

CHILDREN'S BOARD OF HILLSBOROUGH COUNTY BOARD EXECUTIVE/FINANCE COMMITTEE JUNE 10, 2021 ~ 12:00 PM AGENDA

MISSION: The Children's Board invests in partnerships and quality programs to support the success of all children and families in Hillsborough County.

Conference Call: 1-813-515-8094

Access Code: 479 204 397#

CALL TO ORDER

Quorum Verification
Attendance Verification

A. Mayts
A. Mayts
K. Austin

PUBLIC COMMENT

The Children's Board of Hillsborough County welcomes comments from the public. Those who wish to address the Board may do so at this time. Those addressing the Board should state their full name and affiliation for the official record. In the interest of time, we ask that one person be designated to speak on behalf of a constituency and that all comments are limited to 3 minutes.

A. Mayts

ACTION ITEMS

1. **Approval;** May 13, 2021 Board Executive/Finance Meeting Minutes
2. **Preliminary Approval;** FY 2021-2022 Millage Rate and Budget
3. **Approval;** Children's Board of Hillsborough County Fund Balance Policy

A. Mayts
T. Williams
T. Williams

DISCUSSION ITEMS

1. Program Updates

M. Negron

NEW BUSINESS

1. Grand Opening of Plant City Family Resource Center

P. Scott

ADJOURNMENT

A. Mayts

IMPORTANT DATES TO REMEMBER

Regular Board Meeting	June 24, 2021	3:00 PM
Executive Finance Committee/Budget Meeting	August 26, 2021	12:00 PM
Regular Board Meeting	August 26, 2021	3:00 PM

CHILDREN'S BOARD OF HILLSBOROUGH COUNTY BOARD EXECUTIVE/FINANCE COMMITTEE MEETING MINUTES MAY 13, 2021 – 12:00 PM

Subject	Executive/Finance Committee Meeting		Date	May 13, 2021
Facilitator	Andy Mayts, Vice-Chair		Time	12:00 PM
			Actual Time	12:00 PM – 12:23 PM
Location	Children's Board West One Conference Room Conference Call: 1-813-515-8094 Access Code: 479 204 397#		Call to Order	The meeting was called to order at 12:00 PM
			Board/Committee Members PRESENT	Robin DeLaVergne, Secretary/Treasurer
			Board/Committee Not Present	Edwin Narain, Chair
Other Attendees	Kelley Parris, E.D. Kristina Austin, Recorder David Adams, Board Attorney via phone		Tonia Williams, CBHC Staff Paula Scott, CBHC Staff Maria Negron, CBHC Staff	Trish James, CBHC Staff Jamie Robe, CBHC Staff Jan Houser, CBHC Staff

SUMMARY

No.	Topic	Highlights
I.	CALL TO ORDER	Andy Mayts, Vice-Chair, called the meeting to order at 12:00 PM.
II.	PUBLIC COMMENT	None.
III.	ACTION ITEMS	
	1. April 8, 2021 Board Executive/Finance Committee Minutes	A. Mayts requested approval of the April 8, 2021 Executive/Finance Committee meeting minutes.
	Motion (1)	<i>Motion by Robin DeLaVergne to approve the March 11, 2021 Executive/Finance Committee Meeting Minutes; second by Andy Mayts. Motion carried (2-0).</i>
	DISCUSSION ITEMS	
	1. FRC/CB Incident (s)	K. Parris provided an update on an incident that occurred at the Town and Country Family Resource Center. Lutheran Services Florida (LSF) sent a letter to the individual, Elena Luyo addressing their concerns.
	2. Racial Equity Investment Update	K. Parris updates the Committee on the collaboration with the Vistra Communication Racial Equity Investment Committee: <ul style="list-style-type: none"> The final report should be completed by May 21, 2021; Information is being gathered on schools and zip-codes. This data will be used in conjunction with the report information to analyze the housing stability in those geographic areas. A copy of the final report will be provided to Board members at the next Board meeting.
	3. Glazer Update	K. Parris informed the Committee of Glazer's decision to utilize the space at the Plant City location for rotating exhibits. It is anticipated three (3) exhibits will be featured each year.

SUMMARY

No.	Topic	Highlights
	4. Covid-19 Vaccine Update	<p>K. Parris advised the Committee of the following Covid-19 vaccination statistics:</p> <ul style="list-style-type: none"> The daily number of vaccines administered at the Covid-19 clinic has seen a significant reduction in its distribution rate; Distribution is expected to increase when the vaccination eligibility age range lowers to include a younger subset of the population; On the date of the meeting, the clinic began to offer the Johnson and Johnson vaccine. <p>K. Parris informed the Committee of several developments involving the Department of Children and Families (DCF):</p> <ul style="list-style-type: none"> There is an ITN for a Community Based Care Lead Agency for Circuit Thirteen (13); Eckerd made application for Pinellas and Pasco County under their current name; They have applied to cover Hillsborough County under the name, Children and Family Partnership of Hillsborough County, Inc. DCF has notified the Children’s Board of a primary prevention grant that would allow the Family Resource Centers to serve as the hub. <p>Lastly, K. Parris provided the Committee with an overview of the swearing in process for the newly appointed officers.</p>
	5. Program Updates	<p>M. Negron provided an update on the following:</p> <ul style="list-style-type: none"> An introduction to the Covid-19 kits created by the partnership between Rebuilding Tampa Bay and the Asthma Coalition; Interest has been expressed in the kits by CBHC; Performance Improvement Plan (PIP); Status of the Uniting Grant that services the Palm River-Clair Mel area; Funding Release Schedule was reviewed; Status of the Social Enterprise Competition A potential Partnership through a Match Grant with Florida State University for the Professional Development for Teachers. <p>A. Mayts requested information on the price and potential availability of the Covid-19 kits for Family Resource Center members and their families.</p>
	ADJOURNMENT	The meeting adjourned at 12:23 PM

APPROVALS

1.	<p><i>Motion by Robin DeLaVergne to approve the April 8, 2021 Executive/Finance Committee Meeting Minutes. Second by Andy Mayts. Motion carried (2-0).</i></p>
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READ AND APPROVED BY:

Andrew Mayts, CBHC Chair and
Executive/Finance Committee Chair



ACTION ITEM NO. 2

Preliminary Approval of Millage Rate and FY 2021 - 2022 Budget

Initiator: Tonia Williams, Director of Finance

Action: Preliminary Approval of FY 2021 - 2022 Millage Rate and Budget

Date: Executive / Finance Committee Meeting, Thursday, June 10, 2021

Recommended Action

Provide Preliminary approval of a Millage rate of .4589 and FY 2021 - 2022 Budget of \$56,104,652.

Background

- The Board Approved Preliminary FY 2021 - 2022 Millage Rate and Budget must be filed with Hillsborough County by July 1, 2021.
- This budget includes a spend-down of \$754,928 from the fund balance.
- Attachments to this memo provide detail of the FY 2021 - 2022 revenue and expenditures along with a five-year projection of revenue and expenditures.
- A final detailed presentation of the FY 2021 - 2022 Budget will be made at the August 26, 2021 budget workshop.
- The Final Millage Rate approved by the Board cannot be higher than the preliminary rate submitted to Hillsborough County on July 1, 2021.

Attachment

- A. FY 2021 - 2022 Preliminary Budget



**FY 2021 - 2022 Annual Budget Report
October 1, 2021 – September 30, 2022
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3. Expenditures Breakdown (Salmon)
4. Budget Category Definitions (Salmon)
5. Revenue Schedule (Cream)
6. Revenue Narrative (Cream)
7. Program Expenditures & Program Funding (Continuation Grants) (Light Pink)
8. FY 2021 - 2022 Program Continuation Funding List (White)
14. FY 2021 - 2022 New Program Funding with Narrative (Green)
16. Employee Salaries and Benefits Schedule and Narrative (Light Yellow)
17. Organizational Chart (Light Yellow)
18. Operating and Other Expenditures Schedule (Light Blue)
19. Operating and Other Expenditures Narrative (Light Blue)
20. Building & Capital Reserve / Mandatory Govt. Fees Narrative (Light Blue)
21. FY 2020 - 2021 Estimated Spending Report (Purple)
22. FY 2020 - 2021 Estimated Spending Narrative (Purple)
23. Five Year Projections (Gray)
24. Assumptions Underlying Five Year Projections (Gray)

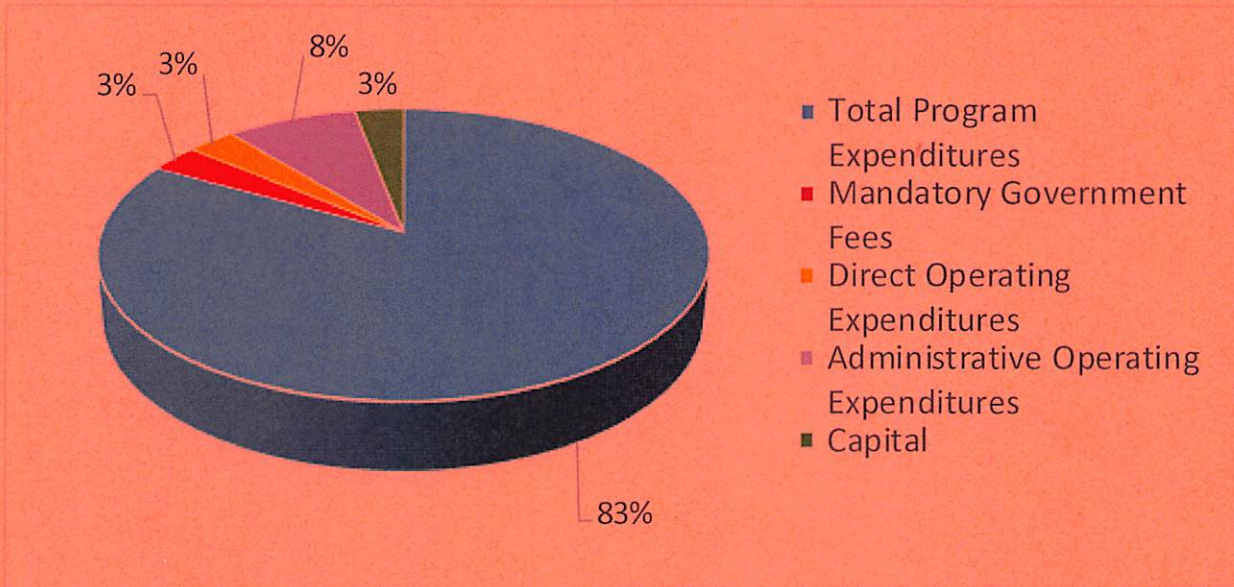
Children's Board Of Hillsborough County
Fiscal Year 2021 - 2022 Budget
October 1, 2021 - September 30, 2022

SUMMARY

Millage Rate: .4589

	FY 2020 - 2021 Budget	FY 2020 - 2021 Estimated Actual	FY 2021 - 2022 Budget
Revenue			
<u>Ad-Valorem Taxes</u>	49,762,422	50,255,000	53,310,724
Investment Income	231,000	109,600	66,000
Administrative Services Organization (ASO)	1,410,000	1,405,000	1,405,000
Other Community Partner Funding	410,000	275,996	410,000
Miscellaneous Income	156,000	160,000	158,000
Total Revenue	51,969,422	52,205,596	55,349,724
Expenditures			
Program Expenditures			
Program Funding (Continuation Grants)	35,107,604	31,334,393	38,212,782
<u>New Program Funding (unallocated)</u>	<u>9,165,000</u>	<u>3,939,291</u>	<u>8,445,000</u>
<u>Total Program Expenditures</u>	<u>44,272,604</u>	<u>35,273,684</u>	<u>46,657,782</u>
Operating Expenditures			
Employee Salaries and Benefits	4,529,438	4,027,839	4,776,768
Contracted Professional Services	377,433	297,639	444,091
CBHC FRC Occupancy Expenditures	414,540	389,973	420,889
CBHC Facility Expenditures	340,755	429,406	312,459
Other Operating	441,081	299,310	452,575
<u>Total Operating Expenditures</u>	<u>6,103,247</u>	<u>5,444,167</u>	<u>6,406,782</u>
Capital Expenditures	1,431,000	1,431,000	1,500,000
Mandatory Government Fees	1,436,553	1,349,620	1,540,088
Total Expenditures	53,243,404	43,498,471	56,104,652
Net Spend Down of Fund Balance	(1,273,982)	8,707,125	(754,928)

Expenditures Breakdown



- **Total Program Expenditures** include continuation contracts and new program funding.
- **Mandatory Government Fees** includes fees for the tax collector, property appraiser, and city storm water.
- **Direct Operating Expenditures** include program support staff, conference center expenditures, and Children's Board Family Resource Center (CBHC FRC) occupancy expenditures.
- **Administrative Operating Expenditures** include all other operating expenditures including facility, finance, Information Technology, Administrative Services Organization (ASO) operations, human resources, executive office, senior staff, and public awareness.
- **Capital** includes the purchase of assets greater than \$5,000.

Budget Category Definitions

- **Revenue**

- **Ad-Valorem Taxes** includes current and delinquent ad-valorem tax revenue and excess fees returned to the Children's Board originally paid to the county based on the tax revenue.
- **Investment Income** includes revenue from various interest-bearing accounts.
- **Administrative Services Organization (ASO)** funding represents contributions from other funders specifically designated for use by providers in the community managed by the Children's Board ASO staff. These dollars are also included in the program expenditure line. Examples are Eckerd Connects, and Hillsborough County Board of County Commissioners (BOCC).
- **Other Community Partner funding** represents funds contributed from community partners that are added to our provider contract amounts and included in the program funding line, for example, the School District of Hillsborough County and Hillsborough County BOCC.
- **Miscellaneous Income** consists of ASO fiscal agent fees, contributions, and any other miscellaneous revenue received during the year.

- **Expenditures**

- **Program Funding (Continuation Grants)** represents provider contracts funded by Children's Board, property tax revenue and funds contributed from our community partners. This amount also includes the dollars managed through the ASO to provide supports to case management programs.
- **New Program Funding (unallocated)** includes dollars budgeted for new program contracts and one-time funding that will be released and awarded by a competitive or application process.
- **Employee Salaries and Benefits** include wages paid to all non-contractor employees. Benefits represent costs provided for salaried and hourly wage employees including FICA, life and health insurance, short-term and long-term disability insurance, unemployment, and retirement benefits.
- **Contracted Professional Services** represents amounts budgeted for Hillsborough County information technology services, legal, media buys, auditing, and other professional services.
- **Facility Expenditures** represents necessary costs to operate the Children's Board offices, conference center, and CBHC Family Resource Center (CBHC FRC) occupancy expenditures, including utilities, information technology, maintenance, and repairs.
- **Other Operating** contains staff training, conference and meeting travel, postage, insurance, promotional activities, printing, supplies, advertising for Truth In Millage (TRIM), budget ads and other public notices, memberships, and subscriptions. Also included are support activities with provider agencies and community organizations for training and events.
- **Capital Expenditures** include the budget for building expenditures.
- **Mandatory Government Fees** include tax collector's fee, property appraiser's fee as well as the city storm water fee.

Children's Board Of Hillsborough County
Fiscal Year 2021 - 2022 Budget
October 1, 2021 - September 30, 2022
REVENUE SCHEDULE

Millage Rate: .4589

	FY 2020 - 2021 Budget	FY 2020 - 2021 Estimated Actual	FY 2021 - 2022 Budget
Ad-Valorem Taxes			
Current Ad-Valorem	49,497,422	49,900,000	53,055,724
Delinquent Ad-Valorem	65,000	55,000	55,000
Excess Fees Returned	200,000	300,000	200,000
Total	49,762,422	50,255,000	53,310,724
Investment Income			
Interest	231,000	109,600	66,000
Total	231,000	109,600	66,000
Administrative Services Organization (ASO)			
DCF	10,000	5,000	5,000
Eckerd Connects	1,000,000	1,000,000	1,000,000
Hillsborough County BOCC	400,000	400,000	400,000
Total	1,410,000	1,405,000	1,405,000
Other Community Partner Funding			
School District of Hills County	160,000	160,000	160,000
Hillsborough County BOCC	250,000	115,996	250,000
Total	410,000	275,996	410,000
Miscellaneous Income			
ASO Fiscal Agent Fees	150,000	150,000	150,000
Miscellaneous Revenue	6,000	10,000	8,000
Total	156,000	160,000	158,000
Total Revenue	51,969,422	52,205,596	55,349,724

Narrative/Assumptions for FY 2021 - 2022 Budget

Revenue

- **Ad-Valorem Taxes**
 - The FY 2021 - 2022 Hillsborough County tax base estimate is \$121,700,000,000, an increase of 7.82% from FY 2020 - 2021. This will be updated in the final budget.
 - Ad-Valorem revenue is budgeted at 95% to account for the early discounted payment of taxes.
 - The budgeted Ad-Valorem Tax is based on the millage rate of .4589, which remains unchanged since FY 2014 - 2015.
 - .5000 millage rate is the maximum allowable millage under the Children's Board statute.
 - The estimated rolled-back rate is .4377.
 - Current Ad-Valorem Tax revenue has increased by \$3,558,302 (7.2%).
 - Delinquent Ad-Valorem revenue budget is budgeted at \$55,000, a reduction of \$10,000 based on the remaining amount of delinquent taxes reported by Hillsborough County.
 - Excess Fees Distribution includes the estimated net overpayment of the 2% Hillsborough County Tax Collection fees that are returned at the end of the year. These fees are budgeted in mandatory government fees. This estimated amount has not changed from FY 2020 - 2021.
- **Investment Income**
 - The FY 2021 - 2022 interest revenue is budgeted at .1%, reduced from .4% in FY 2020 - 2021.
- **Administrative Services Organization (ASO)**
 - This amount includes all funding received from sources listed in the revenue schedule.
 - DCF funding is contributed by Success 4 Kids & Families for their children's mental health program.
 - Funding from Eckerd Connects is provided for children and caregivers in the child welfare system.
 - Funding from Hillsborough County BOCC is provided to serve victims of domestic violence and Hillsborough County BOCC social services funding is provided for housing supports.
 - Funds are administered and managed by the Children's Board ASO and finance staff.
 - The amount budgeted in this section is also included in the program continuation budget.
- **Other Community Partner Funding**
 - School District of Hillsborough County provides funding for services provided by The Children's Home, Inc. d/b/a Children's Home Network SEEDS contract (pending final approval).
 - Funding from Hillsborough County BOCC is provided for year two summer services.
- **Miscellaneous Income**
 - This line includes Fiscal Agent Fees received from Eckerd Connects to manage ASO funding.
 - Match funding from the insurance company for 50% reimbursement of the purchase of safety items.
 - 1.5% cash back from the CBHC credit card is also budgeted in this line.
- **Total Revenue**
 - Total Revenue for FY 2021 - 2022 has increased by \$3,380,302.

Narrative/Assumptions for FY 2021 - 2022 Budget

Program Expenditures

**Children's Board Of Hillsborough County
Fiscal Year 2021 - 2022 Budget
October 1, 2021 - September 30, 2022**

	FY 2020 - 2021 Budget	FY 2020 - 2021 Estimated Actual	FY 2021 - 2022 Budget
Program Funding (Continuation Grants)			
Children's Board Funded Expenditures	33,537,604	29,769,393	36,397,782
Other Funder Expenditures	1,570,000	1,565,000	1,815,000
Total Recommended Program Funding	35,107,604	31,334,393	38,212,782
New Program Funding (unallocated)	9,165,000	3,939,291	8,445,000
Total Program Expenditures	<u>44,272,604</u>	<u>35,273,684</u>	<u>46,657,782</u>

Program Funding (Continuation Grants)

- Contract Managers and Fiscal Representatives evaluate all FY 2020 - 2021 contracts for administrative compliance, program performance, and fiscal accountability in order to recommend continued funding in FY 2021 - 2022.
- The recommended Total Continuation Grants budget has increased from \$35,107,604 in FY 2020 - 2021 to \$38,212,782 for FY 2021 - 2022, a net increase of \$3,105,178.
 - The change is due to:
 - Contracts ending in FY 2020 – 2021; and
 - New funding awarded in FY 2020 – 2021 budgeted at the year two requested amount.
- Other Funder Expenditures include dollars from other revenue sources that are included in the provider contracts. This includes ASO funding, Hillsborough County BOCC summer funding, and the School District of Hillsborough County funding.
- The Administrative Services Organization (ASO) funding in the Continuation Funding amount includes:
 - ASO allocations that are made to funded and qualifying Children’s Board case management programs, Hillsborough County Public Schools social work department, and Early Steps.
 - ASO Request for Applications (RFA) funding budgeted at \$300,000 that is available between October and April to support non-funded programs that apply and are awarded one-time funding.
 - The other funder ASO allocation has decreased by \$5,000, budgeted at \$1,405,000 which includes an allocation of \$1,000,000 from Eckerd Connects, \$400,000 from Hillsborough County BOCC, and \$5,000 from the Department of Children and Families (DCF).
- According to the CBHC Funding Plan, all Leading and Uniting grants end in FY 2021-2022 on September 30, 2022.

