



Kids Hope Alliance Board Meeting Agenda

DATE: Wed February 16th, 2022

TIME: 10:00am - 11:30am EST

LOCATION: Jacksonville Public Library Multi-purpose Room

GROUPS: Board, KHA Staff

REMOTE: <https://us02web.zoom.us/j/83774031092?pwd=Q1ZpbVhYTS9VOVNNKzI1K3lCeG00Zz09>

1. **Introductions and Instructions**

Dr. Marvin Wells

2. **Approval of the Minutes**

[12.8.21 Board Meeting Minutes.pdf](#)

3. **Finance Committee Report**

Tyra Tutor

[12.31.21 Budget to Actual.pdf](#)

4. **Governance and Programs Committee Report**

Rose Conry

a. **CEO Evaluation**

[KHA-CEO-performance-appraisal-process-and-assessment-form.pdf](#)

5. **Consent Agenda**

a. **Mentoring and Training Services for Programs**

[22-001 Mentoring and Training Services for Providers Action Item.docx](#)

b. **Board Bylaws**

[Board Bylaws Clean_121521.docx](#)

6. **Board Discussion**

7. **Staff Discussion**

a. **CEO Delegation**

Dr. Saralyn Grass

b. **Provider Update**

Kenneth Darity

8. **Presentations**

a. **NLP Logix**

Chad Gardner

b. **Boys and Girls Club - Pre-Teen/Teen Programming**

9. **CEO Report**

a. **Covid Learning Recovery**

[Proposal for COJ's Three-Year READS.pdf](#)

[KHA ARP Proposal 2022.docx](#)

10. **Public Comment**

11. **Adjourn**

1. Introductions and Instructions

Dr. Marvin Wells

Called the meeting to order at 10:05. He introduced the members of the Board of Directors, Tyra Tutor, Rose Conry, Kevin Gay, Rebekah Davis, Jenny Vipperman, and Marsha Oliver were in attendance. The Board voted to allow Marsha Oliver to conduct business virtually. Mrs. Tutor made the motion and Mrs. Conry seconded it. Approved 6-0.

2. Approval of the Minutes

Dr. Marvin Wells

The Board approved the minutes from the October Board meeting 6-0.

3. Finance Committee Report

Tyra Tutor

Tyra Tutor stated that the Finance Committee reviewed and approved the policies and action items that are before the Board today. There was no financials reported at the committee due to the end of year numbers not being in yet.

4. Governance and Programs Committee Report

Rose Conry

Rose Conry stated that the Governance and Programs Committee reviewed and approved the policies and action items that are before the Board today. Mrs. Conry said she filled out the conflict of interest form for one action item ahead of the Governance and Programs Committee and disclosed it prior to the item coming up later in the meeting.

5. Consent Agenda

Dr. Saralyn Grass

Dr. Grass read the action items that are on the consent agenda and explained that they were reviewed and approved in each committee. Tyra Tutor made the motion on the consent agenda and Rose Conry seconded.

a. Contract for 100 Black Men of Jacksonville for Implementation of the STEM Hub Grant

b. Contract for I'm a Star for implementation of the STEM Hub Grant

c. Committee Approved Policies

Small Provider Criteria, Grant Application Policy, CEO Contract Authority, CEO to CAO Delegation Authority, Audit and Advance Policy were read aloud during the consent agenda period. Lawsikia Hodges wanted to point out that even though the amended action item isn't in redline format, the change from the Governance Committee has been incorporated. Shari Shuman explained the change decided on by the Governance Committee. The Consent Agenda was approved 7-0.

6. Action Items

a. Increase of Contract with Goodwill Industries for Implementation of the STEM Hub Grant

Dr. Saralyn Grass

Dr. Grass presented the action item, and stated that it was approved in both committees but is voted on separately due to Rose Conry's voting conflict. Approved 6-0 (Rose Conry abstained).

b. Board Bylaws

Mike Weinstein

Mike Weinstein read the process behind and the changes in the bylaws, he said that the Board will not be voting on the bylaws today to give the Board advanced notice of the changes and that they will be voted on in the next Board meeting. Jenny Vipperman asked if there would be any protection regarding the bylaws being changed in less than 10 days. Mr. Weinstein responded by saying that either way, the bylaws have to get reviewed and changed by the Governance Committee. Tyra Tutor asked if the previous language is normal, Lawsikia Hodges, Office of General Counsel, responded by saying that this language surprised her with how it felt antiquated.

