



CHILDREN'S TRUST REGULAR BOARD MEETING MINUTES

October 9, 2023, at 4:00 PM

CTAC, 802 NW 5th Ave, Gainesville, FL 32601

Call to Order

Chair Tina Certain called the meeting to order at 4:03 PM.

Roll Call

PRESENT

Chair Tina Certain

Vice Chair Lee Pinkoson

Treasurer Ken Cornell

Member Shane Andrew

Member Mary Chance – attended virtually (voting)

Member Judge Denise R. Ferrero

Member Maggie Labarta

Member Cheryl Twombly – attended virtually (voting)

ABSENT

Member Nancy Hardt

Motion made by Member Cornell, Seconded by Member Andrew to allow Member Chance and Member Twombly to participate and vote due extraordinary circumstances.

A physical quorum of six members voted on this motion.

Motion was unanimously approved by voice vote.

Agenda Review, Revision, and Approval

Motion to approve the agenda made by Vice Chair Pinkoson, Seconded by Member Cornell.

Motion was unanimously approved by voice vote.

Consent Agenda

1. Board Attendance YTD
2. 9.13.23 Regular Board Meeting Minutes
3. 9.25.23 Final TRIM Hearing Minutes
4. 9.25.23 Board Meeting Evaluation - Survey Results
5. September 2023 Checks and Expenditures Report
6. Monthly Budget Review

7. 4th Quarter Financial Report FY23 to BoCC
8. Programmatic Award and Expense Report
9. Emergent Needs Applications
10. September Sponsorship Applications
11. Contract for HR Services with James Moore

General Public Comments

Chair's Report

12. Evaluation of the Executive Director

Members discussed the performance of the Executive Director from the period of October 1, 2022, through September 30, 2023. Member Cornell shared that he was really happy with the evaluation of the Executive Director, and based on others' comments, it was a very good evaluation. He reported that the County usually gives the same raise to the County Manager that the staff received for that fiscal year, and this would be appropriate for ED Kiner. He also suggested increasing the amount of starting vacation time allowed per the contract, which is currently three weeks, to four weeks. Chair Certain agreed with the 6% COLA raise but suggested that amending the employment contract could wait until a future evaluation. Both Member Labarta and Member Andrew voiced their support for the additional vacation time.

A motion was made by Member Cornell, Seconded by Member Labarta to accept the Executive Director's evaluation as presented, and provide a 6% raise (the same percentage provided to staff), and add one additional week of vacation time to ED Kiner's employment contract.

Chair Certain requested the motion be split into two, and Members Cornell and Labarta agreed.

Motion made by Member Cornell, Seconded by Member Labarta to accept the Executive Director's evaluation as presented, and provide a 6% salary increase.

Motion was unanimously approved by voice vote.

Motion made by Member Cornell, Seconded by Member Labarta to amend ED Kiner's employment contract to add one additional week of vacation time.

Member Chance asks how paid time off is organized at CTAC and Member Andrew asks if there are rollover limits. The Attorney confirmed that sick time is accrued per pay period, vacation time is accrued per pay period and by seniority, and per her contract, the Executive Director received a lump starting allowance of 3 weeks' vacation time. The Clerk confirmed the rollover allowance for vacation leave is 280 hours annually and there is no rollover limit on sick time. Upon separation from employment, unused vacation hours will be paid in full to all employees, however unused sick hours will only be paid out at 25% for employees with at least 10 years continuous service (Policy 4.20, E. – Employee Handbook).

Voting Yea: Vice Chair Pinkoson, Member Cornell, Member Andrew, Member Chance, Member Judge Denise R. Ferrero, Member Labarta, Member Twombly

Voting Nay: Chair Certain

Member Labarta expressed that ED Kiner had done an outstanding job, was responsive and goes above and beyond. She thanked ED Kiner for doing a fabulous job directing the Trust.

Executive Director's Report

13. 10.09.2023 ED Report

ED Kiner reported that the TRIM process was complete and thanked the finance staff. She mentioned that staff participated in a successful team-building retreat and will be scheduling these quarterly to build the culture of the Trust. Member Cornell asked about the progress of the SAMIS implementation. ED Kiner confirmed the afterschool providers have been trained are in line with the testing, and the enrichment providers will be trained on October 19th.

Presentations

14. Jack Levine - Statewide Advocate & Founder of 4 Generations Institute

Mr. Levine shared his experiences as a 42-year statewide advocate of children's services in Florida. Due to his and others' efforts, a total of 11 Children Services Councils have been set up that cover 70% of the Florida population. He spoke about the importance of advocating, changing legislation, and teaching the next generation values such as advocacy, prevention, justice, stability, generosity, and gratitude. He praised the Trust for its partnerships with FACCT, the Lastinger Center, and the Anita Zucker Center. He suggested looking into partnerships with the Samuel Proctor Oral History Program and the Bob Graham Center for Public Service. Chair Certain and Member Cornell thanked him for making the trip to speak to the board and his work to bring about these changes in public policy.

New Business

15. Informational: Contract for Potential Property

ED Kiner reported that the Trust has signed a contract on property 4010 NW 25th Place, Gainesville, FL 32606, and is within the 30-day period of due diligence. Inspections, surveys, appraisals, and environmental phases have been scheduled and are taking place. ED Kiner will keep the board updated on any findings, which tentatively may include some work to the property's roof. Chair Certain, Member Cornell, and ED Kiner thanked Trust Attorney Swain for his time, dedication, counsel, and detailed attention to this project.

16. CTAC Funding Timeline & Implementation Plan

Director of Program Operations Kristy Goldwire discussed the timeline for renewals of certain funded programs, the implementation plan for strategic plan initiatives, and the new funding opportunities that align with the board-approved budget.

17. FY22 Employee Audit Policy Updates (Marsha Kiner and Danielle Towery)

ED Kiner provided policy updates that were suggested by the Krizner Group, the Trust's employment law firm, in their past audit findings.

