

Children's Services Council of Leon County (CSC Leon)
Governing Council Meeting
Thursday, February 16, 2023, 4:00 p.m.
CSC Leon Training Room
2002 Old St. Augustine Road, Building A, Suite 50, Tallahassee, FL 32301

Members of the public can view the meeting via live stream, when available, on this YouTube channel:
<https://www.youtube.com/channel/UCc74A9evhLxbHlrH63-clbQ>.

AGENDA

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda
- IV. General Public Comment
- V. Community Impact Story
 - A. Pace Center for Girls, Ms. Kristel Avilus
- VI. Consent Agenda
 - A. Minutes from the January 19 and February 2 meetings (page 3 and page 6)
 - B. Financials for January 2023 (page 9)
 - C. Executive Director's Report (page 23)
 - i. Status Updates
 - 1. Leon County Commission Nominations for Pending CSC Leon Vacancies
 - 2. Integrated Information Systems Solution
 - 3. Capacity Building and Technical Assistance Implementation
 - 4. Community Information Exchange (CIE)
 - ii. MOUs (page 13 and page 17)
 - 1. Support of Coordination and Commitment for Human Services with LC and COT
 - 2. Approving CSC Leon's Participation on all Leon County's Employee Benefits
 - iii. Volunteer Evaluator Recruitment Process
- VII. General Counsel's Update
 - A. Executive Director's Contract & Compensation (page 29)
 - i. Presentation of Executive Director's Contract & Compensation
 - ii. Public Comment
 - iii. Consideration to Approve Contract & Compensation
- VIII. Committees & Reports
 - A. Program Services Committee (handout)
 - i. Committee Report on Family Support Services Strategic Framework (page 39)
 - 1. Presentation of Recommendation on Strategic Framework for Family Support Services
 - 2. Public Comment
 - 3. Consideration to Approve Recommendation
- IX. Board Open Discussion
 - A. Council Retreat (month and date)
 - B. Other Discussion
- X. Next Meeting Dates
- XI. Next Meeting Agenda
- XII. Member Comments
- XIII. Adjourn

CHILDREN’S SERVICES COUNCIL OF LEON COUNTY
Governing Council Meeting
January 19, 2023

MINUTES

Members Present:

- Dr. Zandra Glenn, Chair, Community Member;
- Terrence Watts, Vice-Chair, DCF Appointee;
- Paul Mitchell, Treasurer, Community Member;
- Carmen Conner, Community Member;
- Atty. Carolyn Cummings, Vice-Chair, Leon County Commissioner;
- Liza McFadden, Community Member;
- Judge Anthony Miller, Second Judicial Circuit;
- Rocky Hanna, Superintendent, Leon County Schools;
- Darryl Jones, School Board Chair, Leon County Schools; and
- Mark O’Bryant, Community Member.

Staff Present:

- Cecka Rose Green, Executive Director;
- Dina Snider, Director of Finance and Operations;
- Stephanie Eller Vaughn, Program Accountability and Research Manager;
- Jacinta Clay, Administrative Services Manager; and
- Holly McPhail, Special Projects Manager.

Location:

CSC Leon Office
2002 Old St. Augustine Road, Suite A-50, Tallahassee, FL 32301

I. CALL TO ORDER

Chair Glenn called the meeting to order at 3:05 p.m.

II. ROLL CALL

Ten (10) council members were present, and quorum was established.

III. APPROVAL OF AGENDA

Chair Glenn noted two changes to the agenda –

- Removal of “D” under Section VI. Approval of the Consent Agenda. Item is included in the Executive Directors’ report.
- Add IV. Presentation of Draft Early Learning Project Proposal “D” Program Services Committee.

Motion to approve the revised agenda was provided by Ms. Cummings, and seconded by Judge Miller. The agenda was unanimously approved.

IV. GENERAL PUBLIC COMMENT

- Mr. Rick Lockenbach
- Mr. Neil Skene

V. COMMUNITY IMPACT STORY

- A.** Young Engineers Tallahassee, Mr. Khary Henry

VI. APPROVAL OF CONSENT AGENDA

Judge Miller asked that the TRIM hearing minutes reflect he abstained from voting, as required by state statute. Motion to approve with said change was provided by Ms. McFadden, with second by Mr. Mitchell. Consent agenda was unanimously approved.

VII. COMMITTEES & REPORTS

A. Financial Auditing Solicitation Committee

i. Presentation of Intent to Award Recommendation

Mr. Rob Renzi, spokesperson for the evaluation team, presented the Recommendation for Award memorandum, in which Purvis Gray Certified Public Accountants was the recommended auditing firm. Motion to approve was provided by Mr. Mitchell and seconded by Ms. Cummings. There was no public comment, and the motion was approved unanimously.

B. Capacity Building ITN Workgroup

i. Presentation of the Final Contract for Capacity Building Services

Ms. Green presented the final capacity building contract with UPHS and INIE; Mr. Jones moved to approve, with a second provided by Ms. Conner. There was no public comment. The motion was approved 9-1. Chair Glenn asked Mr. Mitchell to provide comments on his no vote, which he did.

C. Investment Workgroup

Ms. McFadden presented the drafts of both the Reserves Policy and the Investment Advisory Firm Request for Information (RFI). Consideration for approval will be presented at the February 2 meeting.

D. Program Services Committee

Mr. Jones presented the committee report, in which they recommended the Executive Director submit a proposed staffing plan to the Executive Committee at its next meeting. He also presented for review drafts of Community Investment Partner (CIP) Fiscal Policies, CIP Data Security Policy, RFAs for Summer Bridge Funding and the Early Learning Project Proposal. Items will be considered for approval at the February 2 meeting.

E. Executive Committee

Chair Glenn noted that due to the absence of CSC General Council Christopher Roe, who was away on business, the Executive Director's final contract will be presented at the February 2 meeting. She called for a motion to extend Ms. Green's current contract through the next meeting. Mr. O'Bryant so moved, with a second by Mr. Watts. Mr. Mitchell noted the final contract would be retroactive to January 1, 2023, once executed. The motion passed unanimously.

VIII. Next Meeting Dates

Chair Glenn reminded the council of the next meeting date: Thursday February 2, 3:00 p.m.

IX. Next Meeting Agenda Review

- A.** Community Impact Stories
- B.** Consideration to approve Reserves Policy (resolution)
- C.** Consideration to approve Investment Advisory Firm RFI
- D.** Consideration to approve Community Investment Partners (CIP) Funding Policy and Definitions (resolution)
- E.** Consideration to approve CIP Data Security Policy (resolution)
- F.** Consideration to approve Summer Bridge Programs RFPs
- G.** Consideration to approve Early Learning Project Proposal
- H.** Presentation and Consideration to approve the Executive Director's Employment Agreement

X. Member Comments

- Ms. McFadden – adding executive sessions to the meetings and budgeting discussion.
- Mr. Hannah – the need for more meetings, if necessary.
- Judge Miller – gave notice that he will be absent at the next meeting.

XI. Adjournment

Meeting was adjourned at 4:42 p.m.

CHILDREN'S SERVICES COUNCIL OF LEON COUNTY
Governing Council Meeting
February 2, 2023

MINUTES

Members Present:

- Dr. Zandra Glenn, Chair, Community Member;
- Terrence Watts, Vice-Chair, DCF Appointee;
- Paul Mitchell, Treasurer, Community Member;
- Liza McFadden, Community Member;
- Rocky Hanna, Superintendent, Leon County Schools; and
- Mark O'Bryant, Community Member.

Members Absent:

- Carmen Conner, Community Member;
- Atty. Carolyn Cummings, Vice-Chair, Leon County Commission;
- Judge Anthony Miller, Second Judicial Circuit; and
- Darryl Jones, School Board Member, Leon County Schools

Staff Present:

- Cecka Rose Green, Executive Director;
- Dina Snider, Director of Finance and Operations;
- Stephanie Eller Vaughn, Program Accountability and Research Manager;
- Jacinta Clay, Administrative Services Manager;
- Holly McPhail, Special Projects Manager; and

Location:

CSC Leon Office
2002 Old St. Augustine Road, Suite A-50, Tallahassee, FL 32301

I. CALL TO ORDER

Chair Glenn called the meeting to order at 3:18 p.m.

II. ROLL CALL

Six (6) council members were present, and quorum was established.

III. APPROVAL OF AGENDA

Mr. Mitchell moved approval of the agenda, with a second by Mr. Watts. The agenda was unanimously approved.

IV. GENERAL PUBLIC COMMENT

There was no public comment.

V. COMMUNITY IMPACT STORY

A. The Achieve Academy, Ms. Adrienne Peters

VI. Executive Director's Report

Ms. Green presented the new branding and logo design choices. Council Members and members of the public can vote on their favorite design through Friday, February 3, 2023. The new logo and branding will be presented on Friday, February 17, at the ribbon-cutting and open house.

VII. General Counsel's Update

Mr. Roe stated that the final contract was provided to Ms. Green for her review and would be presented to the Council at the February 16 meeting for approval. As such, her current contract needed to be extended one more time. Mr. Mitchell so moved, reminding the Council of the new contract's retroactive date of January 1, 2023; Mr. O'Bryant provided a second, and the motion was unanimously approved.

VIII. COMMITTEES & REPORTS

A. Investment Workgroup

i. Presentation of Resolution to Adopt Reserves Policy

Ms. McFadden reviewed the draft of the policy, then Mr. Roe presented the resolution to approve it. Approval was moved by Ms. McFadden, with a second provided by Mr. Mitchell. There was no public comment. Resolution approved unanimously.

ii. Presentation of Request for Information (RFI) for Investment Advisory Firm

Ms. McFadden reviewed the draft RFI for Investment Advisory Services. Mr. O'Bryant moved to adopt the RFI, with a second by Mr. Watts. There was no public comment, and the motion was approved unanimously.

B. Program Services Committee

i. Presentation of Community Investment Partner (CIP) Fiscal Guidelines

Ms. Green presented the draft CIP Fiscal Guidelines. Ms. McFadden moved for approval, with a second by Mr. Watts. There was no public comment, and the motion was approved unanimously.

ii. Presentation of CIP Data Security Policy

Ms. Green presented the CIP Data Security Policy. Mr. Mitchell moved for approval, with a second by Mr. Watts. There was no public comment. The motion was approved by consensus.

iii. Presentation of Requests for Application (RFAs) for Summer Bridge Funding 2023

Ms. Green presented the RFA for Summer Bridge Funding 2023. Ms. McFadden moved to combine both the Summer Learning and Summer Feeding RFAs into one procurement, changing the award notification date to Friday, April 21, 2023, and the funding date to Monday, May 15, 2023. The motion was seconded by Mr. Mitchell. There was no public comment, the motion was approved unanimously.

iv. Presentation of Early Learning Project Proposal

Ms. Green presented the Early Learning Proposal. Mr. Mitchell moved approval, with a second by Mr. Watts. There was no public comment, and the motion was approved unanimously.

