



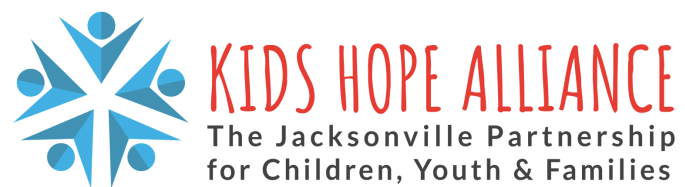
**May Board Meeting**

**May 27, 2026, 9:30 a.m. – 11:00 a.m.**

1. **Introductions and Instructions**  
Marsha Oliver, Board Chair
2. **Public Comments**  
Public comments will be taken now for all items that will be voted on at the meeting. These comments should only be in reference to those action items below. A separate public comment time will be open at the end of the meeting for any general comments to be made by the public.
3. **Staff Spotlight**
4. **Mental Health Presentation**  
Mayor’s Young Leaders Advisory Council
5. **Teen Services Discussion**  
Marsha Oliver, Board Chair
6. **Approval of April Minutes**  
Marsha Oliver, Board Chair
7. **KHA Board Committee Updates**
8. **New Business**
  - a. Jax Forward Memo of Understanding
  - b. NEW Mini Grants Policy
  - c. FY 2026-27 Contract Renewals
  - d. Youth Travel Trust Fund (YTTF) Funding Approval
  - e. Audited Financial Statement Requirements Policy Update
  - f. CEO Communications to the Board Policy Update
9. **Administrative and Strategic Update Reports**  
Kenneth Darity, Chief Administrative Officer  
Rodger Belcher, Chief Strategic Officer
10. **CEO Report**  
Dr. Dana Kriznar, Interim Chief Executive Officer
11. **Board Discussion**
12. **General Public Comments**
13. **Adjourn**

# Mayor's Young Leaders Advisory Council 2025 - 2026

A group of Juniors and Seniors sharing the goal of becoming more civically engaged leaders



# Our Why

Youth mental health is widely discussed but not often addressed fully. Our goal was to inform schools, families, and community leaders through:

- Measuring how many students may be struggling
- Examining if students feel supported by others
- Identifying barriers to seeking help



# What we did

- We educated ourselves on mental health topics by completing trainings and meeting with local mental health organizations
- Became QPR certified and helped others become certified
- Volunteered at the Out of the Darkness Walk
- Helped plan the DCPS Mental Health Conference
- Donation drives
- Conducted a survey and presented results to local leadership

# Duval County Voice

We surveyed youth in Duval County about mental health topics impacting their lives.

This presentation represents real experiences from students across Duval County. These aren't statistics from a national report. These are our classmates, teammates, and neighbors.

- **This data reflects 322 students from across Duval County**
- **20+ Duval County zip codes represented**
- **Grade levels: 9-12**
- **Public, private, charter, homeschool**
- **Female (56.2%), Male (41.3%), Prefer not to self- disclose (2.5%)**



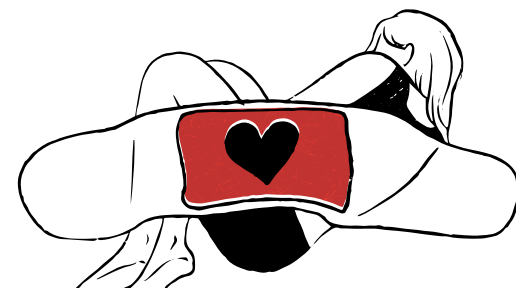
# Survey Results

- 44.4% of surveyed students reported they have experienced mental health challenges that they felt were not addressed.
- 43.8% of students felt they were currently facing a mental health challenge yet only 17.7% of the surveyed students have been diagnosed
- Top stressors
  - School / Homework (82.3%)
  - Time Management (56.2%)
  - College applications or future planning (51.2%)
  - Friendships or relationships (42.5%)
  - Family (36%)
- 36% of students reported feeling uncomfortable asking for help.
- Barriers to getting help
  - List of top barriers:
  - 33.5% of students reported a Lack of Trust
  - 27% of students reported Not knowing where to go
  - 24.5% reported a fear of Stigma/Judgement
  - 17.1% Cost
  - 13.7% Parental consent concerns
  - 9.9% Transportation