Member Cornell requested that staff look into a parental leave policy, quantify the costs, and bring it back to the board. Chair Certain said that we should be sensitive because the Trust is a taxpayer-funded organization and initiative and to be careful with how we're extending benefits that cost money. Member Cornell stated that the first 5 years of life are the most important part of brain development and fostering relationships with parents, and that as a Children's Trust, it's the very least we can do for our employees, to promote and encourage that. Member Labarta said that she would like to support that for the reason that we are a Children's Trust and we should be modeling. Chair Certain said that she agreed completely. She added that in addition to the tax-payer funding, the Trust serves a good number of low-income families that may not work jobs that provide that, and thinks we have to be careful providing excessive benefits to people, then stated she was on the fence. Member Cornell added that every company should have a parental leave policy. Member Chance said that she supported researching this option as an employee retention tool and an example to set, she asked that adoptive parents be included as well. Member Twombly agreed that the Trust could model what it should look like for other companies, she agreed with the importance of those first few weeks and the bonding time. She added that if we have a way to accommodate that, she would support it as well.

Motion made by Member Labarta, Seconded by Member Cornell to approve Resolution 2023-19 Adoption of Changes to the Employee Handbook.

Motion was unanimously approved by voice vote.

General Public Comments

Board Member Comments

Next Meeting Dates

Joint Meeting with the City of Gainesville - Monday, November 6th, 2023 @ 4:00 PM
Gainesville City Hall, R. L. Kline Conference Room, 200 E Univ. Ave, Gainesville, FL 32601

Regular Board Meeting - Monday, November 13th, 2023 @ 4:00 PM
Children's Trust of Alachua County, 802 NW 5th Ave, Gainesville, FL 32601

Regular Board Meeting - Monday, December 11th, 2023 @ 4:00 PM
Children's Trust of Alachua County, 802 NW 5th Ave, Gainesville, FL 32601

Adjournment

Chair Certain adjourned the meeting at 5:15 PM.



CHILDREN'S TRUST
OF ALACHUA COUNTY

Children's Trust of Alachua County

802 NW 5th Ave, Suite 100

P.O. Box 5669

Gainesville, FL 32627

(352) 374-1830

BOARD MEMBERS

Tina Certain

Chair

School Board Member

Lee Pinkoson

Vice Chair

Gubernatorial Appointee

Ken Cornell

Treasurer

County Commissioner

Shane Andrew

Superintendent

Alachua County Public Schools

Mary Chance

Gubernatorial Appointee

Dr. Nancy Hardt

Gubernatorial Appointee

Hon. Denise R. Ferrero

Circuit Judge

Dr. Margarita Labarta

Gubernatorial Appointee

Cheryl Twombly

Community Development

Administrator

Dept. of Children & Families

Marsha Kiner

Executive Director

September 27, 2023

Dear Board Members,

It is a privilege to provide you with my Self-Assessment for my first year as Executive Director of the Children's Trust of Alachua County. It has been a whirlwind year for me and a true blessing to join the team at the Trust.

You only know what joining an established team will entail once you get there and begin the journey. My journey was only successful because of the staff of the Trust. I cannot say enough about their commitment and dedication to ensuring that we provide our community with the best possible programs and services. If I was successful this year, it is because of Kristy Goldwire, Diana Sanchez, Elizabeth Cayson, Bonnie Wagner, Nicole Odom, Ashley Morgan-Daniel, Mia Jones, Demetrica Tyson, Belita James, Deon Carruthers, and Tara Major. My team is phenomenal, and I am blessed to work with them daily.

Additionally, I would be remiss if I did not say "thank you" to you. From the moment I arrived, you all welcomed and assisted me on this journey. I admit that I didn't know all the ins and outs of our business, and I'm still learning! However, your patience, counsel, and experience were always readily available to me, and I am grateful.

It has been my honor to serve alongside you. I can't wait to see what we accomplish together this year!

Sincerely,

Marsha Kiner, MS, CAE

Executive Director



CHILDREN'S TRUST
OF ALACHUA COUNTY

Marsha Kiner
Executive Director Self-Evaluation
FY 2022 – 2023



ESSENTIAL FUNCTIONS

1. Engages with the stakeholder community to promote the CTAC's mission and vision and recruit supporters and strategic partners.
2. Establishes credibility within the CTAC and with the Board as an effective developer of solutions to business challenges.
3. Collaborates to develop and implement systems, processes, procedures, and personnel designed to achieve the objectives of the Trust.
4. Uses independent judgment to plan, prioritize, and organize a diversified workload.
5. Principal spokesperson of the CTAC and stakeholder queries.

PLANNING

1. Collaborated with the Board to develop a Strategic Plan and update as appropriate.
 - a. The Board approved a Listening Tour for the CTAC and a Steering Committee for the development of a Strategic Plan prior to my joining the Trust last October. Upon my arrival, I was informed that the consultant had resigned, and we needed to find and select a new consultant to help shepherd us through the process. Staff and I met with Prismatic Services, the company contracted to conduct the Listening Tour, to review the schedule for the Tour activities over the next three months. The Steering Committee kicked off its work in mid-October discussing the process and the roadmap for how we would get to a recommendation and new Strategic Plan by June. Additionally, I selected Seek Higher Ground with Nikki Martin-Bynum, CEO, as our consultant on the Strategic Plan and we began meeting in November.



Community Meeting During the Listening Tour

- b. Throughout the fall, staff and I met with Prismatic as they transversed the county for Interviews, Focus Groups, and Community Meetings. Staff assisted Prismatic with distributing surveys throughout the county ensuring we were meeting our goals for feedback in all areas of the county and each municipality. Staff worked with Prismatic to ensure our flyers and surveys were in both Spanish and English to ensure there were no barriers for completion.

