

Meeting Notice

Children's Trust of Alachua County

Monday, June 17, 2019 @ 4:00 pm

Alachua County Health Department

Thomas Coward Auditorium

218 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, June 17, 2019 @ 4:00 pm

Alachua County Health Department

Thomas Coward Auditorium, 218 SE 24th Street

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

Regular Agenda Items

3. Screening Criteria for the Position of Executive Director
4. Needs Assessment Scope of Services
5. Adopt Millage and Budget – After 5:01 pm
6. CTAC Gubernatorial Nominees General Comments
7. Call for Public Input
8. Board Member General Comments
9. Adjournment

Consent Agenda Items

10. Approval of June 10, 2019 Meeting Minutes



CHILDREN'S TRUST
OF ALACHUA COUNTY

Item # 2

Agenda Review, Revision, and Approval

Background

Member's 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

Screening Criteria for the Position of Executive Director

Background

The Florida Children's Council previously obtained copies of the Executive Director Job Descriptions from many of the other Children's Services Councils. Staff used these to develop a draft job description for the Children's Trust of Alachua County which was reviewed by the Trust on May 20, 2019. Based on input received and direction given, the job description has been slightly edited to include the "strategic use of data" in the "Preferred Experience, Knowledge, Skills and Abilities" section. At the last meeting on June 10th, the Trust adopted Option B "Budgeted, Non-County Employee" and the recommended Recruiting Process. As part of the recruitment process adopted by the Trust, it needs to determine the screening criteria (desired qualities) for the position of Executive Director. The Trust also indicated it wanted to obtain public input into the desired qualities.

Attachments

1. Draft Job Description: Executive Director, Children's Trust of Alachua County

Staff Recommendation

Discuss the desired qualities for the position, invite public input, and provide staff with direction on the screening criteria for the position of Executive Director.



CHILDREN'S TRUST
OF ALACHUA COUNTY

Position Title: Executive Director

Reports To: Board of Directors

FLSA Status: Exempt

Pay Grade: Salary Established by the Board of Directors

Date: July 2019

JOB SUMMARY

The Executive Director is the professional leader and official representative of the Children's Trust of Alachua County. This position oversees the implementation of the Trust's strategic direction and policies in order to pursue the organization's vision and achieve its' mission.

The Executive Director provides strategic visioning, planning and operational leadership consistent with the mission of the taxing district to ensure fully integrated service delivery and to maximize the use of resources available in the community to positively impact the lives of children and families in Alachua County.

GENERAL DUTIES

Planning, budgeting, advocacy, community leadership, implementing, managing and evaluating the activities and functions of the Children's Trust of Alachua County.

SPECIFIC DUTIES AND RESPONSIBILITIES

This position is responsible for the overall operations of the Children's Trust of Alachua County. Specific duties may be assigned to other personnel with appropriate oversight. Final accountability remains with this position.

STRATEGIC LEADERSHIP

Assists the Trust Board in defining the organization's vision, mission, strategic direction, and policies.

Develops a comprehensive set of guiding principles and values that guide all considerations on how to achieve the Children's Trust of Alachua County's (CTAC) vision, mission and goals.

In concert with and after consultations with appropriate providers, community partners, community representatives, managers, and staff, sets the direction and focus of activity.

Oversees the development of a business plan for the CTAC that anticipates, assesses, and shapes responses to both short-term issues and long-term opportunities and challenges.

ESSENTIAL FUNCTIONS

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

JOB OBJECTIVES

Planning

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

Financial and Program Management

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

Operations Management

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

COMMUNITY RELATIONS AND ADVOCACY

1. Establishment and oversight of mechanisms to communicate the activities of the CTAC to the community

2. Develop and foster effective external working relationships with community stakeholders within the community in order to address key strategic issues facing the community.
3. Representation of the CTAC to the community.
4. Representation of the CTAC at various local and state events addressing issues related to the interests and mission of the CTAC.
5. Work with local legislative delegation and local elected officials to advance the interests of children and families
6. Communicate the CTAC's positions to providers and the community.

BOARD RELATIONS

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

PREFERRED EXPERIENCE, KNOWLEDGE, SKILLS AND ABILITIES

1. Strong management and leadership skills including, but not limited to, consensus building, conflict resolution, motivation, decision making.
2. Knowledge of strategic planning.
3. Knowledge of local, state, national and corporate funding streams.
4. Knowledge of curriculum design and training assessment.
5. Experience in social service or community planning.
6. Understanding of major policy issues involving children and families.
7. Highly developed skills in oral and written communication and personal interaction.
8. Ability to analyze data from a variety of sources and use it to form strategic initiatives and evaluate programming.

WORKING CONDITIONS AND PHYSICAL/MENTAL REQUIREMENTS

Duties are primarily performed in a general office environment and the community.

Position and duties require:

- Employee must travel to off-site facilities in visiting agencies throughout the community and participate in off-site meetings.
- Ability to communicate effectively in writing, using the English language, with or without the use of auxiliary aids or services.
- Cognitive skills in order to perform essential functions.

MINIMUM QUALIFICATIONS

Master's degree in Business or Public Administration, Management, Human/Social Services or related field and a minimum of ten (10) years progressively responsible administrative experience in a human service or public administrative setting.

An equivalent combination of education and experience may substitute for the minimum requirements listed.

DRAFT

Item # 4

Needs Assessment Scope of Services

Background

At its June 10th meeting, the Trust discussed developing a Needs Assessment Request for Proposals (RFP). A critical component of the RFP is the "Scope of Services" that defines the various criteria, requirements, deliverables, etc. Staff have asked the Florida Children's Council for assistance in obtaining RFP's from the other Children's Services Councils. Staff obtained the following example RFP's using a Goggle search.