7. Board Discussion

a. November Site Visits

Dr. Wells asked Cory Armstrong if Marsha Oliver has been voting in the affirmative during the meeting. Marsha Oliver responded and said she was in the affirmative for all items. Rose Conry shared her experience at a Neighborhood Accountability Board for Teen Court that she went to with Kenneth Darity. Jenny Vipperman spoke about Turtles Nest Child Care Center and said she would be happy sending her kids to that child care center. Kevin Gay spoke about his visit to Victoryland Development Center and thanked KHA staff and the early learning center for the wonderful visit. Dr. Marvin Wells visited the St. Thomas Child Care Center, and said that it was one of the best child care facilities that he has ever been to.

8. Staff Discussion

a. CEO Delegation

Dr. Saralyn Grass

Dr. Grass stated that there was nothing to report under the CEO delegation authority.

b. Planning & DCPS Study

Dr. Saralyn Grass

Dr. Grass said that the committees approved a timeline for each specific committee, and that there may be a Board retreat scheduled for May. She also shared that the DCPS report has some preliminary data that she read from the report. Kids in KHA programs performed better than kids out of KHA programs, this difference is seen if kids stay in programs for longer than 60 days.

c. Provider Engagement

Kenneth Darity

Kenneth Darity shared a preliminary report with 10,527 youth served for October, broken down by essential service category. October reported 63 total visits for the month of October with a majority for technical assistance. He encouraged the Board to read some of the poems shared by some of the youth served by The Performers Academy. There are 199 active contracts at the time of the report.

9. Presentations

a. Early Learning Coalition

Denise Marzullo, CEO

Denise Marzullo from the Early Learning Coalition shared a presentation on what the ELC is responsible for in Jacksonville.

b. Florida Children's Council

Michelle Watson, CEO

Michelle Watson from Florida Children's Council presented on FCC and the accreditation academy. She gave a summary of bills in the State Legislature that affect children's services. Dr. Wells thanked both providers for their presentations.

10. CEO Report

Mike Weinstein

11. Public Comment

12. Adjourn

The meeting was adjourned at 12:05.

KIDS HOPE ALLIANCE
All Operating Fund Indexes-With Year End Projections
December 31, 2021

	Original Budget	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget	1/1/22- 9/30/22 Projection	Remaining Budget After Projection
REVENUES:							
Earnings on Investment	\$ 77,038	\$ 77,038	\$ -	\$ -	\$ (77,038)	\$ 76,778	\$ (260)
Miscellaneous	-	-	1	-	1	-	1
Transfer from General Fund	-	1,957,523	-	-	(1,957,523)	1,957,523	-
Contributions from General Fund	35,250,495	35,250,495	-	-	(35,250,495)	35,250,495	-
Total Revenues	\$ 35,327,533	\$ 37,285,056	\$ 1	\$ -	\$ (37,285,055)	\$ 37,284,796	\$ (259)
EXPENDITURES:							
Salaries - Permanent and Probationary	\$ 2,785,053	\$ 2,785,053	\$ 710,632	\$ -	\$ 2,074,421	\$ 2,008,770	\$ 65,651
Salaries - Part Time	567,099	567,099	28,630	-	538,469	528,469	10,000
Employee Benefits	1,096,834	1,096,834	252,757	-	844,077	770,286	73,791
Internal Service Charges	773,306	773,306	101,649	-	671,657	600,343	71,314
Other Operating Expenses	944,357	944,357	216,068	374,459	353,830	337,253	16,577
Capital Outlay	1	1	-	-	1	-	1
Grants and Aids	36,066,691	38,024,214	4,563,134	25,480,401	7,980,679	7,980,679	-
Transfers	799,185	799,185	101,541	-	697,644	690,653	6,991
Total Expenditures	\$ 43,032,526	\$ 44,990,049	\$ 5,974,411	\$ 25,854,860	\$ 13,160,778	\$ 12,916,453	\$ 244,325
Total Revenues Less Expenditures	\$ (7,704,993)	\$ (7,704,993)	\$ (5,974,410)	\$ (25,854,860)	\$ (24,124,277)	\$ 24,368,343	\$ (244,584)
Reserve - Prior Year Encumbrances		7,704,993					
Budget Difference		-					