- Interviewed 26 Key Informants, Partners, Providers, and Trust staff
- Surveyed a total of 1,240 Parents/Guardians and Youth/Teens (in both English and Spanish), as well as Key Informants, Partners, and Providers
- Conducted 23 focus groups with 212 Parents/Guardians, Youth/Teens, and Key Informants, Partners, and Providers

- c. We reviewed and adjusted the plan based on turnouts at events, numbers participating in Focus Groups, and feedback provided on length of surveys. Staff assisted Prismatic with shortening the survey to one page and aided in distribution to additional community events throughout the county to receive needed feedback. We added several Focus Groups (virtually) to ensure we had significant input from parents and youth, and we added an additional Community Meeting as well. I am proud to say that the Listening Tour was indeed a group effort between the Trust contracted provider and the Trust staff. We were invested in ensuring that the community's input was captured to aid us in creating a Strategic Plan inclusive of the voices of our community.
- d. In January, Prismatic concluded the Tour and met with staff to develop the next phase of the process including the Data Party in February, the final report, and the contents of an executive summary prepared and published in April. We held our Data Party with the Steering Committee and others from the community, and we began to narrow our focus on the priorities of the Strategic Plan. The Steering Committee held regular meetings to review the results of the Listening Project, reviewed a Comprehensive Strengths and Needs Assessment, an environmental scan, and other supporting documents to guide its work. In May, the Steering Committee finalized its recommendations, and we worked on the Plan provided to the Board via its June Workshop prior to the Board meeting.



Steering Committee Meeting

e. The Board approved the new Strategic Plan to be phased in over the next three years, 2023 – 2026. This roadmap will now guide and inform our funding priorities as we invest in changing the lake in our community. One significant change is the CTAC focus on children and youth. We will now focus on the development and success of the children and youth ages 0-18. CTAC will develop and invest in programming/services, system building/convening, and system refining in Alachua County.

- **Goal 1 – All Children & Youth Are Healthy & Have Nurturing Caregivers & Relationships:** CTAC will commit 50% of all funding to Goal 1.
 - Focus areas include: Maternal Child Health, Comprehensive Care Access, Family Resource Centers, and Creating/Refining the System of Care with our partners and families.

- **Goal 2 – All Children and Youth Can Learn What They Need To Be Successful:** CTAC will commit 35% of all programmatic funding to Goal 2.
 - Focus areas include: Quality Voluntary Pre-Kindergarten (Outreach & Messaging), Childcare Slots (Partnering with the Early Learning Coalition to ensure eligible children receive quality care), Mentoring & Character Building Programs, Out of School Time Activities (afterschool, camp, sports, etc.), and a Community Advisory Board. Strategically Partner with: the school district, funded providers, community organizations and families to create comprehensive solutions for increasing math and literacy proficiency.
- **Goal 3 – All Children & Youth Live in a Safe Community:** CTAC will commit 10% of all funding to Goal 3.
 - Focus areas include: Out of School Time Activities (afterschool, camp, sports, etc.), Mentoring & Character-Building Programs, Community Safety Convenor/Participant working with local municipalities, law enforcement, schools, library, DJJ, the River Phoenix Center, and a youth advisory Board etc., including a focus on gun violence to see community-level improvement.

f. Next Steps: We began working on the implementation of the new plan by making funding recommendations to the Board at its August meeting. The Board approved the recommendations to use Fund Balance and Unallocated Program Funds to increase each goal area with specific initiatives. We will work on each goal initiative and bring forward to the Board an implementation plan in the new fiscal year. A timeline for the new initiatives is in development as staff works with providers on bridge funding approved for October 2023 – March 2024. New RFP's will be released in FY23-24.

2. Direct the activities of the CTAC based on the Strategic Plan.

- a. Directed the Listening Tour activities to ensure CTAC received necessary data to inform the Strategic Plan. Coordinated the Steering Committee meetings virtually and in-person with the Chair.
 - In FY23-24, I will lead CTAC staff as we implement the new Strategic Plan with emphasis on the initiatives approved by the Board in August. We will provide updates to the Board on the progress of the initiatives and present the timeline for implementation.

3. Institute mechanisms to ensure community involvement in planning processes.

- a. Our Listening Tour activities ensured we heard from the community as we collected input on our Strategic Plan. The interviews, focus groups, community meetings, and the community events that Prismatic attended as well as staff allowed us to hear the voices of the County.

- b. Since I arrived at the Trust, I visited community groups, non-profit leaders, civic leaders, and a host of other organizations large and small throughout the County to share the work of the Trust and to hear their feedback. Each week, I shared with the Board an overview of my meetings/activities and the feedback I received. Examples include: League of Cities Meetings, visits to/with city leaders in Micanopy, Waldo, Hawthorne, Newberry, Alachua, and Gainesville. Presented to the City Managers from all county municipalities.



5th Avenue Neighborhood Association

- 4. Work with other local planning bodies to ensure coordination and consistency of efforts.
 - a. The Executive Director serves on the Board of the Early Learning Coalition of Alachua County. CTAC is serving on the Childrens’ Mental Health Committee to devise a Comprehensive Mental Health Plan with the school district and the county. CTAC is the lead convener for the development of a Comprehensive Literacy Plan for the county. CTAC serves on the Gainesville Housing Authority’s Choice Neighborhood Planning Grant Committee aimed at planning for the revitalization and redesign of East University Avenue and surrounding communities. CTAC is a partner and administrator of the Opioid Taskforce Committee. The Executive Director serves on the Board of the statewide alliance for Trusts and CSCs (FACCT). The Executive Director is a member of the Center for Nonprofit Excellence Advisory Council. CTAC staff also participated/served on: Florida Grade-Level Reading Advisory Committee, National Collaborative for Infants and Toddlers, the Safety Net Collaborative, and the FIMR Community Review Team.
- 5. Develop benchmarks to track progress toward strategic goals.
 - a. The Board adopted our Strategic Plan and funding goals in August. Staff and I will be developing an implementation plan with a timeline for the strategic initiatives approved by the Board.

FINANCIAL AND PROGRAM MANAGEMENT

- 1. Preparation, management, and oversight of annual budget and funding recommendations for Board approval.
 - a. Presented the Board with a proposed budget in June 2023. The Board approved the proposed budget and final budget in September 2023. CTAC successfully completed the Truth-In-Millage (TRIM) process in September.