Attachments

1. Children's Services Council of Palm Beach County, Needs Assessment, Scope of Services
2. United Planning Organization, Community Needs Assessment, Scope of Services
3. Community Action, Community Needs Assessment, Scope of Services

Staff Recommendation

Consider the following (not all inclusive) elements of the Scope:

- Comprehensiveness, i.e., general assessment, focused on one or more specific issues
- Age range (birth to 18, 8-18 years, include parents, families, etc.
- Topic/Issue areas, i.e., physical, emotional, behavioral health, anti-social behaviors, etc.
- Data sources, i.e., compilation of existing sources, collection techniques for new data, i.e., surveys, focus groups, questionnaires, interviews, etc.
- Timeframe for completion and any interim reports.
- Deliverables, i.e., Main report, Executive Summary, Data Appendix, Infographics, etc.

Receive the information on needs assessments and provide staff with further direction.

SECTION 3: REQUEST FOR PROPOSAL

3.1 BACKGROUND

CSC funds programs and services to support pregnant moms and parents in raising children. CSC is conducting a community needs assessment to help identify gaps in services and health priorities for pregnant women, infants and young children (0 to 5 years old) in Palm Beach County. This information will help to inform CSC's Strategic Review process and aid in writing a new five year Healthy Start Plan. The comprehensive community needs assessment will be completed in September 2016.

3.2 PROJECT GOALS

The goal of the RFP is to select an organization/s to assist with primary data collection for a larger community needs assessment. The organization will develop a planned approach and corresponding timeline to conduct a survey, focus groups and/or photovoice sessions in order to help identify gaps in services and health priorities for the Healthy Beginnings System. Final reports must be submitted to CSC by July 1, 2016.

3.3 SCOPE OF SERVICES

The selected organization/s will plan and conduct the following:

1. A survey to examine the needs of parents with children aged 0 to 5 years old in Palm Beach County
2. Focus group sessions (approximately 12) in targeted areas and specific population groups in the county
3. Photovoice sessions (approximately 3) to visually capture the environment and experiences in underrepresented populations

Proposals should be submitted in response to one of the following categories.

- A. Photovoice ONLY
- B. Survey and focus groups ONLY
- C. Survey, focus groups and photovoice

CSC may negotiate with a proposer submitting under category C to include the survey or focus groups or photovoice only. CSC may negotiate with a proposer submitting under category B to include the survey or focus groups only.

The information gathered through the processes outlined should help CSC answer the following questions:

- What are the needs/opportunities/gaps in services within the communities for families, children and women of childbearing age?
- What are the opportunities and services families want most?
- What are the barriers that keep families from finding or using the services available?
- What opportunities/needs exist to improve the health of women before, during and after pregnancy?



- What opportunities/needs exist to improve preconception and pregnancy related maternal health, birth and health outcomes for newborns?
- What opportunities/needs do children aged 0 – 5 years have to ensure they are healthy, safe and ready for kindergarten?
- What are the opportunities/needs for youth and teenagers?

The focus groups will be conducted with the following three (3) groups identified as:

- Women of childbearing age (preconception/interconception)
- Pregnant women
- Parents with children from 0 to 5 years

The survey results should reflect a representative sample of parents in Palm Beach County with children aged 0 to 5 years old.

Both the focus groups and photovoice sessions will be conducted in zip codes identified as areas of highest need, outlined by CSC. Groups may require translation services in Spanish and/or Creole. CSC may be able to assist with the recruitment of individuals from established community providers, the BRIDGES neighborhood initiative and other community groups; however, recruitment may be needed for groups outside CSC System.

The photovoice sessions may be conducted with a different target population; however, the sessions must still identify answers to the questions outlined above.

The project will include the following:

- Discovery Session with Children's Services Council of Palm Beach County representatives
- Qualifications for participants
- Screener, if necessary for outlined methodology
- Survey/Focus Group/Photovoice Design and administration summary
- Participant recruitment plan (CSC may be able to provide assistance in gaining participation from CSC service providers, Bridges locations and other community groups; however, recruitment may be needed for groups outside CSC System).
- Review process with CSC representatives
- Budget
- Timeline
- Final Report with Executive Summary
- Slide Show Presentation
- Meeting and presentation of findings to CSC

The final reports and project deliverables must be completed by July 1, 2016.

9

METHODOLOGY

The Community Needs Assessment, 2015-16, includes data from primary and secondary sources. Research findings are a collective summary of seven processes. See the chart for a summary of methods.

REPORT TITLE

Focus Group Report May 2016
Conducted by Downs & St. Germain Research

PURPOSE

To identify needs, gaps, opportunities and barriers in services for mothers, families and children with a specific goal to enhance the Healthy Start Service Delivery Plan

DESCRIPTION

Twelve focus groups were conducted from April 6-28, 2016 with parents (or pregnant women) of children up to 5 years old across Palm Beach County. Groups represented Palm Beach County parents who require services or live in high-need areas. Homogenous groups were used to promote synergy of discussion.

Locations and populations were selected through a review of health, education and demographic data by zip code.

