

**CHILDREN'S TRUST OF ALACHUA COUNTY
RESOLUTION 2022-01**

REVISIONS AND ADDITIONS TO BOARD POLICIES

**REVISIONS TO BOARD POLICIES CHAPTER 1 - GENERAL
ADMINISTRATION, CHAPTER 2 - BUDGET MANAGEMENT POLICIES,
CHAPTER 3 - FINANCIAL MANAGEMENT, CHAPTER 5 - HUMAN
RESOURCES, AND ADDING CHAPTER 7 - EXECUTIVE DIRECTOR**

WHEREAS, the Children's Trust of Alachua County (CTAC) is authorized by Florida Statue 125.901 and Local Ordinance 18-08; and

WHEREAS, the CTAC has previously adopted policies for General Administration, Budget Management, Financial Management, Investment Management, Human Resources, Procurement, and an Employee Handbook; and

WHEREAS, a Governance Committee was established to review current policies and make recommendations for revisions and additions; and

WHEREAS, the Governance Committee met from September 2021 through December 2021; and

WHEREAS, the Governance Committee is presenting revisions and additions to board policies for consideration by the full board;

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

SECTION 1: **ADOPTION** "1.01 Powers and Functions" of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.01 Powers and Functions(*Added*)

A. The Trust will conduct its affairs in keeping with F.S 125.901, Chapter 26 of the Alachua County Board of County Commissioner Ordinance Code, the Bylaws, the Trust's stated Goals and Strategies, these Policies, and all applicable laws, rules, and regulations. Trust members are governed by Florida Statutes, including but not limited to: F.S.112 Public Officers and Employees, F.S.189 Uniform Special District Accountability, F.S. 119 Public Records, Public Business, Miscellaneous Provisions, F.S 104.31 Political activities of state, county, and municipal officers and employees, and all other laws applicable to the Trust. Additionally, Trust members must

individually satisfy the annual obligation to file the Florida Commission on Ethics Form 1, the Statement of Financial Interest, with the Alachua County Supervisor of Elections.

B. The Trust shall have the following powers and functions:

1. To provide and maintain in the county such preventive, developmental, treatment, and rehabilitative services for children as the council determines are needed for the general welfare of the county.
2. To provide such other services for all children as the council determines are needed for the general welfare of the county.
3. To allocate and provide funds for other agencies in the county which are operated for the benefit of children, provided they are not under the exclusive jurisdiction of the public school system.
4. To collect information and statistical data and to conduct research which will be helpful to the council and the county in deciding the needs of children in the county in accordance with Board policy.
5. To consult and coordinate with other agencies dedicated to the welfare of children to the end that the overlapping of services will be prevented.
6. 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 unless paid for with cash on hand or secured by funds deposited in financial institutions. Nothing shall be construed to authorize the CTAC to issue bonds of any nature, nor shall the CTAC have the power to require the imposition of any bond by the governing body of the county.
7. To employ, pay, and provide benefits for any part-time or full-time personnel needed to execute the foregoing powers and functions.
8. To enter into agreements with government agencies to provide administrative services.

SECTION 2: **ADOPTION** “1.02 Mission, Vision, And Guiding Principles”
of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.02 Mission, Vision, And Guiding Principles(*Added*)

- A. Mission:** 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.
- B. Vision:** Facilitate equitable access and opportunities for all children and families in Alachua County to ensure every child reaches their maximum potential.
- C. 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 their 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. The Trust values fiscal and operational accountability and will fund partners in a manner that rewards efficiencies, takes advantage of economies of scale, and maximizes services to children or family members/support members in order to meet the 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.

SECTION 3: ADOPTION "1.03 Role of the Board" of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.03 Role of the Board(*Added*)

The organization of the Trust Board shall be pursuant to the laws governing the Trust and its Bylaws and policies. Specific job outputs of the Trust Board, as an informed agent of the public, are those that ensure appropriate organizational performance. Accordingly, the Board will:

- A. Serve as a link between the community and the Trust.

1. In accordance with F.S. 125.901 will annually publish a Report to the Board of County Commissioners presenting information about its services and the communities' expenditures.
 2. The Board will provide information to the County regarding its services to residents of that county, funding of those services, and the outcomes achieved by those services.
 3. The Board will represent CTAC to the public and, using the data made available by staff, advocate for the continued and increasing support for its vital community mission.
 4. The Board will review data presented by staff that reflects the services provided, outcomes and costs of those services recognizing its role in ensuring effectiveness and efficiency.
- B. Provide governance to the organization through written policies that realistically address the broadest levels of all organizational decisions and situations.
1. Goals and Strategies: Organizational impacts, benefits, outcomes; recipients, beneficiaries, impacted groups; and their relative in worth in cost or priority.
 2. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 3. Governance Process: Specification of how the Board conceives, carries out, and monitors its own task.
 4. Board- Management Delegation: How power is delegated and its proper use monitored; the Executive Director role, authority, and accountability.
- C. Provide assurance of successful organizational performance on Goals and Strategies and Executive Limitations.
- D. Accept ultimate legal authority for the organization.
- E. Evaluate its effectiveness as a Board at least annually, or as necessary to ensure the ability to meet its responsibilities.

