



**May Governance Committee Meeting
May 20, 2026, 9:00 a.m. – 10:00 a.m.**

1. Introductions and Instructions

Meredith Chartrand-Frisch, Governance Chair

2. Public Comments

Public comments will be taken for each item on the agenda. Comments must be made about the specific agenda item. The audience will have an opportunity for public comment on general topics at the end of the meeting.

3. Approval of April Minutes

4. Governance Activities

Meredith Chartrand-Frisch, Governance Chair

- a. Jax Forward Memo of Understanding
- b. Board Assessment Tool Adoption
- c. NEW Mini Grants Policy
- d. CEO Communications to the Board Policy Update
- e. Audited Financial Statement Requirements Policy Update

5. CEO Search Update

Meredith Chartrand-Frisch, Governance Chair

6. Discussion Items

- a. Legislative Update
- b. Selection of Board Officers – Nominating Process

7. General Public Comments

8. Adjourn



Governance Committee Meeting Minutes
April 15, 2026, 9:00 a.m. – 10:00 a.m.

1. Introductions and Instructions

Meredith Chartrand-Frisch, Governance Chair

Ms. Chartrand-Frisch began the meeting by expressing her gratitude to the attendees for their participation.

Board Members Present – Meredith Chartrand-Frisch, Lawrence Dennis, Cynthia Nixon, Josh Martino, Carson Tranquille, Marsha Oliver, Kevin Gay

Others Present – Leah Hayes, Debbie Long, Tracey Bolton (Employee Services)

2. Public Comments

Ms. Chartrand-Frisch explained that public comments will be taken for each item on the agenda. Comments must be made about the specific agenda item. The audience will have an opportunity for public comment on general topics at the end of the meeting. There were no public comments.

3. Approval of March Minutes

Meredith Chartrand-Frisch, Governance Chair

Ms. Chartrand-Frisch inquired if there were any amendments to the minutes from March, to which there were none. She then requested a motion to proceed with the vote on the approval of the minutes.

Motion: Lawrence Dennis

Second: Josh Martino

Approve: 3-0

4. Governance Activities

Dana Kriznar, Interim Chief Executive Officer

Rodger Belcher, Chief Strategy Officer

Kenneth Darity, Chief Administrative Officer

a. 26-010: YTTF Updated Matrix – Jax. Children’s Chorus Recommendation

Dr. Kriznar presented an overview of an action item concerning a \$5,000 application from the Jacksonville Children’s Chorus. She also shared the YTTF Matrix Scores and proposed revisions to the Official Evaluation & Scoring Matrix. Following a discussion, it was agreed that new funding requests would be due annually on August 1st. Additionally, if there are remaining funds after the approval of applications, staff will reassess those applications for additional funding rather than allowing the funds to carry over into the next year.

Motion: Meredith Chartrand-Frisch

Second: Lawrence Dennis

Approve: 3-0

b. 26-011: Data Security Policy

Dr. Kriznar and Mr. Belcher summarized this new policy which is to establish organization-wide standards for safeguarding data and allowing KHA’s participation in the State of Florida Background Screening Clearinghouse for Level 2 screenings.

Motion: Meredith Chartrand-Frisch

Second: Lawrence Dennis

Approve: 3-0

c. 26-012: United Way MOU - SAMIS

Mr. Darity explained this action item, which is the renewal of the MOU between KHA and the United Way of Northeast Florida which allows KHA to continue sponsoring UWNEFL to maintain licensed access to the SAMIS data management system.

Motion: Lawrence Dennis

Second: Josh Martino

Approve: 3-0

d. 26-013: Summer Contract Renewals

Mr. Darity provided an overview of this action item which approves Summer Camp funding for Hope Hven and additional funding for security at CIS sites – Westside Middle School and Andrew Robinson Elementary.

Dr. Kriznar outlined KHA's policy regarding permissible summer camp fees and noted Hope Haven's hesitance to sign an Attestation that would confirm adherence to this policy. If Hope Haven decides not to sign the Attestation, it will be removed from the action item that is set to be presented to the full Board for a vote on April 22, 2026.

Motion: Meredith Chartrand-Frisch

Second: Lawrence Dennis

Approve: 3-0

e. 26-014: NLP Logix Agreement

Dr. Kriznar summarized this action item, which provides an automated support system to streamline the initial review of reimbursement submissions, decreasing manual staff time and reducing the likelihood of human error. The expected outcome is faster turnaround for providers, improved accuracy of reviews, and strengthened audit readiness.

Motion: Meredith Chartrand-Frisch

Second: Josh Martino

Approve: 3-0

5. **CEO Search Process – Review Candidate Applications**

Leah Hayes, Employee Services

Ms. Hayes provided an overview of the CEO application process thus far. The application window closed on March 30th, yielding a total of 235 submissions. From these, Employee Services identified 141 candidates who fulfilled the minimum qualifications for the role. A notebook, containing a list of Highly Qualified candidates along with their supporting documents, was distributed to all Board members in attendance. The notebook included a roster of qualified veterans, as well as names of qualified and minimally qualified candidates. Board members also received a thumb drive which housed applications for all 235 submissions.

Ms. Chartrand-Frisch proposed that Employee Services create a Scoring Matrix to objectively evaluate applicants, a suggestion that was subsequently embraced by the committee. The Employee Services team committed to presenting this Scoring Matrix at the Board meeting scheduled for April 22nd. Once the matrix is officially approved,

Board members will utilize it to assess and rank applicants, with completed scored applications due to Leah Hayes by May 8th. The Board's objective is to refine the pool of qualified candidates to 10-15, plus 12 veterans, after which Employee Services will conduct virtual interviews. These interviews will be recorded for review by Board members. Following the virtual interviews, the Board will select 3-5 candidates for in-person interviews with Board members and a group of KHA employees. The next meeting of the CEO Search Committee is set for May 13, 2026, at 10:00 a.m.

The Board conveyed their appreciation to Leah Hayes and the Employee Services team for their outstanding work in compiling and evaluating applicants to date.

6. General Public Comments

There were no public comments.

7. Adjourn

Meredith Chartrand-Frisch, officially concluded the meeting at 10:15 a.m.

BOARD ACTION ITEM: JAX FWD MOU
BOARD ACTION NUMBER: 26-015
CATEGORY: PRE-TEEN/TEEN
 GOVERNANCE MEETING: MAY 20, 2026
 BOARD MEETING: MAY 27, 2026

TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS
FROM: DR. DANA KRIZNAR, INTERIM CEO

REQUESTED ACTION:

The Board is asked to:

- 1.) Approve Kids Hope Alliance (KHA), acting on behalf of the City of Jacksonville, to enter into the Jacksonville Future Workforce Development (JaxFWD) Coalition Memorandum of Understanding (MOU) with participating cross-sector partners for the purpose of supporting coordinated workforce development planning, alignment, and collaborative activities.