IX. Next Meeting Dates

Chair Glenn reminded the Council that the next meeting will be on Thursday, February 16, at 4:00 pm.

X. Next Meeting Agenda Review

- A.** Minutes from the January 19 and February 2 meetings (Consent Agenda)
- B.** Community Impact Story
- C.** Family Support Services Strategic Framework Presentation and Discussion
- D.** Presentation and Consideration to approve the Executive Director's Contract & Compensation

XI. Member Comments

Comments provided by Mr. Mitchell, Mr. Watts, Mr. Hanna, and Ms. McFadden; also, staff was asked to add an Executive Session to the next meeting's agenda.

XII. Adjournment

Meeting was adjourned at 4:57 p.m.

Children's Services Council of Leon County
Balance Sheet
As of January 31, 2023

| | Jan 31, 23 |
|---------------------------------------|----------------------|
| ASSETS | |
| Current Assets | |
| Checking/Savings | |
| Money Market Account | 10,296,613.45 |
| Operating | 772,355.26 |
| Total Checking/Savings | 11,068,968.71 |
| Other Current Assets | |
| Prepaid Rent | 6,222.50 |
| Total Other Current Assets | 6,222.50 |
| Total Current Assets | 11,075,191.21 |
| Other Assets | |
| Security Deposits Asset | 6,222.50 |
| Total Other Assets | 6,222.50 |
| TOTAL ASSETS | 11,081,413.71 |
| LIABILITIES & EQUITY | |
| Equity | |
| Unrestricted Net Assets | 4,609,659.83 |
| Net Income | 6,471,753.88 |
| Total Equity | 11,081,413.71 |
| TOTAL LIABILITIES & EQUITY | 11,081,413.71 |

Children's Services Council of Leon County
Income & Expense Budget vs. Actual
October 2022 through January 2023

| | Oct '22 - Jan 23 | Budget | \$ Over Budget | % of Budget |
|--|---------------------|----------------------|-----------------------|--------------|
| Ordinary Income/Expense | | | | |
| Income | | | | |
| Ad Valorem Proceeds | 6,769,751.51 | 7,632,396.32 | -862,644.81 | 88.7% |
| Interest | 34,334.21 | 10,057.10 | 24,277.11 | 341.4% |
| Total Income | 6,804,085.72 | 7,642,453.42 | -838,367.70 | 89.0% |
| Expense | | | | |
| Compensation /Employee Benefits | | | | |
| Dental & Vision Insurance | -57.22 | | | |
| Employee Benefits (Other) | 0.00 | 2,000.00 | -2,000.00 | 0.0% |
| Health Insurance | 13,256.34 | 80,000.00 | -66,743.66 | 16.6% |
| Payroll taxes | 9,029.78 | 29,484.00 | -20,454.22 | 30.6% |
| Retirement Contribution | 19,206.38 | 80,660.00 | -61,453.62 | 23.8% |
| Salaries | 106,293.92 | 323,000.00 | -216,706.08 | 32.9% |
| Total Compensation /Employee Benefits | 147,729.20 | 515,144.00 | -367,414.80 | 28.7% |
| Contractual Services | | | | |
| Accounting Fees | 4,425.00 | 30,000.00 | -25,575.00 | 14.8% |
| AmeriCorp Vists | 0.00 | 10,000.00 | -10,000.00 | 0.0% |
| External Audit Fee | 0.00 | 20,000.00 | -20,000.00 | 0.0% |
| General Counsel (1099-MISC) | 38,730.25 | 75,000.00 | -36,269.75 | 51.6% |
| Grantwriting Services | 0.00 | 50,000.00 | -50,000.00 | 0.0% |
| Program Specialist & Admin. | 25,000.00 | 60,000.00 | -35,000.00 | 41.7% |
| Total Contractual Services | 68,155.25 | 245,000.00 | -176,844.75 | 27.8% |
| Operations | | | | |
| Ad Valorem Collection Fees | 0.00 | 230,771.89 | -230,771.89 | 0.0% |
| Awards & Recognition | 0.00 | 500.00 | -500.00 | 0.0% |
| Communications | 0.00 | 5,200.00 | -5,200.00 | 0.0% |
| Community Awareness/Engagement | 0.00 | 20,000.00 | -20,000.00 | 0.0% |
| Dues & Subscription | 27,275.03 | 15,000.00 | 12,275.03 | 181.8% |
| Equipment | 988.10 | 11,000.00 | -10,011.90 | 9.0% |
| Furniture | 25,142.11 | 1,000.00 | 24,142.11 | 2,514.2% |
| Insurance (Liab., D&O, WC) | 14,494.00 | 17,500.00 | -3,006.00 | 82.8% |
| IT Hardware | 2,561.72 | 5,000.00 | -2,438.28 | 51.2% |
| IT Services (Web & Email) | 434.99 | 1,500.00 | -1,065.01 | 29.0% |
| Licenses & Fees | 0.00 | 1,000.00 | -1,000.00 | 0.0% |
| Misc expenses | 405.03 | 5,000.00 | -4,594.97 | 8.1% |
| Occupancy (Rent, Util., Janito) | 6,470.67 | 74,670.00 | -68,199.33 | 8.7% |
| Office Supplies | 39.08 | 5,200.00 | -5,160.92 | 0.8% |
| Payroll processing / HR | 5,749.32 | 10,000.00 | -4,250.68 | 57.5% |
| Postage and Courier | 0.00 | 750.00 | -750.00 | 0.0% |
| Printing and Copying | 318.51 | 2,000.00 | -1,681.49 | 15.9% |
| Program & Financial Software | 0.00 | 150,000.00 | -150,000.00 | 0.0% |
| Public Relations | 450.00 | 50,000.00 | -49,550.00 | 0.9% |
| Publication (Legal Adv) | 10.64 | 0.00 | 10.64 | 100.0% |
| Research | 0.00 | 4,000.00 | -4,000.00 | 0.0% |
| Software | 337.47 | 3,000.00 | -2,662.53 | 11.2% |
| Sponsorship | 500.00 | 8,000.00 | -7,500.00 | 6.3% |
| Travel and Meetings | | | | |
| Conference, Convention, Meeting | 1,929.09 | 12,000.00 | -10,070.91 | 16.1% |
| Travel (mileage) | 775.68 | 9,000.00 | -8,224.32 | 8.6% |
| Travel and Meetings - Other | 640.00 | | | |
| Total Travel and Meetings | 3,344.77 | 21,000.00 | -17,655.23 | 15.9% |
| Total Operations | 88,521.44 | 642,091.89 | -553,570.45 | 13.8% |
| Program Investments | | | | |
| Capacity Building | 0.00 | 120,000.00 | -120,000.00 | 0.0% |
| Innovation Funding | 0.00 | 1,500,000.00 | -1,500,000.00 | 0.0% |
| Priority Funding | 0.00 | 7,502,906.30 | -7,502,906.30 | 0.0% |
| Summer Programmatic Funding | 0.00 | 1,600,000.00 | -1,600,000.00 | 0.0% |
| Total Program Investments | 0.00 | 10,722,906.30 | -10,722,906.30 | 0.0% |

| | Oct '22 - Jan 23 | Budget | \$ Over Budget | % of Budget |
|----------------------------|---------------------|----------------------|-----------------------|----------------|
| Reserves/Community Grants | 0.00 | 381,619.82 | -381,619.82 | 0.0% |
| Security System | 21,160.00 | | | |
| Unclassified expenses | 6,765.95 | | | |
| Total Expense | 332,331.84 | 12,506,762.01 | -12,174,430.17 | 2.7% |
| Net Ordinary Income | 6,471,753.88 | -4,864,308.59 | 11,336,062.47 | -133.0% |
| Net Income | 6,471,753.88 | -4,864,308.59 | 11,336,062.47 | -133.0% |

Children's Services Council of Leon County
Income & Expense Report
October 2022 through January 2023

| | Oct 22 | Nov 22 | Dec 22 | Jan 23 | TOTAL |
|--|-------------------|-------------------|---------------------|-------------------|---------------------|
| Ordinary Income/Expense | | | | | |
| Income | | | | | |
| Ad Valorem Proceeds | 639.01 | 601,268.49 | 6,013,375.25 | 154,468.76 | 6,769,751.51 |
| Interest | 6,347.00 | 6,152.33 | 6,507.65 | 15,327.23 | 34,334.21 |
| Total Income | 6,986.01 | 607,420.82 | 6,019,882.90 | 169,795.99 | 6,804,085.72 |
| Expense | | | | | |
| Compensation /Employee Benefits | | | | | |
| Dental & Vision Insurance | 0.00 | 11.18 | -79.58 | 11.18 | -57.22 |
| Health Insurance | 3,318.51 | 3,318.51 | 3,300.81 | 3,318.51 | 13,256.34 |
| Payroll taxes | 1,454.52 | 2,060.98 | 2,865.53 | 2,648.75 | 9,029.78 |
| Retirement Contribution | 5,586.77 | 2,420.33 | 3,691.70 | 7,507.58 | 19,206.38 |
| Salaries | 19,230.76 | 24,769.22 | 37,153.83 | 25,140.11 | 106,293.92 |
| Total Compensation /Employee Benefits | 29,590.56 | 32,580.22 | 46,932.29 | 38,626.13 | 147,729.20 |
| Contractual Services | | | | | |
| Accounting Fees | 1,125.00 | 0.00 | 1,987.50 | 1,312.50 | 4,425.00 |
| General Counsel (1099-MISC) | 11,266.00 | 9,449.00 | 18,015.25 | 0.00 | 38,730.25 |
| Program Specialist & Admin. | 5,000.00 | 5,000.00 | 10,000.00 | 5,000.00 | 25,000.00 |
| Total Contractual Services | 17,391.00 | 14,449.00 | 30,002.75 | 6,312.50 | 68,155.25 |
| Operations | | | | | |
| Dues & Subscription | 0.00 | 600.00 | 175.00 | 26,500.03 | 27,275.03 |
| Equipment | 0.00 | 0.00 | 0.00 | 988.10 | 988.10 |
| Furniture | 0.00 | 0.00 | 0.00 | 25,142.11 | 25,142.11 |
| Insurance (Liab., D&O, WC) | 0.00 | 0.00 | 14,494.00 | 0.00 | 14,494.00 |
| IT Hardware | 0.00 | 1,213.67 | 1,348.05 | 0.00 | 2,561.72 |
| IT Services (Web & Email) | 0.00 | 273.80 | 161.19 | 0.00 | 434.99 |
| Misc expenses | 405.03 | 0.00 | 0.00 | 0.00 | 405.03 |
| Occupancy (Rent, Util., Janito) | 0.00 | 0.00 | 0.00 | 6,470.67 | 6,470.67 |
| Office Supplies | 0.00 | 39.08 | 0.00 | 0.00 | 39.08 |
| Payroll processing / HR | 1,251.58 | 1,273.64 | 1,910.46 | 1,313.64 | 5,749.32 |
| Printing and Copying | 134.99 | 27.52 | 145.66 | 10.34 | 318.51 |
| Public Relations | 0.00 | 0.00 | 0.00 | 450.00 | 450.00 |
| Publication (Legal Adv) | 0.00 | 10.64 | 0.00 | 0.00 | 10.64 |
| Software | 79.85 | 79.14 | 80.83 | 97.65 | 337.47 |
| Sponsorship | 0.00 | 0.00 | 0.00 | 500.00 | 500.00 |
| Travel and Meetings | | | | | |
| Conference, Convention, Meeting | 1,631.64 | 15.00 | 282.45 | 0.00 | 1,929.09 |
| Travel (mileage) | 820.32 | -44.64 | 0.00 | 0.00 | 775.68 |
| Travel and Meetings - Other | 0.00 | 0.00 | 640.00 | 0.00 | 640.00 |
| Total Travel and Meetings | 2,451.96 | -29.64 | 922.45 | 0.00 | 3,344.77 |
| Total Operations | 4,323.41 | 3,487.85 | 19,237.64 | 61,472.54 | 88,521.44 |
| Security System | 0.00 | 0.00 | 0.00 | 21,160.00 | 21,160.00 |
| Unclassified expenses | 0.00 | 0.00 | 0.00 | 6,765.95 | 6,765.95 |
| Total Expense | 51,304.97 | 50,517.07 | 96,172.68 | 134,337.12 | 332,331.84 |
| Net Ordinary Income | -44,318.96 | 556,903.75 | 5,923,710.22 | 35,458.87 | 6,471,753.88 |
| Net Income | -44,318.96 | 556,903.75 | 5,923,710.22 | 35,458.87 | 6,471,753.88 |

