



CHILDREN'S TRUST
OF ALACHUA COUNTY

Children's Trust of Alachua County

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Families

Hon. Susanne Wilson Bullard

Circuit Judge

Colin Murphy

Executive Director

January 15, 2021

Dear Trust Members:

Attached is my self-evaluation for my first year as the Executive Director of the Children's Trust of Alachua County.

It would be inappropriate for me not to mention – although I'm sure you already know – the tremendous contributions of all my team members. In truth, just about every item on my self-evaluation traces back to someone on the team who helped make it happen. I'm grateful they are here and glad to work with them every day.

I feel extremely fortunate to be able to go to work every day and think about nothing else but how to make the world a better place for children. I want to thank you for your patience with me this year as we worked to build the organization. Serving as your Executive Director is the highlight of my professional career and there is nothing else I'd rather do.

2021 will be a great year!

Sincerely,

Colin Murphy

ESSENTIAL FUNCTIONS

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

PLANNING

1. Work with the Board to develop a Strategic Plan and update as appropriate.
 - a. In my view, this is still a work in progress. We have the initial components of a Mission, Vision, and Guiding Principles that were developed prior to my arrival. I led the Board, with the assistance of Anna Dilernia from Level Up Impact, through a process of selecting our four results areas of **1) All children are born healthy and remain healthy, 2) All children can learn what they need to be successful, 3) All children have nurturing, supportive caregivers and relationships, and 4) All children live in a safe community**, and 13 key indicators for each result area to track over time.
 - b. Goals, Objectives, and Strategies: The last component of the strategic plan would be to identify specific Goals, Objectives, and Strategies that contribute to "turning the curves" of the selected indicators for each result area. The Board, through its actions, has adopted the goals, objectives, and strategies developed by the sunsetted *Children's Services Advisory Board* via the continuation of the Transformational Professional Development Program, the Social and Emotional Development Program, and the NewboRN Home Visiting Program. The CTAC staff has assumed responsibility for the fiscal and programmatic monitoring of those programs. The Board has also, by virtue of the Pritzker Children's Initiative (PCI) award, tentatively adopted the objectives and strategies proposed to PCI.
 - c. Next Steps: As the remainder of the year unfolds and we receive the summer needs assessment from the Youth Development Research-Practice Partnership, as the "On the Way" Advisory Committee and the Youth Development Advisory Committee continue to meet, the Trust members should expect to be presented with a fully developed funding plan to guide the Trust over the next five years.
2. Direct the activities of the CTAC based on the strategic plan.
 - a. Prior to my arrival, the Trust opted to continue funding the priorities from *the Children's Services Advisory Board* and initiated RFP 20-937 to fund a variety of programs for children ages 6-18. These two funding categories represent an implied strategic plan. The CTAC staff and I provided for the fiscal and programmatic monitoring of those programs, reported to the Board information concerning programmatic measurements under the categories of "How much, how well, and better offs?", and made provisions to either extend or renew those agreements in FY21.
3. Institute mechanisms to ensure community involvement in planning processes.
 - a. Led the completion of the Technical Advisory Committee.
 - b. Contracted with the Youth Development Research-Practice Partnership to conduct focus groups of Parents and Agencies to inform the needs around summer programming.

- c. Established the “On the Way” Advisory Committee and the Youth Development Advisory Committee, both for the purpose of ensuring community involvement and establish a forum for continually assessing needs.
- 4. Work with other local planning bodies to ensure coordination and consistency of efforts.
 - a. Participated in meetings with food collaboratives during the beginning of the COVID-19 pandemic
 - b. Currently serve on the Board of the Early Learning Coalition of Alachua County
 - c. Met with members of the Homeless Consortium to discuss potential problems and funding needs around children and evictions.
- 5. Develop benchmarks to track progress toward strategic goals.
 - a. While this is not yet complete, this would follow the strategic funding plan.
 - b. The Pritzker Children’s Initiative does include measurable benchmarks in the area of 1) early childhood education, 2) family supports and 3) child health