POPULATION

Group 1:
Boynton Beach, Haitian mothers
Group 2: Delray Beach, mothers
Group 3:
Belle Glade, Hispanic mothers
Group 4:
Belle Glade, pregnant women
Group 5: Greenacres, fathers
Group 6: Lake Worth, Hispanic mothers
Group 7: Lake Worth, pregnant women
Group 8: Riviera Beach, fathers
Group 9: Riviera Beach, first-time mothers
Group 10: West Palm Beach, mothers younger than 25
Group 11: West Palm Beach, mothers
Group 12: West Palm Beach, pregnant women younger than 25

REPORT TITLE

Community Needs Assessment Survey Report August 2016. Conducted by Downs & St. Germain Research

PURPOSE

To identify needs, gaps, opportunities and barriers in services for mothers, families and children

DESCRIPTION

Landline and cell phone interviews were conducted May 31 through June 16, 2016, by Downs & St. Germain Research's.

In addition, email surveys were sent to families who receive subsidized child care (School Readiness and Voluntary Prekindergarten clients) through the Early Learning Coalition on June 28 with a deadline of July 5.

POPULATION

Parents with children age 5 and younger living in Palm Beach County.

Six hundred telephone surveys were completed.

Email surveys were sent to 12,186 parents with children age 5 and younger served by the Early Learning Coalition, and 207 surveys were completed.

REPORT TITLE

Community Partner and Provider Survey, August 2016
Conducted by Children's Services Council Palm Beach County

PURPOSE

To assist the Council in identifying resources that serve families and understanding the priority needs of county residents from the perspective of organizations in Palm Beach County

DESCRIPTION

A survey link was sent to 118 Palm Beach County agencies, including the Council's funded providers and other community partners by email on July 7, 2016, with a deadline of July 22.

POPULATION

Government agencies, nonprofits and funders in Palm Beach County. Organizations invited to participate included CSC funded providers attendees from the 2013 Youth Symposium and/or the 2015 What Works Summit. Fifty-one agencies responded with an unduplicated response rate of 38.1%.

REPORT TITLE**Photovoice**

*Conducted by Children's Services
Council Palm Beach County*

PURPOSE

To identify community strengths, problems and important issues through group discussion and photographs

DESCRIPTION

Participants were recruited through Bridges in Riviera Beach, Boynton Beach and Belle Glade. Parents were required to have a camera phone and participate in two sessions.

POPULATION

Parents in Riviera Beach, Boynton Beach and Belle Glade

REPORT TITLE**Key Indicator Data**

*Conducted by Children's Services
Council Palm Beach County*

PURPOSE

To gather community data, including information on social determinants of health, and to identify top causes of morbidity and mortality for children

DESCRIPTION

A review of health indicators, including previous Healthy Start plans, and a review of best practice indicators outlined by Centers for Disease Control and Prevention's Community Health Assessment for Population Health Improvement and other national sources

POPULATION

Palm Beach County residents

REPORT TITLE**Zip Code Report 2.0**

*Conducted by Children's Services
Council Palm Beach County*

PURPOSE

To analyze community data by zip code to determine high-needs areas

DESCRIPTION

A refresh of the Palm Beach County Selected Zip Code Data, Maps & Child Information (published April 2010).

POPULATION

Zip codes in Palm Beach County

I. PURPOSE

The United Planning Organization (UPO) seeks proposals from qualified proposers to provide professional writing services to produce the 2018 UPO Community Needs Assessment (CNA). The purpose of this RFP is to convey the requirements to select the most capable proposer offering the most competitive price, not to exceed \$20,000.

II. CONTRACT PERIOD

The term of any contract resulting from this RFP shall start on or about August 3, 2018 (or from the date the contract is executed) and shall expire on December 31, 2018, unless terminated earlier consistent with the terms of the contract. Production of the assessment to be completed/submitted by November 2, 2018.

III. UNITED PLANNING ORGANIZATION (UPO) BACKGROUND

UPO was founded in 1962 as a 501(c) (3) non-profit, human service organization and following passage of the Economic Opportunity Act of 1964, UPO was designated as the Community Action Agency (CAA) for the Washington, DC metropolitan area. As the only designated CAA for the District of Columbia, UPO's 300+ employees are responsible for providing leadership, support and advocacy to low-income residents as a means of attaining self-sufficiency by offering more than 20 programs to more than 55,000 residents annually.

UPO has a mission to *unite people with opportunities* and offers an array of programs including:

- Head Start and Early Head Start
- Comprehensive youth services including out-of-school and afterschool programs for elementary through high school students
- Emergency rental assistance and housing counseling services
- Year-round homeless transportation services and wellness checks
- Demand-driven vocational skills development in nine content areas
- Comprehensive substance abuse treatment services
- Community-based, volunteer tax preparation services
- Job placement and career development services
- Foster Grandparents, senior volunteer services
- Community leadership and volunteerism opportunities
- Affordable housing development
- Reentry support services

IV. SCOPE OF SERVICES

The qualified proposer will be responsible for the coordination, research, and writing of a fully completed and comprehensive Community Needs Assessment with a focus on data gathering and analysis. It is expected that the proposer shall have access to resources through which to gather and manipulate data like GIS (Geographic Information System) and any other technology to assist in obtaining relevant, up-to-date

12

data at the census tract and block, zip code, Ward, neighborhood cluster, and any other geographic level deemed appropriate in addition to the following:

