TO: MEMBERS OF THE CHLDREN'S TRUST OF ALACHUA COUNTY

FROM: COLIN MURPHY, EXECUTIVE DIRECTOR

SUBJECT: EXECUTIVE DIRECTOR'S REPORT

DATE: AUGUST 31, 2020

1. <u>New Staff</u> – Welcome Nicole Odom. Nicole will serve as a Fiscal Assistant.   We are delighted Ashley chose to work with the Trust! Ashley's contact info is: Phone: 352-374-1824; email: nodom@childrenstrustofalachuacounty.us

2. <u>No-cost extensions for RFP 20-937</u> – will be included as part of the September 14, 2020 and September 21, 2020 Public Hearings.

3. <u>Job Postings:</u>
    a. <u>Director of Program Operations</u>
    b. <u>Program Manager – Pritzker Children's Initiative (Pritker Fellow)</u>
    c. <u>Communications Manager</u>

4. <u>Pandemic Learning Pods:</u> Application has been developed by the Early Learning Coalition of Alachua County to allocate the 200 slots for school-aged children.

5. November 4th, 2020 meeting with Gainesville City Commission. Alachua County Board of County Commissioners and the School Board of Alachua County have not been scheduled.

6. <u>Funding Strategy:</u> The next steps are to take the Results and Indicators agreed to by the Trust and share them with stakeholders (funders, systems leaders, providers, those who would benefit from services, other stakeholders) and to re-imagine what our community would look like if we were able to turn the curve on all of them. I intend to continue to work with Level-Up Impact and engage in a structured interview and survey process. The process will take approximately two months. Recommendations will follow and I

would expect RFPs to "hit the streets" around January. I welcome any feedback from the Trust Members.

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

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

1.1.1 Develop a separate website for CTAC GO LIVE DATE SEPTEMBER 30,2020

1.1.2 Invest in an online meetings management platform

1.1.3 Invest in an online Policies and Procedures platform

1.1.4 Assign duties of "Clerk of the Trust" to the position of Executive Assistant

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

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

1.2.1 Develop a Trust Member Orientation process

1.2.1.1 Create a Trust Member Notebook

1.2.1.2 Conduct Individual Trust Member Orientations

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

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

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

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

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

1.3.1.1 Develop quarterly reports reflecting the accounts of the organization

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

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

> 1.3.3   Review and Revise fiscal, budgetary, and investment policies

>> 1.3.3.1   Review and revise the Trust's fund balance policy

> ~~1.3.4   Contract with an independent external auditor~~

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

2.1.5.2 Trust participates in the Florida Retirement System

2.1.5.3 Procure a payroll vendor

2.1.5.4 Procure a supplemental retirement vendor UPON APPROVAL (8.31.2020)

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

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

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

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

2.2.1   Invest in hardware and software that enable more efficient operations

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

~~2.2.1.2   Cloud-based enterprise software   DISCONTINUED~~

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

~~2.2.1.4   Work spaces and policies that support social distancing and tele-commuting~~

2.2.1.5   Evaluate the New World System (IN PROGRESS)

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

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

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

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

2.3.2   Secure meeting space for full trust meetings for FY21

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