Children's Board of Hillsborough County

FY 2021 - 2022 Continuation Funding List

Light Yellow in Column B - Agency with Subcontractors

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2020 - 2021 CONTRACT AMOUNT	RECOMMENDED Increase (change)	FY 2021 - 2022 RECOMMENDED AMOUNT	NOTES
ABE BROWN MINISTRIES, INC. - Family Reunification Video Visitation		73,007		-	Contract ending 9/30/21.
BAY AREA LEGAL SERVICES, INC. - Lawyers Helping Kids		634,797	-	634,797	
BIG BROTHERS BIG SISTERS OF TAMPA BAY, INC. - 1-to-1 Comprehensive Mentoring		523,540	-	523,540	Ends in FY 2022.
BOYS & GIRLS CLUBS OF TAMPA BAY, INC. - After-Zone Middle School Initiative		498,586	-	498,586	Ends in FY 2022.
CHAMPIONS FOR CHILDREN, INC. - Parents as Teachers		1,271,256	-	1,271,256	
CHAMPIONS FOR CHILDREN, INC. - The First Years		802,315	(80,231)	722,084	10% Reduction.
CHILDREN'S BOARD OF HILLSBOROUGH COUNTY, INC. - Administrative Services Organization (ASO)		2,600,000	-	2,600,000	
CHILDREN'S BOARD OF HILLSBOROUGH COUNTY, INC. - Administrative Services Organization (ASO) Other Funders		1,410,000	(5,000)	1,405,000	Eckerd Connects \$1,000,000, S4KF DCF \$5,000, Hillsborough County BOCC (Support for Domestic Violence Victims) \$100,000, Hillsborough County BOCC (Housing Supports) \$300,000.
CHILDREN'S BOARD OF HILLSBOROUGH COUNTY, INC. - Social Enterprise Plan Competition Awards		40,000	-	40,000	
CHILDREN'S HOME, INC., THE D/B/A CHILDREN'S HOME NETWORK - Kinship Hillsborough	* ReachUp	551,607	(16,889)	534,718	Ends in FY 2022. Amount reduced in FY 2022.
CHILDREN'S HOME, INC., THE D/B/A CHILDREN'S HOME NETWORK - Supporting and Empowering Educational and Developmental Services (SEEDS)		2,060,000	-	2,060,000	Includes \$160,000 from The School District of Hillsborough County. Pending Confirmation.
CHILDREN'S MUSEUM OF TAMPA, INC., THE D/B/A GLAZER CHILDREN'S MUSEUM - Children's Board Free Tuesday/Title One Access		72,724	121,200	193,924	Contract amendment in FY 2020 - 2021 adding \$3,800 for PC CBHC FRC, annualized for FY 2021 - 2022 at an increase of \$125,000.
CHILDREN'S MUSEUM OF TAMPA, INC., THE D/B/A GLAZER CHILDREN'S MUSEUM - Learn & Play Tampa Bay		530,000	-	530,000	Ends in FY 2022.
CHILDREN'S MUSEUM OF TAMPA, INC., THE D/B/A GLAZER CHILDREN'S MUSEUM - 2021 Summer Passports		17,748		-	FY 2021 one-time funding.

Children's Board of Hillsborough County

FY 2021 - 2022 Continuation Funding List

Light Yellow in Column B - Agency with Subcontractors

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2020 - 2021 CONTRACT AMOUNT	RECOMMENDED Increase (change)	FY 2021 - 2022 RECOMMENDED AMOUNT	NOTES
COMPUTER MENTORS GROUP, INC. - KidsCode and TeenTech CORPORATION TO DEVELOP COMMUNITIES OF TAMPA, INC. - 3D Stingrays		184,195	-	184,195	Ends in FY 2022.
CRISIS CENTER OF TAMPA BAY, INC., THE - Gateway Services		105,639	-	105,639	Ends in FY 2022.
DACCO BEHAVIORAL HEALTH, INC. - Family Focus	* Champions for Children	374,500	-	374,500	Ends in FY 2022.
DAWNING FAMILY SERVICES, INC. - A Path to Prevention		137,500	106,340	243,840	Up to annualized FY 2021 - 2022 Amount is \$243,840. Ends in FY 2022.
DAWNING FAMILY SERVICES, INC. - From Shelter to Stability		324,317	-	324,317	Ends in FY 2022.
EARLY CHILDHOOD COUNCIL OF HILLSBOROUGH COUNTY, INC. - Community Developmental Screening		658,859	-	658,859	
EARLY CHILDHOOD COUNCIL OF HILLSBOROUGH COUNTY, INC. - Inclusion Support Services		420,054	-	420,054	Ends in FY 2022.
ENTERPRISING LATINA'S, INC. - Women's Opportunity Initiative		278,263	-	278,263	Ends in FY 2022.
FAMILY ENRICHMENT CENTER, INC. - 2021 STEAM-sational Summer Program		27,640	-	27,640	Summer Funding FY 2021 and FY 2022.
FAMILY ENRICHMENT CENTER, INC., THE - Kinship Care		276,459	-	276,459	Ends in FY 2022.
FAMILY HEALTHCARE FOUNDATION, INC. - Connecting Kids to CARE		216,936	-	216,936	Ends in FY 2022.
Florida Education Fund, Inc - 2021 Gibsonton Summer Art+Sports+Tech Camp		17,315	-	17,315	Summer Funding FY 2021 and FY 2022.
Florida Education Fund, Inc - 2021 Wimauma Summer Art+Sports+Tech Camp		17,315	-	17,315	Summer Funding FY 2021 and FY 2022.
FEEDING AMERICA TAMPA BAY, INC. D/B/A FEEDING TAMPA BAY - Feeding Minds		64,000	-	64,000	Ends in FY 2022.
FLORIDA AQUARIUM THE, - 2021 Summer Passports		3,960		-	FY 2021 one-time funding.
FLORIDA STATE UNIVERSITY - Cognitively Guided Instruction		26,565	75,405	101,970	Match Grant. Year 2 amount.

Children's Board of Hillsborough County

FY 2021 - 2022 Continuation Funding List

Light Yellow in Column B - Agency with Subcontractors

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2020 - 2021 CONTRACT AMOUNT	RECOMMENDED Increase (change)	FY 2021 - 2022 RECOMMENDED AMOUNT	NOTES
GIRL SCOUTS OF WEST CENTRAL FLORIDA, INC. - Leaders Engaging Girls in Taking Action (LEGIT)		192,627		-	Ended in April 2021.
GIRL SCOUTS OF WEST CENTRAL FLORIDA, INC. - STEM Camp Experience in Sulphur Springs		14,860		-	Match Grant. FY 2021 One-time funding.
GULF COAST JEWISH FAMILY AND COMMUNITY SERVICES, INC. - Good Afternoon Friends and Amigos		253,995	-	253,995	Ends in FY 2022.
GULF COAST JEWISH FAMILY AND COMMUNITY SERVICES, INC. - Woman to Woman		498,208	-	498,208	Ends in FY 2022.
HEALTHY START COALITION OF HILLSBOROUGH COUNTY, INC. - Healthy Families Hillsborough	*The Children's Home dba Children's Home Network *Champions for Children *Success 4 Kids and Families	1,989,580	-	1,989,580	
HEALTHY START COALITION OF HILLSBOROUGH COUNTY, INC. - Healthy Steps Hillsborough		349,100	-	349,100	Ends in FY 2022.
HEALTHY START COALITION OF HILLSBOROUGH COUNTY, INC. - Safe Baby Plus	* Success 4 Kids and Families * Advent Health * St. Joseph's Women's Hospital	1,187,620	86,450	1,274,070	Contract amendment in FY 2020 - 2021 adding \$63,400 for two additional WIRS positions. Annualized amount for FY 2021 - 2022 is an increase of \$149,850.
HILLSBOROUGH COMMUNITY COLLEGE FOUNDATION, INC. - Quality Early Education System		2,364,422	-	2,364,422	
HILLSBOROUGH EDUCATION FOUNDATION, INC. - CB TECH Learning at Home		399,654	-	399,654	Pending confirmation.
HILLSBOROUGH COUNTY SCHOOL READINESS COALITION, INC. D/B/A EARLY LEARNING COALITION OF HILLSBOROUGH COUNTY, INC. - School Readiness Funding		810,770	-	810,770	Match Contract - \$700,770 Plus \$110,000 children experiencing homelessness slots.
HISPANIC SERVICES COUNCIL, INC. - La RED de Padres Activos / The Network of Active Parents		998,796	-	998,796	
HOUSING AUTHORITY OF THE CITY OF TAMPA - 2021 Summer Enrichment Program		25,590	-	25,590	Summer Funding FY 2021 and FY 2022.

Children's Board of Hillsborough County

FY 2021 - 2022 Continuation Funding List

Light Yellow in Column B - Agency with Subcontractors

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2020 - 2021 CONTRACT AMOUNT	RECOMMENDED Increase (change)	FY 2021 - 2022 RECOMMENDED AMOUNT	NOTES
HOUSING AUTHORITY OF THE CITY OF TAMPA - Village Link Up		187,345	-	187,345	Ends in FY 2022.
LEARN TAMPA BAY, INC. D/B/A ACHIEVE PLANT CITY - Learning Is Fun Together (LIFT)		197,966	-	197,966	Ends in FY 2022.
LIFECARE NETWORK, INC. D/B/A CHOICES CLINICS - LifeNet		146,000	-	146,000	Ends in FY 2022. Amount to be reduced in FY 2022 (TBD).
LUTHERAN SERVICES FLORIDA - Children's Board Family Resource Centers		2,700,753	-	2,700,753	
LUTHERAN SERVICES FLORIDA - Community Collaborations for Strong Families		275,000	-	275,000	Ends in FY 2022.
MENTAL HEALTH CARE, INC. D/B/A GRACEPOINT - Family Infant / Child Wellness		449,912	-	449,912	Ends in FY 2022.
METROPOLITAN MINISTRIES, INC. - Children's Recreation, Education, Arts & Therapeutic Experience (CREATE)		352,616	-	352,616	Ends in FY 2022.
METROPOLITAN MINISTRIES, INC. - Homeless Family Early Intervention Program (First Hug)		1,354,373	-	1,354,373	
Mount Zion African Methodist Episcopal Church of Riverview, Inc - 2021 USJ's Camp Good Trouble		30,000	-	30,000	Summer Funding FY 2021 and FY 2022.
MUSEUM OF SCIENCE AND INDUSTRY - 2021 Summer Passports		22,400		-	FY 2021 one-time funding.
NONPROFIT LEADERSHIP CENTER OF TAMPA BAY, INC. - Capacity Building: Training and Consultation		172,375	-	172,375	Ends in FY 2022. Amount may be reduced FY 2022 (TBD).
OASIS NETWORK of NEW TAMPA, INC. - Back to Basics: School Clothing		16,424		-	FY 2021 one-time funding.
PARENTS AND CHILDREN ADVANCE TOGETHER (PCAT) LITERACY MINISTRIES - South County Literacy Initiative		195,259	-	195,259	Ends in FY 2022.
POSITIVE SPIN, INC. - Empowering a Community with Hope (EACH One)		798,978	-	798,978	
PREGNANCY CARE CENTER OF PLANT CITY - Healthy Moms/Healthy Babies		182,722	-	182,722	Ends in FY 2022.

Children's Board of Hillsborough County

FY 2021 - 2022 Continuation Funding List

Light Yellow in Column B - Agency with Subcontractors

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2020 - 2021 CONTRACT AMOUNT	RECOMMENDED Increase (change)	FY 2021 - 2022 RECOMMENDED AMOUNT	NOTES
PRESERVE VISION FLORIDA, INC. - Children's Vision Health and Safety Services		205,400	-	205,400	Ends in FY 2022.
REACHUP, INC. - Stronger with Involved Focused Fathers		215,297	-	215,297	Ends in FY 2022.
REACHUP, INC. - GROWTH with Doulas and Dads (Giving Resource Opportunities with Trust and Hope)	*Champions for Children	913,246	-	913,246	
REBUILDING TOGETHER TAMPA BAY, INC. - Safe and Healthy Homes for Families		377,880	-	377,880	Ends in FY 2022. Pending information for expansion amount TBD).
Redefiners World Languages, Inc. - 2021 Summer Spanish Immersion Technology Program (LIT)		18,920	-	18,920	Summer Funding FY 2021 and FY 2022.
SCHOOL DISTRICT OF HILLSBOROUGH COUNTY - Renaissance myON Reader		100,000	-	100,000	Leveraged Investment. Pending confirmation.
SENIORS IN SERVICE OF TAMPA BAY, INC. - Readers in Motion		353,059	-	353,059	Ends in FY 2022.
SPRING OF TAMPA BAY, INC., THE - Family Safety from Domestic Violence		222,083	-	222,083	Ends in FY 2022.
ST. JOSEPH'S HOSPITAL D/B/A ST. JOSEPH'S CHILDREN'S HOSPITAL - Mobile Health and Safety Education		1,011,820	-	1,011,820	
ST. JOSEPH'S HOSPITAL D/B/A ST. JOSEPH'S WOMEN'S HOSPITAL - Supporting Motherhood and More		118,305	-	118,305	Ends in FY 2022.
SUCCESS 4 KIDS AND FAMILIES, INC. - Successful Families		395,744	-	395,744	Ends in FY 2022.
TAMPA BAY COMMUNITY AND FAMILY DEVELOPMENT CORPORATION D/B/A BETHESDA MINISTRIES - 2021 Upward Kids		26,403	-	26,403	Summer Funding FY 2021 and FY 2022.
TAMPA BAY COMMUNITY AND FAMILY DEVELOPMENT CORPORATION D/B/A BETHESDA MINISTRIES – Children are Safe and Supported		178,925	-	178,925	Ends in FY 2022.
TAMPA HEIGHTS JUNIOR CIVIC ASSOCIATION - 2021 THJCA Summer Youth Program		39,531	-	39,531	Summer Funding FY 2021 and FY 2022.
TAMPA BAY LIGHTNING FOUNDATION - 2021 Summer Passports		9,000	-	-	FY 2021 one-time funding.
TAMPA BAY NETWORK TO END HUNGER, INC.		75,000	-	-	FY 2021 one-time funding.

Children's Board of Hillsborough County

FY 2021 - 2022 Continuation Funding List

Light Yellow in Column B - Agency with Subcontractors

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2020 - 2021 CONTRACT AMOUNT	RECOMMENDED Increase (change)	FY 2021 - 2022 RECOMMENDED AMOUNT	NOTES
TAMPA BAY PERFORMING ARTS CENTER D/B/A STRAZ CENTER FOR THE PERFORMING ARTS - 2021 Summer Passports		5,124		-	FY 2021 one-time funding.
TAMPA HILLSBOROUGH HOMELESS INITIATIVE - UNITY Information Network		50,000	-	50,000	Match.
TAMPA METROPOLITAN AREA YMCA, INC. - Community Learning Center at Sulphur Springs		295,610	-	295,610	Ends in FY 2022.
TAMPA METROPOLITAN AREA YMCA, INC. - 2021 Teen Summer Experience		29,659	-	29,659	Summer Funding FY 2021 and FY 2022.
TAMPA METROPOLITAN AREA YMCA, INC. - Fit and Fun at the Y		119,252	-	119,252	Ends in FY 2022.
TAMPA METROPOLITAN AREA YMCA, INC. - Mobile Swim and Education	*Brandon Sports & Aquatic Center	238,733	-	238,733	Ends in FY 2022.
TAMPA MUSEUM OF ART - 2021 Summer Passports		5,400		-	FY 2021 one-time funding.
UNIVERSITY AREA COMMUNITY DEVELOPMENT CORPORATION (UACDC) - Get Moving! Mind, Body, Soul		108,650	-	108,650	Ends in FY 2022.
UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES, THE - Program-Wide Positive Behavior Support		745,166	-	745,166	
UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES, THE - Helping our Toddler's Developing our Children's Skills (HOT DOCS & DOCS K-5)		246,285	-	246,285	Ends in FY 2022.
UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES, THE - Hillsborough HIPPY Parent Involvement Project	*Success 4 Kids and Families	1,407,396	-	1,407,396	
ZOO TAMPA AT LOWRY PARK - 2021 Summer Passports		32,356		-	FY 2021 one-time funding.
				38,212,782	

Narrative/Assumptions for FY 2021 - 2022 Budget

Program Expenditures (continued)

New Program Funding

Children's Board Of Hillsborough County
Fiscal Year 2021 - 2022 Budget
October 1, 2021 - September 30, 2022
NEW PROGRAM EXPENDITURES SCHEDULE

Summer Services Grants - New Programs	245,000
Summer Passports	250,000
Emerging Community Needs Funding	500,000
Emergency Funding	700,000
Technical Assistance Grants - Capacity Building	200,000
Technical Assistance Supports to Neighborhood Safety	25,000
Match Grants	300,000
Investment Grant to Support Children Entering Kindergarten	1,000,000
Investment Grant - Children are Healthy and Safe	600,000
Investment Grant - Marketing for CBHC Funded Programs	800,000
Leading Grant - Art Program	125,000
Children's Board FRC Expansion of Services	700,000
Racial Equity Funding	2,000,000
Pilot Project - Early Learning Opportunities	1,000,000
Total New Program Funding	8,445,000

Recommendations:

1. Release new funding through a competitive Request for Proposals for **Summer Services Grants** totaling \$245,000 by February 2022, to continue increasing capacity and quality by supporting new summer programs for children ages six to fourteen. FY 2022 – 2023 funding release is anticipating two – year grant awards.
2. Provide funding for **Summer Passports** in the amount of \$250,000 for up to two weeks of camp at local recreation sites which may include Glazer Children's Museum, Florida Aquarium, Straz Center for the Performing Arts, Zoo Tampa; Tampa Museum of Art, Museum of Science and Industry and/or Tampa Bay Lightning (partners subject to change).
3. Provide available funds, up to \$500,000, throughout the fiscal year to award up to \$75,000 per request to support **Emerging Needs**. Grants awarded are one-time, time-limited for identified support of community needs that could not be anticipated prior to the development of the FY 2021 - 2022 budget for Board approval.
4. Provide available funds, up to \$700,000, throughout the year to award an amount based on **Emergency Funding** need(s) due to unforeseen/catastrophic events that negatively impact services to children and families. *Note: Board may elect to use fund balance if community / providers need exceed allocated amount.*

Narrative/Assumptions for FY 2021 - 2022 Budget

Program Expenditures (continued)

5. Continue the release of \$200,000 in traditional **Technical Assistance Grants** for Capacity Building in October 2021 to make available through a competitive Request for Application process and award multiple grants up to \$5,000 each for agency.
6. Increase funding, up to \$25,000, to release **Technical Assistance Neighborhood Safety** grants by January 2022 to support Neighborhood Associations in Hillsborough County for safety projects and award multiple grants up to \$2,500 each.
7. Provide available funds, up to \$300,000, for organizations to receive **Match Grants** as required by the primary funder; the grant opportunity must align with Children's Board mission and focus area(s).
8. Release a Request for Proposals (RFP) for an Investment Grant to support children preparing to enter Kindergarten or out of school time services for students through 3rd grade attending Hillsborough County Public Schools for up to \$1,000,000 in the focus area of Ready to Learn and Succeed.
9. Release an RFP for an Investment Grant in the focus area of Children are Healthy and Safe for up to \$600,000 to strengthen the foundation of child and family well-being especially as it relates to access to prenatal care, health care resources, and women's wellness.
10. Release an Intent to Negotiate (ITN) for an Investment Grant to identify a managing agency to support Marketing Efforts for CBHC Funded Programs up to \$800,000.
11. Release an RFP for a Leading Grant to support Art programming for children up to \$125,000.
12. Expansion of Children's Board Family Resource Centers supports or services up to \$700,000 (pending additional information).
13. Racial Equity Funding up to \$2,000,000 (pending additional information).
14. Release \$1,000,000 in funding for a pilot project for Early Learning opportunities with targeted populations and / or geographic areas (pending additional information).

