



CHILDREN'S TRUST REGULAR MEETING MINUTES

September 26, 2022, at 4:00 PM

CTAC, 802 NW 5th Ave, Gainesville, FL 32601

Call to Order

Chair Dr. Margarita Labarta called the meeting to order at 4:00 PM.

Roll Call

PRESENT

Chair Margarita Labarta
Vice Chair Tina Certain
Treasurer Lee Pinkoson
Member Karen Cole-Smith
Member Ken Cornell
Member Judge Denise R. Ferrero
Member Patricia Snyder
Member Cheryl Twombly – attended virtually

ABSENT

Member Shane Andrew
Member Nancy Hardt

Agenda Review, Revision and Approval

Approval of the agenda also approves all of the items on the consent agenda.

Motion to approve the Agenda made by Member Pinkoson, Seconded by Member Cornell.

Motion was unanimously approved by voice vote.

Consent Agenda

1. Board Attendance YTD
2. 9.12.22 Regular Board Meeting Minutes
3. 9.12.22 Minutes - First TRIM Hearing
4. Board Meeting Evaluation - Survey Results from 9.12.22
5. Programmatic Award and Expense Report

General Public Comments

Chair's Report

6. Term-Limited Board Members - Gubernatorial Appointees

Chair Labarta updated the members on the term expiration dates of Member Snyder and herself on 1/1/2023. Atty Swain asked AED Goldwire to inform county staff to initiate the application process. The Board was informed that the Trust does not currently have a policy for Storm Closures, so it was suggested to follow the County's direction until a policy is approved. Member Cornell confirmed that due to Hurricane Ian's potential, the County has announced that offices will be closed this Wednesday through Friday.

Motion made by Member Cornell, Seconded by Member Pinkoson that staff draft an emergency order policy that follows the direction of the County, as well as follow the County's policy on this immediate occasion.

Motion was unanimously approved by voice vote.

Committee Updates

7. Data Technical Advisory Committee Update (Bonnie Wagner)

Bonnie Wagner presented the final draft of the Data Collection and Management Policy that the DTAC Committee have been drafting for the past six months. Member Pinkoson recognized and thanked Bonnie for her leadership. Chair Labarta thanked all of the committee members for serving.

Motion to approve Resolution 2022-14 Data Collection and Management Policy made by Member Pinkoson, Seconded by Member Cornell.

Motion was unanimously approved by voice vote.

Presentations

8. 2022 Summer Programming (Belita James)

Belita James presented results on participant statistics and survey results from the 2022 Summer Programming.

Chair Labarta recessed the meeting to conduct the statutory Final TRIM and Final Budget meeting at 5:01 PM and reconvened at 5:09 PM.

Board Members discussed the number of days a student should attend a summer program in order to reach future performance targets.

9. Business Leadership Institute for Early Learning V'Locity Masterclass Cohort 1 (Mia Jones)

Mia Jones gave an update on the first cohort of the BLI's V'Locity Masterclass, which graduated from the program on August 13, 2022. Pre and post-test data shows a great increase in participant's knowledge of business practices taught within this course.

Old Business

10. Strategies 2.3 & 2.4 Survey Results (Bonnie Wagner)

Bonnie Wagner presented on the statistics of CTAC funded summer and afterschool programs that specifically addressed Strategy 2.3: Support Literacy and Other Academic Supports and Strategy 2.4: Improve Capacity to Support Special Needs.

New Business

11. Board Policy Recommendation (Bob Swain & Chair Labarta)

Resolution 2022-15 proposes changes to Board Policies Chapters 1 and 7, detailing what happens for events beyond discrimination and retaliation, should it be necessary, clarifying the line of succession, and adding the process for approving the Executive Director's leave requests.

Motion by Member Cornell, Seconded by Vice Chair Certain to approve Resolution 2022-15.

Motion was unanimously approved by voice vote.

Board Member Comments

Member Cornell reminded the board that this will be the last meeting with Kristy Goldwire as the Acting Executive Director. He suggests rewarding her with a pay increase. After discussion, the Board decide to continue her differential (10,000 annually above salary for extra duties) for six months during the transition and training of the incoming Executive Director.

Motion made by Member Cornell to continue Ms. Goldwire's differential pay for six months, Seconded by Member Pinkoson.

Motion was unanimously approved by voice vote.

Next Meeting Dates

Regular Meeting - Monday, October 10, 2022 @ 4:00 PM
CTAC Offices, 802 NW 5th Ave, Gainesville, FL 32601

Regular Meeting - Monday, November 14, 2022 @ 4:00 PM
CTAC Offices, 802 NW 5th Ave, Gainesville, FL 32601

Adjournment

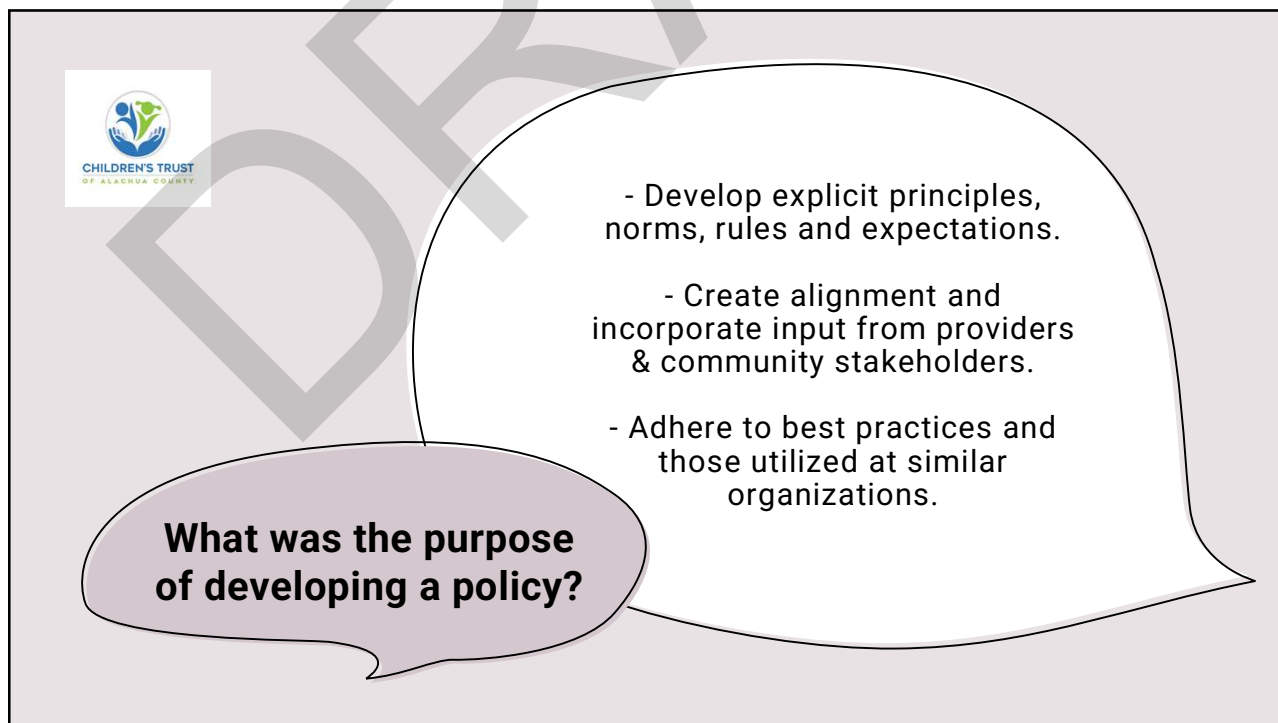
Chair Dr. Margarita Labarta adjourned the meeting at 6:21 PM.