2. Preparation and oversight of budget model forecast for planning purposes.

a. Provided, in March, an overview of unallocated funds and made recommendations for use resulting in:

- COLA increases for all providers
- Creation of the Emergent Need Fund
- Continuation Funding (made providers whole who were underfunded based on nine-month contracts for twelve-month work)
- Mentorship & Character-Building Grants
- Summer-Bridge for HeadStart (early learning initiative)
- Social Emotional Learning (collaboration with two local community partners to develop a pilot program working with educators alongside caregivers to provide therapeutic parenting and trauma-responsive social and emotional learning engagement strategies)
- TeensWork Alachua expansion to rural communities
- Summer Camp Performance Incentives
- Additional funding for a summer camp at Bethel AME Church



b. In August 2023, staff held a Board Workshop on Fund Balance and Unallocated Funds. Recommendations for FY24 made for increasing the funding under each goal in the new Strategic Plan.

3. Establishment of policies and procedures related to the evaluation of funding requests.

- a. Revised and updated Section 6.80 Special Programs in Board Policies to include a new special programs funding opportunity for Emergent Needs. Created a process and criteria for local organizations to apply for emergency funding.
- b. Developed Unplanned Funding Request Policy as a guide for unsolicited funding requests to the Board. Staff are charged with researching issues and bringing recommendations back to the Board.

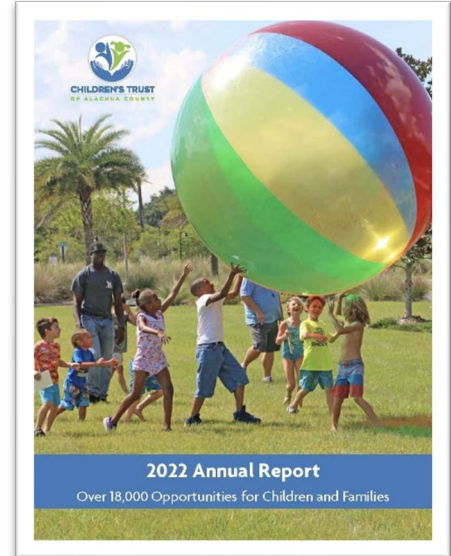
4. Oversight of programs and fiscal monitoring of funded programs.

- a. Establishment of the Continuous Quality Improvement plans to aid review and improvement of processes, service delivery, and outcomes.
- b. Monthly budget review for Board Meetings includes notes page to ensure Board understanding of fiscal issues providers may have throughout the year.
- c. Provided recommendations for new Strategic Plan programmatic funding initiatives to be phased in over the next three years with recommendations for use of fund balance and unallocated program dollars.

OPERATION MANAGEMENT

1. Foster high levels of customer service to ensure effectiveness and further development of customer-centered service delivery.

- a. The Finance Department began offering “Office Hours” for providers to enable them to ask questions and receive clarity on invoicing and payments.
- b. Numerous meetings throughout the county with providers, potential providers, and others to hear their questions, listen to their concerns, and provide updates on the work of the CTAC.
- c. Provided opportunities for organizations to attend CTAC Staff Meetings to present overview of programming to be shared as resources for providers and partners.
- d. The Executive Director accompanied the Community Engagement Manager to events throughout the county to ensure CTAC was represented and opportunities for community feedback were received.
- e. Developed a provider newsletter forwarded every other month with updates, resources, tips, and recognizes one of the CTAC providers.



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

- a. The Executive Director met with all staff within the first two weeks of employment to review job descriptions and learn about their positions and work environment preferences.
- b. The Executive Director has established an open-door policy for all staff, including encouraging staff to add themselves to the calendar for meetings.
- c. The Executive Director held monthly meetings with all staff to hear and receive feedback during the first six months of employment.
- d. The Executive Director reduced weekly staff meetings to every other week to cut down on the number of meetings occurring at the CTAC for all staff. Additionally, professional development was included by presenters who spoke on resources in the community that could aid providers/partners.
- e. CTAC held a staff retreat in September 2023. The purpose was to begin fostering a new workplace culture. Staff will help determine what the long-term culture of CTAC will be through four phases/sessions. This first session focused on getting to know fellow team members, who



CTAC Holiday Luncheon

they are outside of the CTAC, what they value and why, and why they choose to work for the Trust.

- f. The Executive Director treated staff to Thanksgiving and Holiday lunches, and several staff attended group lunches for birthdays all in an effort to build camaraderie and a sense of work community.
 - g. The Executive Director approved summer schedules for staff wishing to work 10-hour days and take one day off during the week.
3. Prioritize a dynamic workload.
- a. Hired a Director of Finance in December 2022 and hired a fiscal assistant in June of 2023. The fiscal department utilized a part-time position to assist with workload.
 - b. The Executive Director met with the Director of Program Operations weekly to receive updates on programmatic plans. The Director of Finance, Director of Program Operations, and the Executive Director met weekly to share updates, discuss issues, and plan for upcoming Board related matters.
 - c. Both the finance and the programs staff meet at least once a month to discuss any emerging issues and to provide updates to each team on what priorities are being set within departments.
 - d. Encouraged CTAC to reach out to fellow CSCs & Trust for guidance, recommendations, and information when needed. CTAC is now participating in FACCT Affinity Groups based on work areas to share best practices and gain insights.
4. Develop and provide oversight to such organizational plans and procedures as necessary for effective operations.
- a. Renewed contract with James Moore and began bimonthly meetings with the consultant to ensure more consistent access to HR for resources for CTAC staff.
 - Added additional benefit – AFLAC.
 - The HR consultant provided office hours on-site for staff to ask questions about benefits and other employment resources.
 - The Executive Director collaborated with consultant to ensure smoother on-boarding of CTAC staff with county benefits.
 - b. CTAC department heads (Director of Finance, Director of Program Operations, & Executive Director) met with Krizner Group for annual supervisor training and review. Krizner provided an audit of policies and provided recommendations.
 - c. HR Consultant and Executive Director worked with the Krizner Group to reclassify five positions from hourly to salaried based on responsibilities and scope of duties.



