



February Board Meeting
February 5, 2025 9:30 a.m. – 11:00 a.m.

1. Introductions and Instructions
Marsha Oliver, Board Chair
2. Public Comments
Public comments will be taken now for all items that will be voted on at the meeting. These comments should only be in reference to those action items below. A separate public comment time will be open at the end of the meeting for any general comments to be made by the public.
3. Approval of November Minutes
Marsha Oliver, Board Chair
4. Governance Committee Recap – Vote needed for updated policies
Meredith Chartrand-Frisch, Governance Chair
5. Finance Committee Recap
Cynthia Nixon, Finance Chair
6. Action Item
Dr. Saralyn Grass, Chief Executive Officer
 - a. Mayor's Book Club RFP
7. Review of KHA Actions
Dr. Saralyn Grass, Chief Executive Officer
Kenneth Darity, Chief Administrative Officer
8. Board Retreat Next Steps
Deirdre Conner, Principal & Founder Ripple Effect Storytelling & Insights
9. Board Discussion
Marsha Oliver, Board Chair
10. CAO/CSO Updates
Kenneth Darity, Chief Administrative Officer
Rodger Belcher, Chief Strategy Officer
11. CEO Updates
Dr. Saralyn Grass, Chief Executive Officer
12. General Public Comments
13. Adjourn

Governance Committee Timeline and Activities 2024 - 2025

Month	Activity
Sep 2024	Review Annual Timeline & Goals
Nov 2024	Review Assessment Tools
Jan 2025	Review Board Approved Policies Review Board Bylaws
Mar 2025	Review Board Assessment Tool (will be sent out in April 25) Review of KHA Grants
May 2025	Review Board Assessment Results Review CEO Evaluation Tool (will be sent out in July 25)
From Board Bylaws:	
<p><u>Role of the Governance Committee.</u> The Governance Committee consists of a minimum of three members. The Governance Committee is responsible for ongoing review and recommendations to enhance the quality and future viability of the Board of Directors. The Governance Committee shall also review and make recommendations regarding:</p> <ul style="list-style-type: none"> • Board assessments; • CEO evaluations; • Review of policies related to governance matters (i.e., CEO delegation authority); • Grant Requests for Submissions; • Program Proposals (i.e. Request for Proposals, Sole Sources) 	

Kids Hope Alliance Board Bylaws

Article I.

Name; Official Tagline

Section 1.1 Name; Official Tagline. The Kids Hope Alliance (“KHA” or “Board”) is a public body existing as a board within the Executive Branch of the Consolidated Government of the City of Jacksonville. The official tagline for the Kids Hope Alliance is the "Kids Hope Alliance: The Jacksonville Partnership for Children, Youth and Families.”

Article II.

Creation; Purpose; Jurisdiction

Section 2.1 Creation. The KHA was created pursuant to City of Jacksonville Ordinance 2017-563-E, effective October 18, 2017 and codified in Chapter 77, *City of Jacksonville Ordinance Code*.

Section 2.2 Purpose. The KHA is responsible for comprehensively developing, overseeing, managing and implementing the Essential Services Plan for Kids (the “Plan”), as most recently adopted by the Board.

Section 2.3 Jurisdiction. The Kids Hope Alliance may implement the programs, services and activities under the Essential Services Plan for Kids throughout the General Services District (Duval County, Florida).

Article III.

Board Powers; Policies; Hiring, Evaluating and Dismissing Chief Executive Officer

Section 3.1 Powers of the Board. The Board’s powers and duties are set forth in Chapter 77, *City of Jacksonville Ordinance Code*, as may be amended (the “Ordinance”).

Section 3.2 Board Policies. The Board will be responsible for reviewing, developing and approving policies, consistent with the Ordinance and the Plan, to drive the direction, scope, and priorities of the Kids Hope Alliance.

Section 3.3 Hiring, Evaluating and Dismissing of Chief Executive Officer. The Board shall hire the Chief Executive Officer for the Kids Hope Alliance in accordance with the Ordinance. The Board shall create an annual process for evaluating and assessing the Chief Executive Officer. The Board may dismiss the Chief Executive Officer by formal action with assistance from the City's Employee Services Department and consistent with the City's human resource policies and requirements.

Article IV.
Fiscal Authority

Section 4.1 Fiscal Year. The KHA's fiscal year shall commence on October 1 and end on September 30. Consistent with the Ordinance and as authorized by the City's approved annual budget or other appropriation ordinance, the Kids Hope Alliance shall direct the expenditures of all funds annually budgeted and appropriated to KHA to fund children's services, activities and programs related thereto.

Section 4.2 Budget. The KHA proposed budget shall be prepared and submitted in accordance with the Ordinance.

Article V.
Membership; Attendance; Organization

Section 5.1 Member. The Kids Hope Alliance shall consist of seven (7) voting members appointed by the Mayor and confirmed by the Council.

Section 5.2 Board Liaisons. There shall be four (4) permanent liaisons present at Board meetings which shall include the:

- a. State Attorney or Chief Assistant State Attorney
- b. Sheriff or the Under Sheriff
- c. Public Defender or Chief Assistant Public Defender
- d. Superintendent of Schools or Assistant Superintendent

Additionally, the Council President may annually assign a Council Member as a liaison. Liaisons shall not be considered members of the Board for Florida's Open Meetings Laws purposes.

Section 5.3 Terms. Voting members shall serve staggered four year terms or until their qualified successors have been appointed and confirmed. No member may serve more than two consecutive terms. Two members shall serve initial terms of two years and two members shall serve initial terms of three years.

Section 5.4 Attendance. Board members are expected to attend board meetings. Board members that are excessively absent from board meetings may be required to explain such absences to the City Council Rules Committee during a member's reappointment.

Section 5.5 Conducting Business. The Board will conduct its affairs consistent with the Organization of Boards and Commissions as codified in Chapter 50, *City of Jacksonville Ordinance Code*. The meetings of the KHA shall be conducted in accordance with *Robert's Rules of Order Newly Revised*.

Section 5.6 Removal. Members may be removed or replaced by the Mayor at any time with a two thirds vote of the council.

Section 5.7 Vacancy. If a member shall cease to be qualified for membership under the

provisions of this Chapter while in office, then the member's term shall automatically expire and the office shall be vacant for purpose of appointing a new member. Each member vacancy shall be filled for the remainder of the respective member's unexpired term.

Section 5.8 Compensation. Members shall serve without compensation, pension or retirement benefits but may be reimbursed for travel and other expenses consistent with Chapter 106, Part 7, *Ordinance Code*.

Article VI.
Officers; Term; Elections; Duties and
Responsibilities

Section 6.1 Officers. The officers of the KHA are Chair, Vice-Chair, Treasurer and Secretary.

Section 6.2 Term. Officers shall be elected each June for a term of one year. A board member may serve as chair for no more than two consecutive terms.

Section 6.3 Election of Officers. The election of Board Officers shall take place at each June meeting of the Board, which may be preceded by a meeting of the Board's nominating committee. A nominating committee may be composed of the Board acting as a whole or such other Board membership as designated by the Chair. A Chair, Vice-Chair, Treasurer, and a Secretary shall be elected by the Board for a one-year term. Officers will be elected by a majority vote of the Board.

Section 6.4 Duties and Responsibilities:

- a) Chair. The Chair shall preside at all meetings of the KHA. The Chair shall designate from time to time such special committees as the Chair deems appropriate and shall designate the subject matter assigned to each committee for consideration. The Chair will appoint Chairs for each committee and designate the members for each committee. In the event of the Chair's absence, the Vice-Chair shall exercise all functions of the Chair for a period of up to sixty (60) days, at the expiration of which a special election shall be conducted by the KHA and a permanent Chair elected. The Chair will also serve as the Board's representative to the City Council, the media, and any other public and/or private organizations.
- b) Vice Chair. The Vice- Chair shall perform such duties as are assigned by the Chair. In the event the Chair's absence, the Vice-Chair shall exercise all functions of the Chair for a period of up to sixty (60) days, at the expiration of which a special election shall be conducted and a permanent Chair elected.
- c) Treasurer. Treasurer will Chair the Finance Committee and bring recommendations to the full board regarding all fiscal matters.
- d) Secretary. KHA staff shall be responsible for keeping reasonable minutes for each Board meeting in accordance with Florida law, including committee, sub-committee meetings and task force meetings. The Secretary shall review and approve the minutes

prior to Board approval. The Secretary shall also sign each action item at the end of the Board meeting and certify acceptance or rejection of the action as well as potential amendments. The Secretary shall perform such other duties as from time to time may be assigned by the Chair.

Article VII. ***Meetings and Quorum***

Section 7.1 Regular Meetings. Consistent with Chapter 50, *City of Jacksonville Ordinance Code*, the KHA shall meet at least quarterly or at times at the call of the Chair.

Section 7.2 Code of Ethics. The KHA shall conduct all business according to law including Chapter 112 (Ethics in Government) and Chapter 602, *City of Jacksonville Ordinance Code* (The City of Jacksonville Ethics Code).

Section 7.3 Quorum. Four members physically present shall constitute a quorum of the Board.

Section 7.4 Open meetings/Sunshine laws. All Board meetings, including, but not limited to, committee meetings and any meetings between two or more Board members, shall be open to the public and compliant with Florida Open Meetings Laws, codified in Sections 286.011 and 286.0115, Florida Statutes. Meetings must be held in places in accordance with section 602.1208, *City of Jacksonville Ordinance Code*.

Section 7.5 Telephone/Virtual Participation by Member. Consistent with Florida laws governing local governmental entities, if a physical quorum of the Board has been met at a meeting, members may participate by telephone or virtually, including voting on matters, provided the reason for the member's physical absence is due to an extraordinary circumstance such as illness, out-of-town trips, an emergency situation or other comparable circumstances.

Article VIII. ***Committees***

Section 8.1 Standing Committees. The Board shall have two standing committees: 1) Governance committee and 2) Finance Committee. A quorum of the standing committee shall consist of a majority of the committee members. Standing committees shall meet as needed and make recommendations to the Board within the jurisdiction of the respective standing committee. The Chair has the sole authority to suspend a standing committee, until it is deemed appropriate that the committee return to regular operation.

Section 8.2 Governance Committee. The Governance Committee consists of a minimum of three members. The Governance Committee is responsible for ongoing review and recommendations to enhance the quality and future viability of the Board of Directors. The Governance Committee shall also review and make recommendations regarding:

- Board assessments;
- CEO evaluations;

- Review of policies related to governance matters (i.e., CEO delegation authority);
- Hiring of CEO
- Grant Requests for Submissions
- Program Proposals (i.e. Request for Proposals, Sole Sources)

Section 8.43 Finance Committee. The Finance Committee consists of a minimum of three members. The Finance Committee is responsible for ongoing review and recommendations of the financial functions. The Finance Committee shall also review and make recommendations regarding:

- Annual Budget
- Financial Statements
- Grant Requests for Submissions
- Program Proposals (i.e. Request for Proposals, Sole Source)

Section 8.54 Ad Hoc Committees. The Chair may establish from time-to-time ad hoc committees that he/she deems necessary to properly conduct the affairs of the Alliance.

Section 8.65 Committee Quorum and Substitute Member Designation(s): If no quorum is present at any regular, special, or adjourned meeting of any committee of the Authority, then any available members of the Board who are not already members of such committee may be designated as substitute members to act at such meeting in the place and stead of absentee committee members. Any committee member may designate another member of the Board as a substitute member to act in his place and stead at any meeting where he/she cannot personally be present. In absence of such advance designation, the following persons, in the order named, are authorized to designate substitute committee members: the Board Chair, the chair of the committee, or the regular members of the committee present. Members designated as substitute committee members shall be treated as regular members for the purpose of determining whether a quorum is present and shall have full committee member rights (i.e., voting, participation, etc.).

Article IX.

Conflict of Interests; Voting Conflicts; Annual Sunshine, Public Record and Ethics Training, Appearances Before the Board

Section 9.1 Conflict of Interests; Voting Conflicts. Board conflicts of interests and voting conflicts will be governed by Chapter 112, Part 3 (Code of Ethics for Public Officers and Employees), *Florida Statutes*, and Chapter 602 (Jacksonville Ethics Code), *City of Jacksonville Ordinance Code*. All potential Board conflicts of interests and voting conflicts should be reviewed by the Office of General Counsel or the City's Ethics Office.

Section 9.2 Annual Sunshine, Public Records and Ethics Training. In addition to the required training under Section 50.109, *City of Jacksonville Ordinance code*, the Office of General Counsel in consultation with the City's Ethics Office shall provide annual training to the Board regarding Florida's sunshine, public records and ethics laws.

Section 9.3 Appearances Before the Board. The Board shall allow for a public comment

period during each Board and committee meeting. There will be a three (3) minute time limit on any presentation and the public comment period shall be limited to fifteen (15) minutes. As permitted by section 286.0114 Florida Statutes, the Board Chair may decline to hear any matter that does not relate to a particular agenda item; is not practicable for a particular meeting; or is outside the Board's jurisdiction. Those requesting to speak shall be called upon on a first come, first-serve basis. The Chair is authorized to implement other reasonable procedures for the smooth and effective operation of the public comment period. At the discretion of the Chair, the Chair may further recognize any individual to address the Board during the discussion of a particular agenda item.