KIDS HOPE ALLIANCE

After-School Food Program Grant

Grant Period: October 1, 2021 to September 30, 2022

December 31, 2021

	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget
REVENUES:				
Intergovernmental Revenue	\$ 841,192	\$ -	\$ -	\$ (841,192)
Contributions from Other Funds	10,000	-	-	(10,000)
Total Revenues	\$ 851,192	\$ -	\$ -	\$ (851,192)
EXPENDITURES:				
Salaries - Permanent and Probationary	\$ 82,724	\$ 15,739	\$ -	\$ 66,985
Salaries - Part Time	7,350	1,479	-	5,871
Employee Benefits	17,680	4,168	-	13,512
After-School Team Up - Food/Food Transp	733,233	120,919	612,314	-
Internal Service Charges	100	-	-	100
Other Operating Expenses	10,105	3	-	10,102
Total Expenditures	\$ 851,192	\$ 142,308	\$ 612,314	\$ 96,570
Total Revenues Less Expenditures	\$ -	\$ (142,308)	\$ (612,314)	\$ (754,622)

Purpose of Grant:

Provide snacks and suppers to children in afterschool programs.

Additional Information:

Revenue in the amount of \$263,871 for the months of October and November have been received by the awarding agency, these amounts were recorded to the January 2022 budget period, thus not reflected in the December statement.

KIDS HOPE ALLIANCE

Healthy Families Grant

Grant Period: July 1, 2021 to June 30, 2022

December 31, 2021

	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget
REVENUES:				
Intergovernmental Revenue	\$ 1,094,500	\$ 268,652	\$ -	\$ (825,848)
Contributions from Other Funds	-	-	-	-
Total Revenues	\$ 1,094,500	\$ 268,652	\$ -	\$ (825,848)
EXPENDITURES:				
Salaries - Permanent and Probationary	\$ 108,910	\$ 44,629	\$ -	\$ 64,281
Salaries - Part Time	-	-	-	-
Employee Benefits	50,627	9,816	-	40,811
Internal Service Charges	13,128	-	-	13,128
Other Operating Expenses	92,595	382	-	92,213
Capital Outlay	1,000	-	-	1,000
Grants and Aids	811,500	441,838	369,662	-
Indirect Costs	16,740	-	-	16,740
Total Expenditures	\$ 1,094,500	\$ 496,665	\$ 369,662	\$ 228,173
Total Revenues Less Expenditures	\$ -	\$ (228,013)	\$ (369,662)	\$ (597,675)

Purpose of Grant:

An evidence-based, voluntary home visitation program proven to prevent child abuse/neglect for Jacksonville's highest at-risk families.

Additional Information:

KHA cash match contribution in the amount of \$940,500 was appropriated in January 2022 budget period.

November and December pending revenue amounts to \$144,981.

KIDS HOPE ALLIANCE

SAMHSA - Jax System Collaborative Care

Grant Period: September 30, 2021 to September 29, 2022

December 31, 2021

	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	\$ -	\$ -	\$ (1,075,000)
EXPENDITURES:				
Salaries - Permanent and Probationary	54,000	9,181	-	44,819
Employee Benefits	14,317	2,136	-	12,181
Internal Service Charges	350	-	-	350
Other Operating Expenses	6,333	12	-	6,321
Grants and Aids	1,000,000	-	1,000,000	-
Total Expenditures	\$ 1,075,000	\$ 11,329	\$ 1,000,000	\$ 63,671
Total Revenues Less Expenditures	\$ -	\$ (11,329)	\$ (1,000,000)	\$ (1,011,329)

Purpose of Grant:

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

Additional Information:

This is year 3 of a 4 year grant.

KHA is awaiting budget approval for a TD transferring the \$250,000 year 1 unspent and the \$37,294 year 2 unspent amounts to year 3 of this grant.

