

# CHILDREN'S BOARD OF HILLSBOROUGH COUNTY

## BOARD EXECUTIVE/FINANCE COMMITTEE

### JUNE 9, 2022 ~ 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

R. DeLaVergne  
R. DeLaVergne  
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 time, we ask that one person be designated to speak on behalf of a constituency and that all comments are limited to 3 minutes.

R. DeLaVergne

### SPECIAL PRESENTATION

B. Henriquez

### ACTION ITEMS

1. **Approval;** May 12, 2022 Board Executive/Finance Meeting Minutes
2. **Preliminary Approval;** FY 2022-2023 Millage Rate and Budget
3. **Approval;** Children's Board of Hillsborough County Fund Balance Policy

R. DeLaVergne  
T. Williams  
T. Williams

### DISCUSSION ITEMS

1. Community Update
2. Program Updates
3. Guardian Ad-Litem

K. Parris  
M. Negron  
S. Parker

### ADJOURNMENT

R. DeLaVergne

### IMPORTANT DATES TO REMEMBER

Regular Board Meeting	June 23, 2022	3:00 PM
Executive Finance Committee/Budget Workshop	August 25, 2022	1:00 PM
Regular Board Meeting	August 25, 2022	3:00 PM

# CHILDREN'S BOARD OF HILLSBOROUGH COUNTY

## BOARD EXECUTIVE/FINANCE COMMITTEE

### MEETING MINUTES

#### MAY 12, 2022 – 12:00 PM

Subject	Executive/Finance Committee Meeting	Date	May 12, 2022
Facilitator	Andy Mayts, Chair	Time	12:00 PM
		Actual Time	12:00 PM – 12:18PM
Location	Children's Board Conference Rooms B/C Conference Call: 1-866-899-4679 Access Code: 579-512-941	Call to Order	The meeting was called to order at 12:00 PM
Board/Committee Members PRESENT	Andy Mayts, Chair Beth Pasek, Secretary/Treasurer	Board/Committee Not Present	Robin DeLaVergne, Vice Chair - absent
Other Attendees	Kelley Parris, E.D. Kristina Austin, Recorder David Adams, Board Attorney	Paula Scott, CBHC Staff Maria Negron, CBHC Staff Dexter Lewis, CBHC Staff	Tonia Williams, CBHC Staff Jamie Robe, CBHC Staff Genet Stewart, CBHC Staff

### SUMMARY

No.	Topic	Highlights
I.	<b>CALL TO ORDER</b>	Andy Mayts, Chair, called the meeting to order at 12:00 PM.
II.	<b>ATTENDANCE VERIFICATION</b>	A. Mayts requested K. Austin verify attendance. A quorum was present.
III.	<b>PUBLIC COMMENT</b>	None.
IV.	<b>ACTION ITEM</b>	
	<b>1. February 10, 2022 Board Executive Finance Meeting Minutes</b>	A. Mayts requested approval of the <i>February 10, 2022</i> Executive/Finance Committee meeting Minutes.  <b><i>Motion by B. Pasek to approve the February 10, 2022 Executive/ Finance Committee Meeting Minutes. second by Andy Mayts. Motion carried (2-0).</i></b>
	<b>2. March 10, 2022 Board Executive Finance Meeting Minutes</b>	A. Mayts requested approval of the March 10, 2022 Executive/Finance Committee meeting Minutes.  <b><i>Motion by B. Pasek to approve the March 10, 2022 Executive/ Finance Committee Meeting Minutes. second by Andy Mayts. Motion carried (2-0).</i></b>
	<b>DISCUSSION ITEMS</b>	

## SUMMARY

No.	Topic	Highlights
	<b>1. Community Update</b>	<p>K. Parris provided an update on Community Alliance:</p> <ul style="list-style-type: none"> <li>• The Community Alliance continues to meet regularly;</li> <li>• The May 10, 2022 Community Alliance meeting included soon to be sworn in Board member Chris Letsos. C. Letsos attended the meeting in person and DCF Secretary Shevaun Harris made an appearance virtually;</li> <li>• Transition issues were the primary topic of discussion at the May Community Alliance meeting;</li> <li>• At this time, no contract has been signed by the selected lead agency, Children's network of Southwest Florida (CNSWF);</li> <li>• Upon signature of the contract, CNSWF will share the names of their new leadership team.</li> </ul> <p>K. Parris informed the Committee of the upcoming preliminary budget to be presented for discussion at the next Board meeting.</p>
	<b>2. Program Updates</b>	<p>M. Negrón provided an update on the following:</p> <ul style="list-style-type: none"> <li>• Funding Release Schedule was reviewed;</li> <li>• Due to the successful execution of the Leading &amp; Uniting Grants, this year was considered a major release year;</li> <li>• To assist smaller agencies, a goal was set to increase the amount of funding under the smaller Leading Grants from 75K to 150K;</li> <li>• Over the last few years, CBHC funded about three Leading grants;</li> <li>• This year, the recommended total of Leading grants will be increased upon Board approval.</li> </ul> <p>K. Parris expressed her concern that smaller, minority agencies and religious organizations might have encountered challenges when applying for larger funding opportunities due to the cost reimbursement model requiring monies to be used for upfront costs. Several options will be considered to evaluate ways to assist smaller agencies.</p>
	<b>ADJOURNMENT</b>	The meeting adjourned at 12:18 PM

READ AND APPROVED BY:

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Robin DeLaVergne, CBHC Vice-Chair and  
Executive/Finance Committee Vice-Chair

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**Preliminary Approval of Millage Rate and FY 2022 - 2023 Budget**

**Initiator:** Tonia Williams, Director of Finance

**Action:** Preliminary Approval of FY 2022 - 2023 Millage Rate and Budget

**Date:** Executive / Finance Committee Meeting, Thursday, June 9, 2022

**Recommended Action**

Provide Preliminary approval of a Millage rate of .4589 and FY 2022 - 2023 Budget of \$65,147,886.

**Background**

- The Board Approved Preliminary FY 2022 - 2023 Millage Rate and Budget must be filed with Hillsborough County by July 1, 2022.
- This budget includes a spend-down of \$2,465,590 from the fund balance.
- Attachments to this memo provide detail of the FY 2022 - 2023 revenue and expenditures along with a five-year projection of revenue and expenditures.
- A final detailed presentation of the FY 2022 - 2023 Budget will be made at the August 25, 2022 budget workshop.
- The Final Millage Rate approved by the Board cannot be higher than the preliminary rate submitted to Hillsborough County on July 1, 2022.

**Attachment**

- A. FY 2022 - 2023 Preliminary Budget





**FY 2022 - 2023 Annual Budget Report**  
**October 1, 2022 – September 30, 2023**  
**Table of Contents**

Page Number

2.	Summary (Salmon)
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 2022 - 2023 Program Continuation Funding List (White)
17.	FY 2022 - 2023 New Program Funding with Narrative (Green)
19.	Employee Salaries and Benefits Schedule and Narrative (Light Yellow)
20.	Organizational Chart (Light Yellow)
21.	Operating and Other Expenditures Schedule (Light Blue)
22.	Operating and Other Expenditures Narrative (Light Blue)
23.	Building & Capital Reserve / Mandatory Govt. Fees Narrative (Light Blue)
24.	FY 2021 – 2022 Estimated Spending Report (Purple)
25.	FY 2021 - 2022 Estimated Spending Narrative (Purple)
26.	Five Year Projections (Gray)
27.	Assumptions Underlying Five Year Projections (Gray)



**Children's Board Of Hillsborough County**  
**Fiscal Year 2022 - 2023 Budget**  
**October 1, 2022 - September 30, 2023**

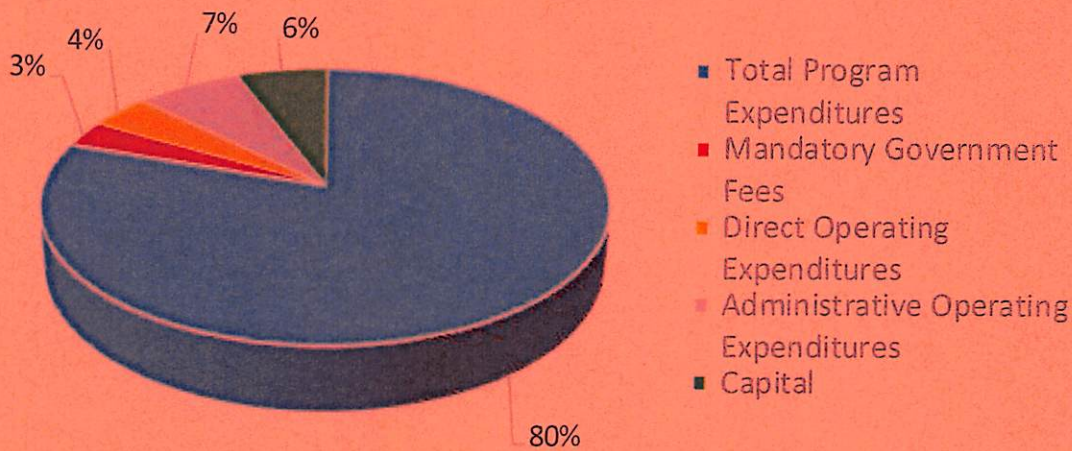
**SUMMARY**

**Millage Rate: .4589**

	FY 2021 - 2022 Budget	FY 2021 - 2022 Estimated Actual	FY 2022 - 2023 Budget
<b>Revenue</b>			
Ad-Valorem Taxes	53,833,708	54,343,000	61,424,296
Investment Income	66,000	225,000	437,000
Administrative Services Organization (ASO)	1,405,000	1,100,000	400,000
Other Community Partner Funding	410,000	410,000	410,000
Miscellaneous Income	168,000	131,000	11,000
<b>Total Revenue</b>	<b>55,882,708</b>	<b>56,209,000</b>	<b>62,682,296</b>
<b>Expenditures</b>			
Program Expenditures			
Program Funding (Continuation Grants)	37,505,024	33,274,043	40,448,240
New Program Funding (unallocated)	9,070,000	1,897,429	11,825,000
<b>Total Program Expenditures</b>	<b>46,575,024</b>	<b>35,171,472</b>	<b>52,273,240</b>
Operating Expenditures			
Employee Salaries and Benefits	5,141,710	4,781,752	5,419,195
Contracted Professional Services	611,635	618,093	430,935
CBHC FRC Occupancy Expenditures	430,858	432,437	458,657
CBHC Facility Expenditures	461,993	447,187	324,621
Other Operating	510,129	457,373	491,692
<b>Total Operating Expenditures</b>	<b>7,156,325</b>	<b>6,736,842</b>	<b>7,125,100</b>
Capital Expenditures	1,500,000	2,000,000	4,000,000
Mandatory Government Fees	1,554,993	1,444,941	1,749,546
<b>Total Expenditures</b>	<b>56,786,342</b>	<b>45,353,255</b>	<b>65,147,886</b>
<b>Net Spend Down of Fund Balance</b>	<b>(903,634)</b>	<b>10,855,745</b>	<b>(2,465,590)</b>



## Expenditure 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 and build out of property for a Children's Board Family Resource Center.



