



## November Kids Hope Alliance Board Meeting Agenda

**DATE:** Wed November 16th, 2022

**TIME:** 10:00am - 12:00pm EST

**LOCATION:** Kids Hope Alliance Multi-Purpose Room

### 1. **Introductions and Instructions**

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Dr. Marvin Wells, Board Chair

### 2. **Public Comment**

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*Public comment will be taken once at the beginning of the meeting 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 by the public.*

### 3. **Approval of the Minutes**

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Dr. Marvin Wells, Board Chair

[9.21.22 Board Meeting Minutes](#)

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### 4. **Finance Committee Discussion**

#### a. **Finance Report**

Tyra Tutor, Finance Committee Chair

Jessica Pitts, Director of Finance

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[FY21-22 Budget to Actual 9.30.22](#)

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[10.22-10901 Grants Fund Budget to Actual](#)

b. **FY2022/2023 Final Schedule M**

Jessica Pitts, Director of Finance

Dr. Saralyn Grass, Chief Administrative Officer

[Revised FY 23 Schedule M](#)

c. **Board Approved Policies Review**

Tyra Tutor, Finance Committee Chair

[22-014 Advance Procedure Finance Policy Review](#) Page 14

[22-015 Audit Procedure Finance Policy Review](#) Page 16

## 5. **Governance and Programs Committee Discussion**

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a. **Board Approved Policies Review**

Rose Conry, Governance and Programs Chair

[22-016 C.E.O Contract Delegation Authority Policy Review](#) Page 19

[22-017 C.E.O. Delegation to C.A.O. Policy Review](#) Page 21

[22-018 Small Provider Criteria Policy Review](#) Page 22

[22-019 KHA Grant Application Policy Review](#) Page 24

[Board Bylaws](#) Page 26

b. **Board Self-Assessment Results**

Rose Conry, Governance and Programs Chair

[Board Self-Evaluation Results](#) Page 32

## 6. **Partner Presentation**

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a. **Read Jax Overview**

Rachael Tutweiler Fortune, President, Jacksonville Public Education Fund

## 7. **New Business**

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a. **Goodwill Mayors Youth at Work Partnership**

Mike Weinstein, Chief Executive Officer

[22-020 Goodwill Mayors Youth at Work Partnership Amendment](#) Page 36

b. **Wallace Foundation Grant Application**

Tyrica Young, Director of Research and Grants

[22-021 Wallace Foundation Grant Application](#)

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c. **Board Policy Review**

Dr. Saralyn Grass, Chief Administrative Officer

[22-022 Board Policy Review Action Item](#)

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8. **Board Discussion**

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a. **Board Retreat Follow-Up**

[KHA Board Retreat Summary 2022](#)

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[KHA Goals](#)

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9. **CEO Delegation Report**

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Dr. Saralyn Grass, Chief Administrative Officer

10. **Programs Update**

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Kenneth Darity, Chief Programs Officer

11. **CEO Report**

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Mike Weinstein, Chief Executive Officer

12. **Next Steps and Meeting Schedule**

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13. **Public Comment**

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# 9.21.22 Board Meeting Minutes

## 1. Introductions and Instructions

Dr. Marvin Wells, Board Chair

Dr. Marvin Wells called the Board meeting to order and thanked everyone for coming. Dr. Wells shared KHA updates including the Eastside back to school giveaway. Dr. Wells opened the public comment at the beginning of the meeting to streamline the process, and also informed the public that they will have a designated time at the end of the meeting for public comment as well.

Members Present: Dr. Marvin Wells, Tyra Tutor, Rose Conry, Rebekah Davis, Kevin Gay, and Jenny Vipperman

Members Absent: Marsha Oliver

Board Liaisons present: City Council President Terrance Freeman, Dana Kriznar (DCPS), and Adair Newman (SAO).

Board Liaisons absent: Office of the Public Defender, and Jacksonville Sheriffs Office.

## 2. Approval of the Minutes

The minutes were moved and seconded, approved unanimously.

## 3. Financial Report

Tyra Tutor, Finance Chair

Jessica Pitts, KHA Director of Finance

Tyra Tutor said that the Finance Committee did not meet for the month of September and introduced Jessica Pitts to present the finance report. Mrs. Pitts presented the financials for the period ending August 31st. Mike Weinstein said that he was encouraged by the proposed budget, and that the proposed budget would include an addition \$4 million for current level funding, and a \$5 million enhancement. At the previous City Council Finance Committee under Council President Freeman's request KHA received an additional \$400,000 for an apprenticeship program called Jump Jax. There was a question about travel being decreased in the budget, Mr. Weinstein responded that due to Covid-19 employee travel has declined.

## 4. Action Items

### a. U.S. Department of Human Health and Services Grant Application

Tyrica Young, KHA Director of Research and Grants

Dae Lynn Kennedy, KHA Assistant Director of Research and Grants, read the action item for the U.S. Department of Human Health and Services Grant Application. Ms. Kennedy said that after further discussion in between the time of the submission of the action item and the meeting, KHA Staff decided that more research was needed before applying for the grant. Dr. Marvin

Wells asked when this opportunity would present itself again for the grant. Dr. Grass responded 1-2 years.

## 5. CEO Delegation

Dr. Saralyn Grass, Chief Administrative Officer

Dr. Saralyn Grass went over actions that were taken since the last Board meeting that fell under the CEO Delegation authority.

Small providers that received increases under the threshold of \$65,000 in order to serve more youth. They include: The Giving Closet, True Youth Association, Foundations Academy, Step by Step for Help, Pearls of Perfection, and Hope at Hand. Provider grants that were under \$65,000: Agape Health, and The Greater Jacksonville Agricultural Fair. Youth Travel Trust Fund Requests from \$1,000-\$25,000 with an average of \$2,500: The Sweet Squad, Subliminal Dreams, Quiet Storm, Jacksonville Children's Chorus, Center for Children's Rights, and One Team One Dream.

