

Meeting Notice

Children's Trust of Alachua County

Monday, August 19, 2019 @ 4:00 pm

Alachua County Administration Building, 2<sup>nd</sup> Floor

Jack Durrance Auditorium



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

Members

Ken Cornell, County Commissioner, Interim Chair

Honorable Susanne Wilson-Bullard, Circuit Judge, Interim Vice-Chair

Tina Certain, Alachua County School Board Member, Interim Treasurer

Karen Clarke, Alachua County School Superintendent

Cheryl Twombly, DCF Community Development Administrator

# Children's Trust of Alachua County

Monday, August 19, 2019 @ 4:00 pm

Alachua County Administration Building, 2<sup>nd</sup> Floor  
Jack Durrance Auditorium

1. Call to Order – Ken Cornell, Interim Chair
2. Agenda Review, Revision, and Approval (Including Approval of Consent Agenda Items)

## **Regular Agenda Items**

3. Executive Director Job Assessment Tool
4. One Year Funding Plan – A Conceptual Framework
5. CTAC Gubernatorial Nominees Status Update and General Comments
6. Call for Public Input
7. Board Member General Comments
8. Adjournment

## **Consent Agenda Items**

9. Approval of August 5, 2019 Meeting Minutes



**CHILDREN'S TRUST**  
OF ALACHUA COUNTY

## Item # 2

### Agenda Review, Revision, and Approval

#### Background

Member's review the agenda and can ask that items be changed in order, moved from the consent agenda to the regular agenda, and that items be removed or added. Items on the consent agenda include a staff recommendation. When the consent agenda is adopted, the Board is approving the staff recommendation unless the item is "pulled" for discussion. All consent items are approved when the agenda is adopted unless, an item is moved from consent to the regular agenda. Any member or a citizen can ask that an item be moved from consent to regular. Moving an item is done so that it can be discussed and/or a different course of action taken than that recommended by staff.

#### Attachments

Not applicable

#### Staff Recommendation

Approve the agenda as presented or alternatively with revision and approve all items remaining on the consent agenda.

### **Item # 3**

#### Executive Director Job Assessment Tool

##### **Background**

At the August 5, 2019 meeting, Members approved the Executive Director position description, with the phrase “Experience advocating for children, youth, and families especially members of marginalized and vulnerable populations” added to the “Preferred Experience, Knowledge, Skills, and Abilities section. The Trust asked Member Clarke to further revise the Job Assessment Tool (JAT) based on the approved position description. Previously, Heather Akpan, Human Resources Director provided Trust members with an overview of the recruiting timeline. Ms. Akpan will provide members with an update and next steps in the recruitment process.

##### **Attachments**

1. Revised Position Description – Executive Director
2. Job Assessment Tool
3. Recruiting Process Timeline

##### **Staff Recommendation**

Hear update on the recruitment process, approve the revised position description, and provide direction on the Job Assessment Tool.

**Position Title:** Executive Director

**Reports To:** Board of Directors

**FLSA Status:** Exempt

**Pay Grade:** Salary Established by the Board of Directors

**Date:** July 2019

**JOB SUMMARY**

The Executive Director is the professional leader and official representative of the Children’s Trust of Alachua County. This position oversees the implementation of the Trust’s strategic direction and policies in order to pursue the organization’s vision and achieve its mission.

The Executive Director provides strategic visioning, planning and operational leadership consistent with the mission of the taxing district to ensure fully integrated service delivery and to maximize the use of resources available in the community to positively impact the lives of children and families in Alachua County.

**GENERAL DUTIES**

Planning, budgeting, advocacy, community leadership, implementing, managing and evaluating the activities and functions of the Children’s Trust of Alachua County.

**SPECIFIC DUTIES AND RESPONSIBILITIES**

This position is responsible for the overall operations of the Children’s Trust of Alachua County. Specific duties may be assigned to other personnel with appropriate oversight. Final accountability remains with this position.

**STRATEGIC LEADERSHIP**

Assists the Trust Board in defining the organization’s vision, mission, strategic direction, and policies.

Develops a comprehensive set of guiding principles and values that guides all considerations on how to achieve the Children’s Trust of Alachua County’s (CTAC) vision, mission and goals.

In concert with and after consultations with appropriate providers, community partners, community representatives, managers, and staff, sets the direction and focus of activity.

Oversees the development of a business plan for the CTAC that anticipates, assesses, and shapes responses to both short-term issues and long-term opportunities and challenges.

### **ESSENTIAL FUNCTIONS**

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

### **JOB OBJECTIVES**

#### **Planning**

1. Work with the Board to develop a Strategic Plan and update as appropriate.
2. Direct the activities of the CTAC based on the strategic plan.
3. Institute mechanisms to ensure community involvement in planning processes.
4. Work with other local planning bodies to ensure coordination and consistency of efforts.
5. Develop benchmarks to track progress toward strategic goals.

#### **Financial and Program Management**

1. Preparation, management and oversight of annual budget and funding recommendations for Board approval.
2. Preparation and oversight of budget model forecast for planning purposes.
3. Establishment of policies and procedures related to the evaluation of funding requests.
4. Oversight of program and fiscal monitoring of funded programs.

## **Operation Management**

1. Foster high levels of customer service to ensure effectiveness and further development of customer-centered service delivery.
2. Establish work environment that fosters a productive work culture.
3. Prioritize a dynamic workload.
4. Develop and provide oversight to such organizational plans and procedures as necessary for effective operations.
5. Manage and direct the activities of staff to ensure programs are properly executed and the CTAC's priority objectives are achieved.
6. To lead and ensure the effective management of the Council in meeting the statutory functions relevant to CTAC.
7. Participate and oversee emergency planning and responses to emergency situations when required to do so.
8. Other administrative duties as required.

## **COMMUNITY RELATIONS AND ADVOCACY**

1. Establishment and oversight of mechanisms to communicate the activities of the CTAC to the community.
2. Develop and foster effective, and collaborative, external working relationship with community stakeholders within the community in order to address key strategic issues facing the community.
3. Build and foster effective relations among a diverse array of individuals.
4. Representation of the CTAC to the community.
5. Representation of the CTAC at various local and state events addressing issues related to the interests and mission of the CTAC.
6. Work with local legislative delegation and local elected officials to advance the interests of the children and families.
7. Communicate the CTAC's positions to providers and the community.

## **BOARD RELATIONS**

1. Provide directional leadership and sound, imaginative advice to the Board on all matters relating to CTAC.
2. Develops and maintains positive and open relationship and communication with the Board.
3. Ensures the Board is kept informed of relevant policy issues and relevant operational issues.
4. Preparation and oversight of agendas and supporting materials for Board meetings.
5. Preparation and oversight of recommendations as requested by the Board.

6. Assists the Chair in matters relating to Board member participation and meetings.

### **PREFERRED EXPERIENCE, KNOWLEDGE, SKILLS AND ABILITIES**

1. Strong management and leadership skills including, but not limited to, consensus building, conflict resolution, motivation, decision-making.
2. Knowledge of strategic planning.
3. Knowledge of local, state, national and corporate funding streams.
4. Knowledge of curriculum design and training assessment.
5. Experience in social service or community planning.
6. Understanding of major policy issues involving children and families.
7. Experience in advocacy for children and families, especially with marginalized and vulnerable populations.
8. Experience in competitive procurement and program evaluation.
9. Highly developed skills in oral and written communication and personal interaction.
10. Ability to analyze data from a variety of sources and use it to form strategic initiatives and evaluate programming.

### **WORKING CONDITIONS AND PHYSICAL/MENTAL REQUIREMENTS**

Duties are primarily performed in a general office environment and the community.

Position and duties require:

- Employee must travel to off-site facilities in visiting agencies throughout the community and participate in off-site meetings.
- Ability to communicate effectively in writing, using the English language, with or without the use of auxiliary aids or services.
- Cognitive skills in order to perform essential functions.