## ***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. An example is the 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 seven (7) CBHC Family Resource Centers (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 2022 - 2023 Budget**  
**October 1, 2022 - September 30, 2023**  
**REVENUE SCHEDULE**

**Millage Rate: .4589**

	<b>FY 2021 - 2022 Budget</b>	<b>FY 2021 - 2022 Estimated Actual</b>	<b>FY 2022 - 2023 Budget</b>
<b>Ad-Valorem Taxes</b>			
Current Ad-Valorem	53,578,708	54,000,000	61,077,296
Delinquent Ad-Valorem	55,000	43,000	47,000
Excess Fees Returned	200,000	300,000	300,000
<b>Total</b>	<b>53,833,708</b>	<b>54,343,000</b>	<b>61,424,296</b>
<b>Investment Income</b>			
Interest	66,000	225,000	437,000
<b>Total</b>	<b>66,000</b>	<b>225,000</b>	<b>437,000</b>
<b>Administrative Services Organization (ASO)</b>			
DCF	5,000	-	-
Eckerd Connects	1,000,000	700,000	-
Hillsborough County BOCC	400,000	400,000	400,000
<b>Total</b>	<b>1,405,000</b>	<b>1,100,000</b>	<b>400,000</b>
<b>Other Community Partner Funding</b>			
School District of Hills County	160,000	160,000	160,000
Hillsborough County BOCC	250,000	250,000	250,000
<b>Total</b>	<b>410,000</b>	<b>410,000</b>	<b>410,000</b>
<b>Miscellaneous Income</b>			
ASO Fiscal Agent Fees	160,000	120,000	-
Miscellaneous Revenue	8,000	11,000	11,000
<b>Total</b>	<b>168,000</b>	<b>131,000</b>	<b>11,000</b>
<b>Total Revenue</b>	<b>55,882,708</b>	<b>56,209,000</b>	<b>62,682,296</b>



## ***Narrative/Assumptions for FY 2022 - 2023 Budget***

### **Revenue**

- **Ad-Valorem Taxes**

- The preliminary FY 2022 - 2023 Hillsborough County tax base estimate is \$140,100,000,000, an increase of 14.37% from FY 2021 - 2022. This amount will be adjusted 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 .4143.
- Current Ad-Valorem Tax revenue has increased by \$7,498,588 (14%).
- Delinquent Ad-Valorem revenue budget is budgeted at \$47,000, a reduction of \$8,000 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. This amount is expected to increase by \$100,000 from the FY 2021 – 2022 amount, budgeted at \$300,000. These fees are budgeted in mandatory government fees.

- **Investment Income**

- The FY 2022 - 2023 interest revenue is budgeted at .5%, increased from .1% in FY 2021 - 2022.

- **Administrative Services Organization (ASO)**

- 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.
- Funding from Hillsborough County BOCC is provided for summer services grants.

- **Miscellaneous Income**

- This line includes match funding up to \$5,000 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 Budgeted Revenue for FY 2022 - 2023 has increased by \$6,799,588.

## ***Narrative/Assumptions for FY 2022 - 2023 Budget***

### **Program Expenditures**

**Children's Board Of Hillsborough County  
Fiscal Year 2022 - 2023 Budget  
October 1, 2022 - September 30, 2023**

	<b>FY 2021 - 2022 Budget</b>	<b>FY 2021 - 2022 Estimated Actual</b>	<b>FY 2022 - 2023 Budget</b>
<b>Program Funding (Continuation Grants)</b>			
Children's Board Funded Expenditures	35,690,024	31,764,043	39,888,240
Other Funder Expenditures	1,815,000	1,510,000	560,000
<b>Total Recommended Program Funding</b>	<b>37,505,024</b>	<b>33,274,043</b>	<b>40,448,240</b>
<b>New Program Funding (unallocated)</b>	<b>9,070,000</b>	<b>1,897,429</b>	<b>11,825,000</b>
<b>Total Program Expenditures</b>	<b><u>46,575,024</u></b>	<b><u>35,171,472</u></b>	<b><u>52,273,240</u></b>

### **Program Funding (Continuation Grants)**

- Contract Managers and Fiscal Representatives evaluate all FY 2021 - 2022 contracts for administrative compliance, program performance, and fiscal accountability in order to recommend continued funding in FY 2022 - 2023.
- The recommended Total Continuation Grants budget has increased from \$37,505,024 in FY 2021 - 2022 to \$40,448,240 for FY 2022 - 2023, a net increase of \$2,943,216.
  - The change is due to:
    - Contracts ending in FY 2021 – 2022;
    - New funding awarded in FY 2021 – 2022 budgeted at the year two requested amount;
    - New Leading and Uniting grants recommended for funding effective October 1, 2022; and
    - A four percent (4%) increase has been recommended for most contracts continuing from FY 2021 – 2022 to FY 2022 – 2023.
- Other Funder Expenditures include dollars from other revenue sources that are included in the provider contracts. This includes ASO 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 \$400,000 that is available for application between October and April to support non-funded programs.
- The other funder ASO allocation has decreased by \$1,005,000, budgeted at \$400,000. This funding from Hillsborough County BOCC is for support to victims of domestic violence and housing supports for families served by case management programs. The contract with Eckerd Connects will end June 30, 2022.



**Children's Board of Hillsborough County**  
**FY 2022 - 2023 Continuation Funding List**

Light Yellow in Column B - Agency with Subcontractors

4%

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2021 - 2022 CONTRACT AMOUNT	RECOMMENDED INCREASE (CHANGE)	FY 2023 RECOMMENDED AMOUNT	NOTES
<b>CONTRACTS RECOMMENDED FOR CONTINUATION</b>					
BAY AREA LEGAL SERVICES, INC. - Lawyers Helping Kids		634,797	81,392	716,189	4% increase plus expansion.
BOYS & GIRLS CLUBS OF TAMPA BAY, INC. - Brandon Art Masters		45,244		87,630	Year two amount plus 4% increase.
CHAMPIONS FOR CHILDREN, INC. - Parents as Teachers		1,271,256	50,850	1,322,106	4% increase.
CHAMPIONS FOR CHILDREN, INC. - The First Years		754,773	(74,773)	680,000	Reduced overall contract by 10%.
CHILDREN'S BOARD OF HILLSBOROUGH COUNTY, INC. - Administrative Services Organization (ASO)		2,600,000	-	2,600,000	No change in recommended amount.
CHILDREN'S BOARD OF HILLSBOROUGH COUNTY, INC. - Administrative Services Organization (ASO) Other Funders		1,405,000	(1,005,000)	400,000	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	No change in recommended amount.
CHILDREN'S HOME, INC., THE D/B/A CHILDREN'S HOME NETWORK - Reaching and Inspiring Students Everywhere		695,864	336,805	1,032,669	Year two amount plus 4% increase.
CHILDREN'S HOME, INC., THE D/B/A CHILDREN'S HOME NETWORK - Supporting and Empowering Educational and Developmental Services (SEEDS)		2,060,000	82,400	2,142,400	4% increase. Includes \$160,000 from The School District of Hillsborough County (pending confirmation).
EARLY CHILDHOOD COUNCIL OF HILLSBOROUGH COUNTY, INC. - Community Developmental Screening		658,857	26,354	685,211	4% increase.
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	79,583	2,069,163	4% increase.
HEALTHY START COALITION OF HILLSBOROUGH COUNTY, INC. - Safe Baby Plus	* Success 4 Kids and Families * St. Joseph's Women's Hospital	1,245,470	76,989	1,322,459	Added back \$26,125 in FY 2023 to purchase outreach materials plus 4% increase.



**Children's Board of Hillsborough County**  
**FY 2022 - 2023 Continuation Funding List**

Light Yellow in Column B - Agency with Subcontractors

4%

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2021 - 2022 CONTRACT AMOUNT	RECOMMENDED INCREASE (CHANGE)	FY 2023 RECOMMENDED AMOUNT	NOTES
HEALTHY START COALITION OF HILLSBOROUGH COUNTY, INC. - Healthy Steps Healthpark		310,256	38,712	348,968	Combine with Healthy Steps Hillsborough with year two amount (\$335,546) for Healthpark plus 4% increase.
HEALTHY START COALITION OF HILLSBOROUGH COUNTY, INC. - Healthy Steps Hillsborough		347,889	13,916	361,805	Combine with Healthy Steps Healthpark plus 4% increase.
HILLSBOROUGH COMMUNITY COLLEGE FOUNDATION, INC. - Quality Early Education System		2,422,952	96,918	2,519,870	4% increase.
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. No change in recommended amount.
HISPANIC SERVICES COUNCIL, INC. - La RED de Padres Activos / The Network of Active Parents		998,796	39,952	1,038,748	4% increase.
LUTHERAN SERVICES FLORIDA - Children's Board Family Resource Centers		2,948,341	117,934	3,066,275	4% increase.
MARY LEE'S HOUSE, INC. - Community Alliance Coordinator		66,354	24,059	90,413	Held harmless.
METROPOLITAN MINISTRIES, INC. - Homeless Family Early Intervention Program (First Hug)		1,339,734	53,589	1,393,323	Year two amount plus 4% increase.
POSITIVE SPIN, INC. - Empowering a Community with Hope (EACH One)		798,978	31,959	830,937	4% increase.
REACHUP, INC. - GROWTH with Doulas and Dads (Giving Resource Opportunities with Trust and Hope)	*Champions for Children	911,996	36,480	948,476	4% increase.
SCHOOL DISTRICT OF HILLSBOROUGH COUNTY - Renaissance myON Reader		100,000	-	100,000	Leveraged Investment. Pending confirmation Feb 2023. No change in recommended amount.
ST. JOSEPH'S HOSPITAL D/B/A ST. JOSEPH'S CHILDREN'S HOSPITAL - Mobile Health and Safety Education		1,009,653	40,386	1,050,039	4% increase.
TAMPA HILLSBOROUGH HOMELESS INITIATIVE - UNITY Information Network		50,000	-	50,000	Match Contract. No change in recommended amount.
UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES, THE - Program-Wide Positive Behavior Support		745,166	29,807	774,973	4% increase.
UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES, THE - Hillsborough HIPPIY Parent Involvement Project	*Success 4 Kids and Families	1,407,396	56,296	1,463,692	4% increase.
TOTAL AMOUNT RECOMMENDED FOR CONTINUATION:				27,946,117	



# Children's Board of Hillsborough County FY 2022 - 2023 Continuation Funding List

Light Yellow in Column B - Agency with Subcontractors

4%

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2021 - 2022 CONTRACT AMOUNT	RECOMMENDED INCREASE (CHANGE)	FY 2023 RECOMMENDED AMOUNT	NOTES
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## LEADING AND UNITING CONTRACTS RECOMMENDED FOR FUNDING

BIG BROTHERS BIG SISTERS OF TAMPA BAY, INC. - 1-to-1 Mentoring (Elementary)				272,500	
BIG BROTHERS BIG SISTERS OF TAMPA BAY, INC. - 1-to-1 Mentoring (Middle)				272,500	
BOYS & GIRLS CLUBS OF TAMPA BAY, INC. - Afterzone Elementary School Initiative				545,000	
BOYS & GIRLS CLUBS OF TAMPA BAY, INC. - Afterzone Middle School Initiative				545,000	
CHAMPIONS FOR CHILDREN, INC. - Family Focus	COVE Behavioral Health			470,446	
CHILDREN'S HOME, INC., THE D/B/A CHILDREN'S HOME NETWORK - Kinship Hillsborough	* ReachUp			545,000	
CHILDREN'S MUSEUM OF TAMPA, INC., THE, D/B/A GLAZER CHILDREN'S MUSEUM - Children's Board Free Tuesday				75,000	
CHILDREN'S MUSEUM OF TAMPA, INC., THE, D/B/A GLAZER CHILDREN'S MUSEUM - Learn & Play Tampa Bay				343,650	
CHILDREN'S MUSEUM OF TAMPA, INC., THE, D/B/A GLAZER CHILDREN'S MUSEUM - Pop up Play at Plant City CBFRC				126,276	
DAWNING FAMILY SERVICES, INC. - A Path to Prevention				322,373	
DAWNING FAMILY SERVICES, INC. - Housing for Success				244,267	
EARLY CHILDHOOD COUNCIL OF HILLSBOROUGH COUNTY, INC. - Inclusion Support Services				541,302	
EASTER SEALS FLORIDA, INC. - Early Learning Intervention Program				542,735	
FAMILY ENRICHMENT CENTER, INC., THE - Kinship Care				360,313	
FAMILY HEALTHCARE FOUNDATION, INC. - Connecting Kids to CARE				243,076	