**MEMORANDUM OF UNDERSTANDING
BETWEEN
LEON COUNTY, THE CITY OF TALLAHASSEE, AND
THE CHILDREN'S SERVICES COUNCIL OF LEON COUNTY
IN SUPPORT OF COORINDATION AND COMMITMENT FOR HUMAN SERVICES**

This Memorandum of Understanding (MOU) is entered into as of the date upon which the last of the parties hereto signed, by and between Leon County, Florida (the County), the City of Tallahassee (the City), and the Children's Services Council of Leon County (CSC), collectively referred to as (the Parties), to express mutual support and commitment to coordinate and meet the human services needs of children, youth, and families in Tallahassee-Leon County.

WHEREAS, the County and the City, have partnered in the Community Human Services Partnership (CHSP) since 1997 to ensure cooperative and collaborative support in funding agencies that provide direct human services to the community in a manner that assures a balanced, effective and efficient delivery system; and

WHEREAS, the CSC was approved by the voters of Leon County in November 2020 to provide children with early learning and reading skills, development, treatment, preventative and other children's services in Leon County; and

WHEREAS, the CSC established eight (8) priority areas for focus including school readiness, school age support, physical health, mental health, youth development, food stability for family and children, housing stability for family and children, and enhanced supports for caregivers; and

WHEREAS, approximately sixty-seven percent (67%) of programs funded through CHSP provide services to children and families; and

WHEREAS, in November 2021, the CSC Council directed CSC staff to prepare a memorandum of understanding with the County and City for its consideration to identify opportunities for collaboration to enhance data sharing and align program metrics; and

WHEREAS, the County and City Commissions and CSC Council Members wish to memorialize the mutual commitment to coordinate and collaborate in the evaluation, capacity building, investment in services and resources that enhance the quality of life, educational attainment, and economic prosperity of children, youth, and families in Tallahassee-Leon County.

NOW THEREFORE, the Parties mutually agree to the following:

- I. Coordination and Sharing of Resources in the Evaluation and Funding Processes
 - A. When possible and determined by the County Commission, City Commission, and CSC Council respectively to be in the best interest of the community, the County, City, and CSC, agree to coordinate resources including staffing, technology, program evaluation, performance measures, and funding to maximize the effectiveness of services to children, youth, and families in Tallahassee-Leon County.

- B. The County and City, through the CHSP, and CSC agree to work collaboratively, which may include, but shall not be limited to, jointly hosting community forums and listening sessions, sharing information gathered from funded agencies/organization and citizens to identify and prioritize the human service needs in the community.

II. Data Sharing

- A. The County and City agree to share with CSC data on the CHSP including, but not limited to, human services funding, performance measures, human services categories, and programmatic evaluation.
- B. CSC agrees to share with the County and City data on its funding process including, but not limited to, funded agencies/organizations, performance measures, and programmatic evaluation.

III. Collaboration on Initiatives, Programs, and Events

- A. The County, City and CSC agree to explore opportunities to collaborate on initiatives, programs, and events that addresses gaps in services; expands available resources to citizens of Leon County; improves the delivery, effectiveness, and efficiency of services to children, youth, and families; and better engages neighborhoods that have historically experienced poverty and inequities.
- B. The County Administrator, City Manager, and CSC Executive Director shall provide to the County Commission, City Commission, and CSC Council respectively, periodic reports on efforts to collaborate on initiatives, programs, and events for children, youth, and families.

IV. Term/Termination

- A. This MOU will commence on the date set forth above and will continue until a party gives 30 days written notice of intent to terminate.

V. Notices

- A. If written notice is required in this MOU, such notice shall be given by hand-delivery, recognized overnight delivery service, or by first class mail, registered and return receipt requested as follows:

To the County: Shington Lamy, Director
Office of Human Services & Community Partnerships
615 Paul Russell Road
Tallahassee, FL 32301

To the City: Kimball Thomas, Director
Department of Housing & Community Resilience
435 North Macomb Street
Tallahassee, FL 32301

To the CSC: Cecka Rose Green, Executive Director
Children's Services Council of Leon County
P.O Box 1816
Tallahassee, FL 32302

IN WITNESS THEREOF, the parties have executed this Agreement as of the date last written below.

CHILDREN'S SERVICES COUNCIL OF LEON COUNTY

Cecka Rose Green, Executive Director

Date: _____

CITY OF TALLAHASSEE, FLORIDA

ATTEST:

By: _____
James O. Cooke, IV
City Treasurer-Clerk

By: _____
Reese Goad, City Manager

Date: _____

Approved as to form:

By: _____
Cassandra K. Jackson
City Attorney

LEON COUNTY, FLORIDA

ATTESTED BY:

Gwendolyn Marshall, Clerk of Court &
Comptroller, Leon County, Florida

By: _____

By: _____
Vincent S. Long, County Administrator

Date: _____

APPROVED AS TO LEGAL SUFFICIENCY:

Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

By: _____

MEMORANDUM OF UNDERSTANDING

THIS MEMORANDUM OF UNDERSTANDING (MOU), is made and entered into this 13th day of December, 2022, by and between LEON COUNTY, FLORIDA a charter County and a political subdivision of the State of Florida (hereinafter referred to as "County"), and the CHILDREN'S SERVICES COUNCIL, a public body corporate and politic, hereinafter referred to as the "Council" (hereinafter collectively referred to as "Parties").

RECITALS

WHEREAS, the Council is a local governmental body created and existing pursuant to Section 125.901 et seq., Florida Statutes; and, **WHEREAS**, the Council desires to offer a competitive package of benefits to the extent permissible under Section 112.08 (2)(a), Florida Statutes, to attract and retain high caliber staff who will help fulfill the mission of the Children's Services Council; and,

WHEREAS, the Council seeks to become a participating independent employer on all the County's employee benefit insurance plans to include dental, vision, basic life insurance, accidental death & dismemberment, supplemental life insurance, and short-term/long term disability; and,

WHEREAS, all benefit plan costs will be the responsibility of the Council and with no fiscal impact to the County; and,

WHEREAS, the County and the Council desire to enter into an agreement to accomplish the public purpose set forth in these Recitals.

NOW, THEREFORE, in consideration of the following mutual promises, covenants, and representations set forth herein, the sufficiency of which is hereby acknowledged, the County and Council, hereby agrees as follows:

1. Purpose

The purpose of this MOU is to approve the Council's participation as an independent employer on all Leon County's employee benefit insurance plans.

2. Funding and Payments

The Council agrees it is solely responsible for all funding and payments of any premiums associated with any insurance benefits elected by the Council. At no time will the County be responsible for any payments associated with this MOU.

3. Term

This MOU shall be effective as of January 1, 2023 and shall automatically renew annually until terminated by either party.

4. County Obligations

- a) The County expressly authorizes the Council to piggyback on all insurance benefits available to County employees.
- b) The County authorizes Council employees who are eligible to receive insurance benefits to attend any informational events related to County insurance benefits and benefit elections.
- c) The County will give the Council reasonable notice of any changes in insurance benefit providers, changes in coverage or increases in cost.

5. Council Obligations

- a) To comply with all local, state, and federal laws.
- b) To provide and keep current a list of all benefit eligible employees to the County.
- c) Provide for all funding as described in section 2 above.
- d) Council agrees that at no time will any of its officers, agents, or employees be considered an employee of the County and are not entitled to any other benefits or privileges of a County employee except as outlined and authorized specifically within this MOU.

6. Termination

This MOU may be terminated at will be party hereto giving one ninety (90) days prior written notice thereof to the other party.

7. Maintenance of Records

- a) The Council will keep adequate records and supporting documentation applicable to this MOU in accordance with generally accepted accounting principles consistently applied. Each party to this MOU or their authorized representatives shall have reasonable and timely access to such records of the other party to this MOU for public records purposes during the term of the MOU and for five (5) years following the termination of this MOU.
- b) The County and Council shall allow and permit reasonable access to, and inspection of, all documents, papers, letters, or other materials in its possession or under its control subject to the provisions of Chapter 119, Florida Statutes, and made or received by the County and Council in conjunction with this MOU; and the County shall have the right to unilaterally cancel this MOU upon violation for this provision by the Council.