1. Write and perform data analyses that is easily understood by multiple audiences including lay audiences.
2. Collect quantitative, demographic data from multiple, relevant sources, citing in APA format.
3. Through coordination with and provided by UPO's Office of Strategic Positioning, retrieve quantitative and qualitative data resulting from surveys, client feedback, and focus groups, and incorporate those data into the CNA.
4. Convey in-depth critical analyses of research findings and data that demonstrate the impact of poverty and its effect on residents, especially families, in the District.
5. Provide collection of relevant research and data relative to **Community Services Block Grant**¹ (CSBG) specific organization standards including:
 - a. Standard 1.2: An analysis of information collected directly from low income individuals to assess needs and resources (data provided by UPO);
 - b. Standard 2.2: Collection of information from key sectors of the community to assess needs and resources. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions (data provided by UPO);
 - c. Standard 3.2: Collection of current data specific to poverty and its prevalence related to gender, age and race/ethnicity;
 - d. Standard 3.3: Collection and analysis of both qualitative and quantitative data for the District at various levels; and
 - e. Standard 3.4: Description of key findings on the causes and conditions of poverty and the needs of District residents.
6. Provide collection of relevant research and data relative to **Early Head Start and Head Start**,² disaggregated by ages 0-3 and 4-5 year old children with a focus on the following:
 - a. The demographic make-up of Early Head Start and Head Start eligible children and families, including estimated number, geographic location, and racial and ethnic composition;
 - b. Other child development and child care programs that are serving Early Head Start and Head Start eligible children, including publicly funded and local preschool programs, and the approximate number of Early Head Start and Head Start eligible children served by each;
 - c. Estimated number of children with disabilities (ages 0-3 and 4-5), including types of disabilities and relevant services and resources provided to these children by community agencies;
 - d. Data regarding the education, health, nutrition and social service needs of Early Head Start and Head Start eligible children and their families;
 - e. The education, health, nutrition and social service needs of Early Head Start and Head Start eligible children and their families as defined by families of Early Head Start and Head Start eligible children and by institutions in the community that serve young children;
 - f. Resources in the community that could be used to address the needs of Early Head Start and Head Start eligible children and their families, including assessments of their availability and accessibility;
 - g. In addition to the above, to the extent possible, provide the following:
 - i. Poverty analysis in DC at various geographical levels;

¹ Capital Area Community Action Agency, Request for Proposal for Community Needs Assessment (with modifications)

² *ibid*, with modifications

- ii. Basic needs trends (i.e. food, nutrition, housing, food, child care, health costs, transportation);
 - iii. Population trends;
 - iv. Location of low-income children 0-3 and 4-5 years;
 - v. Location of low-income seniors 60+;
 - vi. Migrant trends;
 - vii. Birth and death trends;
 - viii. Health (including pre-natal care, health insurance, immunizations, oral health, etc.)
 - ix. Nutrition trends (including overweight and underweight children, nutrition education offerings and free/reduced lunch counts, etc.);
 - x. Aging trends;
 - xi. Household composition;
 - xii. Education attainment (including school rankings, school dropout, etc.);
 - xiii. Supply and Demand of child development and child care programs;
 - xiv. Children ages 0-3 and 4-5 with disabilities;
 - xv. Type of disabilities;
 - xvi. Service providers for children with disabilities;
 - xvii. Foster care trends;
 - xviii. Social services (i.e. Supplemental Nutrition Assistance Program (SNAP); Temporary Assistance to Needy Families (TANF) and Women, Infant and Children Food and Nutrition Services (WIC);
 - xix. Race/ethnicity;
 - xx. Languages spoken;
 - xxi. Income trends/asset development;
 - xxii. Labor force/employment/unemployment trends/job opportunities;
 - xxiii. Veterans data;
 - xxiv. Housing data: rental vs. ownership/affordable housing availability;
 - xxv. Transportation; and
 - xxvi. Data on Homelessness.
7. The proposer will be responsible for the content layout, design, and research integrity of all sources of data and will include at least the following content areas, among others to be determined by proposer:
- a. Comparisons to similar communities including, but not limited to, targeted populations and current customers;
 - b. Needs by demographics (age, gender, race, etc.) under subject areas including, but not limited to, the following: poverty, education, employment, health (maternal, smoking, drug and alcohol use and abuse, etc.), food security, transportation, and childcare accessibility;
 - c. Strengths and Assets including family resiliency, CBO support, case management/bundled service providers and referral agencies, and UPO service linkages/partnerships;
 - d. Barriers including service accessibility (hours of operation), psychological barriers, and other barriers identified throughout the research process;
 - e. Priorities for Consideration including a listing of the top priorities identified by qualitative and quantitative data;
 - f. Recommendations and possible solutions;
8. Proposer's responsibilities and duties:
- a. Attend all meetings either face-to-face, or by telephone, or other electronic means with designated UPO staff as necessary in a timely manner;

- b. Be available during standard business hours and beyond those hours to ensure timely production of CNA;
- c. Prepare documented requests for additional information or data, assigning tasks to UPO staff as necessary;
- d. Provide weekly updates on the progress of the development of the CNA;
- e. Conduct research using methods and materials that ensure accurate, up-to-date, and ethical use of sources;
- f. Write and submit multiple drafts from which to produce a final version of the CNA;
- g. Review, edit and recommend enhancements of all written sections including sections authored by others;
- h. Maintain the security of any and all information obtained from and related to UPO and the CNA, not sharing it with anyone, except with whom express written permission has been granted by the UPO Executive Vice President;
- i. Convey to UPO any and all documentation related to production of CNA with the understanding that UPO is the sole owner of the CNA;
- j. Presentation of findings and review by management and Board for final approval.