SECTION 4: ADOPTION “1.04 Board Member Attendance” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.04 Board Member Attendance(*Added*)

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

- A. Board by-laws provide that if a member has (3) consecutive absences without cause from regular board meetings during a fiscal year or a total of five (5) absences without cause from a regular board meeting during a fiscal year, the Chair shall request the appropriate appointing authority to remove that member and make a new appointment to the Trust.

- B. Regular meetings of the Trust shall be held monthly at a time and place set by the Trust at their November meeting. The Trust shall not go more than sixty (60) days between meetings.
- C. Board members may only participate electronically in accordance with Chapter 1.05 Board Member Participation at Board Meetings.
- D. Cancelled meetings are counted as “attended” for compliance purpose.

SECTION 5: AMENDMENT “1.10 Board Member Participation At Board And Committee Meetings” of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

AMENDMENT

1.~~1~~05 Board Member Participation At Board And Committee Meetings

SECTION 6: AMENDMENT “1.20 Public Participation At Board And Committee Meetings” of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

AMENDMENT

1.~~2~~06 Public Participation At Board And Committee Meetings

SECTION 7: AMENDMENT “1.30 Virtual Workshops” of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

AMENDMENT

1.~~3~~07 Virtual Workshops

SECTION 8: ADOPTION “1.08 Meeting Notice And Open Meetings” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.08 Meeting Notice And Open Meetings(*Added*)

Board notice and open meetings policies comply with F.S.189 and F.S.286 which include, but are not limited to, informing the public of CTAC regular Board meetings, special Board meetings, and committee meetings; holding meetings in a publicly accessible building in Alachua County; and allowing the public to speak on any item prior to the Board taking action.

SECTION 9: ADOPTION “1.10 Board Member Responsibilities” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.10 Board Member Responsibilities(*Added*)

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

- A. Be informed of the services and programs provided by the organization and publicly support it.
- B. Be aware of and abstain from conflicts of interest.
- C. Participate in the development of governance policies in accordance with Florida law.
- D. Participate in the development of long and short term goals and objectives.
- E. Promote the organization through community networking and other agreed methods.
- F. Be accountable to the taxpayers and other funding bodies for programs and services and funds expended.
- G. Monitor and evaluate the effectiveness of the organization through regular review of information and reports.
- H. Provide candid, constructive criticism and advice and comments.
- I. Approve major actions of the organization such as capital expenditure and major service/program changes.
- J. At least annually review the performance of the Board and take steps to improve its performance.
- K. Serve on Committees or in Board office, if called upon to do so.
- L. Foster a positive working relationship with other Board members and staff.
- M. Prepare for and participate in the discussions and deliberations of the Board.

SECTION 10: ADOPTION “1.15 Evaluation Of Board Performance” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.15 Evaluation Of Board Performance(*Added*)

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

- A. Staff will provide the Board with a summary of those tasks, the activities, discussions, and actions taken by the Board to discharge those responsibilities, and an opportunity to rate those each year, according to the Board's established calendar.
- B. At each meeting, a Meeting Evaluation Form will be provided. It will be summarized and placed on the Consent Agenda for the subsequent meeting. Any Board member may ask that the evaluation be placed on the regular agenda for discussion.
- C. Once annually, the Board will be provided with a self-evaluation tool that reflects the Board Member Responsibilities as described in Chapter 1.10 in order for them to assess their own performance.

SECTION 11: ADOPTION "1.20 Agenda Planning" of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.20 Agenda Planning(*Added*)

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

- A. The cycle will conclude each year on the last day of December so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long-term Goals and Strategies.
- B. The cycle will start with the Board's development of its agenda for the next year.
- C. Consultations with selected groups in the community, or other methods of gaining stakeholder input, will be determined and arranged in the first quarter, to be held during the balance of the year.
- D. Governance education and education related goal setting will be arranged in the first quarter, to be held during the balance of the year.
- E. A formal evaluation of the Executive Director will take place once per year on in the month of the Executive Director's employment anniversary.
- F. A Board member may recommend or request an item for Board discussion by submitting the item to the Chairperson no later than seven days before the Board meeting.