Narrative/Assumptions for FY 2021 - 2022 Budget

Children's Board Of Hillsborough County EMPLOYEE SALARIES AND BENEFITS SCHEDULE

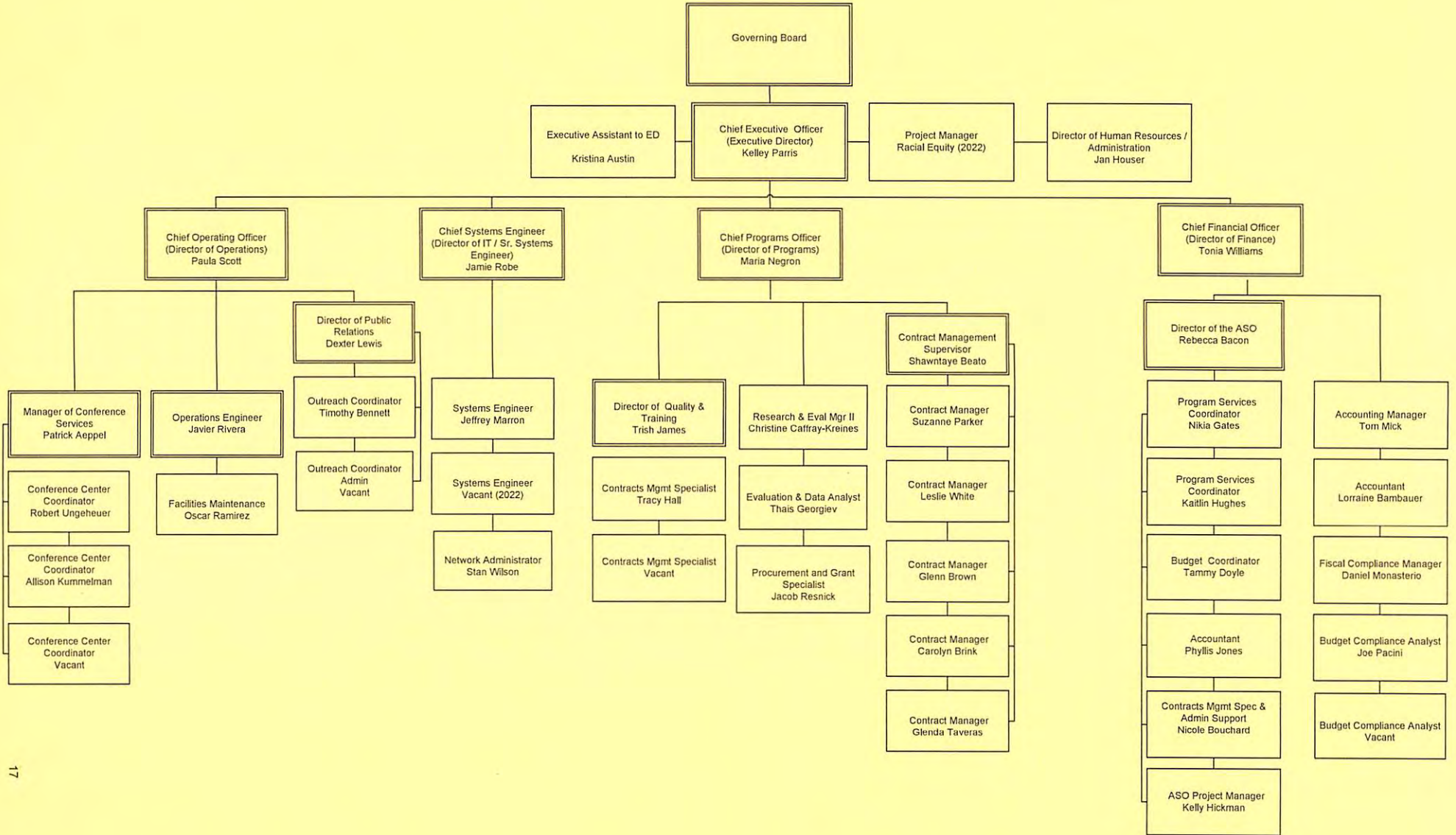
	FY 2020 - 2021 Budget	FY 2020 - 2021 Estimated Actual	FY 2021 - 2022 Budget
Salaries	3,243,026	3,035,408	3,490,710
Benefits	1,286,412	992,431	1,286,058
Total	4,529,438	4,027,839	4,776,768

POSITION SUMMARY

	FY 2020 - 2021 Budget	FY 2021 - 2022 Budget	Change
Full-Time FTE's	41.00	43.00	2.00
Full-Time Temp FTE	-	1.00	1.00
Part-Time FTE	0.50	-	(0.50)
Part-Time Temp FTE	0.50	-	(0.50)
	<u>42.00</u>	<u>44.00</u>	<u>2.00</u>

- The overall FY 2021 - 2022 salary and fringe benefit budget has increased by \$247,330 (5.5%).
- One (1) full time position was added to the information technology team, one (1) full time position was added to the executive team, the part time temporary position was increased to full time in the ASO team, and the vacant part time position in the facilities team was eliminated, increasing the total FTE's by two (2) for a total of 44 FTE's.
- Salaries are budgeted at an increase of \$247,684 (7.6%).
 - A 3% market equity adjustment was included for all positions effective October 1, 2021. The budgeted market equity adjustment was not given in FY 2020 – 2021, therefore there is no increase to the budget for this adjustment.
 - A budget for a vacation payout benefit was included in the amount of \$38,408 plus benefits. Employees with more than (80) hours of unused annual leave may elect to receive up to 40 hours of additional vacation pay.
- The FY 2021 - 2022 fringe benefits are budgeted at a net decrease of \$354.
 - FICA expenditures have increased by \$19,234 (7.6%) as the salary budget increased.
 - Deferred compensation contribution of 1.5% of employee's salary is budgeted at an increase of \$3,476 (7.5%) for a total of \$50,121.
 - The Florida Retirement System:
 - The FY 2021 - 2022 budget includes a total budget of \$366,857, an increase of \$24,013. This line will be adjusted in the final budget for the increases effective July 1, 2021.
 - Insurance expenditures (life insurance, health insurance & Other Post-Employment Benefits) have decreased by \$59,432 (9.9%), budgeted at a total of \$539,098. The CBHC premiums are not expected to increase in FY 2021 - 2022. Vacant positions are budgeted at the family rate.
 - The long-term disability (LTD) and the short-term disability (STD) insurance rates are budgeted at an increase of \$5,475 (16.7%).
 - The unemployment compensation rate has increased from .1% to .29%, for an increase of \$6,880 and a total budget of \$10,123 for FY 2021 – 2022. This will be adjusted in the final budget.

The Children's Board of Hillsborough County
Organizational Chart
10/01/2021



Children's Board Of Hillsborough County
Fiscal Year 2021 - 2022 Budget
October 1, 2021 - September 30, 2022
OPERATING AND OTHER EXPENDITURES SCHEDULE

	FY 2020 - 2021 Budget	FY 2020 - 2021 Estimated Actual	FY 2021 - 2022 Budget
Operating Expenditures			
Contracted Professional Services			
Legal and Auditing Services	85,075	63,075	85,075
Professional Services	292,358	234,564	359,016
Total Contracted Professional Services	377,433	297,639	444,091
Facility Expenditures			
CBHC FRC Occupancy Expenditures	414,540	389,973	420,889
CBHC Facilities Maintenance	194,915	232,334	94,915
CBHC Utilities	94,080	126,279	139,164
CBHC IT Maintenance	25,865	41,000	47,200
CBHC Equipment Lease and Maintenance	25,895	29,793	31,180
Total Facility Expenditures	755,295	819,379	733,348
Other Operating Expenditures			
Staff Meeting Travel	33,900	11,600	32,400
Professional Development	40,000	30,000	40,000
Postage & Delivery	9,000	9,000	9,000
Insurance-Property and Liability	85,500	78,500	78,500
Promotional Activities	52,000	21,200	52,000
Supplies and Equipment	36,756	46,000	41,600
Printing	31,000	23,000	32,000
Position and Public Notice Advertising	11,000	9,000	11,000
Memberships	34,000	33,085	40,000
Subscriptions	35,000	18,225	42,000
Other	2,925	1,300	3,075
Provider Training and Events	68,000	16,400	69,000
Total Other Operating Expenditures	441,081	299,310	452,575
Total Operating Expenditures	1,573,809	1,416,328	1,630,014
Capital Expenditures	1,431,000	1,431,000	1,500,000
Mandatory Government Fees	1,436,553	1,349,620	1,540,088

Narrative/Assumptions for FY 2021 - 2022 Budget

Operating and Other Expenditures

- **Contracted Professional Services**

- Overall, the budget for Contracted Professional Services has increased by \$66,658 (17.7%).
- The Legal Services budget has remained constant at \$55,000.
- The budget for the Auditing Services has remained constant at \$30,075.
- The contract with Hillsborough County for IT services is budgeted at \$154 per month per computer for 42 computers for a total of \$77,616.
- \$11,700 is budgeted for the CBHC FRC data collection system (ANTS) and website.
- Website hosting for the Prevent Needless Deaths website is budgeted at \$500.
- \$1,200 has been budgeted for security at Board meetings.
- Contractual services for photography, Spanish translation of collateral, and creative services has remained constant, budgeted at \$16,000.
- The budget for videotaping events and welcome videos has decreased by \$8,000 for a total of \$12,000. This includes the creation of CBHC welcome videos for \$10,000 plus an additional \$2,000 to videotape community training events.
- The budget for community education and awareness has increased by \$100,000 to \$240,000 this includes public awareness campaigns of provider agencies, safety campaigns, pinwheel for prevention activities, and adoption support services.

- **Facility Expenditures**

- Overall facilities expenditures have decreased by \$21,947 (2.9%).
- Occupancy expenses for the CBHC Family Resource Centers are budgeted at \$420,889. This includes rent, maintenance, utilities, and other occupancy costs.
- CBHC facilities maintenance has decreased by \$100,000 (51.3%). Expenditures have been included in the budget based on a plan that was developed to provide required maintenance on the building through FY 2021 - 2022. There are no major projects planned for FY 2021 – 2022.
- Utilities have increased by \$45,084 (47.9%). There has been a considerable increase in the electric cost during FY 2020 – 2021 that has been annualized for FY 2021 – 2022.
- Information Technology (IT) maintenance has increased by \$21,335 (82.5%). The cost for additional cloud servers for the accounting software were added to the budget.
- Equipment Lease and Maintenance has increased by \$5,285 for additional HVAC maintenance.

- **Other Operating Expenditures**

- The overall other operating expenditure budget has increased by \$11,494 (2.6%).
- Staff meeting travel has decreased by \$1,500 because of less travel and more virtual meetings.
- The insurance budget has decreased by \$7,000 (8.2%). This is budgeted at FY 2020 – 2021 actual cost as new estimates were not received. This line will be updated with the final budget.
- The Promotional Activities budget has remained constant at \$52,000.
- The Supplies and Equipment budget has increased from \$36,756 to \$41,600. Additional supplies for new positions were added to the budget.
- The printing budget increased by \$1,000 budgeted at \$32,000 for CBHC materials, printing the annual report, and Family Guides.

Narrative/Assumptions for FY 2021 - 2022 Budget

Operating and Other Expenditures Continued

- The Position and Public Notice Advertising budget remains at \$11,000 for ads for the funding releases and required advertising for the TRIM notices.
- Memberships have increased by \$6,000 for a total of \$40,000. This includes memberships to the State Children’s Services Council, Florida Association of Special Districts, Florida Philanthropic Network, Alliance for Strong Families and Communities, in addition to other memberships.
- Subscriptions have increased from \$35,000 to \$42,000 to include additional IT related subscriptions such as service subscriptions for on line applications, (CATS, ASO databases), and human resources subscriptions.
- The Provider Training and Events line item has increased by \$1,000 for additional community training.
- **Capital**
 - \$1,500,000 has been budgeted for an additional CBHC Family Resource Center in south county.
 - The building and capital reserve provides funds to maintain the three CBHC owned buildings. The additional annual reserve was increased from \$100,000 per year to \$300,000 per year to include the two CBHC FRC’s.
 - CBHC will be releasing an RFP for a new building envelope assessment of all three properties. An updated plan will be presented in FY 2021 – 2022. The cost for this assessment will be added to the final budget.
 - The projected expenditures in the table below will be updated after the assessment and recommendations have been received and approved by the Board.

Children’s Board of Hillsborough County
Building and Capital Reserve Summary

	FY 2021 - 2022 Budget	FY 2022 - 2023 Budget	FY 2023 - 2024 Budget	FY 2024 - 2025 Budget	FY 2025 - 2026 Budget	FY 2026 - 2027 Budget
Beginning Reserve Balance	384,027	681,627	974,952	1,272,052	1,572,052	1,872,052
Additional Annual Reserve:	300,000	300,000	300,000	300,000	300,000	300,000
Available Reserve	684,027	981,627	1,274,952	1,572,052	1,872,052	2,172,052
Projected Expenditures	(2,400)	(6,675)	(2,900)	-	-	-
Projected Ending Reserve Balance	681,627	974,952	1,272,052	1,572,052	1,872,052	2,172,052

Annual Reserve has been updated to include two new FRC buildings for a total of three buildings.
The Projected Expenses in FY 2021 - 2022 are included in the Facility Maintenance Budget.

Mandatory Government Fees

- This line has increased by \$103,535 (7.2%) for a total of \$1,540,088; representing 3% of the total FY 2021 - 2022 total budget.
- Tax Collector’s Fees are based on 2% of ad valorem tax revenue received. This line is expected to increase based on the tax base for a FY 2021 - 2022 total of \$1,086,114.
- Property Appraiser’s Fees are approximately .85% of ad valorem tax revenue. This line is expected to increase based on the tax base for a FY 2021 - 2022 total of \$450,974.
- The City Storm Water Fee budget is estimated at \$3,000.

**Children's Board Of Hillsborough County
FY 2020 - 2021 Estimated Spending**

	FY 2020 - 2021 Budget	FY 2020 - 2021 Estimated Actual	FY 2020 - 2021 Projected Difference
Revenue			
Ad-Valorem Taxes	49,762,422	50,255,000	492,578
Investment Income	231,000	109,600	(121,400)
Administrative Services Organization (ASO)	1,410,000	1,405,000	(5,000)
Other Community Partner	410,000	275,996	(134,004)
Miscellaneous Income	156,000	160,000	4,000
Total Revenue	51,969,422	52,205,596	236,174
Expenditures			
Program:			
Program Funding (Continuation Grants)	35,107,604	31,334,393	3,773,211
CBHC Unallocated Program Funding	9,165,000	3,939,291	5,225,709
Total Program Expenditures:	44,272,604	35,273,684	8,998,920
Operating Expenditures			
Employee Salaries and Benefits	4,529,438	4,027,839	501,599
Contracted Professional Services	377,433	297,639	79,794
CBHC FRC Occupancy Expenditures	414,540	389,973	24,567
Facility Expenditures	340,755	429,406	(88,651)
Other Operating	441,081	299,310	141,771
Total Operating Expenditures	6,103,247	5,444,167	659,080
Capital Expenditures	1,431,000	1,431,000	-
Mandatory Government Fees	1,436,553	1,349,620	86,933
Total Expenditures	53,243,404	43,498,471	9,744,933
Total Projected Difference			9,981,107

Narrative/Assumptions for FY 2020 - 2021 Estimated Spending

- **Revenue**
 - Total Revenue is projected to be over budget by a net amount of \$236,174.
 - Ad-Valorem Tax Revenue is expected to be over budget by \$492,578 as more than 95% of the tax revenue has been received.
 - Investment Income is projected to be under budget by \$121,400. The current interest rate is .12% which is lower than the .4% budgeted.
 - The Administrative Services Organization (ASO) revenue is expected to be under budget by \$5,000 because it is estimated that the ASO will have less expenditures and revenue in the DCF contract. This will be adjusted in the final budget.
 - Other Community Partner Revenue is expected to be under budget because the co-funded summer services expenditures were under budget.
 - Miscellaneous Income is expected to be over budget by \$4,000 because of the cash back program from Wells Fargo credit cards.

- **Expenditures**
 - **Program Expenditures**
 - Total Program Expenditures are expected to be under budget by \$9 Million.
 - Continuation Grants are expected to be under budget by \$3.8 Million.
 - It is estimated that the ASO will spend \$5,000 less than the allocated amount of other funder's allocations and \$1.1 Million less in CBHC allocations.
 - Negotiated Continuation Contracts were under budget by \$530,508. \$217,200 was allocated to other services leaving \$313,308 unallocated.
 - Estimated under spending of the remaining continuation contracts is \$2.4 Million.
 - Unallocated Program Funding is expected to be under budget by \$5.2 Million.
 - **Operating Expenditures**
 - Salaries and Benefits are under budget by \$501,599 because of vacant positions throughout the year.
 - Contracted Professional Services are expected to be under budget by \$79,794 because of under spending in legal services, County IT services, and public relations contracted services.
 - Facilities Expenditures are over budget as all the planned projects were not completed by September 30, 2020 and were completed and paid in FY 2020 - 2021.
 - Other Operating Expenditures are expected to be under budget by \$141,771. This includes professional development, subscriptions, local travel, meeting travel, insurance, promotional materials, printing, and community training.
 - **Capital Expenditures**
 - Capital Expenditures are expected to be within budget. The build out for the Plant City CBHC Family Resource Center has not been completed at this time.
 - **Mandatory Government Fees**
 - The property appraiser's fee was under budget by approximately \$86,000.

**CHILDREN'S BOARD OF HILLSBOROUGH COUNTY
PROJECTIONS**

FY 2020 - 2021 to FY 2025 - 2026

Millage Rate .4589



	FY 2020 - 2021 Budget	FY 2020 - 2021 Estimated Actual	FY 2021 - 2022 Budget	FY 2022 - 2023 Budget	FY 2023 - 2024 Budget	FY 2024 - 2025 Budget	FY 2025 - 2026 Budget
MILLAGE RATE	0.4589	0.4589	0.4589	0.4589	0.4589	0.4589	0.4589
<u>Projected Tax Revenue</u> (millage rate @ .4589 w/ 7.82% inc. in tax base in FY 2022, 5% inc. in FY 2023, 6.1% inc. in FY 2024, 6.2% inc. in FY 2025, 6.1% inc. in FY 2026)	49,762,422	50,255,000	53,310,724	55,963,510	59,361,729	63,026,346	66,855,398
Investment Income	231,000	109,600	66,000	67,244	60,017	50,474	42,678
Administrative Services Organization and Other Community Partner	1,820,000	1,680,996	1,815,000	1,815,000	1,815,000	1,815,000	1,815,000
Miscellaneous Income	156,000	160,000	158,000	158,000	158,000	158,000	158,000
Total Revenue Available	51,969,422	52,205,596	55,349,724	58,003,754	61,394,746	65,049,820	68,871,076
<u>Operating Expenditures</u>	6,103,247	5,444,167	6,406,782	6,613,747	6,830,774	7,058,545	7,297,801
Mandatory Government Fees	1,436,553	1,349,620	1,540,088	1,605,192	1,702,042	1,806,483	1,915,611
Building and Capital Reserve Expenditures	1,431,000	1,431,000	1,500,000	1,500,000	1,500,000	-	-
<u>Program Funding (Continuation Grants)</u>	35,107,604	31,334,393	38,212,782	45,276,042	51,635,800	63,336,351	65,602,918
<u>New Program Funding (Unallocated)</u>	9,165,000	3,939,291	8,445,000	7,175,000	12,175,000	2,675,000	2,175,000
Total Expenditures	53,243,404	43,498,471	56,104,652	62,169,982	73,843,616	74,876,379	76,991,331
Net Income (Spend Down)	(1,273,982)	8,707,125	(754,928)	(4,166,228)	(12,448,870)	(9,826,559)	(8,120,255)
Fund Balance							
Total Fund Balance Beginning of Year	38,011,640	40,647,828	49,354,953	48,600,025	44,433,797	31,984,926	22,158,368
Net Income (Spend Down of Fund Balance)	(1,273,982)	8,707,125	(754,928)	(4,166,228)	(12,448,870)	(9,826,559)	(8,120,255)
Total Fund Balance End of Year after Spend Down	36,737,658	49,354,953	48,600,025	44,433,797	31,984,926	22,158,368	14,038,113
Less Non-Spendable Fund Balance Reserve	(26,100)	(19,153)	(19,153)	(19,153)	(19,153)	(19,153)	(19,153)
Less Committed Fund Balance Reserve (Operating Reserve)	(2,667,495)	(2,667,495)	(2,810,843)	(3,114,716)	(3,699,565)	(3,751,307)	(3,857,266)
Less Committed Fund Balance Reserve (Building & Capital Reserve)	(384,027)	(384,027)	(681,627)	(974,952)	(1,272,052)	(1,572,052)	(1,872,052)
Less Assigned Fund Balance Reserve	(24,027,562)	(35,316,840)	(34,561,913)	(30,395,684)	(17,946,814)	(8,120,255)	
Unassigned Fund Balance	9,632,474	10,967,438	10,526,490	9,929,292	9,047,343	8,695,601	8,289,642

Definitions:

Non-Spendable Fund Balance Reserve includes pre-paid expenditures.