KIDS HOPE ALLIANCE

SAMHSA - reCAST

Grant Period: September 30, 2021 to September 29, 2022

December 31, 2021

	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget
REVENUES:				
Intergovernmental Revenue	\$ 991,201	\$ -	\$ -	\$ (991,201)
Total Revenues	\$ 991,201	\$ -	\$ -	\$ (991,201)
EXPENDITURES:				
Salaries - Permanent and Probationary	27,500	-	-	27,500
Employee Benefits	12,500	-	-	12,500
Grants and Aids	951,201	-	-	951,201
Total Expenditures	\$ 991,201	\$ -	\$ -	\$ 991,201
Total Revenues Less Expenditures	\$ -	\$ -	\$ -	\$ -

Purpose of Grant:

reCAST: Resiliency in Communities After Stress and Trauma. The purpose of this program is to improve behavioral health, empower community residents, reduce trauma, and sustain community change for high-risk youth and their families.

Additional Information:

This is year 1 of a 5 year award.

KIDS HOPE ALLIANCE

Office of Justice Programs - INSPIRE Grant

Grant Period: October 1, 2021 to September 30, 2022

December 31, 2021

	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget
REVENUES:				
Intergovernmental Revenue	\$ 162,865	\$ -	\$ -	\$ (162,865)
Intrafund Transfer	67,040	-	-	(67,040)
Total Revenues	\$ 229,905	\$ -	\$ -	\$ (229,905)
EXPENDITURES:				
Salaries - Permanent and Probationary	64,581	-	-	64,581
Employee Benefits	15,954	-	-	15,954
Other Operating Expenses	340	-	-	340
Grants and Aids	149,030	-	-	149,030
Total Expenditures	\$ 229,905	\$ -	\$ -	\$ 229,905
Total Revenues Less Expenditures	\$ -	\$ -	\$ -	\$ -

Purpose of Grant:

The purpose of this grant is to provide intervention in three areas: Community Mobilization, Opportunities Provisions, and Social Interventions.

Additional Information:

This is year 2 of a 3 year grant.

Year 1 unused funds will be carried over to year 2 upon COJ Accounting carryover and closing of the grant.

Payroll entries allocating to this grant were posted to January 2022 budget period.

KIDS HOPE ALLIANCE

Department of Education STEM Center

Grant Period: July 1, 2021 to June 30,2022

December 31, 2021

	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget
REVENUES:				
Intergovernmental Revenue	\$ 1,000,000	\$ -	\$ -	\$ (1,000,000)
Total Revenues	\$ 1,000,000	\$ -	\$ -	\$ (1,000,000)
EXPENDITURES:				
Computer Equipment	400,000			400,000
Furniture and Equipment Under \$1,000	200,000			200,000
Grants and Aids	400,000	-	-	400,000
Total Expenditures	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
Total Revenues Less Expenditures	\$ -	\$ -	\$ -	\$ -

Purpose of Grant:

The purpose of this grant is to 'provide services for teens in the surrounding neighborhoods through workforce training, academic enrichment, and positive youth development. Funding will be used to supply the teen center with hardware, software, educational supplies, furniture and fixtures in order to provide support, exposure, and necessary talent development in STEM industry sectors.

Additional Information:

One time funding from the Department of Education.

Transactions for this grant started in January 2022 budget period.

KIDS HOPE ALLIANCE

Cities for Financial Empowerment-Financial Navigators

Grant Period: August 1, 2020 to October 31, 2021

December 31, 2021

	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget
<u>REVENUES:</u>				
Contributions from Private Source	\$ 80,000	\$ 80,000	\$ -	\$ -
Total Revenues	\$ 80,000	\$ 80,000	\$ -	\$ -
<u>EXPENDITURES:</u>				
Grants and Aids	80,000	80,000	-	-
Total Expenditures	\$ 80,000	\$ 80,000	\$ -	\$ -
Total Revenues Less Expenditures	\$ -	\$ -	\$ -	\$ -

Purpose of Grant:

To provide financial information and referrals to residents impacted by the COVID-19 pandemic and economic fallout.

Additional Information:

KIDS HOPE ALLIANCE
Youth Travel Trust Fund
December 31, 2021

	Current Budget	Actual Year to Date	Encumbered Year to Date	Remaining Budget
<u>REVENUES:</u>				
Transfer from Other Funds	\$ 50,000	\$ -	\$ -	\$ (50,000)
Transfer from Fund Balance	\$ 83,249			\$ (83,249)
Total Revenues	\$ 133,249	\$ -	\$ -	\$ (133,249)
<u>EXPENDITURES:</u>				
Grants and Aids	\$ 133,249	\$ -	\$ 11,650	\$ 121,599
Total Expenditures	\$ 133,249	\$ -	\$ 11,650	\$ 121,599
Total Revenues Less Expenditures	\$ (0)	\$ -	\$ (11,650)	\$ (11,650)

Purpose of Program:

Assist youth and chaperones with the cost of travel expenses to events when selected to represent Jacksonville.