## 6. Programs Update

Kenneth Darity, Chief Programs Officer

Kenneth Darity shared that throughout FY21/22 year KHA served 23,217 youth under essential service categories. Mr. Darity explained the quality assessment and improvement process. KHA Providers scored a 3.9/5 on the self-assessment tool. Mr. Darity shared results on the three indicators Providers said they could improve: reflection, planning and choice.

Mr. Darity reported on the Supadupa literacy event at the Prime Osborn, with close to 1,000 children attending to interact with author Ty Allan Jackson. Other highlights shared: Krumpin 4 Success creation of two phone applications for workforce development and fitness, and Don't Miss a Beat's Dream Girls Finale Presentation and Jazz Festival. The second summer of KHAs Field Trip Enhancements had increased utilization and turnout, from 7,000 students to over 12,000 students. Mr. Darity shared community engagement events. Dr. Saralyn Grass added that the Summer is KHAs busiest season, and wanted to commend the staff for their work.

## 7. CEO Report

Mike Weinstein, Chief Executive Officer

Mike Weinstein shared the efforts that KHA is undertaking to help providers who are struggling with staffing. KHA is working to establish a collaboration with United Way to account for everything that is funded in the City. Dr. Grass and Mr. Weinstein had a positive meeting with the Mayor and Office of General Counsel about updating the ordinance. Mr. Weinstein informed the Board that the building was hit by a stray bullet while no one was in the building, and that we are increasing our security efforts and providing training to the staff for safety. Mr. Weinstein invited Council President Terrance Freeman to speak.

Council President Freeman thanked the Board for their service and sacrifice, and shared his experience with the Jacksonville Journey. He thanked those in the audience who were instrumental in accomplishing the work that they do.

#### 8. Public Comment

Leon Baxton made a public comment thanking KHA for their support and that Communities in Schools had 27 Summer Camps this summer thanks to KHAs support. He also thanked Council President Freeman for his support. Sara Alford made a public comment about national Big Brothers Big Sisters month.

#### 9. Adjourn

Dr. Marvin Wells adjourned the meeting.

**KIDS HOPE ALLIANCE**  
**Income Statement- Operating Fund (Preliminary)**  
**September 30, 2022**

	A	B	C	D	E
	Original Budget	Current Budget	Actual Expenditures as of 09/30/2022 Year to Date	9/1/22-9/30/22 Encumbrances Currently Appearing in 1Cloud	Budget Variance Budget
<b>REVENUES:</b>					
Earnings on Investment	77,038	77,038	47,347	-	(29,691)
Miscellaneous	-	-	1,169	-	1,169
Transfer from Fund Balance	-	1,957,523	-	-	-
Contributions from General Fund	35,250,495	38,394,909	38,394,909	-	-
<b>Total Revenues</b>	<b>\$ 35,327,533</b>	<b>\$ 40,429,470</b>	<b>\$ 38,443,425</b>	<b>\$ -</b>	<b>\$ (28,522)</b>
<b>EXPENDITURES:</b>					
Salaries and Benefits	\$ 4,448,986	\$ 4,227,903	4,027,985	\$ -	\$ 421,001 A
Internal Service Charges	773,306	774,956	655,357	-	119,599
Other Operating Expenses	944,357	1,150,119	831,014	-	319,105 B
Capital Outlay	2	2	-	-	2
Grants and Aids	36,066,691	40,205,017	27,718,574	6,070,515	6,415,928 C
Transfers	799,185	1,776,467	1,735,485	-	40,982
<b>Total Expenditures</b>	<b>\$ 43,032,527</b>	<b>\$ 48,134,464</b>	<b>\$ 34,968,416</b>	<b>\$ 6,070,515</b>	<b>\$ 7,316,616</b>
<b>Total Revenues Less Expend.</b>	<b>\$ (7,704,994)</b>	<b>\$ (7,704,994)</b>	<b>\$ 3,475,009</b>	<b>\$ (6,070,515)</b>	<b>\$ 7,288,094</b>
Reserve - Prior Year Encumbrances		7,704,994			
Budget Difference		<u><u>0</u></u>			

- A- \$120,000 Decrease to Salaries
- B- \$500 increase to Office Supplies
- C- \$119,500 increase to OST

Additional note:

In Grants & Aids, the \$3,038,585 of recapture funds that were secured at the end of FY22 will rollover to FY23. Every attempt was made to encumber all remaining funds in grants and aids at the end of the year. At this time, the accounting system 1Cloud is not providing an accurate picture of these encumbrances, but our internal figures show that less than \$1.5 M in grants and aids may be left available for recapture next year.

## KIDS HOPE ALLIANCE

### Healthy Families Grant

Grant Period: July 1, 2022 to June 30, 2023

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	<b>Current Budget</b>	<b>Actual Year to Date</b>	<b>Encumbered Year to Date</b>	<b>Remaining Budget</b>
<b>REVENUES:</b>				
Intergovernmental Revenue	\$ 1,094,500	\$ 61,076	\$ -	\$ (1,033,424)
Contributions from Other Funds	940,500	940,500	-	-
<b>Total Revenues</b>	<b>\$ 2,035,000</b>	<b>\$ 1,001,576</b>	<b>\$ -</b>	<b>\$ (1,033,424)</b>
<b>EXPENDITURES:</b>				
Salaries and Benefits	\$ 169,584	\$ 25,442	\$ -	\$ 144,143
Internal Service Charges	11,164	3,074	-	8,090
Other Operating Expenses	86,886	5,353	-	81,533
Capital Outlay	1,000	-	-	1,000
Grants and Aids	1,752,000	247,142	-	1,504,858
Indirect Costs	14,366	2,230	-	12,136
<b>Total Expenditures</b>	<b>\$ 2,035,000</b>	<b>\$ 283,241</b>	<b>\$ -</b>	<b>\$ 1,751,760</b>
<b>Total Revenues Less Expenditures</b>	<b>\$ -</b>	<b>\$ 718,336</b>	<b>\$ -</b>	<b>\$ 718,336</b>

Purpose of Grant:

An evidence-based, voluntary home visitation program proven to prevent child abuse/neglect for Jacksonville's highest at-risk families. Subcontracted provider who delivers the services: Children's Home Society

Additional Information:

This is one-year grant that is renewed annually, based on budget availability from the state.

