).

B. CTAC shall not be required to pay the severance payments set forth in Section 4.A. above, in the event this Agreement is terminated by CTAC because of the Director's conviction (or plea of guilty or nolo contendere) of any felony act, because of the Director's misconduct as defined in Section 443.036(29), Florida Statutes, or because of the Director's death or voluntary resignation pursuant to Section 5, herein.

Section 5. Resignation. In the event the Director voluntarily resigns the position with CTAC, the Director hereby agrees to give CTAC not less than 60 days written notice prior to the effective date of any voluntary resignation and there is no severance pay due unless the parties agree otherwise.

Section 6. Compensation. CTAC shall pay the Director an annual base salary of \$110,000, payable in biweekly installments pursuant to Alachua County Board of County

Commissioners' policy. This base salary shall be reviewed annually subject to Section 11, Performance Evaluation. Salary may be increased in such amounts and to such an extent as CTAC may, from time to time, determine on the basis of annual review of the Director's performance. In addition to any performance-based pay increases, any annual cost-of-living increases given to all Alachua County employees will be provided at the same time to the Director as similar consideration is given to other employees generally.

Section 7. Other Benefits.

A. Leave. Except as may be amended by this Agreement, Director shall be entitled to leave, holidays and such other benefits as are granted generally to other employees of the Alachua County Board of County Commissioners, in accordance with adopted Alachua County Board of County Commissioners policy until and unless CTAC creates and enforces its own policies and procedures related to benefits; except that the Director shall accrue four (4) weeks annual leave per year. The Director shall be entitled to begin with three (3) weeks annual leave accrued and available when he commences employment. The Director shall be allowed to accrue and accumulate leave in accordance with Alachua County Board of County Commissioners' policy, unless and until CTAC adopts a leave policy. Upon separation from employment as Director, the Director shall be entitled to be paid for accrued leave at the Director's rate of pay on the effective date of separation in accordance with adopted Alachua County Board policy unless and until CTAC adopts a policy.

B. Florida Retirement System. In addition to the base salary paid by CTAC to the Director, CTAC acknowledges that the Director has elected to participate in the Florida Retirement System as a member of the senior management class and CTAC will pay the required employer's contribution on behalf of the Director.

C. Vehicle Allowance. CTAC shall pay the Director a \$300 (three hundred dollar) monthly car allowance. Such allowance is designed to reimburse the Director for all costs associated with the use of the Director's vehicle for CTAC business.

D. Health Insurance. The Director shall have the opportunity to participate in the health plan as available to Alachua County Board of County Commissioner employees at the same cost to the Director as provided to employees of the Alachua County Board of County Commissioner which coverage currently includes medical, dental and optical insurance, unless and until CTAC provides its own health plan.

E. Technology. CTAC shall provide Director with the use of a smart phone, subject to applicable CTAC policies and procedures, or in the absence of the same, subject to the Alachua County Board of County Commissioner's policies and procedures.

F. Moving Expenses. CTAC agrees to reimburse the Director for moving expenses up to \$2,500 incurred within the first six months following execution of this Agreement, upon receiving appropriate invoices. The Director acknowledges that such payment will be included in his gross income as wages.

G. Other Benefits. The Director shall have the opportunity to participate in such other benefits as are granted to other employees of the Alachua County Board of County Commissioners at the same cost to the Director as provided to Alachua County Board of County Commissioner employees, unless and until CTAC adopts its own benefits policies, then such policies and procedures shall prevail.

Section 8. No Reduction of Benefits. CTAC shall not at any time during the term of this Agreement reduce the salary, compensation, or other financial benefits of the Director, except to

the degree of such a reduction for all CTAC employees, provided, however, CTAC shall not be required to hold the Director harmless from reductions imposed by the State.

Section 9. Continuing Education and Memberships.

A. CTAC agrees to pay for the professional dues and subscriptions of the Director necessary for the Director's continued and full participation in national, state and local associations and organizations necessary and desirable for the Director's professional development. Such expenditures are based upon budget approval by CTAC. The parties recognize that the Director's participation in professional organizations and associations provides a benefit to both CTAC and the Director.

B. The parties agree that it is necessary for the Director and beneficial to CTAC for the Director to attend professional conferences and training sessions associated with the Director's duties. CTAC agrees to allow the Director to attend professional association conferences or training sessions as selected by the Director and to pay the travel expenses of the Director pursuant to the Alachua County's Board of County Commissioners policy, unless and until CTAC adopts a travel policy, and Section 112.061, Fla. Stat. Such expenditures are based upon budget approval by CTAC.

Section 10. Outside Activities. The Director agrees to devote all of the Director's full working time to the performance of the responsibilities and duties under this Agreement and agrees not to engage in other paid employment without the prior consent of CTAC. This provision shall not include occasional teaching, writing or consulting during the Director's time off. The Director shall disclose to CTAC the terms of such teaching, writing, and consulting engagements.

Section 11. Performance Evaluation. CTAC shall review and evaluate the performance of the Director at least once each year. At such time the CTAC may increase base salary and/or

other benefits of the Director in such amounts and to such extent as it may determine that it is desirable to do so, in light of the performance by the Director.

Section 12. Suspension. CTAC may suspend the Director with full pay and benefits at any time during the term of employment by an affirmative vote of a majority of CTAC present; provided, however, that the Director shall have been given written notice by CTAC of the suspension with full pay and benefits at least 10 calendar days prior to the effective date of such action.

Section 13. Bonding. CTAC shall bear the full cost of any fidelity or other bonds required of the Director under any law or ordinance.

Section 14. Liability Insurance. CTAC shall provide for and maintain at its expense comprehensive liability insurance, including public officials employment liability insurance, covering the acts or omissions of the Director pursuant to this Agreement. Insurance coverage through CTAC's participation in a self-insurance fund program fulfills the requirements of this paragraph.

Section 15. Indemnification. If allowed by law, CTAC shall defend, hold harmless and indemnify the Director against any tort, professional liability claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring within the course and scope of the performance of the duties as Director. CTAC will settle or litigate any such claim or suit and pay the amount of any settlement or judgment rendered thereon. Said indemnification shall extend beyond termination of employment, to provide full and complete protection to Colin G. Murphy, by CTAC as described herein, for any acts undertaken or committed in the performance of the duties as Executive Director, regardless of whether the notice

or filing of a lawsuit for such tort, claim, demand, ethics complaint or other legal action occurs during or following Colin G. Murphy's employment with the Trust.

Section 16. Entire Agreement. The text of this document shall constitute the entire Agreement between the parties, except as may be amended in writing by the parties hereto. All provisions contained in this Agreement are subject to and conditioned upon compliance with general laws, special laws of the State of Florida, and local ordinances. Such laws shall take precedence over any part or portion of this Agreement.

Section 17. Non-assignment. The duties required to be performed hereunder by the Director, and all rights and obligations under this Agreement in favor of the Director, are personal and are not assignable.

Section 18. Severability. If any provision, or any portion thereof, contained in this Agreement is held to be unconstitutional, invalid, or unenforceable, the remainder of this Agreement or portion thereof shall be deemed severable, shall not be affected, and shall remain in full force and effect.

Section 19. Amendment. This Agreement shall not be amended except in writing and executed by both parties hereto.

IN WITNESS WHEREOF, the parties have caused this Executive Director Employment Agreement to be executed for the uses and purposes therein expressed on the day and year first above-written.

CTAC:

CHILDREN'S TRUST OF ALACHUA COUNTY
ADVISORY BOARD

By: _____
Ken Cornell, Interim Chair

ATTEST:

Tina Certain

(SEAL)

APPROVED AS TO FORM

Interim CTAC Attorney

(signatures continued on next page)

DIRECTOR:

By: _____
Colin G. Murphy

Witness #1 as to Director:

Witness #2 as to Director:

Signature

Signature

Print Name

Print Name

1) If hired in the Executive Director position, please explain your priorities and goals for your first 90 days and your strategies to accomplish these goals.

A. Build relationships with Trust Members

- Week 1: Meet with each of the five current Trust members, learn preferred communication style and frequency, discuss vision and goals for the Trust.
- Week 1: Meet with the Chairman and develop a protocol for preparing for Trust meetings.
- Week 2-3: Meet with each of the five current Trust members, learn preferred communication style and frequency, discuss vision and goals for the Trust.
- Week 4-Ongoing: Begin periodic, one-to-one meetings with Trust members.

B. Engage key stakeholders

- Week 1-2: Meet with community members who spearheaded the effort to pass the Children's Trust of Alachua County; Meet with other key funders including the United Way of North Central Florida and the Community Foundation
- Week 1-4: Meet with current contracted agencies (Meridian, Healthy Start, the CHILD Center); Meet with any new agencies awarded funding in the one-time funding RFP.
- Week 3 or after: Ask United Way to host a meet-and-greet with local non-profits.
- Week 1-13: Meet with other, key stakeholders, including but not limited to members of 1) City and County governments, 2) NAACP, 3) Gainesville4ALL, 4) the "Friendship 7" members, 5) Faith-based leaders, 6) Early Learning Coalition, 7) Partnership for Strong Families, 8) Lutheran Services of Florida, 9) many others.

C. Familiarize myself with Alachua County policies and procedures

- Week 1-2: One-one-meetings with County Manager, Budget, Legal, Human Services, and Human Resources
- Week 3 - Ongoing: Develop a regular schedule to meet with Budget, Legal, and HR to address any Trust business managed by Alachua County

D. Hire Staff (see below for staff positions)

- Week 2: Develop job description for and Executive Assistant
- Week 3-6: Hire Executive Assistant
- Week 4: Develop job description for a Director of Programs and Evaluation
- Week 5-12: Hire Director of Programs and Evaluation
- Week 6: Develop job description for an Information Systems Analyst / Data Manager
- Week 7-13: Hire Information Systems Analyst/Data Manager

E. Oversee the completion of the Needs Assessment

- Week 1: Receive a briefing from the contractor performing the needs assessment
- Week 2-13: Oversee the completion of the Needs Assessment and final report to the Trust.

F. Develop process to create the Strategic Plan

- Week 4: Meet with Trust Chair to discuss the process of developing the strategic plan once the needs assessment is completed.
- Week 5-8: Develop a scope of work for the Strategic Planning Process

Colin Murphy

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Cont →

- Week 9-13: Determine if outside consultant will be retained to facilitate the Strategic Plan; if so, develop RFP and hire consultant; schedule and plan a Trust Retreat:

Item #4

Authorization to Contract with TempForce

Background

TempForce is a business that provides among other things access to temporary help at a variety of skills levels. Alachua County has a contract and rate schedule with TempForce that was competitively procured. The Children's Trust of Alachua County could "piggyback" on this procurement in order to use temporary employees from Temp Force.

Attachments

1. TempForce Rate Schedule

Staff Recommendation

Authorize the Executive Director to sign a contractual agreement with TempForce, subject to legal review, in the amount of \$25,000.00 for temporary staff.

Exhibit A: TempForce Price Sheet
Pricing Compliant with County ordinance #16-05

Category	Position Title	New Bill Rates - Ordinance Compliance
Clerical	Accounting Clerk	\$21.36
Clerical	Administrative Assistant	\$22.27
Industrial	Animal Shelter Assistant	\$22.96
Industrial	Animal Technician	\$22.96
Industrial	Attendant (<i>Solid Waste Attendant</i>)	\$22.96
Clerical	Audio Visual Technician	\$21.36
Industrial	Building Mechanic	\$24.32
Clerical	Clerk Messenger (<i>Library Page</i>)	\$21.02
Clerical	Community Coordinator	\$21.36
Clerical	Computer Operator	\$21.36
Industrial	Custodian	\$22.96
Clerical	Customer Services Assistant	\$21.02
Clerical	Customer Service Representative	\$21.02
Clerical	Data Entry	\$21.02
Clerical	Database Manager	\$29.61
Clerical	Dispatcher	\$21.02
Clerical	Diversion Resource Coordinator	\$23.76
Clerical	Fiscal Assistant	\$21.36
Industrial	Environmental Specialist	\$22.96
Clerical	Geographic Information System Specialist (<i>GIS Coordinator</i>)	\$23.11
Clerical	Geographic Information System Technician (<i>GIS Technician</i>)	\$28.96
Industrial	Laborer I	\$22.96
Industrial	Laborer II	\$23.33
Clerical	Local Area Network Manager (<i>Network Manager</i>)	\$29.61
Industrial	Maintenance Worker	\$22.96
Clerical	Office Assistant	\$21.02
Clerical	Paralegal	\$25.06
Clerical	Production Coordinator / Producer (<i>same as AV Technician</i>)	\$21.02
Clerical	Program Coordinator	\$21.36
Clerical	Program Manager	\$24.49
Clerical	Programmer	\$22.66
Clerical	Purchasing Agent	\$21.36

Clerical	Receptionist	\$21.02
Clerical	Sr. Administrative Assistant	\$23.19
Industrial	Sr. Environmental Specialist	\$25.33
Clerical	Sr. Office Assistant	\$21.16
Clerical	Sr. Staff Assistant	\$21.36
Clerical	Special Project Coordinator	\$22.66
Clerical	Staff Assistant	\$21.02
Clerical	Staff Assistant I (<i>Library</i>)	\$21.02
Clerical	Staff Assistant II (<i>Library</i>)	\$21.16
Industrial	Technician	\$22.96
Industrial	Traffic Maintenance Technician	\$22.96
Clerical	Tourist Program Assistant	\$21.02

C. This Fourth Amendment shall take effect on October 1, 2019.

D. SAVE and EXCEPT as expressly amended herein, all other terms and provisions of the Agreement, as previously amended, shall be and remain in full force and effect.

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Item #5

Florida Children's Council Draft Trust November 18, 2019 Retreat Meeting Summary

Background

On November 18, 2019, Trust Members worked with staff from the Florida Children's Council (FCC) to develop a mission and vision statements and guiding principles. Michele Watson with the FCC provided a report with suggested mission and vision statements along with listing of guiding principles as follows:

Mission Statements

1. The Children's Trust of Alachua County partners with the community to plan, advocate for and fund strategic investments that ensure equity and improves the lives and outcomes of the county's children and families.
2. The Children's Trust of Alachua County funds and supports a coordinated system of community services that allows all youth and their families to thrive with dignity.
3. The Children's Trust of Alachua County provides leadership and resources that enhance the lives of children and empowers them to become responsible, productive adults.

Vision Statements

1. The Trust's vision is that Alachua County is seen as the state's best county to raise children.
2. All of Alachua's children and families know how to access available supports and help to improve their lives.
3. Equitable access and opportunities are available to all youth and families to ensure every child reaches their maximum potential.