# What We Learned and Recommendations

- Students feel like they are experiencing mental health challenges.
- Stigma and a lack of trust contribute to students not getting help.
- Students want access to supportive and confidential environments where they can speak with qualified professionals.
- Stressors consist primarily of school, time management, and relationships.
- Students feel like school counselors are there for academic support more than mental health support.



- Students have the knowledge about mental health; they now need practical skills to take care of their health.
  - Time management and organization skills
  - Study strategies and future planning
  - Stress management and resiliency
- Students identified homework and academic workload as stressor.
  - Implement study halls and work periods.
- Many students shared college applications & future planning are a stressor.
  - College admissions guidance
  - Goal setting and support
  - Career and workforce pathways
- Students want to feel in touch and included.
  - Peer support
  - Collecting student feedback
- Provide students with a higher number of trusted qualified professionals.



**April Board Meeting Minutes**  
**April 22, 2026, 9:30 a.m. – 11:00 a.m.**

1. **Introductions and Instructions**

Marsha Oliver, Board Chair

Ms. Oliver opened the meeting by recognizing Celebrate Reading Week and National Volunteer Week, emphasizing the importance of literacy, volunteerism, and community service. She thanked the volunteer board members, staff, and community partners for their dedication to supporting youth and families in Jacksonville. Ms. Oliver also encouraged attendees to engage with opportunities highlighted in the KHA “Good News Friday” newsletter, including workshops, career readiness programs, and youth-focused initiatives.

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

Board Liaisons Present – Charles Ford – JSO, Terrance Freeman – City Council, Mary Hickson – Public Defender’s Office, Reece Wilson – OGC

Board Liaisons Absent – Dr. Anna Dewese – DCPS, Kristen Liesch – State Attorney’s Office

2. **Public Comments**

Ms. Oliver explained that public comments will be taken for all items that will be voted on at the meeting. These comments should only be in reference to those action items below. A separate public comment time will be open at the end of the meeting for any general comments to be made by the public. Mr. John Nooney discussed his recent participation in several city meetings and emphasized the importance of expanding public access to local waterways.

3. **Staff Spotlight**

Ms. Oliver recognized Greg Hodges as KHA’s Employee of the Month for his exceptional support in resolving computer and connectivity issues and for his dedication to ensuring staff can work with minimal disruption.

4. **Provider Presentation**

Aubrie Simpson-Gotham, Fostering Connections, Inc.

Aubrie Simpson-Gotham provided an overview of Fostering Connections which strives to lessen the impact of foster care on youth and their families by providing opportunities such as Florida Youth SHINE, technology tools, resources such as our Career Readiness Academy and connections such as Family Empowerment Nights and Teen Talks.

5. **Approval of March Minutes**

Marsha Oliver, Board Chair

Ms. Oliver asked if there were any changes to the minutes, there were none, so she asked for a motion to approve the minutes.

Motion: Josh Martino

Second: Carson Tranquille

Approval: 7-0

6. **KHA Board Committee Updates**

Meredith Chartrand-Frisch, Governance Chair

Carson Tranquille, Finance Chair

Lawrence Dennis, GUIDE Committee Co-Chair

Meredith Chartrand-Frisch summarized the Governance and CEO Search Committee meeting which took place on April 15<sup>th</sup>. The committees met jointly and approved new business to be presented later by Dr. Kriznar. All members attended either in person or via Zoom. Employee Services also presented the applicants for the CEO search. Board members were provided binders and flash drives containing application materials.