8. General Provisions

a) *Governing Law.* This MOU shall be governed by and construed in accordance with the laws of the State of Florida applicable to contracts made and to be performed entirely in the State. Any action brought out of this MOU shall be maintained in Tallahassee, Leon County, Florida.

b) *Assignment.* Because of the unique nature of the relationship between the Parties and the terms of this MOU, neither Party hereto shall have the right to assign this MOU or any of its rights or responsibilities hereunder to any third Party without the express written consent of the other Party to this MOU, which consent shall not unreasonably be withheld.

c) *Entire Agreement.* This MOU constitutes the entire agreement between the Parties with respect to the matters contained herein, and all prior agreements or arrangements between them with respect to such matters are superseded by this MOU.

d) *Code of Ethics.* The Council agrees that officers and employees of the Council recognize and will be required to comply with the standards of conduct for public officers and employees as delineated in Section 112.313, Florida Statutes, regarding, but not limited to, solicitation or acceptance of gifts; doing business with one's agency; unauthorized compensation; misuse of public position, conflicting employment, or contractual relationship; and disclosure or use of certain information.

e) *No Solicitation/Payment.* The County and Council warrant that, in respect to itself, it has neither employed nor retained any company or person, other than a bona fide employee working solely for it, to solicit or secure this MOU and that it has not paid or agreed to pay any person, company, corporation, individual or firm, other than a bona fide employee working solely for it, any fee, commission, percentage, gift, or other consideration contingent upon or resulting from the making of this MOU.

f) *Public Bodies.* It is expressly understood between the Parties that the Council is a local governmental body created under the laws of the State of Florida and that the County is a political subdivision of the State of Florida. Nothing contained herein shall be construed as a waiver or relinquishment by either of the Parties to claim such exemptions, privileges or immunities as may be proved to that Party by law.

g) *Legal Obligations and Responsibilities.* This MOU is not intended to, nor shall it be construed as, relieving any Party from any obligation or responsibility imposed upon the entity by law. Further, this MOU is not intended to, nor shall it be construed as, authorizing the delegation of the constitutional or statutory duties of the Parties, except to the extent permitted by the Florida constitution, state statute and case law.

h) *Non-Reliance by Non-Parties.* No person or entity shall be entitled to rely upon the terms of this MOU to enforce or attempt to enforce any third-party claim or entitlement to or benefit of any service or program contemplated hereunder, and the Parties agree that the County or

any agent, officer or employee of the County shall not have the Council to inform, counsel, or otherwise indicate that any particular individual or group of individuals, entity or entities, have entitlements or benefits under this MOU separate and apart, inferior to or superior to County employees in general for the purposes contemplated in this MOU.

i) *Execution in Counterparts.* This MOU may be executed in any number of counterparts, each of which shall be regarded as an original, all of which taken together shall constitute one and the same instrument and any of the parties hereto may execute this MOU by signing any such counterpart.

j) *Section Headings.* Section headings have been inserted in this MOU as a matter of convenience of reference only, and it is agreed that such section heading are not a part of this MOU and will not be used in the interpretation of any provision of this MOU.

9. Notices

Any notice, request, demand, consent approval or other communication required or permitted by this MOU shall be given or made in writing and shall be served (as elected by the party giving such notice) by one of the following methods: a) hand delivery to the other party; or b) mailed by registered or certified mail (postage prepaid), return receipt requested. For the purposes of notice the addresses are:

To County:

Leon County Department of Human Resources

Candice Wilson, Human Resources Director

315 S. Calhoun Street, Suite 210

Tallahassee, FL 32301

Phone: (850) 606-2400

Email: wilsonca@leoncountyfl.gov

To Council:

Cecka Rose Green, Executive Director

Children's Services Council

P.O. Box 1816

Tallahassee, FL 32302

Phone: (850)764-2966

Email: Cgreen@cscleon.org

IN WITNESS WHEREOF, the Parties hereto, through their duly authorized representative, have executed the MOU as of the date first written above.

WITNESS:

DocuSigned by:
Jacinta Clay
ECF33B83FAC34FA...

Name: Jacinta Clay, Administrative Services Manager

CHILDREN'S SERVICES COUNCIL

DocuSigned by:
Cecka Rose Green
2DBDC50C8DD148F...
By: Cecka Rose Green, Executive Director

LEON COUNTY, FLORIDA

DocuSigned by:
Vincent S. Long
A8432971C746415...
By: Vincent S. Long, County Administrator

Date: 1/31/2023

APPROVED AS TO LEGAL SUFFICIENCY:
Chasity H. O'Steen, County Attorney
Leon County Attorney's Office

DocuSigned by:
Chasity H. O'Steen
BCE5E0EFD079484...

ATTEST:
Gwendolyn Marshall, Clerk of the Court &
Comptroller, Leon County, Florida

DocuSigned by:
Gwendolyn Marshall Knight
178D7F95C3774F4...
By: Gwendolyn Marshall Knight



Executive Director's Report
Governing Council Meeting | Thursday, February 16, 2023

CSC Leon Office Grand Opening:

It is finally time! The Grand Opening and Ribbon-Cutting of the CSC Leon Community Resource Room, Meeting Facility and Office **will be on tomorrow (Friday) February 17, 2023**, at the new office, located at 2002 St. Augustine Road, Ste. A-50, 32301. The ribbon-cutting will be at 10:00 a.m., with the open house from 3:00 – 6:00 p.m.

Status Updates

- **Leon County Commission on Pending CSC Leon Vacancies** – The Leon County Commission at its January 24, 2023 meeting recommended the following applicants to be sent to the Governor for consideration to fill the anticipated vacancies of two Council Members, as follows:
 - Brenda Williams, nominated by Comm. Bill Proctor, seconded by Comm. Christian Caban
 - Paul Mitchell (incumbent), nominated by Comm. Carolyn Cummings, seconded by Comm. Brian Welch
 - Bill Schack, nominated by Comm. Welch, seconded by Chair Nick Maddox
 - Keisha Jenkins, nominated by Comm. David O'Keefe, seconded by Chair Maddox
 - Walissa Cobb, nominated by Comm. Rick Minor, seconded by Comm. Cummings
 - Eric Whitehead, nominated by Chair Maddox, seconded by Comm. Cummings
 - Daniel Parker, nominated by Comm. Caban, seconded by Comm. Cummings

The nominees were to have submitted a completed questionnaire by Sunday, February 5. Upon notification that the Governor has made his selection, the Council will be informed.

- **Integrated Information Systems Solution** – SAMIS (Services & Activities Management Information System), through the FACCT SAMIS 3.0 Collaborative of children's services councils, already is in process with project implementation started. The Webauthor Flex Platform is in the last stages of contract review, with the expectation of finalization by the end of February, after which implementation will begin.
- **Capacity Building and Technical Assistance Implementation** – Contract is executed, with trainings scheduled. The first deliverable has been received (in the form of the technical assistance plan for the Summer RFA applicants).
- **Community Information Exchange** – 211 Big Bend, in collaboration with Leon County, City of Tallahassee, United Way of the Big Bend, Children's Services Council of Leon County, United Partners for Human Services, and other community and health partners, recognize the importance of developing a system that brings together community-based organizations, health care professionals, and other stakeholders to develop a community care plan to further improve population health and coordination of services. The envisioned system is called a *Community Information Exchange (CIE)*, which is an ecosystem comprised of multidisciplinary network partners that use a shared language, a resource database, and an integrated technology platform to deliver enhanced community care planning. Care planning tools enable partners to integrate data from multiple sources and make bi-directional referrals to create a shared longitudinal record. By focusing on these core components, a CIE enables communities to shift away from a reactive approach to providing care toward proactive, holistic, person-centered care.

As such, 211 Big Bend has posted position for a *Community Information Exchange (CIE) Project Manager* (job description attached); the successful candidate will be an employee of 211 Big Bend, assisting with the design, implementation, and sustainability of the CIE framework as the partners work to create this ecosystem for our community.

Memorandums of Understanding (MOUs)

The following MOUs either have been or are in the process of being executed:

- MOU approving CSC Leon’s participation on all Leon County’s Employee Benefit Insurance Plans (executed); this includes life insurance (group and supplemental), long- and short-term disability, and other available coverages.
- MOU in support of coordination and commitment for Human Services with Leon County and the City of Tallahassee (in process); this memorializes the partnership between the entities to help ensure there is coordination of services to the county’s children, youth, and families. There is no exchange of funds contemplated in this agreement.

Volunteer Evaluator Recruitment Process – The application to volunteer as an evaluator for current and future program procurements will become live on the CSC Leon website starting tomorrow (Friday), February 17, 2023, during the Open House (3:00 – 6:00 p.m.). Additionally, it will be shared on all CSC Leon social media platforms as well as sent to individuals on our distribution lists. Applicants will be asked to complete the online form, noting their specific knowledge, skills and abilities in the following areas:

- | | |
|---|------------------------|
| ✓ Business | ✓ Human Resources |
| ✓ Childcare | ✓ Legal |
| ✓ Child/Youth/Parent Advocate/Volunteer | ✓ Medical/Healthcare |
| ✓ Communications/Public Relations | ✓ Non-Profit |
| ✓ Education/Educator | ✓ Public Safety |
| ✓ Faith-based | ✓ Research/Evaluation |
| ✓ Financial (banking / accounting) | ✓ Self Employed |
| ✓ Governmental Affairs | ✓ Small Business Owner |
| ✓ Government Employee | ✓ Social Work |
| ✓ Homemaker | ✓ Youth Development |
| ✓ Housing | ✓ Other: _____ |

As we prepare for the Summer and other program procurements, staff will select volunteer evaluators to ensure each team contains a diverse group of individuals across the categories to ensure a fair and competent evaluation and scoring process. The link to the application will be shared with all Council Members to distribute to your networks; additionally, if there are specific people you would like to complete the applications, please do not hesitate to provide staff with their names and contact information. We will ensure they receive the link to complete the online form.

Submitted by:

Cecka Rose Green, CPM
Executive Director



Project Manager Community Information Exchange (CIE)

Position Title: Project Manager, Community Information Exchange (CIE)

Reports to: President/CEO, 211 Big Bend

Location: Tallahassee, FL – Remote Eligible

Employment Status: Full-Time, Exempt

Salary and Benefits: Annual salary of \$50,000/year+ commensurate with experience; Health and dental insurance paid by the employer; Ten paid holidays and paid time off provided; Paid professional development and training opportunities; 403b retirement plan with 3% employer match after one year of employment.

Overview of 211 Big Bend

2-1-1 Big Bend operates Helpline 211, the Florida HIV/AIDS Hotline, and the Family Health Line. In addition, the agency answers calls for the 988 Crisis & Suicide Lifeline, Florida Veterans Support Line (MyFLVet) and other organizations that contract with 211 Big Bend for services. Help Me Grow (HMG) is an agency program that is designed to identify children eight and younger at-risk for developmental or behavioral challenges, and connect them with community-based programs for health and developmental services. Volunteer and paid hotline counselors provide callers with free, confidential counseling, crisis intervention, information, and referrals.

The 211 system has an important role to play in addressing social needs in communities as well as being a contributor to helping improve population health. 211 Big Bend, in collaboration with Leon County, City of Tallahassee, United Way of the Big Bend, Children's Services Council of Leon County, United Partners for Human Services, and other community and health partners, recognize the importance of developing a system that brings together community-based organizations, health care professionals, and other stakeholders to develop a community care plan to further improve population health and coordination of services.

The envisioned system is called a **Community Information Exchange (CIE)** which is an ecosystem comprised of multidisciplinary network partners that use a shared language, a resource database, and an integrated technology platform to deliver enhanced community care planning. Care planning tools enable partners to integrate data from multiple sources and make bi-directional referrals to create a shared longitudinal record. By focusing on these core components, a CIE enables communities to shift away from a reactive approach to providing care toward proactive, holistic, person-centered care.