Akwaaba Freedom School at PK Yonge

- d. Secured additional equipment for staff working on the second floor to ensure necessary effective use of time and technology.
 - e. Ensured adherence to the Providing Urgent Maternal Protections (PUMP) for Nursing Mothers Act, an extension of the Fair Labor Standards Act (FLSA), requiring employers to support breastfeeding employees. Added protection to office for privacy.
 - f. Created Veterans' Preference Policy and Recruitment Plan.
 - g. During the Executive Director's tenure, CTAC assumed in-house all financial responsibilities, ending its contract with CRI.
5. Manage and direct the activities of staff to ensure programs are properly executed and the CTAC's priority objectives are achieved.
- a. The Executive Director has a strong team of leaders. The Director of Program Operations and the Executive Director met weekly to prioritize and plan for CTAC's initiatives, programs, and activities.
 - b. The Programs Department met every other week to share updates and receive feedback and prioritize their activities.
 - c. Updated job description for Pritzker Fellow - Early Childhood Coordinator for FY23-24. The position now absorbed into CTAC budget and will align with CTAC early childhood initiatives.
 - d. CTAC began development and implementation of the new SAMIS information management system to ensure a secure programmatic and fiscal platform for staff and providers.
6. To lead and ensure the effective management of the Council in meeting the statutory functions relevant to CTAC.
- a. Provided the Board with Sunshine and Public Records Law Training.
7. Participate and oversee emergency planning and responses to emergency situations when required to do so.
- a. Created Policy 3.20 Emergency Closure for emergency situations.
 - b. Participate in the Alachua County Emergency Management Group.
8. Other administrative duties as required.

COMMUNITY RELATIONS AND ADVOCACY

1. Establishment and oversight of mechanisms to communicate the activities of the CTAC to the community.
- a. The annual publishing of the Annual Report by December 31.
 - b. CTAC newsletter and social media platforms (Facebook, Twitter, Instagram, and LinkedIn) all provide mechanisms for communication of activities and initiatives.
 - c. The Executive Director and other CTAC staff accepted every opportunity to speak and present at local meetings and events throughout the year. Examples: Rotary Clubs, Newberry Concerned Citizens Meeting, Community Engagement

Meetings in East Gainesville, Radio Programs (Tu Fiesta), League of Cities Meetings among others.

- d. CTAC developed a WUFT - Greater Good Video to aid us in sharing the CTAC story.
2. Develop and foster effective, and collaborative, external working relationships with community stakeholders within the community in order to address key strategic issues facing the community.

- a. The Executive Director has been able to cultivate relationships with other leaders in the community. I sit on the Board of the Early Learning Coalition. I am a member of the Center for Nonprofit Excellence Advisory Council and the Community Foundation Equity Task Force. CTAC now participates on the Gainesville Housing Authority Choice Neighborhoods Grant



Tu Fiesta Radio Show & Facebook Live

Committee, and we remain an integral part of PRG (Partnership for Reimagine Gainesville). CTAC belongs to the Safety Net Collaborative, and we participate with GINI. We have a strong relationship with the Greater Gainesville Chamber and meet with them often to share information and collaborate. When the City of Gainesville began to plan their Gun Violence Prevention Summit, they reached out for support from CTAC, and we were able to sponsor the Youth Town Hall for the event. CTAC hosts the 5th Avenue Neighborhood Association meetings monthly. CTAC is working hard to foster effective working relationships to address key issues facing the community throughout the county.

3. Build and foster effective relations among a diverse array of individuals.
 - a. I believe over this last year I have been very successful at building and fostering effective relations with a diverse array of individuals throughout the county.
 - Met with key funders including United Way and the Community Foundation.
 - Met with many community stakeholders including but not limited to: the Rural Women’s Health Project, Concerned Citizens of Newberry, ACPS staff, Rotary, Sherrif’s Office, GPD, Black on Black Crime Taskforce, State Attorney’s Office, Bishop Chris Stokes, Pastor Gerard Duncan, CHILD Center/SWAG, all the local county municipalities, Santa Fe College, Lastinger Center, Dorothy Thomas, Dorothy Benson, and GNV4ALL.
 - Met with many CTAC contracted agencies including but not limited to: ACES in Motion, Greater Duval, Project YouthBuild, Partnership for Strong Families, Motiv8u, Goodwill Industries, Minority Business Listings, PEAK Literacy, Girls Place, Freedom School, Deeper Purpose, Healthy Start, CHS Help Me Grow, and CHS Community Partnership School.

4. Representation of the CTAC to the community.
 - a. CTAC participated in the UF Homecoming Parade in October 2022.
 - b. The Executive Director and CTAC featured on Alachua County Talks in January 2023.
 - c. The Executive Director was interviewed for various news stories and articles (see attached links).
 - d. The Executive Director presented at the Child Center event on how CTAC supports all children and families and the importance of investments into early learning.
 - e. The Executive Director spoke at GNV4ALL and provided an overview of how CTAC is impacting the community, children, and their families.
 - f. Presented at Sunrise Rotary event and provided an update on CTAC Strategic Plan Initiatives.
 - g. Published the Annual Report by December 31.
 - h. CTAC newsletter and social media platforms (Facebook, Twitter, Instagram, and LinkedIn) all provide mechanisms for communication of activities and initiatives throughout the county.



CTAC at UF Homecoming Parade

5. Representation of the CTAC at various local and state events addressing issues related to the interests and mission of the CTAC.
 - a. CTAC attendance at FACCT Conference in November
 - b. CTAC attendance at Children’s Week events in Tallahassee in March
 - c. CTAC attendance at the Florida Chamber Learners To Earners Conference in July
 - d. CTAC attendance and sponsorship of the City of Gainesville’s Choose Peace: Gun Violence Must Cease, Gun Violence Prevention Summit in August



City of Alachua Officials

- e. CTAC attendance and sponsorship of the BE YOU/Youth Power Summit with the State Attorney’s Office and Alachua County Public Schools in August
- f. CTAC participation in the Lastinger Center Listening Tour in September
- g. CTAC Lights On Afterschool Event in October
- h. Greater Gainesville Chamber-BLI Community Conversation on the Business of Childcare - October
- i. Cease Fire Community Action Meeting in October
- j. Community Foundation Legacy Award Luncheon in November
- k. Alachua County Legislative meeting in January
- l. Peace in Action: Gun Violence Prevention Resource Fair - Mount Carmel Baptist Church in March
- m. Presented at the GNV4ALL Meeting in March
- n. Annual MLK Prayer Breakfast event in March
- o. League of Cities meetings in Archer and Alachua