NARRATIVE:

The Jacksonville Future Workforce Development (JaxFWD) Coalition is a citywide, cross-sector workforce alignment initiative that brings together partners from education, workforce development, business, philanthropy, government, and community organizations to strengthen economic mobility and workforce outcomes for Jacksonville residents.

The proposed Memorandum of Understanding (MOU) establishes a non-binding collaborative framework to support shared planning, coordination, data-informed decision-making, and collective problem-solving among coalition partners. The MOU does not create financial, legal, or contractual obligations between participating organizations and does not establish JaxFWD as a funding or implementing entity.

Under the MOU, the City of Jacksonville, represented by Kids Hope Alliance (KHA), will continue serving as the coalition's coordination backbone, supporting convening, communication, and alignment activities across the partnership.

The coalition's mission is to "connect great people to good jobs" by aligning partners around shared goals related to:

- Postsecondary attainment and credential completion
- Workforce participation and employment pathways
- Economic mobility and reduction of ALICE households

The coalition advances these goals through four primary strategies:

1. Build Awareness
2. Coordinate Efforts
3. Influence Policy & Systems
4. Mobilize Resources

The MOU reflects the coalition's continued evolution and formalization following the transition from the Mayor's Youth at Work Partnership steering committee into the broader JaxFWD coalition framework.

Current coalition participation includes representatives from:

- City of Jacksonville / Kids Hope Alliance
 - CareerSource Northeast Florida
 - JAXUSA Partnership
 - Duval County Public Schools
 - Florida State College at Jacksonville
 - University of North Florida
 - Jacksonville University
 - Jacksonville Transportation Authority
 - United Way of Northeast Florida
 - Goodwill Industries of North Florida
 - Local Initiatives Support Corporation (LISC)
 - Jacksonville Public Education Fund
 - Bank of America
 - VyStar Credit Union
- and other community and institutional partners.

Approval of this action authorizes KHA to participate in and support the coalition framework consistent with the terms outlined in the MOU.

STRATEGIC GOAL & ELEMENT:

Strengthens provider capacity, data-driven decision-making, and alignment of youth-serving systems.

FISCAL IMPACT:

There is no direct fiscal impact associated with approval of the MOU. The MOU is non-binding and does not obligate KHA or the City of Jacksonville to financial commitments.

OPTIONS:

- Vote to approve action item.
 - Decline to approve action item.
 - Vote to approve action item with amendments. If checked, the following amendment to the item is approved.
-

Board Secretary's Signature: _____
(In the event the Board Secretary is not present, the Board Chair may sign, and authority shall pass down accordingly.)

Print Name and Title: _____

Date: _____

Draft

Memorandum of Understanding (MOU)

Jacksonville Future Workforce Development (JaxFWD) Coalition

Purpose

This Memorandum of Understanding (“MOU”) establishes a **non-binding collaborative framework** among members of the Jacksonville Future Workforce Development (JaxFWD) coalition. JaxFWD is a cross-sector alignment and strategy table that brings together education, workforce, business, philanthropic, government, and community stakeholders to coordinate efforts, share learning, and advance economic opportunity and mobility for Jacksonville residents.

This MOU is intended to support **voluntary collaboration, shared priorities, and collective problem-solving**. It does not create legal, financial, or contractual obligations among members, nor does it establish JaxFWD as a funding, compliance, or implementing entity.

Kids Hope Alliance (KHA), a public body acting on behalf of the City of Jacksonville, serves as the coalition’s **coordination backbone**, supporting convening, communication, and alignment across partners. Fiscal sponsorship, funding arrangements, and implementation responsibilities, when applicable, will be defined separately and on a project-specific basis.

Mission, Goals, and Strategies

Mission

The mission of the Jacksonville Future Workforce Development (JaxFWD) coalition is to connect great people to good jobs.

Goals

JaxFWD aligns partners around shared outcomes that reflect Jacksonville’s most pressing workforce and economic mobility priorities. The coalition focuses on progress across three interconnected impact areas:

- I. **Educational Foundation:** Increase postsecondary degree and credential attainment to ensure residents are prepared for meaningful careers.
- II. **Workforce Participation:** Decrease youth disconnection and expand pathways into employment, training, and career advancement.
- III. **Economic Mobility:** Reduce the share of residents who are asset-limited, income-constrained, and employed (ALICE) by improving access to stable, quality jobs and upward mobility.

These goals serve as **shared directional outcomes** that guide coordination and learning across partners, rather than prescriptive performance requirements for individual organizations.

Priority Populations

JaxFWD is committed to advancing economic opportunity for all Jacksonville residents. While coalition strategies and initiatives are designed to benefit the community broadly, JaxFWD has identified three overlapping populations as priorities for focused investment, coordination, and measurable impact: youth and young adults ages 16-24, prime-age adults ages 25-54, and ALICE households. These populations represent residents who are most likely to benefit from coordinated workforce intervention – and whose economic advancement is most essential to the city’s long-term prosperity.

See **Appendix C** for definitions of priority populations.

Coalition Strategies

JaxFWD advances its mission by supporting alignment, coordination, and shared learning across partners through the following strategies:

- I. **Build Awareness:** Strengthen shared understanding and public narratives around education, workforce pathways, and economic opportunity in Jacksonville.

- II. **Coordinate Efforts:** Align partner activities around shared goals, common metrics, and complementary roles to reduce fragmentation and duplication.
- III. **Influence Policy & Systems:** Support collaborative dialogue and coordinated advocacy to inform policies, systems, and investments that affect workforce and economic mobility outcomes.
- IV. **Mobilize Resources:** Facilitate coordination around public, private, and philanthropic resources in support of shared priorities, while recognizing that funding decisions and fiscal responsibilities remain project-specific and partner-led.

Guiding Principles

Participation in the Jacksonville Future Workforce Development (JaxFWD) coalition is guided by voluntary collaboration, good-faith engagement, and open communication. Members work toward shared understanding and alignment where possible, while respecting the distinct roles, responsibilities, and autonomy of participating organizations. The coalition emphasizes transparency, coordination, and consensus-oriented dialogue to support effective collaboration, recognizing that participation and implementation may vary by partner and initiative.

Conflict of Interest

Members are expected to disclose any actual or perceived conflicts of interest related to coalition discussions or activities.

Membership & Roles

The Jacksonville Future Workforce Development (JaxFWD) coalition is a **curated, cross-sector partnership** established to align Jacksonville's workforce development system, from adolescence through adulthood, around shared priorities, measurable outcomes, and coordinated action. Coalition membership is designed to include organizations and leaders that play a meaningful role in shaping system-level outcomes, including those that influence policy, funding, education and training pathways, employer demand, and the supportive infrastructure required to improve workforce outcomes. This approach is intended to ensure that coalition discussions and activities are informed by the institutions positioned to drive change across the system. Participation in JaxFWD reflects a shared interest in coalition governance, active engagement, and contributing to annual priorities and progress toward agreed-upon outcomes. The nature and level of participation may vary by organization and by initiative, consistent with the coalition's shared leadership model.