V. EVALUATION CRITERIA

- A. All proposals will be reviewed to determine if they adhere to the format and instructions of the RFP, meet the criteria indicated below and conform to the objectives and requirements of the RFP. An evaluation team will evaluate the merit of proposals received in accordance with criteria outlined in this RFP. Incompleteness, significant inconsistencies or inaccuracies found within a response may result in a reduction of the evaluation rating.
- B. UPO reserves the right to: (a) waive variances or reject any or all proposals, and (b) request clarifications from any or all proposers. Further, UPO reserves the right to reject any or all proposals and to waive informalities and minor irregularities and to accept any portion of a proposal or all items proposed if deemed to be in the best interest of UPO.
- C. Proposals shall be rejected if they: (a) are received after closing date and time, (b) contain alterations not initialed by an authorized official, (c) are not meeting specifications, (d) are not meeting the general terms and conditions.
- D. Proposals will be evaluated on the basis of following criteria:
 - 1. **Background and Experience (30%)**: the extent to which the proposer and proposer's staff, if applicable, have the requisite experience of performing research-based projects with an emphasis on data analysis of similar scope and size.
 - 2. **Project Plan and Writing Sample (60%)**: the extent to which the proposer is able to demonstrate the ability to produce an effective work plan to complete the task, convey the vision of a layout of the needs assessment, and provide a writing sample that shows a mastery of data analysis and research efficacy.
 - 3. **Financial Proposal (10%)**: the extent to which the proposer is able to produce a cost-effective budget not to exceed \$20,000 to complete the task at hand.
- E. UPO reserves the right to interview any potential contractor prior to making an award.

9. DESCRIPTION OF SERVICES

The qualified contractor will be responsible for the coordination of a fully completed Community Needs Assessment that includes specific data and analysis in addition to the following:

- a. An Executive Summary;
- b. Collection of demographic data from multiple sources including conducting community forums, focus group meetings, community partner surveys and client surveys;
- c. Customer, staff and community input of the impacts of poverty, needs within the communities and recommendations for further addressing those needs;
- d. An in-depth explanation on the impact of poverty and its effect on the residents of Calhoun, Franklin, Gadsden, Gulf, Jefferson, Leon, Liberty and Wakulla Counties.

COMMUNITY SERVICES BLOCK GRANT (CSBG) SPECIFIC ORGANIZATIONAL STANDARDS

- e. Provide, pursuant to the Community Services Block Grant (CSBG) Organizational Standards, the collection and analysis of the following information about each of Community Action's specific service areas: Calhoun, Franklin, Gadsden, Gulf, Jefferson, Leon, Liberty and Wakulla Counties:
 1. Standard 1.2: An analysis of information collected directly from low income individuals to assess needs and resources;
 2. Standard 2.2: Collection of information from key sectors of the community to assess needs and resources. These sectors would include at minimum: community-based organizations, faith-based organizations, private sector, public sector, and educational institutions;
 3. Standard 3.2: Collection of current data specific to poverty and its prevalence related to gender, age and race/ethnicity;
 4. Standard 3.3: Collection and analysis of both qualitative and quantitative data for each of the counties served;
 5. Standard 3.4: Description of key findings on the causes and conditions of poverty and the needs of the eight service areas assessed.

HEAD START SPECIFIC STANDARDS

- f. Provide, pursuant to the Head Start Performance Standards, the collection and analysis of the following information about Community Action's Head Start specific service area of: Franklin, Jefferson and Leon Counties:
 - 1. The demographic make-up of Head Start eligible children and families, including estimated number, geographic location, and racial and ethnic composition;
 - 2. Other child development and child care programs that are serving Head Start eligible children, including publicly funded State and local preschool programs, and the approximate number of Head Start eligible children served by each;
 - 3. Estimated number of children with disabilities four years old or younger, including types of disabilities and relevant services and resources provided to these children by community agencies;
 - 4. Data regarding the education, health, nutrition and social service needs of Head Start eligible children and their families;
 - 5. The education, health, nutrition and social service needs of Head Start eligible children and their families as defined by families of Head Start eligible children and by institutions in the community that serve young children;
 - 6. Resources in the community that could be used to address the needs of Head Start eligible children and their families, including assessments of their availability and accessibility.
- g. Provide an analysis of demographic, data and economic trends in Calhoun, Franklin, Gadsden, Gulf, Jefferson, Leon, Liberty and Wakulla Counties including, but not limited to:
 - 1. Poverty analysis in all counties;
 - 2. Basic needs trends (i.e. food, nutrition, housing, food, child care, health costs, transportation);
 - 3. Population trends;
 - 4. Location of low-income children 0 to 5 years;
 - 5. Location of low-income seniors 60+;

6. Migrant trends;
 7. Birth and death trends;
 8. Health (including pre-natal care, health insurance, immunizations, oral health, etc.)
Nutrition trends (including overweight and underweight children, nutrition education offerings and free/reduced lunch counts, etc.);
 9. Aging trends;
 10. Household composition;
 11. Education attainment (including school rankings, school dropout, etc.);
 12. Child development and child care programs;
 13. Children ages 0 to 5 with disabilities;
 14. Type of disabilities;
 15. Service providers for children with disabilities;
 16. Foster care trends;
 17. Social services (i.e. Supplemental Nutrition Assistance Program (SNAP); Temporary Assistance to Needy Families (TANF) and Women, Infant and Children Food and Nutrition Services (WIC);
 18. Race/ ethnicity;
 19. Languages spoken;
 20. Income trends/asset development;
 21. Labor force/ employment/unemployment trends/job opportunities;
 22. Veterans data;
 23. Housing data: rental vs. ownership/affordable housing availability;
 24. Transportation;
 25. Data on Homelessness;
- h. Data Analysis and Presentations
- The contractor will provide an in-depth analysis and recommendations to assess the agency's success in meeting the needs and priorities of the eight county service areas: Calhoun, Franklin, Gadsden, Gulf, Jefferson, Leon, Liberty and Wakulla Counties.
1. Demographics summary
 2. Process approach