- p. National Day of Prayer at Grace at Fort Clarke United Methodist Church in May
 - q. Presented at Caring & Sharing Learning School in May
 - r. Juneteenth Breakfast celebration at Cotton Club Museum
 - s. Disability Awareness Month Fair in July
6. Work with local legislative delegation and local elected officials to advance the interests of the children and families.
 - a. Presented at the Alachua County Legislative Delegation in January
 - b. Met with Senator Perry and staff in the district
 - c. Met with Representative Yvonne Hayes-Hinson in the district
 - d. Met with Representative Chuck Clemons in Tallahassee during Children's Week
 - e. CTAC joint meeting with the County Commission in April
 - f. Presented at the joint City/County Meeting in August
 - g. Presented at the Gainesville Public Safety Committee Meeting
 7. Communicate the CTAC's positions to providers and the community.
 - a. Since my arrival in October, I have traveled throughout the county meeting with the community to communicate and share CTAC's goals and priorities.

BOARD RELATIONS

1. Provide directional leadership and sound, imaginative advice to the Board on all matters relating to CTAC.
 - a. Provided feedback to the Board on matters related to funding programs, multi-year funding, and the need for emergent needs funding for organizations in need of real-time assistance.
 - b. Provided recommendations to provide Cost of Living Adjustments (COLA) to all grantees and increase the continuation funding for those on 9-month contracts providing 12 months of services.
2. Develops and maintains positive and open relationship and communication with the Board.
 - a. Met with all Board members one-on-one to develop a relationship and understand their needs and concerns.
 - b. Provided a weekly update highlighting ED activity and the work of the Trust.
 - c. Provided orientation for new Board member.
 - d. Invited and notified the Board of activities and events of the Trust where appropriate.
3. Ensures the Board is kept informed of relevant policy issues and relevant operational issues.
 - a. Brought forward any policy or operational issues to Board Meetings for Board approval and discussion.
 - b. Shared updates from FACCT where appropriate.
 - c. Provided updates on internal operations to the Board weekly.

4. Preparation and oversight of agendas and supporting materials for Board Meetings.
 - a. Received feedback from the Board and public that sound at meetings was limited. Hired an AV Company to ensure sound in the room and on Zoom/YouTube.
 - b. Met monthly with Board Chair to develop agenda.
 - c. Reached out to Board for Agenda Items for Joint Meetings.
 - d. Ensured meeting materials were provided to the Board in advance and reduced the number of handouts during the meetings.

5. Preparation and oversight of recommendations as requested by the Board.
 - a. Responded to any recommendations from the Board in a timely manner.
 - b. Directed CTAC staff to bring forward requested information through presentations at Board meetings, informational additions to Board materials, and handouts distributed at meetings.

6. Assists the Chair in matters relating to Board member participation and meetings.
 - a. Communicated with Chair when issues arose for Board direction.
 - b. Scheduled regular meetings with Chair.
 - c. Informed Chair of issues, concerns, activities, and events of the CTAC.
 - d. Recommended the formation of a Finance Committee.
 - e. Recommended the Executive Committee coordinate the Executive Director's evaluation process.

STRATEGIC LEADERSHIP

1. Assists the Trust Board in defining the organization's vision, mission, strategic direction, and policies.
 - a. The Listening Project and work of the Steering Committee aided CTAC in its review of its vision, mission, and strategic direction.

2. Develops a comprehensive set of guiding principles and values that guides all considerations on how to achieve the Children's Trust of Alachua County's (CTAC) vision, mission, and goals.
 - a. The Executive Director followed the guiding principles and values of the CTAC and ensured they informed all work of the organization.

3. In concert with and after consultations with appropriate providers, community partners, community representatives, managers, and staff, sets the direction and focus of activity.
 - a. The Listening Tour provided opportunities for CTAC providers, partners, community members, parents, youths, and staff input into the strategic direction of the organization for the near future.



**Florida Chamber Event
Earners To Learners Conference**

4. Oversees the development of a business plan for the CTAC that anticipates, assesses, and shapes responses to both short-term issues and long-term opportunities and challenges.
 - a. CTAC Director of Finance joined the staff in mid-December. Director of Finance worked to bring all financial management in-house by March. She worked to ensure adequate staffing for the fiscal department to mitigate many of the challenges experienced last year.
 - b. Staff communicated with the Property Appraiser’s Office to receive a forecast of property values for FY24 to inform discussion on Fund Balance use and next year’s budget.
 - c. A Fund Balance Workshop was held for the Board in August highlighting expected revenues and expenses. Based on the unallocated program funds and fund balance, recommendations were made to increase each goal’s funding allotment.
 - d. Extended lease on current property for six months to allow time to secure a new location, renovate if needed, and move. Made an offer on a property for a permanent location for the CTAC.
 - e. CTAC began training providers on SAMIS, the new information management system, created to support the programmatic and fiscal work of the organization.