Guiding Principles

1. Initiatives should ensure accessibility to universal supports for all children 0 to 18 and their families; targeted supports for those who need additional help; and place-based supports for those with the greatest need.
2. Innovative initiatives should be funded that coordinate comprehensive systems of support and delivers those supports in collaborative ways that allows the Trust to achieve collective impact.
3. Initiatives shall be evaluated based on its ability to ultimately impact all children, directly or indirectly, with a priority for long-term continual return on investment.

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4. Initiatives must be measurable with priority given to a comprehensive system of supports that provide for prevention, timely intervention, and services that strengthen families and produce achievable results.
5. Initiatives must be aligned to a documented gap or need.
6. Funds will be invested and initiatives will be prioritized based on the highest educational, social, or emotional outcome value.
7. Initiatives will be evaluated in an open, transparent, and competitive manner in order to ensure equitable results and confidence in the process.
8. > 90% of funded services must be provided directly to a child or family member/support member to enrich the child's educational, social, emotional, and/or physical health.
9. The complete portfolio of Trust investments shall be reviewed to ensure that Alachua County children and families have equitable access to services that will work to increase racial equity.
10. Prior to any funding decision, the direct impact on children must be the primary consideration.

Attachments

1. Children's Trust of Alachua County Board Retreat Meeting Summary

Staff Recommendation

Adopt one Mission Statement, one Vision Statement, and all of the Guiding Principles as presented.

**CHILDREN'S TRUST OF ALACHUA COUNTY BOARD RETREAT
MEETING SUMMARY**

NOVEMBER 18, 2019

**ALACHUA COUNTY HEALTH DEPARTMENT
THOMAS COWARD AUDITORIUM**

DRAFT

**PREPARED BY MICHELE WATSON
FLORIDA CHILDREN'S COUNCIL**



**CHILDREN'S TRUST
OF ALACHUA COUNTY**

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INTRODUCTION/BACKGROUND

On November 2018 over 61% of the Alachua County voters approved the creation of the Children's Trust of Alachua County. This voter approved referendum enables the county to collect tax dollars to provide children's services throughout Alachua County. The responsibilities of the Children's Trust (Trust) of Alachua County are outlined in Section 125.901, Florida Statutes and Alachua County Ordinance 18-08 and include the following Board Responsibilities:

- To provide and maintain within the County such preventive, developmental, and rehabilitative services for children as the council determines are needed for the general welfare of the County.
- To provide such other services for all children as the council determines are needed for the general welfare of the County.
- To allocate and provide funds for other agencies in the County which are operated for the benefit of children, provided that they are not under the exclusive jurisdiction of the public-school system.
- To collect information and statistical data which will be helpful to the council in deciding the needs of children in the County.
- To consult with other agencies dedicated to the welfare of children to the end that the overlapping of services will be prevented.
- To lease or buy such real estate, equipment, and personal property and to construct such buildings as are needed to execute the foregoing powers and functions, provided that no such purchases shall be made or building done except for cash with funds on hand or secured by funds deposited in financial institutions.
- To employ and pay, on a part-time or full-time basis, personnel needed to execute the foregoing powers and functions.
- To enter into agreements with government agencies to provide administrative services.

Immediately after the members are appointed and officers are elected, identify and assess the needs of the children in the county served by the council and submit to the governing body of each county a written description of:

- The activities, services, and opportunities that will be provided to children.
- The anticipated schedule for providing those activities, services, and opportunities.
- The manner in which children will be served, including a description of arrangements and agreements which will be made with community organizations, state and local educational agencies, federal agencies, public assistance agencies, the juvenile courts, foster care agencies, and other applicable public and private agencies and organizations.
- The special outreach efforts that will be undertaken to provide services to at-risk, abused, or neglected children.
- The manner in which the council will seek and provide funding for unmet needs.
- The strategy which will be used for interagency coordination to maximize existing human and fiscal resources.
- Provide training and orientation to all new members sufficient to allow them to perform their duties.

- Make and adopt bylaws, rules, and regulations for the council's guidance, operation, governance, and maintenance, provided such rules and regulations are not inconsistent with federal or state laws or county ordinances.

Provide an annual written report, to be presented no later than January 1, to the governing body of the county. The annual report shall contain, but not be limited to, the following information:

- Information on the effectiveness of activities, services, and programs offered by the council, including cost-effectiveness.
- A detailed anticipated budget for continuation of activities, services, and programs offered by the council, and a list of all sources of requested funding, both public and private.
- Procedures used for early identification of at-risk children who need additional or continued services and methods for ensuring that the additional or continued services are received.
- A description of the degree to which the council's objectives and activities are consistent with the goals of this section.
- Detailed information on the various programs, services, and activities available to participants and the degree to which the programs, services, and activities have been successfully used by children.
- Information on programs, services, and activities that should be eliminated; programs, services, and activities that should be continued; and programs, services, and activities that should be added to the basic format of the children's services council.
- To make recommendations to the Board of County Commissioners regarding funding, allocation and provision of funds for other agencies in the county, which are operated for the benefit of children and their families.
- To consult with other agencies dedicated to the welfare of children and their families to the end that overlapping services will be prevented.

Since the creation of the Trust the members and member nominees have been meeting diligently to determine the needs of the prenatal - 18 community including reviewing multiple **Community Needs Assessment (Appendix B)**. After multiple meetings it was determined that the Trust board needed to conduct a board retreat to hone in on developing a mission statement, vision, and guiding principles to help inform funding priorities. The Trust board retreat was held on November 18, 2019 and facilitated by the Florida Children's Council. As such, the Board developed the following organizational products that should continue to be refined and revisited once the full board has been appointed.

MISSION STATEMENTS

After thoughtful contemplation, the Trust board and stakeholders provided input into areas of focus and desired outcomes that helped to inform the following possible mission statements:

- The Children's Trust of Alachua County partners with the community to plan, advocate for and fund strategic investments that ensure equity and improves the lives and outcomes of the county's children and families.
- The Children's Trust of Alachua County funds and supports a coordinated system of community services that allows all youth and their families to thrive with dignity.
- The Children's Trust of Alachua County provides leadership and resources that enhance the lives of children and empowers them to become responsible, productive adults.

VISION STATEMENTS

Along with completing the mission statement exercise, many vision statements came to the forefront as well. The final agreed upon vision statement should be the end goal, or destination, of an organization and should be the driving force for staff. Some examples of vision statements that could be considered are:

- The Trust's vision is that Alachua County is seen as the state's best county to raise children.
- All of Alachua's children and families know how to access available supports and help to improve their lives.
- Equitable access and opportunities are available to all youth and families to ensure every child reaches their maximum potential.

GUIDING PRINCIPLES

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

1. Initiatives should ensure accessibility to universal supports for all children 0 to 18 and their families; targeted supports for those who need additional help; and place-based supports for those with the greatest need.
2. Innovative initiatives should be funded that coordinate comprehensive systems of support and delivers those supports in collaborative ways that allows the Trust to achieve collective impact.
3. Initiatives shall be evaluated based on its ability to ultimately impact all children, directly or indirectly, with a priority for long-term continual return on investment.

4. Initiatives must be measurable with priority given to a comprehensive system of supports that provide for prevention, timely intervention, and services that strengthen families and produce achievable results.
5. Initiatives must be aligned to a documented gap or need.
6. Funds will be invested and initiatives will be prioritized based on the highest educational, social, or emotional outcome value.
7. Initiatives will be evaluated in an open, transparent, and competitive manner in order to ensure equitable results and confidence in the process.
8. $\geq 90\%$ of funded services must be provided directly to a child or family member/support member to enrich the child's educational, social, emotional, and/or physical health.
9. The complete portfolio of Trust investments shall be reviewed to ensure that Alachua County children and families have equitable access to services that will work to increase racial equity.
10. Prior to any funding decision, the direct impact on children must be the primary consideration.

OBJECTIVE CRITERIA FOR RESPONDENTS

With the Guiding Principles identified, the Trust Board will need to identify the criteria that a funding entity will be evaluated against that demonstrates it is prepared to receive funding. The following questions were used to help guide the Trust Board in defining some initial criteria.

1. Does the initiative or program meet the **Objectives** set forth by the board? (Needs Assessment)
2. Is the initiative **Implementable**? Is there enough time and infrastructure in place for it to be implemented?
3. Is the initiative **Impactful**? How many children, families, and/or citizens will be positively impacted?
4. Is it **Measureable**? Will the Board be able to demonstrate positive results from the initiative?
5. Is it **Relatable**? Will the community see the value of this initiative and support its success?

Domain	Criteria
Objective	Supported by the Needs Assessment or other sources that demonstrate community need
	Aligned to Guiding Principles
	Meets the requirements of Alachua County Ordinance 18-08
	Employs evidence-based practices
	Coordinated with other agencies for systemic impact
	Scalable
Implementable	What is an acceptable timeline for implementation based on number of days as part of the Request for Proposal (RFP) timelines
Impactful	Provide information on impact to children and families. Impact could be measured as direct services, innovation, knowledge, behavior, child learning, accessibility, health, or other criteria
	No supplantation
Measureable	Use of a results-based accountability and collective impact frameworks to inform data collection to demonstrate both short term and long-term results of funding decisions
Relatable	Provide information on how the respondent will provide information to the community and demonstrates its value to taxpayers (How will it convey that it helped solve a problem?)

Item #6

Applicant Responses to RFA 20-937

Background

The Trust previously issued RFA 20-937, "Capacity Increases and Infrastructure Improvements for Programs Serving Youth". The solicitation resulted in 56 requests for funding. In accordance with the RFA, a staff evaluation team reviewed and individually scored each application.

Section 4.5 of the RFA indicates, "CTAC will use the information submitted in the application and the RFA Evaluation Committee scores to determine which applications will be funded in its sole discretion. In determining a funding award CTAC may also consider the total amount of funds awarded in a given category and the total amount of funding awarded under this solicitation. The amount, if any, of an award made by CTAC under this solicitation is final."

Attachments

1. Staff Evaluation Team Scoring Worksheet(s)

Staff Recommendation

Determine the amount of funds awarded in response to each application and direct staff to begin contract negotiations and/or provide staff direction on next steps in the procurement process.

Children's Trust of Alachua County
RFA 20-937 Capacity Increases and Infrastructure Improvements for Programs Serving Youth

Agency	Program	Average Score	REQUESTED AMOUNT			SCORING CRITERIA							
			Capital Projects	Operational Projects	Total Amount Requested	Program Summary (40 pts. Max)	Partnerships/Collaborations (60 pts. Max)	Program Budget (60 pts. Max)	Measurable Inequities (40 pts. Max)	Racial Inequities (60 pts. Max)	Foundation for Future Years (60 pts. Max)	Application Quality and Completeness of Information (40 pts. Max)	Serves Rural Area (40 pts. Max)
PACE Center for Girls Inc.	Pace Reach Community Counseling Services for Adolescent Girls	87	\$0	\$159,760	\$159,760	36	53	51	36	56	53	36	28
Cade Museum Foundation	Project 2 - Cade on the Road*	87	\$76,000	\$41,371	\$117,371	35	53	54	32	50	55	38	29
Children Beyond our Borders	Optimizing the Impact of Health Fairs and Educational Programs Serving Hispanic Children in Alachua County	87	\$0	\$14,909	\$14,909	35	59	48	30	57	48	34	35
University of Florida College of Nursing Faculty Practice Association, Inc.	Building Blocks for Health	87	\$0	\$22,241	\$22,241	36	45	52	35	55	52	36	35
Alachua County Sheriff's Office	The Sentinel Program*	86	\$54,000	\$85,707	\$139,707	33	56	48	32	58	50	31	37
City of Alachua	City of Alachua Youth Enrichment Services	86	\$0	\$192,860	\$192,860	34	59	48	30	57	48	34	35
FL Institute for Workforce Innovation, Inc. d/b/a Project YouthBuild	Project YouthBuild Parenting Program	85	\$0	\$138,391	\$138,391	33	55	48	32	54	54	33	32
City of Gainesville - Gainesville Police Department	RESET (Restoring Ex-offenders through Services, Education, and Training)	85	\$0	\$98,905	\$98,905	33	55	48	32	57	50	33	30
Univ of Florida	Univ of Florida College Reach-Out Program	85	\$0	\$41,648	\$41,648	34	51	53	33	50	50	33	34
CDS Family & Behavioral Health Services, Inc.	Investing in Alachua's Rural Youth	84	\$0	\$130,649	\$130,649	35	48	50	33	54	46	34	36
Cade Museum Foundation	Project 1 - Equity in Museum Experiences	84	\$84,830	\$0	\$84,830	32	53	54	29	47	54	37	28
Episcopal Children's Services, Inc.	Early Head Start	84	\$93,107	\$0	\$93,107	30	54	47	35	52	54	35	27
Peaceful Paths, Inc.	Peaceful Paths Capital Enhancements	84	\$246,740	\$0	\$246,740	32	47	47	31	55	54	35	33

			REQUESTED AMOUNT			SCORING CRITERIA							
Agency	Program	Average Score	Capital Projects	Operational Projects	Total Amount Requested	Program Summary (40 pts. Max)	Partnerships/Collaborations (60 pts. Max)	Program Budget (60 pts. Max)	Measurable (40 pts. Max)	Racial Inequities (60 pts. Max)	Foundation for Future Years (60 pts. Max)	Application Quality and Completeness of Information (40 pts. Max)	Serves Rural Area (40 pts. Max)
University of Florida College of Dentistry	Saving Smiles: An Innovative Partnership to Improve Community Oral Health	84	\$0	\$146,874	\$146,874	33	49	54	28	52	54	34	30
		34	56	50	35	49	54	34	19				
Girls Place, Inc.	#Space106row	83	\$202,174	\$0	\$202,174	33	51	52	33	50	49	35	27
Girls on the Run of Alachua County	Girls on the Run of Alachua County: Access and Inclusion	83	\$0	\$7,007	\$7,007	33	51	52	33	50	49	35	27
Gainesville Area Community Tennis Association, Inc. DBA Aces in Motion	Aces in Motion Literacy Initiative: Fit Life Pilot Project	82	\$0	\$56,532	\$56,532	34	52	49	36	56	53	35	14
		34	52	49	36	56	53	35	14				
Partners in Adolescent Lifestyle Support (PALS) THRIVE (A University of Florida Health Program)	Youth Mental Health Support During After-School and Summer Programming	82	\$0	\$160,550	\$160,550	33	53	49	33	55	53	34	19
Peaceful Paths, Inc.	Peaceful Paths Increasing Service Volume	82	\$0	\$55,000	\$55,000	29	50	49	32	53	53	32	31
River Phoenix Center for Peacebuilding	Restorative Justice for Alachua Youth RYAY	82	\$0	\$39,000	\$39,000	33	52	48	31	51	50	33	29
Gainesville Area Community Tennis Association, Inc. DBA Aces in Motion	Aces in Motion After-School Capacity Building	82	\$0	\$48,500	\$48,500	34	58	49	30	57	47	37	14
		34	58	49	30	57	47	37	14				
Cultural Arts Coalition	Cultural Arts Coalition Programs for Alachua County Youth	81	\$0	\$44,087	\$44,087	32	54	51	26	53	45	32	32
University of Florida Board of Trustees (for the Florida Museum of Natural History)	Inside Our! Expanding Florida Museum Science In-reach and Outreach to Underrepresented Youth	81	\$0	\$80,325	\$80,325	35	55	48	31	50	45	34	27
		35	55	48	31	50	45	34	27				
Planned Parenthood of South, East and North Florida (PPSENF)	Healthy Teens	81	\$0	\$50,000	\$50,000	32	49	51	31	53	51	31	26
Boys & Girls Club of Alachua County	Capital Expansion Plan	80	\$325,000	\$0	\$325,000	32	49	45	33	53	51	33	25