FINANCIAL AND PROGRAM MANAGEMENT

- 1. Preparation, management, and oversight of annual budget and funding recommendations for Board approval.
 - a. The Board was presented with a proposed budget in June, 2020.
 - b. The Board approved a Proposed and Final Budget in September, 2020.
 - c. The Executive Director led the Board through the Truth-In-Millage (TRIM) process in September.
- 2. Preparation and oversight of budget model forecast for planning purposes.
 - a. The Executive Director used property values that were taken directly from the Property Appraiser’s office to prepare the FY21 Budget.
 - b. Forecasts for unspent programmatic dollars were developed in order to appropriate carryover amounts.
- 3. Establishment of policies and procedures related to the evaluation of funding requests.
 - a. Developed Section 6 of the Board Policies which established the Policies and Procedures related to funding requests including informal bids, competitive sealed bids, competitive sealed proposals, and special programs such as “Match Funding” and “Unsolicited Requests.”
- 4. Oversight of program and fiscal monitoring of funded programs.
 - a. Conducted a “Portfolio Review” of the funded programs from RFP 20-937
 - b. Presented “End of the Year” Reports to the Board for all programs at the October 19th Board meeting.

OPERATION MANAGEMENT

- 1. Foster high levels of customer service to ensure effectiveness and further development of customer-centered service delivery.
 - a. Finance and Administration team developed a “Provider Handbook” in order to disseminate CTAC policies and procedures that funded agencies are required to follow.
 - b. “Invoice” mailbox created to make the processing of invoices more efficient.

2. Establish work environment that fosters a productive work culture.
 - a. HR Policies were developed that protect the rights of staff and support a high-performance workforce.
 - b. Contracted with the Krizner Group to develop an employee handbook and HR Policies that were approved by the Trust.
 - c. Pay plan and job classification system developed to make the Trust competitive in attracting talent.
3. Prioritize a dynamic workload.
 - a. See final report to the Board from September 14, 2020 (attached).
4. Develop and provide oversight to such organizational plans and procedures as necessary for effective operations.
 - a. Developed Employee Handbook.
 - b. Leased office space and furniture.
 - c. Purchased start up equipment including computers, printers and copier.
 - d. Protected the Trust from risk by purchasing appropriate insurance policies.
 - e. Balanced staff “ramp up” time with the use of external consultants in order to ensure the effective operation of the Trust.
 - f. Renegotiated the First Interlocal Agreement mid-year in order to repurpose funds for website development and other Trust start-up costs.
5. Manage and direct the activities of staff to ensure programs are properly executed and the CTAC's priority objectives are achieved.
 - a. Executive Director recommended in the FY21 budget staff positions that support both the General Government Operations of the Trust as well as provide direct support to program activities.
 - b. Job Descriptions developed that accurately reflect the job duties.
 - c. Organizational chart developed that reflect the needs of the organization at the time.
6. To lead and ensure the effective management of the Council in meeting the statutory functions relevant to CTAC.
 - a. Established the “Meetings Management” function with Municode in order to streamline the agenda development process and ensure that records of all meetings and minutes are cataloged on our website.
 - b. Developed a policy to ensure that the Trust Board was able to meet legally during the COVID-19 pandemic.
 - c. Substantially reduced the number and length of meetings in order to ensure effective and efficient use of meeting time and Board member resources.
7. Participate and oversee emergency planning and responses to emergency situations when required to do so.
 - a. Participated in Alachua County’s Emergency Management group.
 - b. Worked with community advocates to develop a plan to fund “Pandemic Learning Pods”.
8. Other administrative duties as required.

COMMUNITY RELATIONS AND ADVOCACY

1. Establishment and oversight of mechanisms to communicate the activities of the CTAC to the community.
 - a. Established www.childrenstrustofalachuacounty.us
 - b. Hired Early Childhood Coordinator – Pritzker Fellow (starting February 1, 2020).
2. Develop and foster effective, and collaborative, external working relationship with community stakeholders within the community in order to address key strategic issues facing the community.
 - a. In progress – I have been fortunate to help promote the Community Foundation’s Philanthropy Hub and serve on the Board of the Early Learning Coalition of Alachua County.
3. Build and foster effective relations among a diverse array of individuals.
 - a. Meet with community members who spearheaded the effort to pass the Children’s Trust of Alachua County.
 - b. Meet with other key funders including the United Way of North Central Florida and the Community Foundation.
 - c. Met with current contracted agencies (Meridian, Healthy Start, The Child Center).
 - d. Meet with any new agencies awarded funding in the one-time funding RFP.
 - e. Met with other, key stakeholders, including but not limited to members of 1) city and county governments, 2) NAACP, 3) Gainesville4All, 3) Partnership for Strong Families (child welfare), 9) Gainesville Chamber of Commerce.
4. Representation of the CTAC to the community.
 - a. Established website.
 - b. Established social media accounts (LinkedIn, Twitter, Facebook, Instagram)
 - c. Quoted or interviewed for various news stories and articles (see attached).
5. Representation of the CTAC at various local and state events addressing issues related to the interests and mission of the CTAC.
 - a. Although many events were cancelled this year, I plan to participate in state, local and national conferences including those hosted by the Pritzker Children’s Initiative and the Forum for Youth Investment, to name a few.
6. Work with local legislative delegation and local elected officials to advance the interests of the children and families.
 - a. Spoke to the Legislative Delegation in December 2020.
 - b. Scheduled – at the Board’s request – joint meetings with the Gainesville City Commission and the Alachua County Board of County Commissioners.
7. Communicate the CTAC’s positions to providers and the community.
 - a. Numerous conversations, phone calls, and interviews (see attached).