Article X.
Amendment

Section 10.1 Amendment; These Bylaws shall be amended by a majority vote of the KHA Board in any manner consistent with the provisions of Chapter 50 and 77 of the *City of Jacksonville Ordinance Code* at any meeting;

Article XI.
Applicable Laws

Section 11.1 Applicable Laws. KHA and its staff and employees shall be governed by the Florida's Open Meetings Laws, Public Records Law, and Ethics Laws as codified in Chapters 286, 119, and 112, Part 3, *Florida Statutes*, as applicable, and the ethics laws codified in Chapter 602, *City of Jacksonville Ordinance Code*.



**BOARD POLICY
DELEGATION OF CEO AUTHORITY TO CAO**

Section:	Administration		
Subject:	Delegation of CEO Authority to Chief Administrative Officer		
Effective Date:	March 17, 2021	Review Date:	March 25, 2024 <u>January 22, 2025</u>
Approved: KHA Board, January 22, 2025 <u>March 27, 2024</u>			

AUTHORITY:

Section 77.110(a) of the Kids Hope Alliance enabling Ordinance Code states that the “Board may authorize the CEO to execute contracts and other documents on the Board's behalf.”

PURPOSE:

This policy delegates the execution authority for contracts and other documents to the CAO during the times that the CEO is unavailable because the CEO is on leave from work or out of town for Kids Hope Alliance business. This delegation allows the business of the Kids Hope Alliance to continue uninterrupted.

POLICY:

During such times as the Chief Executive Officer (CEO) of the Kids Hope Alliance in on leave from work or out of town for Kids Hope Alliance business, the Board:

1. Authorizes the Chief Administrative Officer to execute, on behalf of the Board, all contracts, and other documents which the Board has authorized the CEO to execute.
2. Authorizes the Chief Administrative Officer to take all other actions consistent with the responsibilities delegated to the CEO by the Board to the extent necessary to allow the Kids Hope Alliance to continue operations and programming during the CEO’s absence.



**BOARD POLICY
DELEGATION OF EXECUTION
AUTHORITY TO CEO**

Section:	Administration		
Subject:	Delegation of Execution Authority to Chief Executive Officer		
Effective Date:	March 17, 2021	Review Date:	March 25, 2024 <u>January 22, 2025</u>
Approved: KHA Board, January 22, 2025 <u>March 27, 2024</u>			

AUTHORITY

Section 77.110(a) of the Kids Hope Alliance enabling Ordinance Code states that the “Board may authorize the CEO to execute contracts and other documents on the Board's behalf.”

PURPOSE:

This policy delegates from the KHA Board to the CEO the authority to execute certain contracts and documents.

POLICY

The Board authorizes the Chief Executive Officer of the Kids Hope Alliance (“KHA”) to execute the following contracts and documents on behalf of the Board:

- All agreements and contracts, including, but not limited to, contracts for services for children and youth, professional services contracts, grant contracts, interlocal agreements, memorandums of understanding, intergovernmental contracts, and joint and cooperative purchasing contracts with other governmental agencies (“Contracts”) which do not involve the receipt or payment by KHA of more than \$65,000 in a fiscal year;

- Ancillary documents related to existing Contracts that are consistent with the terms of the Contracts and do not involve any financial obligation;
- Contracts approved by the Board;
- Contracts awarded under a Request for Proposal approved by the Board;
- Amendments to the terms and conditions of existing Contracts as long as the scope of services and performance metrics under the Contract remain substantially the same and the Amendment does not increase or decrease the annual amount payable under the Contract by more than 10%;
- Amendments renewing existing Contracts as long as the terms and conditions remain substantially the same and the Contractor has substantially met the minimum performance metrics as established in the Contract;
- Amendments extending existing Contracts for a period of not more than 6 months as long as the terms and conditions remain substantially the same and the Contractor has substantially met the minimum performance metrics as established in the Contract;
- Contracts and Amendments during any period that a quorum of the Board is unable to meet to take action in accordance with applicable laws due to extraordinary circumstances, including, but not limited to, a natural disaster, epidemic or pandemic, City or State declared state of emergency, or other circumstances deemed by the Chair of the Board and the CEO to prevent the Board from safely meeting and taking action in accordance with applicable laws. All Contracts and Amendments executed by the CEO under this section 8 authorization are required to be communicated to the Kids Hope Alliance Board Chair and the Finance Committee Chair in advance and reported to the full Board at its next meeting.

All Contracts executed by the CEO under this Authorization must be in compliance with the City of Jacksonville's Municipal Code, including, but not limited to, Chapters 77 and 126 thereof, and all other applicable laws.

All Contracts executed by the CEO under this Authorization must be consistent with KHA's Essential Services Plan.

The CEO shall provide the Board with a report on all Contracts and Amendments executed under this Authorization at the Board meeting immediately following execution of the Contract or Amendment. This report will be included as a part of the formal Board packet and notes from its discussion will be included in the Board minutes. As applicable, the report will include information related to performance metrics, including whether the Contractor has met any existing performance metrics, if applicable.



**BOARD POLICY
SMALL PROVIDER CRITERIA**

Section:	Research and Grants		
Subject:	Small Provider Criteria		
Effective Date:	June 17, 2020	Review Date:	January 22, 2025 March 25, 2024
Approved: KHA Board, January 22, 2025 March 27, 2024			

AUTHORITY

KHA Ordinance, Sec. 77.105.(1)-
Definitions

Small Provider(s) shall mean any public or private non-profit entity that provides Services to KHA in the amount of \$65,000 or less and meets the Small Provider Criteria established by the Board, which criteria at a minimum provides maximum caps on the entity's operating budget size, staff capacity, and number of children served.

KHA Ordinance, Sec. 77.109.a(13)-

Create Small Provider programs by means of Chapter 126, Ordinance Code, subject to Section 77.111(b), to enable Small Providers to provide a portion of the Services permitted under the Plan;

KHA Ordinance, Sec. 77.111(b)
Contracts; contract administration; carryover.

Small Provider Contracts; Technical assistance. Small Provider Contracts shall be procured by the Board under Chapter 126, Ordinance Code, using informal bid requirements. The Board shall establish "Small Provider Criteria", which criteria at a minimum shall provide maximum caps on the entity's operating budget size, staff capacity, and number of children served. Small Provider Contracts may include contract provisions regarding financial reporting and insurance

that are less stringent than Provider Contracts, as approved by the CEO and the City Risk Manager. KHA will provide workshops and information sessions regarding opportunities for funding under this Chapter.

PURPOSE

This policy further defines the criteria for Small Providers, based upon expectations set in the Ordinance. These criteria will help in the efforts being set forth to develop programming to build capacity of Small Providers.

POLICY

To be considered a “Small Provider”, a provider of children’s services must:

- a. Be a non-profit entity that (i) has been in existence for a minimum of one (1) year, and (ii), if required by law, is registered and in good standing with the Florida Department of State, Division of Corporations;
- b. Have an annual operating budget of \$250,000 or less based upon the organization’s financial statements (or other information) for its most recently completed fiscal year;
- c. Have a minimum of 1 full or part-time employee, with a maximum of 15 full or part-time employees; and
- d. Serve a minimum of 10 and a maximum of 500 children, excluding strictly event-based programming that may serve larger numbers.

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Applicants for funding designated by KHA for Small Providers must meet the Small Provider Criteria at the time of application for Small Provider funding.



**BOARD POLICY
APPROVAL OF GRANT APPLICATIONS**

Section:	Research and Grants	
Subject:	Approval of Grant Applications	
Effective Date:	February 17, 2021	Review Date: January 22, 2025 March 25, 2024
Approved: KHA Board, January 22, 2025 March 27, 2024		

AUTHORITY

Section 77.109(a)(8) of the Kids Hope Alliance enabling Ordinance states that KHA has the power to “File applications for federal, state and privately funded grants in order to obtain funding for programs and services that are consistent with the Plan and execute documents, including final grant agreements, necessary to fulfill grant application requirements.”

PURPOSE:

The KHA grant development department will provide a summary of the grant opportunity, the completed grant matrix, and any financial obligations to the Board for approval at the next scheduled Board meeting. The goal is to gain approval before submission, however, dependent on the deadline, it may be after. If after, and the Board does not provide authority for submission, the granting agency will be notified to pull the proposal from competition.

This Authorization will increase the efficiency of KHA’s grant department and allow them to apply for grants even if the deadline is such that Board approval may not be gained before submission.

POLICY

(1) The Board authorizes the Chief Executive Officer of the Kids Hope Alliance (the “CEO”) to submit grant applications on behalf of the Kids Hope Alliance when the following criteria are met:

- a. The CEO deems the grant advisable using the logic applied in the attached Grant Funding Application Decision Matrix.
- b. The CEO seeks Board approval before filing the application or at the Board meeting immediately following submission of the application.

(2) The Board authorizes the CEO to submit renewal applications for existing grants when the following criteria are met:

- a. The original grant was authorized by the Board.
- b. The renewal application does not change the terms of the grant in any material respect and does not increase the financial obligations of KHA.

(For the sake of clarity, no separate Board approval is required for renewal applications if the criteria in (a) and (b) above are met.)

(3) The Board authorizes the CEO to execute all documents, including final grant agreements, necessary to fulfill grant application requirements in connection with grant applications and renewal applications authorized under (1) and (2) above.

The CEO shall not accept any grant applied for under this Authorization until acceptance of the grant has been approved by the Board.

Attachment A

Funding Opportunity Name: _____

Date: _____

Deadline(s): _____

Size of Award: 24 months - \$ _____

Required Match Needed? _____

If yes, amount and funding: _____

In-kind or cash match is required: _____

Enhancement Funding Needed? _____

If yes, amount and funding Index Code: _____

Prioritized Checklist for Reviewing a Grant Application

Prioritized Checklist for Reviewing a Grant Application					
Category	Assessment Question	Yes	No	Unsure	Notes
Purpose	Is there a close match between KHA’s mission and experience and the funding agency’s purpose for providing this grant?				
	Is the grant consistent with KHA’s Essential Services Plan?				
Eligibility	Is KHA (a government entity) eligible to apply for this opportunity? Is applying for this grant within the authority given to KHA in Chapter 77 of the City of Jacksonville’s Ordinance Code?				
Competing Community Partners	Is there a community organization that is applying for this grant or eligible for this opportunity that would be a better fit than KHA?				
Deadline	Is the time between now and the deadline sufficient for KHA to prepare the grant proposal?				
Funding Amount/ ROI	Can KHA fit the budget for the proposed program between the funding floor (minimum grant allowed) and the funding ceiling (maximum award)?				
	Is the grant award adequate for the investment?				
Matching Requirements	Can KHA meet any matching funds requirement?				
	May in-kind contributions count toward the match?				
Number of Awards	Is the number of anticipated awards high enough that KHA is likely to be competitive?				
Partnering Requirements	Does KHA have time to establish relationships, or do we have existing relationships with required partners or are we members of an eligible coalition?				

Attachment A

Level of Staffing Available	Does KHA have the resources and expertise (and are there sufficient funds allowed in the grant budget) to manage the grant program expected by the funding agency?				
	If not, does the grant provide funding for additional resources?				
Prioritized Checklist for Reviewing a Grant Application					
Category	Assessment Question	Yes	No	Unsure	Notes
Regularity of Competition	Will KHA have another opportunity to apply for this program in the future if we decide not to pursue it now?				
Technical Assistance	Will there be a workshop or webinar offered by the funding agency to help applicants know how to apply?				
Prior Experience	Will a new applicant receive as many points as applicants with previous grants or prior experience?				
Priority/Bonus Points	Can we meet any required or optional competitive preference priorities or otherwise earn bonus points?				
Agencies/Providers	Are there any other agencies/ providers currently offering these services?				
Youth Served	How many children and/or youth will be served?				