101

**Children's Board of Hillsborough County**  
**FY 2022 - 2023 Continuation Funding List**

Light Yellow in Column B - Agency with Subcontractors

4%

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2021 - 2022 CONTRACT AMOUNT	RECOMMENDED INCREASE (CHANGE)	FY 2023 RECOMMENDED AMOUNT	NOTES
FLORIDA BAPTIST CHILDREN'S HOMES D/B/A/ ONE MORE CHILD - One More Child Family Support				140,000	
FL MUSEUM OF PHOTOGRAPHIC ARTS - Learning Through Photography				42,900	
GIRL SCOUTS OF WEST CENTRAL FLORIDA, INC. - Girl Scout Troop Program				322,118	
GULF COAST JEWISH FAMILY AND COMMUNITY SERVICES, INC. D/B/A GULF COAST JFCS - Good Afternoon Friends and Amigos				400,567	
GULF COAST JEWISH FAMILY AND COMMUNITY SERVICES, INC. D/B/A GULF COAST JFCS- Teen Parent Engagement Program				491,310	
HILLSBOROUGH EDUCATION FOUNDATION, INC. - Tech Connect				399,654	
HOUSING AUTHORITY OF THE CITY OF TAMPA - Building Family Financial Skills				92,130	
HOUSING AUTHORITY OF THE CITY OF TAMPA - Village Link Up				318,942	
JUST INITIATIVE, INC. - Community Care				104,331	
LEARN TAMPA BAY, INC. D/B/A ACHIEVE PLANT CITY - Learning Is Fun Together (LIFT)				272,525	
METROPOLITAN MINISTRIES, INC. - Children's Recreation, Education, Arts & Therapeutic Experience (CREATE)				544,587	
NONPROFIT LEADERSHIP CENTER OF TAMPA BAY, INC. - Nonprofit Capacity Building Program				140,000	
PARENTS AND CHILDREN ADVANCE TOGETHER (PCAT) LITERACY MINISTRIES - South County Literacy Initiative				428,645	
PARENTS AND CHILDREN ADVANCE TOGETHER (PCAT) LITERACY MINISTRIES - Sulphur Springs Literacy Initiative				139,925	
PRESERVE VISION FLORIDA, INC. - Children's Vision Health and Safety Services				325,000	
REDEFINERS WORLD LANGUAGES, Inc. - Multilingual Citizens Program				469,091	
SENIORS IN SERVICE, Inc. - Readers in Motion				140,000	



**Children's Board of Hillsborough County**  
**FY 2022 - 2023 Continuation Funding List**

Light Yellow in Column B - Agency with Subcontractors

4%

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2021 - 2022 CONTRACT AMOUNT	RECOMMENDED INCREASE (CHANGE)	FY 2023 RECOMMENDED AMOUNT	NOTES
SPRING OF TAMPA BAY, INC., THE - Family Safety from Domestic Violence				350,979	
ST. JOSEPH'S HOSPITAL D/B/A ST. JOSEPH'S WOMEN'S HOSPITAL - Supporting Motherhood and More				185,914	
SUCCESS 4 KIDS AND FAMILIES, INC. - Successful Families				518,379	
TAMPA HEIGHTS JUNIOR CIVIC ASSOCIATION, INC. - <b>School Promotion, Prevention and Intervention</b>				140,000	Confirm program name
TAMPA METROPOLITAN AREA YMCA, INC. - Sulphur Springs YMCA Out of School Time Program				385,418	
TAMPA MUSEUM OF ART - Free Access Family Days				54,206	
UNIVERSITY AREA COMMUNITY DEVELOPMENT CORPORATION (UACDC) - Get Moving				304,402	
UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES, THE - Developing our Children's Skills Programs (HOT DOCS & DOCS K-5)				341,662	
TOTAL AMOUNT RECOMMENDED FOR LEADING AND UNITING CONTRACT FUNDING				12,502,123	
TOTAL AMOUNT RECOMMENDED FOR FUNDING				40,448,240	

**Children's Board of Hillsborough County**  
**FY 2022 - 2023 Continuation Funding List**

Light Yellow in Column B - Agency with Subcontractors

4%

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2021 - 2022 CONTRACT AMOUNT	RECOMMENDED INCREASE (CHANGE)	FY 2023 RECOMMENDED AMOUNT	NOTES
<b>CONTRACTS ENDING SEPTEMBER 30, 2022</b>					
AFTER-SCHOOL ALL-STARS TAMPA BAY - 2022 Memorial and Village of Excellence Middle Summer Program		37,508			Summer Funding FY 2021 and FY 2022. Ends in FY 2022.
AFTER-SCHOOL ALL-STARS TAMPA BAY - 2022 Woodson Summer Program		33,273			Summer Funding FY 2021 and FY 2022. Ends in FY 2022.
BIG BROTHERS BIG SISTERS OF TAMPA BAY, INC. - 1-to-1 Comprehensive Mentoring		520,471			Ends in FY 2022.
BOYS & GIRLS CLUBS OF TAMPA BAY, INC. - After-Zone Middle School Initiative		498,586			Ends in FY 2022.
CHILDREN'S HOME, INC., THE D/B/A CHILDREN'S HOME NETWORK - Kinship Hillsborough	* ReachUp	534,718			Ends in FY 2022.
CHILDREN'S MUSEUM OF TAMPA, INC., THE D/B/A GLAZER CHILDREN'S MUSEUM - 2022 Summer Passports		10,587			One Time Summer Funding.
CHILDREN'S MUSEUM OF TAMPA, INC., THE D/B/A GLAZER CHILDREN'S MUSEUM - Children's Board Free Tuesday		151,675			Ends in FY 2022.
CHILDREN'S MUSEUM OF TAMPA, INC., THE D/B/A GLAZER CHILDREN'S MUSEUM - Learn & Play Tampa Bay		529,131			Ends in FY 2022.
COLOR WHEELZ, THE D/B/A COLOR EXPRESS, THE - Art CORPORATION TO DEVELOP COMMUNITIES OF TAMPA, INC. - 3D Stingrays		41,325			Strategic Initiatives - One time funding.
COVE BEHAVIORAL HEALTH, INC. - Family Focus (formerly DACCO)	* Champions for Children	105,639			Ends in FY 2022.
CRISIS CENTER OF TAMPA BAY, INC., THE - Gateway Services		369,846			Ends in FY 2022.
DAWNING FAMILY SERVICES, INC. - A Path to Prevention		374,500			Ends in FY 2022.
DAWNING FAMILY SERVICES, INC. - From Shelter to Stability		243,840			Ends in FY 2022.
EARLY CHILDHOOD COUNCIL OF HILLSBOROUGH COUNTY, INC. - Inclusion Support Services		251,856			Ends in FY 2022.
FAMILY ENRICHMENT CENTER, INC. - 2022 STEAM-sational Summer Program		410,638			Ends in FY 2022.
FAMILY ENRICHMENT CENTER, INC. - 2022 STEAM-sational Summer Program		31,786			Summer Funding FY 2021 and FY 2022. Ends in FY 2022.
FAMILY ENRICHMENT CENTER, INC., THE - Kinship Care		276,459			Ends in FY 2022.



**Children's Board of Hillsborough County**  
**FY 2022 - 2023 Continuation Funding List**

Light Yellow in Column B - Agency with Subcontractors

4%

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2021 - 2022 CONTRACT AMOUNT	RECOMMENDED INCREASE (CHANGE)	FY 2023 RECOMMENDED AMOUNT	NOTES
FAMILY HEALTHCARE FOUNDATION, INC. - Connecting Kids to CARE		216,936			Ends in FY 2022.
FLORIDA AQUARIUM, THE - 2022 Summer Passports		3,680			One Time Summer Funding.
FLORIDA EDUCATION FUND - Robotics/Gaming/Game Design		28,500			Strategic Initiatives - One time funding.
Florida Education Fund, Inc - 2022 Gibsonton Summer Art+Sports+Tech Camp		17,446			Summer Funding FY 2021 and FY 2022. Ends in FY 2022.
Florida Education Fund, Inc - 2022 Wimauma Summer Art+Sports+Tech Camp		17,446			Summer Funding FY 2021 and FY 2022. Ends in FY 2022.
FLORIDA STATE UNIVERSITY - Foundations for Success: Developing Effective Mathematics Educators Through Cognitively Guided Instruction	CGI Math Teacher Learning Center	101,970			Match Contract. Ends 9/30/2022.
FRAMEWORKS OF TAMPA BAY, INC - ExSel Student Workshops		28,464			Strategic Initiatives - One time funding.
GULF COAST JEWISH FAMILY AND COMMUNITY SERVICES, INC. D/B/A GULF COAST JFCS - Good Afternoon Friends and Amigos		245,658			Ends in FY 2022.
GULF COAST JEWISH FAMILY AND COMMUNITY SERVICES, INC. D/B/A GULF COAST JFCS- Woman to Woman		422,004			Ends in FY 2022.
HILLSBOROUGH EDUCATION FOUNDATION, INC. - CB TECH Learning at Home		399,654			Ends in FY 2022.
HOUSING AUTHORITY OF THE CITY OF TAMPA - 2022 Summer Enrichment Program		23,362			Summer Funding FY 2021 and FY 2022. Ends in FY 2022.
HOUSING AUTHORITY OF THE CITY OF TAMPA - Housing Counseling Support Services		75,000			Ends in FY 2022.
HOUSING AUTHORITY OF THE CITY OF TAMPA - Village Link Up		187,345			Ends in FY 2022.
LEARN TAMPA BAY, INC. D/B/A ACHIEVE PLANT CITY - Learning Is Fun Together (LIFT)		197,966			Ends in FY 2022.
LIFECARE NETWORK, INC. D/B/A CHOICES CLINICS - LifeNet		72,568			Ends in FY 2022.
LIGHTNING FOUNDATION - 2022 Summer Passports		21,000			One Time Summer Funding.
METROPOLITAN MINISTRIES, INC. - Children's Recreation, Education, Arts & Therapeutic Experience (CREATE)		352,616			Ends in FY 2022.
Mount Zion African Methodist Episcopal Church of Riverview, Inc - 2022 USJ's Camp Good Trouble		34,500			Summer Funding FY 2021 and FY 2022. Ends in FY 2022.

**Children's Board of Hillsborough County**  
**FY 2022 - 2023 Continuation Funding List**

Light Yellow in Column B - Agency with Subcontractors

4%

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2021 - 2022 CONTRACT AMOUNT	RECOMMENDED INCREASE (CHANGE)	FY 2023 RECOMMENDED AMOUNT	NOTES
MUSEUM OF SCIENCE AND INDUSTRY - 2022 Summer Passports		24,700			One Time Summer Funding.
NONPROFIT LEADERSHIP CENTER OF TAMPA BAY, INC. - Capacity Building: Training and Consultation		166,625			Ends in FY 2022.
PARENTS AND CHILDREN ADVANCE TOGETHER (PCAT) LITERACY MINISTRIES - South County Literacy Initiative		195,259			Ends in FY 2022.
PREGNANCY CARE CENTER OF PLANT CITY - Healthy Moms/Healthy Babies		84,711			Contract Reduced Ends in FY 2022.
PRESERVE VISION FLORIDA, INC. - Children's Vision Health and Safety Services		205,400			Ends in FY 2022.
REACHUP, INC. - Stronger with Involved Focused Fathers		215,287			Ends in FY 2022.
REBUILDING TOGETHER TAMPA BAY, INC. - Safe and Healthy Homes for Families		377,880			Ends in FY 2022.
Redefiners World Languages, Inc. - 2022 Summer Spanish Immersion Technology Program		15,956			Summer Funding FY 2021 and FY 2022. Ends in FY 2022.
Redefiners World Languages, Inc. - Multilingual Citizens Program		330,382			One Time Contract (Uniting).
SENIORS IN SERVICE OF TAMPA BAY, INC. - Readers in Motion		351,374			Ends in FY 2022.
SOLITA'S HOUSE INC. - Comprehensive Housing Counseling Services		52,900			Ends in FY 2022.
SPRING OF TAMPA BAY, INC., THE - Family Safety from Domestic Violence		222,032			Ends in FY 2022.
ST. JOSEPH'S HOSPITAL D/B/A ST. JOSEPH'S WOMEN'S HOSPITAL - Supporting Motherhood and More		118,305			Ends in FY 2022.
SUCCESS 4 KIDS AND FAMILIES, INC. - Successful Families		347,895			Ends in FY 2022.
TAMPA BAY COMMUNITY AND FAMILY DEVELOPMENT CORPORATION D/B/A BETHESDA MINISTRIES - 2022 Upward Kids		29,479			Summer Funding FY 2021 and FY 2022. Ends in FY 2022.
TAMPA BAY COMMUNITY AND FAMILY DEVELOPMENT CORPORATION D/B/A BETHESDA MINISTRIES – Children are Safe and Supported		171,995			Ends in FY 2022.
TAMPA BAY PERFORMING ARTS CENTER D/B/A STRAZ CENTER FOR THE PERFORMING ARTS - 2022 Summer Passports		21,060			One Time Summer Funding.