SECTION 12: **ADOPTION** “1.25 Board Chair's Role” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.25 Board Chair's Role(*Added*)

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

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

SECTION 13: **ADOPTION** “1.26 Board Vice Chair's Role” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.26 Board Vice Chair's Role(*Added*)

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

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

SECTION 14: **ADOPTION** “1.27 Board Treasurer's Role” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.27 Board Treasurer's Role(*Added*)

The Treasurer shall:

- A. Preside over the Trust Budget Planning Committee.
- B. Serve as a member of the Executive Committee.
- C. Preside at all meetings of the Trust in the absence of the Chair and Vice-Chair.

SECTION 15: **ADOPTION** “1.28 Board Secretary” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.28 Board Secretary(*Added*)

The Executive Director serves as the Board Secretary with the purpose of ensuring the integrity of the Board’s documents.

- A. The assigned result of the secretary’s job is to see to it that all Board documents and filings are accurate and timely.
 - 1. Policies will be current in their reflection of Board decisions. Decisions upon which no subsequent decisions are to be based, such as consent agenda decisions, motions to adjourn, and staff or Board member recognitions need not be placed in policy.
 - 2. Policies will generally follow Policy Governance principles.
 - 3. Bylaw elements necessary for legal compliance be known to the Board.
 - 4. Board minutes will be produced with brevity, and the requirements for accuracy of Board minutes will be known to the Executive Director.
 - 5. Contracts, agreements, or other documents requiring an Attestation or Certification will be the responsibility of the Executive Director or designee.
- B. Records Management: In accordance with F.S.257.36(5), the Board Secretary shall maintain an organization-wide records management program that maintains, protects, retains, and disposes of records in accordance with statutory compliance, operational needs, fiscal and legal requirements, and historical or reference purposes.
- C. In accordance with F.S.119, any item that meets the definition of a Public Record will be retained in accordance with the records retention schedule required by law, and upon request, made available to the public unless the information is confidential or exempt from disclosure.

SECTION 16: **ADOPTION** “1.30 Board Committee Policy” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.30 Board Committee Policy(*Added*)

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

- A. Board Committees are to help the Board do its job, not to help or advise the Staff.

Committees ordinarily will assist the Board by preparing policy alternatives and the implications thereof for Board deliberation. In keeping with the Board's broader focus, Board Committees will normally not have direct dealing with current staff operations. Committees will be used sparingly and ordinarily in an ad hoc capacity.

1. Board Committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations will be carefully stated in order not to conflict with authority delegated to the Executive Director.
 2. Board Committees cannot exercise authority over staff. The Executive Director works for the full Board, and will therefore not be required to obtain approval of a Board Committee before an executive action.
 3. Board Committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board Committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
- B. This policy applies to any group that is formed by Board action, whether or not it is called a Committee and regardless of whether the group includes Board members. It does not apply to Committees formed under the authority of the Executive Director.
- C. Actions taken by Executive Committee in an exigent situation where the full Board could not be convened shall be presented to the full board for ratification at the next scheduled meeting.
- D. The Board maintains only an Executive Committee as a standing Committee, consistent with its Bylaws. The Executive Committee serves as the Audit Committee and is empowered to accept the findings of the Independent Audit, when necessary to meet deadlines outside the control of the Trust.
- E. At least annually, the Board convenes a Nominating Committee to propose a slate of officers.

SECTION 17: **ADOPTION** "1.32 Conflict Of Interest" of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

1.32 Conflict Of Interest(*Added*)

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

SECTION 18: AMENDMENT “2.30 Expenditures” of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

AMENDMENT

2.30 Expenditures

- A. The financial impact associated with new programs or program modifications will be analyzed and determined prior to adoption by the CTAC. When new programs or increased levels of service are proposed, CTAC will identify any applicable Federal or State mandates; outline client benefits and strategic initiatives; demonstrate alignment to organizational goals, objectives, and agreements; identify related health and safety issues; demonstrate conformance to industry/professional standards; and identify all funding sources including tax increases needed to partially or fully fund the program or service.
- B. Understanding what a program or activity costs, and what benefits are derived from these programs or activities allows CTAC to make informed funding decisions. To that end, all expenditures will be analyzed to ensure service alignment with current priorities.
- C. CTAC shall utilize performance measures in order to track performance, support operational improvement, and determine effective use of resources for each program.
- D. Grant applications to fund services/programs with state or federal funds will be recommended to the CTAC upon review with significant consideration given to:
 - 1. The cost of administering the grant relative to the amount of the grant
 - 2. The availability of matching funds
 - 3. The extent to which locally generated funds will be required to support the program when the grant funding is no longer available.
- E. **Operating Budget.** For purposes of budgetary control, expenditures cannot legally exceed the total annual budgeted appropriations.