Position Description

This position reports to the President/CEO and participates as a member of the agency leadership team. The Project Manager (PM) will support the President/CEO with further Community Information Exchange (CIE) program development, best practice in program design, implementation, and sustainability of the program. The CIE Project Manager will assist with the implementation phase of the CIE and help establish relationships, processes, and employing the



strategic plan of the CIE. Specific responsibilities include overall implementation of the Partner Engagement Plan; assistance with administrative activities, budget oversight, resource allocation, contract compliance and the overall performance of the CIE activities. The CIE Project Manager is responsible for the implementation of the CIE partner engagement plan and will focus on building the partner network strategy of the CIE, deepening relationships among clinical and community providers, and facilitating effective working relationships that foster trust between partner agencies for the benefit of shared clients.

This is a hands-on role contributing to the growth and maintenance of the CIE partner network, encouraging agencies to partner more deeply through participation in community care coordination technology systems in order to share client information, manage referrals and share client outcomes. The CIE Project Manager will prioritize social justice and equity and be committed to creating forward progress in transforming the health of the population across Leon County and the Big Bend. As a full-time CIE Project Manager, this exciting position and your specific projects, tasks, and responsibilities will evolve over time. Daily responsibilities will include workplan management, development of new partnerships and agreements, data compilation and analysis, problem solving, development of communication materials, and program documentation. Flexibility and a commitment to continuous learning will be required of the successful candidate. A skill set based in public health, population health, community engagement, and program implementation will be vital to this work to improve the factors that affect health via multi- sector partnership activities.

Qualifications Knowledge and Experience

- At least 3 years' experience working with clinical and/or community partners on programs that focus on the integration of services.
- Demonstrate knowledge and experience in trauma informed, whole person care, and SDoH/SIOH principles.
- Ability to work collaboratively in a team and manage multiple priorities, utilize effective time management skills, and exercise sound administrative and clinical judgment.
- Strong critical thinking skills
- Possesses strong interpersonal skills.
- Strong communicator, both verbal and written, with the ability to build trust while mobilizing people to take action.
- Demonstrated ability to engage individuals representing different cultures and backgrounds
- Experience leading projects to completion with limited supervision
- Ability to operate effectively in a fast-paced, changing environment
- Experience implementing new initiatives and system transformation a plus
- Proficiency of Microsoft Office, Word, Excel and Power Point



Primary Job Responsibilities

1. Build relationships with clinical and community-based organizations.

- a. Acts as the primary 211 liaison for collaborative groups and work groups, including integration and enhanced community coordination.
- b. Develops and sustains strong relationships with entities interested in participating in client data sharing and/or community care coordination. This may include, but is not limited to community meetings, presentations, and phone conversations to engage organizations and support the development of the CIE.
- c. Provides an overview and demonstration of the benefits of CIE participation and use.
- d. Support integration of consumer, community, and clinical voice in the implementation of the CIE
- e. Shares organizational use cases, tools and best practices that can be leveraged by various organizations implementing CIE into their own organization.

2. Maintain technical support and reporting.

- a. Oversees data integration and technology needed for user-friendly CIE
- b. Provides guidance and structure for organizations leveraging the CIE, supporting shared ownership and use to better improve outcomes for community.
- c. Supports template building and maintaining of standard operating procedures for CIE user and functionality management.
- d. Determine technical feasibility and compliance of workflow designs and data requests with vendors.
- e. Completes onsite trainings and follow-ups as requested for staff in partner agencies.
- f. Determines key metrics and evaluation processes to measure success, integrate and use of data to continually improve outcomes.
- g. Coordinate the collection of successful client stories, outcomes data and metrics for communications and presentations.

3. Cultivate Sustainability

- a. Work with CIE Steering Committee to identify partner needs to effectively participate in CIE
- b. Provide regular updates to CIE Steering Committee, 211 Big Bend Board of Directors, and key stakeholders on outreach and onboarding efforts.
- c. Participate in strategic planning process and development of program policies, objectives and budgets.

4. Align with community goals, values, and initiatives.

- a. Coordinate with other transformation work, making sure implementation of the CIE is in alignment with other community activities and leverage those initiatives to advance collective goals
 - b. Build effective working relationships with peers, leadership, and partners.
- c. Apply equity and inclusion principles to ensure that the CIE reflects the organization's values.

EMPLOYMENT AGREEMENT

THIS EMPLOYMENT AGREEMENT (the "Agreement") is entered into, by, and between Cecka Rose Green ("Green") and the Children's Services Council of Leon County (the "Council").

WHEREAS, Article VI of the Council's Bylaws provide that an Executive Director shall be employed by a majority vote of all members of the Council and that Green shall be employed by a written contract; and

WHEREAS, the Council previously engaged Green as its Executive Director for calendar year 2022 through an Employment Agreement dated January 1, 2022; and

WHEREAS, the Council desires to re-engage Green as its Executive Director on the terms and conditions set forth in this Agreement and Green desires to accept employment as Executive Director on those same terms and conditions.

NOW, THEREFORE, intending to be legally bound, the Parties agree as follows:

1. Recitations. The Parties agree that the recitations above are true and correct and are incorporated as if fully set forth here.
2. Employment. The Council agrees to employ Green as its Executive Director and Green agrees to be so employed. Green will devote her full working time to her duties as Executive Director and will not accept, perform, or engage in any other employment or occupational or professional activity of whatever nature, paid or unpaid, while she is employed as Executive Director except as expressly set forth herein or expressly agreed to by the Council by resolution and modification of this Agreement according to its terms. However, nothing in this Agreement shall prohibit Green from occasional other unremunerated activities, such as teaching, writing, community activities, pro bono work, or civic or charitable activities as is appropriate (as determined by the Council in its sole discretion, either in advance or after such activity is undertaken) to the position of Executive Director, provided, however, that such activity shall not interfere or conflict with Green's duties as Executive Director or with the objectives, goals, mission, or policies of the Council and shall not in any way reflect unfavorably on the Council. Green shall at all times apply her best efforts to the performance of her duties as Executive Director.
3. Employment At-Will. Green acknowledges and agrees that she is employed at-will and serves at the pleasure of the Council. This Agreement and her employment may be terminated by the Council at any time and for any reason or for no reason, subject only to the express Termination provisions of this Agreement. Neither this Agreement nor any other understanding, promise, assurance, or other communication of any nature whatsoever shall be deemed to confer a property interest in her employment or its terms or conditions upon Green.

4. Duties. Green will perform the duties of the office of Executive Director as set forth in the job description attached hereto as Exhibit A and incorporated as if fully set forth here, and all such duties customary and appropriate to the position of Executive Director, and such other reasonable duties as may be assigned by the Council or its designee from time to time.

5. Legal Obligations. Green acknowledges and agrees that the Council is a public entity and that she, as Executive Director, is subject to Florida's Government in the Sunshine laws, Florida's public records laws, the applicable provisions of Part III of Chapter 112 of the Florida Statutes, and all other applicable laws relating to the governance and operations of public entities and their employees. Green agrees to abide by all such laws and agrees that failure to do so would be a material breach of this Agreement.

6. Evaluation. The Council will formally evaluate Green's performance annually based upon a performance evaluation instrument reflective of Green's job description and progress toward organizational goals. Each Council member shall independently rate Green utilizing the evaluation instrument. The Council's General Counsel shall collect and summarize the Council members' ratings and forward a summary to the Chair who will discuss the summary with Green prior to presentation to the Council. Such presentation to the Council will occur by December 1 of each year.

7. Effective Date. This Agreement shall become effective January 1, 2023 (the "Effective Date").

8. Term. The term of this Agreement shall commence at 12:01 a.m., January 1, 2023 and shall expire at midnight, December 31, 2024; or upon Green's death; or upon Green's disability, as governed by Section 13.c.; unless terminated earlier or renewed as set forth herein. Upon expiration of this Agreement, the Council will pay to Green any amounts due for work performed through the date of expiration, reimbursements due as of the date of the expiration, and any other payments due pursuant to this Agreement, and any other payment required by law, and neither party shall have any further obligation to the other except as expressly set forth in this Agreement. Nothing in this Agreement shall impair or limit the right of either Party to terminate the Agreement according to the terms set forth in Sections 12 and 13.

9. Compensation. Green shall receive compensation for performing the duties of Executive Director as set forth in this Section 9. Nothing other than those items set forth in this Section 9 shall be considered or treated as compensation, wages, salary, earnings, or remuneration to Green for any purpose whatsoever, including for the purposes of Section 448.08, Florida Statutes, or in proceedings related to any dispute between the Parties.

a. Salary. The Council shall pay Green an annualized salary of \$125,000 to be earned and to accrue bi-weekly. This salary shall be paid bi-weekly according to the usual payroll practices of the Council. Green may receive an increase in compensation as determined by the Council as a result of the performance evaluation undertaken pursuant to Section 6, progress toward Council goals, and such other factors as the Council deems

relevant. The Council shall review Green's performance evaluation and determine Green's salary increase, if any, no later than December 1 of each year, commencing December 1, 2023. Any approved increase shall be effective as of Green's yearly anniversary date, the following January 1.

b. Retirement Plan. Green shall participate in the Florida Retirement System (FRS) and shall be designated by the Council as a Senior Management Service Class, as appropriate. Both parties will annually contribute to the FRS the amounts required for Senior Management Service Class members for the retirement plan selected by Green.

c. Health Insurance. Green will be enrolled in the Capital Health Plan HMO. Green will pay a monthly premium for individual coverage of \$8.34, and for family coverage \$30. If her spouse is or becomes employed by the State of Florida full-time (excluding OPS), they are eligible to receive health insurance coverage at a monthly premium cost of \$15 per spouse by enrolling in the Spouse Program. The Council will pay all monthly premiums over-and-above those paid by Green.

d. Life Insurance. Life insurance will be provided by the Council at no cost to Green for basic coverage of \$25,000, which will be doubled for accidental death. Green has the option of purchasing up to 7 times her annual salary (maximum amount of \$1,000,000) in optional coverage. Green will pay the premium for the optional life. As a new hire, optional life is guaranteed issue up to \$500,000 or 5 times salary, whichever is less.

e. Disability Insurance. Disability insurance will be provided by the Council at no cost to Green. The insurance will pay 65% of her salary up to 52 weeks after she has used all of her accumulated leave including annual, sick, sick leave pool and personal holiday leave hours.

f. Supplemental Plans. Supplemental plans including dental, supplemental hospital coverage, accident/disability, cancer/intensive care, vision and medical or dependent care flexible spending accounts will also be provided to Green. Green will pay the full premium for such plans.

g. Leave. Green will be entitled to leave as set forth in this Section 9.g.

i. Annual Leave. Green will be credited with 176 hours of annual leave upon the Effective Date of this Agreement and thereafter on each annual Agreement anniversary date. On the day before each anniversary date, annual leave in excess of 480 hours will be converted to sick leave on an hour-per-hour basis.

ii. Sick Leave. Green will be credited with 104 hours of sick leave upon the Effective Date of this Agreement and thereafter on each annual Agreement

anniversary date. Sick leave will be accrued without limit. Upon termination, if Green has at least ten years (10) of service, she will be eligible for payment of one-quarter of her sick leave balance. The maximum payment is 480 hours.

iii. Holidays and Personal Days. Green will be provided nine paid holidays per year and, upon the Effective Date of this Agreement and thereafter on each annual Agreement anniversary date, will be credited with one personal holiday. Unused personal holidays do not roll over into the next fiscal year.

iv. Other Benefits. Green will receive any non-salary benefits offered to other Council employees in the Council's Personnel Policies and Procedures as of the date of their adoption by the Council, to the extent they differ from or exceed the benefits set forth in this Agreement.