3. Results of survey and data collection at county, city, community partners, other non-profits and client levels including trend data if available.
4. Comparison to similar communities
5. Analysis of community needs and strengths
6. Formatted tables and charts illustrating major points
7. Printed and Electronic format
8. Project findings
9. Recommendations
10. Conclusions
11. Presentation to Board of Directors and Head Start Policy Council

10. AWARD OF CONTRACT

Award of the contract resulting from this RFP will be based upon the most responsive contractor whose offer will be the most advantageous to Community Action in terms of cost, functionality, experience, quality of past work, and other factors as specified elsewhere in this RFP.

- a. Community Action reserves the right to:
 1. Consider proposals based on their relative merit, risk, and values to the organization;
 2. Negotiate with all service providers.
 3. Reject any or all offers and discontinue this RFP process without obligation or liability to any potential contractor , when it is in the Agency's best interest;
 4. Accept other than the lowest priced offer.
- b. Proposals received shall be judged by Community Action solely on the following selection criteria:
 1. Contractor's understanding of Community Action's mission and the scope of this project;
 2. Proposed price of the entire project;
 3. Expected timeline for completing the project;
 4. Contractor's demonstrated experience in similar projects for both corporate audiences and non-profit organizations.
- c. Proposals will be evaluated upon the contractor's responsiveness to the RFP and the total price quoted for all items covered by the RFP. The successful contractor may be asked to

Item #5
Adopt Millage and Budget

Background

By July 1, 2019, the Trust needs to submit its proposed millage rate and budget to the Alachua County Board of County Commissioners. The FY20 Tentative Budget has been revised since the last meeting as directed by the Interim Chair. Staff have also prepared two resolutions for the Trust to adopt its FY20 budget and millage rate.

Attachments

1. Resolution; Establishing a Proposed Millage Rate for Fiscal Year 2019/2020
2. FY 20 Tentative Budget – Children’s Trust of Alachua County
3. Resolution; Establishing a Proposed Budget for Fiscal Year 2019/2020
4. Children’s Trust of Alachua County Chair Letter

Staff Recommendation

After 5:01 pm,

1. Set the proposed millage rate at 0.5000 mills and adopt the resolution for Fiscal Year 2019/20.
2. Establish the proposed budget and adopt the resolution for Fiscal Year 2019/20.
3. Direct Interim Chair to sign letter to Alachua BoCC of established and deliver budget.
4. Designate a Records Custodian for the Trust.

RESOLUTION 19-

A RESOLUTION OF THE CHILDREN'S TRUST OF
ALACHUA COUNTY;
ESTABLISHING A PROPOSED MILLAGE RATE FOR FISCAL YEAR 2019/2020;
PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, prior to July 1, 2019, the Children's Trust of Alachua County established a Proposed Fiscal Year 2019/2020 Millage Rate, as required by Florida Statute 125.901;

WHEREAS, the Children's Trust of Alachua County, will hold an initial public hearing on September 9, 2019 after 5:00 p.m., as required by Florida Statute 200.065, to adopt a Tentative Millage Rate and Budget.

WHEREAS, the Children's Trust of Alachua County, will hold a second public hearing on September 16, 2019 after 5:00 p.m., as required by Florida Statute 200.065, to adopt a Final Millage Rate and Budget.

NOW, THEREFORE, BE IT RESOLVED by the Children's Services Council of Alachua County, that:

1. The Fiscal Year 2019/2020 operating millage rate necessary to fund the Children's Trust of Alachua County is 0.5000 mills.
2. This resolution shall take effect immediately upon its adoption.
3. Certified copies of the resolution will be delivered to the Alachua County Board of County Commissioners, the Alachua County Property Appraiser and the Alachua County Tax Collector within three (3) days after the adoption of this resolution.

DULY ADOPTED in regular session, this ____ day of _____, A.D., 2019.

CHILDRENS'S TRUST OF ALACHUA COUNTY

By: _____
Ken Cornell, Interim Chair

CHILDRENS'S TRUST OF ALACHUA COUNTY

By: _____
Robert C. Swain, Interim Counsel



CHILDREN'S TRUST
OF ALACHUA COUNTY

FY20 Tentative Budget - Children's Trust of Alachua County

Revenue

Ad Valorem Taxes	Taxable Value Estimate = 15,075,000,000	\$ 7,160,625
	Millage Rate = 0.5000 mills	
	Budget at 95% for receipts	
Beginning Fund Balance	1-Oct-19	\$ -
Ending Fund Balance	Maintain 5% of Operating Revenue	\$ (358,031)
Revenue Total		\$ 6,802,594

Expenses

Personal Services

Direct Hires or Interlocal Administrative Contract with the Clerk of the Court and Alachua County \$ 500,000

(Positions discussed include: Executive Director, Administrative Support Manager, Information Systems Analyst, Marketing and Communications Specialist, Administrative Assistant)

