



May Governance Meeting
May 21, 2025, 9:00 a.m. – 10:00a.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 January Minutes

Meredith Chartrand-Frisch, Governance Chair

4. New Business

Dr. Saralyn Grass, Chief Executive Officer

Kenneth Darity, Chief Administrative Officer

Rodger Belcher, Chief Strategy Officer

- a. Juvenile Justice Diversion RFP
- b. Grant Application: Advancing Mobility Rapid Grant
- c. SIPPR Wing Office Space Lease
- d. Lutheran Services Florida New Lease
- e. Jax. Journey Forward Ratification of Contract Additions

5. Governance Activities - Review Documents Created by GUIDE Taskforce

Lawrence Dennis, GUIDE Taskforce Chair

Meredith Chartrand-Frisch, Governance Chair

- a. Board Self Evaluation
- b. CEO Evaluation Process
- c. Employee Feedback Survey
- d. Provider Feedback Survey
- e. Board CEO Performance Evaluation Tool

6. Public Comments

7. Adjourn



January Governance Meeting Minutes
January 15, 2025

1. Introductions and Instructions

Meredith Chartrand-Frisch, Governance Chair

Meredith Chartrand-Frisch, Governance Chair, called the meeting to order at 9:00 a.m.

Members Present – Connie Hodges, Lawrence Dennis, Marsha Oliver, Meredith-Chartrand Frisch

Members Absent - None

2. Public Comments

Mrs. Chartrand-Frisch explained that public comments would be taken for each item on the agenda. At the end of the meeting the public will also have an opportunity for general public comments. There were no public comments from the audience.

3. Approval of November Minutes

Meredith Chartrand-Frisch, Governance Chair

Mrs. Chartrand-Frisch Hodges asked if there were any revisions to the minutes. There being none, she asked for a motion to approve the minutes.

Motion: Connie Hodges

Second: Lawrence Dennis

Approved: 3-0

4. New Business

Dr. Saralyn Grass, Chief Executive Officer

Deirdre Conner, Principal & Founder Ripple Effect Storytelling & Insights

Jeanne Ward, Literacy

a. Mayor's Book Club RFP

Dr. Grass provided an overview of the Mayor's Book Club RFP, which is another way KHA will promote early literacy among young children, ages 0-4. This

initiative will include monthly distribution of books to early child development centers, quarterly community outreach events and accompanying activities such as celebrity readers and take-home supplemental reading. It is expected that 4500-5000 children will be served on an annual basis. Books will also be distributed through doctor's offices and the Bookmobile. The Gate Foundation will donate up to \$1 million dollars over a 4–5-year period. KHA will hire a vendor who will facilitate the distribution of books.

Mrs. Chartrand-Frisch asked for a motion to approve this board action item.

Motion: Connie Hodges
Second: Lawrence Dennis
Approved: 3-0

b. Board Retreat Summary

Deidre Conner summarized the recommendations which resulted from the Board Retreat which include:

1. To better engage and understand the needs of children and providers in the community by discussing and improving the timeline for a new Needs Assessment/Gap Analysis and prioritizing the Provider Survey.
2. Develop a framework for data driven decision making and program evaluation which entails taking a deep dive into the Essential Services Plan and Gap Analysis and developing a program evaluation for providers.
3. Drive the strategic direction of KHA through Board Governance process improvement by maximizing their time to ensure that the committee is addressing the most important things, developing an annual or 3–5-year cadence for important items and building in more Workshops.
4. Update and improve the CEO Evaluation process by reviewing the job description and annual goals, developing a rubric, self-evaluation and 360 process.

Mrs. Conner will provide an overview of these findings at the upcoming Board meeting.

c. **Mayor Deegan's River City Reader's Bookmobile**

Jeanne Ward indicated that the Bookmobile is a valuable resource which will visit remote areas where transportation is limited and provide students and parents with valuable resources. She also invited everyone to the Mayor's Bookmobile Press Conference on January 27th at 10am. The Bookmobile is funded by the Lucy Gooding Foundation. Linda Lanier, former CEO of KHA will also be in attendance.

5. **Governance Activities**

Dr. Saralyn Grass, Chief Executive Officer
Meredith Chartrand-Frisch, Governance Chair

a. **Review Board Bylaws**

The only change to the Bylaws is to ask the Board Secretary to sign approved Board Action Items.

Motion: Lawrence Dennis
Second: Connie Hodges
Approved: 3-0

b. **Review Board Approved Policies**

1. Delegation of CEO authority to CAO
There are no changes to this policy.
2. Delegation of Execution Authority to CEO
This policy was updated to include a monthly written report to the Board.
3. Small Provider Criteria
As a requirement of the ordinance, the Board must approve the criteria for what defines a Small Provider.
4. Approval of the Grant Applications
There are no changes to this policy.

Motion: Lawrence Dennis
Second: Connie Hodges
Approved: 3-0

6. **Public Comments**

Mrs. Chartrand-Frisch asked if there were any public comments.

Mr. Baxton, Communities in Schools, shared that on January 31st, CIS will celebrate their 33rd anniversary and invited the Board to this event. Deborah Sibley shared that the next Governance meeting will take place on March 19th at 9:00a.m.