Committed Fund Balance Reserve includes the building/capital reserve and operational reserve of 5.01% of the budgeted expenditures for the year.

Assigned Fund Balance Reserve consists of the future commitments included in the future projections that spend down from the fund balance.

Unassigned Fund Balance represents the difference between the total fund balance and all reserves above.

The reserve amounts above are determined and approved by the Board each year during the budgeting process.

Narrative/Assumptions for Five Year Projections

- **Revenue:**
 - The Ad-Valorem Tax Revenue is budgeted at the millage rate of .4589 (the same rate as FY 2020 - 2021) in all fiscal years presented.
 - The current estimated increase in the property tax base for FY 2021 - 2022 is 7.82%.
 - The future property tax base value estimates (as of March 2021) from The Florida Office of Economic and Demographic Research are:
 - FY 2022 - 2023 is estimated to increase by 5%.
 - FY 2023 - 2024 is estimated to increase by 6.1%.
 - FY 2024 - 2025 is estimated to increase by 6.2%.
 - FY 2025 - 2026 is estimated to increase by 6.1%.
- **Operating Expenditures:**
 - Salaries and benefits are increased 3% in all future fiscal years presented.
 - Liability and building insurance are increased by 5% in all future fiscal years presented.
 - Regular facilities operating expenditures are increased 3% in all future fiscal years presented.
 - Other operating expenditures are not increased over the years.
- **Mandatory Government Fees:**
 - Mandatory Government Fees are increased at the rate of increased revenue each year.
- **Program Expenditures:**
 - Program Funding (Continuation Grants)
 - The portion of new program expenditures in each year that are not considered one-time funding are added to the continuation funding list in future years.
 - A 3% increase was added for the majority of the remaining continuation contracts for each fiscal year presented.
 - New Program Funding (Unallocated)
 - New program funding is budgeted based on expected revenue and spend down from the fund balance. Additional dollars have been added in FY 2022 – 2023 and FY 2023 – 2024 for the re-release of funds.
- **Fund Balance:**
 - The Governmental Accounting Standards Board (GASB) Statement No. 54 provides required categories to be used when presenting the Fund Balance portion of the financial statements.
 - A portion of the Total Fund Balance is reserved and committed.
 - The categories and definitions are included on the previous page.
 - Budgets for fiscal years 2021 - 2022 through 2025 - 2026 include a systematic spend down of the Fund Balance.

ACTION ITEM NO. 3

Approval of Fund Balance Policy

Initiator: Tonia Williams, Director of Finance

Action: Approval of the Children's Board of Hillsborough County Board Fund Balance Policy

Date: Executive / Finance Committee Meeting, Thursday, June 10, 2021

Recommended Action

Approval of the Children's Board of Hillsborough County Board Fund Balance Policy and attached resolution.

Background

- The Governmental Accounting Standards Board (GASB) Statement No. 54 requires the Board to establish a Fund Balance Policy that is reviewed and approved each year.
- This statement provides required categories to be used when presenting the Fund Balance in the Financial Statements.
- The Board Fund Balance Policy was originally approved January 26, 2012.
- Please see the attached Board Fund Balance Policy for the details of the policy, the category definitions, and items in each category.
 - Section I describes the purpose
 - Section II includes definitions for each category
 - Section III includes the specific areas that the Children's Board will include in the financial statements
- There are no recommended changes from the current policy at this time.

Attachments

- A. Children's Board of Hillsborough County Board Fund Balance Policy
- B. Resolution 20/21 – 05 Adopting a Fund Balance Policy

Children's Board of Hillsborough County Board Fund Balance Policy

I. PURPOSE

- To establish and maintain reservations of Fund Balance, as defined herein, in accordance with Governmental Accounting Standards Board Statement No. 54 (GASB 54), Fund Balance Reporting and Governmental Fund Type Definitions.
 - The categories of Fund Balance, as defined by GASB 54, shall be composed of:
 - Non-spendable
 - Restricted
 - Committed
 - Assigned
 - Unassigned
 - The Children's Board of Hillsborough County's (CBHC) accounting procedures will determine the classifications for year-end fund balance categories.

II. CATEGORY DEFINITIONS PER GASB 54

- **Fund Balance** – The difference between assets and liabilities in a governmental fund.
 - **Non-Spendable Fund Balance**
 - The portion of fund balance that cannot be spent because of form or because it must be maintained intact.
 - Examples include:
 - Inventory
 - Long-term Receivables
 - Pre-paid Expenses
 - Compensatory Absences
 - **Restricted Fund Balance**
 - The portion of fund balance with limitations imposed by creditors, grantors, laws, regulations, or enabling legislation.
 - **Committed Fund Balance**
 - The portion of fund balance that can be used only for the specific purposes determined by a formal action (resolution) of the organization's highest decision making authority.
 - Commitments may be changed or lifted only by the organization taking the same formal action (resolution) that imposed the original constraint.
 - **Assigned Fund Balance**
 - The portion of fund balance that includes spendable amounts established by the board and functions as a declaration of the board's intent.
 - Funds in this category are neither considered restricted nor committed.
 - Intent can be expressed by the governing body or by an official or committee which the governing body delegated the authority.

- **Unassigned Fund Balance**
 - The residual portion of fund balance that has not been restricted, committed, or assigned and is available for general purposes.

III. CHILDREN'S BOARD RESERVATIONS OF FUND BALANCE

- **Non-Spendable Fund Balance**
 - This category will consist predominantly of:
 - Pre-Paid Expenditures
 - Long Term Receivables
 - Reserve for Compensatory Absences
 - The items and amounts in this category are determined during year end processes.
- **Committed Fund Balance**
 - Building and Capital Reserve
 - This amount is to be determined each year as part of the budgetary process.
 - This reserve is designated for use on projects of a capital nature such as building or building systems improvements and information technology infrastructure.
 - Minimal Operational Expenditures
 - CBHC will maintain a minimum committed fund balance of 5.01% of budgeted operating expenditures based on best practices as outlined by the Government Finance Officers Association.
 - This minimum amount will allow CBHC to maintain operations at times when cash outflow exceeds cash inflow, typically during the first two months of the fiscal year.
- **Assigned Fund Balance**
 - Amounts in this category to be determined each year as part of the budgetary process.
 - This category consists of future commitments included in the five year projections that spend down dollars from the fund balance.
- **Unassigned Fund Balance**
 - Represents the difference between the total fund balance and all other categories.

IV. ANNUAL REVIEW AND DETERMINATION OF FUND BALANCE POLICY

- Compliance with the provisions of this policy shall be reviewed annually.

RESOLUTION 20/21 – 05
OF THE CHILDREN’S BOARD OF HILLSBOROUGH COUNTY
ADOPTING A FUND BALANCE POLICY

Upon motion by Board Member _____, seconded by Board Member _____, the following Resolution was adopted by a vote of ____ to ____.

WHEREAS, the Governmental Accounting Standards Board issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, in order to clarify the meaning and reporting of fund balance on financial statements; and

WHEREAS, the Board desires to establish a Fund Balance Policy for its governmental funds consistent with the Governmental Accounting Standards Board Statement No. 54; and

WHEREAS, such a policy has been prepared and a copy thereof is attached; and

WHEREAS, the Children’s Board of Hillsborough County believes that it is necessary, appropriate and in the public interest to establish fund balance reserves,

NOW, THEREFORE, BE IT RESOLVED BY THE CHILDREN’S BOARD OF HILLSBOROUGH COUNTY, FLORIDA, IN PUBLIC MEETING THIS 24th DAY OF JUNE 2021 that:

1. The Children’s Board of Hillsborough County adopts the “Children’s Board of Hillsborough County Fund Balance Policy”, attached hereto and hereby directs the Executive Director to implement said policy.
2. All resolutions or parts of resolutions, insofar as they are inconsistent or in conflict with the provisions of the Resolution, are hereby repealed.
3. This Resolution shall be effective for financial reporting purposes for fiscal year 2021 - 2022.

STATE OF FLORIDA
COUNTY OF HILLSBOROUGH

I, Andrew J. Mayts, Jr., Chair of the Children's Board of Hillsborough County, Florida, DO HEREBY CERTIFY that the above and foregoing is a true and correct copy of the Resolution adopted by the Children's Board of Hillsborough County, Florida, at its meeting of June 24, 2021, as the same appears of record in the Minute Book of the Children's Board of Hillsborough County, Florida.

WITNESS my hand and official seal this 24th day of June, 2021.

Andrew J. Mayts, Jr., Board Chair

Children's Board of Hillsborough County

FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part I - DRAFT

Agency: _____

Program: _____

Contract Manager: _____

Contract is a Lead Agency with Collaborative Subcontractors Yes No

Contract activities through May 30	Comments/Explanations	Max Pts	Pts Awarded	Rater Initials
<p>1. Geographic Focus: (see map)</p>	<p>Check One:</p> <p>___ 95%-100% of program participants served reside in geographic focus area(s) specified in scope of services (3 points)</p> <p>___ 85%-94% of program participants served reside in geographic focus area(s) specified in scope of services (2 points)</p> <p>___ 75%-84% of program participants served reside in geographic focus area(s) specified in scope of services (1 point)</p> <p>___ Below 75% of program participants served reside in geographic focus area(s) specified in scope of services (0 points)</p> <p><i>Enter Comments Here:</i></p>	3		
<p>2. Service Level Achievement: (# of participants served are in compliance with # contracted to serve)</p>	<p>___ Program service levels on track with expected rates of enrollment (3 points)</p> <p>or</p> <p>___ Program service levels below expected rates of enrollment (0, 1 or 2 points)</p> <p><i>Enter Comments Here:</i></p>	3		
<p>3. Demonstration of Community Engagement and/or Collaboration:</p>	<p>___ Program at least annually utilizes a customer service/satisfaction survey. (1 point)</p> <p>___ Participants engaged in program evaluation and an advisory capacity. (1 point)</p> <p>___ Participants engaged in staff hiring or serve in a decision-making role. (1 point)</p> <p>___ Collaboration exists with <u>community</u> partners without formal subcontract agreements to improve service delivery for families. (1 point)</p> <p><i>Enter Example Here:</i></p>	4		

Children’s Board of Hillsborough County

FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part I - DRAFT

Contract activities through May 30	Comments/Explanations	Max Pts	Pts Awarded	Rater Initials
<p>4. Compliance with CBHC General Terms and Conditions:</p>	<p>Score 0 or 1 point for each:</p> <ol style="list-style-type: none"> 1. ___ Timely notifications of Board member listing or staff changes (including E.D. or Board Chair) 2. ___ Notification of loss of other Program funds and/or critical incidents. 3. ___ Participation in 2-1-1 4. ___ Disaster Communication Form and Contact Information 5. ___ Maintains Insurance <p><i>Enter Comments Here:</i></p>	5		
<p>5. Demonstration of CBHC Branding or Marketing Materials Recognizing CBHC Funding Support:</p> <p>Check here if contract has branding special condition <input type="checkbox"/></p> <p><i>(If checked, consult with Public Relations Director)</i></p>	<p>Score 0 or 1 point for each:</p> <ol style="list-style-type: none"> 1. ___ Acknowledges Children’s Board support on any agency and program materials, either electronic or print by publishing the Children’s Board logo or approved program logo with statements such as “funding for services generously provided by the Children’s Board”. 2. ___ Publishes the Children’s Board logo on the Provider website home page. 3. ___ Establishes a link to the Children’s Board website on the Provider website. 4. ___ Displays the Children’s Board logo in Provider service locations and administrative offices. 5. ___ Provides information about the Children’s Board each year to its employees and governing Board of Directors (evidence in minutes). <p><i>Enter Comments Here:</i></p>	5		

Children's Board of Hillsborough County

FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part I - DRAFT

Contract activities through May 30	Comments/Explanations	Max Pts	Pts Awarded	Rater Initials
6. Fiscal Review Site Visit:	<p><u>Score 0, 1 or 2 points for each:</u></p> <p><input type="checkbox"/> The Fiscal Site Visit Interview Form was completed 3 business days prior to site visit and the provider was ready for the fiscal review when CBHC arrived.</p> <p><input type="checkbox"/> All expenses on the reimbursement request form tested were substantiated.</p> <p><input type="checkbox"/> There was evidence of a process to review expenditures included on reimbursement request prior to submission.</p> <p><input type="checkbox"/> Funds were spent according to the contract budget/narrative.</p> <p><input type="checkbox"/> There was evidence of how allocations were determined.</p> <p><i>Enter Comments Here:</i></p>	10		
Total Points Part I	<i>Enter Additional Comments Here:</i>	30		

Initial Results for Continuation Funding:

- Progress to date indicates program in good standing (*Part I result is 27 – 30 Points*)
- Progress to date indicates improvement may be needed (*Part I result is 22 - 26 Points*)
- Progress to date indicates program may be at risk as a Program of Concern (*Part I result is less than 22 Points*)

Contract Manager Signature: _____

Date completed:

Director of Finance: _____ (initials)

Director of Programs: _____ (initials)

FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part II – DRAFT Add Disclaimer for Question (4)

Agency: _____

Program: _____

Contract Manager: _____

Contract is a Lead Agency with Collaborative Subcontractors Yes No

Contract Activities	Comments/Explanations should reflect best practices and plans to improve	Max Pts	Pts Awarded	Rater Initials																																																																																																			
<p>I. Service Level Achievement: <i>(# of participants served are in compliance with # contracted to serve)</i></p>	<p>Performance on each contracted outcome is scored separately and summed.</p> <table border="1" data-bbox="583 480 1482 1055"> <thead> <tr> <th data-bbox="583 480 735 521">Service Level</th> <th colspan="10" data-bbox="735 480 1482 521"># of Outcomes</th> </tr> <tr> <td data-bbox="583 521 735 561"></td> <th data-bbox="735 521 810 561">1</th> <th data-bbox="810 521 886 561">2</th> <th data-bbox="886 521 961 561">3</th> <th data-bbox="961 521 1037 561">4</th> <th data-bbox="1037 521 1113 561">5</th> <th data-bbox="1113 521 1188 561">6</th> <th data-bbox="1188 521 1264 561">7</th> <th data-bbox="1264 521 1339 561">8</th> <th data-bbox="1339 521 1415 561">9</th> <th data-bbox="1415 521 1482 561">10</th> </tr> </thead> <tbody> <tr> <td data-bbox="583 561 735 630">95%-100% of target</td> <td data-bbox="735 561 810 630">12.0</td> <td data-bbox="810 561 886 630">6.0</td> <td data-bbox="886 561 961 630">4.0</td> <td data-bbox="961 561 1037 630">3.0</td> <td data-bbox="1037 561 1113 630">2.4</td> <td data-bbox="1113 561 1188 630">2.0</td> <td data-bbox="1188 561 1264 630">1.7</td> <td data-bbox="1264 561 1339 630">1.5</td> <td data-bbox="1339 561 1415 630">1.3</td> <td data-bbox="1415 561 1482 630">1.2</td> </tr> <tr> <td data-bbox="583 630 735 698">93%-94% of target</td> <td data-bbox="735 630 810 698">10</td> <td data-bbox="810 630 886 698">5</td> <td data-bbox="886 630 961 698">3.3</td> <td data-bbox="961 630 1037 698">2.5</td> <td data-bbox="1037 630 1113 698">2.0</td> <td data-bbox="1113 630 1188 698">1.7</td> <td data-bbox="1188 630 1264 698">1.4</td> <td data-bbox="1264 630 1339 698">1.3</td> <td data-bbox="1339 630 1415 698">1.1</td> <td data-bbox="1415 630 1482 698">1.0</td> </tr> <tr> <td data-bbox="583 698 735 766">91%-92% of target</td> <td data-bbox="735 698 810 766">8.0</td> <td data-bbox="810 698 886 766">4.0</td> <td data-bbox="886 698 961 766">2.7</td> <td data-bbox="961 698 1037 766">2.0</td> <td data-bbox="1037 698 1113 766">1.6</td> <td data-bbox="1113 698 1188 766">1.3</td> <td data-bbox="1188 698 1264 766">1.1</td> <td data-bbox="1264 698 1339 766">1.0</td> <td data-bbox="1339 698 1415 766">0.9</td> <td data-bbox="1415 698 1482 766">0.8</td> </tr> <tr> <td data-bbox="583 766 735 834">89%-90% of target</td> <td data-bbox="735 766 810 834">6.0</td> <td data-bbox="810 766 886 834">3.0</td> <td data-bbox="886 766 961 834">2.0</td> <td data-bbox="961 766 1037 834">1.5</td> <td data-bbox="1037 766 1113 834">1.2</td> <td data-bbox="1113 766 1188 834">1.0</td> <td data-bbox="1188 766 1264 834">0.9</td> <td data-bbox="1264 766 1339 834">0.8</td> <td data-bbox="1339 766 1415 834">0.7</td> <td data-bbox="1415 766 1482 834">0.6</td> </tr> <tr> <td data-bbox="583 834 735 902">87%-88% of target</td> <td data-bbox="735 834 810 902">4.0</td> <td data-bbox="810 834 886 902">2.0</td> <td data-bbox="886 834 961 902">1.3</td> <td data-bbox="961 834 1037 902">1.0</td> <td data-bbox="1037 834 1113 902">0.8</td> <td data-bbox="1113 834 1188 902">0.7</td> <td data-bbox="1188 834 1264 902">0.6</td> <td data-bbox="1264 834 1339 902">0.5</td> <td data-bbox="1339 834 1415 902">0.4</td> <td data-bbox="1415 834 1482 902">0.4</td> </tr> <tr> <td data-bbox="583 902 735 971">85%-86% of target</td> <td data-bbox="735 902 810 971">2.0</td> <td data-bbox="810 902 886 971">1.0</td> <td data-bbox="886 902 961 971">0.7</td> <td data-bbox="961 902 1037 971">0.5</td> <td data-bbox="1037 902 1113 971">0.4</td> <td data-bbox="1113 902 1188 971">0.3</td> <td data-bbox="1188 902 1264 971">0.3</td> <td data-bbox="1264 902 1339 971">0.3</td> <td data-bbox="1339 902 1415 971">0.2</td> <td data-bbox="1415 902 1482 971">0.2</td> </tr> <tr> <td data-bbox="583 971 735 1055">Below 85% of target</td> <td data-bbox="735 971 810 1055">0.0</td> <td data-bbox="810 971 886 1055">0.0</td> <td data-bbox="886 971 961 1055">0.0</td> <td data-bbox="961 971 1037 1055">0.0</td> <td data-bbox="1037 971 1113 1055">0.0</td> <td data-bbox="1113 971 1188 1055">0.0</td> <td data-bbox="1188 971 1264 1055">0.0</td> <td data-bbox="1264 971 1339 1055">0.0</td> <td data-bbox="1339 971 1415 1055">0.0</td> <td data-bbox="1415 971 1482 1055">0.0</td> </tr> </tbody> </table> <p><i>Enter Comments Here:</i></p>	Service Level	# of Outcomes											1	2	3	4	5	6	7	8	9	10	95%-100% of target	12.0	6.0	4.0	3.0	2.4	2.0	1.7	1.5	1.3	1.2	93%-94% of target	10	5	3.3	2.5	2.0	1.7	1.4	1.3	1.1	1.0	91%-92% of target	8.0	4.0	2.7	2.0	1.6	1.3	1.1	1.0	0.9	0.8	89%-90% of target	6.0	3.0	2.0	1.5	1.2	1.0	0.9	0.8	0.7	0.6	87%-88% of target	4.0	2.0	1.3	1.0	0.8	0.7	0.6	0.5	0.4	0.4	85%-86% of target	2.0	1.0	0.7	0.5	0.4	0.3	0.3	0.3	0.2	0.2	Below 85% of target	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	<p>12</p>	<p>Prelim (Prorated Q1-Q3) = Final (Q1-Q4) =</p>	
Service Level	# of Outcomes																																																																																																						
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FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part II – DRAFT Add Disclaimer for Question (4)

