

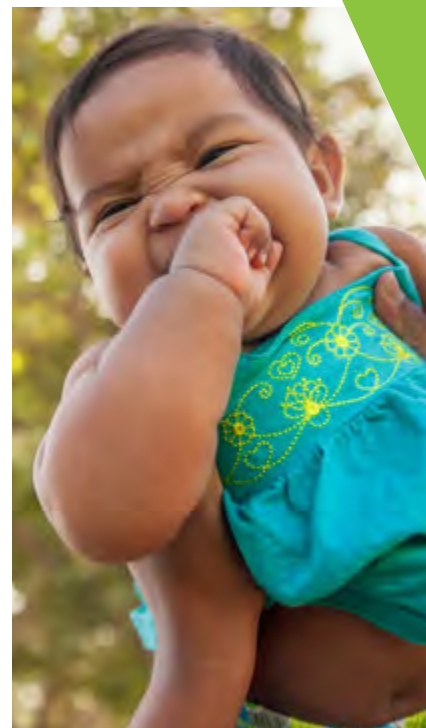


# CHILDREN'S TRUST

FY 2021-22 ADOPTED BUDGET



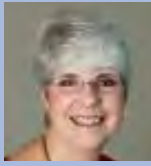
CHILDREN'S TRUST  
OF ALACHUA COUNTY



# TRUST MEMBERS



**Lee Pinkoson**  
Chair  
Gubernatorial Appointee



**Dr. Maggie Labarta**  
Vice Chair  
Gubernatorial Appointee



**Tina Certain**  
Treasurer  
School Board Member



**Dr. Carlee Simon**  
Superintendent  
Alachua County  
Public Schools



**Dr. Karen Cole-Smith**  
Gubernatorial Appointee



**Dr. Patricia Snyder**  
Gubernatorial Appointee



**Ken Cornell**  
Chair, Alachua Board  
of County Commissioners



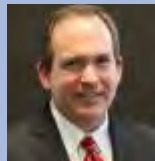
**Cheryl Twombly**  
Community Development  
Administrator  
Department of  
Children & Families



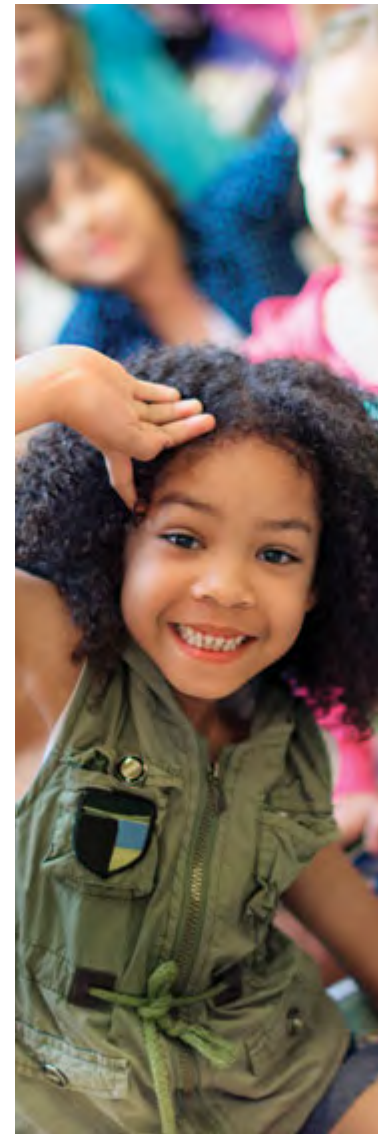
**Dr. Nancy Hardt**  
Gubernatorial Appointee



**Hon. Susanne Wilson  
Bullard**  
Circuit Judge



**Colin Murphy**  
Executive Director  
Secretary to the Board



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

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**BOARD MEMBERS**

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*Chair*

*Gubernatorial Appointee*

Dr. Maggie Labarta  
*Vice Chair*

*Gubernatorial Appointee*

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Cheryl Twombly  
*Community Development*  
*Administrator*  
*Department of Children and*  
*Families*

Hon. Susanne Wilson Bullard  
*Circuit Judge*

Colin Murphy  
*Executive Director*

Honorable Members of the Children's Trust of Alachua County

September, 2021

**Re: Fiscal Year 2021 Adopted Millage and Budget**

In accordance with Florida Statutes, Chapters 125 and 200, and Chapter 26 of the Alachua County Code of Ordinances, I present to you the Budget for Fiscal Year 2021.

The FY22 Budget totals \$8,432,380 a decrease of 15.6% from the FY21 Amended Budget. The budget supports the recommendations from work provided by the original needs' assessment performed on behalf of the Children's Services Advisory Board, the Technical Advisory Committee, the "Ensuring Youth Thrive" Report by the Youth Development Research Practice Partnership, and the Strengths and Gaps Analysis conducted by the Community Foundation of North Central Florida.

The FY22 Budget accounts for uncertainties that linger from the COVID-19 pandemic as well as the influx of funding from the federal government that is intended to provide relief to communities as they recover from the economic and social consequence of the pandemic. The Budget has been developed to link funding with the Trust's desired results while remaining flexible enough to respond to changing circumstances.

The FY 2022 budget includes the Trust's Mission, Vision, and Guiding Principles, Population-level Results and Indicators, a budget summary by function and object, details for each fund, and an organizational chart with the staff positions proposed fiscal year 2021.

A summary of the major components of the FY22 Budget is included in the summary below:

**REVENUES**

**Ad Valorem Taxes**

The budget continues to fund the Trust's operations at 0.500 mills for a total of \$8,249,047 in ad valorem tax revenue. The budget assumes a collection rate of 95% of the certified taxable value as required by F.S. 200.065.

### Intergovernmental Revenues

The budget does not include any intergovernmental revenues, which is a decrease of \$66,000 from the FY21 amended budget, due primarily to the expiration of CARES funding.

### Interest

The FY22 budget does not include any projected interest revenues due to lower interest rates.

### Contributions from Private Sources

The CTAC will continue to receive funding from the Pritzker Children’s Initiative in FY22 in the amount of \$83,333.

### EXPENSES

**Personnel Services:** The FY22 Budget has a net decrease in Personal Services of 0.18% across all funds. A 4% increase in wages and salaries for all employees after 1 year of service was offset by the elimination of the Finance and Administration Manager position.

**Operational Expenses:** The FY22 Budget has an increase in operational expenses of 52% or \$410,761 due to an increase in the budgeted amount for accounting services, legal services, local travel, rental space for the second floor of 802 NW 5<sup>th</sup> Ave, rental space at the CADE Museum for board meetings, additional promotional activities, and funding to ensure proper advertisement of public meetings and the TRIM process.

**Grants and Aid:** While Grants and Aid shows a net decrease of 30%, from \$7,170,446 to \$5,014,315, the reduction is due to the expiration of carryover funds from FY21 and not from a decrease in available funding for existing and new programs. The Trust’s “Summer Fun” initiative was a big success and funding is included to expand summer and afterschool programming and capacity-building for afterschool providers. In addition, the budget includes funding to continue the Transformative Professional Development program, and the NewboRN Home Visiting Program. New initiatives include “Help Me Grow Alachua”, the Business Leadership Institute for Early Learning’s V’Locity training for childcare centers, a summer jobs program, the Dolly Parton Imagination Library, and participation in The Partnership for Reimagining Gainesville.

**Other Uses:** In addition to the \$300,000 set aside last year, the FY2022 budget sets aside an additional \$750,000 for future facility needs and technology infrastructure.

According to the Government Finance Officers Association (GFOA), budgets that meet the highest standards and receive the Distinguished Budget Award serve as an effective Policy Document, Financial Plan, Operations Guide, and Communications Device. As the Children’s Trust of Alachua County develops both its internal capacity and provider community capacity, the Trust’s budget and budget process will continue to develop as it strives to meet the highest standards of transparency and accountability.

Sincerely,



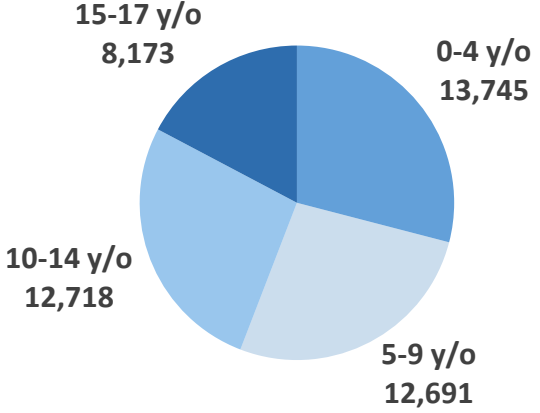
Colin Murphy  
Executive Director

# Demographic Snapshot of Children Living in Alachua County

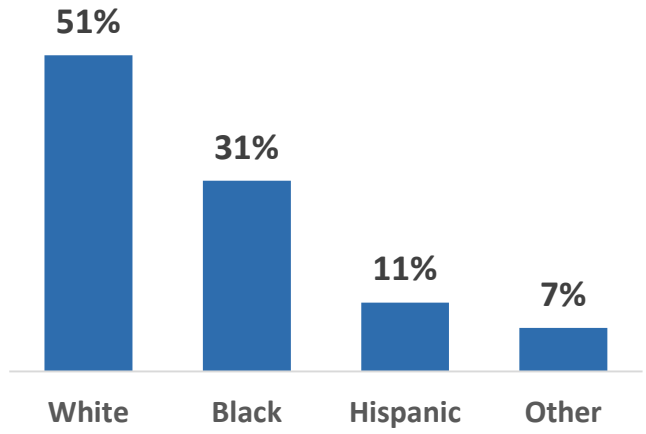


**47,327**

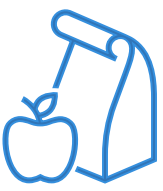
children and youth **under age 18** live in Alachua County



## Alachua County children by Race



**20%** of children live in households below the 100% federal poverty level



**50%** of elementary school children are eligible for free/reduced lunch



**57%** of preschoolers are ready at kindergarten entry



**90%** of high school students graduate within four years

## **HISTORY OF THE CHILDREN'S TRUST OF ALACHUA COUNTY**

The Campaign for the Children's Trust of Alachua County started as a grassroots movement made up of parents, grandparents, child advocates, and local activists. They knew in their hearts there was more our community could do to support our local children. Local data collected and shared by experts who serve children and youth in Alachua County supported those citizens' beliefs and lived experiences.