### **MINIMUM QUALIFICATIONS**

Bachelor's degree and a minimum of five (5) years progressively responsible administrative experience in budget (Minimum \$2 million) and program management and strategic planning. An equivalent combination of education and experience may substitute for the minimum requirements listed.



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# Job Assessment Tool ©

## ALACHUA COUNTY, FL

Employee's Name (Incumbent), Vacant or Additional Position:	
Individual Completing JAT (if different than above):	Karen Clarke
Current Job Title/Grade:	
Proposed Job Title/Grade:	
Department/Location:	
Date:	July 15, 2019
Supervisor's Name:	Children's Trust of Alachua County Board

*Please attach a memo detailing the justification for the request along with the current/proposed department's organizational chart(s).*

*Please note: For BoCC: The approval from the Assistant County Manager, Deputy County Manager, and/or County Manager is an approval to move forward with the classification process and is not an approval of the proposal contained within. For Alachua County Library District: The approval from the Library Director is an approval to move forward with the classification process and is not an approval of the proposal contained within. For Alachua County Supervisor of Elections: The approval from the Supervisor of Elections is an approval to move forward with the classification process and is not an approval of the proposed contained within.*

This Job Assessment Tool is a document used to gather information from employees about their jobs. Specifically, you are being asked to provide information regarding your role, responsibilities, and duties in the organization.

Your information is critical to the County's review of the work you are performing. This information will be utilized by the County to make the appropriate classification and pay grade assignment for the work you perform. Your information is not used to assess individual performance, adjust staffing levels in your organization, reduce current salaries, or eliminate positions.

Please complete all sections to the best of your ability and submit to your supervisor for review. By providing clear and complete information about your job, you will help the County gain a thorough understanding of the work you perform.

If this tool is being completed for a request for re-classification/pay grade change, please highlight the specific duties, qualifications, etc. that are new and/or have changed from the current job description.

### SECTION 1.0 JOB OVERVIEW

Official Workweek in hours (please identify your official workweek, rather than actual hours worked)

Less than 15    15 - 20    21 - 30    31 - 37.5    40    Greater than 40

Status (please choose one)

Full time    Less than full time

### SECTION 2.0 JOB DESCRIPTION

*Briefly provide an overview of your job, including a description of the purpose of your job and the type of work you do. This may be the same as the introduction to your current job description, but it does not need to be.*

This new position is the professional leader and official representative of the Children's Trust of Alachua County. The work is managerial, professional, and administrative. The employee will provide strategic visioning, planning and operational leadership, financial and program management consistent with the mission of the taxing district to ensure fully integrated service delivery and to maximize the use of resources. The employee will also be responsible for community relations and advocacy in order to develop and foster effective and collaborative working relationships with community stakeholders to address key issues.

*Please indicate below the number of people you supervise directly and/or indirectly and the position titles.*

Directly:   Full-time   3-5   Part-time,  
Reduced Hours,  
and Temporary

(Direct supervision is the management or supervision of employees who report work to you and who you evaluate without assistance. Please do not include subcontractors.)  
*Please provide position titles:*

Indirectly:   Full-time



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Part-time,  
Reduced Hours,  
and Temporary

(Indirect supervision is the management or oversight of employees who report to you through another supervisor who reports directly to you. Please do not include subcontractors.)  
Please provide position titles:

### SECTION 3.0 JOB FUNCTIONS

In the tables provided on following pages, please include all **essential** job functions you perform. For every function you list, please note how often you perform the function— Daily, Weekly, Monthly, A Few Times Per Year, or Annually. Then, estimate the total percent of your time spent on each function on an annual basis. Lastly, please check off the five most important functions you perform.

**Example:**

Job Function	Create and maintain department filing system
How Job Function is done	File categories, subcategories and color coding created manually for file cabinet while file folders created and stored in computer
Why Job Function is done	Organization, record retention, easy access when records need to be located
Frequency of Function	Daily
Percentage of time spent on function	25
Most Important Function	<input checked="" type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	Yes. This position assumed responsibilities over the last 6 months due to eliminating a vacant (insert title). These functions will remain with this position.



Job Function	Engages with the stakeholder community to promote the CTAC's mission and vision and recruits supporters and strategic partners.
How Job Function is done	Representation of the CTAC to promote and educate the community on the CTAC's mission and vision.
Why Job Function is done	To build and foster relationships within the community in order to collaborate on issues facing the children and families of Alachua County
Frequency of Function	Daily
Percentage of time spent on function	10%
Most Important Function	<input checked="" type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position

Job Function	Principal spokesperson of the CTAC and stakeholder queries. Establishment and oversight of mechanisms to communicate the activities of the CTAC to the community. Representation of the CTAC to the community.
How Job Function is done	Communication of the CTAC's mission and position to the community. Interface with the community to foster effective relations among a diverse array of individuals. Represent CTAC at local and state events.
Why Job Function is done	To develop and foster effective and collaborative, working relationships in order to address key issues involving children and families within the community
Frequency of Function	Daily
Percentage of time spent on function	10%
Most Important Function	<input checked="" type="checkbox"/> YES



Is this a new Function/ If yes, please explain when and why	New position
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**JOB FUNCTIONS (Continued)**

Job Function	Collaborates to develop and implement systems, processes, and procedures and personnel designed to achieve the objectives of the Trust. Uses independent judgement to plan-prioritize, and organize a diversified workload.
How Job Function is done	Collaboration with personnel and CTAC to develop necessary systems, policies, and procedures.
Why Job Function is done	To achieve the objectives of the CTAC.
Frequency of Function	Daily
Percentage of time spent on function	5%
Most Important Function	x <input type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position

**JOB FUNCTIONS (Continued)**



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Job Function	Establishes credibility within the CTAC and with the Board as an effective developer of solutions to business challenges.
How Job Function is done	Ensure adherence to all local, state and federal guidelines as they pertain to the activities of the CTAC. Work with staff to develop sound policies and procedures.
Why Job Function is done	To ensure more organized and efficient operations of the CTAC
Frequency of Function	Daily
Percentage of time spent on function	3%
Most Important Function	<input checked="" type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position

Job Function	Work with the CTAC to develop a Strategic Plan and update, as appropriate, direct the activities of the CTAC based on the Strategic Plan. Institute mechanisms to ensure community involvement in planning process.
How Job Function is done	Collaboration with board and external stakeholders to solicit input and feedback
Why Job Function is done	To ensure that the activities of the CTA align with the Strategic Plan and that activities reflect the needs of the community.
Frequency of Function	As needed
Percentage of time spent on function	5%
Most Important Function	<input type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position



**JOB FUNCTIONS (Continued)**

Job Function	Work with other local planning bodies to ensure coordination and consistency of efforts.
How Job Function is done	Collaboration with other local governmental and community organizations.
Why Job Function is done	To eliminate gaps and overlaps in programs and services to meet needs of children and families
Frequency of Function	As needed
Percentage of time spent on function	5%
Most Important Function	<input type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position

Job Function	Develop benchmarks to track progress toward strategic goals.
How Job Function is done	Establishment of measureable benchmarks
Why Job Function is done	To provide the CTAC with information needed for data-driven decision making.
Frequency of Function	Semi-annually
Percentage of time spent on function	2%
Most Important Function	<input type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position



**JOB FUNCTIONS (Continued)**

Job Function	Preparation, management and oversight of annual budget and funding recommendations for Board approval. Preparation of oversight of budget model forecast for planning purposes.
How Job Function is done	Work with staff to prepare budget and make recommendations to CTAC
Why Job Function is done	To ensure and balanced budget, fiscal accountability, and transparency
Frequency of Function	Budget development annually. Oversight is ongoing
Percentage of time spent on function	5%
Most Important Function	<input type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position

Job Function	Establishment of policies and procedures related to the evaluation of funding requests. Oversight of program and fiscal monitoring of funded programs.
How Job Function is done	Ensure transparent and equitable process for funding proposals and accountability for recipients of tax dollars.
Why Job Function is done	To ensure a transparent and equitable process for funding proposals and accountability of the recipients of tax dollars.
Frequency of Function	Semi-Annually
Percentage of time spent on function	5%
Most Important Function	<input checked="" type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position