Agency	Program	Average Score	REQUESTED AMOUNT			SCORING CRITERIA							
			Capital Projects	Operational Projects	Total Amount Requested	Program Summary (40 pts. Max)	Partnerships/Collaborations (60 pts. Max)	Program Budget (60 pts. Max)	Measurable (40 pts. Max)	Racial Inequities (60 pts. Max)	Foundation for Future Years (60 pts. Max)	Application Quality and Completeness of Information (40 pts. Max)	Serves Rural Area (40 pts. Max)
United Church of Gainesville	Rawlings Elementary Food4Kids Backpack Program	80	\$0	\$8,900	\$8,900	35	51	54	33	55	46	35	10
Girls Place, Inc.	ACHIEVE (Academic Counseling and Help Increasing Educational Victories Everyday)	79	\$0	\$74,675	\$74,675	33	53	48	33	49	48	34	19
Big Brothers Big Sisters of Tampa Bay, Inc.	Big Brothers Big Sisters of Alachua County	79	\$0	\$98,514	\$98,514	35	40	47	34	51	53	36	19
Gainesville Police Department	HEROES Program (Help Empower, Rebuild, Overcome Educate & Succeed)	79	\$0	\$8,450	\$8,450	31	55	50	30	56	44	32	16
Boys & Girls Club of Alachua County	Project Learn	78	\$0	\$120,000	\$120,000	31	52	44	31	46	48	33	27
New Technology Made Simple/Now/Inc	STEAM/Engine Project*	78	\$43,381	\$159,307	\$202,688	32	55	37	28	50	45	32	33
Kids Count in Alachua County, Inc.	Enhancing Children's Futures*	77	\$40,000	\$86,774	\$126,774	32	54	46	30	54	53	33	7
United Church of Gainesville	Read To Win	77	\$0	\$146,075	\$146,075	33	51	46	32	55	48	34	9
United Way of North Central Florida	Family Literacy Project	77	\$0	\$19,372	\$19,372	33	51	47	31	55	51	34	6
Girls Place, Inc.	Transportation Collaborative	76	\$0	\$65,305	\$65,305	33	50	47	30	52	52	32	9
Junior Achievement of Tampa Bay	Junior Achievement Mobile 1A BizTown	76	\$0	\$10,000	\$10,000	28	47	46	24	39	48	33	37
Wineyard Christian Fellowship of Gainesville, Inc.	Capital Improvements for The Bridge Community Center in Lincoln Estates	75	\$454,793	\$0	\$454,793	32	51	49	28	53	48	31	8
Florida Organic Growers	Growing Greatness	75	\$0	\$39,012	\$39,012	30	39	50	28	48	46	32	26
RENAISSANCE JAX INC. D.B.A. SVAMPBOTS-FTC 10497	SwampBots Community Based Robotics Pilot	75	\$0	\$104,600	\$104,600	29	50	44	28	42	44	30	31
National Alliance on Mental Illness (NAMI) - Gainesville Affiliate	Mental Health of Alachua County Children - Educate, Understand, & Support	74	\$0	\$128,591	\$128,591	31	52	40	25	46	51	31	21

			REQUESTED AMOUNT			SCORING CRITERIA							
Agency	Program	Average Score	Capital Projects	Operational Projects	Total Amount Requested	Program Summary (40 pts. Max)	Partnerships/Collaborations (60 pts. Max)	Program Budget (60 pts. Max)	Measurable (40 pts. Max)	Racial Inequities (60 pts. Max)	Foundation for Future Years (60 pts. Max)	Application Quality and Completeness of Information (40 pts. Max)	Serves Rural Area (40 pts. Max)
Star Center Childrens Theatre	Star Center Summer and After-school Arts Academy *	74	\$15,000	\$150,945	\$165,945	30	49	41	30	47	45	29	26
Bettering Out of School Time (BOOST) Project	Bettering Out of School Time (BOOST) Project	73	\$0	\$120,200	\$120,200	31	54	36	22	46	42	31	30
Mount Carmel Baptist Church Of Gainesville, Inc	Enrichment and Computer Science After-School Program (AECS-ASP)	73	\$0	\$48,850	\$48,850	31	46	47	32	53	46	31	6
Manhood Youth Development	Manhood Youth Development	72	\$0	\$75,000	\$75,000	29	41	40	30	50	46	29	24
Foundation, Inc.	Foundation, Inc. Come to the NGE-YMCA Water: Capital Improvements to Enable Expansion of Safety Around Water	71	\$379,120	\$0	\$379,120	29	43	39	27	46	50	29	22
City of Gainesville, Parks, Recreation and Cultural Affairs	Gainesville PRCA SkyBridge Computer Labs Expansion	71	\$0	\$49,340	\$49,340	31	48	45	29	42	47	30	12
Department	Reading Intervention Program for Early Childhood	69	\$0	\$5,000	\$5,000	31	21	51	32	46	47	29	18
City of Gainesville, Parks, Recreation and Cultural Affairs	PRCA Summer Camp Expansion	69	\$0	\$64,340	\$64,340	30	42	41	27	45	46	31	13
Department Vineyard Christian Fellowship of Gainesville, FL	The Bridge Community Center Literacy Program *	69	\$40,000	\$125,633	\$165,633	28	49	42	26	52	44	28	6
Early Learning Coalition of Alachua County, Inc.	After-School Care for Children of Working Poor	67	\$0	\$158,000	\$158,000	26	32	44	23	43	45	27	29
Equal Access Clinic Network	Equal Access Clinic Network Pediatric Expansion Program	67	\$0	\$7,475	\$7,475	31	30	45	26	45	43	32	17
Black on Black Crime Task Force	Black on Black Pineridge Community Center	63	\$0	\$14,000	\$14,000	27	46	44	22	43	37	24	8

			REQUESTED AMOUNT			SCORING CRITERIA							
Agency	Program	Average Score	Capital Projects	Operational Projects	Total Amount Requested	Program Summary (40 pts. Max)	Partnerships/Collaborations (60 pts. Max)	Program Budget (60 pts. Max)	Measurable (40 pts. Max)	Racial Inequities (60 pts. Max)	Foundation for Future Years (60 pts. Max)	Application Quality and Completeness of Information (40 pts. Max)	Serves Rural Area (40 pts. Max)
Together Gainesville	Collective Impact/Together Gainesville	63	\$0	\$85,000	\$85,000	27	42	36	24	40	35	24	22
Genesis Family Enrichment Center, Inc.	Trust Based Relational Intervention - A Triad Approach to Trauma Informed Care	56	\$0	\$370,000	\$370,000	25	33	32	24	42	34	26	9
City of Gainesville Regional Transit System	Bus Pass Program for Youth	54	\$0	\$130,000	\$130,000	21	30	36	25	34	34	21	14
Derrick Gillis Community Empowerment Complex, Inc.	The P.E.A.C.E. Project	37	\$0	\$170,000	\$170,000	15	22	25	17	25	23	17	2
Total Amount Requested			\$2,054,145	\$4,257,674	\$6,311,819								

Denotes a program that is dependent on Capital purchases

* Denotes a program that is dependent on Capital purchases

Children's Trust of Alachua County
Children's Trust of Alachua County RFA 20-937 Capacity Increases
and Infrastructure Improvements for Programs Serving Youth
REPORT BY AVERAGE TOTAL

AGENCY	PROGRAM/PROJECT	REQUESTED AMOUNT	AVERAGE SCORE
PACE Center for Girls Inc.	Pace Reach Community Counseling Services for Adolescent Girls	\$159,760	87
Cade Museum Foundation	Project 2 - Cade on the Road	\$117,371	87
Children Beyond our Borders	Optimizing the Impact of Health Fairs and Educational Programs Serving Hispanic Children in Alachua County	\$14,909	87
University of Florida College of Nursing Faculty Practice Association, Inc.	Building Blocks for Health	\$22,241	87
Alachua County Sheriff's Office	The Sentinel Program	\$139,707	86
City of Alachua	City of Alachua Youth Enrichment Services	\$192,860	86
FL Institute for Workforce Innovation, Inc. d/b/a Project YouthBuild	Project YouthBuild Parenting Program	\$138,391	85
City of Gainesville - Gainesville Police Department	RESET (Restoring Ex-offenders through Services, Education, and Training)	\$98,905	85
Univ of Florida	Univ of Florida College Reach-Out Program	\$41,648	85
CDS Family & Behavioral Health Services, Inc.	Investing in Alachua's Rural Youth	\$130,649	84
Cade Museum Foundation	Project 1 - Equity in Museum Experiences	\$84,830	84
Episcopal Children's Services, Inc.	Early Head Start	\$93,107	84
Peaceful Paths, Inc.	Peaceful Paths Capital Enhancements	\$246,740	84

University of Florida College of Dentistry	Saving Smiles: An Innovative Partnership to Improve Community Oral Health	\$146,874	84
Girls Place, Inc.	#SpaceToGrow	\$202,174	83
Girls on the Run of Alachua County	Girls on the Run of Alachua County: Access and Inclusion	\$7,007	83
Gainesville Area Community Tennis Association, Inc. DBA Aces in Motion	Aces in Motion Literacy Initiative: Fit Lite Pilot Project	\$56,532	82
Partners in Adolescent Lifestyle Support (PALS) THRIVE (A University of Florida Health Program)	Youth Mental Health Support During After-School and Summer Programming	\$160,550	82
Peaceful Paths, Inc.	Peaceful Paths Increasing Service Volume	\$55,000	82
River Phoenix Center for Peacebuilding	Restorative Justice for Alachua Youth RJAY	\$39,000	82
Gainesville Area Community Tennis Association, Inc. DBA Aces in Motion	Aces In Motion After-School Capacity Building	\$48,500	82
Cultural Arts Coalition	Cultural Arts Coalition Programs for Alachua County Youth	\$44,087	81
University of Florida Board of Trustees (for the Florida Museum of Natural History)	Inside Out! Expanding Florida Museum Science In-reach and Outreach to Underrepresented Youth	\$80,325	81
Planned Parenthood of South, East and North Florida (PPSENEFL)	Healthy Teens	\$50,000	81
Boys & Girls Club of Alachua County	Capital Expansion Plan	\$325,000	80
United Church of Gainesville	Rawlings Elementary Food4Kids Backpack Program	\$8,900	80
Girls Place, Inc.	ACHIEVE (Academic Counseling and Help Increasing Educational Victories Everyday)	\$74,675	79
Big Brothers Big Sisters of Tampa Bay, Inc.	Big Brothers Big Sisters of Alachua County	\$98,514	79

Gainesville Police Department	HEROES Program (Help Empower Rebuild Overcome Educate & Succeed)	\$8,450	79
Boys & Girls Club of Alachua County	Project Learn	\$120,000	78
New Technology Made Simple Now Inc	New Tech Now STEZAM Engine Project	\$202,688	78
Kids Count in Alachua County, Inc.	Enhancing Children's Futures	\$126,774	77
United Church of Gainesville	Read To Win	\$146,075	77
United Way of North Central Florida	Family Literacy Project	\$19,372	77
Girls Place, Inc.	Transportation Collaborative	\$65,305	76
Junior Achievement of Tampa Bay	Junior Achievement Mobile JA BizTown	\$10,000	76
Vineyard Christian Fellowship of Gainesville, Inc.	Capital Improvements for The Bridge Community Center in Lincoln Estates	\$454,793	75
Florida Organic Growers	Growing Greatness	\$39,012	75
RENAISSANCE JAX INC, D.B.A. SWAMPBOTS FTC 10497	SwampBots Community Based Robotics Pilot	\$104,600	75
National Alliance on Mental Illness (NAMI) - Gainesville Affiliate	Mental Health of Alachua County Children - Educate, Understand, & Support	\$128,591	74
Star Center Childrens Theatre	Star Center Summer and After-school Arts Academy	\$165,945	74
Bettering Out of School Time (BOOST) Project Alliance	Bettering Out of School Time (BOOST) Project Alliance	\$120,200	73
Mount Carmel Baptist Church Of Gainesville, Inc	The Academic Enrichment and Computer Science After School Program (AECS-ASP)	\$48,850	73
Manhood Youth Development Foundation, Inc.	Manhood Youth Development Foundation, Inc.	\$75,000	72

North Central Florida YMCA, Inc		Come to the NCF YMCA Water: Capital Improvements to Enable Expansion of Safety Around Water Programming for Underserved Alachua County Children		\$379,120	71
City of Gainesville, Parks, Recreation and Cultural Affairs Department		Gainesville-PRCA SkyBridge Computer Labs Expansion		\$49,340	71
Caring and Sharing Learning School, Inc.		Reading Intervention Program for Early Childhood		\$5,000	69
City of Gainesville, Parks, Recreation and Cultural Affairs Department		PRCA Summer Camp Expansion		\$64,340	69
Vineyard Christian Fellowship of Gainesville, FL		The Bridge Community Center Literacy Program		\$165,633	69
Early Learning Coalition of Alachua County, Inc.		After-School Care for Children of Working Poor		\$158,000	67
Equal Access Clinic Network		Equal Access Clinic Network Pediatric Expansion Program		\$7,475	67
Black on Black Crime Task Force		Black on Black Pineridge Community Center		\$14,000	63
Together Gainesville		Collective Impact/Together Gainesville		\$85,000	63
Genesis Family Enrichment Center, Inc		Trust Based Relational Intervention - A Triad Approach to Trauma Informed Care		\$370,000	56
City of Gainesville Regional Transit System		Bus Pass Program for Youth		\$130,000	54
Derrick Gills Community Empowerment Complex, Inc.		The P.E.A.C.E. Project		\$170,000	37
TOTAL REQUESTED AMOUNT				\$6,311,819	

Consent Agenda Items

When the Trust adopts its meeting agenda, all items remaining on the Consent Agenda are approved as recommended by staff. Any member of the Trust or public may ask that an item be moved from the Consent Agenda to the Regular Agenda. Consent Agenda items will not be discussed unless moved to the Regular Agenda.