The \$940,500.00 Contributions from Other Funds will post to the Budget and Actual revenue in October. \$937,500.00 Grants and Aids will post to the Budget and \$3,000.00 Other Operating Expenses will post to the Budget expenditures in October.

\$33,832.64 in revenue was requested with the September 30, 2022, report that was submitted in October.



# KIDS HOPE ALLIANCE

## SAMHSA - JSOCC

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

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	<b>Current Budget</b>	<b>Actual Year to Date</b>	<b>Encumbered Year to Date</b>	<b>Remaining Budget</b>
<b>REVENUES:</b>				
Intergovernmental Revenue	\$ 1,000,000	\$ 718,274	\$ -	\$ (281,726)
Intrafund Transfer	75,000	75,000	-	-
<b>Total Revenues</b>	<b>\$ 1,075,000</b>	<b>\$ 793,274</b>	<b>\$ -</b>	<b>\$ (281,726)</b>
<b>EXPENDITURES:</b>				
Salaries and Benefits	\$ 68,317	\$ 32,130	\$ -	\$ 36,187
Internal Service Charges	350	-	-	350
Other Operating Expenses	6,333	15	-	6,318
Grants and Aids	1,000,000	761,128	-	238,872
<b>Total Expenditures</b>	<b>\$ 1,075,000</b>	<b>\$ 793,274</b>	<b>\$ -</b>	<b>\$ 281,726</b>
<b>Total Revenues Less Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Purpose of Grant:

The purpose of this grant is to improve mental health outcome and youth with serious emotional disturbance (SED) and their families. Subcontracted provider who delivers the services: Partnership for Child Health

Additional Information:

This is year 3 of a 4 year grant.

Unspent funding from year 3 of this grant will be carried over to year 4 upon approval.

A \$160,832.98 payment for September 2022 Grants and Aids was made and \$644.46 in Salaries and Benefits were paid subsequent to this report.

A drawdown of \$161,477.44 in revenue is being requested from the grantor.

# KIDS HOPE ALLIANCE

## SAMHSA - reCAST

Grant Period: October 1, 2021 to September 29, 2022

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	<b>Current Budget</b>	<b>Actual Year to Date</b>	<b>Encumbered Year to Date</b>	<b>Remaining Budget</b>
<b>REVENUES:</b>				
Intergovernmental Revenue	\$ 991,201	\$ 447,220	\$ -	\$ (543,981)
Intrafund Transfer	-	-	-	-
<b>Total Revenues</b>	<b>\$ 991,201</b>	<b>\$ 447,220</b>	<b>\$ -</b>	<b>\$ (543,981)</b>
<b>EXPENDITURES:</b>				
Salaries and Benefits	40,000	32,135	-	7,865
Grants and Aids	951,201	560,929	-	390,272
<b>Total Expenditures</b>	<b>\$ 991,201</b>	<b>\$ 593,064</b>	<b>\$ -</b>	<b>\$ 398,137</b>
<b>Total Revenues Less Expenditures</b>	<b>\$ -</b>	<b>\$ (145,844)</b>	<b>\$ -</b>	<b>\$ (145,844)</b>

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.

Subcontracted provider who delivers the services: Partnership for Child Health

Additional Information:

2021/2022 was year 1 of 5 for this grant.

Because this was the first year of the grant, it includes start up activities, so funds were not spent at the level that they typically would be.

A drawdown of \$145,843.93 in revenue is being requested from the grantor.

## KIDS HOPE ALLIANCE

### Comprehensive Anti-gang Youth Program

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

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	<b>Current Budget</b>	<b>Actual Year to Date</b>	<b>Encumbered Year to Date</b>	<b>Remaining Budget</b>
<b>REVENUES:</b>				
Intergovernmental Revenue	\$ 162,865	\$ 120,685	\$ -	\$ (42,180)
Interfund Transfer	\$ 69,174	\$ 69,174		\$ -
<b>Total Revenues</b>	<b>\$ 232,039</b>	<b>\$ 189,859</b>	<b>\$ -</b>	<b>\$ (42,180)</b>
<b>EXPENDITURES:</b>				
Salaries and Benefits	82,669	39,196	-	43,473
Other Operating Expenses	340	6		334
Grants and Aids	149,030	123,140	-	25,890
<b>Total Expenditures</b>	<b>\$ 232,039</b>	<b>\$ 162,342</b>	<b>\$ -</b>	<b>\$ 69,697</b>
<b>Total Revenues Less Expenditures</b>	<b>\$ -</b>	<b>\$ 27,517</b>	<b>\$ -</b>	<b>\$ 27,517</b>

Purpose of Grant:

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

Subcontracted provider who delivers the services: Partnership for Child Health

Additional Information:

2021/2022 was year 2 of 3 for this grant.

A drawdown of revenue through September 30, 2022, is being requested from the grantor.

## KIDS HOPE ALLIANCE

### Criminal Justice Reinvestment Grant

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

	<b>Current Budget</b>	<b>Actual Year to Date</b>	<b>Encumbered Year to Date</b>	<b>Remaining Budget</b>
<b><u>REVENUES:</u></b>				
Intergovernmental Revenue	\$ 400,000	\$ 300,000	\$ -	\$ (100,000)
Interfund Transfer	\$ 85,000	\$ 85,000		\$ -
<b>Total Revenues</b>	<b>\$ 485,000</b>	<b>\$ 385,000</b>	<b>\$ -</b>	<b>\$ (100,000)</b>
<b><u>EXPENDITURES:</u></b>				
Salaries and Benefits	44,134	39,203	-	4,931
Grants and Aids	440,866	247,934	-	192,932
<b>Total Expenditures</b>	<b>\$ 485,000</b>	<b>\$ 287,137</b>	<b>\$ -</b>	<b>\$ 197,863</b>
<b>Total Revenues Less Expenditures</b>	<b>\$ -</b>	<b>\$ 97,863</b>	<b>\$ -</b>	<b>\$ 97,863</b>

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.

