

**SUBJECT:** Funding of Community Organizations

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January 24, 2013  
April 25, 2013  
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## **1.0 POLICIES PERTAINING TO FUNDING OF COMMUNITY ORGANIZATIONS**

### **1.1 Mission**

The mission of the Children's Board is "The Children's Board invests in partnerships and quality programs to support the success of all children and families in Hillsborough County." The Board recognizes its responsibility to address the needs of children and their families comprehensively while maintaining a special focus on prevention, early intervention, and neighborhood-oriented approaches. The Board achieves its mission through a variety of staff-directed functions including planning, community development, resource development, coordination, research, advocacy, training, technical assistance, evaluation, communications, and funding. The Board undertakes this mission in an integrated, cooperative manner involving coalitions of community organizations, groups, and individuals.

### **1.2 Funding Eligibility**

Applicants eligible for Children's Board funding include corporations for operational services, not-for-profit corporations, and governmental organizations for the planning and provision of services to the children and families of Hillsborough County.

By statute Section 125.901, Florida Statutes, as it existed prior to October 1, 1990, the Board will not provide funding to programs or agencies that are under the exclusive jurisdiction of the School District of Hillsborough County. However, the Board may fund services through other organizations which are coordinated with and complement the services provided by the School District of Hillsborough County, and such services may be provided on sites owned or administered by the School District of Hillsborough County.

Funding may be provided for programs through faith-based or religious organizations if the program serves a secular purpose, if the principal or primary effect of the program is one that neither advances nor inhibits religion, and if the program does not foster an excessive government entanglement with religion. Additionally, the program must not require worship or religious instruction activities as a condition of participation. While each program should be evaluated for compliance with current law, funds provided directly to a broad class of individuals and where such funds reach religious institutions only by way of the deliberate choices of numerous individuals, such programs will not be automatically prohibited.

All agencies funded by the Children's Board will be required to meet the same high level of professional standards and quality assurance.

### 1.3 Special Funding Parameters

CBHC funding or resources shall not be used to replace funding for activities for which other local, state, or federal governmental agencies are obligated by statute, administrative rule, or local ordinance to pay, except in the following instances:

A. The Board will consider funding of health services (limited to prenatal care, substance abuse prevention and early intervention, and other services of a preventive nature) provided that a determination has been made by the Executive Director that these services cannot be funded through other agencies established to provide them. In those cases where the Board may fund such services, a plan to obtain funding from other appropriate sources at the earliest possible time will be formulated by the provider agency and approved by the Board.

B. The Board will not fund academic and recreational activities unless a determination has been made that these services cannot be funded through other agencies established to provide them. In those cases where the Board may fund such services, a plan to obtain funding from other appropriate sources at the earliest possible time will be formulated by the provider agency and approved by the Board.

C. The Board will not provide programmatic funding for real property acquisition or building construction. Certain exceptions may exist under extenuating circumstances as determined by the Executive Director and / or Board of Directors.

Other funding sources are not available; and the agency requesting the funding would be unable to carry out its contracted obligations to the Board.

D. Agencies applying to or funded by the Children's Board may not reduce or redirect funding from another source either in anticipation of, or as a consequence of, receiving funding from the Children's Board without the prior approval of the Board. However, the Children's Board encourages funded programs to develop other sources of funding from both public and private revenues, including corporate support and individual contributions.

In recognition of overall reduced resources and increased requests to federal, state and local sources of funding, the Children's Board encourages funders to maintain and continue their support of needed services to children and families.

#### 1.4 Program Funding Categories

There are three Program Funding Categories -- Program Funds, Leveraged Investment Funds, and Technical Assistance Funds.

A. Program Funds. The Children's Board will place high priority in funding programs which provide county-wide promotion and prevention and neighborhood-based services.

B. Match Funds and Leveraged Investments. Match Funds are used to leverage investments to better support services to children of all ages and their families. This category of funding has been established to support agencies that have multiple clients and sources of revenue and to encourage agencies in Hillsborough County to apply for funds from other sources including local, state, and federal government and private funds.