Job Function	Foster high levels of customer service to ensure effectiveness and further development of customer-centered service delivery.
How Job Function is done	
Why Job Function is done	To provide a more positive all-around experience for all community stakeholders and organizations involved with CTAC activities
Frequency of Function	Daily
Percentage of time spent on function	5%
Most Important Function	<input type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position

Job Function	Establish work environment that fosters a productive work culture.
How Job Function is done	Develop a work culture that is positive and supportive and meets the needs of the CTAC
Why Job Function is done	To ensure a productive work culture that will translate into more effective and efficient operations of the department
Frequency of Function	Daily
Percentage of time spent on function	10%
Most Important Function	<input type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position



Job Function	Develop and provide oversight to such organizational plans and procedures as necessary for effective operations. Manage and direct the activities of staff to ensure programs are properly implemented and the CTAC's priority objectives are achieved.
How Job Function is done	Manage and direct staff workload to carry out the operations of the CTAC
Why Job Function is done	To ensure efficient and effective operations of the CTAC and to ensure that the objectives of the CTAC are achieved.
Frequency of Function	Daily
Percentage of time spent on function	10%
Most Important Function	<input type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position

Job Function	Participate and oversee emergency planning and responses to emergency situations when required to do so.
How Job Function is done	Participate in any emergency training, develop emergency plans, and provide training and communication to staff.
Why Job Function is done	To ensure preparedness for critical incidents and emergency situations.
Frequency of Function	Semi-Annually
Percentage of time spent on function	2%
Most Important Function	<input type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position



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Job Function	Develop and foster effective, and collaborative, and external working relationship with community stakeholders within the community in order to address key strategic issues facing the community. Build and foster effective relations among a diverse array of individuals.
How Job Function is done	Cultivation of community partnerships and
Why Job Function is done	To strengthen the relationship between the CTAC and community stakeholders in order to more effectively address key issues facing the community.
Frequency of Function	Daily
Percentage of time spent on function	5%
Most Important Function	<input checked="" type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position

Job Function	Representation of the CTAC at various local and state events addressing issues related to the interests and mission of the CTAC and work with the local legislative delegation to advocate for the interests of children and families.
How Job Function is done	Represent the CTAC at events and work with local legislative delegation in advocacy efforts
Why Job Function is done	To advocate for the mission of the CTAC and the interests of children and families
Frequency of Function	Monthly
Percentage of time spent on function	3%
Most Important Function	<input type="checkbox"/> YES



Is this a new Function/ If yes, please explain when and why	New position
Job Function	Develops and maintains positive and open relationship and communication with the CTAC Board and ensures that the CTAC Board is kept informed of relevant policy and operational issues. Provide directional leadership and sound, imaginative advice to the Board on all matters relating to the CTAC.
How Job Function is done	Maintain open line of communication and provide necessary updates to the Board.
Why Job Function is done	To ensure that the CTAC Board is made aware of all issues related to the CTAC
Frequency of Function	Weekly
Percentage of time spent on function	10%
Most Important Function	<input checked="" type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position

Job Function	Assists the Chair in matters relating to CTAC member participation and meetings. Preparation and oversight of agendas and supporting materials for Board meetings. Preparation and oversight of recommendations as requested by the CTAC Board.
How Job Function is done	Collaboration with Chair and other staff members.
Why Job Function is done	To facilitate and provide information necessary to Chair and members for more productive and efficient meetings and to respond to CTAC Board recommendations to improve quality and efficiency of overall program.
Frequency of Function	Semi-monthly



Percentage of time spent on function	5%
Most Important Function	<input type="checkbox"/> YES
Is this a new Function/ If yes, please explain when and why	New position

#### SECTION 4.0 TYPE OF WORK PERFORMED

Please check **the one** box that best describes the type of work you do. If you check box 3, 4, or 5 there are additional questions below.

1.  Clerical or Manual
2.  Technical/Paraprofessional
3.  Administrator
4.  Managerial/Professional
5.  Executive/Advanced Professional
6.  Laborer/Trade-Based Occupations

#### 4.1 ADMINISTRATOR DESCRIPTION

If you checked "Administrator" above, please check "yes" or "no" below to indicate whether the description below applies to the work you perform.

My work requires the exercise of discretion and independent judgment with respect to matters of significance. I regularly compare and evaluate possible courses of conduct, and then act or make a decision after the various possibilities have been considered. My decisions and recommendations may be reviewed at a higher level and, upon occasion, revised or reversed.

I customarily and regularly exercise independent judgment in performing my essential tasks because: (The following are examples of the exercise of "discretion and judgment" with respect to "matters of significance". Your job may require one or more duties or responsibilities that are the same or similar to those listed.)

- I have authority to formulate, affect, interpret, or implement management policies or operating procedures.
- My work affects organization business operations to a substantial degree even though assignments are related to a particular segment.
- I can commit the organization in matters that have significant financial impact.
- I have authority to waive or deviate from established policies or procedures without prior approval.
- I can negotiate and bind the organization on significant matters.
- I provide consultation or expert advice to management.
- I am involved in planning long- or short-term business objectives.



- I investigate and resolve matters of significance on behalf of management.
- I represent the organization in handling complaints, arbitrating disputes or resolving grievances.
- The manuals, guidelines or other established procedures I use contain or relate to highly technical, scientific, legal, financial or other similarly complex matters. (These materials can only be understood or interpreted with advanced or specialized knowledge and skills.)

Yes       No

#### 4.2 MANAGERIAL/PROFESSIONAL DESCRIPTION

If you checked "Managerial or Professional" above, please check "yes" or "no" to indicate whether the description below applies to the work you perform.

My primary duty is performance of work requiring advanced knowledge in a field of science or learning. This advanced knowledge was acquired through a prolonged course of specialized intellectual instruction and academic training. I am in a professional job role because:

- I use my advanced knowledge to analyze, interpret or make deductions from varying facts or circumstances.
- My job does not involve routine mental, manual, mechanical, or physical work and knowledge cannot be attained at the high school level.
- My occupation has recognized professional status, as distinguished from the mechanical arts or skilled trades.
- My job requires possession of an appropriate academic degree. However, the necessary advanced knowledge can be attained through a combination of work experience and intellectual instruction. (For example: a Chemist who does not have a degree in Chemistry.)

Yes       No

Is your professional work considered computer-related? Computer-related occupations have primary duties that include at least one of the following (or similar) tasks:

- Application of systems analysis techniques and procedures, including consulting with users, to determine hardware, software, or system functional specifications.
- Design, development, documentation, analysis, creation, testing or modification of computer systems or programs.
- Design, documentation, testing, creation, or modification of computer programs related to machine operating systems.

Yes       No

#### 4.3 EXECUTIVE/ADVANCED PROFESSIONAL DESCRIPTION

If you checked "Executive or Advanced Professional" above, please check "yes" or "no" to indicate whether the description below applies to the work you perform.



My primary duty is management of a recognized department or agency, or subdivision. I regularly direct the work of two or more other full-time employees. I have the authority to hire or fire other employees; or, my suggestions and recommendations as to hiring, firing, advancement and promotion or other change of status of other employees are frequently requested and relied upon. I am in an executive and/or management role because:

- I determine policies and work procedures; or the type of materials, supplies, machinery, and equipment of tools to be used.
- I also provide for the safety and security of employees or property; plan and control the budget; and monitor or implement legal compliance measures.

Yes  No

### SECTION 5.0 EDUCATION

To perform your job correctly, how much education should you be **required** to have?