Data Collection and Management Policy

September 26, 2022

1



What was the purpose of developing a policy?

- Develop explicit principles, norms, rules and expectations.
- Create alignment and incorporate input from providers & community stakeholders.
- Adhere to best practices and those utilized at similar organizations.

2



Data Technical Advisory Committee Membership

- Anne Koterba, Realtor, Bosshardt Realty, Board Chair, Aces in Motion
- Fred Posner, Director, The Palner Group
- Janet Bente Romero, Regional Planner, Florida Department of Children & Families
- Lauren Levitt, Parenting Program Coordinator, Project YouthBuild
- Michael Bowie, Director, Community Engagement & Diversity Outreach, K-12 University of Florida
- Shirley Watts, Director, Community Praise Center, dba Heavenly Kids Academy
- Taylor Gilfillan, Director of Analytics, Evaluation, & Accountability, School Board of Alachua County

Board member representatives on the committee included Lee Pinkoson and Shane Andrew.

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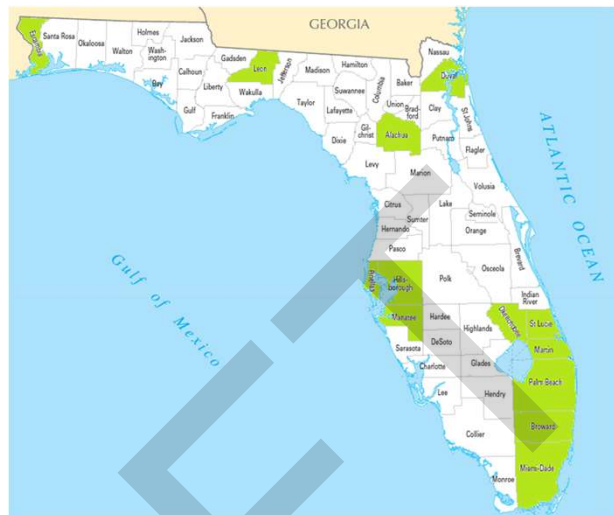
The Data Technical Advisory Committee met monthly between March and August 2022.



4

What are other CSC's doing?

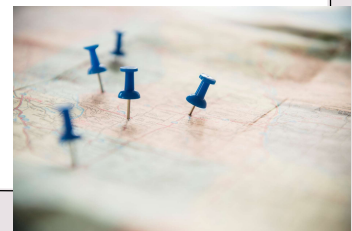
- Evaluation Policies and Practices
 - Data Collection
 - Data Security
 - Data Utilization
- Data Systems



5

What other information was reviewed?

- ✓ Florida Statute [125.901](#)
- ✓ Notes from the Children's Trust Board Retreat in February 2022
- ✓ Kinarsky, A. R., & Christie, C. A. (2022). Analysis of Evaluation Policies in the Philanthropic Sector. *American Journal of Evaluation*, 43(2), 175-192.
- ✓ SBAC Policies, MOUs, and Data Sharing Agreement templates
- ✓ U.S. Department of Education Privacy Technical Assistance Center
- ✓ Contracts, Policies, Manuals, and Guidelines of other CSCs.
- ✓ [Guiding Principles for Evaluators](#) by the American Evaluation Association.



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Data Collection and Management Policy

Section 1 – Purpose and Intent

Section 2 – What data is collected?

Section 3 – How do we inform participants?

Section 4 – What data is required vs. encouraged?

Section 5 – How do we secure data?

Section 6 – Data sharing agreements

Section 7 – How are evaluation results shared?

7

Next Steps

Implementing the Data Collection and Management Policy

- ❑ Add Policy to the Website
- ❑ Message the Policy to Providers and Community Stakeholders
- ❑ Develop an Informed Consent Statement and Process
- ❑ Acquire a Data System
- ❑ Develop a Data Purposes Dictionary
- ❑ Incorporate Policy into Procurement and Contracting
- ❑ Revisit the Policy

8

**CHILDREN'S TRUST OF ALACHUA COUNTY
RESOLUTION 2022-14**

ADOPTION OF DATA COLLECTION AND MANAGEMENT POLICY

WHEREAS, the Trust recognizes the importance of protecting the personally identifiable information (PII) of the children and families served;

WHEREAS, in accordance with Sec. [125.901](#), Fla. Stat. PII of children or parents or guardians of children held by the Trust, a contracted service provider, or researcher is exempt from the provisions of the Florida Public Records Law, Sec. [119.07](#), Fla. Stat.

WHEREAS, the Trust recognizes that evaluation of programs and services improves quality, gauges impact, promotes transparency, increases accountability, and confirms whether efforts are effective and beneficial in helping Alachua County children achieve their full potential;

WHEREAS, PII is needed to provide, assess, and coordinate services over time, and for on-going planning, quality improvement, and to determine effectiveness of efforts, strategies and ultimately whether the goals of the Trust are being accomplished.

WHEREAS, the Trust convened a Data Technical Advisory Committee to involve service providers and community stakeholders in formulating and reaching consensus on the recommendations set forth in this policy;

WHEREAS, the Trust agrees it shall protect data collected in a manner that will not permit the personal identification of children and their parents to persons other than those authorized to receive the records.

SECTION 1: ADOPTION The data policy attached hereto as Exhibit "A" is hereby adopted in its entirety as provided in Exhibit "A" and incorporated herein by this reference.

SECTION 2: EFFECTIVE DATE This Resolution shall be in full force and effect from 09.26.2022 and after the required approval and publication according to law.

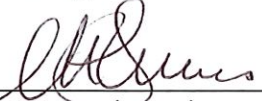
PASSED AND ADOPTED BY THE CHILDREN'S TRUST OF ALACHUA COUNTY BOARD; this 26th day of September 2022.