Personal Services Total **\$ 500,000**

Operating

Administrative

Tax Collection Fees (2% of collections)	\$ 143,213
Interlocal Administrative Contract with the Clerk of the Court and Alachua County	\$ 163,250
Rent and Utilities	\$ 20,000
Travel and Per Diem	\$ 5,000
Communication Services (Phones, Internet)	\$ 1,848
Rentals and Leases (Copier/Printer)	\$ 2,360
Insurance (Property, Liability)	\$ 1,000
Repair and Maintenance (Software, Vehicle)	\$ 1,000
Other Current Charges & Obligations (Legal Advertising, Printing)	\$ 6,000
Operating Supplies (Fuel, Tools)	\$ 1,000

Administrative Total **\$ 344,671**

Program Cost

Professional Services	\$ 20,000
Other Attorney Fees	\$ 20,000
Other Contractual Services (Needs Assessments)	\$ 300,000
Promotional Activities	\$ 10,000
Subscriptions and Memberships (Florida Children's Council)	\$ 9,309
Current Contracts	
Healthy Start of North Central Florida - Newborn Home Visiting	\$ 400,000
The CHILD Center - Transformative Prof. Dev. for Early Care and Edu. Prog. Providers (TPD)	\$ 439,228
Meridian Behavioral Healthcare - Emotional Dev. and Family Sup. Pilot Prog. (SED)	\$ 354,636
Aid to Private Organizations / Program Contracts	\$ 3,995,404

Program Costs Total **\$ 5,548,577**

Start-Up Cost

Office Equipment (3 people)	
Computers - Desktop (3) and Laptop (1)	\$ 5,100
Microsoft Software (4)	\$ 1,720
Phones (3)	\$ 495
Desk Chairs Etc	\$ 9,000
Office Supplies	\$ 5,000
Start-Up Cost Total	\$ 21,315

Operating Total **\$ 5,914,563**

Capital

Start-Up Cost

Vehicle	\$ 30,000
Capital - Start-Up Cost Total	\$ 30,000

Capital Total **\$ 30,000**

Reserves

Best Practice is 5% of Revenues

\$ 358,031

Reserves **\$ 358,031**

Expense Total **\$ 6,802,594** **\$ 6,802,594**

Revenue	\$ 6,802,594
Expenses	\$ 6,802,594
	\$ 0

RESOLUTION 19-

A RESOLUTION OF THE CHILDREN'S TRUST OF
ALACHUA COUNTY; ESTABLISHING A PROPOSED
BUDGET FOR FISCAL YEAR 2019/2020; PROVIDING
FOR AN EFFECTIVE DATE.

WHEREAS, prior to July 1, 2019, the Children's Trust of Alachua County established a Fiscal Year 2019/2020 Proposed Millage Rate as required by Florida Statute 125.901;

WHEREAS, the Children's Trust of Alachua County, will hold an initial public hearing on September 9, 2019 after 5:00 p.m., as required by Florida Statute 200.065, to adopt a Tentative Millage Rate and Budget; and

WHEREAS, the Children's Trust of Alachua County, will hold a second public hearing on September 16, 2019 after 5:00 p.m., as required by Florida Statute 200.065, to adopt a Final Millage Rate and Budget.

NOW, THEREFORE, BE IT RESOLVED by the Children's Services Council of Alachua County, that:

1. The Children's Trust of Alachua County set forth the appropriations and revenue estimate for the Budget for Fiscal Year 2019/2020 in the amount of \$6,802,594.00.
2. This resolution shall take effect immediately upon its adoption.
3. Certified copies of the resolution will be delivered to the Alachua County Board of County Commissioners, the Alachua County Property Appraiser and the Alachua County Tax Collector within three (3) days following the adoption of this resolution.

DULY ADOPTED in regular session, this ____ day of _____, A.D., 2019.

CHILDRENS'S TRUST OF ALACHUA COUNTY

By: _____
Ken Cornell, Interim Chair

CHILDRENS'S TRUST OF ALACHUA COUNTY

By: _____
Robert C. Swain, Interim Counsel



CHILDREN'S TRUST
OF ALACHUA COUNTY

June 17, 2019

Alachua County Board of County Commissioners
12 S.E. 1st Street
Gainesville, Florida 32601

Re: FY 2019/2020 Budget

Dear Chair Chestnut, IV and Commissioners,

Pursuant to Florida Statute 125.901, I hereby submit the FY 2019/2020 proposed millage and budget for the Children's Trust of Alachua County. This budget includes a millage of 0.5000 mills to fund the hiring of an Executive Director, three contracts to serve children aged 0-5 years, funds for a needs assessment(s) of those aged 0-18 years, funding for additional program contracts to be developed based on the needs assessment(s), other operating expenses and a 5% reserve for contingencies.

Personal Services	\$500,000.00
Operating	\$725,295.00
Capital Outlay	\$30,000.00
Grants and Aids	\$5,189,268.00
Reserves	\$358,031.00
<hr/>	
Total	\$6,802,594.00

Sincerely,

Ken Cornell, Interim Chair,
Children's Trust of Alachua County

CC: Tina Certain, CTAC Interim Treasurer
Michele Lieberman, County Manager
Tommy Crosby, Asst. County Manager – Budget and Fiscal Services
Claudia Tuck, Director of Community Support Services

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 June 10, 2019 Meeting Minutes
Staff Recommendation: Approve the June 10, 2019 meeting minutes as presented.

Children's Trust of Alachua County

Monday, June 10, 2019 | 4:00 pm | Alachua County Administration Building
(John R. "Jack" Durrance Auditorium)

Members Present: Ken Cornell, Alachua 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 Administration

Staff Present: Carl Smart, Assistant County Manager for Public Safety and Community Support Services; Robert Swain, Senior Assistant County Attorney; Claudia Tuck, Community Support Services Director; Tom Tonkavich, Community Support Services Assistant Director, LaRaven Temoney, Intern

1. Call To Order

Interim Chair Cornell called the meeting to order at 4:00 pm.