Contract Activities	Comments/Explanations should reflect best practices and plans to improve	Max Pts	Pts Awarded	Rater Initials																																																																																																																																															
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Outcomes or Contract Deliverables:</p> <p><i>(% of contracted outcome results achieved)</i></p> <p>Number of outcomes used to score:</p> <p>Check here if baseline data <input type="checkbox"/></p>	<p>Performance on each contracted outcome is scored separately and summed.</p> <table border="1" data-bbox="590 386 1486 1247"> <thead> <tr> <th data-bbox="590 386 737 427">Service Level</th> <th colspan="10" data-bbox="737 386 1486 427"># of Outcomes</th> </tr> <tr> <td></td> <th data-bbox="737 427 814 467">1</th> <th data-bbox="814 427 892 467">2</th> <th data-bbox="892 427 970 467">3</th> <th data-bbox="970 427 1047 467">4</th> <th data-bbox="1047 427 1125 467">5</th> <th data-bbox="1125 427 1203 467">6</th> <th data-bbox="1203 427 1281 467">7</th> <th data-bbox="1281 427 1358 467">8</th> <th data-bbox="1358 427 1436 467">9</th> <th data-bbox="1436 427 1486 467">10</th> </tr> </thead> <tbody> <tr> <td data-bbox="590 467 737 537">95%-100% of target</td> <td data-bbox="737 467 814 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data-bbox="814 747 892 816">7.8</td> <td data-bbox="892 747 970 816">5.2</td> <td data-bbox="970 747 1047 816">3.9</td> <td data-bbox="1047 747 1125 816">3.12</td> <td data-bbox="1125 747 1203 816">2.6</td> <td data-bbox="1203 747 1281 816">2.23</td> <td data-bbox="1281 747 1358 816">1.95</td> <td data-bbox="1358 747 1436 816">1.73</td> <td data-bbox="1436 747 1486 816">1.56</td> </tr> <tr> <td data-bbox="590 816 737 886">89% of target</td> <td data-bbox="737 816 814 886">13</td> <td data-bbox="814 816 892 886">6.5</td> <td data-bbox="892 816 970 886">4.33</td> <td data-bbox="970 816 1047 886">3.25</td> <td data-bbox="1047 816 1125 886">2.6</td> <td data-bbox="1125 816 1203 886">2.17</td> <td data-bbox="1203 816 1281 886">1.86</td> <td data-bbox="1281 816 1358 886">1.63</td> <td data-bbox="1358 816 1436 886">1.44</td> <td data-bbox="1436 816 1486 886">1.3</td> </tr> <tr> <td data-bbox="590 886 737 956">88% of target</td> <td data-bbox="737 886 814 956">10.4</td> <td data-bbox="814 886 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1235">0.0</td> <td data-bbox="814 1166 892 1235">0.0</td> <td data-bbox="892 1166 970 1235">0.0</td> <td data-bbox="970 1166 1047 1235">0.0</td> <td data-bbox="1047 1166 1125 1235">0.0</td> <td data-bbox="1125 1166 1203 1235">0.0</td> <td data-bbox="1203 1166 1281 1235">0.0</td> <td data-bbox="1281 1166 1358 1235">0.0</td> <td data-bbox="1358 1166 1436 1235">0.0</td> <td data-bbox="1436 1166 1486 1235">0.0</td> </tr> </tbody> </table> <p><i>Enter Comments Here:</i></p>	Service Level	# of Outcomes											1	2	3	4	5	6	7	8	9	10	95%-100% of target	26	13	8.67	6.5	5.2	4.33	3.71	3.25	2.89	2.6	93%-94% of target	23.4	11.7	7.8	5.85	4.68	3.9	3.34	2.93	2.6	2.34	92% of target	20.8	10.4	6.93	5.2	4.16	3.47	2.97	2.6	2.31	2.08	91% of target	18.2	9.1	6.07	4.55	4.55	3.03	2.6	2.28	2.02	1.82	90% of target	15.6	7.8	5.2	3.9	3.12	2.6	2.23	1.95	1.73	1.56	89% of target	13	6.5	4.33	3.25	2.6	2.17	1.86	1.63	1.44	1.3	88% of target	10.4	5.2	3.47	2.6	2.08	1.73	1.49	1.3	1.16	1.04	87% of target	7.8	3.9	2.6	1.95	1.56	1.3	1.11	0.98	0.87	0.78	86% of target	5.2	2.6	1.73	1.3	1.04	0.87	0.74	0.65	0.58	0.52	85% of target	2.6	1.3	0.87	0.65	0.52	0.43	0.37	0.33	0.29	0.26	Below 85% of target	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	26	<p>Final (Q1-Q4)</p> <p>=</p>	
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FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part II – DRAFT Add Disclaimer for Question (4)

Contract Activities	Comments/Explanations should reflect best practices and plans to improve	Max Pts	Pts Awarded	Rater Initials
<p>3. Data Integrity Check</p> <p>Check here if data was corrected <input type="checkbox"/></p> <p>Date:</p>	<p>Check One: (Accuracy of Sample = # Correct Data Elements/Total # Data Elements)</p> <p><input type="checkbox"/> 95% - 100% accuracy (12 points)</p> <p><input type="checkbox"/> 90% -94% accuracy (8 points)</p> <p><input type="checkbox"/> Less than 90% accuracy (0 points)</p> <p>Score 1 point for each:</p> <p><input type="checkbox"/> Administration of all measures follows measurement tool protocol/guidelines or program evaluation procedures (1 point)</p> <p><input type="checkbox"/> Completed measures contain all necessary information for participant identification (1 point)</p> <p><input type="checkbox"/> Completed measures contain all necessary information including documentation for accurate scoring (1 point)</p> <p><i>Enter Comments Here:</i></p>	15		
<p>4. Fiscal Reporting and Reimbursements (through Q3): (Deduct from total points allowable the % of those reimbursement forms and budget to actual reports received without accurate information and budget to actual reports not received on time by total number of reports received).</p>	<p><input type="checkbox"/> Reimbursement requests contain accurate information. (0, 1, 2 or 3 points)</p> <p><input type="checkbox"/> Budget to actual reports were received by the deadline. (0 or 1 point)</p> <p><input type="checkbox"/> Budget to actual reports contain accurate information. (0 or 1 point)</p> <p><input type="checkbox"/> Next FY budget was submitted for contract by deadline. (0, 1 or 2 points)</p> <p><input type="checkbox"/> Next FY budget submitted in accordance with instructions and without major revisions. (0, 1 or 2 points)</p> <p><i>Enter Comments Here:</i></p>	9		
<p>5. Compliance with General Terms and Conditions (by July 31st):</p>	<p><input type="checkbox"/> Evidence of a sustainability or strategic action plan Next FY that outlines organizational goals which includes funding diversification monitoring guidelines. (1 point)</p> <p><input type="checkbox"/> CBHC prior approval for spending outside of the budget. (0, 1, or 2 points)</p> <p><input type="checkbox"/> CBHC obtained contract notifications or pre-approved contract changes. (0, 1, or 2 points)</p> <p><input type="checkbox"/> Most current agency audit submitted on time (1 point).</p> <p><i>Enter Comments Here:</i></p>	6		

FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part II – DRAFT Add Disclaimer for Question (4)

Contract Activities	Comments/Explanations should reflect best practices and plans to improve	Max Pts	Pts Awarded	Rater Initials
6. The provider submits reimbursement requests on a monthly basis and in a timely fashion. (by July 31 st):	<input type="checkbox"/> The provider is consistently more than one month behind in submitting reimbursement requests. (0 points). <input type="checkbox"/> The provider consistently submits a reimbursement request for a given month by the last day of the following month. (1 point). <input type="checkbox"/> The provider consistently submits a reimbursement request for a given month by the 15 th day of the following month. (2 points) <i>Enter Comments Here:</i>	2		

Score Summary	Additional Comments	Max Pts	Pts Awarded	Rater Initials
Preliminary Points Part II	<i>Special Note: Omit Section 2 when scoring.</i> <i>Enter Additional Comments Here:</i>	44		
Total Score from Part I	<i>Part I Score</i>	30		
Total Preliminary Score	<i>Part I + Preliminary Part II</i>	74		
Final Points Part II	<i>Enter Additional Comments Here:</i>	70		
Total Final Score	<i>Part I + Part II</i>	100		

Preliminary Recommendation

- Continue funding effective October 1 (*Total score result is 64 points or higher*)
- Continue funding effective October 1 with a contract modification (s) as necessary (*Total score is between 53 and 63 points*)
- Continue funding effective October 1 with a documented Provider Improvement Plan (*Total score is less than 53 points*)

Final Recommendation

- Continue funding effective October 1 (*Total score result is 85 points or higher*)
- Continue funding effective October 1 with a contract modification (s) as necessary (*Total score is between 70 and 84 points*)
- Continue funding effective October 1 with a documented Provider Improvement Plan (*Total score is less than 70 points*)

FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part II – DRAFT Add Disclaimer for Question (4)

<p>NOT SCORED CBHC Review by 11/15</p>	<p>Comments/Explanations should reflect best practices and plans to improve</p>
<p>7. Agency Audit (for direct contracts and lead agencies only)</p>	<p>Check one: <input type="checkbox"/> Unmodified opinion with no comments or findings <input type="checkbox"/> Unmodified opinion with comments <input type="checkbox"/> Unmodified opinion with findings <input type="checkbox"/> Qualified opinion</p>
<p>8. ASO Provider Monitoring Check here if not applicable <input type="checkbox"/></p>	<p>Indicate "yes" or "no" for each item: <input type="checkbox"/> Adherence to ASO Policies and Procedures <input type="checkbox"/> Service or support tied back to a family support plan. Indicate % _____ <input type="checkbox"/> Documentation found in client file to substantiate ASO expenditures <input type="checkbox"/> Funds returned if any. Indicate \$ amount _____ If any of these objectives were not met please briefly describe: Enter Comments Here:</p>
<p>9. Provider Improvement Plan</p>	<p>Check one: <input type="checkbox"/> Not Applicable <input type="checkbox"/> Completed Successfully <input type="checkbox"/> Not Completed Successfully <input type="checkbox"/> In Progress (continuing into next fiscal year)</p>

Did Agency Audit, ASO or Provider Improvement Plan result change continuation funding recommendation? Yes No

- Continue funding effective October 1
- Continue funding effective October 1 with a contract modification (s) as necessary
- Continue funding effective October 1 with a Provider Improvement Plan
- Other Determination

Enter Comments Here:

FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part II – DRAFT Add Disclaimer for Question (4)
Projected Funding Allocation

FY 2021 Contract Amount: \$

ASO Allocation: \$

FY 2022 Continuation Contract Amount: \$

ASO Allocation: \$

Explain any amount difference including impact to program or if contract is ending (i.e. changes to service levels, outcomes and/or ASO allocations)

Enter Comments Here:

Type of Contract: Investment (more than \$600,000) Uniting (\$75,000 – \$599,999) Leading (\$5,000 - \$74,999)

Contract Manager Signature and Date: _____

Director of Finance Signature and Date: _____

Director of Programs Signature and Date: _____

FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part II – DRAFT Add Disclaimer for Question (4)

Contract Activities through September 30	For Lead Agent with funded sub-contracts only (calculate separately from final score):			
Collaborative functioning / Lead Agent Compliance: Check if <i>not applicable</i> <input type="checkbox"/>	<p>Score 0 or 1 for each: Programmatic: ____</p> <p>____ Cooperation – Evidence that partnership improves service delivery. <i>Enter Example Here:</i></p> <p>____ Coordination – Combined resources to maximize operational efficiencies. <i>Enter Example Here:</i></p> <p>____ Collaboration – Collectively applying a pool of seamless resources to meet family outcomes (including but not limited to collaborative staff training). <i>Enter Example Here:</i></p> <p>____ Sharing staff across partnership to meet program needs and goals. <i>Enter Example Here:</i></p> <p>____ Subcontractor personnel included in CBHC contract negotiations.</p> <p>Score 5 if yes for ALL items, 0 if not. Place "X" if done. Contractual: ____</p> <p>____ Lead informs subcontractors of CBHC notifications, requests or meeting notices. ____ Lead agent and subcontractor representatives attend CBHC training and/or meetings. ____ Subcontract agreements were executed and included all applicable special conditions and CBHC General Terms and Conditions as an attachment. ____ Subcontract agreements submitted to CBHC within 30 days of contract execution. ____ Lead agent completed sub-contractor(s) fiscal site visits. <i>Enter Comments Here:</i></p>	<p>Max 10</p>	<p>Pts Awarded</p>	<p>Rater Initial</p>

Maintain Lead Agency Status: YES NO if no, explain:

Maintain All Sub-Contract Status: YES NO if no, explain:

Enter Comments Here:

____ Score of 7 -10 indicates good standing

____ Score of 6 or below indicates need to address areas of improvement with a collaborative action plan

Platforms are subject to change based on annual budget projections and Board approval.

DRAFT

Level (1) – INVESTMENT GRANTS

A contract awarded to an organization that primarily provides universally accessible services throughout the county with a collaborative approach to service delivery that supports one or more strategic focus areas.

Grant Amount Range	More than \$600,000 - \$2,000,000	
General Governing Policies:	Florida Statutes 125.901. CBHC funding or resources shall not be used to replace funding for which other sources are obligated. Final cost reimbursement request is due 45 days after end of contract term. No funding extensions allowed.	
Core Eligibility:	Not for profit organizations legally operating in the state of Florida and serving Hillsborough County children and their families. Services align with Children's Board mission and focus areas. May utilize subcontractors with agreements to meet outcomes. Final Board approval required.	
Request for Proposal Release Date:	October 2023 (FY 2025 grants start October 1, 2024)	
Current Funding Term and Funding Period:	FY 10/1/2021 to 9/30/2022 Six-year term: 10/1/2018 to 9/30/2024	Programs may be awarded after 10/1/2018 but period still ends 9/30/2024
Renewal Process / Annual Review:	<ul style="list-style-type: none"> Contracts that achieve a satisfactory annual contract evaluation are renewed based on available funding until the end of the Funding Term. Contracts that demonstrate areas for improvement may be renewed with modifications or a provider improvement plan. A contract may be terminated with (7) days prior written notice. 	
General Terms and Conditions:	<ul style="list-style-type: none"> Standard 	
Administrative Service Organization (ASO):	<ul style="list-style-type: none"> As eligible with case management services; and Staff training is required. 	
Indirect Allowed:	<ul style="list-style-type: none"> Up to 10% maximum (if applicable, subcontractors may also allocate up to 10%) 	
Number of Measurable Outcomes and/or Deliverables	<ul style="list-style-type: none"> 6-8 	
Lead Agent: (if applicable)	<ul style="list-style-type: none"> \$ 2,500 maximum per subcontract can be added in indirect; Provides administrative, programmatic and fiscal oversight of subcontractor(s); and Serves as main liaison with the Children's Board. 	

Platforms are subject to change based on annual budget projections and Board approval.

DRAFT

(Level 2) - UNITING GRANTS

A contract awarded to an organization that primarily serves a geographic area or offers accessible services countywide with a collaborative approach to service delivery that supports one or more strategic focus areas.

Grant Amount Range:	\$150,000 to \$600,000	
General Governing Policies::	Florida Statutes 125.901. CBHC funding or resources shall not be used to replace funding for which other sources are obligated. Final cost reimbursement request is due 45 days after end of contract term. No funding extensions allowed.	
Core Eligibility:	Not for profit organizations legally operating in the state of Florida and serving Hillsborough County children and families. Services align with Children's Board mission and vision. May utilize subcontractors with agreements to meet outcomes. Final Board approval required.	
Request for Proposal Release Date:	October 2021 (FY 2023 grants start October 1, 2022)	
Current Funding Term and Funding Period:	FY 10/1/2021 – 9/30/2022 Five-year term: 10/1/2017 – 9/30/2022	Programs may be awarded after 10/1/2017 but period still ends 9/30/2022
Renewal Process / Annual Review:	<ul style="list-style-type: none"> Contracts that achieve a satisfactory annual contract evaluation are renewed based on available funding until the end of the Funding Term. Contracts that demonstrate areas for improvement may be renewed with modifications or a provider improvement plan. A contract may be terminated with (7) days prior written notice. 	
General Terms and Conditions:	<ul style="list-style-type: none"> Standard or Modified 	
Administrative Service Organization (ASO):	<ul style="list-style-type: none"> As eligible for case management services; and Staff training is required. 	
Indirect Allowed:	<ul style="list-style-type: none"> Up to 10% maximum (if applicable, subcontractors may also allocate up to 10%) 	
Number of Measurable Outcomes/Deliverables	<ul style="list-style-type: none"> 4-6 	
Lead Agent: (if applicable)	<ul style="list-style-type: none"> \$ 2,500 maximum per subcontract can be added in indirect; Provides administrative, programmatic and fiscal oversight of subcontractor(s); and Serves as main liaison with the Children's Board. 	

Platforms are subject to change based on annual budget projections and Board approval.

DRAFT

(Level 3) - LEADING GRANT

A contract awarded to organizations that primarily provides neighborhood-based services that support at least one strategic focus area to meet emerging needs or targets underserved populations.

Grant Amount Range:	\$5,000 to \$150,000	
General Governing Policies:	Florida Statutes 125.901. CBHC funding or resources shall not be used to replace funding for which other sources are obligated. Final cost reimbursement request is due 45 days after end of contract term. Funding extensions may be allowed based on anticipated grant period or type.	
Core Eligibility:	Not for profit organizations legally operating in the state of Florida and serving Hillsborough County children and families. Services align with Children's Board mission and vision. Executive Director and/or Board approval required.	
Request for Proposal Release Date:	October 2021 (FY 2023 grants start October 1, 2022)	
Current Funding Term and Funding Period:	FY 10/1/2021 – 9/30/2022 Four-year term: 10/1/2017 – 9/30/2021 <i>due to COVID-19 Leading Grants extended through 9/30/2022</i>	Programs may be awarded after 10/1/2017 but period still ends 9/30/2022
Renewal Process / Annual Review:	<ul style="list-style-type: none"> Contracts that achieve a satisfactory annual contract evaluation or monitoring for deliverables may renewed based on available funding and type of grant (<i>Match, Emerging Needs or Emergency grants may not be subject to renewal</i>). Contracts, as applicable, that demonstrate areas for improvement in their provider evaluation or monitoring may be renewed with a provider improvement plan or modification. A contract may be terminated with (7) days prior written notice. 	
General Terms & Conditions:	<ul style="list-style-type: none"> Standard, Modified, Award Letter or Letter of Agreement 	
Administrative Service Organization (ASO):	<ul style="list-style-type: none"> As eligible for case management services; and Staff training is required. 	
Indirect Allowed:	<ul style="list-style-type: none"> Up to 10% maximum 	
Number of Measurable Outcomes/Deliverables	<ul style="list-style-type: none"> 3-4 	
Lead Agent:	<ul style="list-style-type: none"> Not Allowed – All awards are direct contracts. 	

Platforms are subject to change based on annual budget projections and Board approval.

DRAFT

(Level 4) - TECHNICAL ASSISTANCE (TA) GRANTS

One-time awards to organizations with a total budget of less than \$2,000,000 to support efforts in the areas of capacity building. Grantees are required meet contract deliverables specific to their requested proposed project.