C. Technical Assistance Funds. The purpose of the Technical Assistance Fund is to build the capacity and expertise of community organizations that serve children.

#### 1.5 Emerging Community Needs Funding Request

A. Purpose. The purpose of the Emerging Community Needs funding policy is to guide the review and response of the Children's Board to emerging community needs.

B. Criteria. Not-for-profit corporations or governmental organizations may apply or be identified to receive funding to address emerging needs according to the following criteria:

- The emerging need could not be reasonably anticipated prior to the adoption of the annual CBHC budget;
- The emerging need addresses Children's Board strategic goals.

1.6 Emergency Funding Requests

A. Purpose. The purpose of the Emergency Funding policy is to guide the response of the Children's Board to agencies who request funding to meet unforeseen and/or catastrophic circumstances that negatively affect services for children and families in Hillsborough County.

After evaluation, the ED will recommend to the Board the appropriate course of action.

1.8 Board Funding Recommendations

Staff will prepare written recommendations to the Board regarding proposed funding. Board members requiring additional information regarding a proposed funding request will contact the Executive Director for such information prior to the Board meeting, at which the recommendation will be acted upon. At the Board meeting where funding recommendations are scheduled for action, any agency or person affected by a recommendation will be given an opportunity to speak, subject to reasonable time restrictions to avoid duplicate comments and reasonable accommodations to obtain the comments of all wishing to address the Board.

1.9 Annual Business and Funding Plan

Staff will develop an Annual Business and Funding Plan, which will identify specific Children's Board funding priorities. The plan will also identify a specific process for funding review and criteria for rating and prioritizing applications received.

1.10 Prohibitions on Use of Former Employees and Board Members

The following prohibitions apply to the use or involvement of former CBHC employees and Board members:

For a period of two years from the date the person ceased his/her employment or Board member duties with CBHC, CBHC will not award a consulting or services contract to any former Board member, or any former employee.

**SUBJECT:** General Agency Operations

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## **1.0 POLICIES PERTAINING TO GENERAL AGENCY OPERATIONS**

### **1.1 Duties of the Executive Director**

The duties and powers of the Executive Director shall include the development and recommendation of a strategic plan for meeting the needs of children and youth in Hillsborough County; the development and recommendation of an annual budget by category; implementation of the approved budget; the development and recommendation of Board policies; establishment of agency operating procedures; the hiring and termination of employees; the development and recommendation of a salary classification plan and fringe benefit program; maintenance of all official records; and the performance of such other duties as are normally performed by an Executive Director.

The agency's operating procedures shall require that any member of the public, not part of a scheduled program, who is on the second floor of the Children's Board building after normal business hours shall be accompanied at all times by an employee of the Children's Board. The requirement to be accompanied shall not apply to Children's Board contractors whose contract authorizes such access.

### **1.2 Staff Affiliation with other Agencies**

No member of the Children's Board staff will serve as a Board member of any agency funded by the Children's Board. Staff may serve as non-voting consultants to such agencies for the purpose of providing technical assistance with the approval of the Executive Director of the Children's Board. Staff already serving on governing bodies of agencies which make application for funding to Children's Board will take a leave of absence until a decision is made regarding the application. If funding is approved, the staff member concerned must resign membership on the governing authority. No staff member will accept any compensation from an agency funded by the Children's Board.

1.3 Coordination with Other Children's Services Planning and Funding Agencies

Staff will make reasonable efforts to coordinate planning, funding, and evaluation activities with other appropriate planning and funding agencies so as to eliminate unnecessary duplication of services and improve the overall quality of these activities.

1.4 Technical Assistance

Staff will serve as consultants and provide technical assistance to human service agencies and community groups interested in improving, expanding, or providing new Children's Services in accordance with approved priorities.

1.5 Endorsements

Requests for endorsement of various activities, or projects, or legislation from organizations and groups will be submitted to the Board for its consideration. In the event the deadline established by the organization requesting the endorsement occurs after the Board meeting materials have been finalized for Board agenda preparation occurs before the endorsement must be given, the Executive Director may provide a staff endorsement, if appropriate.