As early as 2002, the idea of creating a Children's Services Council (CSC) in Alachua County was being considered. None of those early efforts gained sufficient momentum to move forward. By 2015, however, certain projects helped crystalize the concept of a CSC. Community members, leaders, and stakeholders, including the Alachua County Board of County Commissioners (BoCC), the Greater Gainesville Chamber of Commerce, the University of Florida, Santa Fe College, the Alachua County Children's Alliance, United Way, Partnership for Strong Families, and the Alachua County Public Schools, began to revisit the idea. These citizens and organizations hosted many community input sessions and public meetings to discuss the path forward.

In 2016, the BoCC contracted with the Well Florida Council ([wellflorida.org](http://wellflorida.org)) to conduct a children's needs assessment, with a focus on children prenatal to 5 years old. The BoCC also voted to establish a dependent Children's Services Advisory Board (CSAB). The CSAB was tasked with recommending innovative and creative programs to serve young children, gather data, consult with existing programs, and ultimately make a recommendation to the BoCC regarding the advisability of creating an independent CSC in Alachua County.

The Campaign for the Children's Trust of Alachua County conducted polling to ascertain the level of commitment from the community. That polling showed residents supported the initiative, with local voters perceiving literacy, afterschool learning, nutrition, and vocational opportunities as the most important things which could be funded, with early learning and return on investment messages receiving the strongest support. In February 2018, the BoCC unanimously voted to move forward with a voter referendum to create and fund the Children's Trust of Alachua County.

Through these efforts, the Children's Trust of Alachua County was established according to Section 125.901 Florida Statutes and Alachua County Ordinance 18-08. In November 2018, the voters approved the Trust referendum by over 61% of the votes. As a Special Independent District with taxing authority, the Trust can levy up to .5 mil, resulting in annual estimated revenues over \$8,000,000.



## **MISSION, VISION, AND GUIDING PRINCIPLES**

### **MISSION STATEMENT**

The Children’s Trust of Alachua County funds and supports a coordinated system of community services that allows all youth and their families to thrive.

### **VISION STATEMENT**

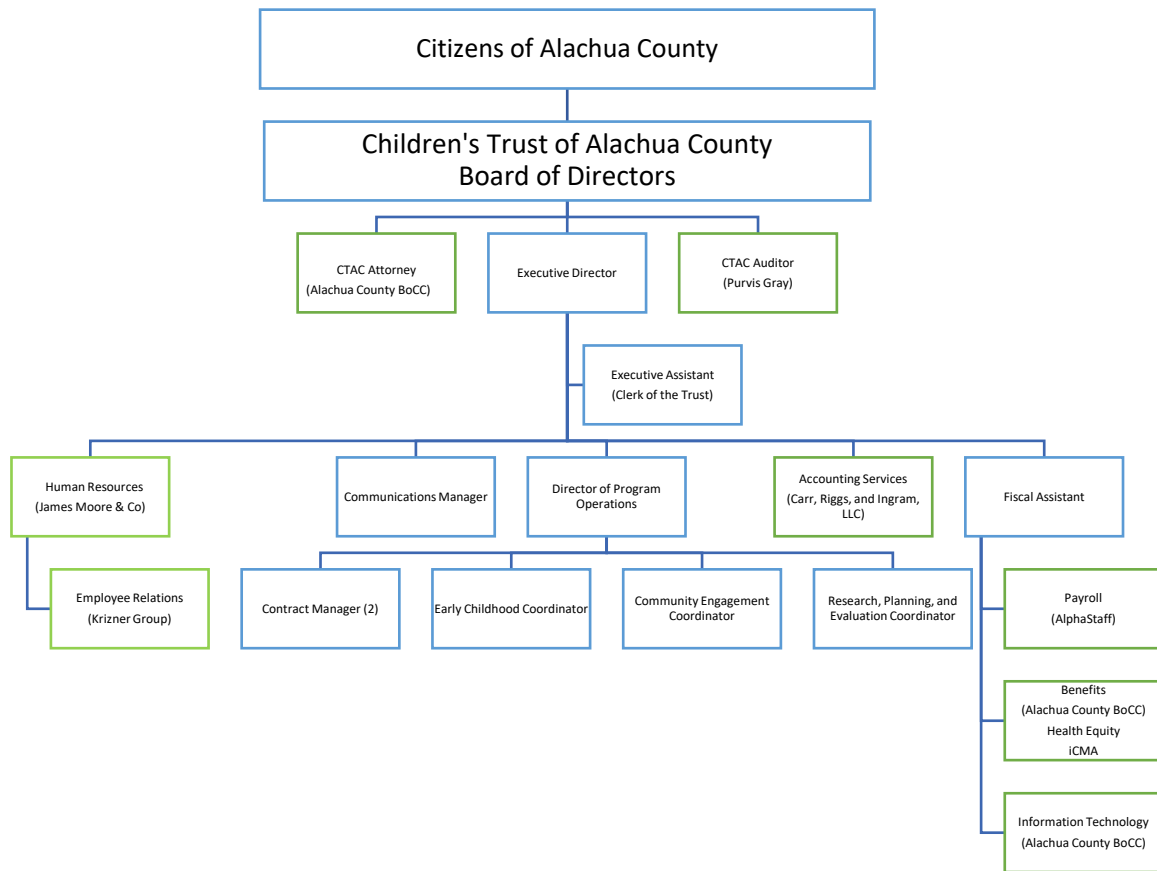
Facilitate equitable access and opportunities for all children and families in Alachua County to ensure every child reaches their maximum potential.

### **GUIDING PRINCIPLES**

Guiding Principles are utilized within organizations as a method to align behaviors, guide decision-making, and provide consistency with the Trust’s Board values. The Trust’s Board and stakeholders identified the following guiding principles:

1. Initiatives should ensure accessibility to universal supports for all children 0 to 18 and their families; targeted supports for those who need additional help; and place-based supports for those with the greatest need.
2. Innovative initiatives should be funded that coordinate comprehensive systems of support and delivers those supports in collaborative ways that allows the Trust to achieve collective impact.
3. Initiatives shall be evaluated based on its ability to ultimately impact all children, directly or indirectly, with a priority for long-term continual return on investment.
4. Initiatives must be measurable with priority given to a comprehensive system of supports that provide for prevention, timely intervention, and services that strengthen families and produce achievable results.
5. Initiatives must be aligned to a documented gap or need.
6. Funds will be invested, and initiatives will be prioritized based on the highest educational, social, or emotional outcome value.
7. Initiatives will be evaluated in an open, transparent, and competitive manner in order to ensure equitable results and confidence in the process.
8. The Trust values fiscal and operational accountability and will fund partners in a manner that rewards efficiencies, takes advantage of economies of scale, and maximizes services to children or family members/support members in order to meet the needs of educational, social, emotional, and/or physical health.
9. The complete portfolio of Trust investments shall be reviewed to ensure that Alachua County children and families have equitable access to services that will work to increase racial equity.
10. Prior to any funding decision, the direct impact on children must be the primary consideration.

# ORGANIZATIONAL CHART



**BLUE = CTAC EMPLOYEE (10)**  
**GREEN = CONTRACTED SERVICE**

## BUDGETED POSITION

FTE's as of September 30

| <b>Position</b>                                | <b>2020-2021<br/>Budget</b> | <b>2021-2022<br/>Budget</b> | <b>Fund</b> |
|--|-----------------------------|-----------------------------|-------------|
| Executive Director                             | 1                           | 1                           | GENERAL     |
| Executive Assistant                            | 1                           | 1                           | GENERAL     |
| Communications Manager                         | 1                           | 1                           | GENERAL     |
| Finance and Administration Manager             | 1                           | 0                           | GENERAL     |
| Fiscal Assistant                               | 1                           | 1                           | GENERAL     |
| Director of Program Operations                 | 1                           | 1                           | GENERAL     |
| Contract Manager                               | 2                           | 2                           | GENERAL     |
| Community Engagement Coordinator               | 1                           | 1                           | GENERAL     |
| Research, Planning, and Evaluation Coordinator | 1                           | 1                           | GENERAL     |
| Early Childhood Coordinator                    | 1                           | 1                           | GRANTS      |
|  | <b>11</b>                   | <b>10</b>                   |             |

## PLANNING PROCESS

Shortly after the CTAC was established, the Board formed a Technical Advisory Committee (TAC) comprised of local subject matter experts which met from November 2019 to June 2020. The committee was charged with two tasks: 1) reviewing existing community reports and needs assessments and identifying existing data and information that should be used in assessing community strengths and needs; and 2) identifying areas that lack comprehensive information that need additional data collection.

