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

FROM: COLIN MURPHY, EXECUTIVE DIRECTOR

SUBJECT: EXECUTIVE DIRECTOR'S REPORT - NEXT STEPS FOLLOWING THE TECHNICAL ADVISOYR COMMITTEE REPORT

DATE: JUNE 29, 2020

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1   WORKSHOP

At the meeting, I'd like to have a brief discussion on the workshop that was part of the motion at the June 1, 2020 Meeting. As a reminder, the motion was to *"schedule a workshop to address the funding priorities to develop and implement 'constructive disruption' in existing systems to address the adopted Technical Advisory Committee recommendations."*

The INSIGHTS and KEY RECOMMENDATIONS have been included at the end of this report.

3 RECOMMENDATIONS FOR THE WORKSHOP AGENDA

1. **REVIEW OF KEY INDICATORS FOR RESULTS AREA**
   (this begins to address the first recommendation from the Technical Advisory Committee)

   GOAL 1: Begin to select some key indicators that need to have the "curve turned"

   GOAL 2: Determine the scope of any additional needs assessments or research.

2. **REVIEW OF THE CURRENT FUDING PORTFOLIO**
   (this begins to address the following four recommendations: "Community Strengths Finding", "Community Need Finding", "Resource and Network Mapping")

   GOAL 1: To understand the following information about each program

   A. Who is the Children's Trust funding?

Funded Agency Info (mission, year establishment, Annual budgets)

B. **What partnerships/collaborations are being utilized?**
Partnership agencies included in applications

C. **Where is the funding going?**
Sites/locations of services

D. **Performance Measures**

How much is being funded?
Funding amounts
# of children/families
# of deliverables (pilots, models etc.)

How well is the portfolio performing?
% contracted performance
# of deliverables met
met/adapted changes from COVID-19

What impact has the funding had (is anyone better off)?
Outcomes
Alignment with community indicators
*Economic impact of funding (# FTEs, matched funding)*

3. **BEGIN TO "CONSTRUCTIVELY DISRUPT" CERTAIN SYSTEMS**

GOAL 1: Discuss a Transformational Professional Development Program for Out of School Time to Begin October 1, 2020 from the "Capacity-Building" funding category.

Executive Director would work with the members of BOOST and the David P. Weikart Center to develop a proposal that would include a three-year process to begin to implement an out-of-school time quality improvement system based on the Youth Program Quality Intervention.

The Weikart Center's research-based improvement system helps youth programs set meaningful improvement goals based on data, enact new practices, and create powerful developmental environments for youth.

The Weikart Center helps youth programs establish quality improvement systems to support staff. The approach is based on the assess-plan-improve sequence:
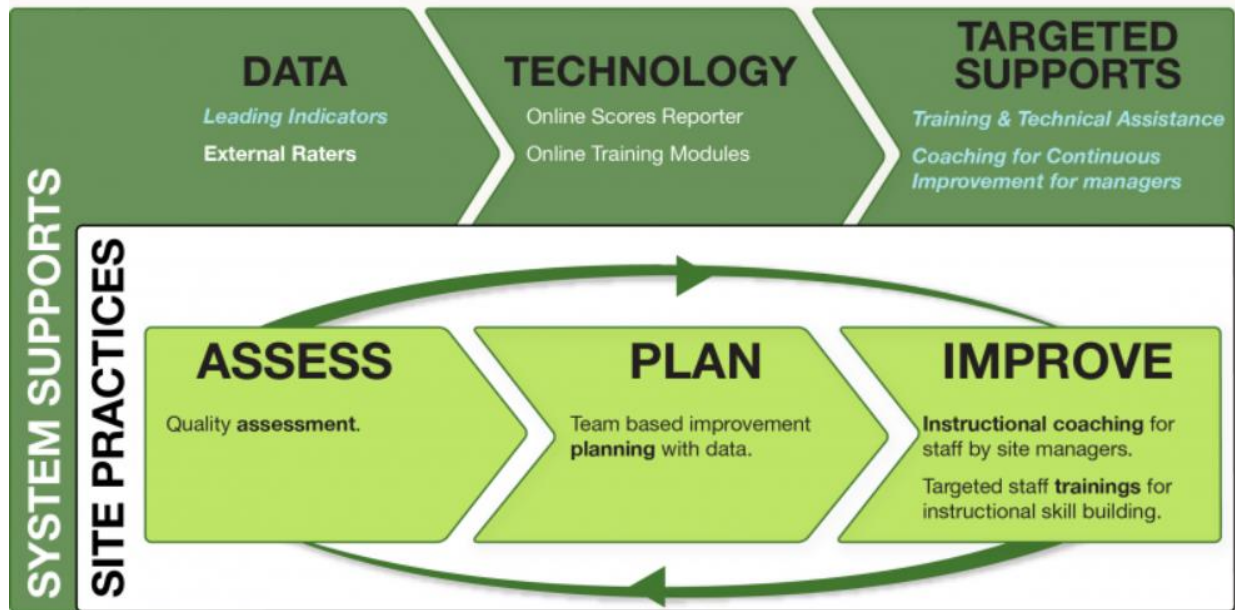
Alachua County Children's Service Needs Assessment (Children's Services Advisory Board)
Q8: The BOCC in Alachua is currently considering allocating 1.25 million in funding for children 5 and younger. If that funding comes to fruition, what do you believe are the primary issues that should be addressed through that funding?
• Improve quality of early learning and child care
• Build providers' capacity through training opportunities and increased funding
• Parent education
• Home visiting for all parents
• Quality Rating and Improvement System (QRIS) for child care centers
• Health and Nutrition
• Children must be healthy and nourished to learn and develop
• Focus on areas of most need (SWAG)