BOARD RELATIONS

1. Provide directional leadership and sound, imaginative advice to the Board on all matters relating to CTAC.
 - a. Drafted and presented various resolutions to the Board in order to impose structure
 - b. Worked with community leaders to present the Pandemic Learning Pods plan to the Board
 - c. Advised the Board to establish “On the Way” and “Youth Development” Advisory Committee

2. Develops and maintains positive and open relationship and communication with the Board.
 - a. It has been a privilege to get to know all of you. I am always interested in how to make our working relationship even better. I look forward to facilitating positive change and opportunities to the children in our community through our partnership.
3. Ensures the Board is kept informed of relevant policy issues and relevant operational issues.
 - a. Added a "For Your Information" Section to the Board Agenda with includes legislative updates and information from the lobbyist for the Florida Children's Council.
4. Preparation and oversight of agendas and supporting materials for Board meetings.
 - a. See section referenced above regarding the Trust's meeting management process
 - b. Contracted with the Cade Museum of Creative Learning in order to have an inspirational, creative, and state of the art location for Board Meetings.
5. Preparation and oversight of recommendations as requested by the Board.
 - a. The Board has asked for numerous recommendations for which I have made and implemented.
6. Assists the Chair in matters relating to Board member participation and meetings.
 - a. Scheduled all meetings at the Chair's request.
 - b. Recommended meetings be cancelled when there was no pressing business in order to respect the time of the Board members.
 - c. Provided a mechanism for in-person and virtual participation.

1 Trust Members Have What They Need In Order To Govern In An Effective, Efficient, Transparent, And Fiscally Responsible Manner

1.1 The Trust meets 100% of the requirement for meeting notices, publishing agendas, minutes, and other statutorily required information

~~1.1.1—Develop a separate website for CTAC **SEE DRAFT SITE**~~

~~1.1.2—Invest in an online meetings management platform~~

~~1.1.3—Invest in an online Policies and Procedures platform~~

~~1.1.4—Assign duties of “Clerk of the Trust” to the position of Executive Assistant~~

1.1.5 Develop Trust policies around meeting notices, public comments, and other measures to ensure adequate opportunities for public input

1.2 100% of Trust Members understand their roles and responsibility as a Trust member

~~1.2.1—Develop a Trust Member Orientation process~~

~~1.2.1.1—Create a Trust Member Notebook~~

~~1.2.1.2—Conduct Individual Trust Member Orientations~~

1.2.1.3 Executive Director and Trust Members meet one-on-one on a quarterly basis (**continuous**)

1.2.2 Review the Bylaws at least once per year (**schedule for December**)

1.2.3 Develop policies around board governance to include: Delegation of Authority to the Executive Director; Conflict of Interest situations and resolutions;

1.3 100% of Trust Members say they understand the financial condition of the Trust

~~1.3.1—Work with the Finance and Administration Manager to develop quarterly report~~

~~1.3.1.1—Develop quarterly reports reflecting the accounts of the organization~~

~~1.3.1.2—Develop reports that reflect the spending pattern of Trust funded programs~~

~~1.3.2 Understand and Evaluate the relationship between the Trust and the Clerk of the Courts~~

1.3.3 Review and Revise fiscal, budgetary, and investment policies

1.3.3.1 Review and revise the Trust's fund balance policy

~~1.3.4 Contract with an independent external auditor~~

1.4 100% of Trust Members understand the rationale behind the programmatic funding decision of the Trust

~~1.4.1 Develop a program funding plan using the Results Based Accountability Framework in order to address both Population Level and Program Level Accountability~~