The TAC recommended that the Trust adopt the Results-Based Accountability Framework (RBA). Results-based accountability distinguishes between **population accountability** and **performance accountability**. Population-level accountability measures the well-being of entire populations and communities; performance accountability measures the well-being of clients, organizations, agencies, or service systems. At the recommendation of the TAC, the Trust adopted 4 key goals and 15 indicators.

## GOALS AND INDICATORS

# ALACHUA COUNTY GOALS AND INDICATORS

|   | Previous Value (Year)   | Most Recent Value (Year)/ By Race (when available)                | Change Between Years | State of FL Most Recent Value           |
|---|---|---|----------------------|---|
| <b>GOAL 1: ALL CHILDREN ARE BORN HEALTHY AND REMAIN HEALTHY</b>                     |   |   |                      |   |
| Low Birth Weight <sup>1</sup><br><i>Live Births Under 2500 Grams</i>                | <b>11.7%</b> (2018)<br>20% of black births                        | <b>11.0%</b> (2019)<br>18.4% of black births                      | ✓                    | <b>8.8%</b> (2019)                      |
| Hospitalizations for self-inflicted injuries <sup>1</sup><br><i>Ages 12-18</i>      | <b>151.1</b> (2018)<br>rate per 100,000                           | <b>149.2</b> (2019)<br>rate per 100,000                           | ✓                    | <b>62.8</b> (2019)<br>rate per 100,000  |
| Bacterial STDs <sup>1</sup><br><i>Ages 14-19</i>                                    | <b>1,292.9</b> (2018)<br>rate per 100,000                         | <b>1,352.7</b> (2019)<br>rate per 100,000                         | ↗                    | <b>758.0</b> (2019)<br>rate per 100,000 |
| Child Food Insecurity Rate <sup>1</sup>   | <b>20.1%</b> (2017)   | <b>18.2%</b> (2018)   | ✓                    | <b>19.4%</b> (2018)                     |
| <b>GOAL 2: ALL CHILDREN CAN LEARN WHAT THEY NEED TO BE SUCCESSFUL</b>               |   |   |                      |   |
| Children Ready for Kindergarten <sup>1</sup>  | <b>58.2%</b> (2018)   | <b>56.9%</b> (2019)   | ↘                    | <b>53.4%</b> (2019)                     |
| 3rd Grade Language Arts Proficiency <sup>2</sup>                                    | <b>56%</b> (2018)   | <b>57%</b> (2019)<br>32% of black 3 <sup>rd</sup> graders         | ✓                    | <b>58%</b> (2019)                       |
| 8th Grade Reading Levels <sup>2</sup>   | <b>61%</b> (2018)   | <b>61%</b> (2019)<br>31% of black 8th graders                     | ↔                    | <b>56%</b> (2019)                       |
| High School Graduation Rates <sup>1</sup>   | <b>88.5%</b> (2018)   | <b>90.4%</b> (2019)<br>84% for black youth                        | ✓                    | <b>90%</b> (2019)                       |
| <b>GOAL 3: ALL CHILDREN HAVE NURTURING, SUPPORTIVE CAREGIVERS AND RELATIONSHIPS</b> |   |   |                      |   |
| Children Subject to Maltreatment  | <i>unavailable</i>  | <b>80.1</b> (2019)<br>rate per 10,000                             |                      | <b>59.0</b> (2019)<br>rate per 10,000   |
| Youth Arrests <sup>1</sup>  | <b>215.5</b> (2018)<br>rate per 100,000                           | <b>238.4*</b> (2019)<br>rate per 100,000                          | ↗                    | <b>160.6</b> (2019)<br>rate per 100,000 |
| Children in Out-of-Home Care <sup>3</sup><br><i>Ages 0-17</i>                       | <b>269</b> (2020)<br>48% black/ African-American                  | <b>300</b> (2021)<br>53% black/African-American                   | ↗                    | <b>22,672</b> (2021)                    |
| <b>GOAL 4: ALL CHILDREN LIVE IN A SAFE COMMUNITY</b>                                |   |   |                      |   |
| Social Vulnerability Index <sup>5</sup>   | <b>22<sup>nd</sup></b> percentile in overall vulnerability (2016) | <b>24<sup>th</sup></b> percentile in overall vulnerability (2018) | ↗                    | <i>unavailable</i>                      |
| Households with severe housing problems <sup>1</sup>                                | <b>20.1%</b> (2016)   | <b>20.6%</b> (2017)   | ↗                    | <b>20%</b> (2017)                       |
| Violent crimes <sup>1</sup>   | <b>686.6</b> (2018)<br>rate per 100,000                           | <b>661.9</b> (2019)<br>rate per 100,000                           | ✓                    | <b>381.3</b> (2019)<br>rate per 100,000 |
| Non-fatal motor vehicle traffic related hospitalizations<br><i>Ages 12-18</i>       | <b>55.0</b> (2018)<br>rate per 100,000                            | <b>81.4</b> (2019)<br>rate per 100,000                            | ↗                    | <b>51.3</b> (2019)<br>rate per 100,000  |

Data Sources: <sup>1</sup>FL Health Charts; <sup>2</sup>Florida Department of Education; <sup>3</sup>Fostering Court Improvement; <sup>4</sup>FL Department of Children and Families; <sup>5</sup> Center for Disease Control

\* Alachua ranked 2nd of 67 counties for racial disparities in youth arrests

## STRATEGIES

In RBA, strategies are a set of cohesive actions with a reasonable chance to turn a curve or for improving a goal and indicator. RBA recognizes that it takes **many aligned programs and strategies** to change outcomes at the population level, including direct service efforts, policy and systems changes, and partnership and collaboration. Furthermore, the relationship between population accountability and performance accountability is one of contribution, not cause and effect.

Between 2019 and 2021, the Trust engaged in three planning activities in order to determine efforts that might reasonably “Turn the Curve”. First, county staff from the *Community Support Services* division leveraged relationships at the National Association of Counties to assist the Children’s Trust of Alachua County in applying for and receiving a grant from the Pritzker Children’s Initiative. The goals of the initiative are to: 1) increase participation rates of those living <200% FPL by 17% annually in existing federal, state, and locally funded maternal and infant health programs (WIC, Healthy Start, MIECHV, NewboRN, & Healthy Families); and 2) increase the number of children in high-quality childcare.

Second, the CTAC contracted with the University of Florida's Youth Development Research-Practice Partnership (YDRPP) to conduct a summer needs assessment for the children of Alachua County. As part of this study, the YDRPP conducted 6 focus groups, interviewing 35 parents, and 51 provider organizations. The YDRPP issued a report entitled, *Enduring the Summer Thrive: Addressing the Needs of Children, Youth, and Families for Summer Opportunities in Alachua County*. In their report, YDRPP observed: "Following the recommendations we provide in this report will require long-range strategizing and a long-term investment of time, including a sustained process of study, the setting of specific goals, community engagement, and refinement". They also advised: "In the short term, we suggest that the CTAC can begin to address the findings in this report by funding increased access to affordable summer programs for Alachua County residents".

Third, in February 2021, the Trust partnered with the Community Foundation of North Central Florida to conduct a "Mapping the Gaps" session focused on children ages 6 - 18. The participants of the mapping session work with youth in a variety of settings, including schools, afterschool providers, juvenile justice, and mental health. Priority areas identified were health and safety, and education/caregiving support. Mental health services were considered needed across a broad range of issues. The education discussion noted the need for a "seamless pathway" for academic and vocation exploration and training. Safety discussions focused on the increase in gun violence, gang activity, and juvenile arrest, particularly for the older group of youth. A cross-cutting issue was the need for family/caregiving support.



**GOAL 1: ALL CHILDREN ARE BORN HEALTHY AND REMAIN HEALTHY**

**WHAT WORKS**

- 1.1 Support maternal and child health
- 1.2 Support mental health and substance abuse prevention
- 1.3 Support physical health
- 1.4 Improve food security

**GOAL 2: ALL CHILDREN CAN LEARN WHAT THEY NEED TO BE SUCCESSFUL**

**WHAT WORKS**

- 2.1 Support professional development and capacity-building
- 2.2 Youth development
- 2.3 Literacy and academic supports
- 2.4 Improve capacity to support special needs
- 2.5 Career exploration and preparation

**GOAL 3: ALL CHILDREN HAVE NURTURING AND SUPPORTIVE CAREGIVERS AND RELATIONSHIPS**

**WHAT WORKS**

- 3.1 Support initiatives that connect families to resources
- 3.2 Improve family strengthening and supports

**GOAL 4: ALL CHILDREN LIVE IN A SAFE COMMUNITY**

**WHAT WORKS**

- 4.1 Injury prevention
- 4.2 Delinquency/truancy prevention
- 4.3 Violence prevention

## **FINANCIAL OVERVIEW**

### **FINANCIAL ORGANIZATION**

The Children’s Trust of Alachua County (CTAC) is an independent special district established under County Ordinance 18-08 and approved by the electors of Alachua County voting in the November 6, 2018 election. CTAC is governed by a board of directors which consists of 10 members, including the Superintendent of Schools, a local School Board member, the District III Administrator from the Florida Department of Children and Families or designee, one member of the Board of County Commissioners, a judge assigned to juvenile cases and the remaining five members are appointed by the Governor of Florida for four-year terms. CTAC operates in accordance with Section 125.901, Florida Statutes.