10. Non-Compensation Expenses and Reimbursements. The Council will pay for, reimburse, or otherwise provide for the items set forth in this Section 10. These items are paid for, reimbursed, or otherwise provided solely because they inure to the benefit of the Council and do not constitute compensation, wages, salary, earnings, or remuneration to Green for any purpose whatsoever, including pension or for purposes of Section 448.08, Florida Statutes, or in proceedings related to any dispute between the Parties. Should such items cease to inure to the benefit of the Council, they will not be paid, reimbursed, or provided as of that date.

a. Vehicle; Travel. The Council hereby agrees to pay the travel and subsistence expenses of Green, in accordance with Chapter 112 of the Florida Statutes and in particular section 112.061 thereof, for reasonable professional and official travel, meetings, and occasions provided such expenses are approved in advance by the Chair.

b. Information and Communications Technology Expenses. The Council will provide to Green adequate and reasonable information and communications hardware, software, and services to support her in the performance of her duties as Executive Director, as determined in the sole discretion of the Council.

c. Subscriptions, Memberships, and Fees. The Council will pay for Green's attendance at conferences, seminars, and similar professional or civic events as approved in advance by the Council; and for subscriptions or membership dues for such professional or civic publications or organizations approved in advance by the Council. Such attendance, subscriptions, and memberships shall be approved only on the basis that they redound significantly to the benefit of the Council.

d. Other. Green shall receive such other non-compensation benefits as are provided to all other Council employees.

11. Renewal and Non-Renewal. The Council may renew or extend the original term of this Agreement by resolution for such succeeding periods as specified by the Council on the same

terms and conditions as then set forth in this Agreement or on such modified terms and conditions to which it may agree with Green. Should the Council not renew or extend the original or any succeeding term, this Agreement shall expire at the end of such original or succeeding term. Green's employment shall simultaneously end with the expiration of the original or succeeding term or period. Upon expiration, Green shall be paid any amounts due for work performed through the date of termination, reimbursements due as of the date of the notice, and any other payments due on the same terms and conditions applicable to all other Council employees and pursuant to this Agreement, and any other payment required by law, and neither party shall have any further obligation or liability to the other related to compensation.

12. Termination by Green.

a. With 90 Days' Notice. Should Green terminate this Agreement prior to its expiration by giving notice not less than 90 days prior to termination, the Council shall pay Green for unused leave balances, in addition to any amounts due for work performed through the date of termination, reimbursements due as of the date of the notice, and any other payments due on the same terms and conditions applicable to all other Council employees and pursuant to this Agreement, and any other payment required by law, and the Council shall have no further obligation or liability to her whatsoever. The payout for annual leave will equal the balance of Green's unused annual leave up to a maximum of 480 hours, with the current year's accrual prorated. The payout for sick leave will be in accordance with Section 9.g.ii above. Upon or after receiving such notice and at its sole option, the Council may terminate this agreement and, thereby, Green's employment, and pay Green a severance in an amount equal to Green's salary that would have been paid during the amount of time then remaining in the notice period, up to a maximum of 20 weeks of her salary in addition to any amounts due for work performed through the date of termination, unused annual and sick leave balances calculated in accordance with this Section and Section 9.g.ii above, reimbursements due as of the date of the notice, and any other payments due on the same terms and conditions applicable to all other Council employees and pursuant to this Agreement, and any other payment required by law, and have no further obligation or liability to her whatsoever.

b. With Less than 90 Days' Notice. Should Green terminate this Agreement prior to its expiration by giving notice less than 90 days prior to termination, the Council shall pay her an amount equivalent to 90% of her unused leave balances calculated in accordance with Sections 9.g.ii and 12.a above, any payments due for work performed through the date of termination and reimbursements due as of the date of notice, any other payment required by law, and shall have no further obligation or liability to her whatsoever.

13. Termination by the Council. The Council may terminate this Agreement prior to its expiration and, thereby, Green's employment at any time, with or without notice, and for any reason or for no reason, subject only to the provisions of this Section 13.

a. Without Cause. Should the Council terminate this Agreement without Cause, as defined in Section 13.b., it will pay Green an amount equivalent to four (4) weeks of Green's salary together with unused leave balances calculated in accordance with Sections 9.g.ii and 12.a above, along with any amounts due for work performed through the date of termination and other amounts due, if any, upon termination on the same terms and conditions applicable to all other Council employees or required by law, and shall have no further liability to her whatsoever.

b. With Cause. Should the Council terminate this Agreement with Cause, as herein defined and, thereby Green's employment, it shall pay Green any amounts due for work performed through the date of termination and other amounts due required by law and shall have no further obligation or liability to her whatsoever. Cause is defined as one or more of the following: the conclusion by the Council after a formal evaluation that her performance is unsatisfactory; failure to comply with any directive of the Council; material breach of this Agreement; conviction of any felony or any crime involving moral turpitude; admission of conduct that would constitute any felony; conduct that would constitute a violation of any applicable code of ethics or professional conduct; conduct that would constitute malfeasance or misfeasance in office as those terms are interpreted under Section 112.3187, Florida Statutes; misconduct as that term is defined and interpreted under Section 443.036(29), Florida Statutes; or other similar conduct that the Council reasonably determines merits termination, including conduct that the Council reasonably concludes has or may bring it into disrepute.

c. Upon Disability. This Agreement and, thereby, Green's employment, shall terminate if Green becomes disabled and unable to perform one or more of the essential functions of her job, with or without a reasonable accommodation, as these terms are interpreted under the Americans with Disabilities Act. In such case, the Council will pay Green an amount equivalent to unused leave balances calculated in accordance with Sections 9.g.ii and 12.a above, any amounts due for work performed through the date of termination and other amounts due, if any, upon termination on the same terms and conditions applicable to all other Council employees, or amounts required by law, and shall have no further liability to her whatsoever.

14. Bonds. The Council shall bear the full expense of any fidelity or other bond required of Green in her capacity as Executive Director under any statute, ordinance, or regulation.

15. Indemnification. The Council shall indemnify and defend Green or, at its option, provide a defense to Green against claims arising out of and in the course and scope of her employment or function, consistent with and to the extent of Florida law under Chapter 111, Florida Statutes, and a public official's right to a defense against claims arising from their performance of her public duties performed while serving a public purpose under the common law of Florida.

16. Notices. Any notice hereunder shall be effective if made by delivery, postage paid, to the United States Postal Service or by a manner valid for personal service under the Florida Rules of Civil Procedure or by public statement on the record during a meeting of the Council in the presence of the party to whom notice is to be given. Notice, for purposes of this Agreement, is to be given to:

Council: Dr. Zandra Glenn (or successor)
Chair
Children's Services Council of Leon County
P.O. Box 1816
221 Park Avenue
Tallahassee, Florida 32302

Green: Cecka Rose Green
4799 Highgrove Road
Tallahassee, FL 32309

17. No Assignment or Delegation; No Third-Party Beneficiaries. The services provided by Green are considered unique and personal to her. Accordingly, Green may not delegate or assign any duty, obligation, or benefit attaching or accruing hereunder. This Agreement is entered into and intended for the benefit solely of the Council and of Green and not for the benefit of any other person or entity.

18. Entire Agreement, Severability, Modification, Waiver. The provisions of this Agreement constitute the entire agreement between the Parties on its subject matter and this Agreement supersedes any other agreement, understanding, representation, or promise whatsoever. Green agrees that she has relied solely upon the express language of this Agreement in determining whether to enter into this Agreement and not upon any other understanding or communication of any kind, whether written or oral. Should a court of competent jurisdiction determine that any provision or portion thereof of this Agreement is illegal, invalid, or unenforceable, the remaining provisions or portions thereof shall remain in full force and effect. This Agreement may be modified only by a writing signed by both Parties and approved by the Council by resolution. Waiver of any right or of any breach of this Agreement by either party in any instance or instances shall not constitute or be construed as a waiver in any other instance.

19. Construction, Governing Law, Headings. This Agreement shall be construed according to its express language and not strictly for or against either Party, regardless of authorship. This Agreement shall be governed by and according to the laws of the State of Florida. Section headings are for convenience only and shall have no legal effect. The use of the singular herein includes the plural. The use of the masculine herein includes the feminine.

20. Disputes. **ANY DISPUTE ARISING FROM THIS AGREEMENT OR RELATING TO ITS INTERPRETATION OR APPLICATION, INCLUDING ANY DISPUTE WHATSOEVER RELATING TO GREEN'S EMPLOYMENT WILL BE HEARD BY A JUDGE AND NOT A JURY** in state or federal court,

as the case may be, in Leon County, Florida. Green agrees that venue is proper in Leon County, Florida, and will not challenge venue on the basis of forum non conveniens or any other basis. The prevailing party in any such dispute will be entitled to all its reasonable attorney's fees and costs, including appellate fees and costs.

21. Counterparts, Electronic Signatures. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original and all of which together shall constitute a single instrument. Execution and delivery of this Agreement by electronic exchange bearing the copies of a Party's signature shall constitute a valid and binding execution and delivery of this Agreement by such Party. Such electronic copies shall constitute enforceable original documents.

WHEREFORE, the Parties, after full consideration, including consultation with independent counsel, do knowingly, voluntarily, and intending to be legally bound, hereby enter into this Agreement duly executed on the dates written below and effective as of the Effective Date as defined herein.

Dr. Zandra Glenn, Chair
Children's Services Council of Leon County

Cecka Rose Green

Date: _____

Date: _____

EXHIBIT A

CHILDREN'S SERVICES COUNCIL OF LEON COUNTY EXECUTIVE DIRECTOR JOB DESCRIPTION

Summary

The Executive Director is the official representative of the Children's Services Council of Leon County (CSC Leon). The position is responsible for providing strategic leadership by working with the Governing Council, as the governing board of CSC Leon, to establish long-range goals, strategies, plans and policies to improve the lives and outcomes of children, youth and families in Leon County. The Executive Director directs the budget, and implements and manages the activities and functions of the organization pursuant to its mission and consistent with the directions and delegations of the Governing Council.

This is a non-graded position which reports directly to the Governing Council.

General Duties

Planning, budgeting, advocacy, community leadership, implementing, managing and evaluating the activities and functions of CSC Leon, and other duties as required.