Additional information:

\$50,000 is appropriated to this trust fund with the beginning of each fiscal year per City Ordinance.

KIDS HOPE ALLIANCE

Kids Hope Alliance Trust Fund - Mini Grants

December 31, 2021

	Current Budget	Actual Life to Date	Encumbered	Remaining Budget
<u>REVENUES:</u>				
Interfund Transfer In	\$ 200,000	\$ -	\$ -	\$ (200,000)
Transfer from Fund Balance	197,677			(197,677)
Total Revenues	\$ 397,677	\$ -	\$ -	\$ (397,677)
<u>EXPENDITURES:</u>				
Trust Fund Authority	\$ 4,618	\$ -	\$ -	\$ 4,618
Grants and Aids	393,059	86,497	252,970	53,592
Total Expenditures	\$ 397,677	\$ 86,497	\$ 252,970	\$ 58,210
Total Revenues Less Expenditures	\$ -	\$ (86,497)	\$ (252,970)	\$ (339,467)

Purpose of Program:

To provide funding for the Board's mini-grant program up to \$25,000 awarded to organizations that provide programs for children and youth in the Jacksonville community and that are within the services, programs and activities indentified in the Essential Service Categories.

Additional information:

\$200,000 is appropriated to this trust fund with the beginning of the each fiscal year per City Ordinance.

KIDS HOPE ALLIANCE

Kids Hope Alliance Trust Fund - Mini Grants Program

December 31, 2021

	<u>Current Budget</u>	<u>Actual Life to Date</u>	<u>Encumbered</u>	<u>Remaining Budget</u>
<u>REVENUES:</u>				
Transfer From Fund Balance	\$ 119,922	\$ -	\$ -	\$ (119,922)
Total Revenues	\$ 119,922	\$ -	\$ -	\$ (119,922)
<u>EXPENDITURES:</u>				
Trust Fund Authority	119,922	-	-	119,922
Total Expenditures	\$ 119,922	\$ -	\$ -	\$ 119,922
Total Revenues Less Expenditures	\$ -	\$ -	\$ -	\$ -

Purpose of Program:

Mini Grants up to \$25,000 per KHA Trust Sec 111.850 Part A

KHA will pay for the Small Provider Mentor program out of this trust fund, expected to be \$80,000. The remaining balance will be combined with the previous mini grant trust fund account segment for future projects.



KHA - Chief Executive Officer Performance Appraisal Process and Assessment Form

DESCRIPTION OF THE PROCESS

1. The Chairman of the Board initiates the CEO performance by asking each Board member to appraise the CEO's performance using the performance assessment form. (If a board member needs additional information to fill out the appraisal and would like to meet with the CEO, a meeting will be scheduled with the individual board member.)
2. Once complete, each board members will send their appraisal to Human Resources, who will compile responses and averages scores.
3. The average scores will be sent to the Chair, who will present a summary to the Board for approval. The Chair incorporates modifications requested by the Board and prepares final documentation of the appraisal. The final appraisal will be signed by the Chair and CEO.
4. The CEO will schedule meetings with each Board member to discuss their evaluation and obtain any further feedback.

This process meets all public records and sunshine laws.

Employee Name: Michael Weinstein
Job Title: Chief Executive Officer

Review Period: 3/1/2020-2/28/2022
Department: Kids Hope Alliance

Board Member: _____ **Date:** _____

Assessment of Key Accountabilities

Please evaluate the CEO’s performance for each Key Accountability. You may provide comments for each as you see fit or leave the comments section blank. If you feel you do not have enough information or have not been on the Board long enough to observe a particular Key Accountability, you may mark N/A.