Grant Amount Range:	Up to \$5,000	Total Allocation:	\$225,000
General Governing Policies:	Florida Statutes 125.901. No amendments allowed for use of budget lapse. No contract extensions beyond September 30. Funding cannot be used for salaries, direct service, grant writers, audits, construction, or costs related to program, and/or agency start up. Final cost reimbursement due 45 days after end of contract term.		
Core Eligibility:	Not for profit organizations legally operating in the state of Florida and serving Hillsborough County children and families. Requests align with Children's Board mission and vision. Executive Director approval required.		
Request for Application Release Date:	<ul style="list-style-type: none"> Annually in October If (2) cycles, the second release is issued in January 		
Current Funding Term	One-time funding		
Contract Start Date:	Time-limited (6) month grants within CBHC fiscal year.		
Renewal Process / Annual Review	<ul style="list-style-type: none"> Non-renewable 		
General Terms & Conditions:	<ul style="list-style-type: none"> Not applicable: Award Letter 		
Administrative Service Organization (ASO):	<ul style="list-style-type: none"> Not applicable 		
Indirect Allowed:	<ul style="list-style-type: none"> Not applicable 		
Number of Deliverables:	<ul style="list-style-type: none"> 2-4 based on application and approved budget. 		
Lead Agent for Collaborative Contract:	<ul style="list-style-type: none"> Not Allowed – All awards are direct contracts. 		

DRAFT Funded Providers by Platforms - June 10, 2021 Executive Meeting

Children's Board of Hillsborough County (DRAFT FY 2021-2022)

(Level 1) INVESTMENT GRANTS (More than \$600,000)

A contract awarded to an organization that demonstrates working relationships with community-based agencies that impact a large system of care with universal access for children and their families in one or more strategic focus areas.

Neighborhood / School		Healthy & Safe	Developing On Track	Ready to Learn	Family Support
Positive Spin, Inc. / <i>Empowering a Community with Hope (EACH One) (East; West; Sulphur Springs, North Tampa & Temple Terrace)</i>	\$ 798,978		○	○	●
Hispanic Services Council, Inc. / <i>La RED de Padres Activos (The Network of Active Parents) South County, Plant City, Palm River, North & West Tampa</i>	\$ 998,796				●
County Wide		Healthy & Safe	Developing On Track	Ready to Learn	Family Support
Bay Area Legal Services, Inc. / <i>Lawyers Helping Kids</i>	\$ 634,797				●
Champions for Children, Inc. / <i>Parents as Teachers</i>	\$ 1,271,256	○	●	○	
Children's Home, Inc., <i>The D/B/A Children's Home Network / Supporting and Empowering Educational and Developmental Services (SEEDS)</i>	\$ 2,060,000			●	○
Early Childhood Council of Hillsborough County, Inc. / <i>Community Developmental Screening</i>	\$ 658,859		●		
Healthy Start Coalition of Hillsborough County, Inc. / <i>*Healthy Families Hillsborough</i>	\$ 1,989,580		●		
Healthy Start Coalition of Hillsborough County, Inc. / <i>*Safe Baby Plus</i>	\$ 1,274,070	●			
Hillsborough Community College Foundation / <i>*Quality Early Education System</i>	\$ 2,364,422			●	
Lutheran Family Services, Inc. / <i>Children's Board Family Resource Centers</i>	\$ 2,700,753	●	●	●	●
Metropolitan Ministries, Inc. / <i>Homeless Family Early Intervention Program (First Hug)</i>	\$ 1,354,373	○	○		●
REACHUP, Inc. / <i>*Giving Resources and Opportunities with Trust and Hope (GROWTH with Doulas and Dads)</i>	\$ 913,246	●			○
St. Joseph's Hospital D/B/A St. Joseph's Children's Hospital / <i>Mobile Health and Safety Education</i>	\$ 1,011,820	●	○		
University of South Florida Board of Trustees / <i>*Hillsborough HIPPY Parent Involvement Project</i>	\$ 1,407,396		○	●	○
University of South Florida Board of Trustees / <i>Program Wide Positive Behavior Support</i>	\$ 745,166			●	

DRAFT Funded Providers by Platforms - June 10, 2021 Executive Meeting

Children's Board of Hillsborough County (DRAFT FY 2021-2022)

County Wide & Neighborhood		Healthy & Safe	Developing On Track	Ready to Learn	Family Support
Champions for Children, Inc. / <i>The First Years</i>	\$ 722,084		●		○
County Wide MATCH Grants		Healthy & Safe	Developing On Track	Ready to Learn	Family Support
Hillsborough County School Readiness, Inc. D/B/A Early Learning Coalition of Hillsborough County / <i>School Readiness Funding</i>	\$ 810,770			●	
Total Investment Grants	\$ 21,716,366				

(Level 2) UNITING GRANTS (more than \$75,000 - up to \$600,000)

A contract awarded to an organization that primarily demonstrates a neighborhood focus and a collaborative approach to service delivery that supports one or more strategic focus areas.

Neighborhood / School		Healthy & Safe	Developing On Track	Ready to Learn	Family Support
Boys & Girls Clubs of Tampa Bay, Inc. / <i>After-Zone and Middle School Initiative (Plant City; Town N Country; South County)</i>	\$ 498,586			●	
Corporation to Develop Communities of Tampa, Inc. / <i>3D Stingrays (Rodgers Middle)</i>	\$ 105,639			●	
Enterprising Latinas, Inc. / <i>Women's Opportunity Initiative (Wimauma; Ruskin & Balm)</i>	\$ 278,263				●
Gulf Coast Jewish Family and Community Services Inc. / <i>Good Afternoon Friends and Amigos (Reddick and Turkey Creek)</i>	\$ 253,995			●	○
Housing Authority of the City of Tampa / <i>Village Link Up (Robles Park Village / C. Blythe Andrews)</i>	\$ 187,345				●
Learn Tampa Bay / <i>Learning Is Fun Together (LIFT) (Plant City)</i>	\$ 197,966			●	
Parents and Children Advance Together Literacy Ministries (PCAT) / <i>South County Literacy Initiative (Ruskin)</i>	\$ 195,259			●	
Pregnancy Care Center of Plant City / <i>Healthy Mom Healthy Babies (East County)</i>	\$ 182,722	●			
Seniors in Service of Tampa Bay, Inc. / <i>Readers in Motion (School and CBFRC Based)</i>	\$ 353,059			●	
Success 4 Kids and Families, Inc. / <i>Successful Families (South and East County)</i>	\$ 395,744				●

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Tampa Bay Community and Family Development Corporation D/B/A Bethesda Ministries / Children are Safe and Supported (<i>East Tampa; Palm River/Clair Mel</i>)	\$ 178,925	●			
Tampa Metropolitan Area YMCA, Inc. / <i>Community Learning Center at Sulphur Springs</i>	\$ 295,610			●	
Tampa Metropolitan Area YMCA, Inc. / Fit and Fun at the Y (<i>Riverview, North Tampa & North West</i>)	\$ 119,252	●			
University Area Community Development Corporation (UACDC) / Get Moving! Mind, Body, Soul (North Tampa)	\$ 108,650	●			

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County Wide		Healthy & Safe	Developing On Track	Ready to Learn	Family Support
Big Brothers Big Sisters of Tampa Bay, Inc. / <i>1-to-1 Comprehensive Mentoring</i>	\$ 523,540			●	
Children's Home, Inc., The D/B/A Children's Home Network / <i>*Kinship Hillsborough</i>	\$ 534,718		○		●
Children's Museum of Tampa, Inc., The D/B/A Glazer Children's Museum / <i>Children's Board Free Tuesday</i>	\$ 193,924			●	
Children's Museum of Tampa, Inc., The D/B/A Glazer Children's Museum / <i>Learn & Play Tampa Bay</i>	\$ 530,000		○	●	
Computer Mentors Group, Inc. / <i>KidsCode and TeenTech</i>	\$ 184,195			●	
Crisis Center of Tampa Bay, Inc. / <i>Gateway Services</i>	\$ 374,500				●
DACCO Behavioral Health, Inc. / <i>*Family Focus</i>	\$ 462,727	●	○		○
Dawning Family Services / <i>A Path to Prevention</i>	\$ 243,840				
Dawning Family Services / <i>From Shelter to Stability</i>	\$ 324,317				●
Early Childhood Council of Hillsborough County, Inc. / <i>Inclusion Support Services</i>	\$ 420,054			●	○
Family Enrichment Center, Inc., The / <i>Kinship Care</i>	\$ 276,459		○	○	●
Famiy Healthcare Foundation, Inc. / <i>Connecting Kids to Care</i>	\$ 216,936	●			
Florida State University / <i>Cognitively Guided Instruction</i>	\$ 101,970			●	
Gulf Coast Jewish Family and Community Services, Inc. / <i>Woman to Woman</i>	\$ 498,208	●			
Healthy Start Coalition of Hillsborough County, Inc. / <i>Healthy Steps Hillsborough</i>	\$ 349,100	●			○
Hillsborough Education Foundation, Inc.	\$ 399,654			●	○
Lifecare Network, Inc. d/b/a Choices Clinics / <i>LifeNet</i>	\$ 146,400	●			
Lutheran Services Florida, Inc. / <i>Community Collaboration for Strong Families</i>	\$ 275,000				●
Mental Health Care, Inc. D/B/A Gracepoint / <i>Family Infant/Child Wellness</i>	\$ 449,912		○		●
Metropolitan Ministries, Inc. / <i>C.R.E.A.T.E. School Age Program</i>	\$ 352,616			●	○
Nonprofit Leadership Center of Tampa Bay, Inc. / <i>Capacity Building: Training and Consultation</i>	\$ 172,375				
Preserve Vision Florida, Inc. / <i>Children's Vision Health and Safety Services</i>	\$ 205,400	●			

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REACHUP, Inc. / Stronger with Involved Focused Fathers	\$ 215,297				
Rebuilding Together Tampa Bay, Inc. / Safe and Healthy Homes for Families	\$ 377,880	●			
School District of Hillsborough County / Renaissance myON Reader	\$ 100,000			●	
Spring of Tampa Bay, Inc., The / Family Safety from Domestic Violence	\$ 222,083				●
St. Joseph's Hospital D/B/A St. Joseph's Children's Hospital / Supporting Motherhood and More	\$ 118,305	●			
Tampa Metropolitan Area YMCA, Inc. / *Mobile Swim and Education	\$ 238,733	●			
University of South Florida Board of Trustees / Helping our Toddler's Developing our Children's Skills (HOT DOCS & DOCS K-5)	\$ 246,285			○	●
Total Uniting Grants	\$ 12,105,443				

(Level 3) LEADING GRANTS (\$5,000 - \$75,000)

A contract awarded to organizations with programs that are primarily neighborhood and / or faith-based demonstrating innovative service delivery models in one strategic focus area to meet emerging community needs or target underserved populations.

Neighborhood Match		Healthy & Safe	Developing On Track	Ready to Learn	Family Support
				●	
County Wide		Healthy & Safe	Developing On Track	Ready to Learn	Family Support
Feeding America Tampa Bay, Inc. d/b/a Feeding Tampa Bay / Feeding Minds	\$ 64,000	●			
Tampa Hillsborough Homeless Initiative / UNITY Information Network	\$ 50,000				●

(Level 4) TECHNICAL ASSISTANCE (TA) GRANTS (Up to \$5,000)

One-time awards to organizations with a total operating budget of less than \$2,000,000 to support efforts in the areas of capacity building.

Capacity Building			Awarded:		
Safety Grants			Awarded:		
Total TA Grants	\$ -				

*Lead Agent with Subcontractor(s)

● Primary Outcome(s)

○ Secondary/Tertiary Outcome(s)

Children's Board of Hillsborough County - Funding Release Timeline through FY2023-2024

Activity Period *Release cancelled	Technical Assistance Grant Release	Social Enterprise Competition	Release New Funding	Leading Grants re-release & new Competitive RFP (4-yr grants if awarded)	Uniting Grants re-release & new Competitive RFP (5-year grants if awarded)	Investment Grants re-release & new competitive RFP (6-year grants if awarded)
19-2020	Oct - Dec	Cycle (1)		Town Hall Meetings; Navigation; Military Families; Fatherhood; Newborn		
	Jan - Mar	Cycle (2)	Cancelled	2020 Summer Services; *Targeted Initiatives; *Evidence-Based Models		
	Apr - Jun			2020 Summer Passports; Managing Agency CB Family Resource Centers		
	Jul - Sep			CB Tech - Learning at Home (FY 2021) Palm River Place Based Initiative (FY 2021)		
20-2021	Oct - Dec	(1) Cycle \$200,000 Capacity			Extended Leading (1) Yr	
	Jan - Mar	(1) Cycle \$15,000 Safety	Released 3/8/2021	2021 Summer Services; Palm River RE-Release; 2021 Summer Passports		
	Apr - Jun			Art Therapy; Housing Counseling; Women Centered Wellness		
	Jul - Sep					
21-2022	Oct - Dec	Cycle (1)			For FY 22-2023	For FY 22-2023
	Jan - Mar	Cycle (2)				
	Apr - Jun					
	Jul - Sep					
22-2023	Oct - Dec	Cycle (1)				
	Jan - Mar	Cycle (2)				
	Apr - Jun					
	Jul - Sep					
23-2024	Oct - Dec	Cycle (1)				For FY 24-2025
	Jan - Mar	Cycle (2)				
	Apr - Jun					
	Jul - Sep					

* Cancelled

Children’s Board of Hillsborough County

Procedure Name: Provider Improvement Plan	Category: Program Support
Effective Date: October 1, 2011	Revision Date: October 1, 2011; May 28, 2013; September 17, 2015; July 9, 2016; May 26, 2017; January 10, 2018; June 1, 2021

Purpose:

In order to ensure that Children’s Board of Hillsborough County (CBHC) funding is used in the most effective and efficient manner, funded agencies (known as “Providers”) are required to demonstrate how funding is helping children and their families, through contract requirements, program reports and measureable performance outcomes.

CBHC funded agencies that fail to meet the contractual outcomes or deliverables, fiscal requirements (including ASO), or are deemed out of compliance with administrative requirements such as those in the General Terms and Conditions of the contract are identified and resolution strategies are developed through a Provider Improvement Plan (PIP). This procedure outlines levels of non-compliance.

Out of Compliance Notification: An Out of Compliance notification may be sent to the Provider prior to a Provider Improvement Plan being recommended.

- Issued when a CBHC staff member has attempted communication but the Provider is non-responsive.
- Contract Manager will inform Director of Programs, upon consultation with the Executive Director, it may be determined that a Provider requires a written notification with an adjusted deadline date for meeting specific directive(s). The notification will include applicable consequences if the expectation is not met.
- Providers who comply with the Out of Compliance directive will be advised in writing.
- Providers who do not comply with the Out of Compliance notification will be notified in writing of the possible consequences that may be imposed with deadline dates included (as applicable) or may be placed on a Provider Improvement Plan (Level will be determined based on circumstances).

Providers that are placed on a (PIP) will be monitored more regularly by the assigned CBHC Contract Manager or Fiscal Representative in addition to standard monitoring requirements.

LEVEL 1

Contract Issue – Provider has not successfully addressed or completed a contractual obligation or is Out of Compliance with a contract expectation.

1. Contract Issues may include but are not limited to:
 - difficulty in achieving service levels or program outcomes;
 - services are not being implemented at the level specified in the contract;
 - position vacancies (related to the contract) that have not been filled;

Children's Board of Hillsborough County

- there is excessive attrition of staff; excessive unexpended funds or other fiscal issues (untimely submissions, inaccuracy, etc.);
- non-compliance with submitting documentation per General Terms and Conditions or deadlines; and
- other contractual or performance concerns.

2. Procedures:

a. **Plan Development** – The CBHC Director of Programs will meet with staff assigned to the contract to discuss the identified concerns. The concerns will be shared with the Provider in a face to face meeting. The Contract Manager will document the information on the Provider Improvement Plan form and indicate the effective date next to “Contract Issue”. Once finalized, the Provider Improvement Plan must be signed by the Provider’s authorized official as listed in Attachment (5) of the Provider Agreement in addition to the CBHC Executive Director and Director of Programs.

b. **Monitoring** – Contract Manager will follow up on action steps with other CBHC assigned staff (if applicable) and with Provider based on dates outlined in the plan.

c. **Documentation** - A signed copy of the Provider Improvement Plan form will be placed in the contract file and appropriate electronic master file located on the CBHC shared drive for the appropriate fiscal year.

d. **Notifications** - The CBHC Director of Programs will notify the CBHC Executive Director, and CBHC Senior staff if a Provider has been placed on a (Level 1) “Contract Issue”.

A Provider Improvement Plan form documenting the required actions and due dates will be transmitted to the Provider’s authorized official within seven (7) business days of the meeting.

e. **Extension** – If a Provider requests an extension to complete a Provider Improvement Plan Contract Issue, the extension must be pre-approved by the CBHC Director of Programs.

f. **Plan Result:**

- If the Contract Issue is resolved by the deadline date, the Provider will be notified in writing by the CBHC Director of Programs. A copy of the signed result copy of the Provider Improvement Plan will be sent to the Provider and placed in the contract file.
- If the Contract Issue is not resolved by the deadline date(s), including any approved extension, the Provider will be placed on a (Level 2) “Performance Improvement Plan”.

LEVEL (2)

Performance Improvement – The Provider did not successfully comply with the contract issue (Level 1), out of compliance notification, or has presented an infraction that requires notifying the Provider Board Chair and CBHC Executive Board.

1. Performance Improvement issues include but are not limited to:

- multiple inaccuracies identified by a data integrity check;
- demonstrated weakness in agency infrastructure to support the level of service;
- excessive attrition of staff; excessive unexpended funds or other fiscal issues (repeated untimely submissions, inaccuracy, etc.);
- non-compliance with use of measurement tools or submitting documentation/data as requested; and
- other contractual or performance concerns.

2. **Procedures:**

a. **Plan Development** –CBHC Contract Manager and CBHC Director of Programs will meet with CBHC staff having regular contact or working knowledge of the agency to discuss the identified performance issue(s).

CBHC staff will then meet with the Provider program and/or fiscal staff and any authorized official to discuss pertinent facts, issue(s), actions and deadlines to draft a Provider Improvement Plan form. Once finalized, the Provider Improvement Plan must be signed by the Provider authorized official and Board Chair as listed in Attachment (5) of the Provider Agreement and the CBHC Executive Director or designee.

b. **Monitoring** – Progress under the Provider Improvement Plan will be monitored at specified intervals with updates to assess progress being made in accordance with the deadlines specified.

c. **Documentation** - A signed copy of the Provider Improvement Plan form will be placed in the contract file and appropriate electronic master file located on the CBHC shared drive for the appropriate fiscal year.

d. **Notification** – The CBHC Director of Programs will notify the CBHC Executive Director, CBHC Senior staff, CBHC Executive Board and the Provider's Board Chair if a Provider has been placed on a (Level 2) Performance Improvement.

A Provider Improvement Plan form documenting the required actions, due dates and any potential sanctions will be transmitted to the Provider's authorized official with a copy to the Providers Board Chair within seven (7) business days of the meeting.

e. **Extension** – If the Provider requests an extension, it must be pre-approved by the CBHC Executive Director or designee, and changes must be documented on the Provider Improvement Plan Form. If the Provider Improvement Plan deadlines are approved and extended, performance will be re-evaluated by the amended date.

Children's Board of Hillsborough County

f. Plan Result:

- When the Provider Improvement Plan is successfully completed, the CBHC Executive Board, Provider and Provider Board Chair will be notified in writing by the CBHC Director of Programs. A signed copy of the Provider Improvement Plan will be sent to the Provider and placed in the contract file.
- If the Provider Improvement Plan is not resolved by the deadline date(s), including any approved extension, the Provider will be placed on a (Level 3) "Program of Concern".

LEVEL 3

Program of Concern - The Provider did not successfully comply with one or all of the action items in the (Level 1) or (Level 2) Provider Improvement Plan, demonstrates new contract violations, and/or has presented an infraction that requires notifying the Provider Board Chair and CBHC Executive Board.

1. Programs of Concern issues include but are not limited to:

- Failure to address concerns previously identified;
- Failure to achieve desired service levels or outcomes performance; and
- Failure to utilize CBHC funds according to the budget/budget instructions or repeated lack of fiscal accountability.

2. Procedures:

a. Plan Development – The CBHC Executive Director or designee and the Provider's authorized official and Board Chair will meet to discuss the contract deficiencies requiring corrective actions and deadlines for completing the required action(s). In addition, CBHC will advise the Provider of any, sanctions to be imposed if the Provider does not satisfactory comply with the Provider Improvement Plan by the specified date(s).

b. Monitoring - CBHC will draft a Provider Improvement Plan form. Once finalized, the Provider Improvement Plan must be signed by the Provider authorized official and Board Chair as listed in Attachment (5) of the Provider Agreement and the CBHC Executive Director or designee.

c. Documentation – A signed copy of the Provider Improvement Plan form will be placed in the contract file and appropriate electronic master file located on the CBHC shared drive for the appropriate fiscal year.

d. Notifications – The CBHC Director of Programs will notify the CBHC Senior Staff, the CBHC Executive Board and the Provider's Board Chair if a Provider has been placed on a (Level 3) Program of Concern.