There were 235 applicants in total, with 141 meeting the minimum qualifications plus an additional 12 veterans. The committee discussed the next steps in the hiring process which included a plan to create a rating matrix system designed to objectively evaluate candidates, and they invited board members to discuss and provide feedback on it. Board members agreed to rank candidates by May 8<sup>th</sup>, and the top 10-15 candidates would be shared at the CEO Search meeting on May 13<sup>th</sup> followed by virtual interviews. Board members were also asked to review priority categories identified at the Board Retreat and to submit input on interview questions directly to Employee Services for consideration.

In terms of staff input on the CEO evaluation process, Dr. Kriznar explained that a subcommittee is already in place to gather KHA staff input for the CEO evaluation process. They suggested using the existing list of evaluation criteria to identify staff priorities and gather additional feedback if needed. A preliminary list had already been shared with Leah, outlining what staff wanted in a CEO evaluation, and Dr. Kriznar noted that these priorities would likely align with the qualities staff want in their CEO. She also conveyed that the committee could adjust the weighting of evaluation criteria if certain priorities are considered more important than originally assigned. For example, a category initially worth 5 or 10 points could be increased to better reflect its significance.

Carson Tranquille, Finance Chair, explained that the Finance Committee also met on April 15<sup>th</sup> at 2pm and all committee members were present. He commented that each Board action item which had fiscal impact was discussed and approved during the Finance Committee meeting including the Youth Travel Trust Fund, Hope Haven OST, NLP Logix, Enhancement Requests, the MOU between KHA and the United Way as well as contracts delegated to the CEO's authority. The final discussion item at the meeting were KHA's Financials led by Dr. Jessica Pitts.

Mr. Dennis indicated that The Guide Committee (Gaining Understanding to Improve Decisions and Effectiveness) met on April 9 with Committee Co-Chair Cynthia Nixon, Interim CEO Dr. Kriznar, and staff present. Employee and provider feedback was included on the agenda, with the

main focus being the development of the CEO evaluation tool. The committee reviewed the board retreat's performance priority alignment document and selected nine indicators to incorporate into the evaluation. They also agreed to review sample evaluation tools for both content and format, aiming to complete the process before the new CEO begins. In the interest of transparency and trust, they decided to involve employees and providers in developing the evaluation tool. A follow-up meeting was scheduled for April 30th at 9:00 a.m.

**7. SIPPPRA Grant Update**

Eric McClure, Director of Grants

Mr. McClure presented an overview of the SIPPPRA Grant, a pay-for-results initiative in which funding is tied to demonstrated outcomes. Although the application originally sought \$10 million, the program was awarded \$5 million. The grant focuses on two primary goals: reducing maternal depression and lowering newborn emergency room visits. Current partners include the Institute for Child Success, Children's Home Society, NLP Logix, and the Riley Institute, with data collection expected to begin in May. The initiative is being rebranded as "Bright Beginnings," and efforts are underway to secure long-term funding beyond the grant period.

Board members raised questions about whether the program aligns with KHA's core mission and how KHA would be reimbursed for expenses. In response, Mr. McClure explained that the grant aligns with KHA's services because it is based on the evidence-based Family Connects model used by Children's Home Society, which supports the grant's goal of reducing ER visits. Mary Nash of Children's Home Society added that the model involves nurses visiting families within three weeks of a child's birth to identify medical, social, and emotional needs and connect families with ongoing support services.

Dr. Kriznar shared that she had previously raised similar concerns with staff, but after reviewing the data, believes the SIPPPRA Grant results are promising and that the program is likely to exceed its targets. She also recommended continuing the discussion of the SIPPPRA Grant at the next Finance Committee meeting, and the Board agreed.

**8. New Business**

Dr. Kriznar, Interim CEO

a. Youth Travel Trust Fund (YTTF)

An application was received from the Jacksonville Children's Chorus to support its winter tour of Italy, where the group will perform at several venues, including participation in a Papal Mass at St. Peter's Basilica. The organization requested \$10,000 in funding; however, staff recommended awarding \$5,000 to remain consistent with the amounts granted to other applicants. Board Member Cynthia Nixon requested that future applications include the remaining balance of the fund, and Dr. Kriznar agreed to incorporate that information going forward.