From: Investing in System-Wide Care for Alachua County Youth (YDRPP and BOOST)
What Alachua County Youth Programs Need: Capacity Building and Support
Human Resources: An effective relationship between youth and mentors in a program relies heavily on the ability of the mentor to interact with youth in a deep and authentic way, which can be difficult in under-resourced programs where demands and stress levels are higher. Further, ongoing training for mentors and staff, structured activities, frequent contact, and

Infrastructure: Safe and adequate facilities and materials are essential for all youth programming to meet goal achievement, but for OST programs, accessibility is also an essential need, particularly if they do not occur within the school. BOOST members identified transportation support as their most pressing and immediate need. Because many OST programs have constraints that do not allow them to provide their own transportation, community or government collaborations have the opportunity to create transportation systems that can provide access to multiple neighborhoods and hubs throughout a community.

Financial Capacity: Adequate infrastructure and staff require financial resources. While pay-to-play programs can offset their expenses through participant fees, low cost or free programs must obtain financial resources through other means, including private and public fundraising. Given the limited number of large-scale funds available through both sectors, showing effective program practices and outcomes on a community through evaluation can help programs create more sustainable sources of income through ongoing, local allocation of funds.

Partnerships: For community-based programs, partnerships and networks are essential because they can offer the organization resources they do not have through outside entities who may already have needed resources. These can include partnerships with the school system, other OST providers, other nonprofits, parents, and researchers.

Strengthening System-Wide Support for Youth The ability to build capacity allows programs to not only effectively deliver their program, but also expand their reach, through either time, participants, or programming. Many BOOST members identified a desire to expand that could only happen through additional support. The ability to expand to a greater number of youths not only allows for more youth participation, but also for expansion to wider subpopulations of youth, such as marginalized students or bilingual youth. Finally, youth have finite out-of-school time. As programs build capacity, each program may be able to offer more activities in a single environment to create a more holistic approach to development.