7. **Adjourn**

Mrs. Chartrand-Frisch adjourned the meeting at 9:55a.m.

BOARD ACTION ITEM: JUVENILE JUSTICE DIVERSION REQUEST FOR PROPOSAL

BOARD ACTION NUMBER: 25-004
ESSENTIAL SERVICE CATEGORY: JUVENILE JUSTICE
GOVERNANCE MEETING: MAY 21, 2025
FINANCE MEETING: MAY 21, 2025
BOARD MEETING: MAY 28, 2025

TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS
FROM: DR. SARALYN GRASS, CHIEF EXECUTIVE OFFICER

REQUESTED ACTION:

The Board is asked to:

- 1) Approve the issuance of a Request for Proposals (RFP) for Juvenile Justice Diversion with the minimum qualifications, the scope of services, evaluation criteria and performance metrics substantially in the form presented to the Board with such changes as are deemed appropriate by KHA staff and the Office of General Counsel.
- 2) Authorize the CEO of Kids Hope Alliance to execute a contract with the most highly evaluated bidder under the RFP as awarded in accordance with the City of Jacksonville's Procurement Code.

NARRATIVE:

Successful applicants under this RFP will provide innovative and effective programming that focuses on a comprehensive systemic framework for a diversion system of care that will utilize evidence-based practices for eligible youth diverted from formal prosecution. \$1,400,000.00 of the funds are subject to appropriation in KHA's 2025-2026 budget. KHA seeks to continue funding a diversionary system that:

- a. Reduces deep-end involvement in the juvenile justice system by providing prescribed services to divert juvenile offenders from the delinquency system and reduce recidivism.
- b. Incorporates accountability activities, counseling/therapeutic services, family support services, and youth development activities that strengthen protective factors and reduce risk factors that lead to delinquent and maladaptive behavior.
- c. Ensures greater access to diversion services county-wide so that eligible youth are served in the timeliest and most appropriate manner in order to reduce barriers the family may have in accessing services.
- d. Reduces disproportionate minority representation of youth by ensuring equitable access to effective culturally competent programming.

FISCAL IMPACT:

\$1,400,000.00 in funding is being made available for the Juvenile Justice Diversion RFP.

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 ACTION ITEM: GRANT APPLICATION: ADVANCING ECONOMIC
MOBILITY RAPID GRANT**

BOARD ACTION NUMBER: 25-005

CATEGORY: SPECIAL NEEDS

- ☐ **GOVERNANCE MEETING: MAY 21, 2025**
- ☐ **FINANCE MEETING: MAY 21, 2025**
- ☐ **BOARD MEETING: MAY 28, 2025**

TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS

FROM: DR. SARALYN GRASS, CHIEF EXECUTIVE OFFICER

REQUESTED ACTION:

The Board is asked to:

- 1) Approve the application for the Advancing Economic Mobility Rapid Grant funded by the National League of Cities.
- 2) Authorize the CEO of Kids Hope Alliance to execute a grant contract with the funder, and all other documents necessary to comply with grant requirements, if awarded, including direct contracts with the partner identified within the grant.

NARRATIVE:

The Kids Hope Alliance (KHA), in partnership with United Way of Northeast Florida, seeks approval to apply for the Rapid Grant from the National League of Cities (NLC) as part of its Advancing Economic Mobility initiative. This grant will support the expansion and increase awareness of the RealSense Pathway to Prosperity Initiative, which connects ALICE (Asset Limited, Income Constrained, Employed) and low-income households in Jacksonville to free, year-round tax preparation services and critical tax credits such as the Earned Income Tax Credit (EITC) and Child Tax Credit (CTC).

This initiative addresses significant gaps in benefit uptake among underserved populations in Duval County, where an estimated 18,000–20,000 eligible households fail to claim the EITC annually. The proposed grant activities include targeted community outreach, culturally competent pop-up resource events, and an expanded volunteer recruitment and training pipeline to improve benefit access.

The City of Jacksonville has provided KHA with a letter of support for the grant which is required. KHA submitted a grant on April 30th, 2025 to meet the grant deadline. Acceptance of the award will be based on the decision of approval by the board.

Grant Highlights:

- Grant Period: June 2025 – January 2026
- Objectives: Increase EITC/CTC uptake, host outreach events, recruit and train 50+ new volunteers
- Partners: United Way's RealSense program, IRS SPEC, local colleges, and community organizations

- Expected Outcomes: Engage 1,000 residents through outreach, reach 150 individuals at events, and certify at least 30 new IRS-trained volunteers

FISCAL IMPACT:

\$20,000.00 of funding from June 2025 – January 2026.