Specific Duties and Responsibilities

The Executive Director is responsible for the overall operations of CSC Leon. Specific duties may be assigned to other personnel with appropriate oversight. Final accountability remains with the Executive Director. Specific duties and responsibilities include:

Planning:

1. Ensure that a comprehensive plan for the needs of youth in Leon County is developed and implemented and that the purposes of § 125.901, Fla. Stat. and Leon County Ordinance 2018-03 are met.
2. Direct the activities of CSC Leon based on the comprehensive plan.
3. Ensure the comprehensive plan is updated as appropriate.
4. Institute mechanisms to ensure community involvement in planning processes.
5. Work with other local planning bodies to ensure coordination and consistency of efforts.
6. Develop benchmarks to track progress toward strategic goals.

Financial and Program Management:

1. Preparation, management and oversight of annual budget and funding recommendations for Governing Council approval.
2. Preparation and oversight of budget model forecast for planning purposes.
3. Establishment of policies and procedures related to the evaluation of funding requests.
4. Oversight of program and fiscal monitoring of funded programs.

Operations Management:

1. Establish work environment that fosters a productive work culture.

2. Foster high levels of customer service to ensure effectiveness and further development of customer-centered service delivery.
3. Develop and provide oversight to such organizational plans and procedures as necessary for effective operations.
4. Manage and direct the activities of staff and contractors to ensure programs are properly executed and the Governing Council's priority objectives are achieved.
5. Lead and ensure effective management of the organization in meeting the statutory functions relevant to CSC Leon.
6. Participate and oversee emergency planning and responses to emergency situations when required to do so.

Community Relations and Advocacy:

1. Establish and oversee mechanisms to communicate the activities of CSC Leon to the community.
2. Develop and foster effective external working relationships with community stakeholders within the community in order to address key strategic issues facing the community.
3. Serve as the primary representative of CSC Leon to the community.
4. Represent CSC Leon at various local and state events addressing issues related to the interests and mission of the organization.
5. Work with local legislative delegation and local elected officials to advance the interests of children and families.
6. Communicate CSC Leon positions to providers and the community.

Governing Council Relations:

1. Provide directional leadership and sound, imaginative advice to the Governing Council on all matters relating to CSC Leon.
2. Develop and maintain positive and open relationship and communication with the Council.
3. Ensure the Governing Council is kept informed of relevant policy and operational issues.
4. Prepare and provide oversight of agendas and supporting materials for Governing Council meetings.
5. Prepare and provide oversight of recommendations as requested by the Governing Council.
6. Assist the Council chair in matters relating to Council member participation and Governing Council meetings.

FAMILY SUPPORT SERVICES

Theory of Change Reference:

Increase resiliency and reduce the number and consequences of adverse childhood events

Baseline Data: Children Experiencing Abuse – 607.1/100,000 (2020)

Baseline Data: Youth Self Harm – 38.8/100,000 (2020)

| Objective | Invest in a wide variety of evidence-based programs that reach children, youth and families in their neighborhoods to promote connectivity, better access to resources and increased family functioning. | | | | | |
|--|---|---------------|-----------------------|-----------------------|-----------------------|---|
| Strategy | Description | Timeline | Investment FY22-23 | Investment FY23-24 | Investment FY24-25 | Justification |
| | | Running Total | \$4,000,000 | \$4,900,000 | \$6,200,000 | |
| Family Resource Centers (FRCs) | <p>Family Resource Centers (FRCs) are place-based resource hubs where families can access formal and informal supports to promote their health and well-being. Services may include parent skill training, job training, substance abuse prevention, mental health services, housing support, crisis intervention services, literacy programs (including financial), and concrete supports such as food or clothing banks. FRCs are distinct in that they are uniquely community-focused, are driven by family needs, and offer a multitude of programs and resources. They operate using a set of nationally recognized standards. FRCs will be established within the target areas identified in the Leon County 2022 Needs Assessment; specifically, focus will be to located them in close proximity to public schools or other community hubs, such as churches or other gathering spaces, as well as close to public transportation access. Additionally, the chosen FRC providers will partner with already existing community resources to expand on the array of service provision. FRCs will collaborate with the schools for ongoing assessment of community needs. The services provided will work toward addressing the gaps identified in the needs assessment and by the community members, themselves. When possible, the FRCs will render services directly in the community or in the participant's home. The impact the FRC has on the community will be evaluated on an annual basis, with monitoring during the contract year.</p> <p><i>Partner/Source: Competitive Procurement; ITN; Single Vendor</i></p> | August 2023 | \$1,200,000 | \$1,200,000 | \$1,600,000 | Estimate based on the average costs of establishing 2-3 new FRCs |
| Parent Education/Family Strengthening Programs | <p>Family Strengthening Programs are voluntary programs designed to promote protective factors that counterbalance risk factors. They accomplish this by helping families develop and maintain stable and nurturing caregiver-child relationships; learn effective and appropriate parenting skills to support child development and improve child behavior; enhance family communication and conflict resolution skills; and provide caregivers with social support and linkages to existing community resources. These programs can be implemented using various formats, including home- or center-based, one-on-one, or in a group setting, and can provide an array of other services to include parenting classes and strengthening programs. Existing parent education programs are currently operating in Leon County, but providers indicate they could serve more families if additional funding became available. As part of the contract, award recipients will be required to incorporate an outreach component to enhance program participation, which may include but not be limited to partnering with schools, churches, and the second judicial circuit. Additionally, wrap-around services, such as food and childcare, will be offered to lessen the challenges for parent/caregiver participation in their chosen format/programming.</p> <p><i>Partner/Source: Competitive Procurement, RFA; Multiple programs</i></p> | August 2023 | \$600,000 | \$800,000 | \$1,000,000 | Based on extrapolated population to budget comparison of Broward programs |

| FAMILY SUPPORT SERVICES | | | | | | |
|---|--|---------------|-----------------------|-----------------------|-----------------------|---|
| Theory of Change Reference: Increase resiliency and reduce the number and consequences of adverse childhood events Baseline Data: Children Experiencing Abuse – 607.1/100,000 (2020) Baseline Data: Youth Self Harm – 38.8/100,000 (2020) | | | | | | |
| Objective | Invest in a wide variety of evidence-based programs that reach children, youth and families in their neighborhoods to promote connectivity, better access to resources and increased family functioning. | | | | | |
| Strategy | Description | Timeline | Investment FY22-23 | Investment FY23-24 | Investment FY24-25 | Justification |
| | | Running Total | \$4,000,000 | \$4,900,000 | \$6,200,000 | |
| Behavioral and Mental Health Services | <p>Investment to increase the availability of mental health services in Leon County to serve the unique needs of children, youth and families through family and child assessment, therapeutic intervention, community navigation, and targeted case management. Services may also include training and outreach activities to community partners, providers and families. In addition, the provider community will be engaged to determine possible funding investment into increasing the professional pipeline of practitioners in the county. Most importantly, funds will be earmarked to addressing the significant stigma to accessing mental health services that still exists in the community, especially for underserved and disadvantaged populations.</p> <p><i>Partner/Source: Competitive Procurement, RFP/ITN; Multiple programs</i></p> | August 2023 | \$1,200,000 | \$1,400,000 | \$1,600,000 | Based on an average cost of \$2,800 to diagnose and treat a depressive episode for 350 individuals plus 15% indirect |
| Mentoring Programs | <p>Mentoring programs pair youth with caring, non-parental adults to promote positive youth development in at-risk youth. Creating successful mentoring programs is dependent on both the success of the mentor-mentee relationship and the success of the structure and organization of the mentoring program as a whole. If managed following specific effective practices, mentoring programs show great promise as a low-cost intervention for youth at risk for developing a range of psychological, social, and behavioral problems. Funded provider organizations will be required to abide by the appropriate level of background screening for children and youth, according to state law. Also, having a youth gun violence/violence prevention component to the mentoring programming will be emphasized. While the cost per child can vary, the Council has the flexibility to increase funding in this area to be commensurate with the average for Leon County mentoring programs.</p> <p><i>Partner/Source: Competitive Procurement; RFA; Multiple Programs</i></p> | August 2023 | \$400,000 | \$600,000 | \$800,000 | Based on average of \$400 per child to recruit and mentor a single youth in a year; goal to serve 1,000 youth |
| Childcare (Nontraditional Hours) | <p>Non-traditional Childcare meets needs of families with non-standard work schedules (outside of traditional daytime working hours 6:00 a.m. – 7:00 p.m.), those working multiple jobs, emergency workers, and those who work rotating shifts. Investments in this space could be in the form of direct per child payments to centers and programs that offer non-traditional childcare, similar to the program offered by the Army and Child Care Aware. Both the City of Tallahassee and Leon County have emphasized this as a focus area; as such, CSC Leon staff already is working closely with their human services offices, in addition to the Early Learning Coalition of the Big Bend and the three Chambers of Commerce to determine how best to partner on the development of this opportunity. Centers will be located in close proximity to public transportation, public schools, medical facilities and other areas of the county where such services will significantly enhance the self-sufficiency of the families. Also, as this develops, the Council may increase the funding allocated.</p> <p><i>Partner/Source: Competitive Procurement, RFP/ITN; Multiple programs</i></p> | August 2023 | \$600,000 | \$900,000 | \$1,200,000 | One approach: \$152 per sq. ft for 4000 sq ft space to attract Bezos = \$608,000; One approach: \$20 per non-traditional hour per child, 8 hours, three days a week for 1/2 the year times 100 kids = \$1,248,000 |



Children's Services Council of Leon County

Proposed Service Line: Family Resource Centers

Initial Investment: \$1,200,000 - \$1,600,000 over 2 years

Family Resource Centers (FRCs) are place-based resource hubs where families can access formal and informal supports to promote their health and well-being. Services may include, but not be limited to: parent skills training, job training, substance

misuse prevention, mental health services, housing support, crisis intervention services, literacy programs, and referral services. Additional services can include concrete supports, such as food or clothing banks. FRCs are distinct in that they are uniquely community-focused, are driven by family needs, and offer a multitude of programs and resources. They operate using a set of nationally recognized quality standards that focus on collaborating with families to solve problems using a strengths-based approach instead of a risk-factor focus. Successful FRCs offer a variety of programming often in collaboration with community partners. Many focus on a particular age group, such as families with children ages 0-8; however, there can be programming made available for those with older children, adolescents, and teenagers, as well.

Justification for Investment

- Evolving research and evaluation indicate that FRCs are promising strategies to help addressing such issues as:
 - ✓ Child abuse and neglect
 - ✓ Substance abuse
 - ✓ Family violence
 - ✓ Family instability
 - ✓ Juvenile violence and crime
 - ✓ Welfare to work/employment
 - ✓ Community unity
 - ✓ Family isolation
 - ✓ Family and community health
 - ✓ Educational outcomes
- Case studies show that for every \$1 invested in an FRC, from \$2.92 - \$3.65 is saved for the child welfare system (Orange County, CA, and Teller County, CO, respectively).
- A 2014 analysis found that the Alabama Network of FRCs provided a return on investment of \$4.93 per dollar spent to the State of Alabama (Omni, 2021). At this time, no comparable study is available in Florida; however, anecdotally, FRCs are very successful in both Hillsborough and Alachua Counties.