CTAC follows the standards promulgated by the Government Accounting Standards Board (GASB) Codification Section 2100, Defining the Financial Reporting Entity. The CTAC provides funding to various agencies, however, each agency is financially independent.

### **FUND STRUCTURE**

During Fiscal Year 2022, the CTAC will have 3 funds subject to budgetary appropriation included in the Adopted Budget. Funds are control structures that ensure that public funds are expended only on those activities authorized and within the amounts authorized. All funds are budgeted on a modified accrual basis which is the same method used for accounting of the governmental fund audited financial statements. The modified accrual basis recognizes receivables and payables (revenues and expenditures), as they are earned and incurred even if cash has not been received or paid out.

Funds are established to account for the different types of activities and legal restrictions that are associated with a particular government function. The use of funds and the budgeting, accounting, and auditing that are associated with this structure are governed by Florida Statutes and Generally Accepted Accounting Principles (GAAP), as determined by the Government Accounting Standards Board (GASB).

The Fiscal Year 2020 audited financial statement has only one governmental fund – the general revenue fund. During the Fiscal Year 2021 budget, two additional funds were established – a special revenue fund and a capital projects fund.

For Fiscal Year 2022, the CTAC will use the following three funds to control its activities:

1. General Fund
2. Special Revenue Funds
3. Capital Projects Fund

## FINANCIAL POLICIES

The CTAC has Budget Management Policies, Financial Management, and Investment Policies, which can be found in their entirety at <https://ctac.municipalcodeonline.com/>. A brief summary is provided below:

### **Budget Management**

- A. CTAC is required to submit a balanced budget, defined as the total estimated receipts (including balances brought forward) equaling the total appropriations and reserves.
- B. Expenditures cannot legally exceed the total annual budgeted appropriations.
- C. CTAC's budget should include, when appropriate, personnel services, operating, capital outlay, grants and aids, and other uses categories.
- D. Appropriations are made at the Fund, Functional Category, and Object Classification (AKA "categories"; personnel services, operating expense, capital outlay, grants and aids, and "other use" expenses) levels.
- E. Budget amendments that change the fund's total appropriation, or transfers between Functions and/or Object Classifications, as defined by the Uniform Chart of Accounts (AKA Uniform Accounting System Manual for Florida Local Governments) require approval of the CTAC's board.

### **Fund Balance**

- A. The financial reporting fund's Fund Balance shall be composed of non-spendable, restricted, committed, assigned, and unassigned amounts.
- B. The unassigned plus assigned fund balance at each fiscal year end shall not be less than 5% of the following year's projected operating revenue. In any fiscal year where CTAC is unable to maintain the minimum fund balance as required in this section, they shall re-establish the minimum amount in the following year. During the re-establishment period, CTAC shall not appropriate any amounts of such fund balance for the purpose of balancing the budget until the minimum is reached.

### **Reporting and Audits**

- A. CTAC's accounting and financial reporting systems will be maintained in conformance with all state, federal, and local laws, as well as generally accepted accounting principles as required in Chapters 129 and 200, Florida Statutes.
- B. An annual audit will be performed by an independent public accounting firm, as required by Florida Statutes. The results of the audit and the audit opinion will be reported to the CTAC and included in CTAC's annual financial report.
- C. The CTAC will perform quarterly reviews to determine if the budgetary plan is being followed and if budgetary expectations are being achieved. Any problems discovered in this process will be corrected at the appropriate level of budgetary control.

## Investment Policies

The objectives of CTAC's investment policies are to ensure:

- A. Safety of Principal.** The primary objective of the Clerk or the Clerk's designee's investment activities is the protection of CTAC's funds (preservation of capital). Investment transactions shall seek to keep capital losses to a minimum, whether they are from securities defaults or erosion of market value.
- B. Maintenance of Liquidity.** The second highest priority is liquidity of funds. The Clerk or the Clerk's designee's investment strategy will provide sufficient liquidity to meet the CTAC's reasonable anticipated cash flow requirements.
- C. Return on Investment.** The third highest priority is income. The optimization of investment returns shall be secondary to the requirements for safety and liquidity. Return of investment is of least importance compared to the safety and liquidity objectives described above. However, return is attempted through active management where the Investment Advisor utilizes a total return strategy (which includes both realized and unrealized gains and losses in the portfolio). This total return strategy seeks to increase the value of the portfolio through reinvestment of income and capital gains. The core of investments is limited to relatively low-risk securities in anticipation of earning a fair return relative to the risk being assumed. Despite this, an Investment Advisor may trade to recognize a loss from time to time to achieve a perceived relative value based on its potential to enhance the total return of the portfolio.
- D. Diversification.** CTAC will seek to control risks and diversify investments regarding specific security types, maturities, and financial institutions. Diversification is important to ensure that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

## BUDGET OVERVIEW

### BUDGET FORMAT

This Budget conforms to the Government Finance Officers Association of the United States and Canada's recommended budget format for municipal governments. The goal is that the budget functions as a policy document, financial plan, operations guide, and communications device.

### ALL FUNDS OVERVIEW

The total Fiscal Year 2022 Tentative Budget expenditures are \$8,432,380. This represents a 15.62% decrease from the Fiscal Year 2021 Amended Budget. The Fiscal Year 2021 Amended Budget includes CTAC-approved mid-year budget amendments and transfers. The Fiscal Year 2020 actual expenditures are provided.

| <b>Fund</b>                      | <b>2020<br/>Actual<br/>Amount</b> | <b>2021<br/>Adopted<br/>Budget</b> | <b>2021<br/>Amended<br/>Budget</b> | <b>2022<br/>Tentative<br/>Budget</b> |
|----------------------------------|-----------------------------------|------------------------------------|------------------------------------|--------------------------------------|
| 001 - General Fund               | 2,223,817                         | 9,505,121                          | 9,505,121                          | 8,249,047                            |
| 101 - Grants and Awards          | -                                 | 338,630                            | 188,000                            | 133,333                              |
| 301 - Capital Project Fund       | -                                 | 300,000                            | 300,000                            | 50,000                               |
| <b>Expenditure Grand Totals:</b> | <b>2,223,817</b>                  | <b>10,143,751</b>                  | <b>9,993,121</b>                   | <b>8,432,380</b>                     |

## REVENUES

|                                   | REVENUES (ALL FUNDS)     |                           |                           |                             |
|-----------------------------------|--------------------------|---------------------------|---------------------------|-----------------------------|
|                                   | 2020<br>Actual<br>Amount | 2021<br>Adopted<br>Budget | 2021<br>Amended<br>Budget | 2022<br>Tentative<br>Budget |
| <b>Revenue</b>                    |                          |                           |                           |                             |
| <i>Millage Rate</i>               | 0.5000                   | 0.5000                    | 0.5000                    | 0.5000                      |
| 31 – Taxes (95% of tax levy)      | 7,341,128                | 7,742,236                 | 7,742,236                 | 8,249,047                   |
| 33 - Intergovernmental<br>Revenue | -                        | 224,630                   | 74,000                    | -                           |
| 36 - Miscellaneous Revenue        | 67,813                   | 99,833                    | 99,833                    | 83,333                      |
| 38 - Other Sources                | -                        | 2,077,052                 | 2,077,052                 | 100,000                     |
| <b>Revenue Grand Total:</b>       | <b>7,408,940</b>         | <b>10,143,751</b>         | <b>9,993,121</b>          | <b>8,432,380</b>            |

Revenues are based on collecting 95% of the ad valorem tax levy. Miscellaneous revenues represent grant funding from the Pritzker Children’s Initiative. Other Sources represent transfers between funds.