Subcontracted provider who delivers the services: Partnership for Child Health

Additional Information:

Invoice for remaining \$100,000 has been submitted

2021/2022 was year 1 of 3 for this grant.

\$100,000.00 in revenue was requested with the September 30, 2022, report that was submitted in October.

**Kids Hope Alliance  
Comprehensive Budget-Schedule M  
Fiscal Year 2022-2023**

ESTIMATED REVENUE FROM GRANTS	Grant Period	Positions & PT Hours	Federal	State	Private Sources	Total External Funds	COJ Funds (Local Match)	Total Funds
Healthy Families - The Ounce of Prevention FL(SN)	7/1/23-6/30/24	2 FT Staff	\$410,200	\$684,300	\$0	\$1,094,500	\$940,500	\$2,035,000
Criminal Justice Reinvestment Grant(JJ)	10/1/22-9/30/23	.5 FT Staff	\$0	\$400,000	\$0	\$400,000	\$85,000	\$485,000
Department of Health & Human Services - SAMHSA(SN)	9/29/23-9/28/24	.5 FT Staff	\$1,000,000	\$0	\$0	\$1,000,000	\$75,000	\$1,075,000
Department of Justice-Comprehensive Anti-Gang Program for Youth(JJ)	10/1/22-9/30/23	.5 FT Staff	\$162,865	\$0	\$0	\$162,865	\$67,040	\$229,905
Department of Health & Human Services - SAMHSA RECAST21 Program	9/29/23-9/28/24	.5 FT Staff	\$1,000,000	\$0	\$0	\$1,000,000	\$0	\$1,000,000
<b>TOTAL ESTIMATED GRANT REVENUE</b>			<b>\$2,573,065</b>	<b>\$1,084,300</b>	<b>\$0</b>	<b>\$3,657,365</b>	<b>\$1,167,540</b>	<b>\$4,824,905</b>

<u>Essential Service Plans:</u>	Total Program Funding	Grant Match
Early Learning Programs	\$6,137,626	
Juvenile Justice Prevention/Intervention Programs	\$2,800,907	\$152,040
Out of School Time Programs	\$17,240,848	
Preteen and Teen Programs	\$4,955,540	
Special Needs Programs	\$6,748,107	\$1,015,500
Grief Counseling & Burial Costs	\$42,732	
<b>Subtotal</b>	<b>\$37,925,760</b>	<b>\$1,167,540</b>
<u>Across All Essential Service Plans:</u>		
Youth Travel Trust Fund	\$50,000	
Kids Hope Alliance Trust Fund	\$428,000	
<b>Total</b>	<b>\$38,403,760</b>	
KHA - Operating & Program Support Funds	\$6,737,413	
<b>Total City Funding:</b>	<b>\$45,141,173</b>	
<b>Grant Funding from Above:</b>	<b>\$3,657,365</b>	
<b>Total Funding Including Grants:</b>	<b>\$48,798,538</b>	



**BOARD POLICY  
ADVANCE PAYMENT POLICY**

<b>Section:</b>	Finance		
<b>Subject:</b>	Advance Payments and Recouping Advance Payments		
<b>Effective Date:</b>	August 18, 2021	<b>Review Date:</b>	December 8, 2021
<b>Approved: KHA Board, December 8, 2021</b>			

**AUTHORITY:**

Ordinance Code, Section 77.109(a)(9) – Kids Hope Alliance Powers:

KHA in developing, overseeing, implementing and managing the Essential Services Plan for Kids under this Chapter shall have the following powers to: Advance funds up to 25 percent of the contract amount to Providers, Small Providers and Agencies, subject to applicable Board rules and policies, for the purpose of providing the start-up funds necessary to commence services.

**POLICY:**

The CEO, or the CEO’s designee, may approve advances in accordance with Section 77.109(a)(9), Ordinance Code, and this Policy. The amount of an advance shall not exceed 25 percent of the contracted amount for the then current term of the contract.

If a Provider, Small Provider or Agency is requesting an advance, and the contract is funded by the Kids Hope Alliance with funds from a grant or other source of funds outside the City of Jacksonville, the amount of the advance shall only be available to the extent the funds have been received and appropriated by the Jacksonville City Council [and will follow the guidelines of the granting agency](#).

**PROCEDURE:**

1. Upon execution of a contract with the Kids Hope Alliance, the Small Provider, Provider or Agency will submit an Advance Payment Option Form indicating the percentage they are requesting, which can range from 0% to 25%. [\(or other amount if funded with outside funds\)](#). KHA Finance will forward a payment request to the City of Jacksonville General Accounting Division for processing of the requested advance.

## **RECOUPING THE ADVANCE:**

The advance shall be recouped in accordance with the following:

1. The advance payment shall be recouped starting in the payment period (month or quarter) that is halfway through the current term of the contract or the program. For example, for a 12-month contract that begins August 1 and is payable monthly, recoupment of the advance will begin by reducing the monthly payment for February. If the halfway point is in the middle of a payment period, recoupment of the advance will start in the following payment period. For a 12-month contract with a program that only runs the length of the school year, the repayment of the advance would begin starting month 5.

The advance will be repaid during each payment period remaining under the contract in equal installment amounts determined by dividing the total amount of the advance by the total payment periods remaining in the current term of the contract. If the amount otherwise payable for any payment period is not sufficient to cover the applicable recoupment amount, the balance shall be paid from the next monthly or quarterly payment amount. The intent is to repay the advance in full by the end of the current contract term or end of program and to make no other advances or payments for any renewal term, program or new contract until the advance has been repaid in full.

2. The CEO may extend the advance payback period as needed based on extenuating circumstances, such as natural disasters or extreme financial hardship, provided that the CEO, or the CEO's designee, and the Small Provider, Provider or Agency have worked out a repayment plan that is acceptable to KHA in the CEO's reasonable discretion.
3. A Small Provider, Provider or Agency will not receive an advance or payments for any renewal term, or any new contract for essentially the same services, until the advance for a prior term or contract is fully recouped.
4. A Small Provider, Provider or Agency at any time may elect to pay back the advance sooner than required under this Policy.