OPTIONS:

- ☐ Vote to approve action items.
- ☐ Decline to approve action items.
- ☐ Vote to approve action items 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: _____

Attachment A

Funding Opportunity Name: Advancing Economic Mobility Rapid Grant

Date: 03/17/2025Deadline(s): April 30th, 2025Size of Award: 7 months - \$20,000.00Required Match Needed? No

If yes, amount and funding: _____

In-kind or cash match is required: NoEnhancement Funding Needed? No If yes, amount and funding Index Code: _____**Prioritized Checklist for Reviewing a Grant Application**

Category	Assessment Question	Yes	No	Unsure	Notes
Purpose	Is there a close match between KHA's mission and experience and the funding agency's purpose for providing this grant?	X			
	Is the grant consistent with KHA's Essential Services Plan?	X			
Eligibility	Is KHA (a government entity) eligible to apply for this opportunity? Is applying for this grant within the authority given to KHA in Chapter 77 of the City of Jacksonville's Ordinance Code?	X			
		X			
Competing Community Partners	Is there a community organization that is applying for this grant or eligible for this opportunity that would be a better fit than KHA?		X		
Deadline	Is the time between now and the deadline sufficient for KHA to prepare the grant proposal?	X			
Funding Amount/ ROI	Can KHA fit the budget for the proposed program between the funding floor (minimum grant allowed) and the funding ceiling (maximum award)?	X			
	Is the grant award adequate for the investment?	X			
Matching Requirements	Can KHA meet any matching funds requirement?	X			
	May in-kind contributions count toward the match?				N/A
Number of Awards	Is the number of anticipated awards high enough that KHA is likely to be competitive?	X			12 Municipalities will receive funding
Partnering Requirements	Does KHA have time to establish relationships, or do we have existing relationships with required partners or are we members of an eligible coalition?	X			KHA already has an established relationship with United Way of Northeast Florida
Level of Staffing Available	Does KHA have the resources and expertise (and are there sufficient funds allowed in the grant budget) to manage the grant program expected by the funding agency?	X			
	If not, does the grant provide funding for additional resources?				N/A

Prioritized Checklist for Reviewing a Grant Application

Category	Assessment Question	Yes	No	Unsure	Notes
Regularity of Competition	Will KHA have another opportunity to apply for this program in the future if we decide not to pursue it now?			X	
Technical Assistance	Will there be a workshop or webinar offered by the funding agency to help applicants know how to apply?	X			Tuesday, April 1 st , 2025 @ 2:00pm
Prior Experience	Will a new applicant receive as many points as applicants with previous grants or prior experience?	X			
Priority/Bonus Points	Can we meet any required or optional competitive preference priorities or otherwise earn bonus points?	X			
Agencies/Providers	Are there any other agencies/ providers currently offering these services?				
Youth Served	How many children and/or youth will be served?				Engage 1,000 residents through outreach, reach 150 individuals at events, and certify at least 30 new IRS-trained volunteers

Decision to Write This Proposal: X Yes, pursue No, do not Pursue

Approved by: Saralyn Grass Date: 3/18/25

BOARD ACTION ITEM: SIPPra WING OFFICE SPACE LEASE

BOARD ACTION NUMBER: 25-006

CATEGORY: EARLY LEARNING

☐ **GOVERNANCE MEETING:** MAY 21, 2025

☐ **FINANCE MEETING:** MAY 21, 2025

☐ **BOARD MEETING:** MAY 28, 2025

TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS
FROM: DR. SARALYN GRASS, CHIEF EXECUTIVE OFFICER

REQUESTED ACTION:

The Board is asked to:

- 1) Approve the filing of legislation by the Kids Hope Alliance (KHA) staff asking the City Council to approve a new four-year lease agreement with the funded service-providing partners in the Social Impact Partnerships to Pay for Results Act (SIPPra) grant, starting July 1, 2025. The initial lease agreement will go through June 30, 2026 and be renewable for an additional three (3) years through June 30, 2029.

NARRATIVE:

KHA is seeking City Council approval to authorize a new four-year lease agreement with three SIPPra funded service providers – Angel Kids Foundation, Children’s Home Society, and Family Learning Partnership. The office space included is the South wing of the KHA building located at 1095 A. Philip Randolph Boulevard and the space designated to each provider is shown on the attached Exhibit. These new leases will align with their contract cycles for the SIPPra grant administered by KHA and funded through the U.S. Treasury department.

FISCAL IMPACT: The lease is for \$0.00 so there is no fiscal impact.

OPTIONS:

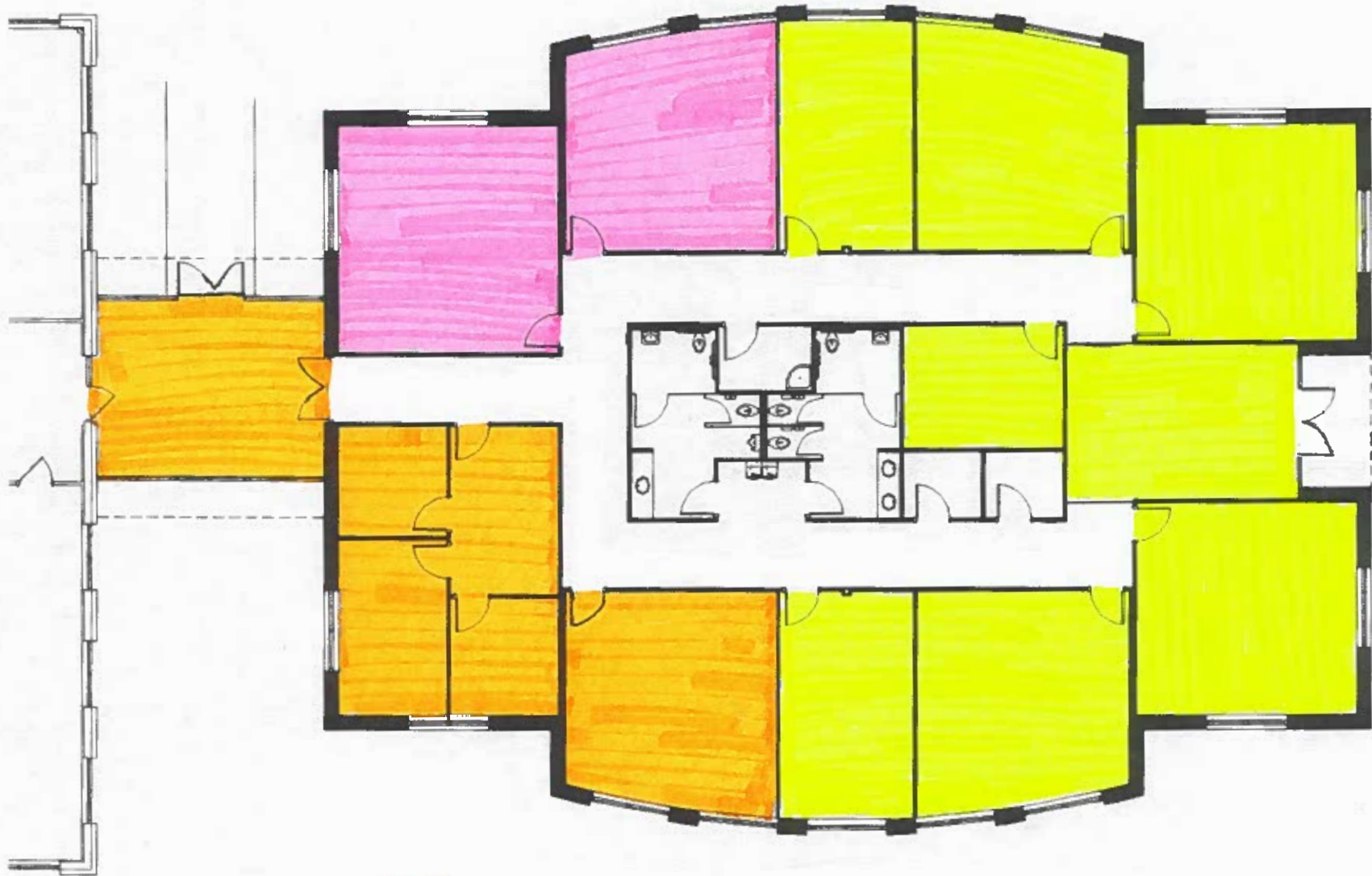
- ☐ Vote to approve action item.
- ☐ Decline to approve action item.
- ☐ Vote to approve action item with amendments. If checked, the following amendment to the item is approved.




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: _____

Kids Hope Alliance - SIPPRA Wing - Nonprofit Space for Lease Layout



-  Children's Home Society
-  Family Learning Partnership
-  Angel Kids Foundation

BOARD ACTION ITEM: LUTHERAN SERVICES FLORIDA NEW LEASE

BOARD ACTION NUMBER: 25-007

CATEGORY: EARLY LEARNING

☐ **GOVERNANCE MEETING:** MAY 21, 2025

☐ **FINANCE MEETING:** MAY 21, 2025

☐ **BOARD MEETING:** MAY 28, 2025

TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS
FROM: DR. SARALYN GRASS, CHIEF EXECUTIVE OFFICER

REQUESTED ACTION:

The Board is asked to:

- 2) Approve the filing of legislation by the Kids Hope Alliance (KHA) staff asking the City Council to approve a new five-year lease agreement with Lutheran Services Florida (LSF) for the use of the Don Brewer Center and a portion of the administrative building, starting July 1, 2025. The initial lease agreement will go through June 30, 2026 and be renewable for an additional four (4) years through April 31, 2030.

NARRATIVE:

KHA is seeking City Council approval to authorize a new five-year lease agreement (7/1/25 – 3/31/30) with Lutheran Services Florida. LSF leases office space within the KHA building located at 1095 A. Philip Randolph Boulevard as well as the Don Brewer childcare facility. The current LSF leases with KHA are set to expire on June 30, 2025. The new lease will include both spaces and align with their contract cycle for the Early Head Start grant, for which they recently won a five-year renewal from the federal government. Their notice of award for this grant is attached.

FISCAL IMPACT: The lease is for \$0.00 so there is no fiscal impact.

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: _____

**Recipient Information****1. Recipient Name**

LUTHERAN SERVICES FLORIDA, INC.
3627A W Waters Ave
Tampa, FL 33614-2783
(904) 328-1823

2. Congressional District of Recipient

14

3. Payment System Identifier (ID)

1592198911A1

4. Employer Identification Number (EIN)

592198911

5. Data Universal Numbering System (DUNS)

139676936

6. Recipient's Unique Entity Identifier (UEI)

Y8ABCWTEM4Y5

7. Project Director or Principal Investigator

Capt. Robert Bialas
Executive Vice President
bob.bialas@lsfnet.org
(813) 676-9474

8. Authorized Official

Ms. Susan Scroggins
Chairman of the Board
susanscroggins1@gmail.com
(219) 743-3061