F. **Proposed Budget.** CTAC shall develop a proposed budget to include, when appropriate, personal services, operating, capital outlay, grants and aids, and other uses categories.

G. **Budget Amendments.** Budgetary levels of authority are as follows:

1. Budget amendments that change the fund's total appropriation require the approval of the CTAC via a Resolution. The Resolution must be posted on the CTAC website within 5 days after adoption and must remain there for two years. The CTAC, at any time within a fiscal year, may amend its budget for that year, and may within the first 60 days of a fiscal year amend the budget for the prior fiscal year (F.S. 189.016 (6-7)).
2. Budget transfers between Functions and/or Object Classification, as defined by the Uniform Chart of Accounts (AKA Uniform Accounting System Manual for Florida Local Governments) require approval of the CTAC
3. ~~Per F.S. 129.06(2), appropriations related to prior year non-operating encumbrances, grants, and capital projects not completed will be submitted to the CTAC as a budget amendment no later than the deadline set by Florida Statute Chapter 129.~~ Transfers from the Reserve for Contingency require CTAC approval.
4. Establishing a budget for revenues that were not anticipated during the annual budget process requires that the CTAC adopt a resolution to recognize and appropriate the revenue ~~(F.S. 129.06(2)(d) and (e))~~.
5. Upon completion of the prior fiscal year's independent audit, the operating budget may be adjusted to reflect actual beginning fund balances if deemed necessary by the CTAC. Audited fund balances will be adjusted during this "mid-year" process to prevent spending of resources not available ~~(F.S. 129.06(2)(f))~~.
6. ~~Amendments not specifically authorized in Florida Statute Chapter 129.06(2) (a-e) require the amendment be authorized by resolution or ordinance of the CTAC and adopted following a public hearing. The public hearing must be advertised at least two (2) days, but not more than five (5) days, before the date of the hearing. The advertisement and adoption procedures are similar to those required for adoption of the annual budget (F.S. 129.06(2)(f)). Pursuant to F.S. 129.06(2)(f)2, budget amendments must be posted to the CTAC's official website within 5 days of adoption/approval.~~

H. **Budget Appropriation.** Appropriations will be made at the Fund, Functional Category, and Object Classification (AKA "categories"; personal services, operating expense, capital outlay, grants and aids, and "other use" expenses) levels.

SECTION 19:AMENDMENT "2.40 Fund Balance" of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

AMENDMENT

2.40 Fund Balance

A. Minimum Fund Balance

1. To the extent feasible, the CTAC's unassigned plus assigned fund balances will be at a minimum of 2 months of annual appropriations.
2. The amount of ending fund balance to be budgeted shall be analyzed and determined during the annual budget process.

B. Uses of Fund Balance. ~~During Carry Forward and Mid-year budget amendments;~~ Fund balance may be used for:

1. Appropriations related to prior year non-operating encumbrances, grants, and capital projects not completed. The total carry-forward amounts will be reported in the prior year independent audit as assigned fund balances.
2. Funding for authorized mid-year increases that will provide for a level of service that was not anticipated during the budget process.
3. Funding for unexpected increases in the cost of providing existing levels of service.
4. Temporary and nonrecurring funding for unanticipated projects.
5. Funding of a local match for public or private grants.
6. Funding to off-set losses in revenue caused by actions of other governmental bodies and/or unanticipated economic downturns.
7. Funding to accommodate unanticipated program mandates from other governmental bodies.
8. Funding for emergencies, whether economic, natural disaster or acts of war.

SECTION 20: AMENDMENT "2.50 Budget Reserve For Contingency" of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

AMENDMENT

2.50 Budget Reserve For Contingency

Reserve for contingency requests must be approved by the CTAC. The CTAC will use the procedures and evaluation criteria set forth in this, and other policies. The reserve for contingency shall be separate from any unallocated fund balances.

- A. **Minimum and Maximum Contingency.** A reserve for contingency shall be calculated and budgeted at a level not less than 5% of operating revenues and in an amount not greater than 10% of the total budget ~~in accordance with Florida Statute Chapter 129.01(2)(e)~~. If the reserve for contingency falls below 50% of the minimum level, the reserves shall be reestablished the following year.
- B. **Year to Date Activity.** CTAC's budget will be amended at such time as the CTAC authorizes the use of contingency reserves (~~F.S. 129.06(2)(b)~~). All requests for the use of reserve for contingency as referenced in this section shall be accompanied by

information showing the year-to-date activity of the reserve account as well as the current account balance and the net effect on the account balance.