- |   |   |                  |
|---|---|------------------|
| <input type="checkbox"/> Up to and including some high school | <input type="checkbox"/> Some graduate work | *How many hours? |
| <input type="checkbox"/> High school diploma/GED              | <input type="checkbox"/> Master's Degree    |                  |
| <input type="checkbox"/> Some college                         | <input type="checkbox"/> Doctorate Degree   |                  |
| <input type="checkbox"/> Associate's Degree                   | <input type="checkbox"/> Other _____        |                  |
| <input checked="" type="checkbox"/> Bachelor's Degree         |   |                  |

Please list any licenses, certifications, or professional designations you believe should be **required** for your position.

Please list any licenses, certifications, or professional designations you believe should be **preferred** for your position.



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**SECTION 6.0 WORK EXPERIENCE**

To perform your job correctly, how much experience should you be required to have?

- |   |   |
|---|---|
| <input type="checkbox"/> No experience required | <input type="checkbox"/> 4 Years            |
| <input type="checkbox"/> Six months             | <input checked="" type="checkbox"/> 5 Years |
| <input type="checkbox"/> 1 Year                 | <input type="checkbox"/> 6 Years            |
| <input type="checkbox"/> 2 Years                | <input type="checkbox"/> 7-10 Years         |
| <input type="checkbox"/> 3 Years                | <input type="checkbox"/> Over 10 Years      |

Do you think applicants should be able to substitute appropriate education for previous work experience?

- Yes    No

Do you think applicants should be able to substitute previous work experience for appropriate education?

- Yes    No

Please list related classifications (job titles) and/or experience that apply to this position:

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Please list related training, certifications and/or educational fields that apply to this position:

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Please identify classifications (Job Titles) that would be promotional to this position:

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## SECTION 7.0 LEADERSHIP

Please read the responses below and pick the **one closest match** to your level of leadership in the organization. For all additional responses that reflect your level of leadership, please check "May Apply."

I follow specific directions provided by my supervisor and receive feedback on what I do.  Closest Match  May Apply

I have procedures to follow for my work and my supervisor checks my work often.  Closest Match  May Apply

I have guidelines for my work, but I determine the approach for doing the work. My supervisor focuses on the outcomes of my work.  Closest Match  May Apply

I work from a general outline of duties and responsibilities. Other employees assist me in completing our work.  Closest Match  May Apply

I oversee the work of a team engaged in providing specific services, completing specific projects, or assisting other units.  Closest Match  May Apply

I organize work around broad organizational goals and processes. My supervisor oversees my activities through regular meetings.  Closest Match  May Apply

I oversee, plan, and implement major programs and services for the organization. I report on my progress to the organization's executive team.  Closest Match  May Apply

I determine strategy as well as long range goals for the organization. I design processes, allocate resources, and report to elected officials or the public.  Closest Match  May Apply

Please provide below a brief explanation of why the closest match you selected applies to your job. You may reference specific job functions, descriptions of projects/programs, and/or any details about your job that will help clarify and support your selection.

The Executive Director is the professional leader and official representative of the Children;s Trust of Alachua County. The position oversees the implementation of the Trust's strategic direction and policies.

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## SECTION 8.0 WORKING CONDITIONS

Please read the responses below and pick the **one closest match** to the working conditions you experience in your job. For all additional responses that reflect your working conditions, please check "May Apply."

- I work in a relatively safe, secure, and stable work environment.  Closest Match  May Apply
- I work in a safe and secure work environment that may periodically have unpredicted requirements or demands.  Closest Match  May Apply
- I work in a dynamic environment that requires me to be sensitive to change and responsive to changing goals, priorities, and needs.  Closest Match  May Apply
- I work in an environment with heavy equipment and machinery that could result in bodily harm to my co-workers or others.  Closest Match  May Apply
- I deal with crisis situations that require me to make major decisions involving people, resources, and property.  Closest Match  May Apply
- I spend part of my time working in an environment where errors on my part can lead to significant physical or mental consequences for me or others.  Closest Match  May Apply
- I spend most of my time working in a physically threatening environment that requires me to make life and death decisions for me and others.  Closest Match  May Apply
- I regularly make decisions that could lead to major community or organizational consequences if I fail to make the appropriate decision at the time.  Closest Match  May Apply

Please provide below a brief explanation of why the closest match you selected applies to your job. You may reference specific job functions, descriptions of projects/programs, and/or any details about your job that will help clarify and support your selection.

The Executive Director will regularly engage with the community to promote the mission and vision of the CTAC. The employee is responsible for the establishment of policies and procedures related to the evaluation of funding requests and also provides oversight and monitoring of funded programs. If appropriate planning and oversight is not maintained, there could potentially be delays in funding which would impact the programs that serve the children, which would not be the intent of the Trust.

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## SECTION 9.0 COMPLEXITY

Please read the responses below and pick the **one closest match** to the level of complexity of your job. For all additional responses that reflect your work complexity, please check "May Apply."

- |  |   |                                    |
|--|---|------------------------------------|
| I perform specific clerical or manual tasks. Some of my typical responsibilities may include copying, maintaining files, or entering data OR utilizing light mechanical equipment such as a vehicle, lawn mower, or hand tool OR clean and maintain a facility.  | <input type="checkbox"/> Closest Match            | <input type="checkbox"/> May Apply |
| I perform work that necessitates some specialized knowledge of clerical or trades-based tasks. Some of the typical responsibilities include gathering, formatting, or visually analyzing data OR operating construction or warehouse equipment (moving vans, dump trucks, front-end loaders).  | <input type="checkbox"/> Closest Match            | <input type="checkbox"/> May Apply |
| I perform technical or trades-based work that requires a solid understanding of basic algebra and statistics OR use of heavy equipment. Some of the tasks performed include participating in data collection and detailed analysis; reporting on the accomplishment of specific departmental goals and tasks; OR operating or repairing heavy equipment (bulldozers, cranes, graders). | <input type="checkbox"/> Closest Match            | <input type="checkbox"/> May Apply |
| I perform entry-level professional work including basic data analysis and synthesis, report creation, process performance, and regulatory or compliance activities. My work involves statistics, operations analysis, or forecasting.  | <input type="checkbox"/> Closest Match            | <input type="checkbox"/> May Apply |
| I perform professional-level work dealing with data, people, and technology that relates to administrative, technical, scientific, engineering, accounting, legal, or managerial skills.   | <input type="checkbox"/> Closest Match            | <input type="checkbox"/> May Apply |
| I perform work that encompasses advanced technical, scientific, legal, or mathematical concepts. My work directly contributes to the implementation of specific policies, programs, or initiatives of the organization.  | <input type="checkbox"/> Closest Match            | <input type="checkbox"/> May Apply |
| I oversee work that involves the use of complex technical, scientific, or mathematical concepts that increases the efficiency and effectiveness of the organization. I analyze and make recommendations on how to improve the operational performance of the organization.   | <input type="checkbox"/> Closest Match            | <input type="checkbox"/> May Apply |
| I develop policies, long range plans, and allocate funds. I make decisions that involve multiple priorities, limited resources, and internal and external challenges. Most of my decisions impact the organization as a whole. I report to elected or appointed officials who hold me accountable for the success of the organization.   | <input checked="" type="checkbox"/> Closest Match | <input type="checkbox"/> May Apply |

Please provide below a brief explanation of why the closest match you selected applies to your job. You may reference specific job functions, descriptions of projects/programs, and/or any details about your job that will help clarify and support your selection.

The Executive Director of the CTAC will be responsible for providing strategic visioning, planning, and operational leadership consistent with the mission of the taxing district. The decisions made by this employee will impact the CTAC, as well as other community organizations and stakeholders. The CTAC holds the employee accountable for the success of the organization.



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## SECTION 10.0 DECISION MAKING

Please read the responses below and pick the **one closest match** to the level of decision making of your job. For all additional responses that reflect the decision making required in your job, please check "May Apply."