Backbone (Coordination Role)

The City of Jacksonville, represented by Kids Hope Alliance (KHA), serves as the coordination backbone for the JaxFWD coalition. In this role, KHA supports convening, communication, and alignment across partners, facilitates shared planning and learning, and helps maintain continuity across coalition activities. The backbone role does not confer decision-making authority over partner organizations or project implementation.

Project-Specific Fiscal Lead

Fiscal sponsorship and grant administration for JaxFWD-aligned initiatives will be determined on a project-specific basis, consistent with funder requirements and partner capacity. Depending on the initiative, a fiscal lead may include the City of Jacksonville, a university, or another qualified coalition partner. Roles, responsibilities, and compliance requirements related to fiscal sponsorship will be defined in separate, project-specific agreements.

Governance & Decision-Making

The Jacksonville Future Workforce Development (JaxFWD) coalition operates under a shared-governance model led by the City of Jacksonville (represented by the Kids Hope Alliance) as the backbone organization. Partners collaborate as a collective and through working groups that inform priorities, coordinate activities, and align resources toward shared goals.

Working Groups

As needed, JaxFWD may convene time-bound or ongoing working groups to support specific strategies, focus areas, or populations. Working groups provide an opportunity for partners to collaborate, share expertise, and explore coordinated approaches aligned with coalition priorities. Participation is voluntary, and any administrative, fiscal, or implementation responsibilities associated with a working group or initiative will be defined through separate, project-specific agreements.

Resource Sharing & Cost Principles

Participation in the Jacksonville Future Workforce Development (JaxFWD) coalition does not require financial contributions or resource commitments. However, coalition members may choose to contribute financial resources, staff time, in-kind support, or other capacity in support of specific initiatives that align with shared priorities. When resource sharing occurs including match contributions, administrative costs, subawards, or procurement activities, the scope, expectations, and requirements will be defined through project-specific agreements consistent with funder requirements and partner capacity. Resource contributions are voluntary and may vary by partner and initiative.

See **Appendix B** for illustrative examples of potential resource-sharing approaches that may be used, where appropriate.

Data Sharing & Privacy

Data sharing among members of the Jacksonville Future Workforce Development (JaxFWD) Coalition is voluntary and, when it occurs, will be defined on a **project-specific basis**. Any data shared will be used solely for the agreed-upon purpose of supporting aligned initiatives, learning, or reporting requirements, as applicable.

All data sharing will comply with applicable federal, state, and local laws and policies, including the Family Educational Rights and Privacy Act (FERPA) for education records and the Health Insurance Portability and Accountability Act (HIPAA) where applicable for health-related information. When required, appropriate consent or authorization will be obtained for data related to individuals under the age of 18, and clear notice will be provided regarding the purpose and use of such data.

See **Appendix A** for guidance on data-sharing considerations that may be used, where appropriate.

Communications & Branding

Members will use the name “Jacksonville Future Workforce Development (JaxFWD)”, formerly known as the Mayor’s Youth at Work Partnership Steering Committee, in joint communications and public materials related to coalition activities.

Accessibility and Non-Discrimination

Coalition activities will be conducted in a manner consistent with applicable federal, state, and local laws related to accessibility and non-discrimination.

Duration & Termination

This Memorandum of Understanding (MOU) becomes effective upon signature and will remain in effect for ten (10) years, unless renewed by mutual written agreement of the participating parties. Any member may withdraw from the JaxFWD Coalition for any or no reason by providing written notice. This MOU may be terminated by mutual agreement of the participating parties with thirty (30) days’ written notice.

General Provisions

This MOU will be governed by and construed in accordance with the laws of the State of Florida.

Signatures

By signing below, the undersigned organization acknowledges its participation in the Jacksonville Future Workforce Development (JaxFWD) Coalition and affirms its intent to collaborate in good faith consistent with this Memorandum of Understanding (MOU).

Education & Talent Development

Duval County Public Schools (DCPS)

Name: Jill Fierle

Title: Director of CTE

Signature:

Date:

Florida State College at Jacksonville (FSCJ)

Name: Dr. John Wall

Title: Provost / Vice President of Academic Affairs

Signature:

Date:

Jacksonville University (JU)

Name: Dr. Caitlin Sockbeson

Title: Associate Dean, Associate Professor of Management

Signature:

Date:

University of North Florida (UNF)

Name: Dr. Richmond Wynn

Title: Vice President of Community Engagement and Partnerships

Signature:

Date:

Jacksonville Public Education Fund (JPEF)

Name: Dr. Ronetta Wards

Title: Vice President

Signature:

Date:

Workforce Development & Employment Services

CareerSource Northeast Florida (NEFL)

Name: Cheryl Taylor

Title: President

Signature:

Date:

Goodwill Industries of North Florida

Name: David Rey

Title: CEO

Signature:

Date:

United Way of Northeast Florida

Name: James Ellout

Title: Vice President, Community Impact

Signature:

Date:

Government

Kids Hope Alliance, a public body acting on behalf of the City of Jacksonville

Name: Dr. Dana Kriznar

Title: Interim CEO

Signature:

Date:

Jacksonville Transportation Authority

Name: Mary Smith

Title: VP, People and Culture

Signature: Date:

State Attorney's Office (4th Judicial Circuit)

Name: Coral Messina

Title: Assistant State Attorney and Smart Justice Coordinator

Signature:

Date:

Finance, Investment & Corporate Engagement

Bank of America

Name: Sheila Cribb

Title: Market Executive

Signature:

Date:

VyStar Credit Union

Name: Moyla Halimy

Title: VP of Workforce Diversity

Signature:

Date:

Community & Economic Development

Local Initiatives Support Corporation (LISC)

Name: Dr. Melissa Chester

Title: Economic Development Program Officer

Signature:

Date:

JAXUSA Partnership

Name: Dr. Anna Lebesch

Title: Senior Vice President, Strategy, Talent and Marketing

Signature:

Date:

Blue Zones Project (NEFL)

Name: Rashid Williams

Title: School Lead

Signature:

Date:

Draft

Appendix A. Data Sharing Protocols

When coalition members agree to share data in support of a specific initiative, the following considerations may be used, where appropriate, to guide responsible and lawful data use.

Purpose & Scope

Data sharing, if any, should be limited to what is necessary for the agreed-upon purpose and defined by the participating members for the relevant initiative.

Types of Data

Data shared may include program participation information, education-related indicators, workforce-related indicators (such as employment outcomes), or other initiative-specific measures. Whenever feasible, data should be aggregated or de-identified.

Use & Access

Shared data should be used only for the purpose mutually agreed upon by participating members and should not be re-used or disclosed beyond that purpose except as permitted by law and applicable institutional policies.