	AYE	NAY	ABSENT	NOT VOTING
Dr. Margarita Labarta	✓	_____	_____	_____
Tina Certain	✓	_____	_____	_____
Lee Pinkoson	✓	_____	_____	_____
Dr. Karen Cole-Smith	✓	_____	_____	_____
Ken Cornell	✓	_____	_____	_____
Dr. Nancy Hardt	_____	_____	✓	_____
Shane Andrew	_____	_____	✓	_____
Dr. Patricia Snyder	✓	_____	_____	_____

Cheryl Twombly
Hon. Denise Ferrero

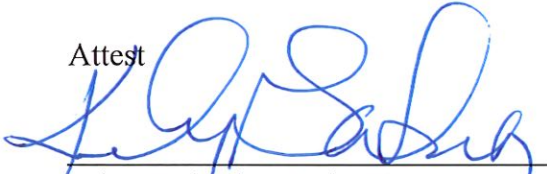
_____ ✓
_____ ✓
_____ _____
_____ _____

Presiding Officer



Dr. Margarita Labarta, Chair
Children's Trust of Alachua County

Attest



Kristy Goldwire, Acting Secretary
Children's Trust of Alachua County

DRAFT

EXHIBIT A

SECTION 1:

Purpose and Intent

Sec. [125.901](#), Fla. Stat., as adopted by ordinance approved by referendum of the electorate of Alachua County, provides the legal authority for the creation of the Children's Trust of Alachua County to become a coordinating body and funder of children's services throughout the county. Accountability and evaluation are noted as functions and responsibilities per this statute:

- 1) To understand the needs of children and families.
 - “To collect information and statistical data and to conduct research which will be helpful to the council and the county in deciding the needs of children in the county.” (Sec. 125.901(2)(a)4, Fla. Stat.)
- 2) To determine if services are effective and beneficial.
 - “Information on the effectiveness of activities, services, and programs offered by the council, including cost-effectiveness.” (Sec. 125.901(5)(a), Fla. Stat.)
 - “Detailed information on the various programs, services, and activities available to participants and the degree to which the programs, services, and activities have been successfully used by children.” (Sec. 125.901(5)(e), Fla. Stat.)

Data is essential for prioritizing, managing, and guiding decision making on how to provide the best and most impactful services for Alachua County children. Evaluation is a systematic process and widely recognized as critical for establishing and achieving goals. Using data to regularly monitor progress helps organizations achieve higher levels of success, delivers evidence to demonstrate utilization and effectiveness of Trust funded services. Data is a critical communication tool to develop partnerships and advocate for resources to address needs.

Additionally, the evaluation process provides opportunities for children and families to have a voice and express valuable feedback on quality, benefits of services, and other information that can contribute to program improvements. Evaluation supports the development of knowledge needed to understand the reach and effectiveness of programs across populations and contexts which furthers equitable practices and distribution of resources. In sum, data collection is critical in helping the Trust carry out its mission.

SECTION 2

What data is collected?

The Trust seeks to collect data so it may effectively fulfill our mission of serving children, so they are healthy, educated, supported, and safe. At the February 2022 Board Retreat, Board members expressed the need for information to measure the impact of the Trust. Specific information needs include how Trust funds are being invested, who the Trust is reaching, effectiveness of services, benefits and outcomes, what progress has been made toward community-level goals and developing trusting and collaborative relationships with families and partners. The Data Technical Advisory Committee commissioned by the Board was in alignment and echoing many of the same

data collection imperatives, including:

- amount and duration of services,
- program cost,
- key characteristics of participants,
- benefits and effectiveness of funded services,
- ways to potentially link with other systems,
- an identified purpose, and
- ways to meaningfully use and communicate findings.

The Trust encourages providers to allocate staff time for data collection and related evaluation activities. Providers will be compensated for data collection and evaluation activities prompted by the Trust through this allocation of staff time.

Data elements required for each contract will be determined by the type of service, program model, duration or amount of service, and level of investment. Contracts providing the same or similar service will have the same data elements and assessment tools for consistency to allow for analysis across contracts to evaluate the Trust's investment in the overall initiative.

SECTION 3

How do we inform participants?

The Trust will develop a consent statement and process that informs participants why information is being collected and how it will be used. The Trust will inform participants about our data collection and management through the following practices:

- Providers collecting PII from children and families to submit to the Trust shall obtain consent, from a person legally authorized to give consent, to collect and provide this data to the Trust.
- The Trust will provide a short consent statement that will include the following: (1) why the information is being collected, (2) how it will be used, and (3) how it will be protected.
- This data collection and management policy will be available on the Trust's website, along with staff contact information, to receive any questions, concerns, or grievances.

SECTION 4

What data is required vs. encouraged?

Required data elements for accountability typically includes enrollment/registration, eligibility documentation, and attendance or participation. As a government entity, the Trust requires these data to account for services being rendered and to confirm dollars were appropriately used for public good and as specified in the contract.

While providers may provide services to children and families through other funding sources, due to the Trust's accountability requirements, there is not an opt-out option for required data elements by participants receiving Trust funds.

- Providers will communicate with families why and how information will be used and protected and emphasize their information would be used in ways consistent with this policy (i.e., kept private, not shared with unauthorized individuals, and used specifically for accountability, evaluation, program improvement).
- The Trust would establish a feedback cycle with providers and families, which would include learning more about any concerns about the information collected, so the Trust can gain understanding, make improvements, and address concerns families have related to information being requested.

Providers are required to help administer and encourage participants to take part in data collection activities to assess program performance and outcomes. Data tools used may include surveys, focus groups, interviews, and other types of qualitative data collection. Participation of parents, caregivers, and children in additional evaluation processes beyond accountability requirements is voluntary, and participants may refuse to participate. Parents' may elect or decline to release data to/from third parties for evaluation purposes. Participation in any Trust funded services is voluntary. Parents have the right to decide whether it is acceptable for the Trust to use photos or media that identify them or their minor children, or use identified personal testimonials, narrative, or success stories.

- The Trust values the input of as many participants as possible in data collection activities. This ensures that the data is representative, and findings drawn from it are accurate and credible. The Trust aims for participant completion rates of 70% or higher in its evaluative efforts. The Trust works individually with each provider to establish reasonable goals and targets that are achievable, consistent with the program model, and frequency and duration of services.

SECTION 5

How do we secure data?

The Trust recognizes the importance of protecting personal information of children and families who participate in Trust funded services. Personally identifiable information (PII) requested by the Trust on children and families who enroll, participate, or receive services will be collected via a secure data system where all individuals have a unique identifier. The Trust, its staff, funded providers, and IT/software vendors all have a role in data security.

The Trust will require IT and software vendors to adhere to the following practices to safeguard data collected on children and families:

- ✓ Ensure data is encrypted while at rest and in transit.
- ✓ Routinely complete an external security audit.
- ✓ Maintain an audit trail of system access.
- ✓ Configure system access to each user's specific role.
- ✓ Apply industry-standard best practices to protect PII from disclosure, through system security settings, including:

- A strong password
- Identity authentication (e.g., multi-factor, network/user validation)
- Password expiration
- System lock-out after multiple failed login attempts
- Inactivity timeout
- Login inactivity suspension

All Trust and provider staff who have data system access and interface with PII will receive training on expectations related to privacy, data security, and appropriate system usage. The Trust will require both its staff and providers to adhere to the following practices to safeguard data collected on children and families:

- ✓ All data system users must commit to protect the data in a manner that does not permit the personal identification of program participants to unauthorized persons.
- ✓ All data system users will participate in training on how to use the system.
- ✓ All data users must complete a Data System User Agreement at initial login and every year thereafter.
- ✓ All data system users must report any device theft or account compromise.
- ✓ Devices used for data system access must have a password.
- ✓ Supervisors must report and/or terminate data system access immediately upon staff separation from employment.

In the event of a data breach, the Trust will take immediate action to mitigate the impact. This would include working with security experts as needed to identify and secure all affected data, devices, and systems. The Trust would notify those who were subject to an unauthorized disclosure: the nature of the disclosure, the Trust's actions to remedy the occurrence, and make improvements going forward.