- I perform routine or clearly defined activities under close supervision. Most of my decisions regarding my activities and priorities are made by supervisors.  Closest Match  May Apply
- I follow specific procedures that may result in interaction with co-workers, citizens, or other individuals. I make a few decisions regarding my activities and priorities.  Closest Match  May Apply
- I work in a responsive environment where co-workers or citizens bring problems to me for resolution. I am responsible for determining the problem and creating an individual solution for the issue.  Closest Match  May Apply
- I make decisions that govern my activities as well as others. My decisions impact how our unit provides services and support to internal and external customers.  Closest Match  May Apply
- I follow basic guidelines for operational activities. I make decisions that govern the activities and behaviors of staff members. My work directly impacts other workers, citizens, or both.  Closest Match  May Apply
- I oversee numerous functions and staff. I am principally responsible for determining policies and procedures that will ensure the success of our operation.  Closest Match  May Apply
- I am responsible for determining goals, policies, and desired outcomes for multiple units. I determine the appropriate level of resources to meet the organization's needs.  Closest Match  May Apply
- I perform work that involves high level issues, processes, or organizational needs. My decisions impact the community at large, most of the staff, or both. I am evaluated by elected officials or senior managers based on the outcomes of my decisions.  Closest Match  May Apply

Please provide below a brief explanation of why the closest match you selected applies to your job. You may reference specific job functions, descriptions of projects/programs, and/or any details about your job that will help clarify and support your selection.

Due to the scope of the work, decisions made by this employee will impact the community at large and are representative of the CTAC. The employee must ensure compliance with governmental and organizational policies and regulations. The employee will coordinate and administer all activities related to budget preparation, and management. The employee will maintain all data bases to assist with goal development, short and long term planning, and reporting of outcomes.



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**SECTION 11.0 RELATIONSHIPS**

Please read the responses below and pick the **one closest match** to types of relationships present in your position. For all additional responses that reflect the types of relationships found in your job, please check "May Apply."

- I work primarily alone.  Closest Match  May Apply
- I work with less than ten co-workers who are mostly engaged in the same activities as me.  Closest Match  May Apply
- I work with more than ten coworkers who mostly engage in the same activities as me.  Closest Match  May Apply
- I oversee and manage more than two employees in the organization performing similar work.  Closest Match  May Apply
- I oversee and manage more than two employees in the organization performing different types of work.  Closest Match  May Apply
- I oversee and manage work involving multiple units. I work regularly with other managers to successfully meet the goals and objectives of our organization.  Closest Match  May Apply
- I provide updates to senior managers, elected officials, or other community groups or organizations. I work regularly with other Directors or senior managers to ensure the provision of efficient and effective services. Part of my performance is tied to how well I respond to members of the community or internal peers within the organization.  Closest Match  May Apply
- I interact with senior managers, citizens, and elected officials on a regular basis. My primary role in the organization is to ensure that the principles and objectives of the elected officials are implemented in an efficient and effective manner.  Closest Match  May Apply

Please provide below a brief explanation of why the closest match you selected applies to your job. You may reference specific job functions, descriptions of projects/programs, and/or any details about your job that will help clarify and support your selection.

As the main representative of the CTAC, the employee will assist in the development of the strategic direction, mission, and policies, but will also be responsible for ensuring that the strategic vision is operationalized. The employee is also responsible for community leadership, and evaluating the activities and functions of the CTAC.



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## SECTION 12.0 FINANCIAL RESPONSIBILITIES

Please check each box that applies to the financial responsibilities you have in your job. You may check as many boxes as apply.

- Does not apply to my job
- Determine allocation of budget among departments
- Accept, receive, and/or collect payments
- Determine allocation of budget among divisions
- Prepare and/or process purchase orders
- Manage the budget within assigned department
- Accountable for inventory/property management
- Purchasing authority up to \$1,000 without approval from supervisor
- Determine individual benefit eligibility
- Purchasing authority up to \$5,000 without approval from supervisor
- Manage or administer grant funds
- Purchasing authority up to \$10,000 without approval from supervisor
- Make recommendations that impact the budget
- Purchasing authority up to \$25,000 without approval from supervisor
- Manage the budget within assigned unit/division
- Purchasing authority up to \$50,000 without approval from supervisor

Please provide below a brief explanation of why the financial responsibilities you selected apply to your job. You may reference specific job functions, descriptions of projects/programs, and/or any details about your job that will help clarify and support your selection(s).

The employee will manage a budget of approximately \$7 million. The budgeting process will involve program review, fiscal monitoring and the establishment of policies and procedures related to evaluation of funding requests. The employee will manage the outside funding requests as well as the internal operating budget of the department.

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### SECTION 13.0 USE OF EQUIPMENT AND MACHINERY

Please check each box that applies to the use of equipment and/or machinery in your job. You may check as many boxes as apply.

- |                                     |   |                          |  |
|-------------------------------------|---|--------------------------|--|
| <input type="checkbox"/>            | Does not apply to my job  | <input type="checkbox"/> | Repair, develop, or install computer hardware or network systems                       |
| <input type="checkbox"/>            | Use small office equipment, including copy machines or multi-line telephone systems                     | <input type="checkbox"/> | Repair, develop, or install complex software or management information systems         |
| <input checked="" type="checkbox"/> | Use computers for data entry  | <input type="checkbox"/> | Supervise employees using or repairing heavy or complex machinery                      |
| <input type="checkbox"/>            | Use computers for word processing and/or accounting purposes  | <input type="checkbox"/> | Supervise employees developing, installing, or repairing technology systems            |
| <input type="checkbox"/>            | Use highly technical computer applications, such as GIS or CAD  | <input type="checkbox"/> | Establish policies for using, acquiring, and/or maintaining heavy or complex machinery |
| <input type="checkbox"/>            | Use or repair small/light equipment, such as power tools  | <input type="checkbox"/> | Establish policies for using, acquiring, and/or maintaining technology systems         |
| <input type="checkbox"/>            | Use or repair medium equipment and machinery, such as vehicles or commercial mowers                     | <input type="checkbox"/> | Create and guide implementation of capital improvement plans or programs               |
| <input type="checkbox"/>            | Use or repair heavy or complex machinery, such as HVAC systems, construction equipment, or water plants | <input type="checkbox"/> | Create plans for and guide implementation of major construction projects               |
| <input type="checkbox"/>            | Repair, develop, or install telecommunications systems  | <input type="checkbox"/> | Create plans for and guide implementation of new technology systems                    |

Please provide below a brief explanation of why the uses of equipment and machinery you selected apply to your job. You may reference specific job functions, descriptions of projects/programs, and/or any details about your job that will help clarify and support your selection(s).

The employee will be responsible for producing and managing reports and data to be provided to the CTAC and the community at large. Computer skills are required to accomplish this task.

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## SECTION 14.0 PHYSICAL ABILITIES

Please indicate below all physical abilities you must have to perform your essential job functions. You may check as many abilities as apply to your job. However, you should only check off physical abilities that are required to perform your essential job functions.

- |  |  |
|--|--|
| <input type="checkbox"/> Does not apply to my job.   | <input type="checkbox"/> Crawling: Moving about on hands and knees or hands and feet.  |
| <input checked="" type="checkbox"/> Sedentary work: Exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body.  | <input type="checkbox"/> Crouching: Bending the body downward and forward by bending leg and spine.  |
| <input type="checkbox"/> Light work: Exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force to move objects.  | <input type="checkbox"/> Feeling: Perceiving attributes of objects, such as size, shape, temperature or texture by touching with skin, particularly that of fingertips.  |
| <input type="checkbox"/> Medium work: Exerting up to 50 pounds of force occasionally, and/or up to 30 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.  | <input type="checkbox"/> Fingering: Picking, pinching, typing, or otherwise working, primarily with fingers rather than with the whole hand as in handling.  |
| <input type="checkbox"/> Heavy work: Exerting up to 100 pounds of force occasionally, and/or up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly to move objects   | <input type="checkbox"/> Grasping: Applying pressure to an object with the fingers and palm.   |
| <input type="checkbox"/> Very heavy work: Exerting in excess of 100 pounds of force occasionally and/or in excess of 50 pounds of force frequently, and/or in excess of 20 pounds of force constantly to move objects.   | <input type="checkbox"/> Handling: Picking, holding, or otherwise working, primarily with the whole hand   |
| <input type="checkbox"/> Balancing: Maintaining body equilibrium to prevent falling while walking, standing or crouching on narrow, slippery, or erratically moving surfaces. The amount of balancing exceeds that needed for ordinary locomotion and maintenance of body equilibrium. | <input type="checkbox"/> Hearing 1: Perceiving the nature of sounds at normal speaking levels with or without correction. Ability to receive detailed information through oral communication, and to make the discrimination in sound. |
| <input type="checkbox"/> Climbing: Ascending or descending ladders, stairs, scaffolding, ramps, poles and the like, using feet and legs and/or hands and arms. Body agility is emphasized.   | <input type="checkbox"/> Hearing 2: Ability to receive detailed information through oral communication, and to make the discrimination in sound.   |