Secure Exchange & Storage

Participating members may determine appropriate methods for secure data exchange and storage consistent with the sensitivity of the information and their internal policies (e.g., secure file transfer, encrypted email, or other approved systems).

Legal & Policy Compliance

All data sharing should comply with applicable federal, state, and local laws and policies, including the Family Educational Rights and Privacy Act (FERPA) and the Health Insurance Portability and Accountability Act (HIPAA), where applicable, as well as relevant Florida privacy and cybersecurity requirements and participating organizations' internal policies.

Youth Under Age 18

Where required, participating members should obtain appropriate consent or authorization for data related to individuals under age 18 and provide clear notice regarding the purpose and use of such data.

Appendix B. Resource Sharing & Cost Principles

Resource sharing in support of JaxFWD-aligned initiatives may occur on a voluntary, project-specific basis, depending on partner interest, capacity, and alignment with shared priorities. Financial contributions such as staff time, in-kind support, or other resources are not required for coalition participation and may vary by partner and initiative.

Administrative and Indirect Costs

For initiatives that involve grant funding or pooled resources, participating partners may agree to include reasonable administrative or indirect costs associated with coordination, fiscal sponsorship, or project management. Any such costs will be discussed and documented as part of the relevant project-specific agreement.

Cost Sharing and In-Kind Contributions

Coalition members may provide cost sharing or in-kind contributions, such as staff time, facilities, data systems access, or specialized expertise, where permitted by funders and appropriate to the initiative. The nature and value of such contributions will be defined and documented by participating partners for each project.

Subawards and Procurement

When an initiative involves subawards or procurement, roles and responsibilities will be determined on a project-specific basis and carried out in accordance with applicable funder requirements and the policies of the designated fiscal lead. Participation in such arrangements is voluntary and limited to the partners involved in the specific initiative.

Draft

Appendix C: Priority Population Profiles

This appendix provides demographic context and rationale for the three populations identified by JaxFWD as priorities for focused investment and coordinated action. Data is drawn from publicly available sources and is intended to inform coalition strategy and support shared accountability for outcomes.

Youth and Young Adults (Ages 16-24)

Approximately 16,900 young people ages 16-24 in Duval County are neither working nor in school – reflecting a youth disconnection rate of 12.6%, above the national average of 10.9% (Measure of America, Broad Recovery, Persistent Inequity, 2024). These young people – often referred to as "opportunity youth" – are not a monolithic group. They include recent high school graduates without a clear next step, young people who left school due to economic or family pressure, young parents, individuals with prior system involvement, and youth navigating housing instability or other compounding barriers.

The consequences of disconnection are serious and compound over time. Disconnected youth are twice as likely to live in poverty, nearly three times as likely to have a disability, and – for young women – four times as likely to be a parent. They are less likely to complete postsecondary education and more likely to experience prolonged unemployment and lower lifetime earnings. National estimates place the annual public cost of each disconnected young person at between \$14,000 and \$37,000 in lost earnings, tax revenue, and increased public services.

Even among youth who are working, the picture is incomplete. More than 57,000 young workers in the Jacksonville region are concentrated in food service, retail, and transportation – industries that offer limited advancement without additional skills or credentials (Lightcast / JAXUSA, 2025). Jacksonville's high school graduation rate of 87.5% and postsecondary attainment rate of 44.3% both trail state averages, reflecting a preparation gap that constrains individual opportunity and regional competitiveness (FLHealthCharts.gov; Florida College Access Network, 2023).

JaxFWD prioritizes this population because early intervention produces the highest long-term return – for individuals, employers, and the public. Connecting young people to structured learning, credentialing, and paid work experience before patterns of disconnection become entrenched is both an economic imperative and a matter of equity.

Prime-Age Adults (Ages 25-54)

Prime-age adults represent the core of Jacksonville's active workforce, yet many in this group remain underemployed, in low-wage jobs, or entirely disconnected from career advancement pathways. The Duval County service area identified through the City of Jacksonville's Recompete planning process includes 21,820 prime-age residents who are unemployed or not employed, with a Prime-Age Employment Gap (PAEG) of 15.65 and a Prime-Age Employment Rate of 62.74% (City of Jacksonville, J.U.M.P. Recompete Plan, 2023). In the most distressed census tracts, that gap reaches as high as 74 percentage points – a stark indicator of concentrated economic exclusion.

Educational barriers are significant among this population. In distressed service area neighborhoods, 20.4% of residents over age 25 lack a high school diploma – ranking in the bottom 22% nationally – and nearly 70% of unemployed residents have less than a college or associate's degree. People ages 25-44 account for over 70% of those unemployed in these communities.

Citywide, Jacksonville's labor force participation rate of 64.4% (U.S. Census Bureau, 2023) reflects that a meaningful share of working-age adults are not engaged in the workforce at their full potential. Many are parents and caregivers navigating the demands of adult life alongside the need for skill-building and credential attainment.

JaxFWD prioritizes this population because a workforce development strategy that stops at young adulthood is incomplete. Sustained economic mobility for Jacksonville families requires that adults across the prime working years have accessible, navigable pathways to quality jobs – and that the workforce system is designed to meet them where they are.

ALICE Households

ALICE – Asset Limited, Income Constrained, Employed – households are working households that earn above the federal poverty line but below the basic cost of living in their community. In Duval County, 28% of households fall into the ALICE category, compared to 34% statewide (United Way of Northeast Florida / United for ALICE, 2023). These are

Jacksonville's working families: employed, paying taxes, and contributing to the local economy – but unable to afford stable housing, health care, child care, or savings.

The ALICE framework is important for JaxFWD because it reframes the workforce challenge. The barrier for many Jacksonville residents is not simply unemployment – it is that employment, even full-time employment, is not producing economic security. Low wages, limited benefits, high turnover, and lack of advancement pathways are as much a part of the problem as job access. This is why JaxFWD's framework centers "good jobs" – not just any jobs – as a core outcome.

ALICE households are not a separate population from those described above; they are a crosscutting condition that affects both youth transitioning into the workforce and prime-age adults already in it. Many households in the ALICE category include young adults in their first jobs, parents working multiple part-time positions, and workers in industries with high injury rates or limited mobility.

Data in this appendix reflects the most recently available public sources at the time of MOU execution and will be updated as new information becomes available. Coalition members are encouraged to reference this appendix when designing initiatives, setting targets, and communicating the rationale for JaxFWD's strategic priorities to policymakers and the public.

Draft

JaxFWD MOU – Board FAQ

KEY TAKEAWAYS

- The MOU is **non-binding**
- There is **no fiscal obligation** associated with approval
- JaxFWD is **not a new nonprofit or governing entity**
- The MOU formalizes a coalition structure that is **already operating today**
- JaxFWD focuses on **systems alignment and workforce strategy**
- JaxWIN remains the broader **community engagement and implementation network**
- KHA serves only as the coalition’s **coordinating backbone organization**

1. What is JaxFWD?

JaxFWD is a cross-sector workforce coalition that brings together education, workforce, business, philanthropy, government, and community partners to better align workforce and economic mobility efforts across Jacksonville.