Federal Agency Information

ACF/OHS Region IV Grants Office

9. Awarding Agency Contact Information

Ms. Heather Colwell
Grants Management Officer
heather.colwell@acf.hhs.gov
214-767-8850

10. Program Official Contact Information

Ms. Erika R Lundy
Regional Program Manager
erika.lundy@acf.hhs.gov
404-562-2770

Federal Award Information**11. Award Number**

04HP000656-01-00

12. Unique Federal Award Identification Number (FAIN)

04HP000656

13. Statutory Authority

42 USC 9801 ET SEQ

14. Federal Award Project Title

Early Head Start Child Care Partnership

15. Assistance Listing Number

93.600

16. Assistance Listing Program Title

Head Start

17. Award Action Type

New

18. Is the Award R&D?

No

Summary Federal Award Financial Information

19. Budget Period Start Date 04/01/2025 - **End Date** 03/31/2026

20. Total Amount of Federal Funds Obligated by this Action \$960,649.00

20a. Direct Cost Amount \$902,278.00

20b. Indirect Cost Amount \$58,371.00

21. Authorized Carryover \$0.00

22. Offset \$0.00

23. Total Amount of Federal Funds Obligated this budget period \$0.00

24. Total Approved Cost Sharing or Matching, where applicable \$240,162.00

25. Total Federal and Non-Federal Approved this Budget Period \$1,200,811.00

26. Period of Performance Start Date 04/01/2025 - **End Date** 03/31/2030

27. Total Amount of the Federal Award including Approved Cost Sharing or Matching this Period of Performance \$1,200,811.00

28. Authorized Treatment of Program Income

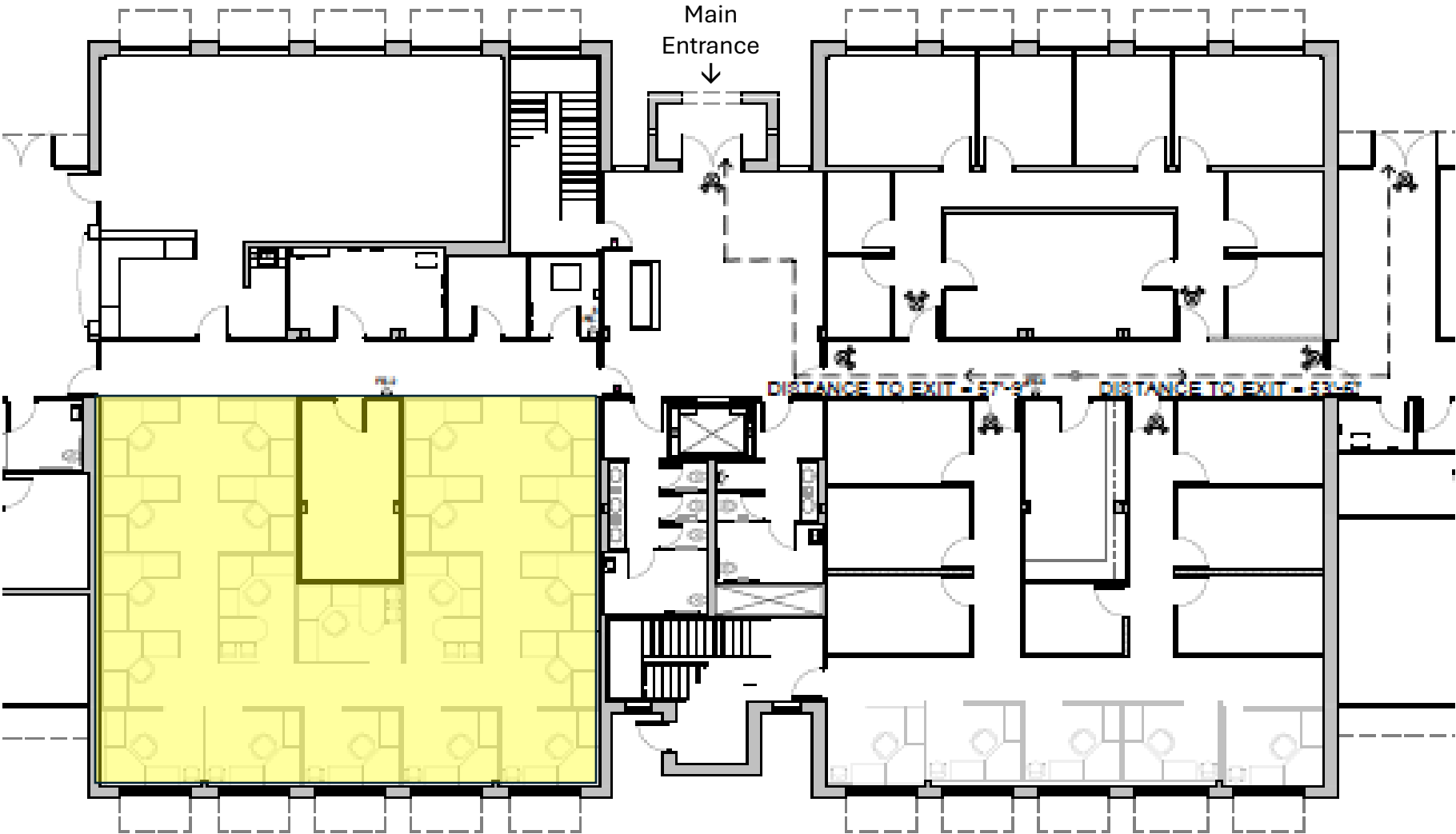
ADDITIONAL COSTS

29. Grants Management Officer - Signature

Ms. Heather Colwell
Grants Management Officer

30. Remarks

Kids Hope Alliance – Lutheran Services of Florida – Main Building Lease Layout



BOARD ACTION ITEM: JACKSONVILLE JOURNEY FORWARD
RATIFICATION OF CONTRACT ADDITIONS

ESSENTIAL SERVICES CATEGORY: Special Needs, Juvenile Justice, Pre-Teen/Teen,
Early Learning