# **Children's Board of Hillsborough County** **FY 2022 - 2023 Continuation Funding List**

Light Yellow in Column B - Agency with Subcontractors

4%

AGENCY / Program	If a Lead Agency W/ Subcontractor(s): (List Subcontractors)	FY 2021 - 2022 CONTRACT AMOUNT	RECOMMENDED INCREASE (CHANGE)	FY 2023 RECOMMENDED AMOUNT	NOTES
TAMPA HEIGHTS JUNIOR CIVIC ASSOCIATION - 2022 THJCA Summer Youth Program		45,011			Summer Funding FY 2021 and FY 2022. Ends in FY 2022.
TAMPA METROPOLITAN AREA YMCA, INC. - 2022 Teen Summer Experience		30,931			Summer Funding FY 2021 and FY 2022. Ends in FY 2022.
TAMPA METROPOLITAN AREA YMCA, INC. - Community Learning Center at Sulphur Springs		295,610			Ends in FY 2022.
TAMPA METROPOLITAN AREA YMCA, INC. - Fit and Fun at the Y		100,795			Ends in FY 2022.
TAMPA METROPOLITAN AREA YMCA, INC. - Mobile Swim and Education		238,733			Ends in FY 2022.
TAMPA MUSEUM OF ART - 2022 Summer Passports		8,400			One Time Summer Funding.
TAMPA THEATRE - 2022 Summer Passports		1,200			One Time Summer Funding.
UNIVERSITY AREA COMMUNITY DEVELOPMENT CORPORATION (UACDC) - Get Moving! Mind, Body, Soul		102,750			Ends in FY 2022.
UNIVERSITY OF SOUTH FLORIDA BOARD OF TRUSTEES, THE - Helping our Toddler's Developing our Children's Skills (HOT DOCS & DOCS K-5)		246,285			Ends in FY 2022.
ZOO TAMPA AT LOWRY PARK - 2022 Summer Passports		32,536			One Time Summer Funding.



## ***Narrative/Assumptions for FY 2022 - 2023 Budget***

### **Program Expenditures (continued)**

**Children's Board Of Hillsborough County  
Fiscal Year 2022 - 2023 Budget  
October 1, 2022 - September 30, 2023  
NEW PROGRAM EXPENDITURES SCHEDULE**

Summer Services Grants (with Year Two renewal)	250,000
Summer Services Grants - County Funding (with Year Two renewal)	250,000
Summer Passports	200,000
Emerging Community Needs Funding	500,000
Emergency Funding	700,000
Technical Assistance Grants - Capacity Building (2) Cycles	200,000
Technical Assistance Supports to Neighborhood Safety	25,000
Match Grants	300,000
Leading Grants - Small NonProfits	1,400,000
Investment Grants - All Four Focus Areas	3,000,000
Uniting Grant - Padres de Crianza (Targeted Kinship Care)	500,000
Uniting Grant - Support a New Program	500,000
Investment Grant - Collaborate w/ SDHC Social Work Dept.	1,000,000
Strategic Initiatives - After School Services	500,000
Strategic Initiatives - Ongoing Services	2,500,000
Total New Program Funding	11,825,000

### **Recommendations:**

1. Continue release of a competitive Request for Proposals for **Summer Services Grants** totaling \$500,000 by February 2023, to continue increasing capacity and quality by supporting summer programs for children ages six to fourteen. The 2023 summer funding release is anticipating a two-year grant cycle with a one-time renewal for the summer of 2024. The release includes a \$250,000 investment from Hillsborough County Board of County Commissioners (BOCC).
2. Provide funding allocation for **Summer Passports** up to \$200,000 for one week of camp per child with multiple local recreation site options 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, Tampa Theatre 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 (for 18 months) 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 2022 - 2023 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



## ***Narrative/Assumptions for FY 2022 - 2023 Budget***

### **Program Expenditures (continued)**

services to children and families. *Note: Board may elect to use fund balance if community/providers need exceed allocated amount.*

5. Continue the release of \$200,000 in (2) cycles for Technical Assistance Grants through a competitive Request for Applications for Capacity Building in October 2022 and January 2023 in anticipation of awarding multiple one-time grants up to \$5,000 for each agency.
6. Up to \$25,000, to continue the release of Technical Assistance Neighborhood Safety grants by January 2023 to support Neighborhood Associations in Hillsborough County for safety projects in anticipation of awarding multiple one-time grants up to \$5,000 for each entity.
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. Provide new funding for a competitive Request for Proposals for Leading Grants totaling \$1,400,000 to support Small Nonprofit organizations aligned with any of the Children's Board focus areas in anticipation of funding multiple awards.
9. Provide new funding for a competitive Request for Proposals for Investment Grants totaling \$3,000,000 which may support any of the Children's Board focus areas in anticipation of funding multiple awards.
10. Provide new funding for a competitive Request for Proposals for a Uniting Grant up to \$500,000 to expand Kinship Care by focusing on the needs of the Hispanic/Spanish speaking community from a linguistic and cultural lens. The awarded contract would be named, "Padres de Crianza" as a countywide, targeted effort in the focus area of Family Support.
11. Provide new funding for a competitive Request for Proposals for a Uniting Grant up to \$500,000 to support a new program that addresses a countywide targeted need in the area of self-sufficiency
12. Provide new funding for an Intent to Negotiate for an Investment Grant up to \$1,000,000 to work in collaboration with the School District of Hillsborough County Social Work Department.
13. Strategic Initiatives: Provide continued support to enhance after-school programming being offered through ONEhillsborough, which is a community-driven initiative of The Children's Board, to develop and implement tailored, holistic, and meaningful solutions to address long-term systemic issues and disparities that predominantly Black and other marginalized communities face within our county. This funding opportunity falls within the focus area of Children are Ready to Learn and Succeed.
14. Strategic Initiatives: TBD



## Narrative/Assumptions for FY 2022 - 2023 Budget

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

	FY 2021 - 2022	FY 2021 - 2022 Estimated Actual	FY 2022 - 2023 Budget
Salaries	3,701,319	3,468,548	3,859,688
Benefits	1,440,391	1,313,204	1,559,507
<b>Total</b>	<b>5,141,710</b>	<b>4,781,752</b>	<b>5,419,195</b>

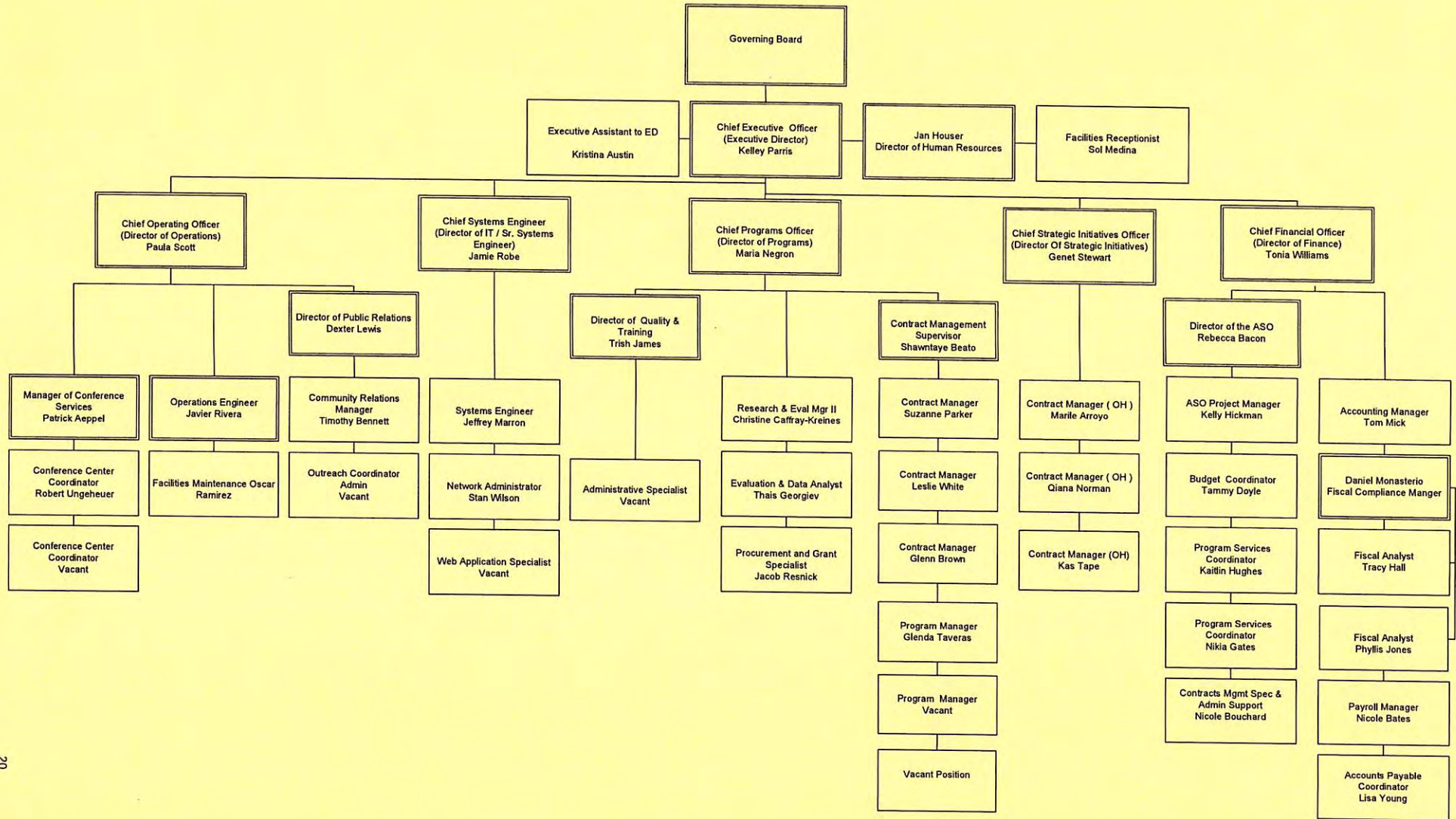
### POSITION SUMMARY

	FY 2021 - 2022 Budget	FY 2022 - 2023 Budget	Change
Full-Time FTE's	46.00	47.00	1.00
Full-Time Temp FTE	1.00	-	(1.00)
Part-Time FTE	-	-	-
Part-Time Temp FTE	-	-	-
	47.00	47.00	-

- The FY 2022 - 2023 net change in the salary and fringe benefit budget is an increase of \$277,485 (5.4%).
- One (1) full time temporary position was changed to permanent. The total FTE remained at 47.
- Salaries are budgeted at a net increase of \$158,369 (4.3%).
  - A five percent (5%) market equity adjustment was included for all positions effective October 1, 2022 for a total increase of \$177,804 in salaries plus benefits.
  - Vacation payout benefit is budgeted in the amount of \$38,499 plus benefits. Employees with more than (80) hours of unused annual leave may elect to receive up to 40 hours of vacation pay.
- The FY 2022 - 2023 fringe benefits are budgeted at a net increase of \$119,116 (8.3%).
  - FICA expenditures have increased by \$12,292 (4.3%) as the salary budget increased.
  - Deferred compensation contribution of 1.5% of employee's salary is budgeted at an increase of \$2,454 (4.6%) for a total of \$55,541.
  - The Florida Retirement System (FRS):
    - The FY 2022 - 2023 preliminary budget includes a budget of \$458,128, an increase of \$40,662 (9.7%). The employer contribution is budgeted at 10.82% for regular class, 18.34% for those employees in DROP, and 29.01% for senior management service class (for the Executive Director). The rates will increase effective July 1, 2022. The FRS budget will be updated with the new rates for the final budget presented in August 2022.
  - Insurance expenditures (life insurance, health insurance & Other Post-Employment Benefits) have increased by \$61,743 (9.7%), budgeted at a total of \$700,183. The CBHC premiums are budgeted at an estimated five percent (5%) increase for FY 2022 - 2023. 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 \$1,806 (4.5%).
  - The unemployment compensation rate has remained at .1% budgeted at \$3,860.