2. Is JaxFWD a new nonprofit or legal entity?

No. JaxFWD is not a separate organization or governing body. The MOU simply formalizes how partners collaborate and coordinate.

3. Does this MOU create legal or financial obligations for KHA?

No. The MOU is non-binding and does not commit KHA or coalition members to funding or contractual obligations.

4. Why is KHA serving as the backbone organization?

KHA already convenes several youth and workforce initiatives and is positioned to support coordination across partners. The backbone role is administrative and collaborative — not regulatory or supervisory.

5. Why formalize the coalition now?

The coalition has grown significantly and is already collaborating on workforce strategy, grant opportunities, and system alignment efforts. The MOU creates a shared framework for how partners work together moving forward.

6. Why isn’t every nonprofit automatically part of JaxFWD?

JaxFWD is intended to function as a systems-level strategy and alignment table focused on organizations that influence workforce infrastructure, education pathways, funding, policy, or large-scale implementation.

The collaborative is intentionally structured to remain focused and operational.

7. How are organizations selected for JaxFWD participation?

Participation is based on the coalition's purpose and an organization's ability to contribute to systems-level workforce outcomes, including:

- education and training pathways,
- employer engagement,
- workforce infrastructure,
- funding alignment,
- or regional economic mobility efforts.

Participation may evolve over time as coalition priorities and community needs change.

8. Will JaxFWD administer funding?

Not directly. Any future grant administration or fiscal sponsorship arrangements would be handled separately on a project-specific basis.

9. Does this change KHA's procurement authority or governance responsibilities?

No. KHA retains all existing procurement, contracting, compliance, and governance responsibilities.

10. What is the overall goal of JaxFWD?

To better align Jacksonville's workforce ecosystem so residents can more effectively connect to education, training, career pathways, and quality jobs.

BOARD ACTION ITEM: APPROVAL OF REVISED BOARD ASSESSMENT TOOL

BOARD ACTION NUMBER: 26-016

CATEGORY: GOVERNANCE/ADMINISTRATIVE

GOVERNANCE MEETING: May 20, 2026

BOARD MEETING: May 27, 2026

TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS

FROM: DANA KRIZNAR, INTERIM CEO

REQUESTED ACTION:

The Board is asked to:

- Approve the revised Board Assessment Tool for administration beginning June, 2026.

NARRATIVE:

KHA conducts an annual Board Assessment to support ongoing governance improvement, strengthen Board performance, and ensure alignment with the agency’s strategic priorities. During the January, 2025 Board Retreat, Board members participated in a structured review of the existing assessment tool. Based on that feedback, a revised Board Assessment Tool was developed to:

- Better reflect current board governance practices and expectations.
- Incorporate updated measures of board effectiveness.
- Streamline the assessment for improved clarity and usability.

The GUIDE calendar identifies June of each year as the designated period for administering the Board Assessment. To remain on schedule, the Board must approve the updated assessment tool prior to distribution.

STRATEGIC GOAL & ELEMENT:

This action supports KHA’s strategic goal of strengthening organizational governance and accountability. By improving the quality and relevance of the Board Assessment Tool, KHA aims to enhance board performance, support continuous improvement, and ensure effective oversight of agency operations.

FISCAL IMPACT:

There is no fiscal impact associated with approval or administration of the revised Board Assessment Tool. Any minimal costs related to distribution or collection will be absorbed within existing administrative resources.

OPTIONS:

- Vote to approve action item.
 - Decline to approve action item.
 - Vote to approve action item with amendments. If checked, the following amendment to the item is approved.
-

Board Secretary's Signature: _____
(In the event the Board Secretary is not present, the Board Chair may sign, and authority shall pass down accordingly.)

Print Name and Title: _____

Date: _____

Draft



Board Assessment

The annual Board self-assessment is an approach to improving *governance* --- with the intent to maintain a high performing board. Input will be shared anonymously in an aggregated format.

Indicate your understanding of and offer recommendations for these governance aspects.	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Not Sure N/A
Mission and Strategic Direction					
1. Board efforts advance the mission, vision, values and goals.					
2. Meetings and agendas are organized to achieve the mission and goals (and avoid operating matters.)					
3. Board ensures its priorities and actions align with the Essential Services Plan and participates in its regular review and refinement.					
Comments:					
Governing Documents					
4. Board understands and upholds all governing documents.					
5. Policies are adopted and followed to guide current and future leaders.					
Comments:					
Leadership, Succession and Transparency					
6. Board leadership selection process is transparent and fair.					
7. New ideas and people are respected.					
Comments:					
Budgeting, Finances and Infrastructure					
8. Board adopts an annual budget that is in line with the goals of the Essential Services Plan.					
9. Financial reporting is clear, accurate and timely, with regular Board engagement in reviewing and monitoring finances.					
Comments:					
Professional Staffing and Structure					
10. Board delegates authority, policies and resources for CEO to manage organization.					
11. Staff relations are professional and collegial.					
Comments:					

KHA Board Self-Assessment

Risk Management – Protection					
12. Discussions and documents are held and shared within the Sunshine law requirements.					
13. Board receives proper training on ethics policies (every two years) and understands how to adhere to them.					
Comments:					
Committees, Counsels and Task Forces					
14. Committee structure benefits board productivity, diversity, and advances strategic goals.					
15. Board does not conduct committee work at board meetings.					
Comments:					
Programs and Services					
16. Board is provided opportunities to visit programs funded by KHA.					
17. Programs and services are periodically reviewed to ensure compliance and impact.					
18. The Board effectively represents the interest of stakeholders.					
Comments:					
Overall					
19. Serving on the Board allows me to make a meaningful impact in the community.					
20. Meeting times and location are convenient for Board members to attend.					
Comments:					
Optional Open-Ended Questions					
21. What do you believe is working well in how the Board functions and fulfills its responsibilities?					
22. Are there any changes or improvements you would recommend to help the Board be more effective or impactful?					

BOARD ACTION ITEM: **AUTHORIZING THE CEO TO DEVELOP AND ADMINISTER A MINI-GRANT PROCESS**

BOARD ACTION NUMBER: **26-017**

CATEGORY: **ALL**

GOVERNANCE MEETING: **MAY 20, 2026**

FINANCE MEETING: **MAY 20, 2026**

BOARD MEETING: **MAY 27, 2026**

TO: **KIDS HOPE ALLIANCE BOARD OF DIRECTORS**

FROM: **DR. DANA KRIZNAR, INTERIM CHIEF EXECUTIVE OFFICER**

REQUESTED ACTION:

The Board is asked to:

- 1.) Approve a Board Policy authorizing the Chief Executive Officer (CEO) to develop and implement a mini-grant process to support initiatives aligned with organizational priorities.