SECTION 21: **AMENDMENT** “3.40 Fund Balance” of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

A M E N D M E N T

3.40 Fund Balance

- A. **Reporting Standards.** CTAC will report Fund Balance in accordance with Governmental Accounting Standards CTAC Statement No. 54 Fund Balance Reporting and Government Fund
- B. **Definition.** The financial reporting fund’s Fund Balance shall be composed of non-spendable, restricted, committed, assigned, and unassigned amounts.
- C. The unassigned plus assigned fund balance at each fiscal year end, shall not be less than ~~5%~~ 2 months of the following year’s projected operating revenue. In any fiscal year where CTAC is unable to maintain the minimum fund balance as required in this section, they shall re-establish the minimum amount in the following year. During the reestablishment period, CTAC shall not appropriate any amounts of such fund balance for the purpose of balancing the budget until the minimum is reached.

SECTION 22: **AMENDMENT** “3.50 Reporting And Audits” of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

A M E N D M E N T

3.50 Reporting And Audits

- A. Balanced revenue and expenditure forecasts will be prepared to examine CTAC’s ability to absorb operating costs due to changes in the economy, service demands, and capital improvements.
- B. CTAC’s accounting and financial reporting systems will be maintained in conformance with all state, federal and local laws, as well as generally accepted accounting principles as required in Florida Statutes Chapters ~~129~~ 189 and 200.
- C. An annual audit will be performed by an independent public accounting firm, as required by Florida Statute. The results of the audit and the audit opinion will be reported to the CTAC and included in CTAC’s annual financial report.
- D. Financial information mentioned within this section, including the Budget, will be published on the CTAC’s website.
- E. The CTAC will perform quarterly reviews to determine if the budgetary plan is being

followed and if budgetary expectations are being achieved. Any problems discovered in this process will be corrected at the appropriate level of budgetary control.

- F. Property control shall be applied to all assets valued at the level required by State Statute, the current minimum monetary threshold for capitalization and the item shall be tagged and identified by asset number when appropriate. Each item is to be physically identified and assessed as to its condition at least once per fiscal year.
- G. Travel reimbursement will be in accordance with policies adopted in compliance with Florida Statute 112.061 (14).

SECTION 23: AMENDMENT “5.60 Compensation And Benefits” of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

AMENDMENT

5.60 Compensation And Benefits

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

- A. change their compensation and benefits, which are to be negotiated with the Board
- B. claim any work-related expenses that go beyond the normal range of commonly accepted work expenses or are outlined in their contract;
- C. promise or imply guaranteed employment;
- D. establish compensation or benefits,(including, but not limited to, paid or unpaid time off, holiday, health insurance or other insurance) that
 - 1. deviate materially from the geographic or professional market for the skills being employed;
 - 2. create obligations of a longer term than revenues can safely be projected;
 - 3. are insufficient to permit the hiring and retention of qualified staff.
- E. establish deferred or long-term compensation or benefits which incur unpredictable future costs;
- F. provide less than statutorily required compensation or benefits to regular and/or contract employees including
 - 1. overtime,
 - 2. PTO
 - 3. Worker’s Compensation
 - 4. Family Medical Leave
- G. fail to have written offer of employment signed by the employee and the Executive Director, including any terms or conditions for employment, compensation, benefits;
- H. establish policies that provide reimbursement for approved work-related expenses for travel, training, or other business related expenditures in accordance with Florida Statutes.

SECTION 24: **ADOPTION** “5.61 Pay Plan” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

5.61 Pay Plan(*Added*)

A Pay Plan shall be established and approved by the Board, for all classifications in the Classification Plan. The Pay Plan shall include a listing of all approved classifications with a salary range identifying the minimum and maximum rates of pay for each classification. The Executive Director or designee shall be responsible for the maintenance of the Pay Plan in accordance with sound compensation practices.

SECTION 25: **ADOPTION** “7 Executive Director” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

7 Executive Director(*Added*)

SECTION 26: **ADOPTION** “7.10 Board Delegation to the Executive Director” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

7.10 Board Delegation to the Executive Director(*Added*)

The Board’s sole official connection to the operational organization, its achievements and conduct will be through the Executive Director.

SECTION 27: **ADOPTION** “7.20 Unity Of Control” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

7.20 Unity Of Control(*Added*)

Only officially passed motions of the Board are binding on the Executive Director.