# CERTIFICATION OF TAXABLE VALUE

Reset Form

Print Form

DR-420  
R. 5/12  
Rule 12D-16.002  
Florida Administrative Code  
Effective 11/12

|   |  |
|---|--|
| Year : 2021   | County : Alachua   |
| Principal Authority :<br>CHILDREN'S TRUST of ALACHUA COUNTY | Taxing Authority :<br>CHILDREN'S TRUST of ALACHUA COUNTY |

## SECTION I : COMPLETED BY PROPERTY APPRAISER

|    |  |                              |  |                 |
|----|--|------------------------------|--|-----------------|
| 1. | Current year taxable value of real property for operating purposes   | \$                           | 15,989,403,650                         | (1)             |
| 2. | Current year taxable value of personal property for operating purposes   | \$                           | 1,350,597,692                          | (2)             |
| 3. | Current year taxable value of centrally assessed property for operating purposes   | \$                           | 26,412,695                             | (3)             |
| 4. | Current year gross taxable value for operating purposes <i>(Line 1 plus Line 2 plus Line 3)</i>  | \$                           | 17,366,414,037                         | (4)             |
| 5. | Current year net new taxable value (Add new construction, additions, rehabilitative improvements increasing assessed value by at least 100%, annexations, and tangible personal property value over 115% of the previous year's value. Subtract deletions.)            | \$                           | 492,887,241                            | (5)             |
| 6. | Current year adjusted taxable value <i>(Line 4 minus Line 5)</i>   | \$                           | 16,873,526,796                         | (6)             |
| 7. | Prior year FINAL gross taxable value from prior year applicable Form DR-403 series   | \$                           | 16,226,354,249                         | (7)             |
| 8. | Does the taxing authority include tax increment financing areas? If yes, enter number of worksheets (DR-420TIF) attached. If none, enter 0   | <input type="checkbox"/> YES | <input checked="" type="checkbox"/> NO | Number<br>0 (8) |
| 9. | Does the taxing authority levy a voted debt service millage or a millage voted for 2 years or less under s. 9(b), Article VII, State Constitution? If yes, enter the number of DR-420DEBT, <i>Certification of Voted Debt Millage</i> forms attached. If none, enter 0 | <input type="checkbox"/> YES | <input checked="" type="checkbox"/> NO | Number<br>0 (9) |

|   |   |                   |  |
|---|---|-------------------|--|
| <b>Property Appraiser Certification</b> | I certify the taxable values above are correct to the best of my knowledge. |                   |  |
| <b>SIGN<br/>HERE</b>                    | Signature of Property Appraiser:  | Date :            |  |
|   | Electronically Certified by Property Appraiser                              | 6/21/2021 4:48 PM |  |

## SECTION II : COMPLETED BY TAXING AUTHORITY

If this portion of the form is not completed in FULL your taxing authority will be denied TRIM certification and possibly lose its millage levy privilege for the tax year. If any line is not applicable, enter -0-.

|     |  |        |                   |      |
|-----|--|--------|-------------------|------|
| 10. | Prior year operating millage levy <i>(If prior year millage was adjusted then use adjusted millage from Form DR-422)</i>   | 0.5000 | per \$1,000       | (10) |
| 11. | Prior year ad valorem proceeds <i>(Line 7 multiplied by Line 10, divided by 1,000)</i>   | \$     | 8,113,177         | (11) |
| 12. | Amount, if any, paid or applied in prior year as a consequence of an obligation measured by a dedicated increment value <i>(Sum of either Lines 6c or Line 7a for all DR-420TIF forms)</i> | \$     | 0                 | (12) |
| 13. | Adjusted prior year ad valorem proceeds <i>(Line 11 minus Line 12)</i>   | \$     | 8,113,177         | (13) |
| 14. | Dedicated increment value, if any <i>(Sum of either Line 6b or Line 7e for all DR-420TIF forms)</i>  | \$     | 0                 | (14) |
| 15. | Adjusted current year taxable value <i>(Line 6 minus Line 14)</i>  | \$     | 16,873,526,796    | (15) |
| 16. | Current year rolled-back rate <i>(Line 13 divided by Line 15, multiplied by 1,000)</i>   |        | 0.4808 per \$1000 | (16) |
| 17. | Current year proposed operating millage rate   |        | 0.5000 per \$1000 | (17) |
| 18. | Total taxes to be levied at proposed millage rate <i>(Line 17 multiplied by Line 4, divided by 1,000)</i>  | \$     | 8,683,207         | (18) |

|     |  |   |  |      |
|-----|--|---|--|------|
| 19. | TYPE of principal authority (check one)                | <input type="checkbox"/> County                         | <input checked="" type="checkbox"/> Independent Special District | (19) |
|     |  | <input type="checkbox"/> Municipality                   | <input type="checkbox"/> Water Management District               |      |
| 20. | Applicable taxing authority (check one)                | <input checked="" type="checkbox"/> Principal Authority | <input type="checkbox"/> Dependent Special District              | (20) |
|     |  | <input type="checkbox"/> MSTU                           | <input type="checkbox"/> Water Management District Basin         |      |
| 21. | Is millage levied in more than one county? (check one) | <input type="checkbox"/> Yes                            | <input checked="" type="checkbox"/> No                           | (21) |

|  |   |                                    |
|--|---|------------------------------------|
| <b>DEPENDENT SPECIAL DISTRICTS AND MSTUs</b> |  | <b>STOP HERE - SIGN AND SUBMIT</b> |
|--|---|------------------------------------|

|     |  |    |                    |      |
|-----|--|----|--------------------|------|
| 22. | Enter the total adjusted prior year ad valorem proceeds of the principal authority, all dependent special districts, and MSTUs levying a millage. <i>(The sum of Line 13 from all DR-420 forms)</i>  | \$ | 8,113,177          | (22) |
| 23. | Current year aggregate rolled-back rate <i>(Line 22 divided by Line 15, multiplied by 1,000)</i>   |    | 0.4808 per \$1,000 | (23) |
| 24. | Current year aggregate rolled-back taxes <i>(Line 4 multiplied by Line 23, divided by 1,000)</i>   | \$ | 8,349,772          | (24) |
| 25. | Enter total of all operating ad valorem taxes proposed to be levied by the principal taxing authority, all dependent districts, and MSTUs, if any. <i>(The sum of Line 18 from all DR-420 forms)</i> | \$ | 8,683,207          | (25) |
| 26. | Current year proposed aggregate millage rate <i>(Line 25 divided by Line 4, multiplied by 1,000)</i>   |    | 0.5000 per \$1,000 | (26) |
| 27. | Current year proposed rate as a percent change of rolled-back rate <i>(Line 26 divided by Line 23, minus 1, multiplied by 100)</i>   |    | 3.99 %             | (27) |

|                                    |                     |                       |  |
|------------------------------------|---------------------|-----------------------|--|
| <b>First public budget hearing</b> | Date :<br>9/13/2021 | Time :<br>5:01 PM EST | Place :<br>Cade Museum, 811 South Main Street, Gainesville, FL 32601 |
|------------------------------------|---------------------|-----------------------|--|

|   |   |  |   |                             |                              |
|---|---|--|---|-----------------------------|------------------------------|
| <b>S<br/>I<br/>G<br/>N<br/><br/>H<br/>E<br/>R<br/>E</b> | <b>Taxing Authority Certification</b>   |  | I certify the millages and rates are correct to the best of my knowledge. The millages comply with the provisions of s. 200.065 and the provisions of either s. 200.071 or s. 200.081, F.S. |                             |                              |
|   | Signature of Chief Administrative Officer :<br>Electronically Certified by Taxing Authority |  |   | Date :<br>7/15/2021 3:57 PM |                              |
|   | Title :<br>Colin Murphy, Executive Director   |  | Contact Name and Contact Title :<br>Colin Murphy, Executive Director  |                             |                              |
|   | Mailing Address :<br>P.O. Box 5669  |  | Physical Address :<br>802 NW 5th Ave; Suite 100   |                             |                              |
|   | City, State, Zip :<br>Gainesville, Florida 32601  |  | Phone Number :<br>352-374-1830  |                             | Fax Number :<br>352-374-1831 |

## EXPENDITURES

### EXPENDITURES BY OBJECT (ALL FUNDS)

|                                  | <b>2020<br/>Actual<br/>Amount</b> | <b>2021<br/>Adopted<br/>Budget</b> | <b>2021<br/>Amended<br/>Budget</b> | <b>2022<br/>Tentative<br/>Budget</b> |
|----------------------------------|-----------------------------------|------------------------------------|------------------------------------|--------------------------------------|
| <b>Expenditures</b>              |                                   |                                    |                                    |                                      |
| 10 - Personnel Services          | -                                 | 1,058,332                          | 1,058,332                          | 1,056,387                            |
| 20 - Operating Expenses          | 516,271                           | 752,345                            | 788,465                            | 1,199,226                            |
| 50 - Grants and Aid              | 1,545,771                         | 7,357,296                          | 7,170,546                          | 5,014,315                            |
| 60 - Other Uses                  | -                                 | 975,778                            | 975,778                            | 1,162,452                            |
| <b>Expenditure Totals</b>        | <b>2,223,817</b>                  | <b>10,143,751</b>                  | <b>9,993,121</b>                   | <b>8,432,380</b>                     |
| <b>Revenue Grand Totals:</b>     | <b>7,408,940</b>                  | <b>10,143,751</b>                  | <b>9,993,121</b>                   | <b>8,432,380</b>                     |
| <b>Expenditure Grand Totals:</b> | <b>2,223,817</b>                  | <b>10,143,751</b>                  | <b>9,993,121</b>                   | <b>8,432,380</b>                     |
| <b>Net Grand Totals:</b>         | <b>5,185,124</b>                  | -                                  | -                                  | -                                    |

### EXPENDITURES BY FUNCTION (ALL FUNDS)

|                                  | <b>2020<br/>Actual<br/>Amount</b> | <b>2021<br/>Adopted<br/>Budget</b> | <b>2021<br/>Amended<br/>Budget</b> | <b>2022<br/>Tentative<br/>Budget</b> |
|----------------------------------|-----------------------------------|------------------------------------|------------------------------------|--------------------------------------|
| 56 - Programs                    | 1,696,871                         | 8,662,294                          | 8,511,664                          | 6,406,347                            |
| 51 - Administration              | 526,946                           | 1,142,790                          | 1,142,790                          | 1,092,700                            |
| 58 - Other Uses                  | -                                 | 338,667                            | 338,667                            | 750,000                              |
| <b>Expenditure Grand Totals:</b> | <b>2,223,817</b>                  | <b>10,143,751</b>                  | <b>9,993,121</b>                   | <b>8,432,380</b>                     |