SECTION 6

Data Sharing Agreements

The Trust recognizes that data sharing is important to facilitate interagency coordination of services and examination of outcomes as organizations collectively work together to serve children and families.

The Trust may enter into data sharing agreements with organizations with whom the Trust partners to achieve mutual goals to benefit children and families. Prior to sharing any data with external organizations, the Trust would ensure the following practices:

- External data sharing decisions consider the purpose and intention and weigh both the risks and benefits posed.
- Appropriate data security safeguards are employed to minimize risks.

- Research or evaluations conducted by external organizations use only deidentified data from the Trust.
- The Trust will be the organization to conduct any analysis that involves the Trust's data combined with an external dataset. To that end, only the minimum amount of information required for data matching will be released and potentially achieved by use of ID #s, pseudoIDs, and other tokens.

SECTION 7

How are evaluation results shared?

Data collection serves many purposes for the Trust in planning, monitoring performance, and progress towards goals. Data is best leveraged through thoughtful evaluation and collaboration processes so that information is fully utilized to improve the lives of children and families. To that end, the Trust desires to engage in on-going collaborative quality improvement with its providers (such as, Plan, Do, Study, Act), so there are opportunities to review evaluation results, reflect on implementation, plan for, and make needed improvements.

The Trust, as a government entity, is required to make evaluation reports, results, and presentations available to the public on request. Such reporting will be in aggregate and not identify any individual children, parents, or families. An individual may voluntarily choose to be identified through sharing their success story, or narrative experience, and photograph or other media which would require additional permission (i.e., media release).

The Trust values transparency and accountability. Therefore, the Trust will make on-going and intentional efforts to share our work with key stakeholders as well as publicly (i.e., targeted communication, outreach, through our website) in addition to making reports, results, and presentations available upon request.



CHILDREN'S TRUST
OF ALACHUA COUNTY

2022 Summer Programming

Program Overview and Outcomes
September 26, 2022

1

Presentation Overview



1. 2022 Summer Programming RFP
2. Program Outcomes
 - a. 2022 Summer Providers
 - b. Participant Demographics
 - c. Youth/Family Satisfaction
 - d. Provider Feedback
3. Program Funding
4. Learnings & Recommendations



Santa Fe College Summer 2022

2

2022 Summer Programming RFP Overview

The Children's Trust of Alachua County funded qualified summer camp providers to host rising kindergarteners (five years old on or before September 1st) through rising 12th graders from low-income families in safe and enriching summer programming in 2022.

- CTAC intended to award full and partial summer programming scholarships to summer camp providers across Alachua county
- Offer funding for enrichment providers to serve youth at program sites
- Contracts were fee for service, based on actual enrollment and weekly attendance of children eligible for full and partial summer camp scholarships
- Programs were able to serve one or more program sites throughout Alachua County

3

2022 Summer Programming RFP Overview

The Children's Trust of Alachua County sought to fund providers offering a range of programming activities for Summer 2022. Applicants had the flexibility to implement creative, innovative programming that meet the needs and interests of children. Applicant must implement at least one of the following activities:

- **Academic:** activities that are designed to improve success in school. Typically, these activities are led by highly trained staff such as certified teachers and/or tutors.
- **Enrichment:** activities that broaden knowledge and/or culture. Enrichment can cover various topics, including but not limited to STEM/STEAM, arts, music, and environmentalism.
- **Exploratory:** activities that engage in active inquiry, decision making, and problem solving.
- **Physical, Health, Play and Recreation:** activities that allow for fun, physical activity, and health.

4

Performance Measures



Quantity: How Much?

- Number of children enrolled
- Number of program days



Quality/Effort: How well are services provided?

- Weekly attendance - % of CTAC funded kids will meet the attendance requirement
- Site Monitoring

Client Benefits: Is anyone better off?

- 80% of children enjoyed camp activities
- 75% of parents satisfied with registration process
- 85% parents satisfied with camp activities
- 90% of parents felt their kids were safe at camp
- 80% of parents satisfied with camp communication
- 85% of families enjoyed the overall camp experience

5

Program Outcomes



Traveling Art Camp, Summer 2022

6

Who were the providers?

- 24 organizations
- 28 summer camps
- 5 enrichment providers
 - Child Advocacy Center
 - Cultural Arts
 - Florida Museum of Natural History
 - Motiv8U
 - Underground Kitchen



Star Center Theatre

7

Children receiving Trust Scholarships by Provider

Summer Camp Provider	Children Served
Aces in Motion	50
Alachua BoCC	15
A-Team Consulting	15
Boys and Girls Club	85
Cade Museum	36
City of Alachua	100
Community Impact Corporation	55
Cultural Arts Coalition	10
Deeper Purpose	67
Empowerment Consultants	8
Gainesville Circus	20
Girls Place	75
Good News Art	54
Greater Duval	13
I AM STEM	158
Just For Us Education	45
Kids Count	31
Santa Fe College	42
St. Barbara Leadership	55
Star Center Theatre	34
Traveling Art	79
UF CROP	19
UF IncuGator	1
YMCA	89
Total Children	1,156

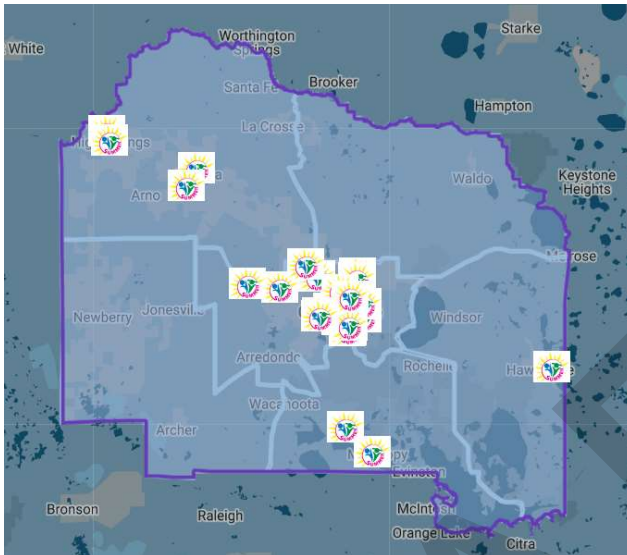


Cuscowilla Camp

8

Camp Locations and Participation by City

Camps were in Gainesville (21), High Springs (2), Alachua (2), Micanopy (2), and Hawthorne (1).

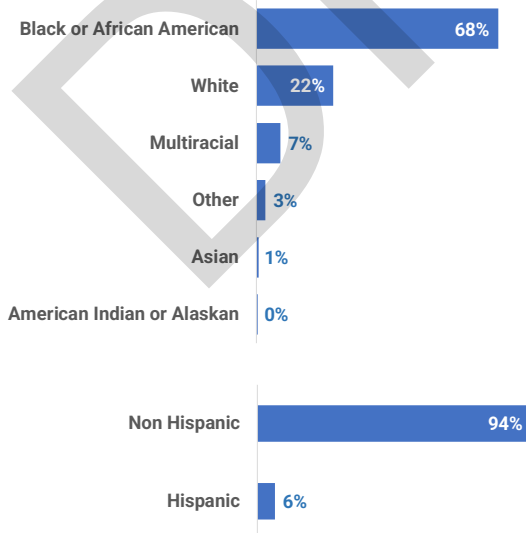


Summer programs served 1,156 children in Alachua County.