~~1.4.1.1 Technical Advisory Committee makes recommendations around Community Level results and community indicators that the Trust should monitor over time~~

1.4.1.2 Conduct additional assessment to determine the "Story behind the Story" of the community indicators **PROPOSED NEXT STEP**

~~1.4.1.3 Convene groups of community members, service providers, and subject matter experts to determine "What works" **PROPOSED NEXT STEP**~~

~~1.4.2 Develop a programmatic procurement process to award funding to organizations based on their ability to contribute to improving community indicators~~

~~1.4.2.1 Adopt funding categories that may include: targeted (competitive) funding, renewal funding, match funding, innovation funding (small grants), and unsolicited funding **INCLUDED IN BUDGET AND PROCUREMENT POLICIES**~~

1.4.2.2 Adopt policies that delineate minimum standards that organizations must meet in order to receive funding **(August 31, 2020)**

~~1.4.2.3 Adopt general procurement policies (August 31, 2020)~~

~~1.4.3 Develop a periodic program reporting structure to report on the performance measures of individual Trust funded programs~~

2 Trust has the Capacity and Infrastructure to Carry out the Policy Agenda of the Trust

2.1 The Trust has 100% of the necessary staff to operate as a best-in-class Children's Services Council

~~2.1.1 Executive Director recommends functions that are performed in-house or contracted out through interlocal agreements or private~~

~~2.1.1.1 Executive Director includes an organizational chart and cost and descriptions of interlocal agreements in the annual budget. (See chart in Board packet)~~

~~2.1.2 Executive Director recommends staff positions that support both the General Government Operations of the Trust as well as provide direct support to program activities.~~

~~2.1.3 Job Descriptions developed that accurately reflect the job duties (will be completed upon approval)~~

~~2.1.4 HR Policies developed that protect the rights of staff and support a high-performance workforce~~

~~2.1.4.1 Contract with the Krizner Group to develop an employee handbook and HR Policies to be approved by the Trust~~

2.1.4.2 Trust and Executive Director develop a policy to evaluate the performance of the Executive Director **NEXT MEETING**

2.1.5 Salaries and benefits packages are competitive and allow for the recruitment of high performers

~~2.1.5.1 Trust participates in the BoCC self-insurance program (in progress) — TO BE NEGOTIATED IN THE INTERLOCAL AGREEMENT~~

~~2.1.5.2 Trust participates in the Florida Retirement System~~

~~2.1.5.3 Procure a payroll vendor~~

~~2.1.5.4 Procure a supplemental retirement vendor UPON APPROVAL (8.31.2020)~~

~~2.1.5.5 Procure a supplemental life insurance vendor NEW~~

~~2.1.5.6 Procure a flexible spending benefits vendor **NEW**~~

~~2.1.5.7 Develop an employee classification system and pay plan~~

2.2 The Trust staff has 100% of the infrastructure to support their job functions.

2.2.1 Invest in hardware and software that enable more efficient operations

~~2.2.1.1 Laptops for all staff (in progress)~~

~~2.2.1.2 Cloud-based enterprise software **DISCONTINUED**~~

~~2.2.1.3 1GB internet through GRUComm and participation in the BoCC network~~

~~2.2.1.4 Work spaces and policies that support social distancing and telecommuting~~

2.2.1.5 Evaluate the New World System (IN PROGRESS)

2.2.1.6 Evaluate and Procure a Management Information Systems that can support the entire grant-making cycle both programmatically and fiscally **NEXT FISCAL YEAR – INCLUDED IN BUDGET**

2.2.2 Make provisions for training and travel to support improved job performance (in progress – see budget)

2.3 The Trust has a location that meets 100% of its short-term and long-term needs

~~2.3.1 Lease space that meets the needs of a staff of up to 11 employees for the next 2-3 years~~

2.3.2 Secure meeting space for full trust meetings for FY21

~~2.3.3 Determine whether to lease, buy, or build past Year 3 (FY24).~~
INCLUDED IN FY 21 BUDGET

CHILDREN'S TRUST OF ALACHUA COUNTY HOPES TO CREATE BETTER COMMUNITY SERVICES THROUGH INTERDEPENDENCY

By Taylor Lockett

🕒 November 5, 2020 📁 Education, Government and politics



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05:03

Transportation, homelessness and food insecurity are just a few things keeping children from achieving in school in Alachua County.