NARRATIVE:

To enhance the organization's ability to respond to emerging needs and support innovative, community-based solutions, staff is recommending the establishment of a mini-grant process. Approval of this policy will authorize the CEO to design and administer a structured mini-grant program, including eligibility criteria, application procedures, review processes, and funding guidelines.

This approach will promote flexibility, encourage community partnerships, and ensure timely investment in programs and services that advance the Board's strategic priorities. The CEO will ensure that all mini-grant activities are carried out in accordance with established fiscal controls and will provide periodic updates to the Board on program outcomes.

STRATEGIC GOAL & ELEMENT:

Strategic Goal:

Duval children and youth are physically and mentally healthy and safe.

Strategic Elements:

- **Safe and Supportive Environments**
Children and youth have access to safe, accessible places to play, learn, and build relationships, ideally within a quarter-mile of parks and community centers.

- **Timely Access to Special Needs Services**
Children with special needs and their families receive prompt assessments and services, with minimized wait times and barriers.
- **Comprehensive Health and Well-Being Supports**
Children receive guidance, support, and access to nutrition, physical activity, mental health, and substance-use prevention resources.
- **Healthy Births and Early Development**
Babies are born with healthy birth weights, meet developmental milestones, and mothers receive prenatal care starting by the second trimester.
- **Continuous Physical & Mental Health Services**
Families have ongoing access to coordinated physical and behavioral health services, reducing reliance on emergency or crisis intervention.

FISCAL IMPACT:

Funding for mini-grants will be allocated within the existing approved budget and/or through identified funding sources. Any future fiscal impacts will be brought to the Board for approval as part of the annual budgeting process or through subsequent funding recommendations.

OPTIONS:

- Vote to approve action item.
- Decline to approve action item.
- Vote to approve action item with amendments. If checked, the following amendment to the item is approved.

Board Secretary's Signature: _____
(In the event the Board Secretary is not present, the Board Chair may sign, and authority shall pass down accordingly.)

Print Name and Title: _____

Date: _____



BOARD POLICY
AUTHORIZING THE CEO TO DEVELOP AND ADMINISTER A MINI GRANT PROCESS

Section:	Administration	
Subject:	Authorizing the CEO to Develop and Administer a Mini-Grant Process	
Effective Date:	May 27, 2026	Review Date: May 20, 2026
Approved: May 27, 2026		

AUTHORITY

Section 77.110(a) of the Kids Hope Alliance enabling Ordinance Code states that the “Board may authorize the CEO to execute contracts and other documents on the Board's behalf.”

PURPOSE

The purpose of this policy is to authorize the Chief Executive Officer (CEO) of the Kids Hope Alliance (KHA) to develop and implement a process for administering mini-grants using funds that have not been drawn down from existing contracts. These grants are intended to support ongoing essential service categories aligned with KHA’s mission.

Establishing this mini-grant program accomplishes three key goals:

1. It puts unspent provider dollars to work for children, ensuring that funds not drawn down during the year are still used to support youth.
2. It gives the Board and staff flexibility to respond to emerging needs that fall outside existing RFP contracts, including during years when new RFPs are already underway.
3. It creates a pathway for new and emerging providers with innovative programming to access funding during years when full RFP cycles are not available.

POLICY

1. **Authorization**

The KHA Board authorizes the CEO to design, implement, and oversee a formal process for administering mini-grants funded by undrawn, unspent dollars from existing KHA contracts.

2. **Eligibility Restrictions**

Mini-grants established under this policy may not be accessed by existing KHA-funded service providers with current contracts.

3. **Allowable Uses of Funds**

All mini-grant funding must support activities that fall within existing essential service categories identified and approved by the Kids Hope Alliance.

4. **Grant Amount Limit**

Individual mini-grants shall not exceed \$25,000.

5. **Board Approval Requirement**

All recommended mini-grant awards must be submitted to the KHA Board for review and approval prior to funding.

6. **Development of Procedures**

The CEO shall develop procedures governing:

- Eligibility criteria and application requirements
- Review and selection processes
- Reporting and documentation requirements
- Monitoring, compliance, and performance expectations

These procedures shall be brought to the Board for review or approval as appropriate.

7. **Funding Source**

Only funds that remain unspent and have not been drawn down from existing KHA contracts may be used to support the mini-grant program.

Effective Date

This policy becomes effective upon approval by the Kids Hope Alliance Board.

Board Secretary's Signature: _____

(In the event the Board Secretary is not present, the Board Chair may sign, and authority shall pass down accordingly.)

Print Name and Title: _____

Date: _____

BOARD ACTION ITEM: APPROVAL OF REVISIONS TO THE CEO COMMUNICATIONS TO THE BOARD POLICY

BOARD ACTION NUMBER: 26-018

CATEGORY: GOVERNANCE/ADMINISTRATIVE

GOVERNANCE MEETING: May 20, 2026

BOARD MEETING: May 27, 2026

TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS

FROM: DANA KRIZNAR, INTERIM CEO

REQUESTED ACTION:

The Board is asked to approve revisions to the CEO Communications Policy. The updates include the addition of a formal Noncompliance List section outlining conditions under which a provider may be listed and the process for notification and remediation.

NARRATIVE:

KHA periodically reviews its policies to ensure clarity, accountability, and alignment with internal practices and City of Jacksonville requirements. As part of this effort, revisions to the CEO Communications Policy have been drafted to strengthen communication protocols related to provider performance and compliance oversight.

A key addition is the creation of a defined Noncompliance List section. Under the revised policy, a provider may be placed on the KHA Noncompliance List for reasons including:

- Failure to timely submit required audit reports or financial documentation.
- Failure to timely submit Certificate of Insurance information, including lapses in coverage or insufficient policy limits.
- Being listed on the City of Jacksonville Chapter 118 Noncompliance List.
- Placement on a Corrective Action Plan by KHA for programmatic, fiscal, or administrative deficiencies.
- Failure to comply with monitoring findings or to correct deficiencies by established deadlines.
- Failure to maintain required licensure, certifications, regulatory approvals, or background screenings.
- Failure to remain in good standing with federal, state, or local oversight entities.
- Unresolved fiscal discrepancies such as questioned costs, unsupported expenditures, or refusal to provide documentation.
- Any action or omission jeopardizing participant safety, program integrity, or KHA's contractual obligations.

- Material breach of contract, including violations of terms or failure to report required information.

The revised policy also formalizes the requirement for KHA to provide written notification to any provider placed on the Noncompliance List, including the reason for listing and required steps and timelines for removal.

These updates strengthen transparency, clarify expectations for funded providers, and support consistent communication between the CEO, KHA staff, and the Board.