City of Residence	Count	Percent
Alachua	111	10%
Archer	6	1%
Brooker	2	0%
Gainesville	846	73%
Hawthorne	35	3%
High Springs	109	9%
La Crosse	1	0%
Micanopy	23	2%
Newberry	18	2%
Waldo	5	0%
Total	1,156	100%

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Children served



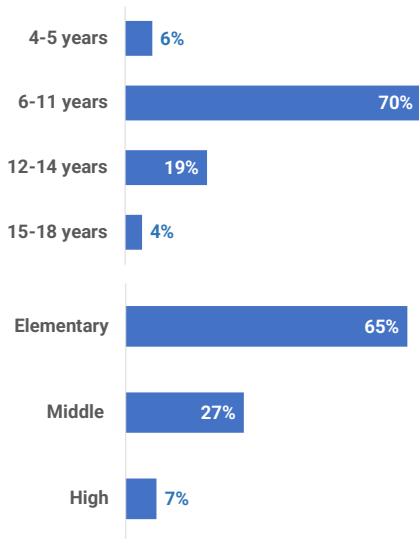
- More than two-thirds of children served are Black or African American.
- Most children are non-Hispanic.



City of Alachua

10

Children served



- The average age of children served was **9.4 years old**, which spanned from four to 18 years old.
- 89% are between 6 and 14 years old.



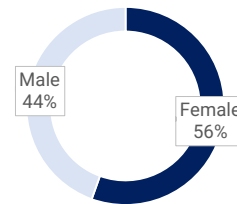
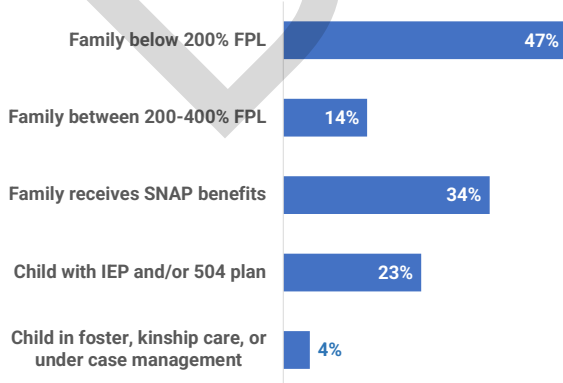
Aces in Motion

11

Children served

88%
of children received a full scholarship

12%
of children received a partial scholarship



Empowerment Leadership Camp

12



How much did youth attend?



Summer camps varied in length from **one week** to the full **ten weeks** of summer. Also, some camps focus on serving the same group of kids for the duration of the summer, while others served a different cohort of kids each week.

20.5 average days of attendance

71% of youth attended 1 or more days for the expected program length.

25% of youth attended 4 or more days for the expected program length.

17 of 28 programs offered a **family engagement event** with **568** camp youth in attendance.

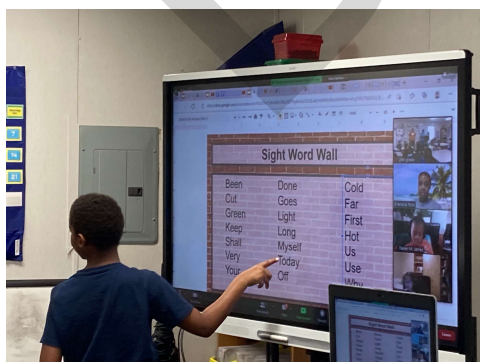
21 of 28 programs offered **one or more field trips** with **677** camp youth in attendance.

13

Was academic support offered?



- **16** of **28** programs indicated that academic support was offered as a part of their summer camp.



I AM STEM

"Once a week, students participated in a club called "Book Explorers" in which they practiced their literacy skills through stories and made crafts that went along with what they were reading." – Kids Count

6 of **16** primarily focused on STEM or science:

- ✧ Cade Museum
- ✧ Cultural Arts Coalition
- ✧ I AM STEM
- ✧ Santa Fe Kids College
- ✧ UF CROP
- ✧ UF IncuGator

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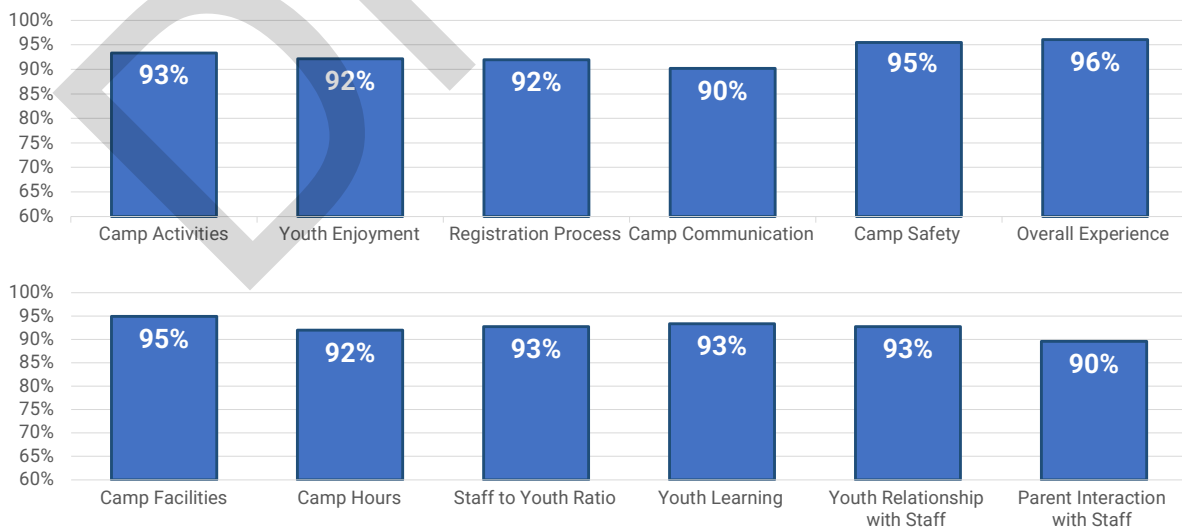
How did youth/families experience services?