Decision to Write This Proposal: ____ Yes, pursue ____ No, do not Pursue

Approved by: _____ Date: _____

Finance Committee Timeline and Activities 2024-2025

Month	Activity
Sep 2024	Review Annual Timeline & Goals
Nov 2024	Review Board Approved Policies
Jan 2025	Mid-Year Review w/ Projections Preliminary Discussion on Budget Priorities
Mar 2025	Approval of Final Budget Submission Review of KHA Grants Review of Renewals
May 2025	Financials w/ year end projections
From Board Bylaws:	
<p><u>Role of the Finance Committee.</u> The Finance Committee consists of a minimum of three members. The Finance Committee is responsible for ongoing review and recommendations of the financial functions. The Finance Committee shall also review and make recommendations regarding:</p> <ul style="list-style-type: none"> • Annual Budget; • Financial Statements; • Grant Requests for Submissions; • Program Proposals (i.e. Request for Proposals, Sole Source) 	

KIDS HOPE ALLIANCE
Operating Fund - With Year End Projections
October 1, 2024- December 31, 2024

	Original Budget	Current Budget A	Actual Year to Date B	Encumbered Year to Date C	Remaining Budget D = A-B-C	Full Year Projection E	Budget Variance F = A-E
REVENUES:							
Earnings on Investment	\$ 558,380	\$ 558,380	\$ 68,719		\$ 489,661	\$ 558,380	\$ -
Transfer from Fund Balance							
Contributions from General Fund	\$ 56,843,734	\$ 56,843,734	\$ 17,360,934		\$ 39,482,801	\$ 56,843,734	\$ -
Total Revenues	\$ 57,402,114	\$ 57,402,114	\$ 17,429,653		\$ 39,972,461	\$ 57,402,114	\$ -
EXPENDITURES:							
Salaries and Benefits	\$ 5,105,811	\$ 5,105,811	\$ 1,134,676	\$ -	\$ 3,971,135	\$ 5,105,811	\$ -
Internal Service Charges	\$ 835,947	\$ 835,947	\$ 185,377	\$ -	\$ 650,570	\$ 835,947	\$ -
Professional & Contractual Services	\$ 500,389	\$ 500,389	\$ 32,685	\$ 213,969	\$ 253,735	\$ 500,389	\$ -
Travel (per diem & local mileage)	\$ 18,149	\$ 18,149	\$ 7,889	\$ -	\$ 10,260	\$ 18,149	\$ -
Insurance (General Liability and Misc. Ins.)	\$ 49,731	\$ 49,731	\$ 37,421	\$ -	\$ 12,310	\$ 49,731	\$ -
Other Operating Expenses and Supplies	\$ 95,725	\$ 95,725	\$ 45,960	\$ 7,030	\$ 42,734	\$ 95,725	\$ -
Dues & Subscriptions	\$ 60,238	\$ 60,238	\$ 49,542	\$ -	\$ 10,697	\$ 60,238	\$ -
Hardware/Software Maintenance or Licensing Agreement	\$ 89,886	\$ 89,886	\$ 71,972	\$ 9,046	\$ 8,868	\$ 89,886	\$ -
Total	\$ 245,848	\$ 245,848	\$ 167,474	\$ 16,076	\$ 62,299	\$ 245,848	\$ -
Capital Outlay	\$ 2	\$ 2	\$ -	\$ -	\$ 2	\$ -	\$ 2
Aids to Private Organizations							
Out of School Time	\$ 30,320,415	\$ 30,320,415	\$ 3,444,421	\$ 15,531,447	\$ 11,344,547	\$ 29,574,483	\$ 745,933
Early Learning	\$ 12,066,612	\$ 12,066,612	\$ 1,125,704	\$ 3,686,214	\$ 7,254,693	\$ 8,383,390	\$ 3,683,222
Special Needs	\$ 11,088,808	\$ 11,013,808	\$ 1,853,123	\$ 5,908,040	\$ 3,252,645	\$ 10,125,921	\$ 887,886
Juvenile Justice	\$ 3,869,803	\$ 3,837,803	\$ 939,865	\$ 2,738,537	\$ 159,400	\$ 4,940,771	\$ (1,102,968) B
Preteen & Teen	\$ 6,419,297	\$ 6,419,297	\$ 971,700	\$ 3,518,902	\$ 1,928,694	\$ 6,753,032	\$ (333,735) C
Grief and Burials	\$ 47,527	\$ 47,527	\$ 47,527	\$ -	\$ -	\$ 47,527	\$ -
Mayor's Youth at Work Partnership	\$ 1,355,000	\$ 1,355,000	\$ 325,000	\$ 975,000	\$ 55,000	\$ 1,580,833	\$ (225,833) D
Youth Artists	\$ 100,000	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -
Pediatric Mental Support	\$ 218,518	\$ 218,518	\$ 196,249	\$ 22,269	\$ -	\$ 218,518	\$ -
Contingency	\$ 70,000	\$ 70,000	\$ -	\$ -	\$ -	\$ 70,000	\$ -
Total Grants & Aids	\$ 65,555,979	\$ 65,448,979	\$ 8,903,590	\$ 32,480,410	\$ 23,994,980	\$ 61,724,475	\$ 3,654,504.08
Transfers	\$ 656,355	\$ 763,355	\$ 169,500	\$ -	\$ 593,855	\$ 763,355	\$ -
Total Expenditures	\$ 72,968,211	\$ 72,968,211	\$ 10,638,611	\$ 32,710,455	\$ 29,549,146	\$ 69,243,705	\$ 3,724,506
Total Revenues Less Expenditures	\$ (15,566,097)	\$ (15,566,097)	\$ 6,791,042	\$ (32,710,455)	\$ 10,423,315	\$ (11,841,591)	\$ (3,724,506)

Reserve - Prior Year Encumbrances \$ 15,566,097
Budget Difference \$ -

B-D. We are projecting a deficit in JJ, MYAWP & PTT ESC going into year 3. Funds from other ESCs will be reallocated to cover this deficit.

KIDS HOPE ALLIANCE
American Rescue Plan (ARP) Fund
Report Period: October 1, 2023 - December 31, 2024

	Original Budget A	Actual Year to Date B	Encumbered Year to Date C	Remaining Budget D = A-B-C	
ARP Funding					
KHA- Youth Civic Engagement Pilot Program	\$ 170,000	\$ -	\$ 170,000	\$ -	Goodwill (\$70,660) & First Coast Leadership Foundation (\$99,340)
KHA- Mayor's Literacy Initiative	\$ 250,000	\$ 170,891	\$ 78,256	\$ 852	*
Afterschool/Summer Literacy	\$ 1,900,000	\$ 1,567,105	\$ 332,896	\$ -	OST Seat increases and Security
Teacher Training and Coaching in Literacy	\$ 750,000	\$ 246,500	\$ 503,500	\$ -	\$75k ELC, \$211k UF, \$464k FIE
Intensive Summer Literacy	\$ 850,000	\$ 700,000	\$ 150,000	\$ -	Jax SOARS
Early Literacy Initiatives	\$ 100,000	\$ 41,650	\$ 58,350	\$ -	FERST Readers
Mayor's Youth at Work Partnership	\$ 890,215	\$ 890,215	\$ -	\$ -	Goodwill
Total Expenditures	\$ 4,910,215	\$ 3,616,360	\$ 1,293,002	\$ 852	

* After December 18th, any remaining balance from the Mayor's Literacy Initiative Account was utilized by COJ Finance

KIDS HOPE ALLIANCE
Jacksonville Upward Mobility Program (JUMP)
Report Period: October 1, 2024 - December 31, 2024

	Original Budget	Current Budget A	Actual Year to Date B	Encumbered Year to Date C	Remaining Budget D = A-B-C
REVENUES:					
Contributions from General Fund	\$ 310,000	\$ 310,000	\$ 77,500	\$ -	\$ 232,500
Total Revenues	\$ 310,000	\$ 310,000	\$ 77,500	\$ -	\$ 232,500
EXPENDITURES:					
Trust Fund Authorized Expenditures	\$ 976,388	\$ 976,388	\$ 3,960	\$ 447,828	\$ 524,600
Total Expenditures	\$ 976,388	\$ 976,388	\$ 3,960	\$ 447,828	\$ 524,600
Total Revenues Less Expenditures	\$ (666,388)	\$ (666,388)	\$ 73,540	\$ (447,828)	\$ 757,100
Prior Year Carry-Over		\$ 666,388			
Budget Difference		\$ -			

KIDS HOPE ALLIANCE
KHA- Youth Travel Trust Fund
Report Period: October 1, 2024 - December 31, 2024

	Original Budget	Current Budget A	Actual Year to Date B	Encumbered Year to Date C	Remaining Budget D = A-B-C
REVENUES:					
Earnings on Investment	\$ -	\$ -	\$ 175	\$ -	\$ -
Contributions from General Fund	\$ 50,000	\$ 50,000	\$ 12,500	\$ -	\$ (37,500)
Total Revenues	\$ 50,000	\$ 50,000	\$ 12,675	\$ -	\$ (37,500)
EXPENDITURES:					
Subsidies & Contributions to Private Org.	\$ 66,056	\$ 66,056	\$ (40)	\$ -	\$ 66,096
Total Expenditures	\$ 66,056	\$ 66,056	\$ (40)	\$ -	\$ 66,096
Total Revenues Less Expenditures	\$ (16,056)	\$ (16,056)	\$ 12,715	\$ -	\$ 28,596

Prior Year Carry-Over	\$ 16,056
Budget Difference	<u><u>-</u></u>

KIDS HOPE ALLIANCE
KHA Trust Fund- Mini Grants
Report Period: October 1, 2024 -December 31, 2024

	Original Budget	Current Budget A	Actual Year to Date B	Encumbered Year to Date C	Remaining Budget D = A-B-C
REVENUES:					
Contributions from General Fund	\$ 200,000	\$ 200,000	\$ 50,000	\$ -	\$ (150,000)
Total Revenues	\$ 200,000	\$ 200,000	\$ 50,000	\$ -	\$ (150,000)
EXPENDITURES:					
Subsidies & Contributions to Private Org.	\$ 269,140	\$ 269,140	\$ 44,178	\$ 210,900	\$ 14,062
Total Expenditures	\$ 269,140	\$ 269,140	\$ 44,178	\$ 210,900	\$ 14,062
Total Revenues Less Expenditures	\$ (69,140)	\$ (69,140)	\$ 5,822	\$ (210,900)	\$ (135,938)

Prior Year Carry-Over
Budget Difference

\$ 69,140
\$ -

KIDS HOPE ALLIANCE

SAMHSA - JSOCC

Grant Period: September 30, 2022 to June 30, 2024

	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget
REVENUES:				
Intergovernmental Revenue	\$ 1,408,173	\$ 1,404,454	\$ -	\$ (3,719)
Intrafund Transfer	\$ 76,406	\$ 75,000	\$ -	\$ (1,406)
Total Revenues	\$ 1,484,579	\$ 1,479,454	\$ -	\$ (5,125)
EXPENDITURES:				
Salaries and Benefits	\$ 74,500	\$ 70,424	\$ -	\$ 4,076
Internal Service Charges	\$ 500	\$ -	\$ -	\$ 500
Grants and Aids	\$ 1,409,579	\$ 1,409,030	\$ -	\$ 549
Total Expenditures	\$ 1,484,579	\$ 1,479,454	\$ -	\$ 5,125
Total Revenues Less Expenditures	\$ -	\$ -	\$ -	\$ -

Purpose of Grant:

The purpose of this grant is to improve mental health outcome and youth with serious emotional disturbance (SED) and their families.

Additional Information:

Provider: Managed Access

A No-Cost Extension was granted until June 30, 2024

This grant is closed

KIDS HOPE ALLIANCE
SAMHSA - reCAST

Grant Period: September 30, 2024 to September 29, 2025

Report Period: September 30, 2024 - December 31, 2024

	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget
REVENUES:				
Intergovernmental Revenue	\$ 1,000,000	\$ -	\$ -	\$ (1,000,000)
Intrafund Transfer	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 1,000,000	\$ -	\$ -	\$ (1,000,000)
EXPENDITURES:				
Salaries and Benefits	\$ 40,000	\$ 11,308	\$ -	\$ 28,692
Grants and Aids	\$ 960,000	\$ 60,993	\$ 899,007	\$ -
Total Expenditures	\$ 1,000,000	\$ 72,301	\$ 899,007	\$ 28,692
Total Revenues Less Expenditures	\$ -	\$ (72,301)	\$ (899,007)	\$ (971,308)

Purpose of Grant:

The purpose of this grant is to improve behavioral health, empower community residents, reduce trauma, and sustain community change for high-risk youth and their families.

Additional Information:

Provider: Managed Access

Grant is in Year 4 of 5

**KIDS HOPE ALLIANCE
SAMHSA - CREATE**

Grant Period: September 30, 2024 to September 29, 2025

Report Period: September 30, 2024 - December 31, 2024

	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget
REVENUES:				
Intergovernmental Revenue	\$ 1,000,000	\$ -	\$ -	\$ (1,000,000)
Intrafund Transfer	\$ 75,000	\$ 75,000	\$ -	\$ -
Total Revenues	\$ 1,075,000	\$ 75,000	\$ -	\$ (1,000,000)
EXPENDITURES:				
Salaries and Benefits	\$ 75,000	\$ 10,265	\$ -	\$ 64,735
Grants and Aids	\$ 1,000,000	\$ 57,795	\$ 942,205	\$ -
Total Expenditures	\$ 1,075,000	\$ 68,059	\$ 942,205	\$ 64,735
Total Revenues Less Expenditures	\$ -	\$ 6,941	\$ (942,205)	\$ (935,265)

Purpose of Grant:

This grant will provide mental health services for children with serious emotional disturbances, targeting children identified by SAMHSA—children and youth with special health care needs (CYSHCN), youth transitioning from pediatric to adult care (HCT), and LGBTQ+ children and youth.

Additional Information:

Provider: Managed Access

Grant is in year 2

KIDS HOPE ALLIANCE

Comprehensive Anti-gang Youth Program

Grant Period: October 1, 2022 to September 30, 2024

Report Period: October 1, 2022 - September 30, 2024

	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget
<u>REVENUES:</u>				
Intergovernmental Revenue	\$ 303,330	\$ 200,870	\$ -	\$ (102,459)
Interfund Transfer	\$ 126,993	\$ 126,993		\$ (0)
Total Revenues	\$ 430,323	\$ 327,863	\$ -	\$ (102,459)
<u>EXPENDITURES:</u>				
Salaries and Benefits	\$ 80,875	\$ 75,920	\$ -	\$ 4,955
Grants and Aids	\$ 349,448	\$ 251,293	\$ 98,154	\$ -
Total Expenditures	\$ 430,323	\$ 327,214	\$ 98,154	\$ 4,955
Total Revenues Less Expenditures	\$ -	\$ 650	\$ (98,154)	\$ (97,505)

Purpose of Grant:

The purpose of this grant is to provide intervention in three areas: community mobilization, opportunities provision, and social interventions.