BOARD ACTION NUMBER: 25-008

GOVERNANCE MEETING: MAY 21, 2025

FINANCE MEETING: MAY 21, 2025

BOARD MEETING: MAY 28, 2025

TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS
FROM: DR. SARALYN GRASS, CHIEF EXECUTIVE OFFICER

REQUESTED ACTION:

The Board is asked to:

- 1.) Ratify changes to four KHA contracts (details below) as determined by the Jacksonville Journey Forward (Journey), utilizing dollars allocated to the Journey in the 24-25 budget year.
- 2.) Authorize the CEO of KHA to execute a contract in the amount stated above with a 10% variance with The Children's Home for the period July 1, 2025 through June 30, 2026 with the option to renew the contract for four additional one-year terms, and to take all other actions necessary to accomplish the actions approved in (1) above, along with any subsequent renewals based on the evaluation of outcomes and funding utilization.

NARRATIVE:

The Jacksonville Journey Forward Committee convened on May 1st to finalize their expenditures for the 2024-2025 fiscal year. As part of their priorities, they voted to allocate additional funds to four of KHA's existing contracts. The board is asked to ratify these actions to proceed with procurement and implementation. The four actions are as follows:

1. **\$50,000 to Family Support Services' Hope Centers:** This will be included in their renewal contract starting June 1, 2024, through May 31, 2025. The funds will allow the Hope Centers, currently providing wraparound services at the Emmett Reed Park Center, to explore extending services to the Kennedy Center.
2. **\$100,000 to Partnership for Child Health's Hope Court Contract:** This funding will be added to their contract starting June 1, 2024, through May 31, 2025. The program will offer a pre-court assessment and mental health support to better prepare children before they reach court.
3. **\$30,000 to Read USA:** This amount will be added to their renewal contract starting June 1, 2024, through May 31, 2025. The funds will support additional tutoring and help sustain programming affected by the loss of AmeriCorps funding.

4. **\$350,000 to the University of North Florida's Florida Institute for Education (FIE) SOARS Program:** This funding will be included in their renewal contract starting July 1, 2024, through May 31, 2026. The SOARS Program collaborates with two Westside schools (names to be inserted) to provide enhanced literacy support during the summer through Boys & Girls Club programs, as well as family engagement activities and a book club throughout the year.

Agency	Contract	Essential Service Category	Contract Dates	Current Funding for 25-26	Journey Forward Funding	New Funding Amount
Family Support Services	Center of Hope	Special Needs	June 1, 2025 - May 31, 2026	\$285,000	\$50,000	\$335,000
Partnership for Child Health (Managed Access to Child Health)	Hope Court	Juvenile Justice	June 1, 2025 - May 31, 2025	\$150,000	\$100,000	\$250,000
Read USA	Literacy Tutoring	Pre-Teen/Teen	June 1, 2025 - May 31, 2026	\$1,230,000	\$30,000	\$1,260,000
University of North Florida -FL Institute for Education	SOARS Literacy Program	Early Learning	July 1, 2025 – May 31, 2026	\$0	\$350,000	\$350,000

FISCAL IMPACT:

The funding to increase these contracts is coming from the Jacksonville Journey Forward

OPTIONS:

- ☐ Vote to approve action items.
- ☐ Decline to approve action items.
- ☐ Vote to approve action items 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: _____

JOURNEY FORWARD 2024-2025

PRIORITY AREA	PROPOSED \$	REC #	DESCRIPTION
Early Literacy	<p>\$350,000</p> <p>\$30,000</p>	11	<p>Address Literacy disparities through new or expanded early learning services, providing additional resources to high-poverty schools, as well as services to address social, emotional, and mental health needs.</p> <p>Jax Soars (Strengthening Opportunities to Achieve Reading Success) is a rigorous design-based research approach to tackle pressing problems of practice that include design, development, refining, and impact assessment. The design is an informed, cross sector collaborative pilot program conducted by the Florida Institute of Education at the University of North Florida.</p> <p>READ USA Literacy Tutoring program trains and employs teenagers mostly from under-resourced communities to provide daily, intensive, one-to-one tutoring to elementary students. Third-party evaluated results have demonstrated significant reading improvement in 2nd- through 5th-grade students.</p>
Juvenile Justice Intervention	\$100,000	22	<p>Provide mental health assessments for all juveniles who touch the criminal justice system at any entry point. This includes mental health counseling, collaborative care coordination, psycho-educational assessments, peer support/life coach case managers, crisis intervention, transportation, housing, food, and homelessness prevention.</p> <p>Partnership for Child Health to activate services to divert juvenile offenders and reduce recidivism; Incorporate accountability activities, counseling/therapeutic services, family supports, and youth development activities that strengthen protective factors and reduce risk factors that lead to delinquent and maladaptive behavior.</p>
Parks & Facilities Activations	\$50,000	20	<p>Activate community centers in highest crime neighborhoods as anchor points for youth and families that can act as a one-stop-shop for services. By providing "Hope Centers" where children, youth, and their</p>