Population Accountability – from words to actions
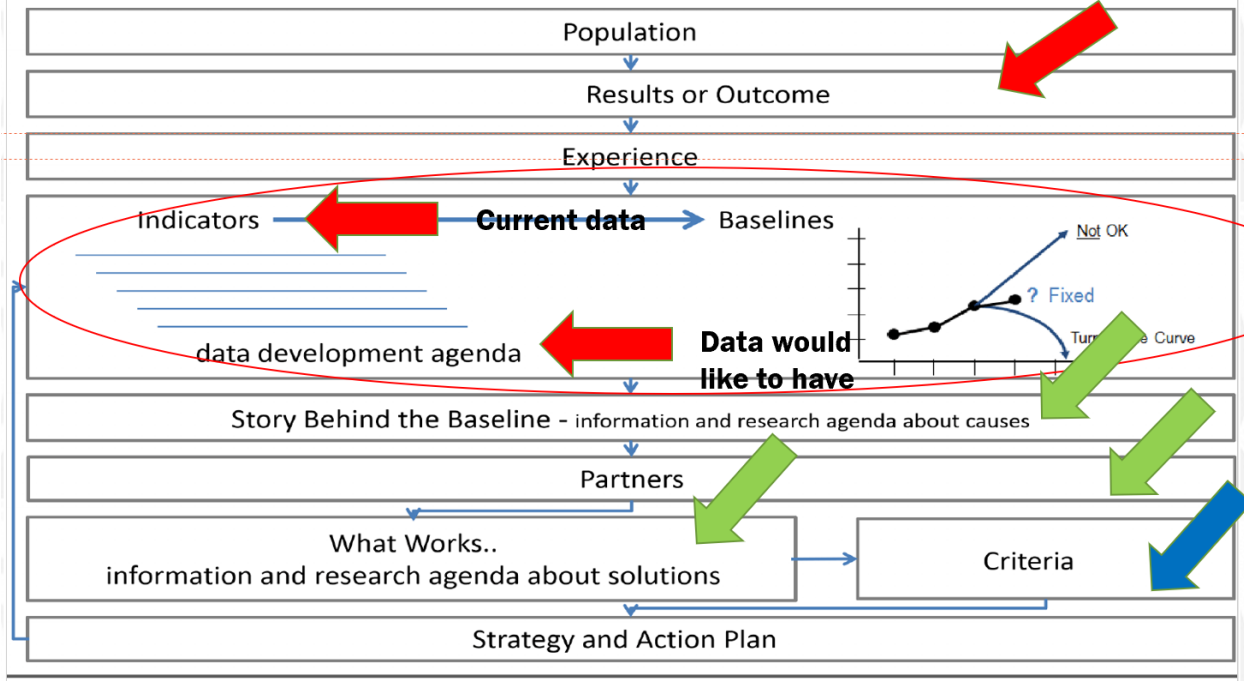
2 MEETINGS FOR THE REMAINDER OF THE YEAR

REGULAR MEETINGS

- ~~Monday, July 6, 2020~~
- Monday, August 3, 2020
- Monday, August 17, 2020
- Monday, September 14, 2020
- Monday, September 21, 2020
  == - CURRENT
- Monday, October 5, 2020
- ~~Monday, October 19, 2020~~
- Monday, November 2, 2020
- ~~Monday, November 16, 2020~~
- Monday, December 7, 2020
  == - PROPOSED
- Monday, January 11, 2021
- Monday, February 1, 2021
- Monday, March 1, 2021
- Monday, April 5, 2021
- Monday, May 3, 2021
- Monday, June 7, 2021
- Monday, August 2, 2021
- Monday, September 6, 2021 -TRIM
- Monday, September 20, 2021 – TRIM

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 *(in progress)*

1.1.2 Invest in an online meetings management platform *(in progress)*

1.1.3 Invest in an online Policies and Procedures platform *(in progress)*

1.1.4 Assign duties of "Clerk of the Trust" to the position of Executive Assistant *(completed)*

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 (completed)

    1.2.1.2 Conduct Individual Trust Member Orientations (in progress)

    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

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

1.4 100% 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 (in progress)

        1.4.1.2   Conduct additional assessment to determine the "Story behind the Story" of the community indicators

        1.4.1.3   Convene groups of community members, service providers, and subject matter experts to determine "What works".

   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*.

        1.4.2.2   Adopt policies that delineate minimum standards that organizations must meet in order to receive funding

   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 contractors (in progress – see budget)

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

    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. (completed)

    2.1.3 Job Descriptions developed that accurately reflect the job duties (in progress) – contracted with the Mercer Group to develop classification, job descriptions, and pay scales (market analysis)

    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 (in progress)

        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 (in progress) – TO BE APPROVED BY RESOLUTION IN AUGUST

*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 (in progress)

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

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

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

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 (completed)*

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).*