**FUND BALANCE**

**CHANGE IN FUND BALANCE (ALL FUNDS)**

|                                   | <b>2020</b>      | <b>2021</b>      | <b>2022</b>      |
|-----------------------------------|------------------|------------------|------------------|
|                                   | <b>Actual</b>    | <b>Projected</b> | <b>Tentative</b> |
| Unassigned                        | 3,008,292        | 4,814,329        | (60,000)         |
| Non-Spendable                     | 2,375            | 3,925            | -                |
| Assigned for:                     |                  |                  |                  |
| Carryover Grants                  | 1,487,346        | (1,487,346)      | -                |
| Subsequent Year's Reserve         | 387,111          | 25,341           | -                |
| Future Program Capacity Expansion | 300,000          | (300,000)        | -                |
| Building                          | -                | 300,000          | 700,000          |
| Compensated Absences              | -                | 25,000           | 10,000           |
| Net Change in Fund Balance        | 5,185,124        | 3,381,249        | 650,000          |
| <b>Total Fund Balance</b>         | <b>5,185,124</b> | <b>8,566,373</b> | <b>9,216,373</b> |

**FUND BALANCE (ALL FUNDS)**

|                                   | <b>2020</b>      | <b>2021</b>      | <b>2022</b>     |
|-----------------------------------|------------------|------------------|-----------------|
|                                   | <b>Actual</b>    | <b>Projected</b> | <b>Proposed</b> |
| Total Fund Balance                | 5,185,124        | 8,566,373        | 9,216,373       |
| Less Classified Fund Balance      |                  |                  |                 |
| Non-Spendable                     | 2,375            | 6,300            | 6300            |
| Assigned for:                     |                  |                  |                 |
| Grants Carryover                  | 1,487,346        | -                | -               |
| Subsequent Year's Reserves        | 387,111          | 412,452          | 412,452         |
| Future Program Capacity Expansion | 300,000          |                  |                 |
| Building                          |                  | 300,000          | 1,000,000       |
| Compensated Absences              |                  | 25,000           | 35,000          |
| Unassigned Fund Balance           | 3,008,292        | 7,822,621        | 7,771,248       |
| <b>Net Change in Fund Balance</b> | <b>5,185,124</b> | <b>3,381,249</b> | <b>650,000</b>  |

**COMPREHENSIVE BUDGET – SUMMARY OF ALL FUNDS**

|   | <b>2020<br/>Actual<br/>Amount</b> | <b>2021<br/>Adopted<br/>Budget</b> | <b>2021<br/>Amended<br/>Budget</b> | <b>2022<br/>Tentative<br/>Budget</b> |
|---|-----------------------------------|------------------------------------|------------------------------------|--------------------------------------|
| <b>Fund: 001 - General Fund</b>         |                                   |                                    |                                    |                                      |
| 56 - Programs                           | 1,696,871                         | 8,023,664                          | 8,023,664                          | 6,406,347                            |
| 51 - Administration                     |                                   |                                    |                                    |                                      |
| 511 - Legislative                       | -                                 | 30,000                             | 30,000                             | 64,900                               |
| 512 - Executive                         | 895                               | 463,520                            | 463,520                            | 180,268                              |
| 513 – Finance & Admin                   | 526,051                           | 627,270                            | 627,270                            | 812,532                              |
| 514 - Legal Counsel                     | -                                 | 22,000                             | 22,000                             | 35,000                               |
| 51 - Administration Totals              | 526,946                           | 1,142,790                          | 1,142,790                          | 1,092,700                            |
| 58 - Other Uses Totals                  | -                                 | 338,667                            | 338,667                            | 750,000                              |
| Fund Total: General Fund                | 2,223,817                         | 9,505,121                          | 9,505,121                          | 8,249,047                            |
| <b>Fund: 101 - Grants and Awards</b>    |                                   |                                    |                                    |                                      |
| 56 - Programs                           | -                                 | 338,660                            | 188,000                            | 133,333                              |
| Fund Total: Grants and Awards           | -                                 | 338,630                            | 188,000                            | 133,333                              |
| <b>Fund: 301 - Capital Project Fund</b> |                                   |                                    |                                    |                                      |
| <b>56 - Programs</b>                    |                                   |                                    |                                    |                                      |
| 569 - Programs                          | -                                 | 300,000                            | 300,000                            | 50,000                               |
| Fund Total: Capital Project Fund        | -                                 | 300,000                            | 300,000                            | 50,000                               |
| <b>Expenditure Grand Totals:</b>        | <b>2,223,817</b>                  | <b>10,143,751</b>                  | <b>9,993,121</b>                   | <b>8,432,380</b>                     |

**BUDGET CALENDAR**

| <b>DATE</b>                | <b>RESPONSIBILITY</b>                    | <b>ACTION</b>  |
|----------------------------|--|--|
| <b>Monday, March 29</b>    | <i>All Staff</i>                         | <i>Send out email to all staff stating that budget requests due by April 9, 2021.</i>  |
| <b>Wednesday, April 14</b> | <i>Executive Director</i>                | <i>Lead meeting of all staff to discuss vision and budget for Fiscal Year 2022.</i>  |
| <b>Monday, May 10</b>      | <i>Executive Director</i>                | <i>Presentation of tentative budget to the Board of the Trust.</i>   |
| <b>Tuesday, June 1</b>     | <i>Alachua County Property Appraiser</i> | <i>Delivery of the total assessed value of non-exempt property in Alachua County.</i>  |
| <b>Monday, June 14</b>     | <i>Board of the Trust</i>                | <i>Approval of two Truth in Millage Resolutions - 1) A resolution setting the Proposed Millage Rate, setting the date, time and place of the Public Hearings to consider the proposed millage rate and tentative budget; 2) A resolution adopting a tentative written budget for Fiscal Year 2022.</i>   |
| <b>Thursday, July 1</b>    | <i>Alachua County Property Appraiser</i> | <i>Certification of the taxable value to each taxing authority on the Certification of Taxable Value (Form DR-420).</i>  |
| <b>Thursday, July 1</b>    | <i>Executive Director</i>                | <i>Submission of a tentative annual budget to the Alachua County Board of County Commissioners.</i>  |
| <b>Friday, July 30</b>     | <i>Executive Director</i>                | <i>No later than August 4, 2021, (within 35 days after the Certification of Taxable Value), each taxing authority must inform the Alachua County Property Appraiser of the prior year millage rate, the current year proposed millage rate, the current year rolled-back rate, and the date, time, and meeting place of the first required tentative budget hearing.</i> |
| <b>Tuesday, August 3</b>   | <i>School Board of Alachua County</i>    | <i>School Board of Alachua County holds first public budget hearing</i>  |
| <b>Monday, August 9</b>    | <i>Board of the Trust</i>                | <i>Budget workshop with public comments to discuss upcoming funding priorities.</i>  |
| <b>Tuesday, August 24</b>  | <i>Alachua County Property Appraiser</i> | <i>No later than August 24, 2021, (within 55 days after the Certification of Taxable Value), the Alachua County Property</i>   |



|                               |   |   |
|-------------------------------|---|---|
|                               |   | <i>Appraiser must send the Truth in Millage notification to all property owners in Alachua County.</i>  |
| <b>Tuesday, September 7</b>   | <i>School Board of Alachua County</i>               | <i>School Board of Alachua County holds second public budget hearing.</i>   |
| <b>Wednesday, September 8</b> | <i>Communications Manager</i>                       | <i>Pursuant to F.S. 200.065, the tentative budget must be posted on the authority's official website at least two days before the budget hearing and must remain on the website for at least 45 days.</i>   |
| <b>Monday, September 13</b>   | <i>Board of the Trust</i>                           | <i>First public hearing of the proposed millage rate and the tentative budget. With a July 1 Certification, the first hearing must be held between Sept 3-18, 2021.</i>   |
| <b>Tuesday, September 14</b>  | <i>Alachua County Board of County Commissioners</i> | <i>Alachua County Board of County Commissioners hold first public budget hearing.</i>   |
| <b>Thursday, September 23</b> | <i>Clerk of the Trust</i>                           | <i>Advertisement of final hearing posted two to five days before the final hearing. Notice of Proposed Tax Increase <u>OR</u> Notice of Budget Hearing <u>AND</u> Budget Summary.</i>   |
| <b>Thursday, September 23</b> | <i>Communications Manager</i>                       | <i>Preliminary adopted budget posted on the authority's official website at least two days before the final budget hearing.</i>   |
| <b>Monday, September 27</b>   | <i>Board of the Trust</i>                           | <i>Second public hearing of the final millage rate and the final adopted budget. This must be held within 15 days following the first hearing.</i>  |
| <b>Tuesday, September 28</b>  | <i>Alachua County Board of County Commissioners</i> | <i>Alachua County Board of County Commissioners hold second public budget hearing.</i>  |
| <b>Thursday, September 30</b> | <i>Finance Department</i>                           | <i>The taxing authority must forward the resolution adopting the final millage rate to the Alachua County Property Appraiser, the Alachua County Tax Collector, and the Florida Department of Revenue within three days of the final hearing. Receipt of the resolution is the official notification of the final millage rate.</i> |