JOURNEY FORWARD 2024-2025

			families can receive the services they need in one location, concerns regarding transportation and childcare, which are often barriers, are minimized.
Strategic Plan	\$30,000	2	The Jacksonville Journey Forward (Board) will create a Strategic Plan to guide the City of Jacksonville's efforts to address the root causes of crime and improve community well-being. All city departments and agencies should be engaged and coordinated with the Journey to maximize effectiveness and reach of the public safety initiative.
Engagement (Attendance & Truancy)	\$40,000	3	Launch a citywide campaign (possibly in connection with citywide literacy initiative) to increase VPK attendance and attendance K-12. VPK is voluntary and, particularly since COVID, attendance has dropped off. Similarly, attendance K-12 (particularly K-3) is down. Non-attending VPK children need to be identified and support provided for parents. Truants need to be identified and collaboration improved between DCPS and JSO.
TOTAL	\$600,000		

Governance Committee Timeline and Activities 2024 - 2025

Month	Activity
Sep 2024	Review Annual Timeline & Goals
Nov 2024	Review Assessment Tools
Jan 2025	Review Board Approved Policies Review Board Bylaws
Mar 2025	Review Board Assessment Tool (would be sent out in April) Review of KHA Grants
May 2025	Review Board Assessment Results Review CEO Evaluation Tool (would be sent out in June)
<p style="text-align: center;">From Board Bylaws:</p> <p><u>Role of the Governance Committee.</u> The Governance Committee consists of a minimum of three members. The Governance Committee is responsible for ongoing review and recommendations to enhance the quality and future viability of the Board of Directors. The Governance Committee shall also review and make recommendations regarding:</p> <ul style="list-style-type: none"> • Board assessments; • CEO evaluations; • Review of policies related to governance matters (i.e., CEO delegation authority); • Grant Requests for Submissions; • Program Proposals (i.e. Request for Proposals, Sole Sources) 	



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.					
Governing Documents					
4. Board understands and upholds all governing documents.					
5. Policies are adopted and followed to guide current and future leaders.					
Leadership, Succession and Transparency					
6. Board leadership selection process is transparent and fair.					
7. New ideas and people are respected.					
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.					
Professional Staffing and Structure					
10. Board delegates authority, policies and resources for CEO to manage organization.					
11. Staff relations are professional and collegial.					
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.					
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.					
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.					
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.					
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?					
23. Are there any other comments you would like to share?					



KHA CEO Evaluation Process

The Kids Hope Alliance CEO evaluation process is designed to foster open dialogue, provide meaningful feedback, and support the continued growth and success of the CEO and the organization. This collaborative process ensures alignment with strategic goals while celebrating accomplishments and identifying opportunities for growth and accountability.

Pre-Meeting Preparation

To ensure a well-informed and constructive discussion, the following materials will be provided to the Board prior to the evaluation meeting:

- **CEO Accomplishments Overview**

A summary document prepared by the CEO that includes:

- Key accomplishments from the past year, with quantifiable results where possible
- Challenges addressed and lessons learned
- Strategic priorities and proposed goals for the upcoming year
- Supporting visuals or data to illustrate impact

- **Provider Feedback Survey Results**

Aggregated responses from KHA-funded providers regarding the CEO's support, communication, and leadership, compiled by COJ HR.

- **Employee Feedback Survey Results**

Staff feedback related to the CEO's leadership, communication, culture, and accountability, compiled by COJ HR.

COJ HR will share these three documents with each Board member, who will use this information, along with their own observations of the CEO's performance, to complete the following task before the meeting:

- **Board Evaluation Rubric**

Each Board member will complete a formal evaluation rubric in advance.

Results will be compiled by COJ HR and shared in aggregate with the CEO.

Evaluation Meeting Agenda

- **Welcome and Overview**

Introduction to the purpose and flow of the evaluation discussion.

- **CEO Presentation**

- **Accomplishments:** A review of achievements and progress from the past year
- **Challenges and Opportunities:** Reflection on significant challenges and potential areas for growth
- **Strategic Priorities:** Goals and initiatives for the year ahead, aligned with the Essential Services Plan and strategic vision

- **Board Discussion**

- **Q&A and Observations:** Board members offer feedback and ask clarifying questions
- **Survey and Rubric Review:** Discussion of themes from employee and provider feedback surveys and the Board's formal evaluation
- **Strategic Alignment:** Feedback on the CEO's proposed priorities and any suggestions for refinement
- **Summary and Consensus:** Key takeaways captured to guide goal setting and follow-up

Post-Meeting Follow-Up

- **Formal Evaluation Summary**

A document summarizing Board feedback and key findings will be prepared and finalized in consultation with the Board Chair.