Additional Information:

Provider: Managed Access

Granted a No-cost Extension until September, 2024

Grant is in the closeout process

KIDS HOPE ALLIANCE
Criminal Justice Reinvestment Grant

Grant Period: October 1, 2023 to March 31, 2025

Report Period: October 1, 2024 - December 31, 2024

	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget
REVENUES:				
Intergovernmental Revenue	\$ 400,000	\$ 400,000	\$ -	\$ -
Interfund Transfer	\$ 85,000	\$ 85,000	\$ -	\$ -
Total Revenues	\$ 485,000	\$ 485,000	\$ -	\$ -
EXPENDITURES:				
Salaries and Benefits	\$ 44,134	\$ 41,824	\$ -	\$ 2,310
Grants and Aids	\$ 440,866	\$ 333,280	\$ 107,586	\$ -
Total Expenditures	\$ 485,000	\$ 375,104	\$ 107,586	\$ 2,310
Total Revenues Less Expenditures	\$ -	\$ 109,896	\$ (107,586)	\$ 2,310

Purpose of Grant:

The purpose of this grant is to provide services for youth who reside in Duval County with Substance Abuse and mental health problems that are at risk for entry into the criminal or juvenile justice systems.

Additional Information:

Provider: Managed Access

A no-cost extension has been granted until March 2025

KIDS HOPE ALLIANCE
DOJ- Project RISE

Grant Period: October 1, 2024 to September 30, 2025

Report Period: October 1, 2024 - December 31, 2024

	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget
REVENUES:				
Intergovernmental Revenue	\$ 300,000	\$ -	\$ -	\$ (300,000)
Interfund Transfer	\$ 32,000	\$ 32,000		\$ -
Total Revenues	\$ 332,000	\$ 32,000	\$ -	\$ (300,000)
EXPENDITURES:				
Salaries and Benefits	\$ 32,000	\$ 11,232	\$ -	\$ 20,768
Grants and Aids	\$ 300,000	\$ -	\$ 300,000	\$ -
Total Expenditures	\$ 332,000	\$ 11,232	\$ 300,000	\$ 20,768
Total Revenues Less Expenditures	\$ -	\$ 20,768	\$ (300,000)	\$ (279,232)

Purpose of Grant:

The purpose of the Project RISE grant is to develop and implement prevention strategies at an individual and community level to increase resiliency of children and youth exposed to violence.

Additional Information:

Provider: Managed Access

Grant is in year 3 of 3



**Kids Hope Alliance - November Board Meeting Minutes
November 20, 2024**

1. Introductions and Instructions

Marsha Oliver, Board Chair

Ms. Oliver called the meeting to order at 9:30 a.m.

Members Present: Marsha Oliver, Kevin Gay, Cynthia Nixon, Meredith Chartrand-Frisch, Lawrence Dennis, Carson Tranquille, Connie Hodges

Members Absent: None

2. Governance Committee Recap

Meredith Chartrand-Frisch

Ms. Chartrand-Frisch provided an overview of the Governance meeting held on November 13th which included the review and approval of five action items.

3. Finance Committee Recap – Vote Needed on Update to Finance Policies

Cynthia Nixon, Finance Chair

Ms. Nixon reviewed the topics covered during the Finance meeting held on November 13th which included a detailed review and approval of financial reports and five action items. In addition, she informed the audience of the update to the procedure for auditing provider’s financial statements. Ms. Nixon then called for a motion to approve the updated Audit Procedures Policy.

Motion: Kevin Gay

Second: Connie Hodges

Approved: 7-0

4. Public Comments

Ms. Oliver explained that public comments will be taken now for all items that will be voted on at the meeting. These comments should only be in reference to those action items below. A separate public comment time will be open at the end of the meeting for any general comments to be made by the public.

5. Approval of September Minutes

Marsha Oliver, Board Chair

Ms. Oliver asked if there were any revisions to the minutes. There were none so she asked for a motion to approve the minutes.

Motion: Carson Tranquille

Second: Lawrence Dennis

Approved: 7-0

6. Consent Agenda

Mr. Kenneth Darity, Chief Administrative Officer

Dr. Saralyn Grass, Chief Executive Officer

Dr. Grass explained that one of the challenges which providers face is meeting the criteria for obtaining insurance and perhaps this could be a topic of discussion at an upcoming Board Retreat. Specifically, the cost of insurance can be problematic, and the city's policy is to withhold payment until insurance requirements are met.

Mr. Darity then informed the audience that a meeting was recently held with the Risk Management department and providers. This meeting was mutually beneficial as providers were able to resolve outstanding issues and members of the Risk Management department spoke directly with insurance brokers to provide clarification on insurance requirements.

a. Lutheran Services Lease Extension

Mr. Kenneth Darity, Chief Administrative Officer

This action item will extend the lease of office space which is set to expire on 12/31/24. This six-month extension will give KHA the opportunity to ask City Council to approve another six month lease which will expire on 6/30/25 and align with their Healthy Families contract. There is no fiscal impact because the lease is for \$0.00.

b. Teen Court Exemption Contract

The Board to being asked to approve funding for services with the Fourth Judicial Circuit Court of Florida's Teen Court Program. This program provides sanctions and clinical services to youth up to age 18 who have been issued a civil citation. Youth attend neighborhood accountability board meetings and are given 90 days to complete their sanctions. Upon completion of Teen Court, youth can have their records expunged.

The fiscal impact is \$187,000.00 for year 1 and \$140,000.00 for years 2 and 3.

c. Out of School Time Contract Amendment

The purpose of this amendment is to increase the cost per child rate from \$12.50 to \$14.41 for Out of School Time providers. In addition, three sites are operating under an RFP which is expiring on December 31st; therefore, the recommendation is to add these three sites to the current RFP which will ensure continuity of services through May 31, 2025.

The sites being added to this RFP are Communities In Schools of Jacksonville, Inc., Wayman Community Development Corporation, Inc. and Boys & Girls Clubs of Northeast FL, Inc. Lastly, staff are asking for approval to execute one time check payments to providers for services delivered between October 1st and November 30th for the difference of the increased per child reimbursement rate for afterschool. The new cost per child rate will go into effect on December 1, 2024.

d. Read Jax Literacy Contract Amendment

Communities in Schools and Boys & Girls Clubs provide case management, family engagement and literacy support to eight sites under this contract. This amendment is very similar to the Out of School Time action item which includes an increased cost per child rate and one time check disbursements to providers; however, no additional sites are being added to the RFP.

e. Healthy Families Sole Source Contract

Staff are asking for approval to apply for a sole source contract with Healthy Families. The Healthy Families organization maintains a home visiting program for expectant parents and parents of newborns experiencing stressful life situations. The performance measures for Healthy Families were also discussed and Dr. Grass mentioned that the template for Board Action items will be revised to include measurements for each provider.

Ms. Oliver asked for public comments and board discussion, there were none. She then requested a motion to approve the Consent Agenda.

Motion: Kevin Gay
Second: Cynthia Nixon
Approved: 7-0

7. Review of KHA Actions

Dr. Saralyn Grass, Chief Executive Officer

Dr. Grass provided an overview of KHA legislation which will soon be presented to City Council for approval. Except for the Jacksonville Arts and Music School and Lutheran Services, the remaining providers represent new contracts and include Walk-Off Charities, All of Us Together Foundation, Isaiah 117 House, and Knots 4 Kids.

Next, she explained that requests forwarded to the Mayor’s Budget Review Committee will also be shared with the Board. The current requests include funds appropriated for grants, staff and reclassification of a position.

KHA will also provide Board members with requests forwarded to the Jacksonville Procurement Awards Committee (JPAC) and public reports.

8. Partner Presentations

- a. Michelle Watson, CEO, Florida Alliance of Children’s Councils & Trusts
- b. Christine Mahr, Vendor & Sponsor Coordinator, Duval County Fair Association

Michelle Watson and Christine Mahr provided overviews of their respective organizations and explained how they impact students.

9. Board Discussion – Retreat Planning

Ms. Oliver reminded the Board of the Retreat scheduled for December 11th. Agenda topics include a Board and CEO Evaluation tool, KHA’s Ordinance, Board Bylaws and Mission impact.

10. CAO/CSO Updates

Kenneth Darity, Chief Administrative Officer
Rodger Belcher, Chief Strategy Officer

Mr. Darity acknowledged the hard work performed by KHA’s staff and shared the number of children served in October, which is 11,723. In October 2023, 10,357 children were served. The increase in youth served is due to additional funding provided by the Mayor’s office. He also shared that KHA providers are being highlighted by the Leadership Jax organization and KHA 101 is becoming an excellent networking opportunity for potential providers.

Mr. Belcher shared that in October, KHA participated in a cybersecurity boot camp held specifically for non-profit organizations. He is also working with NLP Logix to develop and track data performance measurement tools for each provider. The goal is to make these reports available in October of each year so that they can be used to measure progress and identify programs which are performing well or require assistance for the upcoming year.

11. General Public Comments

John Nooney shared his support of a KHA funded public park on Pottsburg Creek. Board members thanked Mr. Nooney for sharing his ideas and concerns with them.

12. Adjourn

The meeting was adjourned by Ms. Oliver at 11:15 am.

BOARD ACTION ITEM: MAYOR’S BOOK CLUB RFP

BOARD ACTION NUMBER: 25-001

CATEGORY: EARLY LEARNING

- GOVERNANCE MEETING: JANUARY 15, 2025**
- FINANCE MEETING: JANUARY 15, 2025**
- BOARD MEETING: JANUARY 22, 2025**

TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS

FROM: DR. SARALYN GRASS, CHIEF EXECUTIVE OFFICER

REQUESTED ACTION:

The Board is asked to:

- 1) Approve the issuance of the Mayor’s Book Club Request for Proposal (RFP) substantially in the form presented to the Board with such minor changes as deemed appropriate by KHA staff, the Office of General Counsel, and the City of Jacksonville’s Procurement Department.
- 2) Authorize the CEO of Kids Hope Alliance to execute contracts with the selected bidder(s) under the RFP as awarded in accordance with the City of Jacksonville’s Procurement Code requirements.

NARRATIVE:

Kids Hope Alliance is committed to promoting early literacy among young children, ages 0 – 4, recognizing that the early years are critical for brain development and future academic success. KHA is seeking proposals from nonprofit organizations to implement a comprehensive book club. Such literacy initiatives will include the monthly distribution of books to early child development centers and young children not enrolled in early child development centers, quarterly community outreach events focused on early literacy, and professional development for staff and parents/guardians. The primary goals of the Mayor’s Book Club are to:

1. Foster a love of reading and literacy in children from birth to 4 years old;
2. Provide access to age-appropriate books for early learners;
3. Support parents, caregivers, and educators in creating literacy-rich environments;

Funding is intended to provide monthly book distribution to young children in Duval County from birth to age 4, quarterly community outreach events, and accompanying activities for young children (i.e. celebrity readers, accompanying activities, take-home supplement/extended learning, and professional development for staff and parents/guardians). It is expected that 4,500-5,000 children will be served on an annual basis. Subsequent years of service will include fundraising by Contractor to supplement direct services and are dependent on the organization’s success during the first year. The RFP will allow up to 4 years of programming based on successful annual outcomes.

FISCAL IMPACT:

Up to \$200,000 in KHA funding is being made available for the Mayor’s Book Club RFP and will be appropriated to a bidder based on the breadth of applications received. An additional minimum of \$300,000 will be provided through The Public Library Foundation, secured through private donations.

OPTIONS:

- Δ Vote to approve action items.
- Δ Decline to approve action items.
- Δ Vote to approve action items with amendments. If checked, the following amendment to the item is approved:

Board Secretary Signature: _____

(In the event the Board Secretary is not present, the Board Chair may sign and authority shall pass down accordingly.)

Print Name and Title: _____

Date: _____

PROCUREMENT DIVISION



BID SPECIFICATIONS

EARLY LITERACY: KHA-MAYOR'S BOOK CLUB

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REQUEST FOR PROPOSAL

Section 4 General Requirements

Contents

- 4.1 Funding Availability
- 4.2 Book Club Framework
- 4.3 Book Club Design Requirements
- 4.4 Book Club Outcomes
- 4.5 Reporting/ Data Requirements
- 4.6 Collaboration
- 4.7 Payor of Last Resort
- 4.8 Allowable Costs/Reimbursements
- 4.9 Invoice/Deliverables
- 4.10 Method of Payment
- 4.11 Provision of Unspent Funds
- 4.12 ACH Clearing House/ 1Cloud Purchasing System/Agiloft
- 4.13 Final Payment at the Completion of the Contract
- 4.14 Programmatic Monitoring, Fiscal Monitoring & Quality Assessment
- 4.15 Audit Requirements
- 4.16 Incident Reporting
- 4.17 Termination

4.1 Funding Availability and Number to be Served

COJ has made approximately \$500,000 (a combination of \$200,000 of KHA funds and \$300,000 of funds from The Jacksonville Public Library Foundation) available under this RFP to serve up to 10,000 young children annually.