STRATEGIC GOAL & ELEMENT:

This action aligns with KHA’s strategic goal of promoting organizational accountability and effective stewardship of public resources. Clear communication protocols and compliance procedures help ensure program integrity, safeguard participant well-being, and reinforce responsible contract management.

FISCAL IMPACT:

There is no fiscal impact associated with the approval of the revised CEO Communications Policy. Any administrative activities related to communication or monitoring will be managed with existing staff capacity.

OPTIONS:

- Vote to approve action item.
- Decline to approve action item.
- Vote to approve action item with amendments. If checked, the following amendment to the item is approved.

Board Secretary’s Signature:

(In the event the Board Secretary is not present, the Board Chair may sign, and authority shall pass down accordingly.)

Print Name and Title: _____

Date: _____



BOARD POLICY
CEO COMMUNICATION TO THE BOARD

Section:	Administration	
Subject:	CEO Communication to the Board	
Effective Date:	May 27, 2026	Review Date: May 20, 2026
Approved Date: May 27, 2026		

AUTHORITY

Section 77.110(a) of the Ordinance Code designates the Kids Hope Alliance Board of Directors responsible for establishing “the CEO’s duties and compensation”. It further states, “(t)he CEO shall manage KHA affairs under this Chapter subject to the Board’s supervision.”

PURPOSE:

To ensure timely and transparent communication between the Chief Executive Officer (CEO) of Kids Hope Alliance (KHA) and the Board of Directors regarding significant matters affecting the organization, its funded providers, and its operations.

POLICY STATEMENT:

The CEO shall maintain open and proactive communication with the KHA Board of Directors by reporting specific events, investigations, and operational matters as outlined below. This policy establishes mandatory reporting requirements and expectations, as well as potential corrective action.

POLICY

I. Mandatory Reporting to the Board

The CEO must timely report to the Board of Directors the following, provided the disclosure of such information will not violate applicable law:

1. Official Audit Reports
 - a. Any official audit report findings concerning KHA operations, finances, or compliance.
2. Office of Inspector General (OIG) Investigations or Findings
 - a. Any OIG investigations or findings related to KHA or its funded providers.
3. Issues Involving City Council Members or Mayor's Executive Staff
 - a. Any significant issues, disputes, or concerns raised by or involving City Council members or Mayor's executive staff regarding KHA.
4. Incidents in KHA-Funded Programs
 - a. Any incident resulting in harm to a child.
 - b. Any real or alleged illegal activity by a KHA-funded provider or KHA employee.
 - c. Any provider misconduct resulting in financial penalty and/or requiring a Corrective Action Plan.
5. Personnel Investigations
 - a. Any investigation initiated by the City or law enforcement concerning KHA or KHA- funded provider personnel.
6. Other events that are likely to generate media attention or pose reputational, legal, or safety risks to KHA.

II. Procedures

Immediate Notification to the Board

Certain incidents require the CEO to notify the Board as soon as reasonably possible, due to their potential impact on student safety, KHA operations, public trust, or legal compliance. The CEO must provide immediate notification to the Board Chair and the full Board when any of the following occur, provided the disclosure of such information will not violate applicable law:

- A child is seriously injured, experiences significant medical harm, or dies while participating in a KHA funded program, activity, or service, including those delivered by contracted providers.
- An employee, volunteer, or contractor of KHA—or an employee of a contracted provider who has direct contact with children—is arrested, charged with a serious crime, or is the subject of a credible allegation involving student safety, abuse, violence, or conduct that could reasonably undermine public trust.
- Any incident that is likely to generate urgent media attention or pose reputational, legal, or safety risks to KHA.
- Any event that triggers mandatory reporting obligations to law enforcement, child protective services, or another regulatory agency.

Notification as Part of Routine Reporting

Other matters that do not pose immediate safety, legal, or reputational risks may be communicated during the next scheduled Board meeting or through regular reporting mechanisms, provided the disclosure of such information will not violate applicable law. Examples include but are not limited to:

- Audit findings or recommendations.
- Operational issues without immediate student safety impact.
- Non-urgent compliance matters.
- Program updates or performance summaries.

A provider may be placed on the KHA Noncompliance List, reported in a monthly report to the Board, for any of the following reasons:

- Failure to timely submit required audit reports or other financial reporting documentation.
- Failure to timely submit Certificate of Insurance (COI) information, including lapse in coverage or insufficient policy limits.
- Being listed on the City of Jacksonville (COJ) Chapter 118 Noncompliance List, including any conditions or findings that trigger COJ listing.
- Being placed on a Corrective Action Plan (CAP) by KHA due to programmatic, fiscal, or administrative deficiencies.
- Failure to comply with monitoring findings, including failure to correct deficiencies by designated deadlines.
- Failure to maintain required licensure, certifications, or regulatory approvals necessary for program operation, including all required background screenings of active program personnel.
- Failure to maintain good standing with federal, state, or local oversight entities, including findings that impact KHA-funded operations.
- Unresolved fiscal discrepancies, including questioned costs, unsupported expenditures, or refusal to provide documentation during monitoring or audit review.
- Any behavior, action, or omission that jeopardizes participant safety, program integrity, or KHA's contractual obligations with the City of Jacksonville or other funding agencies.
- Material breach of contract, including violation of contractual terms, conditions, or assurances, including failure to report any of the above discrepancies.

KHA will provide written notification to providers placed on the KHA Noncompliance List and will specify the reason(s) for listing along with required steps and timeline for removal.

III. Compliance

Failure to comply with this policy may result in review by the Board and appropriate corrective action consistent with KHA governance standards.

Board Secretary Signature: _____
(In the event the Board Secretary is not present, the Board Chair may sign and authority shall pass down accordingly.)

Print Name and Title: _____

Date: _____

DRAFT

BOARD ACTION ITEM: APPROVAL OF REVISIONS TO THE
AUDITED FINANCIAL STATEMENT
REQUIREMENTS POLICY

BOARD ACTION NUMBER: 26-019

CATEGORY: GOVERNANCE/FINANCIAL/
ADMINISTRATIVE

GOVERNANCE MEETING: May 20, 2026

BOARD MEETING: May 27, 2026

TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS

FROM: DANA KRIZNAR, INTERIM CEO

REQUESTED ACTION:

The Kids Hope Alliance (KHA) Board is asked to approve revisions to the Audited Financial Statement Requirements Policy. The revisions establish formal procedures and approval authority for provider requests to extend audit submission deadlines.

NARRATIVE:

KHA requires all contracted providers to submit audited financial statements in accordance with federal, state, local, and contractual requirements. To improve clarity, consistency, and fairness in administering these requirements, updates to the Audited Financial Statement Requirements Policy have been drafted.

The revisions add a new section detailing the process by which a provider may request an extension of an audit submission deadline. Under the updated policy:

- A provider must submit an extension request no fewer than fourteen (14) calendar days prior to the required audit submission date.
- All requests must be submitted in writing to the KHA Chief Executive Officer (CEO) or designee.