**BOARD POLICY  
AUDITED FINANCIAL STATEMENT  
REQUIREMENTS**

<b>Section:</b>	Finance	
<b>Subject:</b>	Audited Financial Statement Requirements	
<b>Effective Date:</b>	May 19, 2021	<b>Review Date:</b> December 8, 2021
<b>Approved: KHA Board, December 8, 2021</b>		

**AUTHORITY**

Ordinance 77.109 (a) (18) – Kids Hope Alliance Powers  
 Kids Hope Alliance in developing, overseeing, implementing and managing the Essential Services Plan for Kids under this Chapter shall have the following powers to: Make and adopt bylaws, rules, regulations and policies for the Board’s guidance, operation, and governance; however, the Board’s bylaws, rules, regulations and policies shall not be inconsistent with this Chapter, Federal or State laws or other applicable City ordinances.

**PURPOSE:**

The Procurement Code under Chapter 126 does not require providers and agencies awarded contracts to submit audited financial statements. As such, the purpose of this policy is to create requirements for Providers and Small Providers funded by the Kids Hope Alliance to submit financial statements to determine their ongoing financial standing.

**POLICY**

I. Providers and Small Providers with cumulative annual ~~contract~~ payment amounts funded by Kids Hope Alliance less than \$200,000 shall furnish the Kids Hope Alliance annual unaudited financial statements certified as to its accuracy by the Board Chair. The statements must be submitted within 90 days of the close of the Provider’s or Small Provider’s fiscal year.

II. Providers and Small Providers with cumulative annual ~~contract~~ payment amounts



funded by Kids Hope Alliance from \$200,000 to \$750,000, shall furnish the Kids Hope Alliance a copy of an audit report in accordance with Generally Accepted Auditing Standards (GAAS) issued by the Auditing Standards Board of the American Institute of Certified Public Accountants (AICPA). This report shall be due within 180 days of the close of the Provider's or Small Provider's fiscal year.

III. Providers and Small Providers with cumulative annual ~~contract~~payment amounts funded by Kids Hope Alliance more than \$750,000, shall furnish the Kids Hope Alliance a copy of an audit report conducted in accordance with both GAAS and Government Auditing Standards (GAS), issued by the Comptroller General of the United States, and if applicable the provisions of the Office of Management and Budget Circular A-133, "Audits of Institutions of Higher Education and Other Nonprofit Organizations," of its financial affairs. This report shall be due within 180 days of the close of the Provider's or Small Provider's fiscal year.

KHA shall have the authority to waive the audit requirements related to Government Auditing Standards under any of the following conditions:

- If KHA recognizes that the cost of implementing such an audit requirement adds substantially to the total cost of the audit; or
- If KHA is the only entity that is requiring that the audit be conducted in accordance with Government Auditing Standards; or
- The recipient provides other requested information that in the opinion of KHA satisfies the Government Auditing Standards requirements; or
- If the recipient will no longer receive funding from KHA in a future year due to dissolution of its operation

PROCEDURE:

1. Submission of financial statements shall be a deliverable included in the contract requirements for Providers and Small Providers.
2. The Kids Hope Alliance (Finance Department) shall maintain a worksheet to track the due date for financial statements or audit reports to be submitted by Providers and Small Providers.
3. When the financial statements or audit report is received, the Kids Hope Alliance Finance Director or designee shall review the financial statements or audit and the management letter from the audit for financial viability and any evidence of internal control weakness.
4. If the financial statements or audit report has not been received by the required date, no payments will be made under any Kids Hope Alliance contracts until the audit report has been submitted.
5. If the financial statements, audit or management letter from the audit reveals evidence of financial instability or internal control weakness, the Kids Hope Alliance Finance Committee will review and recommend appropriate action to the Board.



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

<b>Section:</b>	Administration		
<b>Subject:</b>	Delegation of Execution Authority to Chief Executive Officer		
<b>Effective Date:</b>	March 17, 2021	<b>Review Date:</b>	December 8, 2021
<b>Approved: KHA Board, December 8, 2021</b>			

**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 include information related to performance metrics, including whether the Contractor has met any existing performance metrics, if applicable.



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

<b>Section:</b>	Administration		
<b>Subject:</b>	Delegation of CEO Authority to Chief Administrative Officer		
<b>Effective Date:</b>	March 17, 2021	<b>Review Date:</b>	December 8, 2021
<b>Approved: KHA Board, December 8, 2021</b>			

**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  
SMALL PROVIDER CRITERIA**

<b>Section:</b>	Research and Grants		
<b>Subject:</b>	Small Provider Criteria		
<b>Effective Date:</b>	June 17, 2020	<b>Review Date:</b>	December 8, 2021
<b>Approved: KHA Board, December 8, 2021</b>			

**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.

-  
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**

<b>Section:</b>	Research and Grants	
<b>Subject:</b>	Approval of Grant Applications	
<b>Effective Date:</b>	February 17, 2021	<b>Review Date:</b> December 8, 2021
<b>Approved: KHA Board, December 8, 2021</b>		

**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.

## **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.

Revised 12/8/2021

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);

Revised 12/8/2021

- 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*.

*Originally adopted by the Board on January 3<sup>rd</sup>, 2019*  
*Reviewed and updated by the Board on December 15<sup>th</sup>, 2021*

## Board Self-Evaluation Tool

### Individual performance

**Please assess your individual performance in the following areas:**

#### 1. Name

**Name**

All Board Members completed survey

#### 2. Do I understand and support the mission of the organization?

Yes

No

Somewhat

Comments

None

#### 3. Am I knowledgeable about the organization's programs and services?

Yes

No

Somewhat

Comments

None

#### 4. Do I read and understand the organization's finances?

Yes

No

Somewhat \*one board member clicked both yes and somewhat

Comments

- Staff does a good job presenting the financial information. It can be challenging to understand without familiarity and understanding of City financial practices and processes (Council, etc.).