A Provider Improvement Plan form documenting the required actions, due dates and any potential sanctions will be transmitted to the Provider's authorized official with a copy to the Providers Board Chair within three (3) business days of the meeting.

Children's Board of Hillsborough County

e. **Extensions** – Not applicable on a (Level 3) Provider Improvement Plan

f. **Plan Result:**

- When the Provider Improvement Plan is successfully completed, the CBHC Executive Board, Provider and Provider Board Chair will be notified in writing by the CBHC Director of Programs. A signed result copy of the Provider Improvement Plan will be sent to the Provider and placed in the contract file.
- If the Provider Improvement Plan is not resolved by the deadline date(s), the appropriate sanctions will be approved by the Executive Director and the most senior CBHC Board officer available.

Sanctions may include but are not limited to:

- Withholding of payments;
- contract termination; or
- suspension of the CBHC Provider Contract in whole or in part. Refer to Attachment (3), General Terms and Conditions, Section (16). Performance.

g. **Notification of Sanctions:**

- Notification will be in writing via certified letter to the Provider's authorized official and to the Provider's Board Chair by the CBHC Executive Director.
- Withholding of reimbursement will be reported to an officer of the CBHC Board.
- Reimbursement may resume after the Provider has met such conditions as the Executive Director and an Officer of the CBHC Board have approved.
- Notice of resuming payment action will be reported at the next Board meeting.
- If the sanctions involve terminating the contract, actions must be taken in accordance with Attachment (3), General Terms and Conditions, Section (16). Termination in addition to completing the Contract Closure Checklist.

Children's Board of Hillsborough County
Provider Improvement Plan Form (last revision date: 01/10/2018)

 / / **Contract Issue** / / **Performance Improvement¹** / / **Program of Concern²** - Completion Date:

Provider Agency:
 Sub-Contractor:
 Program Name:

CBHC Contract Manager:
 CBHC Fiscal Representative:

Background / Issue(s) Requiring Action:

Final Result:

Strategies to Achieve Desired Result	Action Steps	Responsible Parties	Interim Reporting Date(s)	Due Date ³	Completion Date	Progress Notes Including Final Result

CBHC Signature _____ Date: ___ / ___ / ___

Printed Name _____

Provider Signature _____ Date: ___ / ___ / ___

Authorized Official
 Printed Name _____

^{1,2} Programs at the Provider Improvement Plan & Program of Concern levels will be reported to the Provider Agency Board of Directors & CBHC Board.

³ Due Dates cannot be changed without prior CBHC approval.

2021-2022 OUTCOMES AND RECOMMENDED MEASURES

The Children's Board evaluates the impact of the services provided to children and families in four focus areas: Children are Healthy and Safe, Children are Developmentally on Track, Children are Ready to Learn and Succeed and Family Support.

The Children's Board has developed a list of outcomes and recommended measures for each of the focus areas. Outcomes are displayed by type with examples of currently approved measurement tools, applicable target populations, and corresponding indicators to evaluate participant performance.

PERFORMANCE ACCOUNTABILITY

The Children's Board promotes continuous quality improvement by working in close collaboration with our funded partners to evaluate annual program performance. By selecting outcomes and measures from this list, programs work collaboratively with Children's Board staff to develop a matrix/work plan that enables them to examine the ongoing effectiveness of program services.

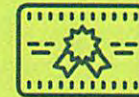
The Children's Board annually assesses the collective impact and effectiveness of our combined investments within a Results-Based Accountability™ framework by answering the following three questions:

How Much Did We Do?



Measures the quantity of the services provided. For example, the number of babies born, number of families provided with information and referral services or number of program participants enrolled.

How Well Did We Do It?



Measures the quality of the services provided. For example, the number of participants satisfied with the services provided or the percent of staff with necessary training/certifications.

Is Anyone Better Off?



Measures the effect or impact of the services provided and the level of change produced. Outcomes are categorized by type of change: knowledge/skills, attitudes, behaviors or circumstances. For example, the percent of babies born at appropriate birth weight, the percent of youth with improved self-esteem or the percent of families with improved family well-being.

CHILDREN ARE HEALTHY AND SAFE

The primary goal of Children are Healthy and Safe is to improve overall community health by supporting pregnant women to seek prenatal care, postpartum support, and care for children as they grow.

CHILDREN ARE DEVELOPMENTALLY ON TRACK

The primary goal of Children are Developmentally on Track is the early identification of children with special needs through developmental screening and referral linkages.

TARGET POPULATIONS



Parents/Caregivers
/Professionals



Children Birth -
Preschool Age



Elementary School
Age Children



Youth
(Up to Age 14)

CHILDREN ARE READY TO LEARN AND SUCCEED

The primary goal of Children are Ready to Learn and Succeed is to support children who are getting ready to enter Kindergarten and provide the necessary resources throughout their school years.

FAMILY SUPPORT

The primary goal of Family Support is to assist families in attaining services that increase formal and informal supports to improve their overall stability and security.

DEFINITIONS

- FOCUS AREA** Desired results or conditions for children in our community.
Example: Children are Developmentally on Track
- OUTCOME TYPE** Outcomes are categorized by the type of expected change shown by participants - knowledge/skills, attitudes, behaviors and circumstances.
Example: BEHAVIOR
- OUTCOME** Outcomes are the desired participant change that is expected to occur as a result of program activities and services.
Example: At least 85% of a minimum of # children demonstrate improved social-emotional competence.
- MEASUREMENT** Instruments/tools used to measure the degree of participant change.
Example: Eyberg Child Behavior Inventory (ECBI)
- INDICATOR** Quantifiable evidence that demonstrates the minimum expected level of change that is required to achieve the outcome.
Example: A decrease from pretest to posttest of 7 raw score points on the ECBI Intensity Scale for participants with pretest raw scores of at least 131 (clinical range) or a posttest score of 130 or below for participants scoring 130 or below (normative range) at pretest on the ECBI Intensity Scale.
- TARGET POPULATIONS** The identified age group of the participants to be measured for each outcome.
Example:



Children Birth - Preschool Age

KNOWLEDGE/SKILLS

TARGET POPULATIONS

1. At least 85% of a minimum of # individuals (parents/caregivers, professionals, children) have increased knowledge of appropriate health and safety practices.



- 1. Life Skills Progression (Safety Subscale): A score of at least 4 on the Safety Subscale.
- 2. Curriculum Based (per program model). (e.g., nutrition, oral health, safe sleep, newborn care, safe food handling, exercise, wellness, etc.)

ATTITUDES

2. At least 85% of a minimum of # pregnant women have improved attitudes towards breastfeeding.



- 1. Iowa Infant Feeding Attitude Scale: An increase in total score from pretest to posttest with posttest total scores of at least 55.
- 2. Modified Breastfeeding Attrition Prediction Tool Revised (BAPT)
- 3. Breastfeeding Self-Efficacy Scale-SF (Short Form)

BEHAVIOR

3. At least 80% of a minimum of # individuals (parents/caregivers, professionals, children) demonstrate appropriate health and safety practices.



- 1. Heartsaver CPR AED Skills Sheet: Assessment or Grade of "Pass" on CPR testing checklist.
- 2. Heartsaver Pediatric First Aid Skills Sheet: Assessment or Grade of "Pass" on First Aid Skills Checklist.
- 3. Curriculum Based Observation Measures (per program model) (e.g., hand-washing, healthy eating, dental hygiene, bike/pedestrian safety)
- 4. Child Passenger Safety Seat Checklist
- 5. Food Diaries (3 day, weekly)

4. At least 75% of a minimum of # pregnant women attend routine prenatal care visits as prescribed by physician.



- 1. Kotelchuck Index (APNCU): A score of 80% or greater (Adequate and Adequate Plus).
- 2. Life Skills Progression (Prenatal Care Scale): A score of at least 3 on the Prenatal Care Scale.

5. At least 70% of a minimum of # pregnant women receive adequate prenatal care prior to 20 weeks gestation.



- 1. Hospital Discharge Records or Birth Certificate: Prenatal care is received by at least 20th week gestation.

BEHAVIOR

TARGET POPULATIONS

6. At least 80% of a minimum of # mothers initiate breastfeeding.



- 1. Hospital Breastfeeding Records: Breastfeeding (including expressing) is initiated following birth.

7. At least 65% of a minimum of # mothers sustain breastfeeding.



- 1. Case Notes or Program Client File: Postnatal mothers will sustain breastfeeding for at least 2 months.
- 2. Life Skills Progression (Breastfeeding Scale): A score of at least 4 on the LSP Breastfeeding Scale.

8. At least 85% of a minimum of # children demonstrate a secure attachment to a nurturing caregiver.



- 1. Crowell Procedure: A posttest rating of No/Little Concern for all Parent/Child Interactions identified as Needs Improvement or Primary Focus of Treatment at pretest.
- 2. The Observing the Parent-Child Relationship (PCR) Scale: A final total score of at least 30 points with no decreases in total score from pretest.
- 3. Kerns Security Scale (ages 5-14): An increase in total score from pretest to posttest for participants scoring below 40 at pretest or maintain total pretest scores (with no decreases) of at least 40 at posttest on the Kerns Security Scale.
- 4. Modified Brief Attachment Scale (infants to age 4): An increase in total score from pretest to posttest for participants scoring below 10 at pretest or maintain total pretest scores (with no decreases) of at least 10 on the Modified Brief Attachment Scale.

9. At least 90% of a minimum of # children attend well-baby/well-child visits as prescribed by physician.



- 1. Pediatric Health Record: Child's pediatric health record shows evidence of child attending an adequate number of prescribed visits (7 out of 9 prescribed visits during the first 2 years of life; 5 out of 6 prescribed visits in the first year of life or 2 out of 3 prescribed visits between 12 and 24 months of age; 1 out of 2 prescribed visits between 30 months and 3 years of age; 1 out of 1 prescribed visit annually for 4 years of age or older).
- 2. Life Skills Progression (Child Well Care Scale): A score of at least 4 on the LSP Child Well Care Scale.
- 3. Well Visit Planner Questionnaire

BEHAVIOR

TARGET POPULATIONS

10. At least 80% of a minimum of # parents/caregivers exhibit fewer symptoms of depression.



1. **Edinburgh Postnatal Depression Scale:** Edinburgh Postnatal Depression Scale (EPDS) total score of 12 or lower (Females); Total EPDS score of 10 or lower (Males).
2. **Patient Health Questionnaire (PHQ-9):** A total score of 9 or lower on the final Patient Health Questionnaire PHQ-9 (Pre-natal) for participants scoring 14 or lower at initial screening or a decrease in total score from initial to final score for participants scoring 15 or above at initial screening.
3. **Center for Epidemiologic Studies Depression Scale Revised (CESD-R):** A total score of 15 or lower on the posttest CESD-R for participants scoring below 16 at initial pretest screening OR a decrease in total score from initial pretest screening to posttest for participants scoring 16 or above at initial pretest screening.
4. **Model-Based (program specific)**

11. At least 85% of a minimum of individuals (parents/caregivers, children) demonstrate increased physical activity.



1. **Energy Expenditure:** Metabolic Equivalent Tasks (METs)/MET-Minutes per week of Moderate and Vigorous Physical Activity (MVPA)
2. **Monitor-based activity measures** (motion/physiological sensor devices)
3. **Previous Day Physical Activity Recall/3 Day Physical Activity Recall**
4. **Children's Physical Activity Questionnaire/Youth Physical Activity Questionnaire**

CIRCUMSTANCE

12. At least 90% of a minimum of # babies born at appropriate birth weight.



1. **Hospital Discharge Records or Birth Certificate:** Infants weighing at least 5.5 pounds (5lbs. 8 ozs) or more.

13. At least 90% of a minimum of # babies born at term.



1. **Hospital Discharge Records or Birth Certificate:** Infants born at 37 weeks gestation or greater

14. At least 90% of a minimum of # babies born substance-free.



1. **Drug Screen or Hospital Record:** Babies born will be substance-free (with the exception of Methadone or Suboxone)

CIRCUMSTANCE

TARGET POPULATIONS

15. At least 90% of a minimum of # children have decreased vulnerability to contracting preventable diseases.



1. Florida Department of Health Florida Certificate of Immunization (HCHD blue form) or Florida Shots Record (must be administering immunizations): Health Care Provider signs off that Part-A Immunizations are Complete OR Part-B Temporary Medical Exemption is complete and that immunizations are on schedule to be completed (680 form) or Part C-Medical Exemption.
2. Model-Based (program specific)

16. At least 80% of a minimum of # children with improved physical fitness. (formerly children at healthy height/weight)



1. Body Mass Index (BMI) Charts/ CDC Growth Chart: A 1% decrease in BMI percentile from pretest to posttest for participants with pretest BMI percentiles of 85 or higher (overweight or obese) OR maintain BMI percentiles from pretest to posttest for participants with pretest BMI percentiles of 84 or lower.
2. VO2 Max/Fitness Calculator
3. FitnessGram/Progressive Aerobic Cardiovascular Endurance Run (PACER)
4. Resting Heart Rate
5. Body Composition (% Body Fat) (calipers, bioelectrical impedance analysis)

17. At least 85% of a minimum of # children at reduced risk of unintentional injury.



1. Life Skills Progression (Safety Subscale): A score of at least 4 on the LSP Safety Subscale.
2. TIPP/Framingham Safety Survey
3. Strengths and Difficulties Questionnaire Parent/Teacher version: A decrease in total externalizing problem score (sum of hyperactivity and conduct subscales) for pretest scores of 11 or higher (4 band categorization) or maintenance of pretest total externalizing problem scores of 10 or lower (close to average or slightly raised) at posttest.
4. Curriculum-Based (Program Specific)

18. At least 90% of a minimum of # families have safer housing.



1. Curriculum-Based (Program Specific)

BEHAVIOR

TARGET POPULATIONS

1. At least 85% of a minimum of # parents/caregivers demonstrate behavior consistent with knowledge of age-appropriate child development and expectations.



1. Parent Education Profile (PEP) Scale I: Minimum posttest score of at least a 3 with no decreases from pretest to posttest on Scale I of the PEP.
2. Nurturing Skills Competency Scale: 1. A minimum posttest score of 40 on Part (C) (Use of Nurturing Skills) of the Nurturing Skills Competency Scale-B5 Short Version (Parent version). 2. A minimum posttest score of 40 on Part (F) (Use of Nurturing Skills) of the Nurturing Skills Competency Scale Long Form (Parent version).
3. The University of Idaho Survey of Parenting Practices (UISPP): A 1 step increase in average NOW scores from average THEN scores on the UISPP (completed first year parents/caregivers only).
4. Home Observation for Measurement of the Environment (HOME): An increase of at least 3 points in pretest total scores to posttest total scores for participants scoring below the median score (Infant/Toddler median score = 32; Early Childhood median score = 40) at pretest OR maintenance of at least the median score with no decreases at posttest for participants scoring at or above the median score at pretest.
5. Parenting Interactions with Children Checklist of Observations Linked to Outcomes (PICCOLO) (ages 10-47 months): Total domain scores within at least average scoring grid ranges by child age at posttest.
6. Model-based (program specific).

2. At least 85% of a minimum of # parents/caregivers support their child's healthy development. (Note: cannot be combined with parent involvement outcome under Children are Ready to Learn and Succeed birth - age 5 focus area)



1. ASQ-3 Parent Conference Form: Completed ASQ3 Parent Conference Form with verified completion of activities.
2. Life Skills Progression (Nurturing, Discipline, Support of Development Scales): Score of at least a 4 on the final post LSP measure for question 5 – nurturing, and 6 – discipline and 7 support of development.
3. Curriculum-based (program specific)

BEHAVIOR

TARGET POPULATIONS

3. At least 75% of a minimum of # children demonstrate improved social-emotional competence.



1. Social Skills Improvement System (SSIS) Rating Scales (ages 3 and up)
2. Eyberg Child Behavior Inventory (ages 2 and up): A decrease from pretest to posttest of 7 raw score points on the ECBI Intensity Scale for participants with pretest raw scores of at least 131 (clinical range) or a posttest score of 130 or below for participants scoring 130 or below (normative range) at pretest.
3. BRIGANCE Inventory of Early Development
4. Preschool and Kindergarten Behavior Scales 2nd Edition (PKBS-2) (ages 3-6)
5. Model-based (program specific).

CIRCUMSTANCE

4. At least 95% of a minimum of # children (34 months of age or younger) will access developmental screening services for early identification of developmental concerns.



1. Case Notes (including screening scores), referral consent forms: Developmental screening scores (or re-screening scores when applicable) are consistent with age-appropriate ranges or children are referred with consent to Early Steps.

5. At least 95% of a minimum of # children (older than 34 months of age) will access developmental screening services for early identification of developmental concerns before they start Kindergarten.



1. Case Notes (including screening scores), referral consent forms: Developmental screening scores (or re-screening scores when applicable) are consistent with age-appropriate ranges or children are referred with consent to Child Find or ECC screening.

6. At least 85% of a minimum of # individuals have increased concrete supports.



1. FRIENDS Family Support Program Outcome Survey: A score of 5 or higher on TODAY scores for questions 2 and 5.
2. Case Notes: Date of linkage for referrals to concrete support(s) related to their developmental needs.

7. At least 85% of a minimum of # children identified with a hearing concern are linked with a medical assessment.



1. Case Notes: Date of completed medical assessment.

8. At least 85% of a minimum of # children identified with a vision concern are linked with a medical assessment.



1. Case Notes: Date of completed medical assessment.

KNOWLEDGE/SKILLS

TARGET POPULATIONS

1. At least 85% of a minimum of # children have improved school readiness skills.



1. **Early Literacy Skills Assessment (ELSA):** Increase in raw scores from pretest to posttest for Comprehension, Phonological Awareness and Concepts about Print Subscales for pretest scores that are below the maximum score or maintenance of the maximum pretest scores and an increase in raw scores from pretest to posttest on Alphabetic Principle or maintenance from pretest to posttest for raw pretest scores of at least 50.
2. **Get Ready to Read Screening Tool (25 item Paper Version):** Achieve a minimum performance level score equivalent to Average as specified by age range at posttest (age 3:0-3:5 = 7 or higher, age 3:6-3:11 = 9 or higher, age 4:0-4:5 = 12 or higher, age 4:6-4:11 = 14 or higher, age 5:0-5:5 = 17 or higher, age 5:5-5:11 = 18 or higher)
3. **Teaching Strategies Gold:** Children who have completed a minimum of two checkpoints (Fall & Spring) will meet or exceed Widely Held Expectations (WHE) in each of the following domains: physical, social/emotional; literacy, cognitive, language and mathematics by Spring check point.
4. **Bracken School Readiness Assessment 3rd Edition (BRSA):** Achieve a minimum performance level score equivalent to Average as specified by age range at posttest: age 3:0-3:2 = 13 or higher, age 3:3-3:5 = 16 or higher, age 3:6-3:8 = 19 or higher, age 3:9-3:11 = 23 or higher, age 4:0-4:2 = 28 or higher, age 4:3-4:5 = 33 or higher, age 4:6-4:8 = 37 or higher, age 4:9-4:11 = 42 or higher, age 5:0-5:2 = 47 or higher, age 5:3-5:5 = 52 or higher, age 5:6-5:8 = 56 or higher, age 5:9-5:11 = 60 or higher, age 6:0-6:11 = 68 or higher.
5. **Model-based (program specific).**

2. At least 85% of a minimum of # Early Childhood and Education (ECE) practitioners demonstrate increased early literacy skills.



1. **Early Language & Literacy Classroom Observation (ELLCO):** An increase from pretest to posttest in the average "General Classroom Environment Subscale" scores AND the average "Language and Literacy Subscale" scores.

3. At least 80% of a minimum of # Early Childhood and Education (ECE) practitioners/professionals have increased knowledge of developmentally appropriate practices (DAP).



1. **Gains Survey:** Achieve at least 15 correct responses (75%) on the Gains Survey.
2. **Curriculum-based (per provider model)**

KNOWLEDGE/SKILLS

TARGET POPULATIONS

4. At least 75% of a minimum of # families have increased knowledge of strategies to support their child’s social-emotional development.