- Kneeling: Bending legs at knee to come to a rest on knee or knees.
- Lifting: Raising objects from a lower to a higher position or moving objects horizontally from position-to-position. Occurs to a considerable degree and requires substantial use of upper extremities and back muscles.
- Mental Acuity: Ability to make rational decisions through sound logic and deductive processes.
- Pulling: Using upper extremities to exert force in order to draw, haul or tug objects in a sustained motion.
- Pushing: Using upper extremities to press against something with steady force in order to thrust forward, downward or outward.
- Reaching: Extending hand(s) and arm(s) in any direction.
- Repetitive Motion: Substantial movements (motions) of the wrist, hands, and/or fingers.
- Speaking: Expressing or exchanging ideas by means of the spoken word including the ability to convey detailed or important spoken instructions to other workers accurately and concisely.
- Standing: Particularly for sustained periods of time.
- Stooping: Bending body downward and forward by bending spine at the waist. Occurs to a considerable degree and requires full motion of the lower extremities and back muscles.
- Talking 1: Expressing or exchanging ideas by means of the spoken word including those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly.
- Talking 2: Shouting in order to be heard above ambient noise level.
- Visual Acuity 1: Have close visual acuity to perform an activity such as: preparing and analyzing data and figures; transcribing; viewing a computer terminal; and/or extensive reading.
- Visual Acuity 2: Including color, depth perception, and field vision.
- Visual Acuity 3: Visual Acuity to determine the accuracy, neatness, and thoroughness of the work assigned or to make general observations of facilities or structures.
- Visual Acuity 4: Have visual acuity to operate motor vehicles and/or heavy equipment.
- Visual Acuity 5: Have close visual acuity to perform an activity such as: visual inspection involving small defects, small parts, operation of machines; using measurement devices; and/or assembly or fabrication parts at distances close to the eyes.
- Walking: Moving about on foot to accomplish tasks, particularly for long distances or moving from one work site to another.



Please provide below a brief explanation of why the physical abilities you selected are required in your job. You may reference specific job functions, descriptions of projects/programs, and/or any details about your job that will help clarify and support your selection(s).

The employee will engage with the community on a regular basis. This will include, but not be limited to, standing and making presentations to small and large groups, communicating with the CTAC Board, and will be serving as the principal spokesperson of the CTAC and stakeholder inquiries.

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# For Supervisors

Please review the employee's Job Assessment Tool and indicate for each section whether you agree or disagree with the information provided by the employee. Additional comments should be included in the space below and should be designed to help Evergreen Solutions gain a clear understanding of the employee's work. For any section with which you disagree, please include a detailed explanation of your disagreement.

<b>SECTION 1.0 JOB OVERVIEW</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.
<i>Supervisor Comments</i>	
<b>SECTION 2.0 JOB DESCRIPTION</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.
<i>Supervisor Comments</i>	
<b>SECTION 3.0 JOB FUNCTIONS</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.
<i>Supervisor Comments</i>	
<b>SECTION 4.0 TYPE OF WORK PERFORMED</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.



<i>Supervisor Comments</i>	
<b>SECTION 5.0 EDUCATION</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.
<i>Supervisor Comments</i>	
<b>SECTION 6.0 WORK EXPERIENCE</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.
<i>Supervisor Comments</i>	
<b>SECTION 7.0 LEADERSHIP</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.
<i>Supervisor Comments</i>	
<b>SECTION 8.0 WORKING CONDITIONS</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.
<i>Supervisor Comments</i>	



<b>SECTION 9.0 COMPLEXITY</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.
<i>Supervisor Comments</i>	
<b>SECTION 10.0 DECISION MAKING</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.
<i>Supervisor Comments</i>	
<b>SECTION 11.0 RELATIONSHIPS</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.
<i>Supervisor Comments</i>	
<b>SECTION 12.0 FINANCIAL RESPONSABILITIES</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.
<i>Supervisor Comments</i>	
<b>SECTION 13.0 USE OF EQUIPMENT AND MACHINERY</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.



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Supervisor Comments	
<b>SECTION 14.0 PHYSICAL ABILITIES</b>	<input type="checkbox"/> I agree with the information provided. <input type="checkbox"/> I disagree with the information provided.
Supervisor Comments	
<b>ADDITIONAL COMMENTS</b>	
Supervisor Comments	

Supervisor Name \_\_\_\_\_  
Supervisor E-mail Address \_\_\_\_\_  
Supervisor Job Title \_\_\_\_\_



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# Alachua County

## Human Resources Department

Heather D. Akpan, PHR, SHRM-CP, IPMA-CP Human Resources Director  
Amy Whitehair, FCLRP, JD, Employee Relations Manager

### Recruiting Process

What	How	When	Who
Determine what this position is being created to do	Job Assessment Tool (JAT) using the Ordinance  <input type="checkbox"/> Trust invite public comment	Prior to posting creation of Job Description  (June)	"Hiring Manager" with support from HR
Classify position to determine compensation	External job comparisons with similar positions in responsibility, budget, span, education requirements, etc.	After JAT completed by Hiring Manger (takes 7-21 days depending on complexity)  (June/July)	HR Sr. Analyst
<input checked="" type="checkbox"/> Create Job Description	HR can provide a template and samples to complete  <input type="checkbox"/> Trust invite public comment	After the position is classified  (July/August)	"Hiring Manger"
Post position	§ Post on County job Board, Other job boards that target diverse candidates. Create a recruiting brochure to sell the position and the County.	Alter Job Description is finalized  (August/September)	HR Generalist

Screen applicants for minimum requirements	Review each applicant for the screening criteria that is in the Job Description minimums	Start as applications come in; finish and refer candidates 3 days post close of position (dependent on when position closes) August/September)	HR Generalist
<input checked="" type="checkbox"/> Determine further screening criteria	Preference list of screening criteria (i.e. all else being equal)	Before review of referred applicants/Anytime	"Hiring Manager" with support from HR
<input checked="" type="checkbox"/> Review referred applicants resume's and applications	Online or printed, using predetermined preference list	After referred (September)	"Hiring Manager" with support from HR
Initial interviews	Skype or in person  ≥ Trust invite public comment	September/October	Screening panel - gathering facts and "Hiring Manager" makes decision on who moves forward
<input checked="" type="checkbox"/> Final interviews	In person on site	October – December	Screening panel/ "Hiring Manager"
<input checked="" type="checkbox"/> Determine package	Trust meeting	Anytime (suggest after initial interviews where we will ask what they are looking for in a package)	"Hiring Manager"
Present offer	Phone call/follow up letter	December	HR
Onboarding	In County HR	February	HR

§ Cost associated

≥ Additional step option

Must be public if entire Trust is participating

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## **Item # 4**

### **DRAFT One Year Funding Plan**

#### **Background**

At the August 5, 2019 meeting, the Trust adopted a motion to ask staff to bring back a one year funding plan. Staff reviewed Ordinance 18-08 creating the Trust and conducted other research on the possible use of one time funds. Staff developed the attached DRAFT One Year Funding Plan as a starting point to create a Request for Proposals which would be issued by Alachua County Procurement to solicit responses from interested organizations. The DRAFT One Year Funding Plan is provided as a conceptual framework to obtain further direction from Trust members. A copy of the approved tentative budget is attached to assist members in determining a funding level for the One Year Funding Plan.