Motion: Cynthia Nixon

Second: Kevin Gay

Approval: 7-0

b. Data Security Policy

This item requests approval of KHA's data security and privacy policy to meet Florida Clearinghouse requirements. The policy authorizes the CEO to oversee and enforce data security procedures, including handling Level 2 background screening alerts, and defines related responsibilities. It also establishes annual reporting to the Board, requires ongoing compliance updates as needed, and mandates an annual review of the policy.

Motion: Meredith Chartrand-Frisch  
Second: Lawrence Dennis  
Approval: 7-0

c. United Way MOU - SAMIS

Staff requests approval to renew a no-cost MOU between KHA and United Way of Northeast Florida to sponsor their SAMIS system under KHA's FACCT membership. The agreement reduces costs for United Way and allows partners to operate within the same system, benefiting both organizations without any expense to KHA.

Motion: Carson Tranquille  
Second: Josh Martino  
Approval: 7-0

d. FY26-27 Contract Renewals

This action item is a request to approve an additional \$56,100 in funding for Communities in Schools to provide required security services at Westside Middle School and Andrew Robinson. This increase is needed due to expanded enrollment at these sites. Under state law, once student participation reaches a certain threshold in after-school programs, an armed security officer must be present on site.

Motion: Josh Martino  
Second: Carson Tranquille  
Approval: 7-0

e. Agreement with NLP Logix

The request seeks approval of a one-time fee, up to \$20,000, for NLP Logix to develop an internal tool to automate reimbursement review processes. The goal is to improve efficiency, speed up reimbursements, and free staff time for site visits. The cost is a one-time expense and will integrate with existing internal systems.

Motion: Kevin Gay  
Second: Carson Tranquille  
Approval: 7-0

9. **Administrative and Strategic Updates Report**

Kenneth Darity, Chief Administrative Officer

Rodger Belcher, Chief Strategic Officer

Mr. Darity reported a slight increase in children served in March and provided updates on reimbursement performance, noting 1,866 approvals, 111 items in queue, and an average approval time of 9.6 days, which is within the 14-day target. Most performance goals are being met, though the rejection rate is slightly below target and could impact future funding. He also noted plans to develop a mini-grants program to provide more flexible, ongoing funding opportunities for providers, with a draft policy expected next month. In addition, work continues on the 2027 RFP Task Force, including centralized document tracking and standardized templates, along with ongoing consultation on legal and ethics requirements for Board involvement.

Mr. Belcher shared that KHA has gained access to the Clearinghouse Results website and is beginning implementation of a CJIS-compliant background screening system. Next steps include developing policies and procedures, hiring staff, establishing secure systems, and preparing RFPs and contracts, along with provider onboarding and communication. The new system transitions KHA to direct verification of Level 2 background screenings with automated alerts for re-screenings and eligibility changes, improving oversight, efficiency, and audit readiness while reducing reliance on provider attestations.

10. **CEO Report**

Dr. Dana Kriznar, Interim Chief Executive Officer

Dr. Kriznar provided an overview of nine provider site visits as well as four providers who were on the March Noncompliance List. She outlined the purchases that were made under the CEO's Delegated authority and budget enhancement requests. She shared that KHA has expanded its community outreach by attending CPAC meetings, presenting to the NAACP, and bringing KHA101 presentations to more than 20 locations. She also recognized Destiny Prep Academy for participating in the Accreditation Academy and earning Apple accreditation. Upcoming community events and performances were announced, including literacy and youth arts programs.

Updates were also shared regarding revisions to the Youth Travel Trust Fund process, including quarterly reviews, funding caps for prior recipients, new participant reporting requirements, and revised scoring guidelines. Upcoming board site visit opportunities were announced, including visits to the Arlington Neighborhood Accountability Board and Sulzbacher. Dr. Kriznar reviewed celebrations, visits and meetings as well as the results of youth surveys designed to understand and reduce teen takeovers. JSO Board Liaison, Commander Chuck Ford, noted that the Sheriff's Office is focused on ensuring the safety and security of children by monitoring social media and identifying potentially unsafe situations at youth events. While most events are intended to be positive, concerns arise when disruptive individuals attend, and the Sheriff's Office is continually working to address those challenges and support community safety efforts.