Any request for endorsement concerning a proposed State or Federal tax increase or decrease should be submitted to each Board Member in writing at least 30 days prior to the Board meeting at which the request will be considered for action. Only tax increase or decrease proposals/legislation that would potentially have a direct impact on the Children's Board of Hillsborough County shall be considered for endorsement.

1.6 Universal Access to Children's Board Funded Services and Resources

Services and resources funded by the Children's Board are available to all families and children who are eligible for services and resources as determined by the funded agency's eligibility and admission criteria.

1.7 Budget Modifications

A. Provider Program Funding. The Board will approve the allocation of Children's Board funds to each eligible agency upon recommendation of the Executive Director. At the request of a funded agency, the Executive Director may adjust the line items of program budgets of funded agencies, including transfer of funds between programs operated by the same agency, and provided such transfer does not increase the aggregate allocation to the agency approved by the Board.

B. Children's Board Budget. The Executive Director may adjust the categories of the Children's Board administrative budget (Personnel, Fringe Benefits, Operating Expenses, and Capital Outlay), provided such action does not increase the aggregate administrative budget previously approved by the Board and, pursuant to Section 189.418(6), Florida Statutes, such amendments will be presented for approval to the Children's Board. The budget amendment must be adopted by Resolution.

#### 1.8 Withholding of Reimbursement

The Executive Director is authorized to withhold reimbursement to funded agencies, vendors, or contractors for failure to comply with any general or special condition as stated in the contract, and for any other reason believed appropriate, after consultation with and concurrence of the most available senior Board officer (Chair, Vice Chair, Treasurer, or Secretary in that order). Any such withholding of reimbursement will be reported at the next Board meeting. Reimbursement may resume after the agency, vendor, or contractor has met such conditions as the Executive Director and the senior Board officer have approved. Notice of this action will be reported at the next meeting.

#### 1.9 Direct Administration of Programs

The Children's Board will generally limit any directly-administered program efforts to demonstration projects which, if successful and continued beyond the demonstration period, will be transferred to a service provider. Staff will consider contracting with a service provider before recommending that the Children's Board directly undertake the project.

#### 1.10 General Conditions

The General Terms and Conditions contained in standard agency contracts are also Board approved policies. The extent and scope of the Program Monitoring described in the General Terms and Conditions has been determined as a planning rather than an operational level decision.

#### 1.11 Fiscal Year

The Children's Board fiscal year will be October 1st through September 30th.

### 1.12 Funded Agency Budgets

The Children's Board requires a total program budget showing all revenues and expenditures for the program from each funded agency. Any additional Children's Board funds authorized for specific line items as a result of a budget or contract amendment may not be expended unless all other sources of revenues as indicated in the original program budget are exhausted.

The Children's Board funds allocated to a funded agency that are not expended by the end of the contract term will revert to the Children's Board, unless otherwise negotiated between the Children's Board and the funded agency

### 1.13 Audit Requirements

A. The Agreement between the Children's Board and Funded Agencies. The Agreement between the Children's Board and funded agencies states that for any funded agency's fiscal year ending during the term of the Agreement and for any fiscal year during which revenues or expenditures are recognized by the provider for the program covered by the Agreement, the provider will submit to the Children's Board (within 180 days after the close of the provider's fiscal year) year-end audited financial statements and any related management letters, any related communications or reports on internal control, and any related reports on compliance with laws and regulations.

B. A Review of the Provider Agency's Financial Statements. A review of the provider agency's financial statements is acceptable for provider agencies with a current fiscal year budget of less than \$300,000.

C. Newly Funded Agencies without Audits or Reviews. For provider agencies who have not previously received Children's Board funding and who do not have audited or reviewed financial statements, the Children's Board staff may conduct a review of such provider agency's fiscal capacity during the first quarter of the contract period. The Children's Board staff will require that the provider agency put in place a written audit preparation process that includes at least the following items:

1. Preparation of monthly financial statements
2. General ledger (reconciled)
3. Source documents (checks, reconciled bank statements)

The written audit preparation process shall be subject to review and written approval by the Children's Board staff.