Contractor will submit a budget based on a unit cost for the service of delivering one book to one child per month. Contractor may also submit a cost reimbursement for some components if they deem it necessary for those components. KHA will work with the contractor to create accompanying monthly deliverables and determine if what costs should be reimbursed via units of service, cost reimbursement or based on deliverables. KHA will award one (1) contractor and encourages subcontracting of aspects of the process. Notwithstanding the foregoing, KHA may, in its sole discretion, award more or less the amount of funds shown in this Section. Subsequent years of funding are dependent on the funds available (which will likely increase and lead to expansion), the applicant's performance and their success at completing the requirements outline in this RFP.

4.2 Book Club Framework

1. Who is eligible to be served?

Research underscores the critical importance of early literacy:

- **Brain Development:** 90% of a child's brain develops by age 5. Early exposure to books strengthens neural pathways associated with language and comprehension.
- **Vocabulary Building:** Children exposed to books early have larger vocabulary and stronger language skills by the time they enter kindergarten.
- **School Readiness:** Studies show that early literacy interventions can significantly improve children's readiness for school increasing their chances of academic success.
- **Equity and Opportunity:** Access to books in early childhood helps reduce achievement gaps, especially for children from under-resourced communities.

For detailed research, see references such as *The Early Catastrophe: The 30 Million Word Gap* and reports from organizations like the American Academy of Pediatrics and Zero to Three.

The primary audience of this RFP are young children birth to 4 years old, starting with 4 year olds and moving to younger audiences as each age band is saturated. Collaboration is highly encouraged. KHA will award one (1) contractor; however, the awarded contractor is encouraged to subcontract to other vendors. Furthermore, the awarded contractor must partner with child development centers and the Early Learning Coalition of Duval County to maximize the number of young children served.

2. What are the benefits of early literacy?

Kids Hope Alliance is committed to promoting early literacy among young children, ages 0 - 4, recognizing that the early years are critical for brain development and future academic success. KHA is seeking proposals from nonprofit organizations to implement a comprehensive book club. Such literacy initiative will include the monthly distribution of books to early child development centers and young children not enrolled in early child development centers, quarterly community outreach events focused on early literacy, and professional development for staff and parents/guardians. The primary goals of the Mayor's Book Club are to:

1. Foster a love of reading and literacy in children from birth to 4 years old;
2. Provide access to age-appropriate books for early learners;
3. Support parents, caregivers, and educators in creating literacy-rich environments;
4. Increase community awareness about the importance of early literacy

4.3 Book Club Design Requirements

The selected nonprofit organization will be responsible for the following:

1. **Monthly Book Distribution:**
 - Distribute age-appropriate books to child development centers serving children up to 4 years old.
 - Provide opportunities for book sign-up events for young children not enrolled in child development centers.
 - Ensure books are diverse, culturally inclusive, and support developmental milestones.
2. **Quarterly Community Outreach events:**
 - Plan and execute a minimum of four (4) literacy-focused events per year (one per quarter).
 - Engage families with interactive storytelling, literacy workshops, and activities that encourage at-home reading practices.
 - Enhance visibility and community engagement
3. **Partnership/Fundraising Development:**
 - Collaborate with local businesses, libraries, and community groups to enhance the program's reach.
 - Build sustainable revenue streams
 - Cultivate relationships with donors, sponsors, and partners
4. **Reporting and Evaluation:**
 - Provide monthly updates on program implementation, including metrics such as the number of books distributed, attendance at community outreach events, and community feedback.
 -

4.4 Book Club Outcomes

RESULTS BASED ACCOUNTABILITY FRAMEWORK

In order to achieve sustained, community-wide improvements in child and family well-being, agencies and programs need to participate in collective impact processes. Collective impact includes sharing results, sharing data, sharing strategies and best practices, and mutual accountability (Kania & Kramer, 2011). The Results Based Accountability (RBA) (Friedman, 2015) framework is used to help measure KHA's collective impact process. RBA provides a plain language framework comprised of two perspectives – population level results and Contractor's performance measures.

Contractor performance measures are required for all Contractors to answer three key questions: How much did we do? How well did we do it? Is anyone better off? These required program evaluation components provide data to KHA for the collective impact process allowing KHA to measure the effectiveness of the Contractor's program including the number of youth served, the number of services provided, program monitoring, satisfaction surveys and other measures to show improvement in the knowledge, skills, attitude, behavior, and circumstances of children and caregivers served.

1. How Much Did We Do?

a. **Statistical Demographic Report:** The Provider agrees to maintain and report monthly (where applicable) information on client demographics which includes partial social security number, age, gender, race, cultural influence, ethnicity, language spoken at home, country of birth, parental marital status, education levels and status in SAMIS or other format provided by, or approved in writing by, the KHA. The Provider agrees to track overall client household income, other benefits received, types of services provided, and other information as required by the KHA.

b. **Internal Documentation**

- Units of service provided and appropriate backup documentation
- Client files as required, and other service documentation
- Client/parent information release forms
- Maintain all documents as outlined in the KHA guidelines/contract.

2. How Well Did We Do It?

- a. **Monitoring:** Monitoring of programs contracted through this competitive solicitation will be conducted by KHA staff and/or outsourced KHA consultants. KHA monitoring may be conducted in collaboration with other funding bodies, with the intent to reduce duplication and promote cooperation.
- b. **Client Satisfaction Surveys:** The provider must conduct random satisfaction surveys with parents and childcare development centers which are collected, analyzed, and used to encourage program improvements.
- c. **Fundraising Efforts:** The provider must develop a comprehensive fundraising plan aligned with the book club's mission. Identify diverse revenue streams, such as grants, sponsorships, and individual donations.

3. Is Anyone Better Off?

The Contractor shall submit client Outcome Measurement data, in SAMIS and/or other format provided by KHA, within time frames specified by KHA. The Contractor shall also report any barriers experienced in outcome achievement. The report should also include any noteworthy activities that have occurred during the term of this Agreement.

The Contractor shall make all records and services pertaining to eligible clients, subject always to inspection, review and/or audit at any location or service delivery site as specified by KHA. See the Performance Measures chart. Each Contractor will ultimately work with their contract manager to develop a similar outline of their performance measures that will be evaluated throughout the year and utilized to make recommendations for improvement.

PERFORMANCE MEASURES				
The Contractor must submit client performance measure data in SAMIS, within the time frames specified by COJ. The Contractor will also report any barriers experienced in performance measure achievement, along with noteworthy activities that have occurred during the term of this Agreement.				
DESIRED RESULT:				
Results based accountability utilizes data to improve performance outcome measures to achieve the desired customer result. When applied, performance measurement answers the following key questions:				
Key Question	Performance	KHA Goal*	Evaluation Tool	Admin Schedule
How Much Did We Do?	% of books distributed*	95%	SAMIS Data	Analyzed on Semi-Annual Schedule
	% of funded allocation utilized.	95%	SAMIS Data	Analyzed on Semi-Annual Schedule
How Well Did We Do It?	Program Services Monitoring	Meets Expectations	Monitoring and Site Visits	1 st Year - Quarterly 2 nd & 3 rd Year - Bi-Annually
	Tracking Integrity	95%	SAMIS Quality Assurance Report	Analyzed on Semi-Annual Schedule
	Perception Surveys (parent/guardians/caregivers, partners)	80%	Client Satisfaction Surveys	Annually
Is Anybody Better Off?	Performance measures	Increasing or Decreasing	Tool	Frequency
	Performance measures	Increasing or Decreasing	Tool	Frequency
	Performance measures	Increasing or Decreasing	Tool	Frequency

* KHA will determine these based on Contractor’s responses and financial data entered into SAMIS.

** KHA will determine these based on Contractor’s responses.

4.5 Reporting/Data Requirements

1. Agency Contact Information

Prior to SAMIS utilization or upon request by KHA, providers will submit or update the Agency Administration Contact Form to the KHA Data Systems team with current contact information for their organization’s CEO, assigned primary contact for SAMIS

communications and the designated persons authorized to request and sign SAMIS user account request forms known as the Provider Account Manager.

- a. The assigned primary contact for SAMIS communications is responsible for receiving and disseminating all KHA information sent from the SAMIS system to the appropriate personnel within their organization. This person must ensure SAMIS messages are not intercepted or blocked by a SPAM filter. If the primary contact is replaced or leaves the organization the provider must notify KHA Data Systems at samis@coj.net within 1 business day to ensure a new person has been designated to receive and process official email communications from KHA and the SAMIS system.
- b. The Provider Account Manager is the person authorized to request and sign SAMIS system user accounts to include those for Program and Finance Managers and is responsible for ensuring those individuals have been properly vetted to work with sensitive information and are trustworthy to be good stewards of your organization's confidential PII and or financial data. New user accounts or modifications to existing user accounts for your organization will only be granted upon request in writing using the official form supplied by the KHA Data System or Contract Management teams.

2. SAMIS Program Manager (Delivery) and Finance Manager (Fiscal) S3 Trainings

All new Program and Finance Managers must attend and satisfactorily complete the SAMIS training classes relevant to their assigned job(s) or system user role(s).

- Required SAMIS trainings may include but are not limited to SAMIS 3.0 system Online or Instructor Led Trainings for Program Managers and Finance Manager provided by the KHA Data Systems department through the KHA Training Institute.
- [FERPA 101](#) online training course from the U.S. Department of Education to ensure the proper handling of Personal Identifiable Information (PII). This is a one-time training module required for Program Managers (Delivery) and optional for Finance Managers (Fiscal). The course takes approximately 45 minutes. The Certificate of Completion must be printed and kept on file by the provider for review upon request.

3. Eligibility requirements for candidates requiring SAMIS 3.0 system training.

SAMIS training constitutes proprietary system information and may include access to confidential PII data and therefore can only be provided to eligible employees of providers currently under contract with Kids Hope Alliance.

- An active SAMIS account authorized for access to the Delivery and or Fiscal components of a KHA funded provider's program in SAMIS as defined by a current finalized contract is required before attending SAMIS system trainings.
- A SAMIS Account Request Form for the candidate must be submitted, approved, and maintained on file with KHA Data Systems. The form must have the appropriate authorization signature of the funded provider to be considered valid for attending training
- The PII Non-Disclosure Form signed by the candidate, must be submitted, approved and on file with KHA Data Systems to be considered valid for attending training.

4. SAMIS user accounts security requirements:

SAMIS user accounts are subject to strict cybersecurity protocol requirements.

- Under no circumstances are SAMIS system credentials to be shared or used by anyone other than the person they have been assigned to. Accessing SAMIS with the username and password assigned to another individual is strictly prohibited.
- System access is granted on a need-to-know basis only for specific authorized persons known to KHA with predetermined user roles allowing access to certain confidential modules and datasets as authorized by the Provider Account Manager.

- SAMIS user accounts will not be used to download data for unofficial purposes nor create or upload to SAMIS unofficial data or data that contains malicious code, scripts or files containing malware that in any way may harm or degrade the SAMIS system, its performance or data contained therein.
- Kids Hope Alliance reserves the right to change and or require additional cybersecurity measures, processes and procedures as needed to ensure the security and protection of the SAMIS system and its data.

5. SAMIS user account management:

SAMIS user accounts will be granted or modified upon request for funders with a currently active contract with KHA when a completed SF-1 form has been properly signed by the designated Provider Account Manager and submitted to the KHA Data Systems team.

- The designated Provider Account Manager on file with the KHA Data Systems team will obtain the SAMIS Account User Request Form (SF-1) from their assigned KHA Contract Manager or by emailing a request to samis@coj.net.
- All SF-1 forms submitted to KHA must include the authorized signature of the Provider Account Manager on file with the Data Systems Team.
- Account request must include the Employee's first and last name, title, organization, work address, telephone number and their official work email address. The request should identify the user role. E.g., Program/Data Manager, Finance Manager, etc.
- Finance Managers must be designated as Creator, Submitter or Both for fiscal documents in SAMIS to include budgets, reimbursements and amendments.
- Each program page (site location) the user is to have access to must be explicitly listed by its official contract name. Any SF-1 form submitted with ambiguous or unofficial program page names (site locations) or they do not list each program page where access is needed will not be accepted for processing.

6. SAMIS 3.0 Training registration:

Once all eligibility requirements for attending a SAMIS training have been met, candidates may register for a scheduled training class at <https://www.kidshopealliance.org/Training-Institute/Training-Events.aspx> or by emailing a training request to samis@coj.net.

7. Record Keeping and Reporting

Contractors required to maintain demographic files of participants receiving services will do so within the SAMIS delivery system on the program page designated for their site location.

- Demographic records of participants are confidential Personal Identifiable Information (PII) and will not be shared with a 3rd party without written consent of the participant's parent or guardian **and** formal approval by Kids Hope Alliance **or** by a valid court order.
- In the event a court order is received by the contractor for the release of PII stored in SAMIS, the contractor shall immediately forward the order to the Director of Data Systems, KHA Chief of Programs and the KHA Chief Administrative Officer at the Kids Hope Alliance for review and validation by the Office of General Council, City of Jacksonville before any decision is made regarding a potential data release.
- The Contractor will make every effort to protect all data related to KHA funded programs. However, if program related data is lost, stolen or viewed by an unauthorized person while in SAMIS or externally to SAMIS in printed or electronic form, downloaded or otherwise transferred to an unauthorized person through a cyber security breach or by any other unauthorized means the contractor will notify the Kids Hope Alliance immediately and work with KHA to limit and mitigate the breach to the extent possible.