Finally, Dr. Kriznar shared important initiatives which staff are working on and a mission moment featuring students from a recent Cathedral Arts Performing Showcase.

11. **Board Discussion**

There were no additional discussion items.

12. **General Public Comments**

Altheia Squire, Teen Leaders of America parent, shared that this program has had a positive impact on her daughter, Jada, helping her build confidence and leadership skills. The program also supported her in completing community service hours toward scholarships and encouraged her to engage and recruit peers.

Dr. Tamiya Sibley, founder of Destiny Preparatory Academy, thanked KHA for partnering on the KHA 101 “From Caterpillars to Butterflies” event, which was created to help families better understand and respond early to developmental, behavioral, and academic concerns.

13. **Adjourn**

Board Chair, Oliver thanked the board members for their dedication, and service, and then adjourned the meeting at 11:50 a.m.

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**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

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

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**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.

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## 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.

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**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**

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

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

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**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.

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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**

<b>Section:</b>	Administration		
<b>Subject:</b>	Authorizing the CEO to Develop and Administer a Mini-Grant Process		
<b>Effective Date:</b>	May 27, 2026	<b>Review Date:</b>	May 20, 2026
<b>Approved:</b> 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 **for services already contracted.**

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: \_\_\_\_\_

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**BOARD ACTION ITEM:** FY2026-27 CONTRACT RENEWAL - KRUMPIN 4 SUCCESS, INC.

**BOARD ACTION NUMBER:** 26-020

**CATEGORY:** PRE-TEEN/TEEN

**FINANCE MEETING:** May 20, 2026

**BOARD MEETING:** May 27, 2026

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

**FROM:** DANA KRIZNAR, INTERIM CEO

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**REQUESTED ACTION:**

The Board is asked to:

- 1.) Approve FY 2026-27 renewal funding for the Krumpin 4 Success, Inc. contract (Contract #71627-25) in the amount of \$75,000.00.
- 2.) Authorize the CEO of Kids Hope Alliance to execute the renewal of the contract referenced in item (1), including minor budget adjustments not to exceed 10% of the approved contract amount or \$25,000, whichever is less.

**NARRATIVE:**

Krumpin 4 Success, Inc. provides college and career readiness services designed to support youth in developing the academic, life, and workforce skills necessary for a successful transition into adulthood. Through mentorship, educational support, career exploration, and youth development programming, the organization aligns with Kids Hope Alliance’s strategic priorities of improving educational outcomes and preparing Duval youth for long-term success.

The provider was not included in the initial FY 2026–27 renewal recommendation due to the delayed execution timeline associated with its FY 2025–26 contract. Contributing factors included:

- Timing associated with scope alignment and contract revisions,
- Procurement review scheduling,
- and temporary delays related to the resolution of outstanding Chapter 118 compliance requirements.

The FY 2025–26 contract was ultimately executed in March 2026 following resolution of the outstanding administrative and compliance matters.

Approval of FY 2026–27 renewal funding in the amount of \$75,000.00 will allow the provider to continue delivering services that support youth educational attainment, career readiness, and workforce development outcomes consistent with KHA strategic priorities.

**STRATEGIC GOAL & ELEMENT:**

This contract renewal supports the following Kids Hope Alliance strategic goals and essential service priorities:

- Ensuring Duval children and youth succeed in school through academic support, mentorship, enrichment, and college readiness.
- Supporting successful transitions into adulthood through workforce development, career exploration, leadership development, and post-secondary readiness.

**FISCAL IMPACT:**

Funding of \$75,000.00 from the Pre-Teen/Teen Essential Service Category (ESC-0351-23).