5. Do I have a good working relationship with the Chief Executive Officer?

- Yes  
 No  
 Somewhat

Comments

- Always available and always informed

6. Do I prepare for and participate in board meetings and committee meetings?

- Yes  
 No  
 Somewhat

Comments

None

7. Do I act as a good will ambassador to the organization?

- Yes  
 No  
 Somewhat

Comments

None

8. Do I find serving on the board to be a satisfying and rewarding experience?

- Yes  
 No  
 Somewhat

Comments

- One of the highlights of my civic participation

## Board Self-Evaluation Tool

### Board Performance

**Please assess the board's performance as a whole in the following areas:**

9. Focuses its time on issues of greatest consequence to the agency

- 7 Yes  
 No  
 Somewhat

Comments

None

10. Ensures the administration involves the board on high-profile issues that present significant risk to the agency

- 6 Yes  
 No  
 1 Somewhat

Comments

- The structure of the committees ensures that we (the board) have all of the info necessary to affirm the actions taking place with KHA. No surprises!

11. Has the right committees and uses them well

- 6 Yes  
 No  
 1 Somewhat

Comments

- As we roll out the new performance measurements, this area may need to be included in a current committee (governance) or a new committee. Working with staff, this would ensure good oversight of program efficiency.

12. Promotes trust among board members through a culture based on openness and respect

- 7 Yes  
 No  
 Somewhat

Comments

None

13. Any other comments

- Very proud to serve KHA and pleased with the growth and stability of the organization. I believe great days of serving the children of jacksonville are ahead.

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**BOARD ACTION ITEM: GOODWILL INDUSTRIES OF NORTHEAST FLORIDA, INC. MAYOR’S YOUTH AT WORK PARTNERSHIP AMENDMENT**

**ESSENTIAL SERVICE CATEGORY: PRETEEN/TEEN**  
**FINANCE MEETING: NOVEMBER 9, 2022**  
**BOARD MEETING: NOVEMBER 16, 2022**

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**TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS**  
**FROM: MICHAEL WEINSTEIN, CHIEF EXECUTIVE OFFICER**

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**REQUESTED ACTION:**

The Board is asked to:

- 1) Approve contract amendment for Goodwill Industries of Northeast Florida, Inc, Mayor’s Youth at Work Partnership, MYAWP, program to include an additional amount up to \$500,000 to increase the number of READ USA tutors at specified Duval County Public Schools, DCPS.
  
- 2) Authorize the CEO to execute contract amendment and any other documents necessary to accomplish the purposes of the approval in (1) above.

**NARRATIVE:**

READ USA received approval from DCPS to implement an enhanced tutoring program at specified DCPS schools. Goodwill Industries of Northeast Florida, Inc. MYAWP program provides human resources onboarding for READ USA tutors. The partnership between READ USA, Duval County Public Schools, and Kids Hope Alliance will increase the total number of READ USA tutors to 201. The current recommendation is for additional funding to increase the number of READ USA tutors in specified DCPS schools.

**FISCAL IMPACT:**

Goodwill of Northeast Florida, Inc., MYAWP program will receive additional funding in their contract as indicated above for a total not to exceed \$1,800,000.

**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.

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**BOARD ACTION ITEM: GRANT APPLICATION FOR WALLACE FOUNDATION:  
ADVANCE CROSS-SECTOR PARTNERSHIPS FOR  
ADOLESCENTS**

**ESSENTIAL SERVICE CATEGORY:** PRE-TEEN/ TEEN  
**FINANCE MEETING:** NOVEMBER 9, 2022  
**BOARD MEETING:** NOVEMBER 16, 2022

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**TO:** KIDS HOPE ALLIANCE BOARD OF DIRECTORS  
**FROM:** MIKE WEINSTEIN, CHIEF EXECUTIVE OFFICER

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**REQUESTED ACTION:**

The Board is asked to:

1. Approve the application for the Wallace Foundation: Advance Cross-Sector Partnerships for Adolescents grant.
2. Authorize the CEO to execute a grant contract and any other documents necessary to fulfill grant requirements including any sub-contracts identified in the grant proposal.

**NARRATIVE:**

The Wallace Foundation (Wallace) is seeking expressions of interest from groups of organizations that are working together to promote youth development, are seeking financial support to strengthen their work and can help Wallace determine new directions for the Learning and Enrichment programs they support.

The Advance Cross-Sector Partnerships for Adolescents grant recipients will be groups of organizations working together in formal or informal partnerships to support adolescent youth development. Each group of organizations selected will receive grants averaging \$200,000 for a year of work, as well as access to other supports such as peer learning and technical assistance.

Wallace has three goals for this effort:

1. To support innovative partnerships that serve youth and strengthen the communities in which they reside;
2. To learn about those partnerships' strengths, challenges, and opportunities for improvement; and
3. To use what we learn during this period – which we are referring to as an exploratory phase – to inform the design of future Wallace initiatives.

Participants will use Wallace support to implement or improve their work, reflect on their progress and identify the resources they need to meet their objectives. Independent researchers, youth development experts and Wallace staff will study the work to help the Wallace Foundation learn more about the kinds of partnerships that exist, the goals they hope to achieve, the strategies they employ to achieve them, the

barriers they confront and the supports they need to make progress. Researchers will share their findings with Wallace and the partnerships selected to participate in the exploratory phase.

KHA will be the lead organization with partners: Jax USA Partnership, Florida State College of Jacksonville, University of North Florida, CareerSource, Duval County Public Schools, Jax Transportation Authority, United Way of Northeast Florida, and Baptist Health which is currently an established consortium focusing on Mayor's Youth at Work steering committee.

KHA may request that these funds may go to support efforts including but not limited to:

- Cross-sector planning;
- Efforts to strengthen governance, accountability and improvement systems;
- Program planning or implementation;
- Community engagement and youth voice efforts;
- Fiscal planning or data mapping;
- Market research;
- Professional development;
- Technical Assistance and Coaching and;
- Peer Learning.

**FISCAL IMPACT:**

Average grant \$200,000.00 funding over one (1) year. No cash match is required.

**GOVERNANCE/PROGRAM IMPACT:**

Exploratory year estimated to be March 2023 to March 2024. This action requires board approval.