Items

10. Approval of December 9, 2019 Meeting Minutes
Staff Recommendation: Approve as presented
11. Technical Advisory Committee Meeting Minutes, Notice, and Agenda
Staff Recommendation: Receive
12. Pritzker Children's Initiative Grant Application
Staff Recommendation: Authorize staff to continue preparing the application, consistent with the draft presented, and submit it to the Pritzker Foundation through the electronic portal
13. Quarterly Financial Report
Staff Recommendation: Receive the Statement of Revenues and Expenditures for October 1, 2019 – December 31, 2019

Children's Trust of Alachua County

Monday, December 9, 2019 | 4:00 pm | Alachua County Health Department
(Thomas Coward Auditorium)

Members Present: Ken Cornell, Alachua County Commissioner (Interim Chair); Judge Susanne Wilson-Bullard (Interim Vice Chair) Tina Certain, Alachua County School Board Member (Interim Treasurer); Karen Clarke, Alachua County School Superintendent; Cheryl Twombly, DCF Community Development Administrator

Staff Present Bob Swain, Senior Assistant County Attorney; Claudia Tuck, Community Support Services Director; Carl Smart, Assistant County Manager for Public Safety and Community Support Services; Heather Akpan, Human Resources Director, Tom Tonkavich, Assistant Director, Alachua County Community Support Services.

1. **Call to Order**

Interim Chair Cornell called the meeting to order at 4:02 pm.

2. **Agenda Review, Revision and Approval (including Approval of Consent Agenda Items)**
Member Clarke moved to accept the agenda and approve the consent agenda items. Seconded by Member Wilson-Bullard. Motion carried 5-0

Items approved from the consent agenda per the staff recommendation:

Adoption of Investment Policy - approved

Statement of Revenues and Expenditures as of December 4, 2019 - received

Approval of November 18, 2019 Meeting Minutes - approved

Technical Advisory Committee Meeting Minutes, Notice, Agenda, and List of Reports - received

DRAFT Annual Report for Year ending September 30, 2019 - approved

Correspondence from Kiwanis Club of Gainesville - received

CHILD Center Invoice for October 1-30, 2019 - approved

Florida Children's Council-Potential Opportunities for More Effective 2Gen Policies - received

Florida Children's Council Public Policy Group - received

3. **Executive Director Selection Update**

Executive Director candidates were interviewed individually in random order as follows:

Colin Murphy

Theresa Sullivan

Jennifer Rivers

Margot DeConna

Natalie Strappy

Each candidate was given 30 minutes and answered the same set of questions. Each was given the opportunity to make a closing statement. Each Board Member wrote the name of their first choice on a slip of paper. Votes were tallied by Heather Akpan; Colin Murphy received three votes and Natalie Strappy received two.

Member Certain moved to make a conditional offer of employment to applicant Colin Murphy, contingent on successful completion of a Level 2 background check, drug test, and initial negotiation of an employment contract with Trust Interim Chair Cornell, subject to final approval of the Trust at a future meeting. Motion seconded by Judge Bullard. Motion Carried 4-1 with Interim Chair Cornell in dissent.

4. Update on RFA 20-937

Tom Tonkavich reported Alachua County Procurement has issued RFA -20-937 Capacity Increases and Infrastructure Improvements for Programs Serving Youth and applications are now being accepted through Zoomgrants. The deadline for submitting applications is 2:00 pm, December 18, 2019. Once the deadline passes, County staff will conduct a technical review of the applications and release the applications for review by the Evaluation Team. Once the applications have been released to the Evaluation Team, "read only" access will be provided to Trust Members, Nominees, and the public.

5. Call for Public Input

Interim Chair Cornell called for comments from the public. Comments received.

6. Board Member General Comments

Announcement that February 3, 2019 Children's Trust Board Meeting has been moved to February 10, 2019.

7. Adjournment

Interim Chair Cornell adjourned the meeting at 6:58 pm.

Submitted by,

Tom Tonkavich
Assistant Director

Meeting Notice

Children's Trust of Alachua County
Technical Advisory Committee

Friday, January 3, 2020 @ 1:00 pm
Alachua County Community Support Services
Conference Room A
218 SE 24th Street

Members

Dr. Najma Brown, Dr. Chris Busey, Dr. Maureen Conroy
Jeff Feller, Dr. Kate Fogarty, Dr. Matthew Gurka,
Dr. Diedre Houchen, Dr. Herman Knopf, Dr. Maggie Labarta,
Prof. Mae Quinn, Dr. Rosana Resende, Carol Ruth, Dr. Patricia Snyder



CHILDREN'S TRUST
OF ALACHUA COUNTY

Children's Trust of Alachua County
Technical Advisory Committee

Friday, January 3, 2020 @ 1:00 pm
Alachua County Community Support Services
Conference Room A
218 SE 24th Street

1. Call to Order – Dr. Herman Knopf
2. Approval of DRAFT December 6, 2019 Meeting Minutes
3. Review/Discussion of Child Well-Being Indicators
 - A. Healthy Children
 - B. Children Ready for School
 - C. Children Succeeding in School
 - D. Strong Families
 - E. Children and Families are Safe
 - F. Happy Children
4. Public Comment
5. Topics for Next Meeting Agenda
6. Committee Member General Comments
7. Adjournment



CHILDREN'S TRUST

**Children's Trust of Alachua County
Technical Advisory Committee Meeting**

Friday, December 6, 2019 | 1:00 pm | Alachua County Community Support Services
(Conference Room A)

Members Present: Carol Ruth, Dr. Herman Knopf, Dr. Matthew Gurka, Dr. Maggie Labarta, Dr. Chris Busey

Members Calling In: Dr. Snyder, Mae Quinn, Dr. Conroy, Dr. Fogarty, Dr. Brown

Staff Present: Tom Tonkavich, Community Support Services Assistant Director, Cindy Bishop, CAPP/CHOICES Program Manager, LaRaven Temony, Graduate Intern

1. Call To Order

Dr. Knopf called the meeting to order at 1:03 pm.

2. Approval of November 22, 2019 Meeting Minutes

Members approved the minutes as presented. Going forward the Staff Liaison will note those members calling in.

3. Further Direction from the Senior Assistant County Attorney

Staff advised members that the Senior Assistant County Attorney provided further direction on members participating by telephone. Those calling in are not in attendance and therefore not included in determining a quorum. Further, those calling in may participate by sharing information and asking questions, however they cannot vote on any matters.

4. Review/Discussion of the CSAB Child Well-Being Indicators Report

Members reviewed and discussed the Child Well-Being Indicators report. General comments included: need for data on low birth weight babies, how geographic location impacts the data, data on birth intervals including the impact on mom, baby, and family stress. There is a need for additional data on SIDS (by subset), child motor vehicle deaths, children's mental health including suicide and bullying. Additional data is also needed to further define child maltreatment including children with incarcerated/addicted parents.

There was further discussion about literacy. There is a need for a county-wide assessment on literacy as well as a need for an asset map. The committee is interested in addressing systemic issues, e.g., race and equity. Dr. Knopf asked each member to consider six indicators of child well-being; Strong Families, Happy Children, Healthy Children, Ready for School, Succeed in School, and Safety. Members are asked to identify 5-10 data sets that support each.

5. Public Comment

No further comments from the public.

6. Topics for Next Meeting Agenda

The next meeting is scheduled for Friday, January 3rd at 1:00 pm in Alachua County Community Support Services Conference Room.

7. Committee Member General Comments

No further comments from the Committee.

8. Adjournment

Dr. Knopf adjourned the meeting at 3:05 pm.

Recorded by:

LaRaven Temoney, Intern

Revised by:

Thomas Tonkavich, Liaison

DRAFT

Children's Trust of Alachua County
Technical Advisory Committee Meeting

Friday, January 3, 2020 | 1:00 pm | Alachua County Community Support Services
(Conference Room A)

Members Present: Dr. Herman Knopf, Prof. Mae Quinn, Dr. Naima Brown

Members Calling In: Dr. Maureen Conroy, Dr. Patricia Snyder

Staff Present: Cindy Bishop, CAPP/CHOICES Program Manager

1. Call to Order
Dr Knopf called the meeting to order at 1:08 pm.

2. Approval of December 6, 2019 Meeting Minutes
n/a

3. Review/Discussion of Child Well-Being Indicators
Dr Knopf asked for member suggestions and advised that his doctoral students will locate the existing sources for indicators and break out data by race, gender, geographical area, etc., if available.

Prof Quinn suggested that race and equity should play a larger role. Suggestion made to add a "disparity" bucket. Discussion followed; several members suggested disparities would be addressed in every bucket and group could make a commitment to the use of an inequity lens for each indicator. Dr Knopf suggested buckets can be rearranged and new ones added as needed; the entire construction can be reviewed when the bigger picture is more complete. The intent is to capture what has not yet been quantified to direct the needs assessment.

Group requested staff to provide a written copy of the Technical Advisory Committee charge. Dr Brown suggested it be reviewed at the beginning of each meeting.

Committee revised buckets as follows:

Healthy Children
Children Ready for School
Children Succeeding in School, College and Career Ready
Strong Families
Children and Families are Safe and Secure
Happy Children
Communities are Safe, Supportive, and Secure

Dr Knopf advised that as time permits, graduate students will organize as many indicators as possible within the buckets. Draft will be sent to county staff for distribution to the Technical Advisory Committee for review.

4. Public Comment

No members of the public were present.

Topics for Next Meeting Agenda:

Continuation of discussion of working buckets and well-being indicators.

5. Committee Member General Comments

No member comments

6. Adjournment

Dr Knopf adjourned the meeting at 1:52 pm.

Recorded by:

Cindy Bishop, CAPP/CHOICES Program Manager

DRAFT

Children's Trust of Alachua County
Early Connections for Prenatal to 3 (Early Connections) Initiative
Application Narrative

1. Initiative Summary (two sentences):

Building on the work already begun by the Children's Trust of Alachua County and other maternal health and early childhood stakeholders, the Early Connections initiative aims to increase participation rates of children and families below 200% FPL across our existing continuum of prenatal to three (PN-3) services, while simultaneously improving the quality of PN-3 care and early education. To accomplish this, the primary strategy is to maximize our area's existing services and resources through activities that leverage under-utilized resources, strengthen connections among the various PN-3 touchpoints, target outreach to the families and communities most at risk, as well as incentivize commitments for early education centers to achieve Gold Seal accreditation and provide infant care.

2. Targeted Community and Identified Need (maximum 1 page):

- **Geographic area targeted by initiative**

The initiative's primary target area is **Alachua County**. Located in North Central Florida, Alachua County is comprised of an 875 square mile land area with an estimated population of 244,554. The county seat is the city of Gainesville with an estimated population of 129,394, over half the total county population (U.S. Census Bureau, 2013-2017 American Community Survey). Poverty has a significant socioeconomic impact in the county. Poverty levels in Alachua County have consistently been well above state levels with an estimated 23.3% of all persons living at or below poverty level, versus 15.5% statewide (U.S. Census). **Among the 8,192 children under the age of 3 in Alachua County, 3,664 (44.7%) are in families earning less than 200% FPL** (Sorenson Impact, David Eccles School of Business, University of Utah). The initiative's strategies will focus on specific zip code areas within Gainesville (32607, 32609, 32641) that have concentrated child poverty (43.2%, 35.6% and 46.8%, respectively).

To further expand impact, the initiative's partners aim to promote replication of the proposed strategies regionally. In addition to providing services in Alachua County, several workgroup partners have a 9-county service region in common. This extensively rural, high need region has an estimated combined total population of 226,560 with an estimated 4,595 (36%) children under age 4 living in poverty. (See the detailed narrative below for more information on replication plans.)

- **Status of programs, services, funding for infants and toddlers in initiative impact areas**

In planning for the proposed initiative, workgroup partners recognized that Alachua County has a distinctive commitment to improving and growing early childhood services and an existing continuum of effective services to serve as a framework. For example, the Children's Trust provides funding for three early childhood development programs that are generating positive outcomes: NewborRN, a nurse home visiting program available free of charge to all mothers who give birth in the county; the Transformational Professional Development Program (TPD), which implements innovative practice based coaching methods aimed at transforming the delivery of professional development for early childhood educators; and the Healthy Social and Emotional Development and Family Program (SED), which places licensed mental health consultants in the classroom to support the social emotional development of children and provide observation and feedback to early learning center staff. (See the detailed narrative below for more information on these programs.) These new, evolving programs have helped to introduce a new awareness on maternal and early childhood health and education in Alachua County and beyond. Examples of other available PN-3 supports include Healthy Start; Maternal, Infant and Early Childhood Home Visiting (MIECHV) parenting program; Special Supplemental Nutrition Program for Women (WIC); trauma-informed outpatient mental health services for ages 0-5; and much more.

In spite of these varied programs, partners noted many children and families remain unreached, especially in communities most at risk. The primary reason cited was a need for better connections and awareness at all PN-

3 touchpoints, with the goal of promoting coordination and referrals among providers and easier access and linkage to quality, low barrier services for families. The workgroup also identified these related needs:

- Enhanced early identification of mothers, infants and toddlers most at risk
- Data-informed, targeted outreach and awareness to high need communities and populations
- Incentives for quality improvement (e.g., Gold Seal accreditation) and infant care for early learning centers in identified target communities

These needs and challenges, along with the strengths of our other existing programs and partnerships, form the foundation of the proposed Early Connections initiative.

3. Detailed Initiative Narrative:

As stated above, the proposed initiative aims to leverage the continuum of early childhood services already in place in Alachua County by increasing connections, awareness and quality incentives. The three programs currently funded through the Children's Trust serve the Pritzker Children's initiative's target areas and are a logical starting point for this objective. Through their goal to improve kindergarten readiness for children up to age 5, they also serve to connect low-income families to high-quality PN-3 health, development and social-emotional support services. The support provided by the Pritzker CIG will move these Children's Trust programs forward by increasing awareness and engaging more families to participate in services. These three programs are as follows:

The **NewboRN Home Visiting Program** is a free program offered to all Alachua County women who give birth at a hospital, birth center or home within the county. Within a week after baby is born, a registered nurse or midwife visits mom and baby to see how they are doing, share information and connect them to services and resources. The program is overseen by the Healthy Start of North Central Florida Coalition and is a collaboration between hospitals, home health agencies, childbirth providers and social service agencies throughout the county. A principle objective of the program is to identify children at risk of exposure to Adverse Childhood Experiences (ACEs).