Each extension request must include:

- Provider's legal name and contract number.
- Original audit submission due date.
- Length of extension requested, stated in number of days.
- Detailed explanation of the reason for the delay.
- Description of steps being taken to complete the audit.
- Revised projected submission date.
- Contact information for the individual coordinating the audit.
- Any relevant supporting documentation.

The revised policy further clarifies approval authority:
The CEO has the authority to approve extension requests of up to thirty (30) calendar days beyond the original deadline.
Any request exceeding thirty (30) calendar days must be approved by the KHA Board.

KHA will issue written notification of approval or denial within a reasonable timeframe.
Providers remain responsible for all compliance requirements unless and until an extension is formally approved.

These revisions were developed to strengthen compliance management, improve communication with providers, and ensure consistent application of audit-related requirements.

STRATEGIC GOAL & ELEMENT:

This action aligns with KHA’s strategic goal of ensuring accountability, transparency, and strong stewardship of public funds. Establishing a clear process for audit extensions supports responsible financial oversight and effective contract management.

FISCAL IMPACT:

There is no fiscal impact associated with approving these policy revisions. Any administrative work related to processing extension requests will be absorbed within existing staff capacity.

OPTIONS:

- Vote to approve action item.
- Decline to approve action item.
- Vote to approve action item with amendments. If checked, the following amendment to the item is approved.

Board Secretary’s Signature: _____
(In the event the Board Secretary is not present, the Board Chair may sign, and authority shall pass down accordingly.)

Print Name and Title: _____

Date: _____



**BOARD POLICY
AUDITED FINANCIAL STATEMENT
REQUIREMENTS**

Section:	Finance	
Subject:	Audited Financial Statement Requirements	
Effective Date:	May 20, 2026	Review Date: May 20, 2026
Approved: May 27, 2026		

AUTHORITY

Ordinance 77.109 (a) (18) – Kids Hope Alliance Powers
 Kids Hope Alliance in developing, overseeing, implementing and managing the Essential Services Plan for Kids under this Chapter shall have the following powers to: Make and adopt bylaws, rules, regulations and policies for the Board’s guidance, operation, and governance; however, the Board’s bylaws, rules, regulations and policies shall not be inconsistent with this Chapter, Federal or State laws or other applicable City ordinances.

PURPOSE:

The Procurement Code under Chapter 126 does not require providers and agencies awarded contracts to submit audited financial statements. As such, the purpose of this policy is to create requirements for Providers and Small Providers funded by the Kids Hope Alliance to submit financial statements to determine their ongoing financial standing.

POLICY

I. Providers and Small Providers with cumulative annual payment amounts funded by Kids Hope Alliance less than \$200,000 shall furnish the Kids Hope Alliance annual unaudited financial statements certified as to its accuracy by the Board Chair of the Provider or the Provider’s or Small Providers’ Form 990 filed with the IRS. The statements or Form 990 must be submitted within 90 days of the close of the Provider’s or Small Provider’s fiscal year.

II. Providers and Small Providers with cumulative annual payment amounts funded by Kids Hope Alliance from \$200,000 to \$1,000,000, shall furnish the Kids Hope Alliance a copy of an audit report in accordance with Generally Accepted Auditing Standards (GAAS)

issued by the Auditing Standards Board of the American Institute of Certified Public Accountants (AICPA). This report shall be due within 180 days of the close of the Provider's or Small Provider's fiscal year.

III. Providers and Small Providers with cumulative annual contract amounts funded by Kids Hope Alliance more than \$1,000,000, shall furnish the Kids Hope Alliance a copy of an audit report conducted in accordance with both GAAS and Government Auditing Standards (GAS), issued by the Comptroller General of the United States, and if applicable the provisions of the Office of Management and Budget Circular A-133, "Audits of Institutions of Higher Education and Other Nonprofit Organizations," of its financial affairs. This report shall be due within 180 days of the close of the Provider's or Small Provider's fiscal year.

KHA shall have the authority to waive the audit requirements related to Government Auditing Standards under any of the following conditions:

- If KHA recognizes that the cost of implementing such an audit requirement adds substantially to the total cost of the audit; or
- If KHA is the only entity that is requiring that the audit be conducted in accordance with Government Auditing Standards; or
- The recipient provides other requested information that in the opinion of KHA satisfies the Government Auditing Standards requirements; or
- If the recipient will no longer receive funding from KHA in a future year due to dissolution of its operation

Kids Hope Alliance Finance Committee will review any requests to waive the audit requirements and recommend appropriate action to the Board.

In the case that an audit in accordance with GAS standards is waived, the Provider shall submit an official financial statement, Form 1099, or audited financial statement per the timeline provided in the waiver.

PROCEDURE:

1. Submission of financial statements shall be a deliverable included in the contract requirements for Providers and Small Providers.
2. The Kids Hope Alliance (Finance Department) shall maintain a worksheet to track the due date for financial statements or audit reports to be submitted by Providers and Small Providers. The Finance Department will also provide quarterly reports to the KHA Finance Committee on the status of all providers' audits that were due in the preceding months.
3. When the financial statements or audit report is received, the Kids Hope Alliance Finance Director or designee shall review the financial statements or audit and the management letter

from the audit for financial viability and any evidence of internal control weakness.

4. If the financial statements or audit report has not been received by the required date, no payments will be made under any Kids Hope Alliance contracts until the audit report has been submitted.

5. A provider may request an extension of an audit submission deadline under the following conditions:

- The request must be submitted no fewer than fourteen (14) calendar days prior to the required audit submission date.
- The request must be submitted in writing to the Kids Hope Alliance Chief Executive Officer (CEO) or designee.

Each extension request must include the following information:

- The provider's legal name and contract number.
 - The original audit submission due date.
 - The specific length of extension requested, stated in number of days.
 - A detailed explanation of the reason(s) for the delay.
 - A description of steps the provider is taking to complete the audit.
 - A revised projected submission date.
 - Contact information for the individual responsible for coordinating the audit.
 - Any supporting documentation relevant to the request.
4. The CEO has authority to approve extension requests of up to thirty (30) calendar days beyond the original due date. Any extension request exceeding thirty (30) calendar days must be approved by the Kids Hope Alliance Board before becoming effective. KHA will issue written notification of approval or denial of the request within a reasonable timeframe. Providers remain responsible for meeting all requirements unless and until an extension is formally granted.

5.6. If the financial statements, audit or management letter from the audit reveals evidence of financial instability or internal control weakness, the Finance Department will present the findings to the Kids Hope Alliance Finance Committee. Kids Hope Alliance Finance Committee will then review and recommend appropriate action to the Board.

Board Secretary's Signature: _____
(in the event the Board Secretary is not present, the Board Chair may sign, and authority shall pass down accordingly.)

Print Name and Title: _____
Date: _____