Core Elements of Family Resource Centers ([*Family Resource Centers – Vehicles for Change*](#)):

1. Parent Education (such as classes, support groups, peer-to-peer)
2. Child Development Activities (such as Play & Grow, Mommy & Me)
3. Resource and Referral (links to community resources and services)
4. Drop-in Availability (a comfortable place for confidential conversations, neighbor-to-neighbor meetings)
5. Peer-to-Peer Supports (such as support groups, mentoring)
6. Life Skills Advocacy (such as anger management classes, communication skills, budgeting, cooking classes, etc.)

Comprehensive Elements of Family Resource Centers

1. Case Management (integrated multidisciplinary team approach)
2. Child Abuse/Neglect Treatment Services (family support, emergency resources, counseling)
3. Family Health and Wellness (health & dental services, medical home, onsite outreach, mental health programs, health insurance assistance/Medicaid)
4. Family Economics and Self Sufficiency (job prep & search, employment board)
5. Family Literacy and Education Support (ESL, tutoring, GED prep, technology center)
6. Substance Abuse Treatment (counseling, self-help groups)
7. Youth Development (mentoring, after school activities, community service, family fun events)
8. Community Development Activities (advocacy, housing, employment, capacity building)

Potential Outcomes

- ✓ Increased family resiliency
- ✓ Increased concrete supports (referrals for receipt of direct services)
- ✓ Reduction in child abuse or neglect
- ✓ Better school outcomes/academic progress
- ✓ Increased social supports
- ✓ Increased access to community resources
- ✓ Reduced caregiver stress



Children's Services Council of Leon County

Proposed Service Line: Parent Education/Family Strengthening

Initial Investment: \$600,000 - \$1,000,000 over 2 years

Family Strengthening Programs (Parent Education) are voluntary programs designed to promote protective factors that counterbalance risk factors. They accomplish this by helping

families develop and maintain stable and nurturing caregiver-child relationships; learn effective and appropriate parenting skills to support child development and improve child behavior; enhance family communication and conflict resolution skills; and provide caregivers with social support and linkages to existing community resources. These programs can be implemented using various formats, including home- or center-based, one-on-one, or in a group setting. Existing parent education programs are currently operating in Leon County but providers indicate they could serve more if funding were available.

While evidence- and research-based parent education programs tend to focus on maltreatment prevention, some can address general needs of the family, such as breastfeeding support, financial literacy, and job training.

Justification for Investment

- CSC Broward calculated their Return on Investment in "Family Supports" for 2018-2019 as follows:
 - \$3,450 (Average CSC cost per family in a Family Support program)
 - \$60,742 (Average cost per child for foster care in Broward County)
 - \$839,928 = Lifetime costs per child maltreatment survivor (*Peterson, et al.,*)
 - **\$17.61 Cost Savings per dollar invested per year OR 1,600% ROI for one year**
- Strategies that promote safe, stable, and nurturing relationships can help prevent maltreatment. These include improving parent-child relationships by teaching positive parenting skills, appropriate discipline, and response to children's physical and emotional needs, as well as providing parents with social support (*CDC, 2014*).
- Prevention and intervention programs that limit child abuse or neglect have the potential to make long-term contributions to reductions in crime, prison construction, and criminal justice costs (*WSIPP, 2016*).
- Fewer than 10% of children ages 0-5 are reached by any kind of preventive service, such as home visiting or parent education (*Strengthening Families 101, n.d.*)
- Child maltreatment is a key social determinant that has the potential to disrupt health and prosperity (*Henry et al., 2018*), which is why the focus is on primary prevention (i.e., prior to the occurrence of maltreatment).

Potential Client Outcomes (Program Dependent)

- Develop and maintain stable and nurturing caregiver-child relationships (long-term)
- Learn effective and appropriate parenting skills to support child development and improve child behavior (short- and long-term)
- Enhance family communication and conflict resolution skills (short- and long-term)
- Provide caregivers with social support and linkages to existing community resources (home-, center- or group setting-based) (short-term)
- Reduce the number of children and youth at risk of or experiencing homelessness

Potential Community Outcomes

- Reduce the incidence of child maltreatment
- Develop and improve parenting skills
- Enhance conflict resolution skills within family unit
- Reduce incidence of domestic violence
- Increase and enhance effectiveness of referrals to support services



Children's Services Council of Leon County

Proposed Service Line: Behavioral Health Services

Initial Investment: \$1,200,000 - \$1,800,000 over 2 years

Behavioral health is an umbrella term that includes mental health and well-being. Examples of behavioral health conditions include depression, anxiety, attention deficit disorder, substance use disorder, and more. Investments are needed in programs that

expand the supply, diversity and cultural competency of our behavioral health workforce and incentives for them to practice in Leon County, with a dedicated focus on children and youth. Additional investments are needed to expand early childhood and school-based intervention services and supports such as family and child assessments, therapeutic interventions, community navigation, and targeted case management. Services may also include training and outreach activities to community partners, providers and families.

Justification for Investment

Behavioral health conditions can affect us across our lives (*HRSA, 2021*).

- Nearly 1 in 5 children have a mental or behavioral disorder.
- Fifty percent of all lifelong mental disorders begin by age 14.
- Suicide is the second leading cause of death for people ages 10-24.
- Over 60% of adults have experienced trauma or adversity during childhood. This can have long-term effects on health, well-being, and opportunity.
- Maternal mental health conditions are the most common complications of pregnancy and one of the leading causes of pregnancy-related death. They affect 1 in 5 women.

Statistics provided in the CSC Leon Needs Assessment to support this need are as follows:

- The 2020 suicide rate among youth ages 10-19 was roughly twice the state rate; updated metrics show Leon County's suicide rate among youths (12.6/100,000) to be lower than the state's rate (13.1/100,000).
- In 2020, the domestic violence incidence rate in Leon County was 40.3% higher than the state rate (824.6/100,000 vs. 492.2/100,000), which directly impacts the youth mental health/youth trauma rate.

Recommended Investments (per the Needs Assessment)

1. Mental health services should be included as part of all funded programs
2. Implementing a mental health campaign(s) in partnership with other funders and key stakeholders
3. Fund selective and indicated prevention programs for youth (suicide, depression, anxiety reduction, etc.)

Potential Outcomes

- Increase resiliency
- Reduce the number of adverse childhood events (ACEs)
- Reduce the impact of negative consequences of ACEs
- Improve caregiver response to the needs of at-risk youth through enhanced support and education



Children's Services Council of Leon County

Proposed Service Line: Mentoring Services

Initial Investment: \$400,000 - \$800,000 over 2 years

Mentoring programs that pair youth with caring, non-parental adults promoting positive youth development are an increasingly popular early intervention strategy for at-risk youth, often designed specifically to reduce juvenile justice involvement or

recidivism. Creating successful mentoring programs is dependent on both the success of the mentor-mentee relationship and the success of the structure and organization of the mentoring program as a whole. If managed following specific effective practices, mentoring programs show great promise as a low-cost intervention for youth at risk for developing a range of psychological, social, and behavioral problems.

Research Justification for Investment

- Recent research has highlighted the positive impact of one-on-one mentoring relationships for children and adolescents who show externalizing behaviors such as aggression (*Jolliffe and Farrington 2007*), substance use (*Rhodes et al. 2005*), and other delinquent behaviors (*Tolan et al. 2008*).
- A recent study assessed the influence of mentoring relationships on a wide range of youth outcomes and showed particularly potent effects for mentoring on youth depressive symptoms (*Herrera et al. 2013*).
- Evidence- and research-based mentoring programs show positive effects for a broad array of youth outcomes including violence, school grade point average, or parent-child relationship quality.
- Many youths who are referred to mentoring programs are already experiencing sub-clinical levels of difficulties and symptoms, and thus, present greater room for improvement on outcome assessments than youth in primary prevention programs.
- In a recent meta-analysis of 70 evidence- or research-based mentoring interventions, statistically significant effects were observed across all outcome domains assessed, including school, cognitive, health, psychological, and social outcomes.
- Larger effects were observed for programs that served a higher percentage of male youth, showing that programs serving more than 50% males had stronger effects (*DuBois et al. 2011*). Mentoring also had a larger impact in samples that had a higher percentage of male mentors.

Potential Outcomes

- Enhanced/improved mental health
- Reduced involvement with Department of Juvenile Justice/criminal justice system
- Enhanced academic outcomes
- Improved parental relationships and communication
- Reduction in risky behaviors

Justification for Investment from the CSC Leon Needs Assessment

- During focus groups, providers referenced challenges associated with youth-aging-out-of-foster care. Providers found that transitional youth require supportive housing, life-coaching, and mentoring.
- Protective Factors that reduce risk for adverse outcomes among youth include connecting youth to caring adults and activities. Mentoring is one such activity.



Children's Services Council of Leon County

Proposed Service Line: Non-traditional Childcare

Initial Investment: \$600,000 - \$1,200,000 over 2 years

Non-traditional Childcare meets needs of families with non-standard work schedules (outside of traditional daytime working hours 6:00 a.m. – 7:00 p.m.), those working multiple jobs,

emergency workers, and those who work rotating shifts. Investments could be in the form of direct per child payments to centers and programs who offer non-traditional childcare, similar to the program offered by the Army and Child Care Aware.

Justification for Investment

- Nationally, only 8% of center-based providers offer childcare during non-standard hours. For evening hours and overnight care, those numbers drop to 2% and 6%, respectively.
- About 43% of all children younger than age 18 in the United States have at least one parent who works an irregular schedule. Parents of these children are primarily low-income families of color.
- At present, Leon County does not have any licensed childcare providers that offers nontraditional hours on a consistent basis.
- The COVID-19 pandemic made a weak, disjointed system deteriorate further. Parents struggle to find accessible, affordable, quality child care, while the corresponding workforce is steadily shrinking due to decades of low pay and a lack of respect regarding the critical nature of this work (*Child Care Affordability Analysis 2021.Pdf, 2021*).
- The average cost of childcare in Florida (*Child Care Affordability Analysis 2021.Pdf, 2021*) is as follows:
 - Median Single Parent Household Income - \$31,192
 - Cost per Infant - \$10,774 (percentage of income: 34.5%)
 - Cost per Toddler - \$9,508 (percentage of income: 30.5%)
 - Cost for a 4-year old - \$7,907 (percentage of income: 25.3%)

Potential Outcomes

- Enhanced economic self-sufficiency
- Increased standard of living and fewer families living in poverty
- Less likelihood of abuse, neglect and childhood trauma
- Reduced burden on social services
- Better mental health outcomes, and lower stress for children and parents
- Enhanced economic development by increasing the availability of workers