D. An Audit or Review. An audit or review (depending on the total agency budget amount for such newly funded agencies) must be completed by the end of the contract period.

E. Failure to Submit Audits or Reviews. The approval of the Executive Committee of the Children's Board shall be required to continue payments under the Agreement to any provider who has not furnished the Children's Board with an acceptable audit or review report within 180 days after the close of the provider's fiscal year or before the end of the contract period in the case of newly funded agencies who lack prior audits or reviews as described in "Newly Funded Agencies Without Audits or Reviews" above.

1.14 Implementation by the Executive Director of Expenditures Approved by the Board

A. General Expenditure Authorization. The Board hereby authorizes the expenditure of Children's Board funds in single amounts not to exceed \$75,000, if the Executive Director determines that the request for each such expenditure meets the following conditions:

1. The funds are in the budget;
2. If the request is for programmatic services;
  - a. The request has been evaluated and found by Children's Board staff to meet the established funding requirements applicable to similar projects;
  - b. The scope of service is consistent with the current Board-approved Business and Funding Plans;
  - c. The provider is chosen according to the CBHC standard selection process;
  - d. The standard contract is used.

B. Additional Expenditure Authorizations.

1. The Executive Director is authorized to approve expenditures up to \$75,000;
2. In the absence of the Executive Director a Senior Staff member may authorize expenditures not to exceed \$10,000 with notification to the Executive Director;
3. Department Managers may authorize expenditures not to exceed \$3,000 with notification to Senior Staff supervising said department;

4. Approval of expenditures that do not meet the above conditions must be approved by the full Board, except in emergency situations as determined by the Executive Director, with notification to the Board Chair as soon as practicable and in their absence a member of the Executive Committee.

C. Procurement of Services or Products to Support CBHC Operations

1. There are two methods of procurement. The first is competitive purchasing and the second is purchasing exempt from the competitive process, or sole source procurement.

2. At each monthly CBHC Board meeting, a complete list of all contracts signed by the Executive Director for the preceding month shall be included in the Board meeting materials.

**SUBJECT:** Operation of the Governing Authority

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## **1.0 Policies Pertaining to Operation of the Governing Authority**

### **1.1 Applicable Laws, Regulations, and Policies**

The Board will conduct its affairs in keeping with the State-enabling statute, the Hillsborough County-enabling ordinance, the Bylaws of the Children's Board, the Board's Strategic Plan, these Board Policies, the Sunshine Law, the Public Records Law, and other applicable laws and regulations.

### **1.2 Reimbursement of Board Member Expenses**

Board members receive no salary or other compensation for services on the Children's Board. Members may receive reimbursement for travel and related expenses when such travel is in the interest of the agency, including travel to conferences that offer content related to the mission, goals, and purposes of the Children's Board. Reimbursement will be on the same basis as staff is reimbursed.

### **1.3 Line of Authority**

There will be a separation between the policy-making activities of the Children's Board and the operation of the agency. The Board will make policy and hold the Executive Director accountable for the operation of the agency. The Executive Director is responsible to provide the Board with adequate and timely background and supporting information regarding agenda items, the operation of the agency, and new matters that may affect the operation of the agency or opportunities for greater service of the agency to Hillsborough County. The Board will make all requests for services from staff through the Executive Director. Individual Board members should not give directions to the staff or Executive Director. Individual Board members who need additional information from the staff will make such requests through the Executive Director. The Board acknowledges the right of every Board member to be fully informed on all aspects of agency operation, and nothing in this policy limits that right. This policy will be implemented to further enhance the efficient operation of the Board and staff operations and the timely distribution of information to Board members.

#### 1.4 Evaluation Process for Executive Director

In accordance with provisions and timelines as specified in the Executive Director's Employment Contract, the Board will assess the performance of the Executive Director through use of the Board-approved Executive Director Performance Appraisal Process. The Board Attorney will oversee the implementation of this process.