The **Transformational Professional Development (TPD) Program** is a partnership between the community based CHILD Center, a child care and early education collaboration to support and enhance the quality of life and education for children and families living in neighborhoods within the 32607 zip code area; the University of Florida Anita Zucker Center for Early Childhood Excellence; and the Early Learning Coalition of Alachua County. The program's goal is to develop and implement innovative practice based coaching methods to transform the delivery of professional development for early childhood educators. The TPD is perfectly positioned to respond to the second Pritzker impact area of increasing the availability of affordable, high-quality childcare for low-income infants and toddlers across diverse settings.

The **Healthy Social and Emotional Development and Family Support (SED) Program** is a community-based collaboration between Meridian Behavioral Healthcare, Partnership for Strong Families and the Child Advocacy Center of Gainesville aimed at supporting early learning center teachers and staff in addressing challenging classroom behaviors. Two licensed mental health professionals provide Early Childhood Mental Health Consultation (ECMHC) to assess individual children in need, engage parents, and provide feedback to classroom personnel. The objective is to improve classroom management skills and ultimately reduce suspensions and expulsions. This focus is critical as research supports evidence that young children exposed to trauma associated with Adverse Childhood Experiences (ACEs) are more frequently suspended and expelled in early learning centers compared to primary and secondary school.

The project also relies on other existing programs with under-utilized or untapped resources. For example, the WIC program is serving approximately 45% of all eligible moms and can draw down additional federal and state resources for every new mom served at no direct cost to the project.

The proposed initiative is premised on the employment of a **Pritzker Fellow** who acts as a catalyst, network builder, and facilitator to link additional children living in poverty to these three Children's Trust programs and

other existing maternal, infant, and toddler services. The Pritzker Fellow will focus on building relationships and connections between existing service systems (mapping touchpoints), thereby reducing the tendency to operate in silos and modeling cross-system problem solving and planning. (The role of the Pritzker Fellow is detailed later in this section.)

• **Primary objectives and the policy and/or systems change strategies to meet those objectives**

We have identified two primary objectives and related strategies and activities to promote the best PN-3 outcomes over the course of the grant period. The Pritzker Fellow will have the primary responsibility of facilitating and ensuring completion of the activities in collaboration with Early Connections partners and the Children's Trust.

Objective 1: Increase participation rates of those living <200% FPL by 17% annually in existing federally, state, and locally funded maternal and infant health programs

Strategy 1.1: Increase outreach and engagement of families and children living <200% FPL

Key activities: 1) Develop a mobile application that, with or without assistance, helps prospective families determine the services for which they are likely eligible; 2) Develop a common, universal screening process to determine eligibility for a full range of services; 3) Expand the provider network (e.g., OB/GYN offices) included in Healthy Start's CONNECT system, a one-stop entry point for maternal and infant care services; 4) Offer staff training and provider technical assistance to improve outreach and engagement activities; 5) Increase connections with the faith communities and other community-based providers to develop a "Peer Support" component with the objective of overcoming stigma and other concerns about connecting with services

Strategy 1.2: Implement system mapping of PN-3 service touchpoints and formalization of intake, referral and information sharing protocols

Key activities: 1) Implement ongoing service touchpoint identification to add new services and introduce new key contacts with the objective of maintaining a complete and updated catalog of services for families earning <200% FPL; 2) Offer training and technical assistance to identify connections, examine opportunities for centralized intake, identify and develop a common screening process, and reduce or eliminate overlapping or gap producing eligibility criteria; 3) Evaluate changes in the number and percentage of all eligible families being served or connected

Strategy 1.3: Promote greater interagency coordination, inclusiveness, and effectiveness

Key activities: 1) Promote information sharing, review of data metrics on number and percentages of all families <200% FPL; 2) Facilitate organized, routine meetings with expanded participation to include information sharing, review of data metrics, networking and collaborating on key projects, such as centralized intake

Objective 2: Improve the quality and availability of early care and education services by increasing the percentage of accredited providers

Strategy 2.1: Provide financial and technical assistance for providers to attain Gold Seal quality improvement status and increase availability of infant care

Key activities: 1) Offer assistance to providers in understanding requirements; help in selecting an accreditation body; share sample business plans, policies, and other related materials to attain Gold Seal status; 2) Coordinate efforts to find financial incentives that will be provided to organizations demonstrating a commitment to provide high quality infant care; 3) Arrange for the provision of individualized technical assistance to providers demonstrating a commitment to attaining Gold Seal status

Strategy 2.2: Provide financial incentives for early care and education personnel to attend training

Key activity: Develop a scholarship and recognition program (through community or other resources) for early care para-professionals, professionals, and administrators attaining various levels of expertise through continual learning

These objectives, strategies and their related activities are further delineated in the **Strategic Workplan Worksheet (Tab 3)** in the CIG Workbook.

- **Intended impact of initiative**

An anticipated 2,000 children living in families who earn <200 FPL will be impacted by the Early Connections initiative within the three-year grant period. This represents 54% of the total PN-3 population as cited in the Sorenson Impact data.

See the **Impact Estimates Worksheet (Tab 4)** for more information on how this impact will be compiled and measured.

- **What is innovative about the approach or strategy**

We recognize that the solution to increasing child and family participation is not by adding more providers, programs and services, but rather by making better use of existing ones, especially those that can leverage outside (federal and state) resources. This includes increasing participation in the three programs currently funded through the Children's Trust, which use evidence-based strategies, such as practice-based coaching, Early Childhood Mental Health Consultation and trauma-informed care, to develop and provide quality early education for all of Alachua County's young children. Our proposed initiative also promotes family participation by examining parent-driven services and tools, such as an app that helps families navigate services. Additionally, the initiative examines the best method for incentivizing quality improvement and infant care for providers in high need areas, which is a new approach for our county.

- **How the initiative aligns with the PCI Impact Areas (high quality child care and essential connections for families) and goals**

The objectives of the Early Connections initiative are in direct alignment to the PCI Impact Areas. As detailed above, Objective 1 seeks to increase participation by strengthening connections not only with families and services, but between providers of those services as well. Objective 2 focuses on improving and incentivizing quality in high need areas through a program of training, scholarship and recognition.

- **How the initiative solves the problem identified in #1 above and the barriers to accomplishing this before now**

A working group representing leading maternal, infant, and toddler serving programs (see **Collaborators Worksheet, Tab 5**) identified several barriers to service engagement, opportunities to serve additional children, and untapped resources. The overriding issue identified is engaging new mothers and helping them realize the benefit of utilizing these PN-3 programs. In some cases, a lack of awareness inhibits involvement as documented by the low rates of nurse home visits. As the NewboRN program is relatively new in Alachua County, many obstetricians, pediatricians, and birthing centers are unaware of the service, referral processes, etc.

In too many other cases, stigma and fear of institutional involvement inhibit enrollment. For example, in homes where an adult is using illegal drugs or where domestic violence or child abuse is likely, individuals often do not want outsiders in their home. These are often the same home environments where infants and young children are exposed to trauma resulting in poor social and emotional development. Providers can be unaware of strategies to overcome this barrier and rely on the adult caregivers to engage. Working through churches, engaging peer moms, and strengthening linkages with neighborhood associations helps to overcome these barriers.

Additionally, the Collaborators identified gaps in the service delivery system, in particular a lack of quality early care programs and especially those providing infant care. While Alachua County as a whole has a lack of quality early care and education programs as measured by Gold Seal status, the lack is pronounced in the targeted zip code areas. The primary barrier is the expense of attaining Gold Seal status. Attaining this status brings a 20% increase in subsidy. These subsidy increases are expected to approach 40% once pending state legislation is passed. The proposed strategies aim to overcome barriers to entry via awareness building, direct assistance reworking business models, and providing financial incentives. The Children's Trust will make financial investments as needed to motivate providers to work towards quality initiatives (e.g., scholarships, technical assistance awards, etc.).

- **How the PCI grant will support efforts to make progress towards the intended impact and the additional resources (local, state, public, private, in-kind) that are currently being utilized under the initiative**

[To be determined]

- **Brief description of the person (Pritzker Fellow) who will lead this work (if known) and the role he/or she will play**

The Pritzker Fellow will identify and engage the core partner programs and agencies. The Fellow will convene meetings, trainings and other group activities that will help drive the initiative. The Fellow will also identify and make arrangements for technical assistance by tapping available resources, such as the Florida Office of Early Learning and University of Florida Anita Zucker Center for Early Childhood Excellence. As these efforts take hold in Alachua County, the Fellow will work with neighboring communities on replication. As many of the key providers serve multi-county regions, replication is possible by providing additional awareness and training for the provider staff. The Fellow will also be tasked with developing the formal protocols once all provider touchpoints are identified. Formalizing the protocols will assure that as routine staff turnover occurs, linkages remain intact and functioning well.

A copy of the proposed job description further describing roles and qualifications for the Pritzker Fellow is included with our application.

- **How the initiative's impact will be measured**
 - How this measurement strategy aligns with the PN-3 Outcomes Framework (see <https://www.thencit.org/measure-impact/select-metrics-for-success>)
 - Describe anticipated challenges and the community's approach to mitigating those challenges
 - Must align with **Tabs 3 and 4 of the Excel Workbook**

[To be determined]

4. Equity:

- **How the proposed plan will identify and address disparities in access and outcomes among specific populations within the state (e.g., race, ethnicity/language, geography, or socio-economic factors).**

The proposed plan draws from the ongoing work Alachua County's stakeholders are doing to identify and address existing access and outcome disparities. For example, the collaboration known as the Friendship 7, which consists of leaders from the University of Florida, UF Health, Santa Fe College, Chamber, City, County and School Board, commissioned a study on racial inequities in Alachua County. A report issued in January 2018 found significant racial inequities in all key areas, such as school suspensions, grade level attainments, poverty, birth to teen moms, homeownership, unemployment, income, justice system overrepresentation, etc. Under the Children's Trust, the three existing programs have been working collaboratively to share data and lessons learned, the results of which will provide insight into where early childhood care and education disparities exist.

The proposed initiative will utilize and support this work with its core focus on addressing disparities in PN-3 care and education. The initiative's strategies are focused on communities identified by data as having elevated socioeconomic disparities. Table 1 shows that young children ages 0-4 in the initiative's target zip code areas have significantly higher percentages of poverty than compared to all children 0-4 statewide.

Table 1: Total Estimated Population and Percent Considered in Poverty for the 32607, 32609 and 32641 Zip Code Tabulation Areas (ZCTA), Florida, 2013-2017

Area	Total Population (All Ages)			Children 0-4 Years of Age		
	Estimated Number	Estimated Number in Poverty	Percent in Poverty	Estimated Number	Estimated Number in Poverty	Percent in Poverty
32607 Gainesville	30,452	9,922	32.6	1,895	819	43.2
32609 Gainesville	17,318	5,107	29.5	891	317	35.6
32641 Gainesville	13,526	3,832	28.3	854	400	46.8
Florida	216,148	52,522	24.3	1,303,640	319,916	24.5

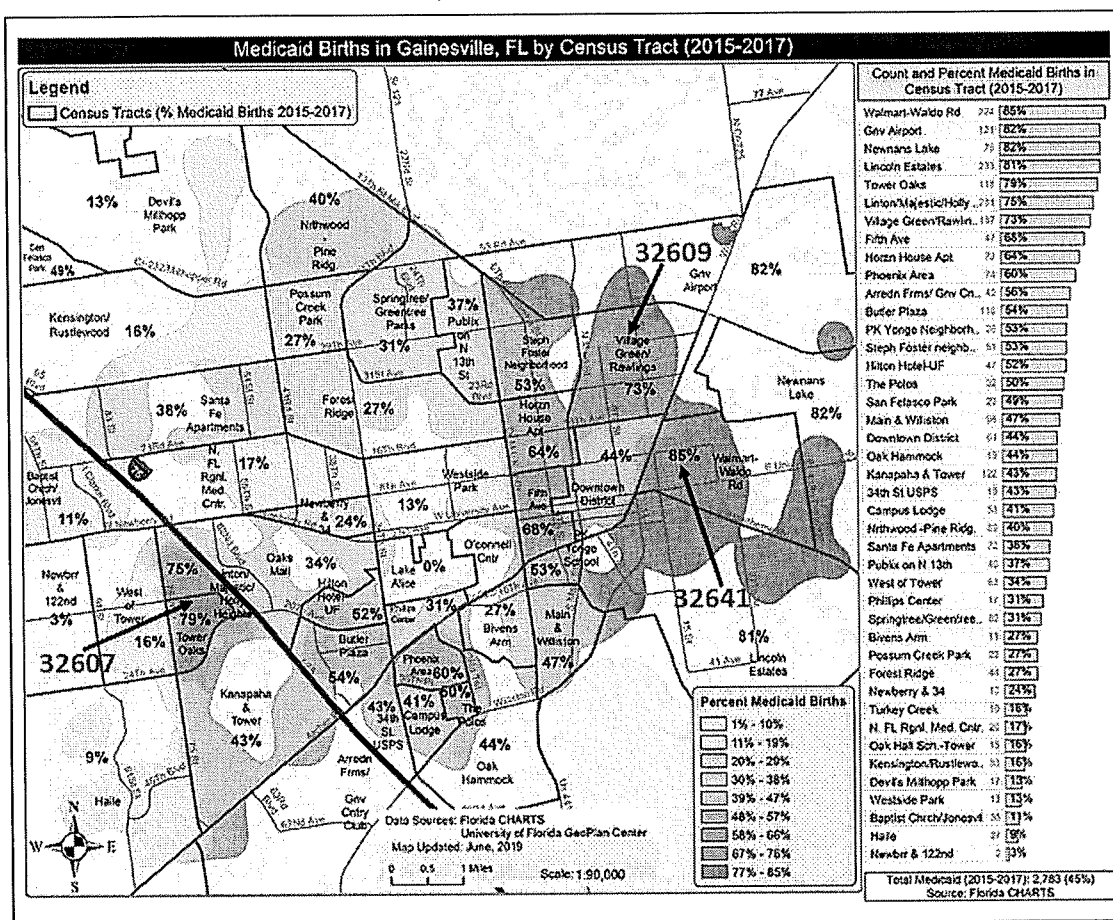
Source: US Census Bureau, 2013-2017 American Community Survey, Table B17001

Prepared by: WellFlorida Council, 2020

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Existing geographic Information Systems (GIS) "heat" maps of Gainesville and surrounding areas have also played a role in determining target areas. An example is shown in Figure 1, which maps the highest density of Medicaid births concentrated in census blocks contained within the target zip code areas:

Figure 1: Medicaid Births in Gainesville by Census Tract and Target Zip Code (2015-2017)



This type of available data has informed our decision to target specific high need communities. In this way, addressing access disparities and increasing service equity remains at the forefront of our approach. For example, with data showing that only 5 of the 41 early learning centers in these zip code areas have achieved Gold Star accreditation, incentives for achieving accreditation for centers in these areas becomes a priority.