8. Cyber Security: Cyber Liability & Data Storage

Cyber Liability coverage is encouraged. If applicable it should be provided on an Occurrence Form, or on a Claims Made Form. The retroactive date must be no later than the first date of this Contract and such claims-made coverage must respond to all claims reported within three years following the period for which coverage is required, and which would have been covered had the coverage been on an occurrence basis. The following categories of coverage are the minimum necessary to meet this requirement:

- Cyber Extortion
- Data Loss and System Damage Liability (when applicable)
- Security Liability
- Privacy Liability
- Privacy/Security Breach Response Coverage, including Notification Expenses

4.6 Collaboration

KHA is committed to promoting the coordination of children's services in Duval County. Therefore, to maximize funding dollars, applicants are required to form clearly defined, meaningful interagency agreements with other Providers that are cost effective and provide a direct impact on clients served. Agencies applying in collaboration must submit specific and complete Interagency/Partnership Agreements prior to contract award.

4.7 Payor of Last Resort

KHA should be the payor of last resort for services that can be billed to insurance or other outside means. When the service provided is an insurance billable service, following the first contact, the provider should demonstrate attempts to bill the health insurance provider for individuals before requesting payment through KHA.

4.8 Allowable Costs/Reimbursements

Please refer to the Financial Reference Guide on KHA's website, KHA's website for the Financial Guide.

4.9 Invoice/Deliverables

Contractors must submit an invoice and deliverables to KHA using the SAMIS **reimbursement module**. These invoices are due to KHA by the 10th of each month for the previous month's services, unless a special agreement has been made with the contractor based on an extenuating circumstance. Failure to submit a timely or accurate invoice may result in payments being withheld or delay in payment. Payment for Contracted services will be contingent upon submitting accurate information for the Contract period and the receipt of current and correct evaluation data and reports. Contractor must meet deliverables as outlined in the contract in order to receive payment. KHA reserves the right to amend the financial reimbursement process for any renewal terms.

Contractors who fail to submit invoices to KHA by the 10th of each month shall adhere to the following guidelines:

- Reimbursements submitted between days 11th – 29th will be reviewed, approved, and distributed in the order in which such is received (payment subsequently delayed).
- Reimbursements submitted more than thirty (30) days late require the contractor must receive technical assistance from the assigned Contract Manager prior to submission of the reimbursement request.
- Contractors who consistently submit reimbursement requests late may not be awarded a contract for the subsequent year.

Monitoring and other reports as determined by KHA and/or other social service funding agencies and achievement of contract and performance requirements, timeliness of requested information and fiscal stability shall be considered factors in evaluating future funding requests. Furthermore, contracts may be increased or decreased between renewals based on participant participation and funding utilization.

4.10 Method of Payment

Contractors will be paid by Units of Service, Deliverables, or Cost Reimbursement with required deliverables. KHA is striving to move all contracts to the Unit of Service method; therefore, an attempt will be made to convert submitted budgets to mutually agreeable units. The contractor will be paid monthly for the prior month period. No payments will be made until all deliverables are submitted and approved or waived. Minimum service payment standards will be developed with the contractor.

If funds are available, an initial advance up to 25% may be given at the beginning of the program. Contractor must complete KHA's Advance Payment Option Form. Advances will be made once a contract is fully executed. Contractor Advances will be recouped in accordance with KHA's advance payment policies, and the schedule chosen in the advance payment form.

An active Contractor's Certificate of Insurance and/or License/Exemption (if applicable) are required to operate the program. Contracts may be signed without these documents on file, but programming should not begin, and reimbursements will not be made until they are submitted and approved. Similarly, contracts may be signed if a final contract amount has been agreed upon, but the final line-item budget may still be in negotiation; therefore, payments will not be made until a finalized budget is agreed upon by both parties.

4.11 Provision for Unspent Funds

The Contractor agrees that any funds provided by KHA for the Services which are residual funds remaining unspent or unencumbered by any existing obligation at the conclusion of the Contract, shall be returned to KHA in the form of a negotiable instrument no later than ten (10) days after the end of the Term.

Renewal contracts will not be issued until all unspent funds are returned to KHA.

4.12 ACH Clearing House/1 Cloud System/Agiloft

KHA will make payments via the Automated Clearing House (ACH) and the Contractor agrees to submit forms to establish this payment method in a timely manner.

a. 1Cloud Registration

- i. In order to conduct business with the City of Jacksonville as a vendor, the contractor must register their organization/agency with the City of Jacksonville. The link to the City of Jacksonville's Department of Procurement on-line purchasing system, 1Cloud is <https://www.coj.net/departments/finance/procurement/supplier-portal>.
- ii. 1Cloud will act as the City's portal for all purchasing activity, including vendor management, bid posting, online bid submission, and purchase order distribution. Online seller registration allows vendors wishing to do business with the City of Jacksonville to register with the City and maintain their organization information. Registration allows a seller to view bid opportunities as well as receive purchase orders.

b. Agiloft Registration

- i. In order for a Contractor's applications/responses to be scored, the contractor must register their organization/agency in Agiloft. Please visit KHA's website for Agiloft Registration information.

- ii. Agiloft will be utilized for developing and scoring RFPs, generating and processing contracts, e-signature integration with DocuSign, submission and management of certificates of insurance and other vendor related attachments as well as the full automation of internal administrative communications, reports and tasks related to managing a robust contract and sourcing solution as needed in support of the KHA portfolio.

Please note, that Agiloft will not replace SAMIS or the COJ 1Cloud system. Those solutions will continue to be used as resources for submission of contract deliverables, data management, and reimbursements as well as supplier related information

KHA will make payments via the Automated Clearing House (ACH) method of payment and the Contractor agrees to timely complete and submit such forms as necessary to establish such payment methods.

4.13 Final Payment at the Completion of the Contract

The final invoice for payment, along with all data and deliverables, shall be submitted to KHA no more than thirty (30) days after the contract ends or is terminated. If the Contractor fails to do so, all rights to payments are forfeited and KHA will not honor requests submitted after that. Special waivers may be issued for certain circumstances.

4.14 Programmatic Monitoring, Fiscal Monitoring & Quality Assessment

Programs funded by KHA agree to provide the Services as described in this RFP and their Response. If a minor aspect of the scope of services needs to be modified based on the demonstrated needs of the population (i.e., tried to deliver services a certain way only to realize that individuals could not be reached with that method), a Modification of Scope form will need to be completed which will include the why, what, how and when for implementing changes. This form will become a note to file. If major changes to the scope are required that would substantially modify the intent or services of this application, the contract may be voided.

Contractors must comply with the requirements to provide all records necessary to monitor the program. At all reasonable times for as long as the records are maintained, the Contractor must allow people duly authorized by KHA (including the City of Jacksonville's auditor and inspector general offices), to have full access to and the right to examine, copy or audit records, regardless of the form in order to monitor the implementation of the program.

KHA's Quality Improvement System (QIS) will be utilized for KHA funded programs. Please refer to KHA's website for the most current version of the Quality Improvement System (QIS).

4.15 Fiscal Monitoring and Audit

Audit requirements are approved by the KHA Board on an annual basis. Please refer to KHA's website for Audit information.

4.16 Incident Reporting

KHA Contract Manager reviews Incident Reporting monthly. Please view KHA's website for Incident reporting information.

Any incidents or allegations of Abuse, Neglect or Exploitation must be reported immediately to the Abuse Registry at 1-800-96-ABUSE, as well as to KHA within 48 hours.

4.17 Termination

In addition to the remedies provided in Section 3.23 and 3.24 of this RFP, upon Contractor's receipt of a notice of termination for an Event of Default, and, except as otherwise directed, Contractor shall:

- a. Cease providing Services under the Contract on the date and to the extent specified in the notice of termination.
- b. Prepare all necessary reports and documents required under the terms of the Contract up to the date of termination, including the final report without payment for Services rendered in completing said reports beyond the termination date.

(Remainder of page intentionally left blank)

THE RESPONSE (INCLUDING QUESTIONS) SHOULD NOT EXCEED EIGHT (8) PAGES EXCLUDING THE BUDGET PAGES.

Contractor Legal Name: _____				
Contractor Legal Name must match Contractor's name as listed on the Florida Department of State Division of Corporation website: www.sunbiz.org				
Main Administrative Street Address: _____				
City & State: _____			Zip Code: _____	
Federal Identification Number: _____				
Position	Name	Title	Email	Phone #
Chief Executive Officer				
Chief Financial Officer				
Response Contact				
Is Contractor a tax-exempt organization under Section 501(c) (3) of the Internal Revenue Code? __ Yes __ No				
Is Contractor registered as a nonprofit entity under the laws of the State of Florida (must have an "Active" status with the FL Dept. of State (www.sunbiz.org))? __ Yes __ No				
Is Contractor's file date on Sunbiz prior to June 1, 2022? __ Yes __ No (submit a copy of Contractor's detailed page)				
Has the Contractor (not just individuals employed by the Contractor) operated a youth development and/or social service program for at least one (1) year that served at least twenty (20) participants? Operation must have occurred in 2022, 2021, or 2020. __ Yes __ No				
What is the Contractor's fiscal year? Beginning: _____ Ending: _____				
If Contractor answered No to any of the questions above, Contractor is not eligible to apply. Please do not continue with this application as Contractor will be disqualified upon receipt.				

THE RESPONSE (INCLUDING QUESTIONS) SHOULD NOT EXCEED EIGHT (8) PAGES EXCLUDING THE BUDGET PAGES.

AGENCY BACKGROUND (MAX 25 POINTS)

1. Provide a concise description of the Contractor, including history, years of operation, general service, mission, and primary services provided. Describe, if applicable, any partner organizations that the agency works with. Include as an attachment and Organizational Chart. **(Approximately 1 ½ pages)**

IMPLEMENTATION PLAN (MAX 30 POINTS)

2. Detailed description of how the Contractor will execute the book club, including timelines, and partnerships. **(Max 15 Points; Approximately 2 pages):**
 - a. Identify priority child development centers and include the criteria used to determine priority
 - b. How will you reach young children who are not enrolled in child development centers?
 - c. Describe the selection of diverse book selections to address the diverse population of young children (different languages, ethnicities, etc.).
 - d. How will your organization effectively track book distribution?
3. Describe how your organization will initiate contacts and establish partnerships for collaboration and fundraising. Each of the following should be addressed in your response **(Max 15 Points; Approximately 2 pages):**
 - a. How will your organization solicit organizations for partnerships/collaborations?
 - b. Develop a comprehensive fundraising plan aligned with the book club’s mission. Identify diverse revenue streams, such as grants, sponsorships, and individual donations.

PROPOSED STAFF INFORMATION, HIRING, TRAINING AND SUPERVISION (MAX 15 POINTS)

4. Describe how the book club will be staffed including subcontractors. In the chart below, list all positions that will be providing direct services. Include the position/job title (which must match the job title used in the budget narratives); minimum education (including degree area) and training; experience requirements; primary duties (not an exhaustive list); and the percentage of each position’s time that will be devoted to this program. **Chart positions must match positions in the proposed budget.** (Approximately ½ page)

# of staff	Position/Job Title	Education/ Training	Experience	Primary Duties	% of time devoted to program
1	Example: Executive Director	Example: Bachelor’s degree or equivalent experience in early learning or social services;	4 years’ experience in related field with similar responsibilities.	Managing the day-to-day operations of the book club.	(Insert Example) 25%
2	Example: Fundraising/Development Coordinator	Bachelor’s degree in related field	3 years’ fundraising experience	Solicit funds for continued support and sustainability of book club	20% of time

EVALUATION PLAN (MAX 25 POINTS)

5. Outline how the program’s success will be measured. Include specific, measurable, achievable, relevant, and time-bound (SMART) goals. The metrics must be clear, attainable goals that holds the contractor accountable to a deadline. **(Max 25 points, approximately 2 pages)**

BUDGET AND BUDGET NARRATIVE (MAX 5 POINTS)

6. Proposal must include a line-item budget (see form 1). Budget forms must be completed in the excel template provided (Max 5 Points).

When completing the budget narrative, describe each expense/item requested in detail, and ensure that your method of calculation is clearly indicated (e.g., 4500 books \$5.00 per book for a total of \$2250.00.) All budget items must relate to the organization and the services described in the book club proposal. All expenses must reflect reasonable costs.