#### 1.5 Designees

The Children's Board enabling statute allows a designee for the District Administrator of the Department of Health and Rehabilitative Services (now the Department of Children and Families) to represent him or her in his or her absence and fully participate in meetings, including voting privileges. Other Board members may designate a person to monitor a Board meeting in their absence. However, while such persons may respond to questions, they will not participate in debate nor exercise a vote. Any Board member who knows in advance that they will not be able to attend a scheduled Board meeting shall contact the Executive Director prior to the subject meeting.

Board members who are unable to attend a meeting and who wish to make their position known on a specific agenda item, or who have a question regarding any item, should contact the Executive Director regarding the matter and shall submit a written statement addressing their position on a specific agenda item(s) in advance of the meeting. See also Policy I-3, Line of Authority.

#### 1.6 Abstentions

In accordance with Section 112.3143, Florida Statutes, Board members and members of any advisory body to the Board must abstain from voting on a matter in which they have a conflict of interest and they must disclose the nature of their interest. Furthermore, they may not attempt to influence a decision on a matter in which they have a conflict of interest prior to disclosing the nature of their interest. In either case, they must delineate such interest on a Florida Commission on Ethics form, which shall be incorporated in the minutes of the appropriate Board or advisory body meeting.

Except in the above described circumstances, Board members and members of any advisory body to the Board will not abstain on any vote. Board members and advisory body members who believe they are unable to vote in favor of any measure because of lack of information or other special circumstances may vote against such a measure and may ask that the reason for such a vote be indicated in the minutes.

#### 1.7 Financial Disclosure

In accordance with state law, all Board members, the Executive Director, and any employee with authority to purchase any single item costing more than \$20,000 must file a financial disclosure form annually and after leaving office or employment.

## 1.8 Board Committee Procedures

The following procedures will govern the establishment of Committees:

A. Appointment to Committees. The Chairman of the Board should appoint Committee members in the absence of a vote by the Board to designate a Committee and its members. Board Committees should be composed of Board members. In appropriate circumstances, non-voting members of the public might be asked to serve. The Board Chairman should appoint the Chairman of each Committee.

B. Responsibility. Board Committees will be given responsibility to study, report on, or recommend action in matters assigned by the Chair of the Board.

### C. Board Committee Operations

1. The Executive Director shall give notice of each Committee meeting as required by law.

2. Mailing lists of interested persons will be maintained by the Executive Director for each Committee if anyone has expressed a desire to be notified so they can attend a particular Committee's meetings.

3. Board Committees may schedule meetings at which reports, comments, suggestions, or other information is presented from the public or other agencies.

4. Board Committees will use one or more Advisory Committees they form to assist them in their work. These ad hoc Advisory Committees can have substantial involvement in the matters the Board Committee is considering. Board Committees may hold one or more workshops at which to receive advice and information from the public and other agencies.

5. The Board Committee eventually meets and votes on one or more recommendations to be presented to the full Board. The Chairman of the Committee presents the recommendation to the full Board or first to the Board's Executive Committee, if appropriate.

**1.9 Nondiscrimination**

The Children's Board prohibits discrimination or harassment with respect to the hiring or promotion of individuals, conditions of employment, disciplinary and discharge practices, or any other aspect of employment, public accommodations, real estate transactions, any credit transaction, and Children's Board contracting and procurement on the basis of sex, race, color, age, national origin, religion, disability, marital status, sexual orientation, gender identity or expression, pregnancy or veteran status.

**1.10 Public Comment During Board Meetings**

A. Right of Public to Comment. The Board shall comply with law regarding receiving public comment. Individuals desiring to speak shall use a designated form indicating his or her name, the matter before the Board on which the person desires to speak, the person's support, opposition, or neutrality on the matter, and whether the person designates a representative to speak for him or her or his or her group.

B. Time Allotted. Subject to the time designated for public comment, each individual who completes the designated form will be allowed to speak for up to three minutes.

C. Implementation. The Board may modify the times in this policy, the procedures by which representatives are designated, and the meeting at which public comment on a matter is received, provided such modifications are consistent with law. This policy shall be construed to maintain orderly conduct and proper decorum in meetings.