- **CEO Development Plan**

Based on the evaluation, the CEO will create a personal development plan to support continued growth and leadership effectiveness.

- **Check-Ins**

Regular progress updates will be scheduled to track movement toward established goals and to support ongoing dialogue throughout the year.

KHA CEO Evaluation – Provider Feedback Survey

Instructions:

Please rate your agreement with the following statements about your experience working with the CEO of Kids Hope Alliance. This survey information will be provided to the Board of KHA to help inform their understanding of CEO performance.

Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly Agree
- N/A = Not Applicable

Communication and Collaboration

1. The CEO communicates effectively and respectfully with our organization as appropriate.
2. The CEO facilitates or supports collaboration between our organization and Kids Hope Alliance as needed.

Support and Responsiveness

3. The CEO is responsive to the needs and concerns of our organization when they are brought to her attention.
4. The CEO provides support that helps our organization achieve its goals as appropriate.

Leadership and Vision

5. The CEO promotes the mission and vision of Kids Hope Alliance to external partners.
6. The CEO demonstrates leadership that contributes to positive outcomes for children, youth, and families.

Transparency and Accountability

7. The CEO communicates expectations clearly and works with our organization to help meet them.
8. The CEO holds herself and the organization accountable to high standards.

Optional Open-Ended Questions

9. Please share an example of a time when the CEO supported your organization, demonstrated strong leadership, or helped facilitate collaboration.
10. Is there anything the CEO could do differently to better support or meet the needs of your organization?

KHA CEO Evaluation – Employee Feedback Survey

Instructions:

Please rate your agreement with the following statements about your experience working with the CEO of Kids Hope Alliance. Your responses will be shared anonymously and provided to the Board of KHA to help inform their understanding of CEO performance.

Scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Agree
- 4 = Strongly Agree
- N/A = Not Applicable

Leadership and Vision

- 1. The CEO promotes the mission and vision of Kids Hope Alliance.
- 2. The CEO demonstrates strong leadership that inspires and motivates our team.
- 3. The CEO communicates a clear direction for the agency.

Communication and Support

- 4. The CEO communicates effectively with staff.
- 5. The CEO willingly accepts and is open to staff feedback, concerns, or questions.
- 6. The CEO supports professional growth and development among staff.

Workplace Culture

- 7. The CEO fosters a positive and inclusive workplace culture.
- 8. The CEO encourages collaboration and teamwork.
- 9. The CEO shows appreciation for staff contributions and accomplishments.

Accountability and Transparency

- 10. The CEO models accountability and professionalism in her actions.
- 11. The CEO is transparent in decision-making and organizational updates.
- 12. The CEO provides clarity around expectations and organizational priorities.

Optional Open-Ended Questions

- 13. Please share an example of a time when the CEO demonstrated strong leadership, supported your work, or positively impacted the culture at KHA.
- 14. What do you feel the CEO does particularly well that contributes to your success or the success of the organization?
- 15. Are there any areas where you feel the CEO could improve to better support staff or the organization?

KHA CEO Board Evaluation Tool

Board Member: _____ **Date:** _____

Assessment of Key Accountabilities

Please evaluate the CEO's performance for each Key Accountability. You may provide comments for each as you see fit or leave the comments section blank. If you feel you do not have enough information or have not been on the Board long enough to observe a particular Key Accountability, you may mark N/A.

Key Accountabilities Description of Accountabilities	Please Mark the Applicable Performance Factor and Write in Your Comments				
	Meets minimal expectations	Meets some expectations	Meets expectations	Exceeds expectations	Don't Know or Not Applicable
Organizational Effectiveness	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> N/A
Builds and fosters relationships with KHA partners, schools, City Council, and community organizations.	Comments:				
Thinks Strategically & Communicates the Vision	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> N/A
Demonstrates critical thinking, strategic planning, implements the plan to action, and communicates the vision.	Comments:				
Leads Organizational Change	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> N/A
Acts as a change agent, encourages innovation, adapts to change, and manages through change.	Comments:				
Community Involvement	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> N/A
Serves as a visible and respected leader in key community efforts, actively engaging in initiatives and discussions that shape outcomes for children in Jacksonville.	Comments:				

Key Accountabilities Description of Accountabilities	Please Mark the Applicable Performance Factor and Write in Your Comments				
	Meets minimal expectations	Meets some expectations	Meets expectations	Exceeds expectations	Don't Know or Not Applicable
Personal Effectiveness & Development	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> N/A
Demonstrates accountability, self-direction and motivation, personal and professional development and self-management.	Comments:				
Team Development	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> N/A
Builds trust among team members and creates a positive, productive atmosphere that fosters cooperation, teamwork and interdependence.	Comments:				
Essential Services Plan	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> N/A
Works in partnership with the Board to oversee, implement, and manage essential services based on community needs and contract outcomes, ensuring the Board is informed and supported in its decision-making.	Comments:				
Budget Oversight	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> N/A
Takes a proactive approach in preparing and monitoring the annual budget in alignment with City guidelines, while keeping the Board informed and engaged throughout the process.	Comments:				

Summary Evaluation and Comments

Record any additional comments about the CEO's performance you wish to mention. You may also comment on any circumstances that may have influenced the CEO's performance during the year.