The Children's Board of Hillsborough County  
Organizational Chart  
05/31/2022





**Children's Board Of Hillsborough County**  
**Fiscal Year 2022 - 2023 Budget**  
**October 1, 2022 - September 30, 2023**  
**OPERATING AND OTHER EXPENDITURES SCHEDULE**

	FY 2021 - 2022 Budget	FY 2021 - 2022 Estimated Actual	FY 2022 - 2023 Budget
<b>Operating Expenditures</b>			
<b>Contracted Professional Services</b>			
Legal and Auditing Services	85,075	60,075	85,075
Professional Services	526,560	558,018	345,860
<b>Total Contracted Professional Services</b>	<b>611,635</b>	<b>618,093</b>	<b>430,935</b>
<b>Facility Expenditures</b>			
CBHC FRC Occupancy Expenditures	430,858	432,437	458,657
CBHC Facilities Maintenance	251,301	242,582	110,615
CBHC Utilities	139,164	138,984	139,800
CBHC IT Maintenance	47,900	44,613	48,549
CBHC Equipment Lease and Maintenance	23,628	21,008	25,657
<b>Total Facility Expenditures</b>	<b>892,851</b>	<b>879,624</b>	<b>783,278</b>
<b>Other Operating Expenditures</b>			
Staff Meeting Travel	32,400	18,900	29,200
Professional Development	40,000	40,000	40,000
Postage & Delivery	9,000	9,000	9,000
Insurance-Property and Liability	92,492	92,492	92,492
Promotional Activities	52,000	46,000	52,000
Supplies and Equipment	60,662	84,281	43,000
Printing	32,000	34,500	37,000
Position and Public Notice Advertising	11,000	12,000	12,000
Memberships	41,000	41,000	41,000
Subscriptions	43,000	43,000	44,800
Other	3,575	1,200	1,200
Provider Training and Events	91,000	35,000	88,000
<b>Total Other Operating Expenditures</b>	<b>510,129</b>	<b>457,373</b>	<b>491,692</b>
<b>Total Operating Expenditures</b>	<b>2,014,615</b>	<b>1,955,090</b>	<b>1,705,905</b>
<b>Capital Expenditures</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>4,000,000</b>
<b>Mandatory Government Fees</b>	<b>1,554,993</b>	<b>1,444,941</b>	<b>1,749,546</b>



## ***Narrative/Assumptions for FY 2022 - 2023 Budget***

### **Operating and Other Expenditures**

- **Contracted Professional Services**

- Overall, the budget for Contracted Professional Services has decreased by \$180,700 (29.5%).
- 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 45 computers for a total of \$83,160.
- Website hosting for the CBHC FRC website and the Prevent Needless Deaths website is budgeted at \$1,100.
- An additional \$40,000 is budgeted to contract with vendors to assist the IT department.
- \$1,400 has been budgeted for security at Board meetings.
- \$10,000 has been included in the facilities budget to assist with the acquisition and build out of an additional FRC property.
- 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 remained constant at \$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 decreased by \$65,000 to \$175,000; this includes public awareness campaigns of provider agencies, safety campaigns, and pinwheel for prevention activities.

- **Facility Expenditures**

- Overall facilities expenditures have decreased by \$109,573 (12.3%).
- Occupancy expenses for the seven (7) CBHC Family Resource Centers are budgeted at \$458,657. This includes rent, maintenance, utilities, and other occupancy costs.
- CBHC facilities maintenance has decreased by \$140,686 (56%) budgeted at \$110,615. This includes general maintenance to the facility and equipment.
- Utilities have remained constant budgeted at \$139,800.
- Information Technology (IT) maintenance has remained constant budgeted at \$48,549.
- Equipment Lease and Maintenance has increased by \$2,029 (8.6%).

- **Other Operating Expenditures**

- The overall other operating expenditure budget has decreased by \$18,437 (3.6%).
- Staff meeting travel has decreased by \$3,200 (9.9%) because of less travel and more virtual meetings.
- The Insurance budget has remained constant budgeted at \$92,492.
- The Promotional Activities budget has remained constant at \$52,000.
- The Supplies and Equipment budget has decreased from \$60,662 to \$43,000 (29.1%).
- The Printing budget increased by \$5,000 (15.6%) budgeted at \$37,000 for CBHC materials, printing the annual report, and Family Guides.
- The Position and Public Notice Advertising budget has increased by \$1,000 (9.1%) for ads for the funding releases and required advertising for the TRIM notices.



## ***Narrative/Assumptions for FY 2022 - 2023 Budget***

### **Operating and Other Expenditures Continued**

- Memberships have remained constant budgeted at \$41,000. This includes a membership to the State Children's Services Council, in addition to other memberships.
  - Subscriptions have increased from \$43,000 to \$44,800 (4.2%) to include IT related subscriptions such as service subscriptions for online applications, (CATS and STAR), and human resources subscriptions.
  - The Provider Training and Events line item has decreased by \$3,000 (3.3%) for community training and facilitation of meetings.
- **Capital**
    - A total of \$4,000,000 has been budgeted to purchase and build out property for an additional CBHC Family Resource Center.
    - The building and capital reserve provides funds to maintain the CBHC owned buildings. The reserve is increased by \$300,000 per year to include the main building and two CBHC FRC's.
    - CBHC released an RFP for a new building envelope assessment of all three (3) properties. An updated plan will be presented later in the fiscal year.
    - 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 2022 - 2023 Budget	FY 2023 - 2024 Budget	FY 2024 - 2025 Budget	FY 2025 - 2026 Budget	FY 2026 - 2027 Budget
Beginning Reserve Balance	681,627	981,627	1,281,627	1,581,627	1,881,627
Additional Annual Reserve:	300,000	300,000	300,000	300,000	300,000
Available Reserve	981,627	1,281,627	1,581,627	1,881,627	2,181,627
Projected Expenditures	-	-	-	-	-
Projected Ending Reserve Balance	981,627	1,281,627	1,581,627	1,881,627	2,181,627

Annual Reserve includes \$100,000 per year for each building (CBHC, FRC PC, FRC TT).

The building assessment has not been completed at this time in order to include projected expenses.

- **Mandatory Government Fees**
  - This line has increased by \$194,553 (12.5%) for a total of \$1,749,546; representing 3% of the total FY 2022 - 2023 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 2022 - 2023 total of \$1,251,546.
  - 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 2022 - 2023 total of \$495,000.
  - The City Storm Water Fee budget is estimated at \$3,000.



**Children's Board Of Hillsborough County**  
**FY 2021 - 2022 Estimated Spending**

	<b>FY 2021 - 2022 Budget</b>	<b>FY 2021 - 2022 Estimated Actual</b>	<b>FY 2021 - 2022 Projected Difference</b>
<b>Revenue</b>			
Ad-Valorem Taxes	53,833,708	54,343,000	509,292
Investment Income	66,000	225,000	159,000
Administrative Services Organization (ASO)	1,405,000	1,100,000	(305,000)
Other Community Partner	410,000	410,000	-
Miscellaneous Income	168,000	131,000	(37,000)
<b>Total Revenue</b>	<b>55,882,708</b>	<b>56,209,000</b>	<b>326,292</b>
<b>Expenditures</b>			
Program:			
Program Funding (Continuation Grants)	37,505,024	33,274,043	4,230,981
CBHC Unallocated Program Funding	9,070,000	1,897,429	7,172,571
<b>Total Program Expenditures:</b>	<b>46,575,024</b>	<b>35,171,472</b>	<b>11,403,552</b>
Operating Expenditures			
Employee Salaries and Benefits	5,141,710	4,781,752	359,958
Contracted Professional Services	611,635	618,093	(6,458)
CBHC FRC Occupancy Expenditures	430,858	432,437	(1,579)
Facility Expenditures	461,993	447,187	14,806
Other Operating	510,129	457,373	52,756
<b>Total Operating Expenditures</b>	<b>7,156,325</b>	<b>6,736,842</b>	<b>419,483</b>
Capital Expenditures	1,500,000	2,000,000	(500,000)
Mandatory Government Fees	1,554,993	1,444,941	110,052
<b>Total Expenditures</b>	<b>56,786,342</b>	<b>45,353,255</b>	<b>11,433,087</b>
<b>Total Projected Difference</b>			<b>11,759,379</b>



## ***Narrative/Assumptions for FY 2021 - 2022 Estimated Spending***

- **Revenue**

- Total Revenue is projected to be over budget by a net amount of \$326,292.
- Ad-Valorem Tax Revenue is projected to be over budget by \$509,292 as more than 95% of the tax revenue is expected to be received.
- Investment Income is projected to be over budget by \$159,000. The current interest rate is .17% with Wells Fargo and .45% with Local Governmental Surplus Funds Trust Fund Florida Prime which is higher than the .1% budgeted.
- The Administrative Services Organization (ASO) revenue is projected to be under budget by \$305,000 because it is estimated that the ASO will have no expenditures and revenue in the DCF contract and the Eckerd Connects contract is ending on June 30, 2022.
- Other Community Partner Revenue is projected to be received at the budgeted amount.
- Miscellaneous Income is projected to be under budget by \$37,000 because the Eckerd Connects contract is ending on June 30, 2022.

- **Expenditures**

- **Program Expenditures**

- Total Program Expenditures are projected to be under budget by \$11.4 Million.
  - Continuation Grants are projected to be under budget by \$4.2 Million.
    - It is estimated that the ASO will spend \$305,000 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 \$627,298. A net amount of \$47,352 was reduced from contracts during the year leaving \$587,125 unallocated.
    - Estimated under spending of the remaining continuation contracts is \$2.2 M.
  - Unallocated Program Funding is projected to be under budget by \$7.2 Million based on contracts awarded year to date.

- **Operating Expenditures**

- Salaries and Benefits are projected to be under budget by \$359,958 because of vacant positions throughout the year.
- Contracted Professional Services are projected to be over budget by a net amount of \$6,458 because of under spending in legal services, County IT services, and public relations contracted services; and services contracted for human resources and IT services that were not included in the budget.
- CBHC FRC Occupancy Expenditures are projected to be slightly over budget by \$1,579.
- Facilities Expenditures for the Palm Avenue building are projected to be under budget by a net amount of \$14,806.
- Other Operating Expenditures are projected to be under budget by a net amount of \$52,756. This includes under spending in local travel, meeting travel, promotional materials, and community training; and over spending in computer supplies, janitorial supplies, printing, and public notice advertising.