Key Accountabilities Description of Accountabilities	Please Circle the Applicable Performance Factor and Write in Your Comments				
	Meets minimal expectations	Meets some expectations	Meets expectations	Exceeds expectations	Don't Know or Not Applicable
Organizational Effectiveness	1	2	3	4	N/A
Builds and fosters relationships with KHA partners, schools, City Council, and community organizations.	Comments:				
Thinks Strategically & Communicates the Vision	1	2	3	4	N/A
Demonstrates critical thinking, strategic planning, implements the plan to action, and communicates the vision.	Comments:				
Leads Organizational Change	1	2	3	4	N/A
Acts as a change agent, encourages innovation, adapts to change, and manages through change.	Comments:				

Assessment of Key Accountabilities *(continued)*

Key Accountabilities Description of Accountabilities	Please Circle the Applicable Performance Factor and Write in Your Comments				
	Meets minimal expectations	Meets some expectations	Meets expectations	Exceeds expectations	Don't Know or Not Applicable
Personal Effectiveness & Development	1	2	3	4	N/A
Demonstrates accountability, self-direction and motivation, personal and professional development and self-management.	Comments:				
Team Development	1	2	3	4	N/A
Builds trust among team members and creates a positive, productive atmosphere that fosters co-operation, teamwork and interdependence.	Comments:				
Essential Services Plan	1	2	3	4	N/A
Oversees, implements, and manages the essential services, incorporating research on children and youth to identify and implement best practices and models.	Comments:				
Budget Oversight	1	2	3	4	N/A
Directs the preparation and monitoring of the annual budget ensuring that spending is within appropriate guidelines established by the City.	Comments:				

Summary Evaluation and Comments

Record any additional comments about the CEO's performance you wish to mention. You may also comment on any circumstances that may have influenced the CEO's performance during the year.

BOARD ACTION ITEM: EXPEND FUNDS IN THE TRUST FUND TO PROCURE MENTORING AND TRAINING PROFESSIONAL SERVICES FOR PROVIDERS

ESSENTIAL SERVICE CATEGORY: ALL

BOARD MEETING:

TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS

FROM: MICHAEL WEINSTEIN, CHIEF EXECUTIVE OFFICER

REQUESTED ACTION:

The Board is asked to:

- 1) Authorize the CEO of KHA to expend funds from the Kids Hope Alliance trust fund to procure Mentoring and Training Professional Services for Providers in the amount up to \$80,000.

- 2) Authorize the CEO of KHA to take all other actions necessary to accomplish the actions approved in (1) above.

NARRATIVE:

Kids Hope Alliance Trust Fund, Sec. 111.850, states funds shall be utilized for operating, maintaining, and improving the Essential Services Plan for Kids provided in Chapter 77, Ordinance code, and to provide funding for the Board's mini-grant program.

Mentoring services will be provided to small providers. Training programs will be offered to all providers to assist non-profit agencies/providers in capacity building, navigating the City of Jacksonville's procurement process and KHA's contract execution and deliverables processes.

FISCAL IMPACT:

The Mentoring and Training Professional Services will be funded through Kids Hope Alliance trust fund in the amount of up to \$80,000.

PROGRAMMATIC IMPACT:

The Mentoring and Training Professional Services for providers will provide for optimization of non-profit agencies to effectively navigate and procure KHA funds.

GOVERNANCE/PROGRAM IMPACT:

1. This request requires KHA Board Approval.

OPTIONS:

1. Vote to approve staff recommendations.

2. Decline to approve staff recommendations.

STAFF RECOMMENDATION:

Staff recommends approval.

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 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 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, 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 8.4 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 8.5 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.

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*.

Adopted by the Board on January 3, 2019.

From: [Weinstein, Michael](#)
To: [Hughes, Brian - Mayor's Office](#); [Burch, Stephanie](#)
Cc: [Lockhart, Dawn](#)
Subject: Proposal for COJ's Three-Year READS Plan
Date: Monday, January 31, 2022 10:04:00 AM
Attachments: [KHA ARP Proposal 2022.docx](#)

Good morning Brian and Stephanie,

Kids Hope Alliance has put together the attached comprehensive proposal for your review to support an important initiative we know will make a difference for Jacksonville's children and families in the wake of the pandemic. We recognize that COJ and the Mayor's Office has already provided substantial support to families that has improved the well-being and morale of our community, and KHA would like to expand upon these efforts by working with Jacksonville's early learning partners to address the COVID-related learning challenges in a coordinated and multi-year integrated effort.