2. Agenda Review, Revision and Approval

Interim Chair Cornell reviewed and discussed the agenda. Member Wilson-Bullard asked that the May 20, 2019 meeting minutes be moved from Consent to the Regular agenda (Item 14).

Member Certain moved to add item 14 from the consent agenda to the regular agenda and adopt the agenda, approving the items remaining on consent. Second by Member Wilson-Bullard. Motion carried 5-0.

3. Approval of May 20, 2019 Meeting Minutes

Member Wilson-Bullard provided additional clarification of what was stated in the May 20, 2019 meeting minutes in regard to her comments. She indicated she would provide a written addendum to attach to the May 20, 2019 meeting minutes.

Member Certain moved to approve the May 20, 2019 minutes with an attached addendum from Member Wilson-Bullard. Second by Member Clarke. Call for comments from the public. Motion carried 5-0.

4. Approved Budget and Millage Levy

Mr. Smart introduced Tommy Crosby, Assistant County Manager for Budget and Fiscal Services. Mr. Crosby presented a tentative budget for the Fiscal Year 2020. Mr. Crosby informed the Trust of its options to adopt a millage rate and budget allocations. Mr. Crosby explained the individual items on the draft budget worksheet and asked for direction from the Trust in regards to its final budget and millage decisions.

By general consensus and to provide staff direction, members agreed to the amounts presented for Revenues, Personnel Services, and Administration. While reviewing the proposed Program Cost, members asked that the Other Contractual Services be combined into one line item.

Members discussed the three programs currently funded by the County through the Children's Services Advisory Board. Members heard comments from Mr. Crosby and Mr. Swain, about procurement and options for the Trust to assume the currently funded programs. Interim Chair Cornell also asked for input from the Nominees and public.

Member Certain moved to have the Trust budget for one year the cost of the contracts at the established rates and accept the process used by the County. Second by Member Twombly. Call for public input. Motion carried 4-1, Member Wilson-Bullard in dissent.

Members discussed the budgeted amount (\$4,048,665) for Program Contracts. Mr. Crosby asked for direction on the remaining items. Interim Chair Cornell asked for any objections to leaving the items as is, hearing none, he directed staff to keep the remainder of the budget items as presented.

5. Comparison of Executive Director and Other Staff Terms of Employment

Mr. Smart introduced Mr. Crosby, who presented 3 options for Trust staffing; (Regular County Employee, Budgeted Non-County Employee, Direct Hire by the Trust). Each option was explained and Members asked clarifying questions including about how wages and benefits would be provided, the need for personnel policies, and how the Trust could have an employment contract with an Executive Director.

Member Certain moved to adopt Option B, Budgeted Non-County Employee for the Trust. Second by Member Twombly. Call for public input. Motion carried 5-0.

6. Finalize Hiring Process

Mr. Smart introduced Human Resources Director Heather Akpan, who presented the recruiting process generally used by the County. Additionally, the Trust needs to decide who, a member or members of the Trust, would serve as the "Hiring Manager" and how the Trust would "Screen" applicants. The Human Resources Director continued her presentation, giving further comments on the potential costs associated with the hiring process. Interim Chair Cornell asked for comments from the public.

Member Wilson-Bullard moved to have the Trust follow the process outlined, for the Trust as a whole to serve as the Hiring Manager, and designating Member Clarke as the point-of-contact for development of the JAT and Job Description. Second by Member Twombly. Motion carried 4-0 (Member Certain out of the room).

7. Revised Draft Inter Local Agreement for Administrative Services

Mr. Smart introduced Mr. Crosby, who presented the revised draft Inter Local Agreement for Administrative Services. Based on direction from the last meeting, several changes have been made to this revised draft. Given the action to adopt Option B additional changes will be needed.

Member Twombly moved to adopt the draft agreement with changes as discussed. Second by Member Clarke. Call for public comment. Motion carried 5-0.

8. Procurement

Mr. Smart introduced Mr. Cosby, who presented the county procurement process. The Trust opted to receive the information for now until it works on more details. At its next meeting, members will discuss the process to award funds generally as well as how to conduct a more thorough needs assessment.

9. Guiding Principles and First Year Goals

Interim Chair Cornell called for open discussion on the goals and principles for the Trust. Members made comments and Interim Chair Cornell asked for public comments. By consensus the Trust agreed to not adopt any principles and/or goals until the 5 additional members of the Trust have been appointed.

10. Future Meeting Formats

The Trust discussed having a different meeting format that allows the members to interact more with the citizens in attendance. Interim Chair Cornell asked for suggestions for meeting locations. Call for comments from the public. The Trust decided to hold its next meeting at the Thomas Coward Auditorium at Health Department (if available).

11. CTAC Gubernatorial Nominees General Comments

Mrs. Tuck told members that the Governors Appointments Office reached out for more information however no appointments have been made.

12. Call for Public Input

Interim Chair Cornell called for comments from the public.

13. Board Member General Comments

Interim Chair Cornell called for comments from the Trust members.

**After discussion, Member Wilson-Bullard moved to cancel the July 1st meeting.
Second by Member Twombly. Call for public comments. Motion carried 5-0.**

14. Adjournment

Interim Chair Cornell adjourned the meeting at 6:11 pm.

Recorded by:

LaRaven Temoney, Intern

Reviewed by:

Thomas Tonkavich, Liaison