To combat these problems, the Children's Trust of Alachua County was approved by voters in 2018. The Trust operates as an independent special taxing district. It strives to serve children until they are 18 with programs and services built to help them and their families thrive in the community.

The trust is nearing the end of its first fiscal year. Its board met with the Gainesville City Commission on Wednesday night to discuss the program's future and how the city could help meet the needs of children and their families in Alachua County.

Creating interconnected programming continues to be a goal. With limited funding, the Children's Trust of Alachua County looks to work with other established organizations and programs to keep children healthy, educated, nurtured and safe.

"This community has invested deeply into our children and our youth, but I think we are really beginning to mature our systemic approach to addressing all of our young people," City Commissioner David Arreola said.

Transportation continues to be a problem for students and their families as they struggle to get to and from work, school and extracurricular activities. Commission members believed that the Regional Transit System (RTS) could help fill that transportation gap for families and their children.

"We operate a large, highly effective and growing more agile all the time regional transit system," Mayor Lauren Poe said.

Along with the regular routes offered by RTS, the city also started the First Mile/Last Mile project in 2019. The program consists of vans that drive people to and from major bus stops. The city implemented the

program to decrease the constraints stopping people from using public transportation. If people can easily make it to a bus stop, they are more likely to take the bus.

“When we started that, I think over 50% of the ridership were students. That really surprised us. We didn’t think those would be the primary users,” Poe said, “Our ultimate goal is to have that type of system in place throughout the city.”

Other than transportation, the Children’s Trust of Alachua County is also looking to collaborate on summer education and activity programs for children in the county. The Trust aims to create or supplement programs for elementary and middle school children that will give them positive summer experiences and maintain their reading skills.

To create these programs, trust trust began working with the Youth Develop Research-Practice Partnership to perform a summer needs assessment that will find the locations of past summer services and identify gaps between what they offer and what the community needs.

“The intent would be not only to give them some experiences in the summer that provide a safe place for them to be, but enriching experiences that also give them an opportunity to focus on reading over the

summer and preventing summer skill loss," Colin Murphy, the Executive Director of The Children's Trust of Alachua County, said.

The trust appointed Murphy as executive director in January. He previously worked for the Children's Home Society of Florida, and he was selected out of a pool of 56 applicants.

A mosaic of programs exists within Alachua County to help support children and their families. However, these programs are operated by different agencies, even if they have overlapping goals. By consolidating resources and planning, the Gainesville City Commission and the trust hope to offer a better service network.

"Cross-governmental agency contact really does offer a huge opportunity for us to change how we do the work we do," Dr. Maggie Labarta, Vice Chair of the Children's Trust of Alachua County, said.

Besides the Alachua County School Board, Gainesville city government is one of the largest youth programming providers. As the Children's Trust of Alachua County moves forward with planning for future years, it hopes to foster interagency dependence within community programs.

Audio file is available <https://www.wuft.org/news/2020/11/05/childrens-trust-of-alachua-county-hopes-to-create-better-community-services-through-interdependency/>



CHILDREN'S TRUST OF ALACHUA COUNTY SEEKING WAYS TO HELP DURING CORONAVIRUS OUTBREAK

By Elizabeth Biro

🕒 April 10, 2020 📁 Coronavirus, Education

In light of the coronavirus pandemic, organizations like the Children's Trust of Alachua County are having to refocus their goals and decide how they will help in order to best benefit the community.

The Children's Trust of Alachua County met this week to discuss what the role of the organization would be in the coming months.

Colin Murphy, executive director of the Children's Trust of Alachua County, said his long-term focus is on childcare and child welfare.

"I know that one of the concerns is that when you have people at home there's more instances of domestic violence and potentially, children entering the child welfare system mainly because people can't pay their bills, essentially," Murphy said on Monday.

In the meantime, the advisory board will continue to meet and make fiscal decisions as to where they feel funds and other resources would benefit children the most.

Knowing this is fundraising season for most non-profits, Murphy said the committee discussed a solution that would allow them to get a better gauge of which groups need aid.

“A few other possibilities might be to participate in the community foundation’s need survey,” Murphy said, “and while there’s no guarantees we would fund any of those, if we do get a request or a request comes to me, I can send them there and at least have them apply and take back the information and discuss.”

Another major focus of the Children’s Trust is maintaining children’s education during the transition to virtual learning.

The transition to online classes caused problems for those who lack resources like computers or WiFi, Superintendent of Alachua County Schools Karen Clarke said. She shared what public schools are doing to prepare for these issues.