Through the use of American Recovery Plan Act dollars, COJ's Three-Year Recovery in Education and Access for Duval Students (READS) Plan will:

- Strengthen reading and writing engagement opportunities within existing KHA contracts;
- Improve access to critical literacy supports through the development of new and innovative programs;
- Coordinate key learning success services; and
- Measure progress and impact of the initiative.

We are asking for \$20M from the second installment of ARPA funds to result in a \$7M per year initiative that would produce a long-term return on investment by breaking down the generational cycle of poverty one child, one family at a time.

We are happy to answer any questions you may have and we hope that we have the opportunity of working with you to make this a citywide, cross-departmental initiative that can benefit all of Jacksonville's citizens.

Sincerely,

Mike Weinstein
Chief Executive Officer
City of Jacksonville | Kids Hope Alliance
The Jacksonville Partnership for Children, Youth & Families
1095 A. Philip Randolph Blvd. | Jacksonville, FL 32206
Tel: (904) 255-4477 |
www.kidshopealliance.org | @KidsHopeJax

PLEASE NOTE THAT UNDER FLORIDA'S PUBLIC RECORDS LAW, COMMUNICATIONS TO AND FROM CITY OF JACKSONVILLE OFFICIALS ARE SUBJECT TO PUBLIC DISCLOSURE.

COJ's Three-Year Recovery in Education and Access for Duval Students (READS) Plan

Over the last two years, our community has confronted a crisis unlike any other. The impacts of COVID-19 have been widespread but remain particularly prevalent within low-income families and their children. The pandemic has created new challenges while exacerbating long-standing learning gaps. We now face real and significant issues in helping children and their families recover. Student learning gains have decreased, and more students than ever are below grade-level, especially in reading. Opportunities to develop key learning skills – the prerequisites to workplace readiness skills – were hindered, worsening academic outcomes. This learning loss adds to the risk of an already vulnerable and challenged student population falling further behind.

The American Recovery Plan Act of 2021 authorizes a broad range of eligible uses for funds to address the impacts of the pandemic on Jacksonville, specifically emphasizing our hardest hit communities and households. The Federal guidelines specifically address the educational disparities produced by the pandemic and call for new and expanded early learning services. The guidelines also provide resources for additional services to address the social, emotional, and mental health needs of those most negatively affected.

Jacksonville has 68 Title I public elementary schools (those with a poverty level of 40% or higher), and Kids Hope Alliance (KHA) currently provides supplemental instruction and services through afterschool programming in 41 of them. Of those 41, 37 (90%) had less than 50% of their students reading on grade level in Spring 2021, as measured by the English Language Arts Florida Standards Assessments given to students at the end of third grade. Unfortunately, the pandemic has made one of the most important challenges we face – to have all Jacksonville students able to read at grade level – even more difficult.

The City of Jacksonville has already provided substantial support to families which has improved the well-being and morale of our community. Kids Hope Alliance would like to expand upon these efforts by working with Jacksonville's early learning partners, including the Jacksonville Public Education Fund, Duval County Public Schools, the University of North Florida, the Early Learning Coalition of Duval County, the Jacksonville Public Library System, and approximately 100 nonprofit organizations to address the COVID-related learning challenges in a coordinated and multi-year integrated effort.

KHA is uniquely positioned to address the following key tenet of "serving the hardest-hit communities and families" as outlined in the ARPA Fact Sheet released in May 2021:

- **Addressing educational disparities** through new or expanded early learning services, providing additional resources to high-poverty school districts, and offering educational services like tutoring or afterschool programs as well as services to address social, emotional, and mental health needs. (pg. 5)

By expanding the existing portfolio of programming being provided to Jacksonville students and creating new and innovative services, KHA and the City of Jacksonville can further the positive impact to our students and families post-pandemic.

KHA has already taken the lead in these efforts by:

- examining our current portfolio of contracts and services and identifying ways in which those services might be leveraged to better meet emerging COVID-related learning recovery needs,
- hosting collaborative roundtables with Jacksonville's early learning partners on ways to coordinate recovery efforts,
- conducting neighborhood dialogues to gather family and community input; and
- spearheading the creation of shared progress indicators and ways to seamlessly share data across organizational boundaries to measure progress and increase coordination.