|                                  |   |  |
|----------------------------------|---|--|
| <p><b>Friday, October 8</b></p>  | <p><i>Clerk of the Trust<br/>Finance<br/>Department</i></p> | <p><i>Within 30 days of the final hearing, each taxing authority must complete and submit the following forms to the Florida Department of Revenue:</i></p> <p><i>1) Certification of Compliance (Form DR-487)</i></p> <p><i>a) Provide proof of publication for all newspaper advertisements.</i></p> <p><i>b) Provide the entire page from each newspaper advertisement including the Budget Summary advertisement and the Notice of Proposed Tax Increase or Budget Hearing Advertisement.</i></p> <p><i>c) Submit the authority's resolution adopting the final millage rate, with percent change of rolled-back rate shown and the resolution adopting the final budget, indicating order of adoption.</i></p> <p><i>2) Vote Record for Final Adoption of Millage Levy (Form DR-487V)</i></p> <p><i>3) A copy of the Certification of Final Taxable Value (Form DR-422)</i></p> |
| <p><b>Monday, October 25</b></p> | <p><i>Communications<br/>Manager</i></p>                    | <p><i>The final adopted budget must be posted on the authority's official website within 30 days after the adoption and must remain on the website for at least two years.</i></p>   |
| <p><b>Monday, November 1</b></p> | <p><i>Clerk of the Trust</i></p>                            | <p><i>Return original copy of the complete Certification of Final Taxable Value (Form DR-422) to the Alachua County Property Appraiser.</i></p>  |
| <p><b>October - December</b></p> | <p><i>Executive Director</i></p>                            | <p><i>The governing body of the authority, pursuant to F.S. 189.016(6) citing F.S. 200.065, dictates that any budget amendment that increases or decreases the overall budget after 60 days of the passing of the final budget, must be passed by resolution, posted on the website within 5 days and remain there for two years.</i></p>  |

Forms delivered to the Alachua County Property Appraiser (ACPA) and/or Florida Department of Revenue (DOR):  
Form DR-420 Certification of Taxable Value  
Form DR-422 Certification of Final Taxable Value  
Form DR-487 Certification of Compliance  
Form DR-487V Vote Record for Final Adoption of Millage Levy

APPENDIX A - PROGRAM FUNDING

| GOAL 1: ALL CHILDREN ARE BORN HEALTHY AND REMAIN HEALTHY                                      |  | \$538,750               |
|---|--|-------------------------|
| <b>STRATEGY 1.1 SUPPORT MATERNAL AND CHILD HEALTH</b>   |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| MATERNAL FAMILY PARTNER   | Healthy Start of North Central Florida, Inc.               | \$75,000 *              |
| NEWBORN HOME VISITING PROGRAM   | Healthy Start of North Central Florida, Inc.               | \$400,000 *             |
| <b>STRATEGY 1.2 SUPPORT MENTAL HEALTH AND SUBSTANCE ABUSE PREVENTION</b>                      |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| <b>STRATEGY 1.3 SUPPORT PHYSICAL HEALTH</b>   |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| WELLNESS COORDINATOR @ HOWARD BISHOP MS   | Children's Home Society of Florida                         | \$63,750                |
| <b>STRATEGY 1.4 IMPROVE FOOD SECURITY</b>   |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| GOAL 2: ALL CHILDREN CAN LEARN WHAT THEY NEED TO BE SUCCESSFUL                                |  | \$3,588,650             |
| <b>STRATEGY 2.1 SUPPORT PROFESSIONAL DEVELOPMENT AND CAPACITY-BUILDING</b>                    |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| TRANSFORMATIVE PROFESSIONAL DEVELOPMENT   | Early Learning Coalition of Alachua County                 | \$250,000 *             |
| V'LOCITY MASTER CLASS SERIES  | Business Leadership Institute for Early Learning           | \$90,000 *              |
| ACCREDITATION ACADEMY   | Multiple   | \$300,000 *             |
| PROFESSIONAL DEVELOPMENT REGISTRY   | The Children's Forum                                       | \$34,650                |
| YOUTH DEVELOPMENT CAPACITY BUILDING   |  |                         |
| COLLABORATIVE   | Multiple (via an application process)                      | \$300,000               |
| <b>STRATEGY 2.2 EXPAND ACCESS TO HIGH QUALITY CHILDCARE, AFTERSCHOOL, AND SUMMER PROGRAMS</b> |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| SUMMER PROGRAMMING (2021-2024)  | RFP  | \$1,100,000             |
| AFTERSCHOOL PROGRAMMING (2021-2022)   | RFP 2021-06  | \$850,000               |
| AFTERSCHOOL PROGRAMMING (2022 - 2025)   | RFP  | \$150,000               |
| <b>STRATEGY 2.3 SUPPORT LITERACY AND OTHER ACADEMIC SUPPORTS</b>                              |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| DOLLY PARTON IMAGINATION LIBRARY  | Gainesville Thrive   | \$14,000                |
| <b>STRATEGY 2.4 IMPROVE CAPACITY TO SUPPORT SPECIAL NEEDS</b>                                 |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| <b>STRATEGY 2.5 SUPPORT CAREER EXPLORATION AND PREPARATION</b>                                |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| YOUTH SUMMER JOBS PROGRAM   | CareerSource of Northcentral Florida (Alachua County BoCC) | \$500,000               |
| GOAL 3: ALL CHILDREN HAVE NURTURING AND SUPPORTIVE CAREGIVERS AND RELATIONSHIPS               |  | \$220,000               |
| <b>STRATEGY 3.1 SUPPORT INITIATIVES THAT CONNECT FAMILIES TO RESOURCES</b>                    |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| HELP ME GROW ALACHUA  | RFP 2021-07  | \$220,000 *             |
| <b>STRATEGY 3.2 IMPROVE FAMILY STRENGTHENING AND SUPPORTS</b>                                 |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| GOAL 4: ALL CHILDREN LIVE IN A SAFE COMMUNITY   |  | \$ -                    |
| <b>STRATEGY 4.1 SUPPORT INJURY PREVENTION</b>   |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| <b>STRATEGY 4.2 SUPPORT INITIATIVES THAT PREVENT DELINQUENCY/TRUANCY</b>                      |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| <b>STRATEGY 4.3 SUPPORT VIOLENCE PREVENTION INITIATIVES</b>                                   |  |                         |
| <u>PROGRAM</u>  | <u>AGENCY</u>  | <u>PROPOSED FUNDING</u> |
| RECOMMENDED PROGRAM FUNDING   |  | \$4,347,400             |
| REIMAGINE GAINESVILLE   |  | \$50,000                |
| PHILANTHROPY HUB -CFNCFL  |  | \$8,500                 |
| SPONSORSHIP   |  | \$25,000                |
| MATCH   |  | \$200,000               |
| UNALLOCATED   |  | \$383,415               |
| <b>TOTAL PROGRAM FUNDING</b>  |  | <b>\$5,014,315</b>      |

\* Supports the objectives of the Pritzker Children's Initiative

**APPENDIX B – AUTHORITY TO EXECUTE AGREEMENTS**

Adopting the FY2022 Budget authorizes the Executive Director to execute agreements for Direct Community Services to the agencies and programs described in this appendix.

**Goal 1: All children are born healthy and remain healthy.**

|                           |  |
|---------------------------|--|
| <b>Goal 1</b>             | <b>CTAC Priority:</b> All children are born healthy and remain healthy<br><b>PCI Objective:</b> Increase participation rates of those living <200% FPL by 17% annually in existing federally, state, and locally funded maternal and infant health programs (WIC, Healthy Start, MIECHV, NewboRN, Healthy Families). |
| <b>Strategy 1.1</b>       | <b>CTAC Strategy:</b> Support Maternal and Child Health<br><b>PCI Strategy:</b> Increased outreach and engagement of families and children living <200% FPL  |
| <b>Program Name:</b>      | <b>Family Partner at Comprehensive Women’s Health</b>  |
| <b>Contracted Agency:</b> | Healthy Start of North Central Florida, Inc.   |

|                             |  |
|-----------------------------|--|
| <b>Program Description:</b> | The family partner will work in collaboration with the prenatal care provider, <i>CONNECT</i> and home visiting programs to expand the integrated system already in place through the NewboRN Home Visiting program into the prenatal period. Newly pregnant women will be assessed for strengths and needs and connected to services in Alachua County that will help support healthy pregnancy and birth outcomes. |
| <b>Target Population:</b>   | Pregnant women who reside in Alachua County and receive prenatal care from Comprehensive Women’s Health.   |

|                         |                           |            |
|-------------------------|---------------------------|------------|
| <b>Program Funding:</b> | 2020 Actual               | Not funded |
|                         | 2021 Budgeted             | Not funded |
|                         | 2021 Year-to-Date         | ---        |
|                         | 2021 Expended to Date (%) | ---        |
|                         | 2022 Budget               | \$75,000   |