#### **Attachments**

1. DRAFT One Year Funding Plan
2. FY 20 Tentative Budget – Children’s Trust of Alachua County

#### **Staff Recommendation**

Receive the attached DRAFT One Year Funding Plan and provide staff with additional direction on the proposed requirements, estimated availability of funding, timeline, etc.

Children's Trust of Alachua County  
One Year Funding Plan

**Overview**

This document provides a conceptual framework for the Trust to consider in making one-time funding awards for its 2019-20 Fiscal Year (October 1, 2019 – September 30, 2020) based on action taken at the August 5, 2019 meeting as follows:

**Member Certain moved to direct staff to bring back a process for receiving one year funding requests that would be responsive to the four overarching needs addressed in Florida Statute; regarding preventive, developmental, treatment, and rehabilitative services for Providers for ages 6 through 18 for Fiscal Year 2019-20. Second Member Clarke. Call for public input. Motion carried 4-0.**

This conceptual framework is designed to aid in the development of a formal Request for Proposals (RFP). Some provisions of Section 125.901, Florida Statute and Alachua County Ordinance 18-08 provide further guidance on RFP development through the section on Powers and Duties listed below:

1. To provide and maintain in the County such preventive, developmental, treatment, and rehabilitative services for children as the Trust determines are needed for the general welfare of the County.
2. To provide such other services for all children as the Trust determines are needed for the general welfare of the County.
3. To allocate and provide funds for other agencies in the County which are operated for the benefit of children, provided they are not under the exclusive jurisdiction of the public school system.
4. To collect information and statistical data which will be helpful to the Trust in deciding the needs of children in the County.
5. To consult with other agencies dedicated to the welfare of children to the end that the overlapping of services will be prevented.
6. To lease or buy such real estate, equipment, and personal property and to construct such buildings as are needed to execute the foregoing powers and functions, provided that no such purchases shall be made or building done except for cash with funds on hand or secured by funds deposited in financial institutions. Nothing in this Chapter shall be construed to authorize the issuance of bonds of any nature.
7. To employ and pay, on a part time or full time basis, personnel needed to execute the foregoing powers and functions.
8. To enter into agreements with government agencies to provide administrative services.
9. All powers, functions, and duties specified in Section 125.901, Florida Statutes.

**General Requirements**

Proposals requesting funding must meet all of the following general requirements:

- Propose to establish or use an established multi-disciplinary collaborative body to assure funding and services are provided with minimal duplication of effort, utilize evidence based or best industry practices, and leverage existing personnel, expertise, property, and equipment
- Proposals must establish a **"Foundation for Future Years"** of service to Alachua County children

- Be responsive to the documented findings of racial inequities and disparities in Alachua County and include clearly identified strategies to reach marginalized and vulnerable youth populations
- Designated as a 501©3 non-profit organization by the Internal Revenue Service
- Have a physical presence in Alachua County
- Serve youth ages 6-18 years with at least a one year history of providing preventive, developmental, treatment, and/or rehabilitative services for Alachua County children
- Participate in planning, data gathering, and evaluative activities as requested by the Children’s Trust of Alachua County

**Funding Categories**

- 1) Seasonal Expansion or Pilot Programs: This could include increased staffing and operational costs to expand capacity to serve youth via Spring/Summer time programming. Additionally, it could fund pilot programs that would be concluded, with measurable outcomes, prior to October 1, 2020.
- 2) Increase Service Volume: Build system capacity to serve additional youth, i.e., transportation and programming in school buildings and provide transportation home after out of school time activities.
- 3) Innovation Fund: New and innovative projects focusing on priority issues to promote the growth and development of children and adolescents. New ways to solve old problems that are cost-effective, data-driven and lead to better results which can include promising approaches showing signs of effectiveness that have the potential for greater scale.
- 4) System Capacity Building: Non-profit organization work force development in evidenced based practice, leadership, use of data and program evaluation models, system of coordination, etc.
- 5) Capital Improvements: One time capital improvements that would increase capacity to serve youth in existing programs that can be fully expended no later than September 30, 2020. This could include items like expanded use of technology, educational and recreational equipment, vehicle purchases, etc. Awards in this category up to \$500,000.00 with a total of \$1,000,000.00 for this solicitation.
- 6) Census 2020: Thoughtful, culturally sensitive, and innovative strategies for reaching communities that have historically low rates of participation in the census. Example activities provided by The Children’s Trust (Miami-Dade): “support collaborations with and between local community groups to engage in outreach, establish community sites to provide information and assistance, organize events to promote participation, conduct targeted communications efforts (flyers, radio spots, among others)”. Awards in this category only are limited to no more than \$5,000.00 per award and a total of \$20,000.00 for this solicitation.

**Funding Restrictions**

Funds cannot be used to supplant existing and ongoing administrative expenses not solely attributed to the proposed project, i.e., general administrative salaries and fringes, financial audit, liability insurances, utilities, indirect charges, etc.

**Estimated Availability of Funding**

The Children’s Trust of Alachua County anticipates awarding up to \$1,500,000.00 in funding categories #1 through #4 above through this solicitation. The actual amount of funding awarded maybe more or less depending on the number and dollar amount of awards made in the sole discretion of the Children’s

Trust of Alachua County. Awards in the Census 2020 category only are limited to no more than \$5,000.00 per award and a total of \$20,000.00 for this solicitation. Awards in the capital improvement category may be up to \$500,000.00 with a total of \$1,000,000.00 for this solicitation. Funds awarded through this solicitation must be expended prior to October 1, 2020 and are not subject to further appropriation, i.e., one time funding for Fiscal Year 2019-2020. There is no expectation of future funding for a solicitation of this RFP or any of extension of time to expend awarded funds.

### **Timeline**

The following dates anticipates but does not guarantee the solicitation timeline which is subject to change at the Trust's discretion and for unforeseen events.

- October 1, 2019 – CTAC Approves DRAFT RFP/Application
- October 2-31, 2019 – Purchasing and Legal Review of the RFP
- November 1, 2019 – Procurement Issues RFP
- November 1-8, 2019 – Advertise Release of RFP
- November 12, 2019 – Pre-proposal Conference (Optional)
- November 22, 2019 – Applications Submission Deadline
- December 3, 2019 – Staff Workgroup Scores and Makes Award Recommendations
- December 9, 2019 – CTAC Reviews and Finalizes Award Recommendations
- January 3, 2020 – Signature Ready Contracts Sent to Provider
- January 20, 2020 – CTAC Reviews/Approves Contracts

### **Other Requirements**

Other requirements including the application process, standard contractual terms, evaluation and data reporting will be determined during the RFP development process.

### **Proposal Scoring and Funding Recommendations**

Proposal scoring will be conducted by a team of Alachua County staff using criteria and process approved by the Trust as the RFP is developed. Staff will use the proposal scoring process to create award funding recommendations for consideration by the Trust.