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

SECTION 28: **ADOPTION** “7.30 Accountability Of The Executive Director” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

7.30 Accountability Of The Executive Director(*Added*)

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

- A. The Board will never give instructions to persons who report directly or indirectly to the Executive Director.
- B. The Board will not evaluate, either formally or informally, any staff other than the Executive Director.
- C. The Board will view Executive Director performance as identical to organizational performance, so that organizational accomplishment of Board-stated Goals and Strategies and avoidance of Board-proscribed means will be viewed as successful Executive Director performance. Executive Director overall performance will be reviewed by the Executive Committee as indicated In the Executive Director contract with the Board.
 - 1. The Board will review Executive Director performance at least annually, though performance is assessed at each meeting via a review of reports and other material presented to the Board that reflects the degree to which Board policy is carried out and performance and strategic objectives are being attained.
 - 2. A formal review is conducted annually. The review will include survey data from all Board members as well as data presented to the Board throughout the year, as described above.
 - 3. Executive Director compensation will be reviewed at the same time as the annual performance review.
- D. It is the Board’s philosophy that compensation

1. Be competitive as to base salary for like organizations and markets.
2. Be performance-based with regard to bonuses.
3. Provide for coverage of professional memberships and expenditures that encourage the Executive Director's ability to stay current in the field.
4. Provide coverage of travel and other business-related expenses.

SECTION 29: **ADOPTION** "7.40 Delegation to the Executive Director" of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

A D O P T I O N

7.40 Delegation to the Executive Director(*Added*)

The Board will instruct the Executive Director through written policies that prescribe the organizational goals and strategic objectives. The policies and goals and strategic objectives set forth goals to be achieved, and prescribe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.

- A. The Board will develop policies instructing the Executive Director to achieve specified results, for specified recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called the Trust's Goals and Strategies. All issues that are not strategic objectives are means to the attainment of agreed upon goals and objectives and left to the Executive Director.

SECTION 30: **ADOPTION** "7.50 Evaluation Of The Executive Director" of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

A D O P T I O N

7.50 Evaluation Of The Executive Director(*Added*)

Systematic and rigorous evaluation of the Executive Director's job performance will be solely against the only expected Executive Director job outputs as defined in the Executive Director's job description, the Executive Director's Contract, the Trust's Goals and Strategies, and adherence to Trust policies.

- A. The evaluation of the Executive Director shall occur in the month of the Executive

Director's employment anniversary

- B. Prior to the Board's evaluation, the Executive Director shall provide the Board a summary of work from the previous fiscal year that includes a summary of outputs as defined in the Executive Director's job description, the Executive Director's Contract, the Trust's Goals and Strategies, and Trust policies.
- C. Each Trust member shall complete an evaluation of the Executive Director's performance. The results of the individual evaluation shall be compiled and placed on the agenda for discussion.
- D. At the evaluation of the evaluation of the Executive Director, the Board may increase base salary and/or other benefits of the Director in such amounts and to such an extent as it may determine that it is desirable to do so, in light of the performance by the Director.

SECTION 31: **ADOPTION** “7.60 Planning Responsibilities” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

7.60 Planning Responsibilities(*Added*)

It is the responsibility of the Board and the Executive Director to ensure that the Trust's operations are aligned with its Mission, Vision, and Values and Goals and Strategies and that its activities are consistent with those aims. Accordingly, the Executive Director shall;

- A. present the Board suggestions for updated goals and strategies;
- B. include a review of programs and services from the strategic planning processes;
- C. gather internal and external stakeholder input in the strategic planning process;
- D. ensure a balance between financial goals and desired outcomes;
- E. align the development of business practices (clinical and administrative) and allocation of resources (staffing, training, skills, infrastructure) to the established financial and consumer goals.
- F. provide for data driven decision-making process that includes:
 - 1. financial metrics;
 - 2. program performance measures (how much, how well, better off's);
 - 3. business practice metrics to ensure efficiency of processes and ensure access to timely data about processes;
 - 4. assessment(s) of the need and safety of infrastructure, staffing, technology and other resources needed to carry out the organizational mission.

SECTION 32: **ADOPTION** “7.70 Communication And Consultation To The Board” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

7.70 Communication And Consultation To The Board(*Added*)

With respect to providing information and counsel to the Board, the Executive Director shall ensure that the Board is fully informed, Accordingly, the Executive Director shall

- A. make the Board aware in a timely manner of relevant trends and issues, anticipated adverse media coverage, material external and internal changes, including key personnel changes, and changes in assumptions underlying current Board policy;
- B. marshal sufficient points of view, issues and options as needed to formulate strategic initiatives, operating policy/procedure, or decisions at all levels of the organization;
- C. provide a means for official Board, staff or Committee communications;
- D. report actual or anticipated non-compliance with any policy of the Board;
- E. inform the Board in a timely manner regarding sensitive issues, especially those having financial or legal implications either in Executive Session, a regular or special Board meeting;
- F. inform the Board on public relations, networking, advocacy and collaborations with funding sources, planning bodies, service providers, consumers, and families;
- G. share information regarding responses to draft legislation, position papers, and new practices;
- H. report to the Board about participation on Committees, task forces, Boards or professional/trade associations;
- I. inform the Board on any Board Policy changes required to meet legislative and funding source requirement.