Evaluation Matrix

The evaluations will be based upon the following criteria. Failure to provide adequate information on any criterion will result in lower scores and could result in rejection of the Response as non-responsive. The response to each of the criterion will be evaluated relative to the other responses received. Contractors are encouraged to arrange their responses in the exact format as the application in Attachment A, which will offer ready review and evaluation of each criterion. Please note that the final score will be the percentage of points received. **For example, receiving 80 points out of a possible 100 would result in a score of 80%. Contractors must score a minimum of 75% of points overall to be considered for funding.**

APPLICATION REFERENCE POINT	0-8 Points	9-16 Points	17-25 Points
Agency Background Question #1 (Maximum Points 25)	Agency history one year or less. Description of agency mission or services provided is missing, unclear, or minimally described. An organizational chart is not included.	Agency history is two years or more. Agency mission and history described but the response does not address all sections of the prompt or is unclear.	Agency history is two years or more. Agency mission and history clearly support the provision of services for the program described in the RFP. An organizational chart is included, the position responsible for direct supervision is clear. The applicant answered all components of the contractor detail section.
APPLICATION REFERENCE POINT	0-6 Points	7-10 Points	10-15 Points
Implementation Plan Question #2 (Maximum Points 15)	Response does not address the questions in the program design section. There is little or no detail in the response on how services will be provided and will address the needs of the population served.	Response is somewhat complete. Response appears reasonable for the services described. The applicant may describe some of the activities but is missing critical detail.	Response is complete. Responses appear reasonable and all the questions are answered clearly. The response aligns with all other sections of the application.
Partnerships/Collaboration Question #3 (Maximum Points 15)	The response does not address how partnerships will be established or how book distributions will be tracked.	The response somewhat describes how partnerships will be established and how book distributions will be tracked.	The response clearly describes how partnerships will be established for collaboration and how book distributions will be tracked.

Proposed Staff Information, Question #4 (Maximum Points 15)	Staffing proposed is incomplete, or the number/type of staff included does not seem appropriate/adequate for the positions & services identified. Staff education & experience requirements do not appear appropriate or do not align well with job duties.	Staffing proposed is somewhat complete. Duties for each position are somewhat described, but only some education & experience appear reasonable for job duties. The number of professional staff may or may not be sufficient for the number of participants to be served & service model.	Staffing chart is fully complete. Duties for each position are clearly described, & education & experience appear reasonable for job duties. The number of professional staff is sufficient for the number of participants to be served & service model. Chart positions match the positions in the budget.
APPLICATION REFERENCE POINT	0-8 Points	9-16 Points	17-25 Points
Evaluation Plan Question #5 (Maximum Points 25)	Response does not address the questions in the program design section. There is little or no detail in the response on how services will be provided and will address the needs of the population served.	Response is somewhat complete. Response appears reasonable for the services described. The applicant may describe some of the activities but is missing critical detail.	Response is complete. Responses appear reasonable and all the questions are answered clearly. The response aligns with all other sections of the application.
APPLICATION REFERENCE POINT	0-2 Points	3-5 Points	
Budget Attachment (Maximum Points 5)	The budget is incomplete and/or unclear. Budget amounts may seem reasonable or necessary to support the program. The budget summary form is incomplete or missing critical programming components.	The budget workbook is complete and accurate. Costs appear reasonable and support the proposed program. Expenses align with other components of the application (e.g. staffing chart and program elements).	Not Applicable
100	Total Points Possible		
	Points Awarded		
	Percentage of Points Achieved		
Applications must score a minimum of 75% of points overall to be considered for funding.			

Updates on Legislation, JPAC, MBRC & Major Reports 11/22/24 - 1/17/25

City Council Legislation			
Legislation	Description	Fiscal Impact	Council Dates
Jacksonville Arts and Music School (JAMS)	Council Member Pittman designated \$30,000 for JAMS during the FY25 city budget process. KHA will be administering the contract. Funding will support the ArtWorks initiative, focused on promoting early professional development by providing certifications in technology and the arts industry.	\$30,000	Approved on 1/14/2025
All of Us Together Foundation	Council Member Arias designated \$76,181 for All of Us Together Foundation during the FY25 city budget process. KHA will be administering the contract. The program focuses on educating individuals, empowering families, and fostering community connections to ensure that everyone affected by autism has access to the resources and understanding they need to thrive.	\$76,181	Approved on 1/14/2026
Isaiah 117 House	Council Member Freeman designated \$76,181 for Isaiah 117 House during the FY25 city budget process. KHA will be administering the contract. The organization is a non-profit public benefit group organized to develop and implement strategies and to meet the needs of children, specifically from the time of removal until the time of foster placement. The funds will be used to create a multi-use play area with a basketball court.	\$76,181	Approved on 1/14/2027
Knots 4 Kids	Council Member Carrico designated \$15,000 for Knots 4 Kids during the FY25 city budget process. KHA will be administering the contract. The focus of the organization is to promote healthy development in youth by increasing awareness about health and educational issues	\$15,000	Pending Approval on 1/28/25
Jacksonville Procurement Awards Committee (JPAC)			
Provider	Description	Fiscal Impact	Approved
Goodwill Industries of N FL, Inc.	Mayor's Youth At Work Partnership - Contract Amendment increase \$55,000 to cover new Florida minimum income level	\$55,000.00	Yes - 1/16/25
NLP Logix, Inc.	Community Needs Assessment and Gap Analysis - Contract Amendment increase \$500.00 to reflect scope and services to be provided	\$500.00	Yes - 1/16/25
Various OST Providers	Contract Amendment for afterschool UOS rate increase from \$12.50 - \$14.41 for OST	\$1,304,015.92	Yes - 1/9/25

There were no MBRC items or Reports submitted since the last Board meeting.

Facilitation & Project Management

FOR COLLABORATION,
ADVOCACY, & RESEARCH



Prepared For:
Kids Hope Alliance

Updated
November 13, 2024

About Us

Ripple Effect Storytelling & Insights

Ripple Effect Storytelling & Insights seeks to magnify the impact of nonprofit and social enterprise organizations by harnessing the power of research, evidence-based narratives, and facilitation. We believe in empowering staff and volunteers with the skills and knowledge they need to become effective advocates for their cause to drive lasting change.

More information can be found at rippleeffectinsights.com.



Deirdre Conner, Principal and Founder

For nearly two decades, Deirdre has been leading and working alongside nonprofit organizations to champion their causes, problem-solve alongside them, and empower them with the tools and confidence to move to the next level of impact. Deirdre has extensive experience in the nonprofit sector, with specific expertise in facilitation, board governance, communications, research, advocacy, and leadership and organizational development.

Our Process



Discovery:
Mission and
Stakeholders



Discovery:
Identify
Needs and
Facilitate
Dialogue



Execution:
Project
Management and
Stakeholder
Communication



**Sustainability
Preparation:**
Knowledge
Transfer and
Coaching

Report: Board of Directors Retreat for Kids Hope Alliance

Executive Summary

The Kids Hope Alliance Board of Directors conducted a comprehensive retreat focused on strategic planning, board effectiveness, and organizational priorities for 2025. The retreat featured discussions on board performance, CEO evaluation processes, and establishing key priorities to better serve children and families in the community.

The Board discussed four key priorities for its work together moving forward into 2025:

1. Better engage and understand the needs of children, providers, and the community.
2. Drive the strategic direction of the Kids Hope Alliance through board governance process improvements.
3. Update and improve the CEO evaluation process.
4. Develop a framework for data-driven decision making and program evaluation.

This report presents a summary of the retreat and recommendations for next steps.

Contents

Project Goals	4
Scope of Services	5
Engagement Options	6



Introduction

Background

The Kids Hope Alliance serves as Jacksonville's primary coordinator of children's services, managing substantial public funding to ensure effective, evidence-based programming for youth across the city. With oversight from the City of Jacksonville and responsibility for critical youth services, KHA's board effectiveness is essential to achieving its mission. The board sought to conduct its annual self-evaluation and priority-setting process to strengthen its oversight and impact.

Project Goals

The project was designed to provide the KHA board with time outside of the typical board meeting structure to step back and set priorities for the upcoming year. Through a survey and facilitated retreat, the board left with a framework for understanding its collective priorities and a broad work plan for itself in 2025.

Project goals included:

- Assess current board priorities through a customized evaluation instrument aligned with KHA's role and mission.
- Gather meaningful input from all board members about organizational priorities and governance needs.
- Create shared understanding of board strengths and areas for development.
- Establish clear board priorities and action steps for 2025.
- Strengthen board culture and cohesion through collaborative priority-setting.
- Ensure alignment between board priorities and KHA's strategic direction.
- Strengthen board engagement and empower individuals to support the organization and its goals.
- Build relationships among board members outside the regular meeting time.
- Board members leave better informed, inspired, and excited about KHA's mission and their individual and collective role in supporting it.



Agenda and Norms

Agenda

The retreat was guided by the following agenda. The retreat slide deck is attached as an appendix to this report.

Time	Agenda Item
9 a.m.	Welcome and Opening, Remarks from the Chair
9:10 a.m.	Opening Exercise: Connecting Mission to Values
9:30 a.m.	Setting the Stage: Looking Back, Looking Ahead
9:50 a.m.	Break
10:00 a.m.	Board Roles & Responsibilities Review (Ordinance & Bylaws)
10:15 a.m.	Board Self-Assessment and Priority Setting: Review and Discuss Survey Results
11:00 a.m.	Themes Review and Prioritization
11:20 a.m.	Break for Lunch
11:40 a.m.	Discuss CEO Evaluation Process
12:15 p.m.	Next Steps and Commitments
12:25 p.m.	Closing Reflections

Board Norms and Values

The day opened with a “Coat of Arms” sharing exercise to help board members better understand one another and the distinct skills and experiences they bring to the work. They then discussed norms and values they hold as a board. The board reaffirmed its commitment to the following core values:

- Open-mindedness
- Transparency
- Candor
- Open communication
- Confidence
- Patience
- Understanding
- Regular breaks
- Maintaining a sense of humor



Current State

Trends

The board then shifted to discuss current trends they see that affects the work of the Kids Hope Alliance. Some of the trends included:

- Rising housing costs
- Truancy concerns
- Need for balanced extracurricular experiences
- Mental health and technology impacts
- Decline in parent involvement
- Climate change implications
- Increasing childcare costs
- Community engagement challenges

Board Assessment Review

Following the trends discussion, the Board reviewed their own roles and responsibilities per the ordinance and bylaws. Then, they reviewed and discussed the results of the self-assessment questionnaire that they participated in. The full results are contained within the appendix slides.

Strongest Areas of Performance

- Overall board effectiveness in advancing mission (4.14/5.0)
- Financial oversight and resource allocation (3.86/5.0)
- Establishing and enforcing policies for children's needs (3.71/5.0)

Areas Identified for Improvement

- Community and youth voice in decision-making (2.43/5.0)
- Board decisions informed by program evaluation data (2.86/5.0)
- Essential Services Plan implementation and oversight (3.00/5.0)

Themes from the retreat included several aspects of the board's roles that emerged as priorities from the self-assessment questionnaire.

- Data-driven decision making and program evaluation
- Increased board engagement in strategic direction
- Better understanding the needs of children, providers, and community
- CEO evaluation and oversight
- Provider engagement and support
- Internal process and practice review (contract approvals, etc.)



Discussion and Priorities

The board discussed the results of the evaluation and their overview of trends, and from that emerged priorities for its work together in 2025:

Data and Evaluation

- Implement comprehensive program evaluation systems
- Strengthen alignment between data and program performance
- Enhance understanding of Duval County children and families' needs
- Incorporate community and youth voice in decision-making

Governance Enhancement

- Increase board engagement in strategic direction
- Develop clear metrics and goals for 2025
- Improve board-staff partnership
- Strengthen CEO evaluation process

Provider Support and Engagement

- Ensure inclusion of small providers in growth opportunities
- Conduct regular provider presentations at board meetings
- Build provider capacity
- Review the board's role in resource allocation procedures

Internal Process Improvement

- Refine contract approval procedures
- Enhance accounting process transparency
- Improve communication with KHA managers
- Strengthen board member orientation and development

From these themes, the board discussed four key priorities for its work together moving forward into 2025:

1. Better engage and understand the needs of children, providers, and the community.
2. Drive the strategic direction of the Kids Hope Alliance through board governance process improvements.
3. Update and improve the CEO evaluation process.
4. Develop a framework for data-driven decision making and program evaluation.



Final Action Plan Areas

<p>1. Better engage and understand the needs of children, providers, and the community.</p> <p>Urgency: 5+, Importance: 5+, Difficulty: 3</p>	<p>2. Develop a framework for data-driven decision making and program evaluation.</p> <p>Urgency: 5, Importance: 5, Difficulty: 5</p>
<p>3. Drive the strategic direction of the Kids Hope Alliance through board governance process improvements.</p> <p>Urgency: 4, Importance: 5, Difficulty: 4</p>	<p>4. Update and improve the CEO evaluation process.</p> <p>Urgency: 3, Importance: 5, Difficulty: 3</p>

Action Plan Areas

Using these consensus view priorities, the Board participated in a walk-and-stop exercise to determine the urgency, importance, and difficulty of each action plan area. This was used to organize the next steps and recommendations.

Recommendations

Using feedback from the board discussion, the questionnaire results and individual responses, and additional information about best practices, the following recommendations (organized by action area) are submitted as a potential path forward for the Board to reach its goals in the upcoming year.



Action Area 1

Better engage and understand the needs of children, providers, and the community

The Kids Hope Alliance Board is keenly interested in better understanding the needs of children, providers, and the community as a way of guiding the Essential Services Plan.

Recommendation 1

- Discuss and approve a timeline for a new needs assessment and gap analysis; appoint an ad-hoc committee or task force to guide the process with a focus on having opportunities for providers to participate.

The groups' consensus was that a new needs assessment and gap analysis is needed, and input from providers will be critical. The Chair could appoint a task force to oversee this process.