**OPTIONS:**

1. Vote to approve staff recommendations.
2. Decline to approve staff recommendations.

**STAFF RECOMMENDATION:**

Staff recommends approval.

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<b>BOARD ACTION ITEM:</b>	<b>BOARD POLICY REVIEW</b>
<b>ESSENTIAL SERVICE CATEGORY:</b>	N/A
<b>BOARD MEETING:</b>	<b>NOVEMBER 16, 2022</b>

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**TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS**  
**FROM: MIKE WEINSTEIN, CHIEF EXECUTIVE OFFICER**

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**REQUESTED ACTION:**

The Board is asked to:

1. Approve suggested changes to the following Board approved policies: Audit Procedure Policy, and Advance Payment Policy.
2. Approve the review of the following Board approved policies with no suggested changes: C.E.O. Contract Delegation Authority Policy, C.E.O. Delegation to C.A.O. Policy, Small Provider Criteria Policy, Grant Application Policy, and the Board Bylaws.

**NARRATIVE:**

The Kids Hope Alliance Board Bylaws directs the Board of Directors and Committees to conduct a yearly review of Board approved policies.

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.

The Finance Committee instated two policies: Audit Procedure Policy, and Advance Payment policy. The Governance and Programs Committee instated four policies: C.E.O. Contract Delegation Authority Policy, C.E.O. Delegation to C.A.O. Policy, Small Provider Criteria Policy, Grant Application Policy, and the Board Bylaws. These policies are to be reviewed annually to ensure the board wants to continue their use and if so, if any changes are needed.

Working with the committee chairs, KHA is recommending minor changes to only two of the policies and that the Board continues the use of the others in their current form.

**FISCAL IMPACT:**

This item has no fiscal impact.

**GOVERNANCE/PROGRAM IMPACT:**

This action requires board approval.

**OPTIONS:**

1. Vote to approve staff recommendations.
2. Decline to approve staff recommendations.

**STAFF RECOMMENDATION:**

Staff recommends approval.



## Kids Hope Alliance Board Retreat Summary

September 21, 2022



C Robinson Associates, Inc

[www.crobinsonassociates.com](http://www.crobinsonassociates.com)



## Board Retreat Results

**Current Vision:** Every child and youth will reach their academic, career, and civic potential

**New Vision:** Create an Environment where every child (or all children) can reach their academic, career and civic potential

**Current Mission:** To build and ensure access to a continuum of comprehensive and integrated programs, services, and activities that address the critical needs of children and youth.

**New Mission:** To facilitate access to a continuum of comprehensive and integrated programs, services, and activities that address the critical needs of children, youth and their families.

### Board Identified and Prioritized Community Goals:

- Physical and Mental Health and Safety (6)
- Safety – Crime Prevention (6)
- Provider Capacity (ratio) (5)
- Promotion and Support of Early Learning and Literacy (4)
- Exposure to Careers (3)
- Access to Recreation/Greenspace (3)
- Education and Completion and Preparedness for Work (1)
- Successful Transition to Adulthood (1)
- Communicating with Data (1)
- Addressing Those on the Fiscal Cliff (1)
- Education Completion and Preparedness for Work (1)
- Successful Transition to Adulthood (1)
- Resource within KHA to Support Partners (1)
- Serving Those with Special Needs (1)
- Matching Funds for Grants (0)
- Holistic and Accessible Family Support Services (0)
- Tools to Succeed in School (0)
- Community Collaboration (0)
- Parental Involvement (0)
- Home Ownership (0)
- Parents Have Access to Well Paying Jobs (0)
- Emergency and Long-term Access to Mental Health Services (0)
- Mental Health and other Wrap Around Services (0)
- Physical Safety getting to School/ Infrastructure/Transportation (0)
- Messaging the Data that we are very proud of what we do (“pride”) (0)
- More Focus on a Clear Understanding of Other Services Organizations are providing (0)



Note: The letter/number combination at the end of each bullet corresponds with a goal/subgoal in the accompanying Proposed Goals PowerPoint. As indicated below, all Goal ideas were picked up within the Proposed Goals document.

## **Top Five (5) Consolidated Goals and Additional Items:**

- I. Physical and Mental Health and Safety
  - Access to Recreation, Greenspace, Parks and Safe Spaces (1A)
  - Improved Outpatient Medical and Dental Care (1E)
  - Mental Health and other Wrap Around Services (1C & 1E)
  - Emergency and Long-Term Access to Mental Health Services (1E)
  - Prenatal Health Care (1D)
  - Special Needs (1B)
  
- II. Safety: Crime Prevention
  - Provide a safe space to go to School, Live, Work and Play (1A)
  - Physical Safety getting to School (Infrastructure and Transportation) (1A)
  
- III. Provider Capacity and Service Availability
  - A clear understanding of what services other organizations are providing (4B)
    - capacity analysis
    - where are the gaps
    - asset mapping
  - Research/Resources to support providers (identifying and leveraging outside funds) (5A & 5D)
  - Assist providers in obtaining grants (5A & 5D)
  - Reduce the hole in net for providing services to children (5E)
  - Matching funds for grants (5A)
  - Special Needs (5F)
  - Capacity building (Breath of capacity to deliver services) (5B & 5C)
  - Linking families to available services (4B)

IV. Promotion and Support of Early Learning and Literacy

- Educational programs through each transitional stage to adulthood (3E)
- Families in “Forever Homes” (foster, group home, adoption) (4F)
- Tools to succeed in school (2)
- Successful transition to adulthood cover (3)
- Career Counseling (exposure to careers) (3 A & 3B)
- Mentoring (3D)

V. Family Stability

- Addressing Those on the Fiscal Cliff (4A)
- Financial Education for children and families (4C)
- Home Ownership (4C)
- Parents Have Access to Well Paying Jobs (4C)
- Mental Health and other Wrap Around Services (4B)
- Financial Literacy (4C)
- Crime Prevention (3C & 3F)
- Holistic and Accessible Family Support Services (4E)
- Parental Involvement (4D)
  - *Focus embedded in RFP*

VI. Additional Discussed Goals:

- Integration of planning with intentionality of providing spaces for our youth (5C)
- Communicating the Data (5E)
- Look at the Data/Goals as those that don’t change (pillars) and those that may change based on current needs
- Requesting/Seeking Donations (trust fund Growth)

**Funding Discussion:**

- Looking forward to not reporting by Essential Service category
- Programs will be embedded across the services
- Ordinance draft changes should be made by November
- Need a sense of ROI (how many, how deep is the impact)
- Look at the percentage we spend in each essential services category and determine if it needs to move.
- Create a Donor Strategy
- Leverage outside funding (matching grants)
- Pull United Way study (economic development)
- Incorporate knowledge of other organizations

**Next Steps:**

Based on the Board Retreat feedback staff will bring KHA recommended goals and metrics to the November Board Meeting.