- 1. Curriculum-based (program specific)

5. At least 80% of a minimum of # children demonstrate improved progress toward academic success.



- 1. Developmental Reading Assessment (DRA): A posttest DRA level of at least a 2 for participants scoring below a 2 at pretest or an increase of at least 1 level for participants scoring a 2 or higher at pretest (For Kindergarten students).
- 2. Developmental Reading Assessment (DRA): A posttest DRA (Developmental Reading Assessment) level of at least an 8 for students scoring a 4 or lower at pretest OR a posttest DRA of at least a 12 for students scoring 6 or higher at pretest (For 1st Grade students).
- 3. iReady Diagnostic Reading Assessment (Student Diagnostic Growth Report): A posttest iReady Diagnostic End of Year Reading score of at least the Annual Typical Growth score determined by the pretest iReady Diagnostic Reading assessment.
- 4. Social Skills Improvement System (SSIS) Rating Scales Elementary (K-6) – Performance Screening Guide Reading or Math Subscales: An increase of at least one level from pretest to posttest on the reading or math skill scale OR maintenance of pretest scores of at least a 4 or 5 at posttest on the reading or math skill scale (case notes to support ratings).
- 5. Curriculum-based (program specific)

6. At least 80% of a minimum of # children/youth demonstrate improved motivation to learn skills.



- 1. Social Skills Improvement System (SSIS) Rating Scales Elementary (K-6)/Secondary (7-12) – Performance Screening Guide Motivation to Learn Subscale: An increase of at least one level from pretest to posttest on the motivation to learn skill scale OR maintenance of pretest scores of at least a 4 or 5 at posttest on the motivation to learn skill scale (case notes to support ratings).
- 2. Curriculum-based (program specific)

7. At least 85% of a minimum of # youth achieve improved skills.



- 1. Casey Life Skills Assessment – Work and Study Life Subscale: An increase in total average pretest score to total average posttest score with total average posttest scores of at least 3.0 for the Work and Study Life subscale questions.
- 2. Curriculum Based (per program model)

ATTITUDES

TARGET POPULATIONS

8. At least 85% of a minimum of # youth have increased educational aspirations.



1. Education and Expectations Aspirations Scale: A score of 3 (Probably will) or 4 (Definitely will) on at least one of the 5 after high school questions of the Education and Expectations Aspirations Scale at posttest.
2. Model-Based (per program model)

BEHAVIOR

9. At least 85% of a minimum of # parents/caregivers are involved with their child's development, education and/or school.



1. Parent Education Profile (PEP) Scale I, II, or III: A minimum posttest score of at least a 3 with no decreases from pretest on all of the corresponding subscales of the PEP Scale I, II or III.
2. Get Ready to Read Home Literacy Environment Checklist: A posttest score of 20 or higher on the Get Ready to Read (GRTR) Home Literacy Environment Checklist (Birth-Preschool age).
3. Social-Emotional Assessment Evaluation Measure (SEAM) Family Profile: An increase of 5 or more points from total pretest score to total posttest score for pretest scores that are below the maximum score on the 2 subscales (responding to my child's needs and providing predictable schedule/routines and appropriate environment for my child) or maintenance of the maximum total pretest scores at posttest for these 2 subscales of the Social-Emotional Assessment/Evaluation Measure (SEAM) Family Profile. (Ages 2 months-66 months).
4. Parent-Teacher-Student COMPACT/Parent Checklist-Revised – Short Form: Increase in average total score from pretest to posttest or maintain average total score of at least 3.60 on the Revised parent checklist – Short Form AND Parent/student/teacher compact signed by parent. (Elementary School)
5. Parent and Teacher Involvement Questionnaire: Parent Version (original): Increase in average score from pretest to posttest on the Parent's Involvement and Volunteering at School subscale (Questions 5-7, 9-10, 18-22) or maintain an average subscale pretest score of at least 3 at posttest on the Parent's Involvement and Volunteering at School subscale (Questions 5-7, 9-10, 18-22) of the Parent and Teacher Involvement Questionnaire: Parent Version (Original). (Grades K-3)
6. Modified Father Engagement Scale: An increase from average pretest total score to average posttest total score with average posttest total scores of at least 2.0 OR maintain an average pretest total score of at least 2.0 at posttest (no decreases).
7. Curriculum-based (Program Specific)

BEHAVIOR

TARGET POPULATIONS

10. At least 85% of a minimum of # youth demonstrate positive relationships with parents and other adults.



1. **Vaux Social Support Record:** Increase in total (final) posttest scores from pretest for questions 1-6 or a minimum (final) posttest total score of at least 8 for questions 1-6 on the Vaux Social Support Record.
2. **Modified Adapted Parent-Child Attachment Survey (Rochester Youth Development Survey):** An increase in total average pretest score to total average posttest score with total average posttest scores of at least 3.0.
3. **Positive Relationship with Parents Scale for Teenagers (Child Trends) (Ages 12-17):** Increase in total posttest scores from pretest or minimum posttest total scores of at least 18.
4. **Model-Based (per program model)**
5. **Curriculum Based (per program model)**

11. At least 75% of a minimum of # Early Childhood and Education (ECE) practitioners/professionals demonstrate developmentally appropriate practices (DAP).



1. **Teaching Pyramid Observation Tool (TPOT)/Teaching Pyramid Infant Toddler Observation Scale (TPITOS):** Practitioners receiving a minimum of 3 months of technical assistance will demonstrate a 2% increase from pretest overall score to post overall score on the TPITOS or TPOT OR maintenance of an overall score of 80% and above OR Practitioners receiving a minimum of 6 months of technical assistance will demonstrate a 5% increase from pretest overall score to post overall score on the TPITOS or TPOT OR maintenance of an overall score of 80% and above.
2. **Classroom Assessment Scoring System (CLASS):** Practitioners will demonstrate an increase from pretest to posttest in at least: one domain of the Pre-K CLASS, or two dimensions of the Infant CLASS or four dimensions of the Toddler CLASS.
3. **Illinois Children’s Mental Health Partnership Self-Reflection tool:** A posttest score of at least a 4 (Competent) on the Self-Reflection tool as rated by consultant and provider (consultant rates provider and provider self-evaluation).
4. **Environmental Rating Scale (ERS):** Practitioners who score an average below a 3.0 at pretest will achieve a .5 global increase. Practitioners who score an average of 3.0 or above at pretest will achieve a .25 global increase.
5. **Ready! for Kindergarten Childcare Provider Observation Assessment Tool:** An increase of at least one level in Total Scores from pretest to posttest (e.g., Deficient to Fair, Fair to Basic, Basic to Above Average, Above Average to Exemplary) OR increase or maintain pretest Total Scores of at least 55 (Exemplary level) at posttest.
6. **Curriculum Based (per program model)**

BEHAVIOR

TARGET POPULATIONS

12. At least 75% of a minimum of # children demonstrate improved social-emotional competence.



1. Social-Emotional Assessment Evaluation Measure (SEAM): An increase of 4 or more points from pretest to posttest on the Social-Emotional Assessment/Evaluation Measure (SEAM) (observation notes to support ratings).
2. Social Skills Improvement System (SSIS) Rating Scales Preschool– Performance Screening Guide Prosocial Behavior Scale: An increase of at least one level from pretest to posttest on the prosocial behavior skill scale OR maintenance of pretest scores of at least a 4 or 5 at posttest on the prosocial behavior skill scale (case notes to support ratings).
3. Eyberg Child Behavior Inventory (ECBI; ages 2 and up): A decrease from pretest to posttest of 7 raw score points on the ECBI Intensity Scale for participants with pretest raw scores of at least 131 (clinical range) or a posttest score of 130 or below for participants scoring 130 or below (normative range) at pretest.
4. BRIGANCE Inventory of Early Development
5. Preschool and Kindergarten Behavior Scales 2nd Edition (PKBS-2)
6. Model-based (Program Specific)

13. At least 75% of a minimum of # children/youth demonstrate improved positive social behaviors.



1. DESSA-mini: An increase of at least 5 T-score units from pretest to posttest for participants with pretest T scores of 40 or less OR maintain or increase T scores from pretest to posttest for participants with pretest T scores of at least 41 (Case notes to support ratings).
2. Social Skills Improvement System (SSIS) Rating Scales Elementary (K-6)/Secondary (7-12)– Performance Screening Guide Prosocial Behavior Scale: An increase of at least one level from pretest to posttest on the prosocial behavior skill scale OR maintenance of pretest scores of at least a 4 or 5 at posttest on the prosocial behavior skill scale (case notes to support ratings).
3. Social Skills Improvement System (SSIS) Rating Scales
4. Sutter-Eyberg Student Behavior Inventory Revised (up to age 16)
5. Model-based (Program Specific)
6. Curriculum-based (Program Specific)

14. At least 90% of a minimum of # children/youth regularly attend school.



1. Report Card: Student attends at least 95% of school days (absent {unexcused} 9 days or less).

BEHAVIOR

TARGET POPULATIONS

15. At least 85% of a minimum of # youth demonstrate increased school connection/engagement.



1. School Engagement Scale – Behavioral, Emotional and Cognitive Engagement: An increase in total average pretest score to total average posttest score with total average posttest scores of at least a 2.50.
2. Educational Engagement Scale for Teenagers: An increase in total pretest score to total posttest score with total posttest scores of at least 19 OR maintenance of a total pretest score of at least 19.
3. Engagement vs. Disaffection with Learning Student Report
4. Identification with School Questionnaire
5. Student Engagement Instrument
6. “How I Feel About School” Student Survey

CIRCUMSTANCE

16. At least 80% of a minimum of # children are read to or read at least 4 times per week at home.



1. Parent Education Profile (PEP) Scale II: Minimum posttest score of at least a 3 with no decreases from pretest to posttest on Scale II of the PEP and Reading Log indicates frequency of reading activities.
2. Curriculum-based Reading Log (program specific)

17. At least 75% of a minimum of # children demonstrate readiness for Kindergarten.



1. Get Ready to Read Screening Tool (25 item Paper Version): Typically developing children will achieve a minimum performance level score equivalent to Average as specified by age range at posttest (age 3:0-3:5 = 7 or higher, age 3:6-3:11 = 9 or higher, age 4:0-4:5 = 12 or higher, age 4:6-4:11 = 14 or higher, age 5:0-5:5 = 17 or higher, age 5:6-5:11 = 18 or higher).

18. At least 70% of a minimum of # children maintain or secure inclusive child care placements.



1. Child Record: Child maintained current placement in program or secured alternate inclusive program.

CIRCUMSTANCE

TARGET POPULATIONS

19. At least 70% of a minimum of # Early Childhood Education (ECE) programs demonstrate progress towards achieving or maintaining high quality.



1. **Business Administration Scale (BAS) /Program Administration Scale (PAS):** An increase in Average BAS Item Score from pretest to posttest or an increase in Average PAS Item Score from pretest to posttest.
2. **Program Quality Assessment (PQA):** An increase in Grand Average Classroom Score (all classrooms summed and averaged) from pretest to posttest for Infant -Toddler or Preschool PQAs or an increase in Average Family Child Care Score (all items summed and averaged) from pretest to posttest for Family Child Care PQAs.
3. **Entrepreneurial Operating System (EOS) Organizational Checkup:** An increase in total EOS Organizational Checup score from pretest to posttest with posttest scores of at least 50.
4. **Model-based (Program Specific)**

20. At least 75% of a minimum of # youth have improved self-esteem.



1. **CDC Self-Esteem Inventory:** An increase in total score from pretest to posttest OR maintenance (with no decreases from pretest) of a total pretest score of at least 24 on the CDC Self Esteem Inventory.
2. **Schwarzer Self-Efficacy Scale:** An increase from overall pretest to posttest score on the 10 question Schwarzer Self- Efficacy Scale.
3. **Individual Protective Factors Index:** An increase in total score from pretest to posttest with a minimum posttest score of at least 13 OR maintenance (with no decreases from pretest) of a total pretest score of at least 42 on the Individual Protective Factors Index Survey.
4. **General Self-Efficacy – Sherer (GSESH)**
5. **Curriculum-based (per program model)**

21. At least 95% of a minimum of # children have on-time grade promotion.
(For Reporting Only--Outcome: Children with on-time grade promotion)



1. **End of year report card or summer notice of promotion:** On-time promotion to the next grade level.
(For Reporting Only: Number of children promoted on-time by grade level)

22. At least 95% of a minimum of # youth have on-time grade promotion or graduate.
(For Reporting Only--Outcome: Youth with on-time grade promotion or graduation)



1. **End of year report card or summer notice of promotion/graduation:** On-time promotion to the next grade level or graduate on-time.
(For Reporting Only: Number of youth promoted on-time by grade level or number of youth graduated on-time)

TARGET POPULATIONS

KNOWLEDGE/SKILLS

1. At least 80% of a minimum of # parents/caregivers have increased parenting skills.



1. Adult Adolescent Parenting Inventory-2.1: Posttest Sten score of 4 or higher on all AAPI-2.1 constructs.
2. Circle of Security Participant Survey: An increased Now total average score from Before total average score on parenting skills Questions 3-9.
3. Adapted Therapy Attitude Inventory: Achieve a raw score of at least 35 points on the Adapted Therapy Attitude Inventory.
4. Parenting Sense of Competence Scale
5. Model-based (program specific)

2. At least 80% of a minimum of # parents/caregivers have increased literacy skills (family literacy).



1. CASAS/Test of Adult Basic Education (TABE): Increased reading scores of at least 5 points on the CASAS assessment OR increased GE reading scores of at least 0.3 on the Test of Adult Basic Education-TABE.
2. Reading Evaluation Adult Diagnosis (READ)
3. Basic English Skills Test Plus (BEST Plus)

3. At least 85% of a minimum of # parents/caregivers have increased knowledge of community resources.



1. Curriculum-based (program specific) {must include specific activities to support formal Information & Referral of community partners}

ATTITUDES

4. At least 70% of a minimum of # parents/caregivers have reduced stress.



1. Perceived Stress Scale: Decrease in total score from pretest to posttest on the Perceived Stress Scale.
2. Parental Stress Scale: Decrease in total score from pretest to posttest on the Parental Stress Scale.
3. Community Life Skills Scale: An increase from pretest total score to posttest total score and posttest scores of at least 19 (case notes to support ratings).
4. Model-based (program specific)

BEHAVIOR

TARGET POPULATIONS

5. At least 95% of a minimum of # parents/caregivers demonstrate positive parent/child or family interactions (No verified child maltreatment).



1. Florida Safe Families Network (FSFN) database: Open participants enrolled for at least 6 months shall have no "verified" finding of child maltreatment during their participation or Closed participants who complete the program will have no "verified" findings more than 12 and up through 24 months after completion.

6. At least 85% of a minimum of # parents/caregivers are involved with their child's development, education and/or school.



1. Parent/Teacher Compact Form; Revised Parent Checklist – Short Form: Increase in average score from pretest to posttest or maintain average score of at least 3.60 on the Revised Parent Checklist – Short Form; Parent/Student/Teacher Compact signed by parent.
2. Parent Education Profile (PEP) {scale(s) selected based on program model and age of child(ren)}: A minimum posttest score of at least a 3 with no decreases from pretest on each of the subscale items of the Parent Education Profile Scale.
3. Get Ready to Read Home Literacy Environment Checklist (Kindergarten age children or younger): A posttest score of 20 or higher on the Get Ready to Read (GRTR) Home Literacy Environment Checklist.
4. Fatherhood Research and Practice Network Father Engagement Scale: An increase from average pretest total score to average posttest total score with average posttest total scores of at least 2.0 OR maintain an average pretest score of at least 2.0 at posttest (with no decreases).
5. Parent/Caregiver Involvement Scale

CIRCUMSTANCE

TARGET POPULATIONS

7. At least 80% of a minimum of # families have improved family well-being.



1. **Family Resource Support Guide- Resource Scale:** An increase from average pretest to posttest score with minimum average posttest scores of at least 3.25 OR maintenance or increases in average pretest scores of 3.25 or higher.
2. **North Carolina Family Assessment Scale-G (NCFAS-G):** Posttest scores of at least zero on the 7 overall domains (Environment, Parental Capabilities, Family Interactions, Family Safety, Child Well-Being, Self-Sufficiency, and Family Health) for participants scoring below a zero at pretest OR increased or maintenance of pretest scores of at least zero at posttest for participants scoring a zero or higher at pretest on the 7 overall domains (case notes to support ratings).
3. **FRIENDS National Resource Center Family Support Program Outcome Survey {program specific questions}**
4. **Parent Assessment of Protective Factors (PAPF):** An increase in total Protective Factors Index Score from pretest to posttest for participants scoring below a 4.0 OR maintenance of pretest scores of at least a 3.0 with no decreases at posttest for participants scoring at or above 3.0 at pretest.
5. Curriculum-based (program specific)

8. At least 85% of a minimum of # individuals have increased concrete supports.



1. **FRIENDS National Resource Center Family Support Program Outcome Survey:** A score of 5 or higher on Today scores for questions 2 and 5 on the Family Support Program Outcome Survey.
2. **Protective Factors Survey:** Increased mean score (average) from pre to post test Concrete Support subscale (Q8, Q9, Q11) OR maintenance at posttest of an average pretest score of 6 or higher for the Concrete Support subscale.
3. **Case Notes:** Date of linkage for referrals to concrete support service(s) related to their needs.
4. Model-based (Program specific)
5. Curriculum-based (program specific)

9. At least 80% of a minimum of # individuals have improved mental well-being.



1. **Children’s Functioning Assessment Rating Scale (CFARS):** A decrease of at least 10% from initial to final scores on the CFARS (children).
2. **Functioning Assessment Rating Scale (FARS):** A decrease of at least 10% from initial to final scores on the FARS (adults).
3. **The Strengths and Difficulties Questionnaire (SDQ):** A decrease in total difficulties score or maintain a pretest total difficulties score of 13 or lower (Parent/Teacher 4-10 Form or Teacher 11-17 Form).
4. **Columbia Suicide Severity Rating Scale:** Posttest scores of “No” on at least Questions 3, 4 and 5 on the Columbia Suicide Severity Rating Scale AND a documented linkage to a behavioral health provider.

CIRCUMSTANCE

TARGET POPULATIONS

10. At least 85% of a minimum of # individuals have increased social supports.



1. **North Carolina Family Assessment Scale-G (NCFAS-G; Community/Social Life Scale):** North Carolina Family Assessment Scale (NCFAS-G) posttest scores of at least 0 on the overall Social/Community Life domain for participants scoring below a 0 at pretest OR increase or maintenance of pretest scores of at least 0 at posttest for participants scoring a 0 or higher at pretest for the overall Social/Community Life domain (case notes to support ratings).
2. **Family Support Scale:** An increase in the average total score from pretest to posttest.
3. **FRIENDS National Resource Center Family Support Program Outcome Survey:** A score of 5 or higher on Today scores for questions 1, 2, and 4 on the Family Support Program Outcome Survey.
4. **Family Resource Support Guide Resource Map:** An increase from pretest to posttest in the number of formal and informal supports/resources identified in the participant's network that can be accessed for assistance in meeting goals on the family support plan.
5. **Florida Child and Adolescent Needs and Strengths (CANS) Social Resources Subscale:** A score of either 0 or 1 on the CANS scale of Social Resources at posttest.
6. **NCAST Network Survey:** An increase from pretest to posttest in the number of formal and informal supports/resources identified in the participant's network that are also rated as being "Somewhat" helpful or "A great deal" helpful on the NCAST Network Survey.
7. **Ecomap:** An increase from pretest to posttest in the number of informal or formal supports identified in the participant's network as strong/positive connections (supporting documentation in case notes).
8. **MOS Social Support Survey:** An increase to an average of 3 points from pretest to posttest for participants with pretest scores less than a 3 or achieve/maintain minimum posttest score of average of 3 on the Emotional/Informational Subscale (Items: 3,4,8,9, 13,16,17,19).
9. **Karitane Parenting Confidence Scale:** An increase of 6 points from pretest to posttest for participants with pretest scores of 35 or less or achieve/maintain minimum posttest score of 40 for those participants with pretest scores above 35.
10. **Protective Factors Survey:** Increased mean score (average) from pre to post test on the Social Support subscale (Q6, Q7, Q10) OR maintenance at posttest of an average pretest score of 6 or higher for the Social Supports subscale.
11. **Multidimensional Scale of Perceived Social Support**
12. **Model-based (Program specific)**
13. **Curriculum-based (program specific)**