|                           |   |
|---------------------------|---|
| <b>Goal 1</b>             | <b>CTAC Priority:</b> All children are born healthy and remain healthy<br><b>PCI Objective:</b> Increase participation rates of those living <200% FPL by 17% annually in existing federally, state, and locally funded maternal and infant health programs (WIC, Healthy Start, MIECHV, NewboRN, Healthy Families) |
| <b>Strategy 1.1</b>       | <b>CTAC Strategy:</b> Support Maternal and Child Health.<br><b>PCI Strategy:</b> Increased outreach and engagement of families and children living <200% FPL.   |
| <b>Program Name:</b>      | <b>NewboRN Home Visiting Program</b>  |
| <b>Contracted Agency:</b> | Health Start Coalition of North Central Florida   |

|                             |  |
|-----------------------------|--|
| <b>Program Description:</b> | The NewboRN Home Visiting Program is designed to provide families and their newborn infants with access to one-on-one education, post-partum and newborn assessments, referral services as well as additional support. |
| <b>Target Population:</b>   | All Alachua County birth parents with a newborn baby.  |

|                         |                           |           |
|-------------------------|---------------------------|-----------|
| <b>Program Funding:</b> | 2020 Actual               | \$268,175 |
|                         | 2021 Budgeted             | \$400,000 |
|                         | 2021 Year-to-Date         | \$249,469 |
|                         | 2021 Expended to Date (%) | 62%       |
|                         | 2022 Budget               | \$400,000 |

|                           |  |
|---------------------------|--|
| <b>Goal 1</b>             | <b>CTAC Priority:</b> All children are born healthy and remain healthy   |
| <b>Strategy 1.3</b>       | <b>CTAC Strategy:</b> Support physical health <ul style="list-style-type: none"> <li>▪ To aid accessing healthcare services for students at selected community partnership school</li> </ul> |
| <b>Program Name:</b>      | <b>Wellness Coordinator at Howard Bishop Middle School, a Community Partnership School</b>   |
| <b>Contracted Agency:</b> | Children’s Home Society of Florida   |

|                             |  |
|-----------------------------|--|
| <b>Program Description:</b> | The Wellness Coordinator is responsible for increasing health and medical awareness as well as opportunities for students, parents, and the community. |
| <b>Target Population:</b>   | Students and parents of Howard Bishop Middle School  |

|                         |                           |            |
|-------------------------|---------------------------|------------|
| <b>Program Funding:</b> | 2020 Actual               | Not funded |
|                         | 2021 Budgeted             | Not funded |
|                         | 2021 Year-to-Date         | ---        |
|                         | 2021 Expended to Date (%) | ---        |
|                         | 2022 Budget               | \$63,750   |



**Goal 2: All children learn what they need to be successful.**

|                           |   |
|---------------------------|---|
| <b>Goal 2</b>             | <b>CTAC Priority:</b> All children learn what they need to be successful.<br><b>PCI Objective:</b> Improve the quality and availability of infant early care and education services by increasing the number of Gold Seal providers, two additional infant classrooms, and one additional Gold Seal site.   |
| <b>Strategy 2.1</b>       | <b>CTAC Strategy:</b> Support Professional Development and Capacity-Building.<br><b>PCI Strategy:</b> <ul style="list-style-type: none"> <li>▪ Provide financial and technical assistance for Providers to attain Gold Seal quality improvement status and increase availability of infant care.</li> <li>▪ Coordinate with the Early Learning Coalition of Alachua County to identify centers in need of and willing to accept Practice-Based Coaching.</li> </ul> |
| <b>Program Name:</b>      | <b>Transformative Professional Development</b>  |
| <b>Contracted Agency:</b> | Early Learning Coalition of Alachua County  |

|                             |  |
|-----------------------------|--|
| <b>Program Description:</b> | Practice-based coaching is an evidence-based coaching framework. PBC was developed at the Anita Zucker Center for Excellence in Early Childhood Studies and has been used to support practitioners working with children birth through grade 2 and their families. |
| <b>Target Population:</b>   | Teachers in early childhood classrooms (i.e., children 0-3) at providers receiving child care scholarships from the Early Learning Coalition of Alachua County.  |

|                         |                           |           |
|-------------------------|---------------------------|-----------|
| <b>Program Funding:</b> | 2020 Actual               | \$47,400  |
|                         | 2021 Budgeted             | \$209,000 |
|                         | 2021 Year-to-Date         | \$130,403 |
|                         | 2021 Expended to Date (%) | 62%       |
|                         | 2022 Budget               | \$250,000 |

|                           |  |
|---------------------------|--|
| <b>Goal 2</b>             | <b>CTAC Priority:</b> All children learn what they need to be successful<br><b>PCI Objective:</b> Improve the quality and availability of infant early care and education services by increasing the number of Gold Seal providers.  |
| <b>Strategy 2.1</b>       | <b>CTAC Strategy:</b> Support professional development and capacity-building.<br><b>PCI Strategy:</b> <ul style="list-style-type: none"> <li>▪ Provide financial and technical assistance for Providers to attain Gold Seal quality improvement status and increase availability of infant care.</li> <li>▪ Provide financial incentives for Early Care and Education Personnel to attend training.</li> </ul> |
| <b>Program Name:</b>      | <b>V'Locity Master Class Series</b>  |
| <b>Contracted Agency:</b> | Business Leadership Institute for Early Learning   |

|                             |   |
|-----------------------------|---|
| <b>Program Description:</b> | The Business Leadership Institute is to enhance the business insight of early learning programs owners and director. As a result, directors and owners increase in business skills which supports high quality in childcare programs. |
| <b>Target Population:</b>   | Owners, directors, and managers from child care centers and family child care homes.  |

|                         |                           |            |
|-------------------------|---------------------------|------------|
| <b>Program Funding:</b> | 2020 Actual               | Not funded |
|                         | 2021 Budgeted             | Not funded |
|                         | 2021 Year-to-Date         | ---        |
|                         | 2021 Expended to Date (%) | ---        |
|                         | 2022 Budget               | \$90,000   |

|                           |  |
|---------------------------|--|
| <b>Goal 2</b>             | <b>CTAC Priority:</b> All children learn what they need to be successful   |
| <b>Strategy 2.3</b>       | <b>CTAC Strategy:</b> Support literacy and other academic supports <ul style="list-style-type: none"> <li>▪ Distribute books to children and their families to promote increased reading and literacy practices</li> </ul> |
| <b>Program Name:</b>      | <b>Dolly Parton’s Imagination Library</b>  |
| <b>Contracted Agency:</b> | Gainesville Thrives  |

|                             |  |
|-----------------------------|--|
| <b>Program Description:</b> | Dolly Parton’s Imagination Library is a book gifting program that mails free, high-quality books to children from birth to age five, regardless of household income. |
| <b>Target Population:</b>   | Children and their families in zip codes 32609 and 32641   |

|                         |                           |            |
|-------------------------|---------------------------|------------|
| <b>Program Funding:</b> | 2020 Actual               | Not funded |
|                         | 2021 Budgeted             | Not funded |
|                         | 2021 Year-to-Date         | ---        |
|                         | 2021 Expended to Date (%) | ---        |
|                         | 2022 Budget               | \$14,000   |

**APPENDIX C – SUMMARY OF CHANGES**

The changes below reflect differences in the budget between the FY 2021-22 Tentative Budget approved by the CTAC on September 13, 2021 and the FY 2021-22 Preliminary Adopted Budget to be voted on by the CTAC on September 27, 2021.

**Fund Balance – Change in Fund Balance**

| <b>Category</b>                   | <b>Tentative Budget</b> | <b>Preliminary Adopted Budget</b> | <b>Change</b> | <b>Reason</b>     |
|-----------------------------------|-------------------------|-----------------------------------|---------------|-------------------|
| <b>Unassigned</b>                 | (60,341)                | (60,000)                          | \$341         | Calculation error |
| <b>Net Change in Fund Balance</b> | 649,659                 | 650,000                           | \$341         | Calculation error |

**Appendix A – Program Funding**

| <b>Program</b>   | <b>Tentative Budget</b> | <b>Preliminary Adopted Budget</b> | <b>Change</b> | <b>Reason</b>                                  |
|--|-------------------------|-----------------------------------|---------------|--|
| <b>Accreditation Academy</b>                             | TBD                     | 300,000                           | 300,000       | Staff recommendation                           |
| <b>Youth Development Capacity Building Collaborative</b> | 200,000                 | 300,000                           | 100,000       | Staff recommendation                           |
| <b>Afterschool Programming (2021-2022)</b>               | TBD                     | 850,000                           | 850,000       | Staff recommendation                           |
| <b>Afterschool Programming (2022-2025)</b>               | TBD                     | 150,000                           | 150,000       | Staff recommendation (2 months of programming) |
| <b>Sponsorships</b>                                      | NA                      | 25,000                            | 25,000        | Staff recommendation                           |
| <b>Match Funding</b>                                     | NA                      | 200,000                           | 200,000       | Staff recommendation                           |
| <b>Unallocated</b>                                       | 2,008,415               | 383,415                           | (1,625,000)   | Staff recommendation                           |

**APPENDIX B – AUTHORITY TO EXECUTE AGREEMENTS**

This appendix has been added to the FY2022 Budget Document.

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**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

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