**KIDS HOPE ALLIANCE**  
The Jacksonville Partnership  
for Children, Youth & Families

# Proposed KHA Goals

(based on the work from the Board Retreat in September 2022)

November 2022



## Vision:

An environment where every child can reach their academic, career and civic potential.

## Mission:

To build and facilitate access to a continuum of comprehensive and integrated programs, services, and activities that address the critical needs of children, youth, and their families.

Note: When published publicly, the goals will not be numbered/ lettered. This is done here for ease of corresponding to the Board Retreat Summary document.



## Overarching Goals:

1

Duval children and youth are physically and mentally healthy and safe



2

Duval children and youth succeed in school



3

Duval youth successfully transition to adulthood



4

Duval children, youth and their families have access to the services they need



5

Providers serving Duval children, youth and their families have access to continuous training and support



1

## Duval children and youth are physically and mentally healthy and safe

A

Children and youth have access to safe and available places to play and build relationships.  
**Measurement:** Crime within ¼ mile of a city park, accessibility to city parks

B

Children with special needs and their families have timely access to available resources for assessment and services  
**Measurement:** Wait times for services, parents reporting difficulty in accessing disability services

C

Children and youth receive the knowledge, support, and access to resources necessary to live a healthy lifestyle  
**Measurement:** Rate of food insecurity, average number of days exercised for teens, rate of drug use

D

Babies are born healthy and meet appropriate milestones as they grow.  
**Measurement:** Number of mothers with second and third trimester prenatal cares, rate of low birth weight births

E

Children, youth, and their families have access to continuous physical and mental health services and utilize them in lieu of emergency services.  
**Measurement:** Participants with Primary Care Providers, Students utilizing FSS+ counselors

## 2

## Duval children and youth succeed in school

A

Children and families have access to affordable and high-quality early care and education.

**Measurement:** Rate of participation in early education and Number of centers with 4+ Guiding Stars

B

Children and youth perform at grade level, particularly in the areas of literacy and numeracy.

**Measurement:** Promotion Rates for each grade, Percent of children at grade level or higher for math and ELA

C

Children and youth remain engaged and successfully complete each grade.

**Measurement:** Promotion rates, completion rate, average daily attendance

D

Children enter Kindergarten ready to succeed.

**Measurement:** Kindergarten readiness rate, kindergarten promotion rate

E

Children and youth have access to available high quality supplemental educational and enrichment services.

**Measurement:** Waitlists for After-School Programming, Average Program Quality Indicators

### 3

## Duval youth successfully transition to adulthood

A

Youth will have access to information about potential career and educational pathways

**Measurement:** Number of career educational opportunities provided (DCPS + outside)

B

Youth complete the necessary steps and obtain the skills to achieve their career.

**Measurement:** Rate of youth completing vocational training, college prep, or NJROTC, Rate of idle youth

C

Every youth will have access to the guidance of a caring adult.

**Measurement:** Number of youth participating in mentoring programs

D

Youth will receive opportunities to be civically engaged in their community

**Measurement:** Rate of voter registration at 18, number of youth with volunteer hours, bright futures recipients

E

Youth will avoid the criminal justice system through prevention programs.

**Measurement:** Rate of youth arrested, rate of youth issued civil citations

F

Youth involved with the justice system will successfully reintegrate into society through intervention program

**Measurement:** Youth recidivism for youth, rate of youth receiving diversion services



## 4

## Duval children, youth and their families have access to the services they need

A

Families requiring services will be able to access those services without difficulty

**Measurement:** Surveyed families who identified no difficulty in accessing services

B

Families and providers have easily accessible information about needed, available resources

**Measurement:** Number of visitors to the Kids Hope Alliance resource site

C

Youth and families have access to financial education and services

**Measurement:** Number of rent burdened families, utilization of free tax preparation, number of underbanked families

D

Family members have opportunities for purposeful interaction

**Measurement:** Number of parent events offered as a part of KHA programming

E

Families have access to holistic, comprehensive services within their community that are timely and convenient

**Measurement:** Number of families within a fixed distance of a community hope center

F

Families have the protective factors/support they need to prevent child abuse and neglect.

**Measurement:** Number of children experiencing child abuse and neglect

## 5

**Providers Serving Duval children,  
youth and their families have access  
to continuous support and training****A**

Providers will have the knowledge and support to maximize available funding.

**Measurement:** Number of grant matching requests, Total \$ in grant matched funds

**B**

Providers will receive on-going training opportunities to increase the quality of services provided.

**Measurement:** Program quality metrics, number of trainings provided

**C**

Providers will receive training and support to build their capacity to serve Jacksonville's children, youth and families.

**Measurement:** Number of trainings provided, Utilization rate for services

**D**

Providers will have access to research and tools to assist in writing competitive grant applications.

**Measurement:** Percent of KHA letters of support that result in an awarded grant

**E**

Partnerships will be established and maintained for the purpose of information sharing, marketing, and advertising the availability of services

**Measurement:** Utilization rate for services, Click rates for providers and the Kids Hope Alliance

**F**

Providers will have access to tools and resources to enhance services to those with unique circumstances, particularly those with physical and mental challenges and English Language learners

**Measurement:** Number of providers receiving training, wait times for services



# Next Steps