**CHILD Center Event
Board Members Dr. Snyder & Dr. Labarta**

IN THE NEWS

October 2022

- [Celebrating 20 years of SF College's East Gainesville Initiative – Gainesville Sun – September 27, 2022](#)
- [Help Me Grow Alachua offers free assessments and resources to help children thrive– Gainesville Sun – September 16, 2022](#)
- [SF College to host East Gainesville forum - Gainesville Sun/The Guardian – September 16, 2022](#)

November 2022

- [Children’s Trust to hold first Community Meeting of its Listening Project on Nov. 7 - Alachua Chronicle - November 3, 2022](#)
- [GNV4ALL receives \\$50,000 grant for early learning center at Metcalfe Elementary - Gainesville Sun - October 26, 2022](#)
- [Children’s Trust of Alachua County Seeking Applicants for Gubernatorial Recommendation - Alachua Chronicle - October 21, 2022](#)
- [Children's Trust and Harn Museum Celebrate Lights On Afterschool - Alachua Chronicle - October 14, 2022](#)
- [Celebrating 20 years of SF College's East Gainesville Initiative – Gainesville Sun – September 27, 2022](#)

December 2022

- [Children’s Trust to hold first Community Meeting of its Listening Project on Nov. 7](#)

January 2023

- [Children’s Trust leader comes full circle in role – Main Street Daily News – December 29, 2022](#)
- [Children in city of Gainesville after-school programs enjoy Christmas party – Gainesville Sun – December 27, 2022](#)



**TeensWork Alachua Presentation
City of Gainesville Commission**

February 2023

- Alachua County Talks: Marsha Kiner, Alachua County Children’s Trust Executive Director - <https://www.youtube.com/watch?v=To15cKgb1So>

March 2023

- Summer Marketing - <https://www.youtube.com/watch?v=bOHBSHaZn M>

April 2023

- Greater Good Video - <https://vimeo.com/790489912/ea7b7f27c>

June 2023

- [Children’s Trust amends strategic plan \(mainstreetdailynews.com\)](#)
- [Children’s Trust to flesh out strategic plan \(mainstreetdailynews.com\)](#)
- [DeSantis appoints Mary Chance to CTAC \(mainstreetdailynews.com\)](#)
- Interview with Tu Fiesta Radio: [Facebook](#)
- [“Summer camp kicks off at Legacy Park”](#)
- Alachua County Today, June 22, 2023



August 2023

- <https://www.alachuacountytoday.com/news-featured/latest/5839-national-night-out-connects-police-and-community>

Executive Director, Marsha Kiner - Annual Performance Evaluation

Evaluation Period: October 1, 2022 - October 1, 2023

Children's Trust of Alachua County	Board Member	Planning		Financial and Program Management		Operation Management		Community Relations and Advocacy		Board Relations		Strategic Leadership		Average
		Rating	Rating	Rating	Rating	Rating	Rating	Rating	Rating	Rating	Rating	Rating	Rating	
	Andrew	Exceptional	5	Exceptional	5	Exceptional	5	Exceptional	5	Exceptional	5	Exceptional	5	5.0
	Certain	Meets Expectations	3	Meets Expectations	3	Above Expectations	4	Meets Expectations	3	Meets Expectations	3	Meets Expectations	3	3.2
	Chance	Above Expectations	4	Above Expectations	4	Above Expectations	4	Exceptional	5	Exceptional	5	Meets Expectations	3	4.2
	Cornell	Exceptional	5	Above Expectations	4	Exceptional	5	Exceptional	5	Exceptional	5	Exceptional	5	4.8
	Ferrero	Meets Expectations	3	Meets Expectations	3	Above Expectations	4	Above Expectations	4	Above Expectations	4	Meets Expectations	3	3.3
	Hardt	Above Expectations	4	Meets Expectations	3	Above Expectations	4	Exceptional	5	Above Expectations	4	Meets Expectations	3	3.8
	Labarta	Above Expectations	4	Above Expectations	4	Exceptional	5	Exceptional	5	Exceptional	5	Exceptional	5	4.7
	Pinkoson	Exceptional	5	Above Expectations	4	Above Expectations	4	Exceptional	5	Exceptional	5	Exceptional	5	4.7
	Twombly	Exceptional	5	Above Expectations	4	Above Expectations	4	Exceptional	5	Above Expectations	4	Exceptional	5	4.5
	Mean	4.2		3.8		4.3		4.7		4.3		4.1		4.2
	Median	4		4		4		5		5		5		4.2

Board Member	Comments - Planning	Comments - Financial and Program Management
Andrew	Ms. Kiner has skillfully led strategic planning and directed strategic initiatives while working closely with our greater community and local entities. Our CTAC team is focused on data driven progress monitoring based on intended outcomes.	Ms. Kiner works closely with our CTAC team and our board as it relates to all financial and budget matters. Policies and procedures are adhered to throughout all funding request reviews.
Certain	Ms. Kiner worked well CTAC subcommittee and consultant to complete the strategic planning process. Funding levels for each goal has been developed by the Board. Benchmarks to track progress have to be developed as well as coordinating with other bodies.	Hired finance director and brought accounting functions back in house. Worked with providers to streamline the reimbursement process.
Chance		
Cornell	Marsha worked well with our consultant to develop the Boards Strategic Plan.	With the hiring of the boards financial director, this area has really improved over the last year. Additional time and effort was spent to establish the strategic direction of CTAC's fund balance. Well done!
Ferrero		
Hardt	I am unclear about the benchmarks to track progress toward strategic goals.	ED needs to be clear on management/staff recommendations to the board and related rationale.
Labarta	Ms. Kiner came in part way through a planning process and worked very effectively with staff, the board, and consultants to bring the plan to conclusion.	Ms. Kiner has clear understanding of budget and financial management. I would hope to see more involving by providers become more consistent and timely to make financial reports more clearly reflect year-to-date actuals versus budget. Ms. Kiner has been able to work very effectively with program staff to ensure reports to the board provide a clear picture of programs being funded.
Pinkoson		
Twombly	<p>Ms. Kiner started in her role as Executive Director after the initial strategic planning had begun by the Steering Committee. Marsha quickly became an enthusiastic voice in this group and began moving the group's ideas into action items. She worked closely with Prismatic to ensure the Listening project included a good cross-section of the community and was personally involved in many of the focus groups and community forums. Marsha coordinated the key aspects of this planning process and always served as a thoughtful mediator to help the committee focus on what the community priorities were, what the data was telling us, and what our combined expertise in the room had to contribute to the conversation. The result was a collaborative strategic plan that will help guide the Trust with their funding goals for the next three years.</p> <p>Ms Kiner does a good job ensuring the Board's decisions are aligned with the goals of the strategic plan, and we have a phased approach to mitigate the impact of our currently funded partners and where their programming fits into these priorities. Marsha and her staff have been doing a wonderful job presenting this plan to community partners. Marsha and her team participate in a wide variety of community events, collaborative bodies, and are representing the Children's Trust as a positive partner and supporter of children's initiatives in Alachua County.</p>	<p>Marsha keeps the Board informed on all fiscal decisions and works with her team to ensure that we are using the Continuous Quality Improvement plan when analyzing funded programs on their service delivery and outcomes. Marsha and her team have worked to develop policies that can support consistency on future funding decisions. This has been a challenge in the past, so I appreciate their work in this area where the goal is that community providers have a better understanding as to why they are or are not funded and supports are being put in place so those seeking funding better understand the application process and the funding cycles.</p>