As requested, available disaggregated data by race/ethnicity is included in the **Data Worksheet (Tab 2)**.

5. Sustainability:

The Children's Trust of Alachua County was established pursuant to Section 125.901 Florida Statute and Alachua County Ordinance 18-08. Over 61% of the Alachua County voters approved creation of the Trust, giving it independent taxing authority. As a Special Independent District with taxing authority, the Trust can levy up to .5 mill, resulting in annual estimated revenues of \$6,876,819.00 (2019 estimate). With the creation of this Special Taxing District, new funds are now available to address the needs of all Alachua County children. Based on the adoption of its tentative budget, to-date \$1.2 million has been committed towards this purpose. Additionally, \$250,000 in new funds are being allocated in the coming fiscal year to conduct a needs assessment across ages 0 to 18 to identify needs and gaps in services in the county. The Trust will base future funding recommendations on the outcome of this needs assessment. The proposed initiative is anticipated to address the needs assessment outcomes due to its targeted focus on high need zip code areas already identified in Geographic Information Systems (GIS) maps and other data studies.

We recognize that long-term sustainability of the initiative and achievement of its long-term goals depends upon continued strong stakeholder buy-in. The Early Connections initiative will be made an agenda item for the Children's Trust. The Pritzker Fellow will serve as a liaison with the members of the Trust and other community stakeholders to ensure that they receive regular progress and outcome reports. The Pritzker Fellow will work with partners to ensure public awareness of the initiative's efficacy, its role in maximizing and leveraging existing resources, and in promoting high quality PN-3 services. Demonstrating improved outcomes also enhances awareness of the importance of continued funding for the prenatal and early childhood service system throughout the community and beyond.

The quality improvement strategies proposed are also closely aligned with recent state priorities focusing on quality improvement in early childhood care and education. See also **Item 6: Spread and Scale** below for information on linkages between strategies in the proposed initiative and new bills recently introduced for the 2020 Florida Legislative Session.

6. Spread and Scale:

- **How innovation is powerful enough to reach half the community's at-risk PN-3 population within 5-7 years**

The initiative targets areas supported by data as high risk and focuses and implements strategies for identifying and addressing why children and families are not being reached through existing services. As stated above, the design of the proposed initiative is also closely linked to anticipated state level policy change related to quality improvement in early childhood education, potentially enabling it to draw from state-level, as well as community-level, support in the future. The initiative also provides incentives for infant care, thereby reaching a highly underserved population of children. Because of anticipated success, we also see this as an initiative that can be replicated both regionally and statewide.

- **Linkage between proposed initiative and state level policy change**

Our proposed initiative is closely linked to two new bills that have been introduced for the 2020 Florida Legislative Session focused on quality and other improvements in the early care and education sector. The Gold Seal program, which is designed to encourage quality improvements, is being elevated in status within state government and includes new financial incentives. The Florida Office of Early Learning (OEL) has a quality assessment and data collection system which supports the Gold Seal program. The proposed legislation, both in the House and Senate, will elevate the OEL to a "Division" within the Department of Education and elevate the position of Director to a "Chancellor" within state government. It also moves the Gold Seal program from under the Department of Children and Families, where it has been a part of the licensing process, to the Department of Education. Additionally, the legislation also proposes changes to the process for providers seeking accreditation, increases subsidies from 20% to 40%, and alters class sizes and ratios, all in a favorable manner.

Our proposed project links fittingly with these changes, and in some ways is ahead of the curve. Our proposed initiative supports improvements in quality, which we have been implementing for the past two years through the CHILD Center and its partnership with the Early Learning Coalition (ELC) and the University of Florida Anita Zucker Center for Early Childhood Excellence. Briefly, the initiative takes leading edge research in professional development from the Zucker Center, learns to apply it in a CHILD Center classroom (real world) environment, and observes (documents) how professional development occurs. Two Practice Based Coaches (ELC staff) then take the lessons learned and transfer that knowledge to five other early learning centers located geographically throughout Alachua County.

The proposed initiative, in addition to increasing linkages with PN-3 health programs, will expand the CHILD Center concept to additional centers selected by zip code in communities with high levels of poverty, specifically children and families living <200% FPL. Local data informs our thinking around this process. There are 88 approved providers in Alachua County, 15 (17%) of which attained Gold Seal status. In our neighborhoods of

focus (zip codes 32607, 32609, 32641), there are 41 Centers, 5 (12%) of which attained Gold Seal status. Clearly, there is a real need to incentivize providers county-wide and even more so in our impoverished neighborhoods.

- **Potential for scaling statewide/What is replicable in other communities within the state or nationally**

Using the model of a Pritzker Fellow to coordinate targeted outreach and quality improvement incentives within high need communities provides a replicable framework to present regionally. Because of the current statewide interest in quality improvement and Gold Seal accreditation, the initiative's strategies around incentivizing Gold Seal attainment in at risk communities is also anticipated to be of interest to and scalable by the state.

The proposed initiative also aims to develop innovative tools, such as an app, to help families connect to and navigate across the continuum of services. These tools can be presented and used by others throughout the state and beyond.

Overall, the model aims to discover and implement replicable strategies for making better use of unused capacity across a community's early childhood service system.

7. Planning Process and Progress to Date:

- **Describe the local collaborative**

The purpose of the **Children's Trust of Alachua County** is to provide children's services throughout Alachua County, focusing on developmental, preventive, and supportive services. A large group of community stakeholders worked over several years to get the Trust issue on the ballot, and since its creation in November 2018, the many advocates and organizations working to get the referendum passed remain steadfastly involved. These stakeholders represent the full range of children's issues including prenatal and infant care, early childhood education, social and emotional development, and out-of-school providers of early childhood and adolescent development. Additional stakeholders include those focused on addressing documented racial inequities in Alachua County and assuring the voices of marginalized and vulnerable youth are heard.

In accordance with Statute and local Ordinance, the Trust is comprised of ten members, five designated positions and five individuals from a list of nominee's made by the Board of County Commissioners and appointed by Florida's Governor. The five designated members of the Children's Trust of Alachua County include Alachua County Commissioner Ken Cornell (Interim Chair), Superintendent of Schools Karen Clarke, the Honorable Susan Wilson-Bullard (Interim Vice-Chair), School Board Member Tina Certain (Interim Treasurer), and Florida Department of Children and Families Designee Cheryl Twombly. The Board of County Commission Trust Nominees have submitted their application materials and are awaiting appointment by the Governor. The Trust is finalizing the hiring of an Executive Director in January 2020. Up to that time, the Alachua County Assistant Director of Community Support Services has served as the Interim Executive Director. The Trust Interim Chair and the four other members are ultimately responsible for leadership, decision making, and outcomes of child and youth well-being. As the Governor has not made the remaining Trust appointments, the Interim Chair assures all of the 15 nominees have a voice in Trust decisions. Finally, as a publically noticed meeting held in the Sunshine, families, other advocates and all members of the public have an opportunity to speak before the Trust takes any formal action. The Interim Chair assures there is a call for public input before any matter is voted on.

The input and involvement of families has been central to advancing the progress of the collaborative and its initiatives. For example, neighborhood families, in conjunction with the Southwest Advocacy Group (SWAG) were directly involved in the planning and implementation of the CHILD Center. SWAG is a neighborhood and community-based organization that strives to improve the living conditions, educational opportunities, health, and quality of life for residents in the 32607 zip code area. Through their three current initiatives, the Children's Trust garners ongoing feedback from parents through special events, listening sessions, and satisfaction surveys. All mothers receiving a home visit through the NewBoRN program are asked to complete a feedback survey. Similarly, the CHILD Center conducts special events to more fully engage parents in their child's education. The SED program is particularly focused on family involvement. Staff work closely with families to

identify needs, make referrals and receive feedback on satisfaction. All of these mechanisms play an essential role in the collaborative, not only for quality improvement of existing initiatives, but in assessing needs and strategic planning.

The planning and leadership team for the Pritzker CIG initiative consists of key service agencies and providers, with the Children's Trust of Alachua County serving as the lead applicant. These partners represent the following:

Florida Department of Health (DOH) in Alachua County: The DOH Alachua County's continuum of services includes those impacting prenatal, infants and toddlers, e.g., the Special Supplemental Nutrition Program for Women, Infants and Children (WIC). The DOH is part of the initiatives working group.

Early Learning Coalition of Alachua County (ELC): The ELC was created, along with 31 other Early Learning Coalitions across the state, by Florida State Statute 1002.83. In addition to providing financial assistance for child care and school readiness, the ELC of Alachua is statutorily required to build a coalition of partners and advocates to coordinate local services for children from birth through kindergarten. With support from the Children's Trust, the ELC, together with the University of Florida's Anita Zucker Center for Excellence in Early Childhood Studies, is working to apply the Zucker Center's Practice Based Coaching Model at many of the ELC provider sites, and to transform the access and quality of professional development available to early childhood education and care providers.

Meridian Behavioral Healthcare: Meridian is the primary comprehensive behavioral health safety net provider for a region of 11 counties, including the proposed initiative's focus area. To assist in the mission of the Alachua County Children's Trust, Meridian is a provider in the Healthy Social and Emotional Development and Family Program (SED) along with the child welfare entity Partnership for Strong Families and the Child Advocacy Center of Gainesville.

Florida Department of Children and Families (DCF): DCF participation serves to provide the initiative input and exposure on a regional and statewide level.

WellFlorida Council: WellFlorida is the state designated local health council for 16 counties in North Central Florida. WellFlorida provides management services for local, state and federally funded programs, special projects and nonprofits throughout the region that support their mission and focus—maternal and infant health, HIV/AIDS care, and improving access to healthcare in rural communities. WellFlorida provides program management and other services to two Healthy Start Coalitions, including initiative partner Healthy Start of North Central Florida.

Healthy Start of North Central Florida: Healthy Start is a voluntary program whose goal is to reduce infant mortality, reduce the number of low birth weight babies, and improve health and developmental outcomes. Healthy Start provides a universal screening tool to identify pregnant women and infants who are at risk for an adverse health outcome. The services that Healthy Start offers are free to pregnant women and babies, up to age 3. Healthy Start oversees the NewboRN Home Visiting Program, an initiative supported by the Children's Trust.

Florida Children's Council: The Florida Children's Council (Council) is a non-profit organization leading businesses, agencies and other key stakeholders in work efforts that support Florida's children, youth and families. The Council serves as the statewide umbrella organization for the Children's Services Councils. The Council's participation serves to provide the initiative input and exposure on a statewide level.

Partnership for Strong Families (PSF): PSF is the lead community-based care agency for Florida Judicial Circuits 3 and 8. PSF is contracted by the Florida Department of Children and Families (DCF) to deliver comprehensive child welfare services. PSF also works with at-risk families to prevent child abuse and to decrease the risk of children entering the out-of-home care system. PSF serves nearly 5,000 children in 13 counties annually.

See also the **Collaborative Worksheet (Tab 5)** in the CIG Application Workbook.

- **Brief biological statements for the core leadership team**

Commissioner Ken Cornell, *Interim Chair, Children's Trust of Alachua County*: Ken was elected to the Alachua County Commission in November 2014 and was re-elected in 2018 unopposed. Ken's record of involvement in Alachua County includes serving on the CAPP (Community Agency Partnership Program) citizens advisory board, the Chamber of Commerce public policy board, and various other private and non-profit organization boards. Among his current appointments is the Children's Advisory Board, on which he serves as Interim Chair. He attended the University of Florida and earned his Master's degree with high honors from the Fisher School of Accounting. As a small business owner, he has had the opportunity to own and operate a number of small businesses in Alachua County. Ken was trained as a Certified Public Accountant and is currently a Broker-Associate and Senior Vice President with Bosshardt Realty Services, LLC.

Paul D. Myers, *Administrator/Health Officer, Florida Department of Health in Alachua County (DOH-Alachua)*: Paul relies on over 30 years of public health experience in his role as Administrator for DOH-Alachua. He started at DOH-Alachua in 1988 as an Environmental Health Inspector, was promoted to an Environmental Supervisor in 1994, and then became the Environmental Health and Epidemiology Director in 2000. In 2008, he became the Assistant Director for DOH-Alachua until becoming its Administrator in 2012. Between 2014 and 2019, Paul served as Interim Deputy Secretary and then Deputy Secretary for County Health Systems, providing leadership and guidance to the DOH's 67 County Health Departments throughout the state. Having returned fully to his role as Administrator for DOH-Alachua, Paul continues to ensure the effective provision of Public Health Clinical Care, Environmental Health, Communicable Disease, and Emergency Response services to residents and visitors in Alachua County. Paul has a Master's of Science degree in Environmental Engineering from the University of Florida.

Jacki Hodges, *Chief Executive Officer, Early Learning Coalition of Alachua County*: [To be determined]

Alan Paulin, *Senior Vice President, Clinical & Community Services, Meridian Behavioral Healthcare*: Alan earned a BS in Psychology from the University of Florida (UF), an MS in Clinical Social Work, also from UF, and has been a Licensed Clinical Social Worker (LCSW) since 2012. Alan joined Meridian in 1997 as a children's case manager, before moving up to Case Management Program Manager, and was recently appointed Senior Vice President of Clinical and Community Services. As such, he oversees outpatient mental health and substance use disorder programs, including the SED program, an initiative of the Children's Trust, as well as outpatient children's and family services, including mental health services for ages 0-5. Alan has been involved in community efforts to support drug abuse prevention, domestic violence shelters, and HIV/AIDS awareness. He recently joined the Drug Endangered Children Task Force (DEC), is certified as a DEC trainer, and a Mental Health First Aid (MHFA) Youth and Adult Instructor.

- **Brief description of planning process that led to development of the proposal**

A workgroup consisting of leaders from the agencies and providers listed above was convened to identify first the barriers and needs impacting child and family participation in the services they each offer. The workgroup convened again to discuss how the Pritzker CIG can help address those barriers and needs and to draft corresponding objectives, strategies and activities. Individual workgroup members were assigned tasks and participated in the development of the proposal. Key members were available throughout the planning and proposal development process for discussion and input as needed.