Recommendation 2

- Prioritize doing a provider survey as an early part of or even separate from the needs assessment and gap analysis process using existing format.

The KHA may wish to contact the Nonprofit Center to get a copy of the previous provider survey to accelerate this process. Consider an annual survey.

Recommendation 3

- Discuss and direct staff to bring forward an annual cadence for gathering and reviewing youth, community, and provider feedback.

Recommendation 4

- Schedule opportunities for provider presentations, site visits, and youth feedback for the board.

Governance Committee could review the upcoming year ahead plan for this and discuss with the Board accordingly.



Action Area 2

Develop a framework for data-driven decision making and program evaluation

The Kids Hope Alliance Board is eager to intensify its approach to using program data to make decisions about contracts and for the Essential Services Plan, with the understanding that this is a long and difficult process, but of utmost importance.

Recommendation 1

- Schedule workshop to take a deep dive into the status of the current Essential Services Plan and most recent gap analysis and needs assessment to develop a strong baseline for evaluation.

To make improvements, the Board should ensure a common understanding of the current evaluation framework used by KHA, and integrate this work into the next needs assessment and gap analysis.

Recommendation 2

- Gather feedback through future provider survey on evaluation to learn more about provider expertise and capacity gaps.

Many of KHA's service providers have developed an expertise in evaluating their programs; harnessing this knowledge would be helpful to the organization.

Recommendation 3

- Consider connecting overall goals for the ESP to the Nonprofit Center's Catalyst Northeast Florida to strengthen city-wide understanding of goals for children.

Recommendation 4

- Charge staff with bringing forward current and future evaluation processes and data, as well as recommendations to include in the future ESP.



Action Area 3

Drive the strategic direction of the Kids Hope Alliance through board governance process improvements

As an organization that was reorganized within the last 10 years, the Kids Hope Alliance Board still has some governance process enhancements that could be helpful, most specifically streamlining and aligning cadences for work that must happen at regular intervals.

Recommendation 1

- Discuss and develop a cadence for board review of the Essential Services Plan and consider codifying in board handbook or other SOP document.

Recommendation 2

- Consider adopting a schedule of routine workshops in February, April, June and December, with an annual retreat in October (to align with the organization's fiscal year).

Workshops would allow the Board to have free-flowing discussion without the time pressure of voting.

Recommendation 3

- Conduct annual board self-evaluation to review at the October retreat to set priorities for the coming fiscal year.

Recommendation 4

- Consider aligning other annual activities (CEO evaluation, feedback gathering, contracts, etc.) with the organization's fiscal year to improve planning.

Recommendation 5

- Schedule time for board learning at each meeting on KHA procedures.



Action Area 4

Update and improve the CEO evaluation process

As part of its governance work, the Board is already in the process of redesigning the CEO evaluation process, and desires to ensure that it includes 360 feedback from stakeholders.

The foundation of any CEO evaluation process should be goal-setting and review. If the CEO does not yet have goals, I recommend setting them for the year ahead so that there is a definition of success to use in the next evaluation.

Suggested Steps in Order

1. Review CEO job description and annual goals (if any) - Governance Committee
2. Develop rubric and share with the board - Staff recommend to Governance
3. CEO to complete self-evaluation (and progress to goals if they exist)
4. Hire consultant for 360° evaluation process (includes feedback from board, direct reports, peers, and other stakeholders)
 - a. There are a variety of formats available - suggest one that is developmental in nature.
5. Share process with COJ HR to ensure compliance
6. Final report and share with CEO; compensation adjustments
7. Review and approve CEO goals for the coming year - Full board



Appendices

Appended to this report, please find the following attachments and resources:

- Slide presentation for retreat
- Summary slides of this presentation
- Copies of CEO evaluation from other children's services councils shared with KHA
- Resources and best practices

For More Information

For more information, recommended consultants for future work, or additional details or resources, or to ask any questions about this report, please reach out to:

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Leading for Impact: Next Steps and Recommendations



KIDS HOPE ALLIANCE
BOARD RETREAT

Governance Committee
January 5, 2025

Board Retreat Key Takeaways

- Strong participation and alignment among the board members and between board, liaisons and staff
- Consensus on key action items for board's work in 2025
- Follow up discussions and resources needed to make progress

“A traditional board asks: ‘What is best for our organization?’

**A purpose-driven board asks:
‘What is best for the desired
social outcome we seek?’”**

- Anne Wallestead, CEO
BoardSource

Board Retreat Agenda & Goals

- Connect with each other and the mission outside the regular meetings

- Create shared understanding of board strengths and areas for development

- Understand the board's collective priorities for action in 2025

- Discuss and commit to board work for the upcoming year

- Ensure alignment between board work and KHA's strategic direction

Governance Committee: Care and Keeping of the Board

- Keeper of the action plan and agendas
- Per bylaws, review and make recommendations regarding:
 - Board assessments;
 - CEO evaluations;
 - Review of policies related to governance matters (i.e., CEO delegation authority);
 - Hiring of CEO
 - Grant Requests for Submissions
 - Program Proposals (i.e. Request for Proposals, Sole Sources)
 -

2025 Priorities and Action Plan

Performance-Priority Alignment

Area	Collective	Priority	Difference
Overall board effectiveness in advancing our mission	4.14	4.43	0.29
Essential Services Plan development and management	3.14	4.00	0.86
Collective understanding of the needs of providers and children, and program outcomes	3.29	4.29	1.00
Board meetings' focus on strategic priorities	3.14	4.29	1.14
Financial oversight and resource allocation, including contract approval and delegation	3.86	4.57	0.71
Establish and enforce policies that ensure that providers and the organization meet the needs of children	3.71	4.43	0.71
Select, evaluate, and support the Chief Executive	3.43	4.57	1.14
Essential Services Plan implementation, measurement and oversight	3.00	4.14	1.14
Review, develop, and approve budgets consistent with the Ordinance and the Essential Services Plan	3.43	4.14	0.71
Government and political relationship management	3.00	3.57	0.57
Community and youth voice in decision-making	2.43	4.00	1.57
Partnership development and oversight through intra-agency agreements and other initiatives	3.00	3.57	0.57
Proactive public transparency and communication (outside of required adherence to laws)	3.14	4.29	1.14
Board decisions are informed by program evaluation data and performance metrics	2.86	4.43	1.57
Board meetings' productivity and and participation	3.43	4.29	0.86
Board member development, engagement, and learning	3.14	4.14	1.00
Board meetings are addressing the most important and pressing issues facing children and communities	3.00	4.29	1.29

Final Action Plan Areas

1. Better engage and understand the needs of children, providers, and the community.

Urgency: 5+, Importance: 5+, Difficulty: 3

2. Develop a framework for data-driven decision making and program evaluation.

Urgency: 5, Importance: 5, Difficulty: 5

3. Drive the strategic direction of the Kids Hope Alliance through board governance process improvements.

Urgency: 4, Importance: 5, Difficulty: 4

4. Update and improve the CEO evaluation process.

Urgency: 3, Importance: 5, Difficulty: 3

Action Area 1: Better engage and understand the needs of children, providers, and the community

RECOMMENDATIONS

- Discuss and approve a timeline for a new needs assessment and gap analysis; appoint an ad-hoc committee or task force to guide the process with a focus on having opportunities for providers to participate.
- Prioritize doing a provider survey as an early part of or even separate from the needs assessment and gap analysis process using existing format.
- Discuss and direct staff to bring forward an annual cadence for gathering and reviewing youth, community, and provider feedback.
- Schedule opportunities for provider presentations, site visits, and youth feedback for the board.

Action Area 2: Develop a framework for data-driven decision making and program evaluation

RECOMMENDATIONS

- Schedule workshop to take a deep dive into the status of the current Essential Services Plan and most recent gap analysis and needs assessment to develop a strong baseline for evaluation.
- Gather feedback through future provider survey on evaluation to learn more about provider expertise and capacity gaps.
- Consider connecting overall goals for the ESP to Catalyst Northeast Florida to strengthen city-wide understanding of goals for children.
- Charge staff with bringing forward current and future evaluation processes and data, as well as recommendations to include in the future ESP.

Action Area 3: Drive the strategic direction of the Kids Hope Alliance through board governance process improvements

RECOMMENDATIONS

- Discuss and develop a cadence for board review of the Essential Services Plan and consider codifying in board handbook or other SOP document.
- Consider adopting routine workshops in February, April, June and December, with an annual retreat in October (to align with the organization's fiscal year).
- Conduct annual board self-evaluation to review at the October retreat to set priorities for the coming fiscal year.
- Consider aligning other annual activities (CEO evaluation, feedback gathering, contracts, etc.) with the organization's fiscal year to improve planning.
- Schedule time for board learning at each meeting on KHA procedures.

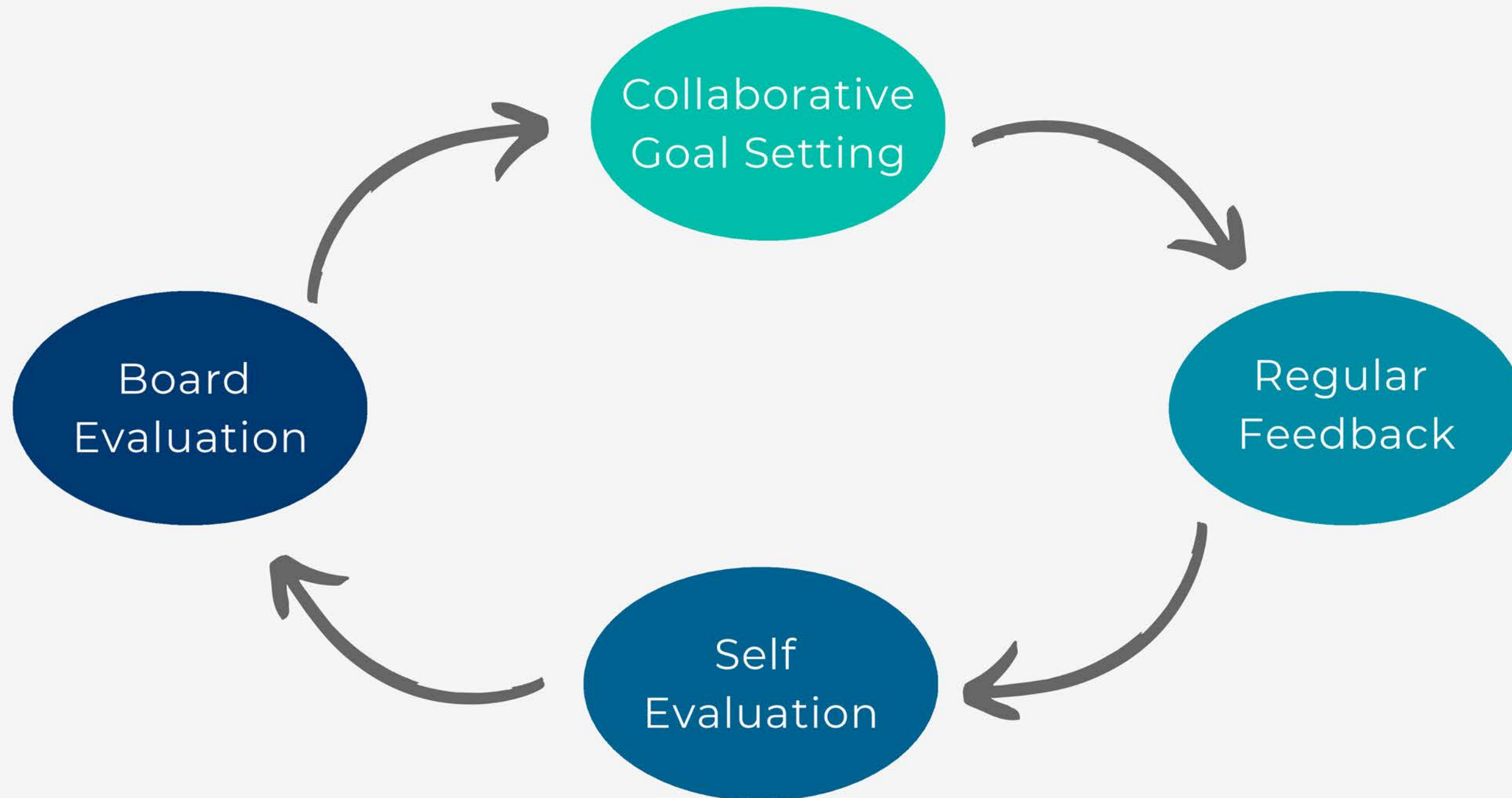
Action Area 4: Update and improve the CEO evaluation process

PROCESS AND NEXT STEPS RECOMMENDATIONS

1. Review CEO job description and annual goals (if any)
2. Develop rubric and share with the board
3. CEO to complete self-evaluation (and progress to goals if they exist)
4. Hire consultant for 360° evaluation process (includes feedback from board, direct reports, peers, and other stakeholders)
 - a. Variety of formats available
5. Share process with COJ HR
6. Final report and share with CEO; compensation adjustments
7. Review and approve CEO goals for the coming year

Discover

Annual CEO Evaluation Process



Discussion

CEO Evaluation Process

Thank you!

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READ 20

JOIN THE CHALLENGE

READ
20 minutes
PER DAY