Deeper Purpose Kids Academy

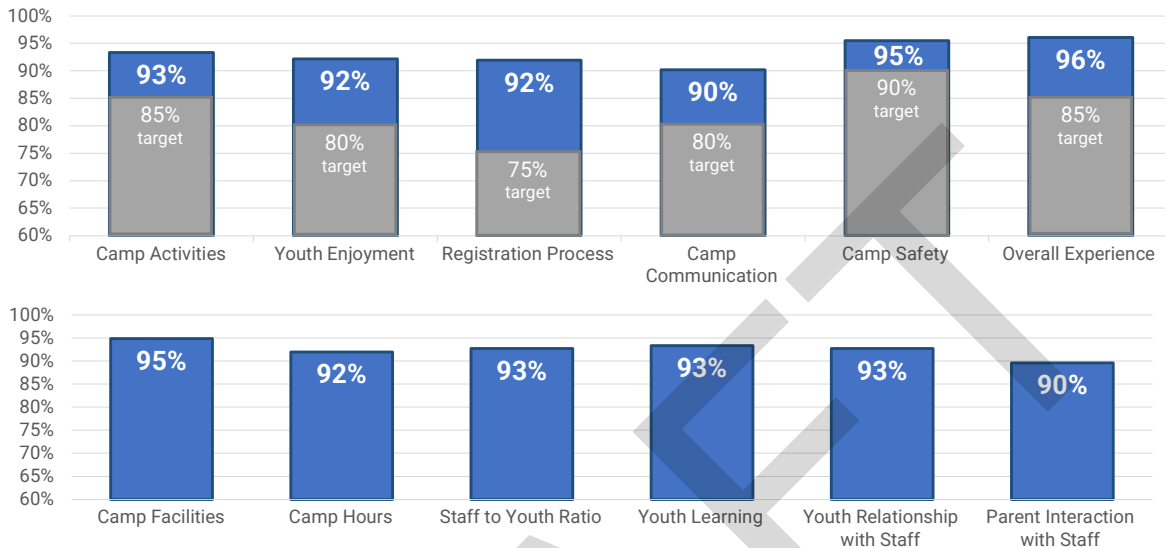
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Overall, youth and families report **high levels of satisfaction** across all survey items.



16

Overall, camps exceeded performance targets in all areas of youth and family satisfaction.



17

What did youth like best?

- Field Trips
 - Activities
 - Being with Friends
 - Relationships with Staff
- *"Learning and creating relationships with other campers and camp counselors."*
 - *"The relationships she made with some of the staff and the field trips."*
 - *"Staff is always friendly and caring. Keeps me informed"*
 - *"He loved the Harry Potter class and trips to the planetarium and zoo"*



Community Impact Corporation

18

What did youth like least?

- Cancelled Trips
- Program Length (not long enough)
- Summer Heat
- Waking up Early
- Food
- Peer Conflicts
 - *"Some unfriendly kids that did not want to include/play with them."*
 - *"Had a hard time with one of the other students."*
 - *"At first it was hard to make connections with fellow campers."*
- "Stern" Teachers
 - *"Some counselors lack of tolerance for children & falling short on what was supposed to be done and created while at the camp."*
 - *"Yelling counselors"*
 - *"Camp staff being disrespectful"*



19

Why did parents choose this program for their children?

- Familiar, Trusted
- Location, Convenience
- Work Schedule
- Scholarship
 - *"I couldn't afford summer camp, but you all made it possible."*
- Diversity
 - *"I would like to say the diversity was evident and that is stellar."*
- Values and Atmosphere
- Activities, Learning
- Interaction with other children
- Keep their child active and busy during summer
 - *"to keep their days filled, fun and happy"*
 - *"It was an all-day program that allowed my child to interact with children his own age and was affordable."*



Gainesville Circus Center

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Recommendations from Parents:

- ✓ Keep funding the scholarships.
- ✓ Spread the word so more families know about this opportunity.
- ✓ Transportation options.
- ✓ Longer program length.
- ✓ More parent involvement in programs.

“Keep doing what you're doing our children need these opportunities in our community.”



Good News Art Camp

21

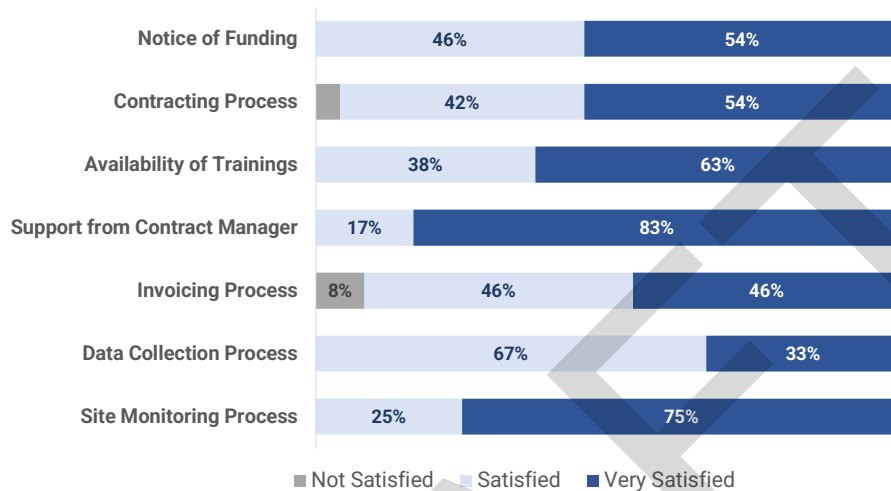
Provider Feedback



UF IncuGator

22

Providers express satisfaction with oversight and support provided by the Trust.



23

Notable Process Improvements



- In December 2021, the Trust facilitated a [Summer Input Session](#) to allow for providers to review evaluation result and give feedback and suggestions to improve services in 2022.
- RFP was released nearly two months earlier this year.
- Two Bidders Conferences and Individual Technical Assistance Offered.



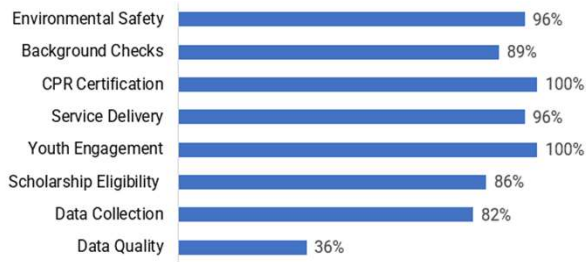
City of Alachua

- RFP was open for 35 days, versus 21 days in the previous year.
- Contracts were able to start effective April 1st, rather than May 1st.

Fiscal Year	RFP Release	RFP Close	Days Open	Contract Start
2022	1/14/2022	2/18/2022	35	April 1 st
2021	3/9/2021	3/30/2021	21	May 1 st

24

Site Monitoring Overview



25

Provider Challenges:

- Invoicing
- No Shows
- Significant Youth Behavioral Challenges
- Facility capacity
- Collecting scholarship documentation in a timely matter

26

Success Story

We had the great pleasure to work with a student who has Down's Syndrome and a few Autistic students. The parents were apprehensive about bringing them to camp because of fear of their children being mistreated by other campers and staff not be adequately prepared to accommodate them. The success for the children and us is the level of growth seen in all these students. The campers who were initially introverted began to communicate, play with other campers.



27

Program Funding



Traveling Art Camp, Summer 2022



28

Funding Overview



Funded Programs: 28
Number of Children: 1,156

To date CTAC Spent: \$1,308,965
Contract Amounts Awarded: \$1,998,020

29

Funding Overview

For 2022 Summer programs the Trust added performance-based incentives, to be awarded at the end of the contract for all summer providers that met the following optional outcomes.