- **Capital Expenditures**

- Capital Expenditures are projected to be within budget at this time.

- **Mandatory Government Fees**

- The Property Appraiser's fee was under budget by approximately \$132,000.



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

**FY 2021 - 2022 to FY 2026 - 2027**

**Millage Rate .4589**



	FY 2021 - 2022 Budget	FY 2021 - 2022 Estimated Actual	FY 2022 - 2023 Budget	FY 2023 - 2024 Budget	FY 2024 - 2025 Budget	FY 2025 - 2026 Budget	FY 2026 - 2027 Budget
<b>MILLAGE RATE</b>	0.4589	0.4589	0.4589	0.4589	0.4589	0.4589	0.4589
Projected Tax Revenue (millage rate @ .4589 w/ 14.37% inc. in tax base in FY 2023, 7.3% inc. in FY 2024, 6.9% inc. in FY 2025, 6.4% inc. in FY 2026, 6.2% inc. in FY 2027)	53,833,708	54,343,000	61,424,296	65,882,938	70,404,918	74,888,625	79,510,206
Investment Income	66,000	225,000	437,000	429,368	391,558	322,498	265,362
Administrative Services Organization and Other Community Partner	1,815,000	1,510,000	810,000	810,000	810,000	810,000	810,000
Miscellaneous Income	168,000	131,000	11,000	11,000	11,000	11,000	11,000
<b>Total Revenue Available</b>	<b>55,882,708</b>	<b>56,209,000</b>	<b>62,682,296</b>	<b>67,133,306</b>	<b>71,617,476</b>	<b>76,032,123</b>	<b>80,596,568</b>
<u>Operating Expenditures</u>	7,156,325	6,736,842	7,125,100	7,363,972	7,483,423	7,743,350	8,017,007
Mandatory Government Fees	1,554,993	1,444,941	1,749,546	1,885,274	2,014,150	2,141,936	2,273,652
Building and Capital Reserve Expenditures	1,500,000	2,000,000	4,000,000	4,000,000	4,000,000	4,000,000	-
<u>Program Funding (Continuation Grants)</u>	37,505,024	33,274,043	40,448,240	51,532,664	55,849,302	73,678,758	77,108,098
<u>New Program Funding (Unallocated)</u>	9,070,000	1,897,429	11,825,000	5,425,000	17,925,000	3,425,000	3,625,000
<b>Total Expenditures</b>	<b>56,786,342</b>	<b>45,353,255</b>	<b>65,147,886</b>	<b>70,206,910</b>	<b>87,271,875</b>	<b>90,989,044</b>	<b>91,023,757</b>
<b>Net Income (Spend Down)</b>	<b>(903,634)</b>	<b>10,855,745</b>	<b>(2,465,590)</b>	<b>(3,073,604)</b>	<b>(15,654,399)</b>	<b>(14,956,921)</b>	<b>(10,427,189)</b>
<b>Fund Balance</b>							
Total Fund Balance Beginning of Year	49,682,368	51,892,574	62,748,319	60,282,730	57,209,126	41,554,727	26,597,806
Net Income (Spend Down of Fund Balance)	(903,634)	10,855,745	(2,465,590)	(3,073,604)	(15,654,399)	(14,956,921)	(10,427,189)
<b>Total Fund Balance End of Year after Spend Down</b>	<b>48,778,734</b>	<b>62,748,319</b>	<b>60,282,730</b>	<b>57,209,126</b>	<b>41,554,727</b>	<b>26,597,806</b>	<b>16,170,617</b>
Less Non-Spendable Fund Balance Reserve	(19,153)	(19,732)	(19,732)	(19,732)	(19,732)	(19,732)	(19,732)
Less Committed Fund Balance Reserve (Operating Reserve)	(2,844,996)	(2,844,996)	(3,263,909)	(3,517,366)	(4,372,321)	(4,558,551)	(4,560,290)
Less Committed Fund Balance Reserve (Building & Capital Reserve)	(681,627)	(681,627)	(981,627)	(1,281,627)	(1,581,627)	(1,881,627)	(2,181,627)
<b>Less Assigned Fund Balance Reserve</b>	<b>(34,678,101)</b>	<b>(46,577,702)</b>	<b>(44,112,113)</b>	<b>(41,038,509)</b>	<b>(25,384,110)</b>	<b>(10,427,189)</b>	
<b>Unassigned Fund Balance</b>	<b>10,554,857</b>	<b>12,624,262</b>	<b>11,905,349</b>	<b>11,351,892</b>	<b>10,196,937</b>	<b>9,710,707</b>	<b>9,408,968</b>

**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 2021 - 2022) in all fiscal years presented.
  - The current estimated increase in the property tax base for FY 2022 - 2023 is 14.37%.
  - The future property tax base value estimates (as of January 2022) from The Florida Office of Economic and Demographic Research are:
    - FY 2023 - 2024 is estimated to increase by 7.3%.
    - FY 2024 - 2025 is estimated to increase by 6.9%.
    - FY 2025 - 2026 is estimated to increase by 6.4%.
    - FY 2026 - 2027 is estimated to increase by 6.2%.
- **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% - 4% 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 2024 – 2025 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 2022 - 2023 through 2026 - 2027 include a systematic spend down of the Fund Balance.

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**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 9, 2022

**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 21/22 – 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 21/22 – 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 23rd DAY OF JUNE 2022 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 2022 - 2023.

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 23, 2022, 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 23rd day of June, 2022.

\_\_\_\_\_  
Andrew J. Mayts, Jr., Board Chair



Children's Board of Hillsborough County - Funding Release Timeline through FY2023-2024 (Subject to change)

Activity Period <i>*Release cancelled</i>		Technical Assistance Grant Release	Social Enterprise Competition	Release New Funding	Investment Grants re-release & new competitive RFP (6-year term)	Leading Grants re-release & new Competitive RFP (4-yr term)	Uniting Grants re-release & new Competitive RFP (5-year term)
22-2023				Investment (4) Focus Areas Uniting for Targeted Kinship Leading for Small Nonprofits Uniting Support for New Program Investment - SDHC SW collaboration			
	Oct - Dec	Cycle (1) TA Capacity					
	Jan - Mar	(1) Cycle TA Safety Cycle	March	Summer Services (w/renewal)			
	Apr - Jun	(2) Capacity					
	Jul - Sep						
23-2024	Oct - Dec				For FY 24-2025		
	Jan - Mar						
	Apr - Jun						
	Jul - Sep				Last year of Investment Grants		
24-2025	Oct - Dec						
	Jan - Mar						
	Apr - Jun						
	Jul - Sep						
25-2026	Oct - Dec					For FY 26-2027	
	Jan - Mar						
	Apr - Jun						
	Jul - Sep					Last year of Leading Grants	
26-2027	Oct - Dec						For FY 27-2028
	Jan - Mar						
	Apr - Jun						
	Jul - Sep						Last year of Uniting Grants



## CHILDREN'S BOARD OF HILLSBOROUGH COUNTY



Children's Board  
HILLSBOROUGH COUNTY  
[www.ChildrensBoard.org](http://www.ChildrensBoard.org)

# 2022-2023 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



Racial Equity/  
Underserved



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

<b>FOCUS AREA</b>	Desired results or conditions for children in our community. Example: Children are Developmentally on Track
<b>OUTCOME TYPE</b>	Outcomes are categorized by the type of expected change shown by participants - knowledge/skills, attitudes, behaviors and circumstances. Example: BEHAVIOR
<b>OUTCOME</b>	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.
<b>MEASUREMENT</b>	Instruments/tools used to measure the degree of participant change. Example: Eyberg Child Behavior Inventory (ECBI)
<b>INDICATOR</b>	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.
<b>TARGET POPULATIONS</b>	The identified age group of the participants to be measured for each outcome. Example:  Children Birth - Preschool Age
<b>EQUITY</b>	Emphasis on providing racial equity/underserved populations with the level of resources and opportunities needed to achieve the same outcomes given disproportionate circumstances. Example: Reduced health disparities in the (proposed) target population with increased opportunities for adequate prenatal care.



## KNOWLEDGE/SKILLS

**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 individuals 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)

### ★Updated: Equity Target Population

**4. At least 75% of a minimum of # pregnant individuals 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.



## BEHAVIOR

## TARGET POPULATIONS

### ★Updated: Equity Target Population

5. At least 70% of a minimum of # pregnant individuals 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.

### ★Updated: Equity Target Population

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



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

### ★Updated: Equity Target Population

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 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

**9. 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)

**10. 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

**11. 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.

**12. 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

**13. 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

**14. 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)

**15. At least 80% of a minimum of # children with improved physical fitness.**



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)

**16. At least 85% of a minimum of # children at reduced risk of unintentional injury (Examples: drowning, shaken baby, unsafe sleep, exposure to dangers such as poison, weapons or other unsafe conditions).**



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)

**17. 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 raw score of 40 on Part (C) (Use of Nurturing Skills) of the Nurturing Skills Competency Scale 2.0-B5 Short Version (Parent version). 2. A minimum posttest raw score of 40 on Part (F) (Use of Nurturing Skills) of the Nurturing Skills Competency Scale 2.0 Long Form (Parent version). 3. Posttest Sten score of 4 or higher on Part (F) (About My Use of Nurturing Skills) of the Nurturing Skills Competency Scale 3.0 Short Version (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).

**4. 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.

## CIRCUMSTANCE

**5. 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: Total area scores are above the cutoff OR total area scores are close to cutoff and re-screening scores are above the cutoff OR total area scores are close or below cutoff with a referral date to Early Steps (within the fiscal year).



## CIRCUMSTANCE

## TARGET POPULATIONS

**6. 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: Total area scores are above the cutoff OR total area scores are close to cutoff and re-screening scores are above the cutoff OR total area scores are close or below cutoff with a referral date to Child Find or ECC screening (within the fiscal year).

**7. 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.

**8. 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.

**9. 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 5:6-5:11 = 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 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 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

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)

### ★Updated: Equity Target Population

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



1. Developmental Reading Assessment (DRA) Kindergarten: 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.
2. Developmental Reading Assessment (DRA) 1st Grade: 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.
3. Developmental Reading Assessment (DRA) 2nd Grade: A posttest DRA (Developmental Reading Assessment) level of at least an 12 for students scoring a 10 or lower at pretest OR a posttest DRA of at least a 18 for students scoring 12 or higher at pretest.
4. Developmental Reading Assessment (DRA) 3rd Grade: A posttest DRA (Developmental Reading Assessment) level of at least an 28 for students scoring a 18 or lower at pretest OR a posttest DRA of at least a 34 for students scoring 24 or higher at pretest.
5. iReady Diagnostic Reading Assessment (Student Diagnostic Growth Report): A jposttest iReady Diagnostic End of Year Reading score of at least the Annual Typical Growth score determined by the pretest iReady Diagnostic Reading assessment.
6. 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).
7. 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)



## KNOWLEDGE/SKILLS

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

1. Curriculum Based (per program model)



## ATTITUDES

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 # 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)





## BEHAVIOR

## TARGET POPULATIONS

10. 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 on the sum of the 2 subscales (responding to my child's needs and providing predictable schedule/routines and appropriate environment for my child) OR maintain (with no decreases) a total pretest score of at least 50 on the sum of the 2 scales for infants or a total pretest score of at least 90 on the sum of the 2 subscales for toddlers or preschoolers. (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 3.5 OR maintain (with no decreases from pretest) an average pretest total score of at least 3.5 at posttest.
7. **Curriculum-based (Program Specific)**



## BEHAVIOR

## TARGET POPULATIONS

11. At least 75% of a minimum of # Early Childhood 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. **Best Practices in Inclusive Early Childhood Education (BPIECE):** Practitioners receiving a minimum of 1 month of technical assistance will achieve or maintain (with no decreases) 95% (38/40) of the indicators on the BPIECE scored at Occasionally or higher at posttest.
3. **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.
4. **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).
5. **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.
6. **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.
7. 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