**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: \_\_\_\_\_

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**BOARD ACTION ITEM:** YOUTH TRAVEL TRUST FUND (YTTF)  
STAFF RECOMMENDATIONS

**BOARD ACTION NUMBER:** 26-021

**CATEGORY:** GRANTS MANAGEMENT

**FINANCE MEETING:** MAY 20, 2026

**BOARD MEETING:** MAY 27, 2026

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

**FROM:** DANA KRIZNAR, INTERIM CEO

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**REQUESTED ACTION:**

The Board is asked to:

1. Review funding recommendations for Youth Travel Trust Fund applications which have been scored by Kids Hope Alliance.

**NARRATIVE:**

It is the intent that the Youth Travel Grant Program is established to allow students and youth groups in Duval County to travel to competitions and events around the country. This opportunity gives our youth a perspective and experiences they may not otherwise have without these funds. Below are the staff recommendations from YTTF applications received thus far.

Staff Recommendations:

- Applicant #1
  - **Agency:** The Soyini Circles Girls Corp.
  - **Requested Activity:** Invest Fest 2026 Learning Money Financials
  - **Activity Summary:** Learning lab series to teach the youth about stocks, real estate, insurance and estate planning. Also, the youth will learn about government money and taxes as well as the emerging world of Cryptocurrency.
  - **Requested Funding Amount:** \$2,950.00
  - **Staff Recommendation:** Fund

**STRATEGIC GOAL & ELEMENT:**

Chapter 111.850(B) of the City of Jacksonville Ordinance Code grants the Board of Kids Hope Alliance authority for determining and authorizing funds from the Youth Travel Trust Fund for certain types of youth travel that may be deemed a valid public purpose.

**FISCAL IMPACT:**

If the KHA Board of Directors agrees and approves staff recommendations for the above applicants, the remaining balance would be \$17,050.00 for the 2025-2026 City Fiscal Funding Year.

**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

### **Youth Travel Trust Fund Matrix Scores**

<b>Applicant</b>	<b>Scorer #1</b>	<b>Scorer #2</b>	<b>Scorer #3</b>	<b>Average Score</b>	<b>Staff Recommendation</b>
The Rock Jax, Inc.	365	370	370	368	Fund
CISV USA, Inc.	355	370	365	363	Fund
Boys and Girls Club of NE FL	350	440	365	385	Fund
Legacy Sports Association	425	470	455	450	Fund
Raines Athletic Booster Club, Inc.	450	450	445	448	Fund
Jacksonville Children's Chorus	360	425	380	388	Fund
The Soyini Circles Girls Corp.	325	435	360	373	Fund

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**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

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**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.

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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**

<b>Section:</b>	Finance	
<b>Subject:</b>	Audited Financial Statement Requirements	
<b>Effective Date:</b>	May 27, 2026	<b>Review Date:</b> May 20, 2026
<b>Approved:</b> 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: \_\_\_\_\_

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**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.

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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**

<b>Section:</b>	Administration	
<b>Subject:</b>	CEO Communication to the Board	
<b>Effective Date:</b>	May 27, 2026	<b>Review Date:</b> 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



# KHA Board Meeting

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Interim CEO Report

May 27, 2026



# Congratulations to our Board Members

## LJ Celebration 2026 Honoree



## Welcome to Baby Karis





# This Month's Provider Visits

- Center of Hope at Kennedy Task Force
- Developmental Learning Center
- Arlington Neighborhood Accountability Board
- Fresh Word Ministries/Team Nitro
- STEM Academy (Young Men's/Women's Leadership at Butler)
- AMI Kids at Bridge to Success
- Fresh Ministries
- Girl Scouts at DuPont Middle
- Long Branch After School



# Other Events

- JaxPAL Donor Mixer
- 6 CPAC Meetings
- Celebrate Reading – Family Reading Day
- CIS Cheer/Dance/Step Extravaganza
- City Council Meetings (April 28, May 12, May 26)
- Staff Cookout
- Mali Vai Washington 2026 Scholarship Award Ceremony
- Green Spaces/Outdoor Parks Coalition
- CIS JumpStart Strings Performance
- KHA Bell Bash
- John Love Early Learning Promotional Ceremony