- **Extended hours of operations:** \$100 per each enrolled child will be awarded to providers that offer daily programming for 8 or more hours or a maximum of \$5,000 per provider [Note: must be documented with schedules and contract manager observations]
- **Family engagement activities:** \$500 per site will be awarded to providers the host at least 1 family engagement activity to encourage positive child and parent interactions [Note: must be documented with session sign-in sheets]
- **Extended Summer Duration:** \$1,000 per site will be awarded to providers that offer summer services for the duration of summer (e.g. 1st day of Summer to Last day of Summer from Alachua County Public School Calendar) [Note: must be documented with schedules and contract manager observations]
- **High Participation rates:** \$10 per week per child that attends the program four or more days or a maximum of \$10,000 per provider [Note: must be documented with schedules and submitted attendance]

30

Funding Overview

Performance based incentives

- All providers were eligible to receive at least one incentive
- 16 provided extended hours of operations
- 14 hosted at least one family engagement activity
- 3 provided extended summer duration
- All summer providers were awarded in the area of high participation rate
- CTAC projected amount spent: \$105,280

31

Learnings and Recommendations



Traveling Art Camp

32

Opportunities for Improvement

- Explore professional development opportunities for camp staff.
- Provide more trainings on invoicing and fiscal requirements.
- Increase program days/hours.



St. Barbara Leadership Institute

33

Questions



I AM STEM Summer 2022

34



CHILDREN'S TRUST
OF ALACHUA COUNTY

The Business and Leadership Institute for Early Learning Cohort 1 Masterclass Update

1

PRITZKER
Children's Initiative

Objective 2: Improve the quality and availability of early care and education services by increasing the percentage of accredited providers



COMMUNITY INNOVATION GRANT

2

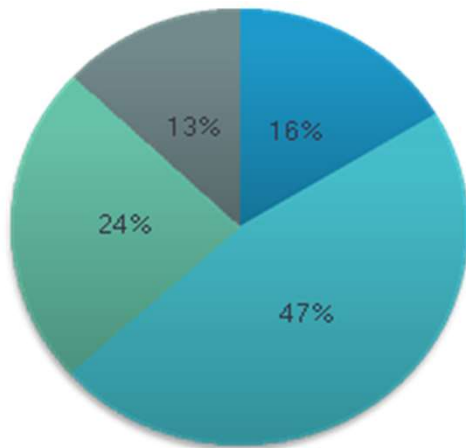


3



4

Business Knowledge Pretest



- 16% Very Knowledgeable
- 47% Somewhat Knowledgeable
- 24% Hardly Knowledgeable
- 13% Not Knowledgeable

5

PRETEST REPORT

- **33%** of participants reported that they were not taking a salary
- **60%** of businesses reported they were under enrolled
- Businesses report employing an average of 9 people.
- Businesses were serving an average of 50 children.
- Only **27%** of the centers were accredited.

6



7

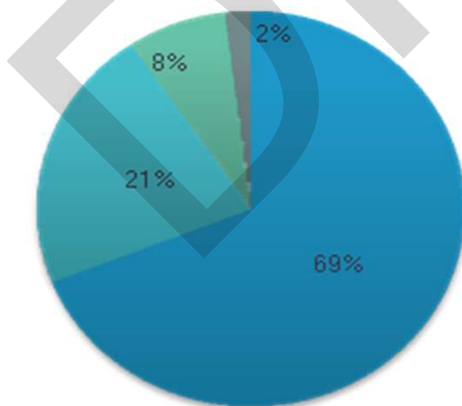


8



9

Business Knowledge Post test



- 69% Very Knowledgeable
- 21% Somewhat Knowledgeable
- 8% Hardly Knowledgeable
- 2% Not Knowledgeable

Participants reported gaining particular knowledge in the areas of: Mission and Vision, Power of Networking, Creating an Elevator Pitch, and Business Leadership

10

POSTT EST REPORT

- ✓ 100% of participants expect to increase their **revenue** as a result of BLI.
- ✓ 80% of participants expect to increase their **enrollment** as a result of BLI.
- ✓ 80% of participants expect to increase their **hiring** as a result of BLI.
- ✓ 90% of participants expect to increase **teacher salaries** as a result of BLI.
- ✓ 90% of participants expect to apply for **accreditation** as a result of BLI.
- ✓ 70% of participants expect to **renegotiate a lease, or with a vendor**.
- ✓ 80% expect to apply for **new working capital**.
- ✓ 80% expect to serve **more school readiness children** as a result of BLI.

11

PRITZKER
Children's Initiative

FY 2023 Goals



CHILDREN'S TRUST
OF ALACHUA COUNTY



GREATER GAINESVILLE CHAMBER



[BLI]
BLIEL.ORG



Florida Association
For Child Care Management
FACCM
Florida's Best for Early Learning



WellFlorida Council
Working Together for Healthy Communities



Alachua
Help Me Grow®
Florida



IACET
The Standard for Lifelong Learning



Florida
HEALTH
WIC Florida



GOLD SEAL
QUALITY CARE



Children's
FORUM
...because kids can't wait



Early
Learning
Coalition
of Alachua County

COMMUNITY INNOVATION GRANT

12



CHILDREN'S TRUST
OF ALACHUA COUNTY

Afterschool and Summer Programs – Academic Support and Special Needs

September 26, 2022

1



Boys and Girls Club

Afterschool Programs

2

Academic Support

(e.g., literacy and math instruction, 1:1 tutoring)

5 of 6 programs (83%).

- "1:1 reading tutoring for our students. Our tutoring program was developed in partnership with the University of Florida Literacy Institute." (Kids Count)
- "1 to 1 and group tutoring is a big focus for our program." (Aces in Motion)
- "We provide a robust program for academic and homework support, including math, reading, and science." (Boys & Girls Club)
- "Academic support is coordinated through our ACHIEVE program; components include homework completion and comprehension, intervention as needed, independent assessment, and experiential learning." (Girls Place)
- "The program aides work with the children daily on homework as well as tutoring them." (Deeper Purpose)

3

Special Needs

(i.e., specialized staffing for children with long term physical, mental, intellectual, or sensory impairment)

1 of 6 programs (17%).

- "Our staff have received some training in working with kids on the spectrum and we are striving to continue our education in this area" (Gainesville Circus)

Several providers indicate that they are serving this population and there is a need for specialized training, services, equipment and facilities improvements to better serve special needs children.

4



5

Academic Support

(e.g., literacy and math instruction, 1:1 tutoring)

16 of 28 programs (57%).

- "We provided group and individual teaching and tutoring in the areas of reading, writing, and mathematics." (SBLI)
- "Campers had opportunities to participate in literacy activities. Our rural communities participated in specialized activities focused on learning retention." (YMCA)
- "We provide daily teacher led, fun and interactive academic support during the summer. This includes creative sports based academic learning, STEM projects, and arts that help facilitate ongoing academic learning in the areas of math, science, and literacy." (Boys & Girls Club)
- "Students were provided worksheets on skills emphasizing vocabulary, reading and writing. Science and engineering projects were done to further promote learning. Students were taken to the library..." (Community Impact)

6

Special Needs

(i.e., specialized staffing for children with long term physical, mental, intellectual, or sensory impairment)

13 of 28 programs (46%).