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



## TARGET POPULATIONS

## CIRCUMSTANCE

★Updated: Equity Target Population

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. **CIRCLE Environmental Checklist; CIRCLE Infant & Toddler Classroom Environment Checklist: Environmental Checklist (Preschool & Infant/Toddler)** An increase in Grand Average Classroom Score (all classrooms summed and averaged) from pretest to posttest for Infant -Toddler or Preschool Checklist.
5. **Model-based (Program Specific)**

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



1. **Modified Rosenberg 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 Modified Rosenberg Self Esteem Inventory.
2. **Child Rosenberg Self-esteem Scale:** An increase in total self-esteem score from pretest to posttest for participants with pretest scores below 40 OR maintenance of pretest scores of 40 (no decreases) at posttest.
3. **Schwarzer Self-Efficacy Scale:** An increase from overall pretest to posttest score on the 10 question Schwarzer Self- Efficacy Scale.
4. **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.
5. **General Self-Efficacy – Sherer (GSESH)**
6. **Curriculum-based (per program model)**



## CIRCUMSTANCE

## TARGET POPULATIONS

**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)*



## KNOWLEDGE/SKILLS

## TARGET POPULATIONS

1. 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)

2. At least 80% of a minimum of # parents/caregivers have increased literacy skills (language, digital or financial).



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)
4. Your Money, Your Goals What You Know Self-Assessment: Achieve at least 7 correct responses (70%) by posttest.
5. Curriculum-based (per program model)

## ★ NEW OUTCOME

3. At least 80% of a minimum of # parents/caregivers demonstrate progress towards educational success.



1. Curriculum-based (per program model)

## ★ NEW OUTCOME

4. At least 80% of a minimum of # parents/caregivers have increased skills towards achieving economic mobility.



1. Curriculum-based (per program model)



## KNOWLEDGE/SKILLS

## TARGET POPULATIONS

5. 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)

## ATTITUDES

6. 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

7. 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.



## BEHAVIOR

## TARGET POPULATIONS

8. 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

9. 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)**



## CIRCUMSTANCE

## TARGET POPULATIONS

10. 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)**

11. 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

12. 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)**



**DRAFT Providers by Platforms (Active Contracts)**  
**Children's Board of Hillsborough County (FY 2022-2023)**

**(Level 1) INVESTMENT GRANTS**

**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	Preliminary Contract Amount	Healthy & Safe	Developing On Track	Ready to Learn	Family Support
Positive Spin, Inc. / <i>Empowering a Community with Hope</i> (EACH One) (East; West; Sulphur Springs, North Tampa & Temple Terrace)	830,937		○	○	●
County Wide	Preliminary Contract Amount	Healthy & Safe	Developing On Track	Ready to Learn	Family Support
Bay Area Legal Services, Inc. / <i>Lawyers Helping Kids</i>	716,189				●
Champions for Children, Inc. / <i>Parents as Teachers</i>	1,322,106	○	●	○	
Children's Home Network / <i>Reaching and Inspiring Students Everywhere</i>	1,032,669			●	
Children's Home, Inc., <i>The D/B/A Children's Home Network / Supporting and Empowering Educational and Developmental Services (SEEDS)</i>	2,142,400			●	○
Early Childhood Council of Hillsborough County, Inc. / <i>Community Developmental Screening</i>	685,211		●		
Healthy Start Coalition of Hillsborough County, Inc. / <i>*Healthy Families Hillsborough</i>	2,069,163	○	●		○
Healthy Start Coalition of Hillsborough County, Inc. / <i>Healthy Steps Hillsborough</i>	710,773	●			○
Healthy Start Coalition of Hillsborough County, Inc. / <i>*Safe Baby Plus</i>	1,322,459	●	○		○
Hillsborough Community College Foundation / <i>Quality Early Education System</i>	2,519,870			●	
Lutheran Family Services, Inc. / <i>Children's Board Family Resource Centers</i>	3,066,275	○	○	○	●
Metropolitan Ministries, Inc. / <i>Homeless Family Early Intervention Program (First Hug)</i>	1,393,323	○	○		●
REACHUP, Inc. / <i>*Giving Resources and Opportunities with Trust and Hope (GROWTH with Doulas and Dads)</i>	948,476	●			○
St. Joseph's Hospital D/B/A St. Joseph's Children's Hospital / <i>Mobile Health and Safety Education</i>	1,050,039	●	○		
University of South Florida Board of Trustees / <i>*Hillsborough HIPPY Parent Involvement Project</i>	1,463,692		○	●	○
University of South Florida Board of Trustees / <i>Program Wide Positive Behavior Support</i>	774,973			●	



**DRAFT Providers by Platforms (Active Contracts)**

**Children's Board of Hillsborough County (FY 2022-2023)**

<b>County Wide &amp; Neighborhood</b>	<b>Preliminary Contract Amount</b>	<b>Healthy &amp; Safe</b>	<b>Developing On Track</b>	<b>Ready to Learn</b>	<b>Family Support</b>
Champions for Children, Inc. / <i>The First Years</i>	680,000		●		○
Hispanic Services Council, Inc. / <i>La RED de Padres Activos (The Network of Active Parents)</i> South County, Plant City, Palm River, North & West Tampa	1,038,748			○	●
<b>County Wide MATCH Grants</b>	<b>Preliminary Contract Amount</b>	<b>Healthy &amp; Safe</b>	<b>Developing On Track</b>	<b>Ready to Learn</b>	<b>Family Support</b>
Hillsborough County School Readiness, Inc. D/B/A Early Learning Coalition of Hillsborough County / <i>School Readiness Funding</i>	810,770			●	
<b>Total Investment Grants</b>	<b>24,578,073</b>				

**(Level 2) UNITING GRANTS**

**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.**

<b>Neighborhood / School</b>	<b>Preliminary Contract Amount</b>	<b>Healthy &amp; Safe</b>	<b>Developing On Track</b>	<b>Ready to Learn</b>	<b>Family Support</b>
Boys & Girls Clubs of Tampa Bay, Inc. / <i>After-Zone and Elementary School Initiative ( )</i>	545,000			●	
Boys & Girls Clubs of Tampa Bay, Inc. / <i>After-Zone and Middle School Initiative (Plant City; Town N Country; South County)</i>	545,000			●	
Girl Scouts of West Central Florida, Inc. / <i>Girl Scout Troop Program</i>	322,118			●	
Gulf Coast Jewish Family and Community Services Inc. / <i>Good Afternoon Friends and Amigos (Reddick and Turkey Creek)</i>	400,567			●	○
Housing Authority of the City of Tampa / <i>Village Link Up (Robles Park Village / C. Blythe Andrews)</i>	318,942				●
Learn Tampa Bay / <i>Learning Is Fun Together (LIFT) (Plant City)</i>	272,525		○	●	
Parents and Children Advance Together Literacy Ministries (PCAT) / <i>South County Literacy Initiative (Ruskin)</i>	428,645			●	
Success 4 Kids and Families, Inc. / <i>Successful Families (South and East County)</i>	518,379				●
Tampa Metropolitan Area YMCA, Inc. / <i>Community Learning Center at Sulphur Springs</i>	314,882			●	
University Area Community Development Corporation (UACDC) / <i>Get Moving (North Tampa)</i>	304,402	●			



**DRAFT Providers by Platforms (Active Contracts)**

**Children's Board of Hillsborough County (FY 2022-2023)**

County Wide	Preliminary Contract Amount	Healthy & Safe	Developing On Track	Ready to Learn	Family Support
Big Brothers Big Sisters of Tampa Bay, Inc. / <i>1-to-1 Mentoring (Elementary)</i>	272,500			●	
Big Brothers Big Sisters of Tampa Bay, Inc. / <i>1-to-1 Mentoring (Middle)</i>	272,500			●	
Children's Home, Inc., The D/B/A Children's Home Network / <i>*Kinship Hillsborough</i>	545,000		○		●
Children's Museum of Tampa, Inc., The D/B/A Glazer Children's Museum / <i>Learn &amp; Play Tampa Bay</i>	343,650		○	●	
Champions for Children / <i>*Family Focus</i>	470,446	●	○		○
Dawning Family Services / <i>A Path to Prevention</i>	322,373				●
Dawning Family Services / <i>Housing for Success</i>	244,267				●
Early Childhood Council of Hillsborough County, Inc. / <i>Inclusion Support Services</i>	541,302			●	○
Easter Seals Florida, Inc. / <i>Early Learning Intervention Program</i>	542,735				
Family Enrichment Center, Inc., The / <i>Kinship Care</i>	360,313		○	○	●
Famiy Healthcare Foundation, Inc. / <i>Connecting Kids to Care</i>	243,076	●			
Gulf Coast Jewish Family and Community Services, Inc. / <i>Teen Parent Engagement Program</i>	491,310	○	●	○	
Hillsborough Education Foundation, Inc. / <i>Tech Connect</i>	399,654			●	○
Metropolitan Ministries, Inc. / <i>C.R.E.A.T.E. School Age Program</i>	544,587			●	○
Preserve Vision Florida, Inc. / <i>Children's Vision Health and Safety Services</i>	325,000	●			
Redefiners World Languages, Inc. / <i>Multilingual Citizens Program</i>	469,091				●
Spring of Tampa Bay, Inc., The / <i>Family Safety from Domestic Violence</i>	350,979				●
St. Joseph's Hospital D/B/A St. Joseph's Children's Hospital / <i>Supporting Motherhood and More</i>	185,914	●			
University of South Florida Board of Trustees / <i>Helping our Toddler's Developing our Children's Skills (HOT DOCS &amp; DOCS K-5)</i>	341,662			○	●
<b>TBD MATCH Grants</b>	<b>Preliminary Contract Amount</b>	<b>Healthy &amp; Safe</b>	<b>Developing On Track</b>	<b>Ready to Learn</b>	<b>Family Support</b>
<b>Total Uniting Grants</b>		<b>11,236,819</b>			



**DRAFT Providers by Platforms (Active Contracts)**

**Children's Board of Hillsborough County (FY 2022-2023)**

**(Level 3) LEADING GRANTS**

**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.**

Countywide Match	Final Contract Amount	Healthy & Safe	Developing On Track	Ready to Learn	Family Support
Tampa Hillsborough Homeless Initiative / UNITY Information Network	50,000				●
Neighborhood	Final Contract Amount	Healthy & Safe	Developing On Track	Ready to Learn	Family Support
Boys and Girls Clubs of Tampa Bay / Brandon Art Masters	87,630			●	
Parents and Children Advance Together Literacy Ministries (PCAT) / <i>Sulphur Springs Literacy Initiative (Ruskin)</i>	139,925			●	
Seniors in Service of Tampa Bay, Inc. / <i>Readers in Motion (School and CBFRC Based)</i>	140,000			●	
Tampa Heights Junior Civic Association, Inc. / School Promotion, Prevention and Early Intervention	140,000			●	
County Wide	Final Contract Amount	Healthy & Safe	Developing On Track	Ready to Learn	Family Support
Children's Museum of Tampa, Inc., The D/B/A Glazer Children's Museum / <i>Children's Board Free Tuesday</i>	75000				●
Children's Museum of Tampa, Inc., The D/B/A Glazer Children's Museum / Pop Up Play at Plant City CBFRC	126,276				●
Florida Baptist Children's Homes d/b/a One More Child / One More Child Family Support	140,000				●
FL Museum of Photographic Arts / Learning Through Photography	42,900				●
Housing Authority of the City of Tampa / Building Family Financial Skills	92,130				●
Just Initiative Inc. / Community Care	104,331				●
School District of Hillsborough County / <i>Renaissance myON Reader</i>	100,000			●	
Mary Lee's House, Inc. / Community Alliance Coordinator	90,413				●
Nonprofit Leadership Center of Tampa Bay, Inc. / <i>Capacity Building: Training and Consultation</i>	140,000	○	○	○	○
Tampa Museum of Art / Free Access Family Days	54206				●
<b>Total Leading Grants</b>	<b>1,522,811</b>				