“We’re thinking we are going to have enough devices to issue one per family based on some surveys that we did and by process of elimination,” Clarke said. “Being able to determine that, we have ordered an

additional 600 iPads already.”

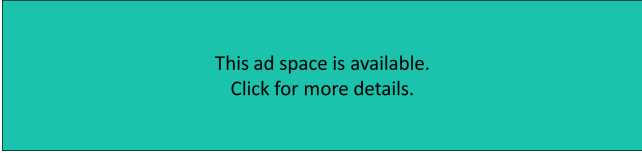
The school district began allocating devices to larger high schools first, and is starting the distribution to elementary and middle schools this week. ^

Clarke said that efforts are being made to ensure every student has access to the internet and an electronic device.

“We are in the process now, for lack of a better word, reprogramming our bus GPS systems that will turn them into little hot spots,” Clarke said, “without requiring one of the little ‘MiFi’ boxes.”



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Children's Trust Seeks Input on Strategic Funding Plan

December 9, 2020

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CHILDREN'S TRUST OF ALACHUA COUNTY

Press release from Children's Trust of Alachua County

Advisory Committees and Needs Assessment to Inform Choices

The [Children's Trust of Alachua County](#) created advisory committees on two of the three key elements of the Strategic Funding Plan: the "On the Way" Advisory Committee and the Youth Development Advisory Committee.

"The blend of community and expert opinion will lead to the success of the Trust's Strategic Funding Plan," explained Colin Murphy, Executive Director of the Trust.

The "On the Way" Advisory Committee will build on the momentum created by the programming developed by the Children's Services Advisory Board and the award from the Pritzker Children's Initiative. The advisory committee will take a systems-wide approach to the PN-5 system in Alachua County, working with subject matter experts, stakeholders, and parents to coordinate policies and practice throughout the healthcare, early education, and family support systems to work together to ensure better results for children.

This advisory committee will be led by Trust members Dr. Nancy Hardt and Dr. Patricia Snyder. Hardt is a professor emerita in the University of Florida College of Medicine. Snyder is the Director of the Anita Zucker Center for Excellence in Early Childhood Studies at the University of Florida.

The Youth Development Advisory Committee will build on the work of the BOOST Alliance, juvenile justice collaborations, and subject matter experts from the school district, law enforcement, department of juvenile justice, mental, health, and child welfare and parents, to perform a gap analysis.

The Hon. Susanne Wilson Bullard and Ms. Tina Certain will co-chair the second advisory committee. Wilson Bullard is a judge for the Eighth Judicial Circuit Court in Levy County. Certain is vice-chair of the Board of the Alachua County Public Schools.

Both committees are charged with making an initial set of recommendations by the March 8, 2020 Children's Trust of Alachua County meeting.

The third element of the strategic funding plan is a summer needs assessment for K-8 children that is funded by the Trust and is currently being conducted by the Youth Development Research-Practice Partnership (YDRPP) in the College of Health and Human Performance at the University of Florida. The needs assessment was authorized by the Trust in October 2020 and will include recommendations for programming for the summer of 2021.

The Children's Trust of Alachua County provides children's services throughout Alachua County.

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overseers of "the most





Children's Trust director named

By Staff Report

Posted Feb 3, 2020 at 2:05 PM

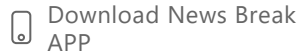
The Children's Trust of Alachua County has appointed its first executive director.

Colin Murphy was chosen from a 56-applicant pool and started the job Monday.

Murphy led the Children's Home Society of Florida's statewide business development effort in his previous job. Before that, he was the chief operating officer of the Jacksonville Children's Commission, according to an Alachua County news release, overseeing day-to-day operations, procurement, grant-writing and more.

The Children's Trust of Alachua County is an independent special taxing district approved by the county voters in 2018.

County residents agreed to tax themselves a half mill in property taxes for 12 years to cover children's needs. The tax is expected to generate about \$7 million a year.



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Children's Trust of Alachua County Hopes To Create Better Community Services Through Interdependency

wuft.org | 11-05



Transportation, homelessness and food insecurity are just a few things keeping children from achieving in school in Alachua County. To combat these problems, the Children's Trust of Alachua County was approved by voters in 2018. The Trust operates as an independent special taxing district. It strives to serve children until they are 18 with programs and services built to help them and their families thrive in the community.