SECTION 33: **ADOPTION** “7.75 Human Resources Responsibilities” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

7.75 Human Resources Responsibilities(*Added*)

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

- A. develop policies and procedures that promote and ensure equal employment opportunity, regardless of race, gender, color, religion, national origin, age, disability,

- marital status, or sexual orientation in all aspects of employment;
- B. have policies and procedures in place that govern practices related to hiring, discipline (including termination), work-force reduction, and expectations for employee performance and conduct;
- C. have policies or procedures that support and encourage diversity and cultural competence at all levels in its workforce;
- D. have policies and procedures in place that govern staff treatment and internal communication, including policies relating to
 - 1. staff development and training
 - 2. respectful collaboration between staff at all levels
 - 3. preventing sexual harassment,
 - 4. personal appearance
 - 5. solicitation;
- E. have a classification and pay plan that clearly identifies position titles, levels and class as well as salary ranges and that are based on profession-specific and/or local market analysis;
- F. ensure all position openings are advertised as required by contract or regulation;
- G. provide opportunities for orientation, training, or supervision;
- H. provide opportunities for promotion, development, talent management and succession;
- I. provide adequate supplies and equipment to ensure job performance and for work-place safety;
- J. maintain a drug-free work place;
- K. develop strategies to prevent workplace violence, including any type of act, gesture or threat that leaves another person injured or fearing injury.

SECTION 34: **ADOPTION** “7.78 Staff Treatment Responsibilities” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

7.78 Staff Treatment Responsibilities(*Added*)

- A. The Executive Director shall maintain an Employee Handbook which shall be approved and amended by the Board and provide policy guidance for the Executive Director to ensure that staff is treated in a manner that is professional, fair, and legal at all times. The Employee Handbook shall provide policies that:
 - 1. act in conformance with the Fair Labor Standards Act or other applicable state or federal law governing leave, compensation, classification or accommodation;
 - 2. are kept current and reviewed annually that address at a minimum conduct and ethical standards, hiring, discipline, termination, pay and promotion, leave,

- evaluation and performance;
3. provide permanent employees a due process grievance procedure, able to be used without bias, up to and including access to the Executive Director for matters including:
 - a. grievances or complaints
 - b. conflicts
 - c. disciplinary actions taken by the supervisor
 - d. termination
 4. maintain policies that govern leave, including personal time off, leave without pay, administrative and family medical leave options and requirements;
 5. make sure all hires have a background and criminal records check commensurate with their job and responsibilities and that they are informed of this process;
 6. ensure that meaningful orientation and ongoing training is provided to staff and volunteers throughout CTAC;
 7. monitor employee performance and have performance evaluations conducted in accordance with published criteria and schedules set out in center policies, procedures, and guidelines;
 8. link incentives to performance;
 9. provide working conditions that are consistent with community standards, including compensation and benefits
 10. define and prohibit nepotism and other work-related conflicts of interest;
 11. ensure that staff providing direct professional services reserve the right, based on Executive Management staff review to ensure compliance with Federal statutes regarding civil rights or disabilities, to refuse at any time to participate in the care or treatment of any particular consumer or group on the grounds of religious, ethnic cultural, or moral considerations or persuasions;
 12. provide separating employees an opportunity to participate in an Exit Interview that is confidential and unbiased.
 13. provide a work environment that supports and engages staff, provides meaningful work in as flexible a manner as possible while also promoting excellence, accountability, and ethical practices.

SECTION 35: **ADOPTION** “7.85 Budgetary Responsibilities” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

7.85 Budgetary Responsibilities(*Added*)

- A. With respect to budgeting for all or any part of a fiscal period, the Executive Director shall ensure the integrity of the Trust's programs and organization. Accordingly, the Executive Director shall;

1. provide sufficient detail to enable accurate projection of revenues and expenses, separation of capital, program, and administrative items, cash flow and disclosure or planning assumptions;
2. plan the expenditure in any fiscal year of more funds than are conservatively projected to be received or available in that period;
3. ensure that appropriated reserves and fund balance meet Trust approved thresholds;
4. provides sufficient resources for the Board's prerogatives during the year, such as travel, development, the independent financial audit, or access to legal counsel;
5. reflect anticipated changes in employee compensation, including inflationary adjustments, step increases, incentives, and benefits;
6. consider the needs for technology expansion, replacement, and maintenance;
7. consider fiscal soundness in future years and make provisions for the building of organizational capabilities sufficient to achieve strategic goals and objectives in future years;
8. adhere to the Board's stated priorities in the Board-approved Goals and Strategies in allocating among competing budgetary needs.