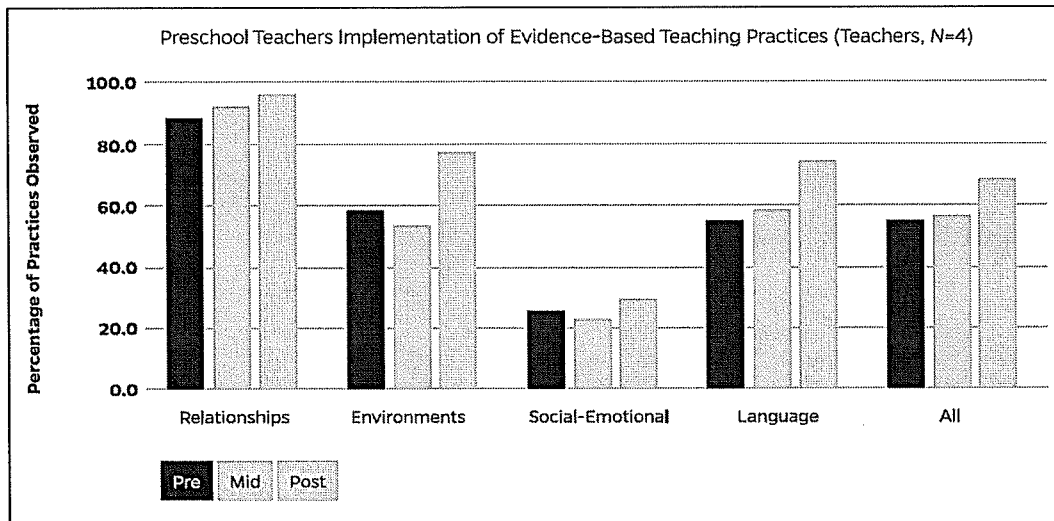
- **Progress, successes and challenges previously encountered during efforts to achieve overall objective**

Planning for the Pritzker CIG proposal was informed by the successes and challenges encountered to date in implementing the three Children's Trust programs. Early in their implementation, the programs have shown a measurable impact. For example, a report of the Transformation Professional Development Program measured teachers' use of Early Learning Teaching practices at five Alachua County early learning and education centers. Observations were made prior to the start of practice based coaching, mid-way through coaching, and at the

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end of coaching. The resulting data showed Practice implementation increased within and across all four practice domains for preschool teachers and infant/toddler classrooms (Figure 2).

Figure 2: Percentage of Teaching Practices Implemented by Preschool Teachers within and across Practice Domains



Reports compiled on the other Children's Trust programs have also cited successes. For example, 99% of families completing service satisfaction questionnaires stated that the NewBoRN Home Visiting Program was helpful, and 99% stated that they would recommend the program to a friend. Data compiled between February 1 and September 30, 2019 on the Healthy Social and Emotional Development and Family Support (SED) Program indicates that among those students still enrolled in the program, 91% were rated as the "Same" or "Better" with improvements seen in behavior and interpersonal functioning when compared to baseline results. Of those students who were discharged, 88% were rated in the "Better" range at the time of discharge with improvements also observed in behavior and interpersonal functioning.

The primary challenge for these programs has continued to be unused capacity, whether due to lack of awareness, stigma, resistance, or other barriers. The Early Connections initiative will utilize the Pritzker Fellow model to implement replicable strategies specifically designed to eliminate these barriers.

8. Key Stakeholder Leadership and Support:

- Leadership of key stakeholders and their support for prenatal to age 3 in community or region
 - Detail why current landscape is conducive to supporting proposed innovative approach now and in near future
 - How local and state government, community leaders and stakeholders will work together to implement the proposed strategy

[To be determined]

9. Communications Strategy:

- Approach to communicating with audiences who will be key to achieving initiative's goals

The Fellow will facilitate meetings that bring together key stakeholders on an ongoing basis. The Early Connections workgroup, organized and lead by the Pritzker Fellow, will continue to meet regularly. The Fellow, in collaboration with the workgroup, will provide scheduled reports of progress and outcomes to elicit input from the Children's Trust members and other relevant stakeholders.

[Additional content (e.g., collaboration with the state and other government leaders) to be determined]

10. **Budget and Narrative:**

Note: *This portion corresponds and supplements the **Budget and Budget Narrative tabs in the Excel CIG Workbook.***

[To be determined]

- Strategy for securing additional funding from federal, state, local, or private sources
- How PCI grant funds will help achieve initiative goals
- Other local funding currently being leveraged toward the initiative

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Instructions

There are seven additional tabs within this Excel workbook. Please complete each tab (Tab 8, the glossary, is optional). This will be part of your grant deliverables (if awarded) along with the Word document questions and narrative. Instructions are below for each tab. You'll also find examples within each tab to give you an idea of what we are looking for. Simply delete those examples when you get ready to enter the new information so there is no confusion as to the "official" entries from your community. This document should be submitted via email to kstohr@pritzkerfoundation.org as an Excel document and NOT a PDF. Preferably keep your font to no more than 11 and no smaller than 10.

A. Data: Use the Data worksheet to provide information on the targeted population and initiative-specific data points.

Required Data: These three data elements are REQUIRED. If you have disaggregated data, please provide. But we recognize that not all communities will have data disaggregated by race/ethnicity

Initiative-Specific: Please include relevant data about the PN-3 population in your community and/or the level of services available for that population.

B. Strategic Workplan: This worksheet should capture your high-level, three-year workplan for achieving your expected outcomes and impact.

Objective: What does your initiative aim to achieve? What is your expected outcome (example: An additional 1,475 infants and toddlers will be served in high-quality child care programs by 2023). You may have more than 1 objective, particularly if your initiative is around a "bundle" of strategies. We recommend structuring your workplan to contain no more than 3 objectives.

Strategy: How will your initiative achieve the objective? (Example: Strategy 1, implement shared services alliance; Strategy 2, created staffed family child care networks; Strategy 3, Engage FFN providers in quality enhancement program). Please be thoughtful as you lay out these strategies, as for each, you will be asked (on Worksheet 4) to lay out a timeline for quantifying the impact of each strategy.

Key Activities: What are the MAJOR activities that you will undertake to implement the strategy and achieve your expected objective? Examples of activities that align with a strategy are included in the worksheet.

Anticipated Results/Major Milestones: What are the major milestones or key deliverables that will tell you (and your funders) that you are making steady, regular progress towards full strategy implementation and achievement of results? Please be as specific as possible in this section, including number of children/families receiving services

Anticipated Completion Date: Please provide the month and year that you would anticipate completion of each major milestone indicated.

Additional Notes: Is there additional information that would be helpful to provide context on a particular activity? No need to provide a lot of detail but the option is here if more context is needed.

C. Impact Estimates: This worksheet should be used to communicate your estimates of impact throughout the three-year grant period.

Impact Statement: In ONE sentence, what is overall impact that you will make in your community if successful. This sentence MUST contain a NUMERICAL estimate of impact. Example: By the end of 2023, at least 25% of Bedford Falls at risk PN-3 population (3,200 children) will be reached through one or more of the high-quality services that comprise the Bedford Falls Infant/Toddler "bundle" that promote healthy beginnings, supported families, and high quality early care and learning.

Strategy: Please copy and paste EACH strategy you laid out in Tab 3.

Anticipated Impact: We would expect that over the three-year grant period, there would be various points in time at which you can quantify impact (how many more children/families are receiving high quality services as a result of your efforts). For EACH strategy that you have delineated, you must provide an estimate of the resulting impact if that strategy is successfully implemented.

Date: While it is likely that your initiative may not have immediate results, if you have identified achievable, high-impact strategies, we would expect to see progress at various points throughout the three-year grant period.

Measurement: How will you measure impact? Please include baseline data to the extent feasible.

D. Collaborative Membership List: Use this tab to reflect the members of the collaborative who are guiding and/or actively implementing this initiative

E. Budget: Please provide a detailed budget of what is needed to achieve successful implementation of your plan and list any potential funders that you anticipate may support this plan.

Your budget should reflect the following guidelines: 1) Your budget must include an initiative leadership position of at least .5FTE; 2) Budget must reflect that the initiative will raise at least 30% of the TOTAL grant amount in matching funds by the end of Year 2, 3) The maximum rate for indirect expenses is 15%; 4) Include sufficient funds for travel to an annual meeting for at least 3 members of your team

F. Budget Narrative: Use this tab to provide the details of each anticipated expense and revenue line.

Please complete the data chart below to provide details related to the # of children Prenatal to age three. We recognize that some of this data may not be easily accessible so do not worry if you cannot complete the entire chart. Please use the "Initiative Specific Data" section to incorporate other data you have access to that are relevant to your initiative (such as the supply of available high-quality services v. the need)

Defined Geography for PN-3 Plan		Alachua County						Data Source/Notes Please Note Year											
		Number (inclusive of all race/ethnicities)	Black or African- American	White	Other	Hispanic or Latino	Not Hispanic or Latino												
Number of births		2,731	841	1,600	290	250	2,472	2018: Florida Department of Health, Bureau of Vital Statistics											
Children Birth TO Age 3 (three birth cohorts, most recently available year)		8,192						2017: American Community Survey Data Table B09001 (Population Under 18 Years by Age)											
Children birth to age 3 AND under 200% FPL (three birth cohorts, most recently available year)		3,664						2017: American Community Survey Data Table B17024 (Age by Ratio of Income to Poverty Level)											
Defined Geography for PN-3 Plan		Alachua, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Levy, Suwannee, Union Counties																	
		Number (inclusive of all race/ethnicities)	Black or African- American	White	Other	Hispanic or Latino	Not Hispanic or Latino	Data Source/Notes Please Note Year											
Number of Births		5,465	1,322	3,781	362	485	4,966	2017: Florida Department of Health, Bureau of Vital Statistics											
Children Birth TO Age 3 (three birth cohorts, most recently available year)																			
Children Birth to Age 3 AND Under 200% FPL (three birth cohorts, most recently available year)																			
Initiative Specific Data: These are data points that are specific to our community initiative, that help communicate the need for this																			
Defined Geography for PN-3 Plan		Alachua County																	
		Number (inclusive of all race/ethnicities)	Black or African- American	White	Other	Hispanic or Latino	Not Hispanic or Latino	Data Source/Notes Please Note Year											
Total WIC Eligible		7,853						2019: Florida Department of Health, Bureau of WIC Program Services											
Average WIC Monthly Closeout Participation		4,736						2019: Florida Department of Health, Bureau of WIC Program Services											
Number of Pregnant Women Enrolled in WIC		438	215					2020: Florida Department of Health, Bureau of WIC Program Services											
Number of Pregnant Women Enrolled in WIC in Zip Code 32609		51						2020: Florida Department of Health, Bureau of WIC Program Services											
Number of Children Birth TO Age 3 Enrolled in WIC		2,821	1,473					2020: Florida Department of Health, Bureau of WIC Program Services											
Number of Children Birth TO Age 3 Enrolled in WIC in Zip Code 32609		366						2020: Florida Department of Health, Bureau of WIC Program Services											
Low Birthweight (live births less than 2,500 grams)		319	168	118	29	16	301	2018: Florida Department of Health, Bureau of Vital Statistics											
Teen Births (children born to women under the age of 18)		226	118	98	10	20	205	2018: Florida Department of Health, Bureau of Vital Statistics											
Prenatal Births (live births before 37 weeks)		344	162	152	28	20	322	2018: Florida Department of Health, Bureau of Vital Statistics											
Percent of Births Covered by Medicaid		1,173	617	504	52	106	1,061	2018: Florida Department of Health, Bureau of Vital Statistics											
Infant Mortality (Infant deaths from birth to age 1)		30	17	9	4	1	29	2018: Florida Department of Health, Bureau of Vital Statistics											
All available parents working/mothers in the labor force (employed & unemployed)		137,339						2018: U.S. Bureau of Labor Statistics											
Number of SR (School Readiness) Approved Goal Seal Providers		15						2018: Early Coalition of Alachua County											
Number of SR Approved Goal Seal Providers in Zip Code 32607, 32609 & 32641		88						2018: Early Coalition of Alachua County											
		5						2018: Early Coalition of Alachua County											

Number of SR Approved Providers in Zip Codes 32607, 32609 & 32641	41					2018: Early Coalition of Alachua County													
Average CLASS (Classroom Scoring Assessment System) Score for SR Providers	4.57 out of 7					2018: Early Coalition of Alachua County													
Average CLASS Score for SR Gold Seal Providers	4.72 out of 7					2018: Early Coalition of Alachua County													
Average CLASS Score for SR Goal Seal Providers in Zip Codes 32607, 32609 & 32641	5.04 out of 7					2018: Early Coalition of Alachua County													
Average Number of Child Passengers Ages 1-5 Injured or Killed in Motor Vehicles Crashes	222					2014-2016: Florida Department of Health, Bureau of Vital Statistics													
Average Number of Children Ages 1-5 Receiving Mental Health Treatment Services	52					2014-2016: Florida Department of Health, Bureau of Vital Statistics													
Average Number of Children with Verified Maltreatment (per 1,000)	404					2016-2017: Florida Kids Count, The Annie E. Casey Foundation													
Average Number of Children Ages 3 and 4 Not Enrolled in School	2,703					2012-2016: Florida Kids Count, The Annie E. Casey Foundation													
Number of Children Birth TO Age 3 Enrolled in the Early Learning Coalition Programs																			
Number of Infants Enrolled in the Early Learning Coalition Programs																			
Number of Toddlers Enrolled in the Early Learning Coalition Programs																			
Defined Geography for PN-3 Plan																			
	Alachua, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Levy, Suwannee, Union Counties																		
	Number (inclusive of all races/ethnicities)	Black or African-American	White	Other	Hispanic or Latino	Not Hispanic or Latino	Data Source/Notes Please Note Year												
Total WIC Eligible	17,802						2019: Florida Department of Health, Bureau of WIC Program Services												
Average WIC Monthly Closeout Participation	11,146						2019: Florida Department of Health, Bureau of WIC Program Services												
Low Birthweight (live births less than 2,500 grams)	566	246	280	36	30	534	2018: Florida Department of Health, Bureau of Vital Statistics												
Teen Births (children born to women under the age of 18)	735	205	501	29	111	622	2018: Florida Department of Health, Bureau of Vital Statistics												
Premature Births (live births before 37 weeks)	665	240	386	37	46	617	2018: Florida Department of Health, Bureau of Vital Statistics												
Percent of Births Covered by Medicaid	2,960	1,016	1,856	88	229	2,723	2018: Florida Department of Health, Bureau of Vital Statistics												
Infant Mortality (Infant deaths from birth to age 1)	54	24	26	4	5	49	2018: Florida Department of Health, Bureau of Vital Statistics												
All available parents working/mothers in the labor force (employed & unemployed)	237,850						2018: U.S. Bureau of Labor Statistics												
Number of Children Birth TO Age 3 Enrolled in the Early Learning Coalition Programs																			
Number of Infants Enrolled in the Early Learning Coalition Programs																			
Number of Toddlers Enrolled in the Early Learning Coalition Programs																			