# KHA Family Literacy Day at Jax Public Library



# April Noncompliance List

Organization	Site Name	Compliance Issue	Resolution
America's Little Leaders	America's Little Leaders	Certificate of Insurance (COI) issues and outstanding advance of \$7,439.10. Provider no longer responding to emails or phone calls.	Provider is no longer operating. Advance payback has been escalated to the City of Jacksonville Legal Department and the Council Auditor's Office for further guidance.
Boys & Girls Club	Citi Teen Center-Print Program	Reimbursement documentation discrepancies. Staff identified an overlapping of program services being provided to participants in Print and the afterschool program.	Site placed on a Corrective Action Plan. Reimbursement request will be modified, removing the units in question.
Made A Way Foundation	Made A Way Foundation	COJ Chapter 118 Non-Compliance List for Grants Compliance	Working with COJ and Provider to clear from COJ list. Holding on contract renewal for 2026-27.
West Jax Restoration Center	West Jax Restoration Center	The required insurance was terminated prior to the policy expiration date – the COI as submitted requires revisions.	Updated COI has been submitted but requires revisions per COJ Risk.
YMCA	Tiger Academy, Love Grove, & Beauclerc	Reimbursement documentation discrepancies. Inconsistencies in attendance sheet sign-ins (excessive mark-throughs).	Site placed on a Corrective Action Plan. Reimbursement request will be modified, removing the units in question.

# April Purchases by CEO under Delegated Authority

Contract/ Purchase	Amount	Purchase	Purpose
Textbook Warehouse	\$1,148	Purchase of 100 copies of Oge Mora Books	Family Literacy event on April 25 at JPL with author Oge Mora
National Association for Family Child Care	\$3,080	Self-study enrollment fees for NAFCC Accreditation	Accreditation support for early learning providers
Florida Association of Child Care Management	\$4,500	KHA Accreditation Academy APPLE Portfolio Review & Verification & Visit Fees for Cohort 6	Accreditation support for early learning providers
Barnes & Noble	\$2,086	Purchase of 100 copies of Win- Win Workplace	MYAWP “Think Bold” Event

# Budget Enhancement Addendum

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Enhancement Request	Description	Estimated Cost	Potential Funding Source	Justification
Cathedral Arts Program - BraveHearts	Provides arts enrichment to students in designated Purple Star schools	\$250,000	New Request, previously funded as a legislative add-on to KHA	COJ request to renew

# Building Upgrades Report

- Security Doors
- Film on windows
- Remediate emergency exit in Board Room
- Eliminates additional conference room space

Net savings: \$50,000

Projected Start Date: In permitting/set for July-August

Projected Timeline: 4-6 weeks

# Upcoming Meetings & Events

- May 28 at 10 am – Sulzbacher Village  
*2026 VPK End of Year Ceremony*
- June 2 at 10 am  
*GUIDE Committee*
- June 5 at 10 am:  
*Center of Hope at Kennedy Ribbon Cutting*
- June 11-12:  
*National League of Cities Site Visit*
- June 18 at 9:30 am  
*KHA Governance & CEO Search Meeting*

# Save the Date...

- **July 2 at 10:30**
  - Free Little Library Ribbon Cutting Ceremony
  - *Sallye B. Mathis Elementary*
- **July 18 from 10 am – 2 pm**
  - Unearth the Story – KHA/JPL Free Event
  - *Jacksonville Zoo & Gardens*
- **August 8**
  - Historic Eastside Back-to-School Bash
  - *Matthew Gilbert MS*
- **September 1-4**
  - Arts Education Partnership National Convening
  - *Hyatt Regency Riverfront*





# Mission Moment

- [John Love “From My Heart”](#)
- [Jump Start Strings](#)