FY20 Tentative Budget - Children's Trust of Alachua County

**Revenue**

<b>Ad Valorem Taxes</b>	Taxable Value Estimate = 15,075,000,000	\$	7,160,625
	Millage Rate = <b>0.5000</b> mills		
	Budget at 95% for receipts		
		1-Oct-19	\$ -
<b>Beginning Fund Balance</b>			
<b>Ending Fund Balance</b>	Maintain 5% of Operating Revenue	\$	(358,031)
<b>Revenue Total</b>		<b>\$</b>	<b>6,802,594</b>

**Expenses**

**Personal Services**

Direct Hires or Interlocal Administrative Contract with the Clerk of the Court and Alachua County \$ 500,000

*(Positions discussed include: Executive Director, Administrative Support Manager, Information Systems Analyst, Marketing and Communications Specialist, Administrative Assistant)*

**Personal Services Total** **\$ 500,000**

**Operating**

**Administrative**

Tax Collection Fees (2% of collections)	\$	143,213
Interlocal Administrative Contract with the Clerk of the Court and Alachua County	\$	163,250
Rent and Utilities	\$	20,000
Travel and Per Diem	\$	5,000
Communication Services (Phones, Internet)	\$	1,848
Rentals and Leases (Copier/Printer)	\$	2,360
Insurance (Property, Liability)	\$	1,000
Repair and Maintenance (Software, Vehicle)	\$	1,000
Other Current Charges & Obligations (Legal Advertising, Printing)	\$	6,000
Operating Supplies (Fuel, Tools)	\$	1,000

**Administrative Total** **\$ 344,671**

**Program Cost**

Professional Services	\$	20,000
Other Attorney Fees	\$	20,000
Other Contractual Services (Needs Assessments)	\$	300,000
Promotional Activities	\$	10,000
Subscriptions and Memberships (Florida Children's Council)	\$	9,309
Current Contracts		

*Healthy Start of North Central Florida - NewboRN Home Visiting* \$ 400,000

*The CHILD Center - Transformative Prof. Dev. for Early Care and Edu. Prog. Providers (TPD)* \$ 439,228

*Meridian Behavioral Healthcare - Emotional Dev. and Family Sup. Pilot Prog. (SED)* \$ 354,636

Aid to Private Organizations / Program Contracts \$ 3,995,404

**Program Costs Total** **\$ 5,548,577**

**Start-Up Cost**

Office Equipment (3 people)

*Computers - Desktop (3) and Laptop (1)* \$ 5,100

*Microsoft Software (4)* \$ 1,720

*Phones (3)* \$ 495

*Desk Chairs Etc* \$ 9,000

Office Supplies \$ 5,000

**Start-Up Cost Total** **\$ 21,315**

**Operating Total** **\$ 5,914,563**

**Capital**

**Start-Up Cost**

Vehicle

\$ 30,000

**Capital - Start-Up Cost Total** **\$ 30,000**

**Capital Total** **\$ 30,000**

**Reserves**

*Best Practice is 5% of Revenues*

\$ 358,031

**Reserves** **\$ 358,031**

**Expense Total** **\$ 6,802,594** **\$ 6,802,594**

Revenue	\$	6,802,594
Expenses	\$	6,802,594
	\$	0

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### Consent Agenda Items

When the Trust adopts its meeting agenda, all items remaining on the consent agenda are approved as recommended by staff. Any member of the Trust or public may ask that an item be moved from the consent agenda to the regular agenda. Consent agenda items will not be discussed unless moved to the regular agenda.

#### Items

10. Approval of August 5, 2019 Meeting Minutes  
**Staff Recommendation:** Approve the August 5, 2019 meeting minutes as presented.

**Children's Trust of Alachua County**

Monday, August 5, 2019 | 4:00 pm | Alachua County Administration Building  
(John R. "Jack" Durrance Auditorium)

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Members Present: Ken Cornell, Alachua County Commissioner (Interim Chair); Tina Certain, Alachua County School Board Member (Interim Treasurer); Karen Clarke, Alachua County School Superintendent; Cheryl Twombly, DCF Community Development Administration

Staff Present: Carl Smart, Assistant County Manager for Public Safety and Community Support Services; Robert Swain, Senior Assistant County Attorney; Claudia Tuck, Community Support Services Director; Tom Tonkavich, Community Support Services Assistant Director

1. Call To Order

Interim Chair Cornell called the meeting to order at 4:01 pm.

2. Agenda Review, Revision and Approval (Including Approval of Consent Agenda Items)

Interim Chair Cornell called for a motion to approve the agenda and the 2 items from the consent agenda, including the last meeting's minutes and the Alachua County BoCC Chair Letter regarding a joint meeting.

**Member Certain moved to adopt the agenda and approve items on the consent agenda. Second by Cheryl Twombly. Call for public input. Motion carried 4-0.**

3. Update on Executive Director Hiring Process

Tom Tonkavich introduced the Executive Director Job Description. Member Clarke and Human Resources Director Heather Akpan have met several times in order to revise and finalize the job description pending further input from the Trust. Member Clarke briefly discussed the development of the job description and Job Assessment Tool (JAT) noting that the JAT will be further revised once the job description is approved. Interim Chair Cornell called for comments, which were given by given by members of the Trust, gubernatorial nominees and the public.

**Member Certain moved to adopt the amended job description to include under "Preferred Experience, Knowledge, Skills, and Abilities" the phrase "Experience advocating for children, youth, and families especially members of marginalized and vulnerable populations". Second by Member Twombly. Call for public input. Motion carried 4-0.**

4. YDRPP Research Statement – "Investing in System-Wide Care for Alachua County Youth"

Mr. Tonkavich provided members with a brief background on YDRPP and noted Dr. Diedre Houchen, Lead for YDRPP, would make a presentation on its findings and recommendations. Dr. Houchen introduced her team and presented information on the collaboration with the BOOST Alliance. Dr. Houchen and Dr. Christine Wegner presented

on the work of their group, which focuses on the needs of Alachua County youth and what services are provided to them during out-of-school hours. They also presented a list of next steps. Interim Chair Cornell called for comments, which were given by the presenters, Trust members, gubernatorial nominees and the public.

5. Staff Analysis of Various Recently Completed Children's Needs Assessments

Mr. Tonkavich provided a summary analysis of the recently completed needs assessments. The analysis included study summaries from Well Florida, Inc., the Children' Services Advisory Board, City of Gainesville Parks, Recreation and Cultural Affairs and others. Members discussed how to move forward with a request for proposals to develop a more comprehensive 6-18 year old needs assessment and an update to the birth to age 5 assessment. Additionally, members discussed how to move forward with a one year funding plan. After discussion it was agreed to separate these as two issues.

**Member Certain moved that staff bring back a Request for Proposals (RFP) for a comprehensive needs assessment for birth to age 18, utilizing existing information and assessments. Second by Member Clarke. Call for public input. Motion carried 4-0.**

Members discussed developing a one year funding plan until the Trust can more fully develop its longer term outcomes. This plan can incorporate programming consistent with Florida Statute.

**Member Certain moved to direct staff to bring back a process for receiving one year funding requests that would address the four overarching needs addressed in Florida Statute, preventive, developmental, treatment, and rehabilitative services for Providers for ages 6 through 18 for Fiscal Year 2019-20. Second Member Clarke. Call for public input. Motion carried 4-0.**

6. Interlocal Agreement for Administrative Services

Todd Hutchinson, Finance Director for Clerk of Court, informed members that the Board of County Commissioners have approved the agreement in draft form. He also noted that page 3 of the agreement needs slight revision in the Notices Section to update the address for the Interim Treasurer.

**Member Certain moved the staff recommendation to enter into the agreement with the changes noted and authorize the Interim Chair to sign it subject to legal approval to form. Second by Member Twombly. Call for comment. Motion carried 4-0.**



7. Florida Children's Council August 2019 Board Meeting Report

Mr. Tonkavich attended the last Florida Children's Council (FCC) meeting on July 30, 2019, where the Council approved the CTAC membership into the FCC. The Council approved a new tier structure for membership dues, operating budget and tentative legislative agenda. The next meeting will be scheduled for November 3-5, 2019. Interim Chair Cornell called for a motion to designate a staff liaison for FCC meetings.

**Member Certain moved to designate Mr. Tonkavich to attend future FCC Board meetings with authority to act on behalf of the Children's Trust of Alachua County. Second by Member Clarke. Call for public input. Motion carried 4-0.**

8. CTAC Gubernatorial Nominees Status Update and General Comments

Ms. Tuck informed Members there are no updates from the Gubernatorial Office.

9. Call for Public Input

Interim Chair Cornell called for comments from the public.

10. Board Member General Comments

The members of the Trust gave their final comments.

11. Adjournment

Interim Chair Cornell adjourned the meeting at 6:32pm.

Recorded by:

LaRaven Temoney, Intern

Reviewed by:

Thomas Tonkavich, Liaison