● Primary focus area

○ Secondary/Tertiary focus area(s)

\*Lead Agent with Subcontractors(s)

TA Capacity Building (#TBD)

TA Safety (#TBD)

Social Enterprise (#TBD)



Children's Board of Hillsborough County

FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part I

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
1. Geographic Focus: (see map)	<p><b>Check One:</b></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		
2. Service Level Achievement: (# of participants served are in compliance with # contracted to serve)	<p>___ Program service levels <b>on track</b> with expected rates of enrollment (3 points)</p> <p>or</p> <p>___ Program service levels <b>below</b> expected rates of enrollment (0, 1 or 2 points)</p> <p><i>Enter Comments Here:</i></p>	3		
3. Demonstration of Community Engagement and/or Collaboration:	<p>___ Program at least annually utilizes a customer service/satisfaction survey. (1 point)</p> <p>___ Participants engaged in program evaluation <b>and</b> 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

Contract activities through May 30	Comments/Explanations	Max Pts	Pts Awarded	Rater Initials
<p>4. Compliance with CBHC General Terms and Conditions:</p>	<p><b>Score 0 or 1 point for each:</b></p> <p>1. ___ Timely notifications of Board member listing or staff changes (including E.D. or Board Chair)</p> <p>2. ___ Notification of loss of other Program funds and/or critical incidents.</p> <p>3. ___ Participation in 2-1-1</p> <p>4. ___ Disaster Communication Form and Contact Information</p> <p>5. ___ Maintains Insurance</p> <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><b>Score 0 or 1 point for each:</b></p> <p>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".</p> <p>2. ___ Publishes the Children's Board logo on the Provider website home page.</p> <p>3. ___ Establishes a link to the Children's Board website on the Provider website.</p> <p>4. ___ Displays the Children's Board logo in Provider service locations and administrative offices.</p> <p>5. ___ Provides information about the Children's Board each year to its employees and governing Board of Directors (evidence in minutes).</p> <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**

Contract activities through May 30	Comments/Explanations	Max Pts	Pts Awarded	Rater Initials
6. Fiscal Review Site Visit:	<p><b><u>Score 0, 1 or 2 points for each:</u></b></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		
<b>Total Points Part I</b>	<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

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																																																																																																			
<b>I. Service Level Achievement:</b>  <i>(# of participants served are in compliance with # contracted to serve)</i>	<p>Performance on each contracted outcome is scored separately and summed.</p> <table border="1"> <thead> <tr> <th>Service Level</th> <th colspan="10"># of Outcomes</th> </tr> <tr> <th></th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>8</th> <th>9</th> <th>10</th> </tr> </thead> <tbody> <tr> <td>95%-100% of target</td> <td>12.0</td> <td>6.0</td> <td>4.0</td> <td>3.0</td> <td>2.4</td> <td>2.0</td> <td>1.7</td> <td>1.5</td> <td>1.3</td> <td>1.2</td> </tr> <tr> <td>93%-94% of target</td> <td>10</td> <td>5</td> <td>3.3</td> <td>2.5</td> <td>2.0</td> <td>1.7</td> <td>1.4</td> <td>1.3</td> <td>1.1</td> <td>1.0</td> </tr> <tr> <td>91%-92% of target</td> <td>8.0</td> <td>4.0</td> <td>2.7</td> <td>2.0</td> <td>1.6</td> <td>1.3</td> <td>1.1</td> <td>1.0</td> <td>0.9</td> <td>0.8</td> </tr> <tr> <td>89%-90% of target</td> <td>6.0</td> <td>3.0</td> <td>2.0</td> <td>1.5</td> <td>1.2</td> <td>1.0</td> <td>0.9</td> <td>0.8</td> <td>0.7</td> <td>0.6</td> </tr> <tr> <td>87%-88% of target</td> <td>4.0</td> <td>2.0</td> <td>1.3</td> <td>1.0</td> <td>0.8</td> <td>0.7</td> <td>0.6</td> <td>0.5</td> <td>0.4</td> <td>0.4</td> </tr> <tr> <td>85%-86% of target</td> <td>2.0</td> <td>1.0</td> <td>0.7</td> <td>0.5</td> <td>0.4</td> <td>0.3</td> <td>0.3</td> <td>0.3</td> <td>0.2</td> <td>0.2</td> </tr> <tr> <td>Below 85% of target</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>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	12	<b>Prelim</b> <b>(Prorated Q1-Q3)</b> =  <b>Final</b> <b>(Q1-Q4)</b> =	
Service Level	# of Outcomes																																																																																																						
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FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part II

Contract Activities	Comments/Explanations should reflect best practices and plans to improve	Max Pts	Pts Awarded	Rater Initials																																																																																																																																															
<p>2. Outcomes or Contract Deliverables:</p> <p>(% of contracted outcome results achieved)</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"> <thead> <tr> <th>Service Level</th> <th colspan="10"># of Outcomes</th> </tr> <tr> <th></th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>8</th> <th>9</th> <th>10</th> </tr> </thead> <tbody> <tr> <td>95%-100% of target</td> <td>26</td> <td>13</td> <td>8.67</td> <td>6.5</td> <td>5.2</td> <td>4.33</td> <td>3.71</td> <td>3.25</td> <td>2.89</td> <td>2.6</td> </tr> <tr> <td>93%-94% of target</td> <td>23.4</td> <td>11.7</td> <td>7.8</td> <td>5.85</td> <td>4.68</td> <td>3.9</td> <td>3.34</td> <td>2.93</td> <td>2.6</td> <td>2.34</td> </tr> <tr> <td>92% of target</td> <td>20.8</td> <td>10.4</td> <td>6.93</td> <td>5.2</td> <td>4.16</td> <td>3.47</td> <td>2.97</td> <td>2.6</td> <td>2.31</td> <td>2.08</td> </tr> <tr> <td>91% of target</td> <td>18.2</td> <td>9.1</td> <td>6.07</td> <td>4.55</td> <td>4.55</td> <td>3.03</td> <td>2.6</td> <td>2.28</td> <td>2.02</td> <td>1.82</td> </tr> <tr> <td>90% of target</td> <td>15.6</td> <td>7.8</td> <td>5.2</td> <td>3.9</td> <td>3.12</td> <td>2.6</td> <td>2.23</td> <td>1.95</td> <td>1.73</td> <td>1.56</td> </tr> <tr> <td>89% of target</td> <td>13</td> <td>6.5</td> <td>4.33</td> <td>3.25</td> <td>2.6</td> <td>2.17</td> <td>1.86</td> <td>1.63</td> <td>1.44</td> <td>1.3</td> </tr> <tr> <td>88% of target</td> <td>10.4</td> <td>5.2</td> <td>3.47</td> <td>2.6</td> <td>2.08</td> <td>1.73</td> <td>1.49</td> <td>1.3</td> <td>1.16</td> <td>1.04</td> </tr> <tr> <td>87% of target</td> <td>7.8</td> <td>3.9</td> <td>2.6</td> <td>1.95</td> <td>1.56</td> <td>1.3</td> <td>1.11</td> <td>0.98</td> <td>0.87</td> <td>0.78</td> </tr> <tr> <td>86% of target</td> <td>5.2</td> <td>2.6</td> <td>1.73</td> <td>1.3</td> <td>1.04</td> <td>0.87</td> <td>0.74</td> <td>0.65</td> <td>0.58</td> <td>0.52</td> </tr> <tr> <td>85% of target</td> <td>2.6</td> <td>1.3</td> <td>0.87</td> <td>0.65</td> <td>0.52</td> <td>0.43</td> <td>0.37</td> <td>0.33</td> <td>0.29</td> <td>0.26</td> </tr> <tr> <td>Below 85% of target</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> <td>0.0</td> </tr> </tbody> </table> <p>Enter Comments Here:</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

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><b>Check One:</b></p> <p>(Accuracy of Sample = # Correct Data Elements/Total # Data Elements)</p> <p>___ 95% - 100% accuracy (12 points)</p> <p>___ 90% -94% accuracy (8 points)</p> <p>___ Less than 90% accuracy (0 points)</p> <p><b>Score 1 point for each:</b></p> <p>___ Administration of all measures follows measurement tool protocol/guidelines or program evaluation procedures (1 point)</p> <p>___ Completed measures contain all necessary information for participant identification (1 point)</p> <p>___ 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):</p> <p><i>(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).</i></p>	<p>___ Reimbursement requests contain accurate information. (0, 1, 2 or 3 points)</p> <p>___ Budget to actual reports were received by the deadline. (0 or 1 point)</p> <p>___ Budget to actual reports contain accurate information. (0 or 1 point)</p> <p>___ Next FY budget was submitted for contract by deadline. (0, 1 or 2 points)</p> <p>___ 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 (activities through July 31<sup>st</sup>):</p>	<p>___ Evidence of a sustainability or strategic action plan Next FY that outlines organizational goals which includes funding diversification monitoring guidelines. (1 point)</p> <p>___ CBHC prior approval for spending outside of the budget. (0, 1, or 2 points)</p> <p>___ CBHC obtained contract notifications or pre-approved contract changes. (0, 1, or 2 points)</p> <p>___ Most current agency audit submitted on time (1 point).</p> <p><i>Enter Comments Here:</i></p>	6		



Children's Board of Hillsborough County

**FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding**

**Part II**

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



Children's Board of Hillsborough County

FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part II

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

\*\* FY2022 Annual Contract Evaluation and Recommendation tool has been modified from previous years:

Scoring for Section 6 is on consistency and timeliness of reimbursement requests (previously funding diversification). No change in total points in this section.

**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)
- ☐ Other Determination



FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

Part II

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

Did Agency Audit, ASO or Provider Improvement Plan results 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:



Children's Board of Hillsborough County  
FY 2022 Annual Contract Evaluation and Recommendation for Continuation Funding

**Part II**  
**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

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 <b>not</b> applicable <input type="checkbox"/>	<b>Score 0 or 1 for each: Programmatic:</b> ____ ____ Cooperation – Evidence that partnership improves service delivery. <i>Enter Example Here:</i> ____ Coordination – Combined resources to maximize operational efficiencies. <i>Enter Example Here:</i> ____ 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> ____ Sharing staff across partnership to meet program needs and goals. <i>Enter Example Here:</i> ____ Subcontractor personnel included in CBHC contract negotiations. <b>Score 5 if yes for ALL items, 0 if not. Place "X" if done. Contractual:</b> ____ ____ 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>	<b>Max 10</b>	<b>Pts Awarded</b>	<b>Rater Initial</b>

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



## Children's Board of Hillsborough County

<b>Procedure Name:</b> Provider Improvement Plan	<b>Category:</b> Program Support
<b>Effective Date:</b> October 1, 2011	<b>Revision Date:</b> 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”.



## Children's Board of Hillsborough County

### 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: 01/2018)

  /  /   **Contract Issue**        /  /   **Performance Improvement**<sup>1</sup>        /  /   **Program of Concern**<sup>2</sup> - Completion Date:

Provider Agency:  
Sub-Contractor:  
Program Name:

CBHC Contract Manager:  
CBHC Fiscal Representative:  
CBHC Research Representative:

**Background / Issue(s) Requiring Action:**

**Final Result:**

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

CBHC Signature \_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Printed Name \_\_\_\_\_

Provider Signature \_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Authorized Official

Printed Name \_\_\_\_\_

<sup>1,2</sup> Programs at the Provider Improvement Plan & Program of Concern levels will be reported to the Provider Agency Board of Directors & CBHC Board.

<sup>3</sup> Due Dates cannot be changed without prior CBHC approval.