While the COVID-19 pandemic continues to interfere with learning, we will take the information we have gathered and work with our partners to accelerate learning recovery. To ensure all students are better prepared for the future, we will be significantly increasing learning opportunities within their community that take place after school, during the summer and on weekends, and supporting families as they foster learning at home. As we enter this next phase, we do so with new insights about what is needed as well as a sense of the gap between what is needed and our existing resources. Using the results of our analysis, we bring evidence-based strategies that can support, expand, and accelerate learning outside-the-classroom. To date,

COJ's Three-Year Recovery in Education and Access for Duval Students (READS) Plan

four areas of focus have emerged for which specific evidence-based strategies will be identified working in collaboration with KHA early learning partners. The proposed initiatives and activities outlined below would be executed over a three-year period using an incremental implementation model as program capacities are expanded and changes are assessed to determine impact. Depending on the timing of funding, these efforts would begin in Fall 2022 and continue through Summer 2025.

1. Strengthen **reading and writing engagement opportunities** within *existing KHA contracts* to provide a greater focus on utilizing evidence-based strategies that will positively impact the early literacy and learning loss that occurred as a result of the pandemic. KHA currently funds afterschool programming in approximately 110 sites and can make a larger impact by providing even more targeted support for students through the Jacksonville Grade Level Reading initiative.
 - a. *Details:* These initiatives would be funded through an RFP process to procure supplemental resources and programming to expand existing programs, such as: intensive one-to-one tutoring, professional development for afterschool teachers on providing literacy interventions, and at-home activities for children and families.
 - b. *Funding:* \$2.5M per year (\$7.5M total)
2. Improve access to **critical and innovative literacy supports**. Through the development of new and innovative programs to address the literacy needs of both children and their parents, KHA services will benefit generations to come. Innovation is paramount when addressing an emerging issue, and there are numerous provider agencies that have and are in the process of creating cutting-edge strategies to increase reading levels.
 - a. *Details:* Two strategies will be used: (a) partnering with other Jacksonville learning-focused agencies in UNF's SAILing to Reading Success 3-year pilot; and (b) KHA will release an RFP for new and innovative programs.
 - b. *Funding:* \$3.2M per year (\$9.6M total)
3. Coordinate **key learning success services** through connections, communication, teamwork, and collaboration, by creating a coordinated effort of the already existing services being provided. Using a "one-stop" design coupled with supports for families (e.g., food, housing, health, special needs), KHA will ensure that the new and existing efforts are coordinated and highly effective.
 - a. *Details:* This coordination would include partnering with the Parks & Recreation department to create Community Hope Centers in at least two additional neighborhoods in Jacksonville and strengthening the existing model that is currently developing at Emmet Reed Community Center.
 - b. *Funding:* \$1.15M per year (\$3.45M total)
4. **Measure progress** by establishing a set of shared progress indicators, implementing a strategy for seamlessly sharing data across organizational boundaries, and regularly reporting results. A robust research and evaluation component will be an integral part of the 3-year initiative and provide timely impact analysis and transparency to the process.
 - a. *Details:* While the first two years of this research will be spent gathering data and perfecting the implementation of services, the third year will focus on a comprehensive report that would inform future funding and best practices.
 - b. *Funding:* \$150K per year (\$450K total)

The total funding requested for the Recovery in Education and Access for Duval Students (**READS**) Plan is \$21 million, providing \$7 million per year for the three-year initiative. COJ has already generously committed \$1 million in the first round of ARPA funding and KHA is requesting \$20 million in the second round to help Jacksonville realize the goal of reading recovery post-COVID. In their research on the importance of reading on grade level, the Annie E. Casey Foundation found that improvements in educational outcomes produced a long-term return to society of \$8.24 for every \$1 invested during the first four to six years of school, including prekindergarten. We believe that this commitment (approximately 6% of the total COJ ARPA funding) will result in an exponential impact that will bring long-term savings to the community and taxpayers. The investment in learning will be generational as we break down the cycle of poverty one child, one family at a time.

KHA has also taken sustainability into account. The need is great and a public private partnership leveraging the City of Jacksonville's funding will enable the programs to expand beyond the funding from the American Recovery Plan Act. KHA has already begun working with other large funding entities to garner commitment to fund programs that deem the most successful even after ARPA funding has ceased.