Training:

- “We specifically reached out to UF CARD for staff training since so many of our students are on the Autism spectrum or have ADHD or other special learning needs.” (Good News Art)
- “We had multiple special need students in the program with autism, ODD, ADD, and ADHD and we worked with everyone and made them all feel included and trained staff on how to work with them.” (Deeper Purpose)

Staffing:

- “We hired school faculty/teachers as camp leadership and counselors. They brought knowledge from their roles during the school year in areas of [...] EBD (emotional/behavioral disability), special needs/disabilities” (YMCA)
- “We had special needs students with intellectual impairments who received individual assistance. Certain special needs students received occupational and speech therapy for the duration of the camps.” (SBLI)
- “The CEO is a master level mental health counselor and attended camp daily.” (Empowerment Consultants)

DRAFT

**CHILDREN'S TRUST OF ALACHUA COUNTY
RESOLUTION 2022-15**

REVISIONS TO BOARD POLICIES

**REVISIONS TO BOARD POLICIES CHAPTER 1 - GENERAL
ADMINISTRATION, AND CHAPTER 7 - EXECUTIVE DIRECTOR**

WHEREAS, the Children's Trust of Alachua County (CTAC) is authorized by Florida Statute 125.901 and Local Ordinance 18-08; and

WHEREAS, the CTAC has previously adopted policies for General Administration and Executive Director; and

WHEREAS, the Trust's Chair and Counsel are presenting revisions to board policies for consideration by the full board;

WHEREAS, the Children's Trust of Alachua County desires to amend the following with the applicable amendments provided herein;

NOW THEREFORE, be it ordained by the Board of the Children's Trust of Alachua County, in the State of Florida, as follows:

SECTION 1: **AMENDMENT** "1.25 Board Chair's Role" of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

A M E N D M E N T

1.25 Board Chair's Role (*Amended*)

The Board Chair, a specially empowered member of the Board, assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

- A. The assigned result of the Chair's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - 1. Meeting discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide or to monitor.
 - 2. Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as much.
 - 3. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- B. The authority of the Chair consists in making decisions that will fall within topics covered by the Board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of a Executive Director and (b) where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.

1. The Chair is empowered to chair Board meetings with all the commonly accepted power of the position, such as ruling, and recognizing.
2. The Chair has no authority to make decisions about policies created by the Board within the Trust's Goals and Strategies and Executive Limitations policy areas. Therefore, except as expressly provided by Board action or in the policies or the employee handbook the Chair has no authority to supervise or direct the Executive Director.
3. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decision and interpretations within the area delegated to that role.
4. The Chair may delegate this authority, but remains accountable for its use.
5. The Chair will also be a member of the Executive Committee, which also includes but is not limited, to the Vice Chair and Treasurer.
6. The Chair represents the Board and the Trust at public events, advocating for our mission, reporting on goals and accomplishments, thereby promoting the Trust in the Community.
7. The Chair shall be responsible for approving leave requests of the Executive Director.
8. Should an allegation be made regarding the conduct of the Executive Director which, if supported by evidence, would constitute a violation of the law, a policy of the Board or the Employee Handbook, the Chair may, after consultation with Board Counsel and Human Relations suspend the Executive Director with pay pending an investigation if warranted and further action by the Board. Any such suspension shall be immediately reported to the Board.

SECTION 2: **AMENDMENT** “7.78 Staff Treatment Responsibilities” of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

A M E N D M E N T

7.78 Staff Treatment Responsibilities (*Amended*)

- A. The Executive Director shall maintain an Employee Handbook which shall be approved and amended by the Board and provide policy guidance for the Executive Director to ensure that staff is treated in a manner that is professional, fair, and legal at all times. The Employee Handbook shall provide policies that:
 1. act in conformance with the Fair Labor Standards Act or other applicable state or federal law governing leave, compensation, classification or accommodation;
 2. are kept current and reviewed annually that address at a minimum conduct and ethical standards, hiring, discipline, termination, pay and promotion, leave, evaluation and performance;
 3. provide permanent employees a due process grievance procedure, able to be used without bias, up to and including access to the Executive Director for matters including:

- a. grievances or complaints
 - b. conflicts
 - c. disciplinary actions taken by the supervisor
 - d. termination
4. maintain policies that govern leave, including personal time off, leave without pay, administrative and family medical leave options and requirements;
 5. make sure all hires have a background and criminal records check commensurate with their job and responsibilities and that they are informed of this process;
 6. ensure that meaningful orientation and ongoing training is provided to staff and volunteers throughout CTAC;
 7. monitor employee performance and have performance evaluations conducted in accordance with published criteria and schedules set out in center policies, procedures, and guidelines;
 8. link incentives to performance;
 9. provide working conditions that are consistent with community standards, including compensation and benefits
 10. define and prohibit nepotism and other work-related conflicts of interest;
 11. ensure that staff providing direct professional services reserve the right, based on Executive Management staff review to ensure compliance with Federal statutes regarding civil rights or disabilities, to refuse at any time to participate in the care or treatment of any particular consumer or group on the grounds of religious, ethnic cultural, or moral considerations or persuasions;
 12. provide separating employees an opportunity to participate in an Exit Interview that is confidential and unbiased.
 13. provide a work environment that supports and engages staff, provides meaningful work in as flexible a manner as possible while also promoting excellence, accountability, and ethical practices.
 14. The Employee Handbook shall govern the conduct of all employees of the Children's Trust of Alachua County.

SECTION 3: AMENDMENT “7.100 Emergency/Interim Executive Director Succession” of the Children's Trust of Alachua County Board Policies is hereby *amended* as follows:

A M E N D M E N T

7.100 Emergency/Interim Executive Director Succession (*Amended*)

In order to ensure that the Trust is managed during any interim period when the Executive Director is unavailable and/or any period between successive Executive Directors, the incumbent Executive Director shall:

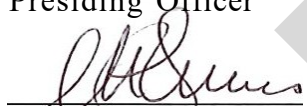
- A. have at least one manager familiar with the Board and Executive Director issues and processes;
- B. advise the Director of Program Operations, who has the next highest level of agency responsibility, of salient issues prior to any planned absences. In the event that the

Executive Director is unable to exercise their authority, the Director of Program Operations shall exercise that authority pending action of the Trust;


- C. have an Executive Management Team that can manage the day-to-day operations in the Executive Director's absence.

PASSED AND ADOPTED BY THE CHILDREN'S TRUST OF ALACHUA COUNTY BOARD this 26th day of September, 2022.

	AYE	NAY	ABSENT	ABSTAIN
Dr. Margarita Labarta	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>
Tina Certain	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>
Lee Pinkoson	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>
Shane Andrew	<u> </u>	<u> </u>	<u>✓</u>	<u> </u>
Dr. Karen Cole-Smith	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>
Ken Cornell	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>
Hon. Denise R. Ferrero	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>
Dr. Nancy Hardt	<u> </u>	<u> </u>	<u>✓</u>	<u> </u>
Dr. Patricia Snyder	<u>✓</u>	<u> </u>	<u> </u>	<u> </u>
Cheryl Twombly	<u> </u>	<u> </u>	<u> </u>	<u>✓</u>

Presiding Officer


 Dr. Margarita Labarta, Chair
 Children's Trust of Alachua County

Attest


 Kristy Goldwire, Acting Secretary
 Children's Trust of Alachua County