Objective 1: Increase participation rates of those living <200% FPL by 17% annually in existing federally, state, and locally funded maternal and infant health programs (WIC, Healthy Start, MIECHV, Newborn, etc.)				
Strategy 1 (How your initiative will achieve Objective 1)	Key Activities (what will you actually do or accomplish as part of this strategy)	Anticipated Results (Major Milestone)	Anticipated Completion Date	Additional Notes
Increased outreach and engagement of families and children living >200 %FPL	Development of a mobile application that with or without assistance prospective clients can determine which services they are likely eligible for	App available for all major platforms and in use by all key Providers like WIC, Healthy Start, Newborn, etc.	12/1/2021	
	Development of a common, universal screening process to determine eligibility for a full range of services	Common tool in use and accepted by Providers	6/1/2022	
	Expand the provider network included in "CONNECT" a one stop entry point, e.g., OB-GYN	50% increase in the number of participating Providers, 25% increase in usage	12/1/2021	
	Staff training and Provider technical assistance to improve outreach and engagement activities	Documented increase in the number of staff hours dedicated to outreach, measurement of the number of contacts and enrollees.	12/1/2021	
	Increase connections with the faith communities to develop a "Peer Support" component to overcome stigma and other concerns about connecting with programs	Peers recruited, training provided, 10 Peers trained and connecting with prospective families	12/1/2022	
System mapping of service touchpoints and formalization of intake, referral and information sharing protocols	Ongoing service touchpoint identification to add new services, introduce new key contacts, to maintain a complete and update catalog of services for families >200% FPL.	Ongoing updated data base of staff and agencies providing services to families >200% FPL	6/1/2021	
	Training and technical assistance, to identify connections, opportunities for centralized intake, development of common screening process, reduce or eliminate overlapping or gap producing eligibility criteria	Development of a centralized screening system, common tools, and documented revisions in eligibility requirements	12/1/2022	
	Evaluation of changes in the number and percentage of all eligible families being served or connected	Achieve a documented increase in the number of eligible families served	12/1/2023	

Strategy 1 (How your initiative will achieve Objective 1)	Key Activities (what will you actually do or accomplish as part of this strategy)	Anticipated Results (Major Milestone)	Anticipated Completion Date	Additional Notes
Greater interagency coordination, inclusiveness, and effectiveness	Information sharing, review of data metrics on number and percentages of all families >200% FPL	Steadily increasing percentages of families served	12/1/20, 12/1/21, 12/1/22, 12/1/23	
	Organized, routine meetings with expanded participation to include information sharing, review of data metrics, networking and collaborating on key projects like centralized intake	One or more systemic issues are eliminated and group project completed	12/1/20, 12/1/21, 12/1/22, 12/1/23	

Strategy 1 (How your initiative will achieve Objective 1)	Key Activities (what will you actually do or accomplish as part of this strategy)	Anticipated Results (Major Milestone)	Anticipated Completion Date	Additional Notes
Objective 2: Improve the quality and availability of infant early care and education services by increasing the percentage of accredited providers				
Strategy 2 (How your initiative will achieve Objective 2)	Key Activities (what will you actually do or accomplish as part of this strategy)	Anticipated Results (Major Milestone)	Anticipated Completion Date	Additional Notes
Provide financial and technical assistance for Providers to attain Gold Seal quality improvement status and increase availability of infant care	Assist providers in understanding requirements, help selecting an accreditation body, share sample business plans, policies, and other related materials to Gold Seal status	Hold one or more annual informational events to introduce, dispel myths, and work through business plan dynamics of the Gold Seal program	12/1/XX	
	Provide financial incentives for those organizations demonstrating a commitment to provide high quality infant care	Increase the number of accredited entities providing infant care by 50% annually.	Measured annually	Once Gold Seal status is attained ELC provides 20% subsidy increase
	Arrange for the provision of individualized technical assistance to providers demonstrating a commitment to attaining Gold Seal status.	Technical Assistant Consultants with expertise in accreditation requirements, financing, and professional development are engaged as needed	on-going	
Provide financial incentives for Early Care and Education Personnel to attend training	Develop a scholarship and recognition program for early care para-professionals, professionals, and administrators attaining various levels of expertise through continual learning	At least 50% of those participating in the scholarship program will advance beyond minimum proficiencies	Measured annually	

FILL IN YOUR COMMUNITY HERE (The info below are merely examples, so erase these to enter your own information.)

Impact Statement (How many more infants, toddlers, and their families will be participating in high-quality services by the end of the grant period, if your community efforts are successful?)

Strategy	Anticipated Impact on Children and Families of Proposed Achievement	Expected Date of Achievement	How will you measure this? What is your current baseline #?
Cummulative Measure: Increased outreach and engagement of families and children living >200 %FPL in existing maternal and child care programs	At least 2,000 additional children will be enrolled in collaborating programs including but not limited to Newborn, Healthy Start, WIC (Women Infants and Children), the Early Learning Coalition of Alachua County, and Meridian Behavioral Healthcare.	12/1/2023	Combined enrollment for all collaborating programs just prior to, and annually thereafter project start up
Submeasure:	The number and percentage of new mothers giving birth that agree to receive and complete a nurse home visit will increase to 75% or 1,000 visits annually	12/1/2023	As of September 30, 2019, percent completed is 57.8 or 765 completed visits.
	Average WIC (Women Infant and Children) Monthly Closeout Participation will increase 25% or by 1,184 women	12/1/2023	As of December 31, 2019 Average Monthly Closeout participation was 4,736 women.
	The number of infants enrolled in early care will increase by		
	The number of children age birth to three enrolled in early care and education through the Early Learning Coalition will increase by	12/1/2023	As of December 31, 2019
	The number of children aged birth to three receiving behavioral healthcare	12/1/2023	As of December 31, 2019

[illegible]

FILL IN YOUR COMMUNITY NAME HERE

Children's Trust of Alachua County
CIG - Alachua County, FL
1/27/2020

Year 1	06/01/2020-05/31/2021
Year 2	06/01/2021-05/31/2022
Year 3	06/01/2022-05/31/2023

EXPENSE	DESCRIPTION	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL
Pritzker Fellow	Salary and Fringes	\$70,000	\$73,500	\$75,700		\$219,200
Technical Assistance	Touchpoint Mapping	\$10,000	\$10,000	\$0		\$20,000
Quality Improvements	Financial Incentives/Scholarships		\$15,000	\$25,000		\$40,000
Infant Capacity Building	Financial Incentives and Training		\$10,000	\$25,000		\$35,000
Travel	Required Meetings/Events	\$3,500				\$3,500
Newborn	Nurse Home Visit Program	\$400,000	\$400,000	\$400,000		\$1,200,000
CHILD Center	Transforming Professional Development	\$439,228	\$439,228	\$439,228		\$1,317,684
Meridian Behavioral	Social and Emotional Development Program	\$354,636	\$354,636	\$354,636		\$1,063,908
Expense #9						\$0
Expense #10						\$0

TOTAL ANTICIPATED BUDGET TO ACHIEVE IMPLEMENTATION PLAN \$1,277,364 \$1,302,364 \$1,319,564 \$0 \$3,899,292

REVENUE SOURCES	SOURCE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL	STATUS
Pritzker - CIG		\$83,500	\$83,500	\$83,000		\$250,000	
Children's Trust	Property Tax Revenue		\$25,000	\$42,700		\$67,700	
Early Learning Coalition	Value of Increased Quality Subsidies					\$0	
Early Learning Coalition	Value of Increased Infant Subsidies					\$0	
Children's Trust (in-kind)	Newborn, CHILD Center, and Meridian	\$1,193,864	\$1,193,864	\$1,193,864		\$3,581,592	
Income #6						\$0	
Income #7						\$0	
Income #8						\$0	
Income #9						\$0	
Income #10						\$0	
TOTAL REVENUE		\$1,277,364	\$1,302,364	\$1,319,564	\$0	\$3,899,292	

Children's Trust of Alachua County

Budget Narrative

Pritzker Fellow calculated at full time status (40 hours week, 52 weeks per year) on an estimated annual salary basis of \$48,000 plus the cost of fringes. Fringes include health, dental, life insurances, FICA, Florida retirement, and workers compensation; same level of benefits as offered to all other employees. A Technical Assistance provider will be contracted with to contact a mapping exercise(s) including visuals of all touchpoints related to maternal health in a 10 County region to assist a network team with identifying where new and formal protocols need to be implemented to increase referrals.

Financial incentives, specific amounts to be determined, will be provided to prospective early care and education centers committed to attaining Gold Seal status and are designed to eliminate financial barriers associated with developing a revised business plan, offsetting the expense of accreditation, etc. Once Gold Seal status is attained a Provider is eligible for a 20% increase in subsidy and certain tax exemptions. Financial incentives and scholarships will be provided to all Provider personnel that engage in recommended professional development programs and activities. CTAC intends to develop a structured level system of professional development consistent with Gold Seal status and best practice. Incentives will be cumulative to motivate personnel to continue building their skills over time and to help with employee retention.

Anticipated Revenues:

The Trust has entered into three contractual agreements with Providers of services that are linked and expanded through the Pritzker initiative. Newborn is a nurse home visit program that is offered to all Alachua County mothers giving birth at either a hospital, birth center, or at home. The home visit is designed to make sure the mother, baby, and other care givers are all off to a good start. It is "universal" in that it is offered to all women giving birth with a special focus on those at risk of being trauma exposed. Healthy Start of North Central Florida, Inc. is the Provider which operates similar initiatives focused on mothers and infants at risk, which provides the initiative with a linkage to expand the number served, largely through existing under utilized resources. The current Newborn contract totals \$400,000 for a two year term effective October 1, 2019. Similarly, the Trust contracts with the CHILD Center on a project to Transform Professional Development for Early Care and Education providers. The CHILD Center is a licensed site serving up to 57 children from birth to age 5. It is in partnership with the University of Florida Anta Zucker Center for Early Childhood Excellence and the Early Learning Coalition of Alachua County. Together, the CHILD Center is taking leading research and developing practical applications in the classroom. Two Practice Based Coaches then utilize these learnings to formalize the process and disseminate it to five other early learning sites. The CHILD Center contract totals \$439,228 and is effective for a two year term beginning October 1, 2019. Quality improvements emanating from the CHILD Center can be disseminated to those additional care sites focused on through the Pritzker initiative. A partnership between Meridian Behavioral Healthcare, Inc. and Partnership for Strong Families is focused on the social and emotional development of children birth to age 5. It relies on two care coordinators and two licensed mental health professionals working onsite in 5 early care centers. The team serves a two fold purpose; identifying children with adverse childhood experiences (ACEs) and working alongside the center staff to learn which behaviors are a sign of trauma and which can best be responded through improved classroom management. The project utilizes a standardized assessment based on observation to measure change in classroom management. The current \$354,636 contract is effective October 1, 2019 for a two year term. These three contracts have been in existence for about 2 1/2 years total and early program results are promising which increases the likelihood that each will be extended for an additional term.

Grantee Glossary

[illegible]



**CHILDREN'S TRUST
OF ALACHUA COUNTY**

**STATEMENT OF REVENUES AND EXPENDITURES
FY 2020 - 1ST QUARTER REPORT 10/1/19 - 12/31/19
AS OF JANUARY 10, 2020**

Account Description	Column Labels			
	Current Budget	Actual Amount	Encumbrances	Remaining Budget
Fiscal Quarter 1, 2020				
Revenue				
1500 Children's Trust of Alachua County				
31 - Taxes				
001.15.1500.311.1000 - Ad Valorem Taxes Current Real & Personal Property	7,238,758	4,680,215	-	2,558,543
31 - Taxes Total	7,238,758	4,680,215	-	2,558,543
38 - Other Sources				
001.15.1500.389.9200 - Non-Operating Sources Ending Fund Balance	(361,938)	-	-	(361,938)
38 - Other Sources Total	(361,938)	-	-	(361,938)
1500 Children's Trust of Alachua County Total	6,876,820	4,680,215	-	2,196,605
Revenue Total	6,876,820	4,680,215	-	2,196,605
Expenses				
1500 Children's Trust of Alachua County				
10 - Personnel Services				
001.15.1500.512.12.00 - Regular Salaries Regular Salaries & Wages	500,000	-	-	500,000

73

Account Description

Current Budget

Actual Amount

Encumbrances

Remaining
Budget

10 - Personnel Services Total

500,000

-

-

500,000

20 - Operating Expenses

001.15.1500.513.31.80 - Professional Services Property Appr / Tax Collector

144,775

93,854

-

50,921

001.15.1500.513.34.00 - Other Services Other Contractual Services

163,250

-

-

163,250

001.15.1500.569.31.00 - Professional Services Professional Services

340,000

-

-

340,000

001.15.1500.569.40.00 - Travel and Per Diem Travel & Per Diem

5,000

-

-

5,000

001.15.1500.569.41.00 - Communications Services Communication Services

1,848

-

-

1,848

001.15.1500.569.44.00 - Rental and Leases Rental and Leases

22,360

-

-

22,360

001.15.1500.569.45.00 - Insurance Insurance

1,000

-

-

1,000

001.15.1500.569.46.00 - Repairs and Maintenance Services Repairs and Maintenance

1,000

-

-

1,000

001.15.1500.569.48.00 - Promotional Activities Promotional Activities

10,000

245

-

9,755

001.15.1500.569.49.00 - Other Current Charges and Obligations

15,309

-

-

15,309

001.15.1500.569.51.00 - Office Supplies Office Supplies

19,595

-

-

19,595

001.15.1500.569.52.00 - Operating Supplies Operating Supplies

2,720

-

-

2,720

001.15.1500.569.54.40 - Books Publications Subscriptions and Memberships Membe

-

9,309

-

(9,309)

20 - Operating Expenses Total

726,857

103,409

-

623,448

30 - Capital Outlay

001.15.1500.569.64.00 - Capital Outlay Capital Equipment

30,000

-

-

30,000

30 - Capital Outlay Total

30,000

-

-

30,000

50 - Grants and Aid

001.15.1500.569.82.00 - Aid to Organizations

4,064,161

-

-

4,064,161

001.15.1500.569.82.01 - Healthy Start of North Central FL

400,000

-

-

400,000

001.15.1500.569.82.02 - The Child Center

439,228

-

-

439,228

001.15.1500.569.82.03 - Meridian Behavioral Healthcare

354,636

-

-

354,636

50 - Grants and Aid Total

5,258,025

-

-

5,258,025

60 - Other Uses

001.15.1500.590.99.20 - Appropriated Reserves

361,938

-

-

361,938

60 - Other Uses Total

361,938

-

-

361,938

1500 Children's Trust of Alachua County Total

6,876,820

103,409

-

6,773,411

Expenses Total

6,876,820

103,409

-

6,773,411