SECTION 36: AMENDMENT “3.20 Financial Goals” of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

A M E N D M E N T

~~3.20~~7.90 Financial ~~Goals~~Responsibilities

- A. ~~To maintain the financial viability of CTAC in order to ensure adequate levels of services. To maintain financial flexibility in order to continually adapt to local and regional economic and demographic changes. To maintain and enhance services in order to provide for the health, safety and welfare of the County's youth.~~

With respect to the Board's financial condition and health, the Executive Director shall prevent the development of fiscal jeopardy and prevent budgetary allocations from deviating materially from Board priorities as stated in the Board's Goals and Strategic Objectives. Accordingly, the Executive Director shall:

- A. establish reporting mechanisms that adequately monitor the organizations' financial condition and performance
- B. only expend funds than have been received or are available in the fiscal year to date;
- C. maintain sufficient cash to settle payroll, current liabilities, and meet the Trust's reserve requirements;

- D. assure that purchases or contracts for services are based upon reasonable judgment and due diligence and that selections are free from conflict of interest;
- E. only allow staff expenditure or contract limits that are consistent and reasonable for the scope of responsibility
- F. receive, process, or disburse funds under controls sufficient to meet the Board appointed auditors' standards and/or outside funder's requirements;
- G. reasonably pursue receivables
- H. invest or hold operating capital in financial institutions that are federally regulated and insured;
- I. only contract with independent auditing firm that is approved or selected by the Board;
- J. submit financial statements to the state, county commissions, and others as required by statute or contract;
- K. submit budgetary, personnel and operating plans as required by contract, statute, or regulation;
- L. maintain records related to financial, contractual, transactions prior to the time line required by statute, administrative rule, or contract.

SECTION 37: **ADOPTION** “7.94 Public Relations Responsibilities” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

A D O P T I O N

7.94 Public Relations Responsibilities(*Added*)

The Executive Director is responsible for ensuring effective relations with CTAC's external and internal environment. Accordingly, the Executive Director shall:

- A. ensure CTAC is represented by a professional and informed spokesperson;
- B. take an active leadership role in promoting an awareness of the Trust's Mission and Vision;
- C. ensure that staff is aware of CTAC's Mission and Vision and their role in bringing it to fruition.

SECTION 38: **ADOPTION** “7.96 Public Presentation Responsibilities” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

A D O P T I O N

7.96 Public Presentation Responsibilities(*Added*)

The Executive Director shall:

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

SECTION 39: ADOPTION “7.100 Emergency/Interim Executive Director Succession” of the Children's Trust of Alachua County Board Policies is hereby *added* as follows:

ADOPTION

7.100 Emergency/Interim Executive Director Succession(*Added*)

In order to ensure that the Trust is managed during any interim period when the Executive Director is unavailable and/or any period between successive Executive Directors, the incumbent Executive Director shall:


- A. have at least one manager familiar with the Board and Executive Director issues and processes;
- B. advise the Director of Program Operations, who has the next highest level of agency responsibility, of salient issues prior to any planned absences;
- C. have an Executive Management Team that can manage the day-to-day operations in the Executive Director's absence.

PASSED AND ADOPTED BY THE CHILDREN'S TRUST OF ALACHUA COUNTY BOARD January 10, 2022.

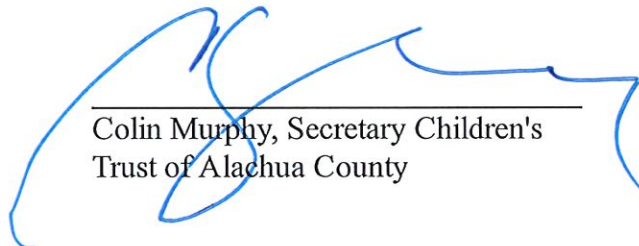
	AYE	NAY	ABSENT	ABSTAIN
Dr. Margarita Labarta	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tina Certain	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lee Pinkoson	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dr. Karen Cole-Smith	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ken Cornell	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dr. Nancy Hardt	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dr. Carlee Simon	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dr. Patricia Snyder	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cheryl Twombly	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Presiding Officer

Attest



 Dr. Margarita Labarta, Chairman,
 Children's Trust of Alachua County



 Colin Murphy, Secretary Children's
 Trust of Alachua County