Board Member	Comments - Operations Management	Comments - Community Relations and Advocacy
Andrew	Under Ms. Kiner's leadership, our CTAC team provides exceptional customer service to all of Alachua County's stakeholders. The culture of our CTAC workforce ensures operational and organizational efficiency.	Advocating for others within our community is one of Ms. Kiner's many strengths. Ms. Kiner and her team are an essential part of the fabric of our community and represent Alachua County at all levels locally and statewide.
Certain	Ms. Kiner worked to build a positive work environment and to improve the finance department.	Ms. Kiner started her tenure as ED by meeting with community leaders, stakeholders, agency heads, and attending clubs/organization meetings and meetings of local governmental bodies.
Chance		
Cornell	Marsha has done a tremendous job of developing a team that is customer and community focused.	Marsha is tireless when it comes to community advocacy and making this a priority shows that she understands that the Community is at the top of the org chart.
Ferrero	The fact that she retained and fostered the relationship of almost all of the existing staff is impressive. She is quick to offer praise and to publicly acknowledge the hard work of one of the team. This was one of my highest priorities and I am pleased.	Marsha is everywhere. I believe developing trust in the community is important and this is an area where she has gone above and beyond.
Hardt	ED is exceptional at emergency planning and responses and administrative duties. The area ED has greatest opportunity for improvement is in the management and direction of staff to ensure programs are properly executed and objectives are achieved.	The Executive Director excels at community relations and informing the board at all times of efforts. The Trust has suffered without an effective Communications Manager, which is no fault of the current Executive Director.
Labarta	Ms. Kiner has unified the team, implemented excellent communication that facilitates effective day-to-day operations. She has worked with providers, listening to concerns, analyzing what may need imp and acting on those.	Ms. Kiner is very visible in the community and receives broad feedback during many formal and informal contacts. As noted above, she has made huge strides in listening to and responding to provider concerns and weighting them relative to CTAC priorities and requirements.
Pinskoson		
Twombly	Ms. Kiner has done a tremendous job creating a supportive team environment for her staff. Her staff are leaders in their own rights and are trusted to oversee projects that fit their skillsets. Marsha has put a strong focus on team development in her year with the trust, hired staff that strengthened her team, and has developed operational policies that ensure she is available to her team and her team is available to our community providers. She has been striving to develop an environment where the Trust staff and CTAC Board are viewed as partners with our providers as we strive to improve the lives and outcomes for Alachua County's children.	Marsha has done an exceptional job integrating her work for the Children's Trust into the community. She is a regular invitee to speak at community forums and is a positive representative when presenting the work of the Trust, she ensures either she or a member from her team are participating in community events, and she works tirelessly to ensure she brings the voice of the Trust to a wide variety of provider boards and coalitions. When she was hired, she understood the importance of rebuilding the reputation of CTAC in the community, and she has become a trusted partner with providers and residents. Her board reports have highlighted the focus she has placed on expanding the reach of the Trust and her keen understanding of the importance of being present, visible, and a supportive partner with groups also focused on children's issues and solutions. She has excelled in rebuilding rapport with key stakeholders.

Board Member	Comments - Board Relations	Comments - Strategic Leadership
Andrew	Ms. Kiner's communication skills are simply exceptional and consistent. She is a relationship builder.	Ms. Kiner collaborates exceptionally well with all partners, providers, bureaucracies, and community members and organizations.
Certain	ED Kiner has built and maintained good relations with the Board. One area of growth that will benefit the organization is her providing more directional leadership. Hired as ED without experience in human services has required time to learn and get up to speed. Ms. Kiner's learning curve, and the change in executive director position which delayed funding opportunities has been a bit frustrating to some in the community.	Since the strategic plan is complete and now moving into the implementation phase, I think CTAC is well positioned to do good work in the coming year.
Chance		
Cornell	Marsha does a great job of keeping board members informed.	We have a STRATEGIC PLAN...Well Done!
Ferrero		
Hardt	ED or designated staff need to resist allowing strident public comments to derail the progress of the meetings in order to protect the Board and the Trust.	ED should be more assertive in her strategic recommendations to the board and the Chair in supporting the strategic plan.
Labarta	Ms. Kiner keeps the board informed, is very responsive to board requests. She carefully coordinates agenda items and presentations to ensure our ability to be informed and make sound decisions.	Ms. Kiner has worked effectively with the board, staff, and community to ensure CTAC meets its mission.
Pinkoson		
Twombly	Marsha's weekly activities emails and her summary reports provided at each Board meeting provide the Board with a comprehensive picture of her work, progress, and accomplishments. Ms. Kiner always provides honest feedback to the Board when the group is proposing ideas and does so in a respectful and thoughtful manner. Her advice is trusted, and she often understands potential impacts and will express them to help guide the Board toward the right decision. Marsha is responsive and guides both staff and Board Members to ensure our decisions are based on current policies and funding supports the goals set forth in our strategic plan. Marsha is a vested partner who genuinely cares about the CTAC's success in creating a community where children can learn, are healthy, safe, have nurturing caregivers, and can thrive. She serves as a positive liaison for the Board and our providers.	Marsha ensures that the mission, vision, and values of the Trust are considered in every decision made by the Board, and she will express her support or opposition with the reasons behind each opinion. The strategic plan adopted this year by the Board was the result of months of extensive coordination between multiple groups and ensuring deadlines were met. Marsha did a tremendous job coordinating with Prismatic and providing them with our key providers, youth and underserved populations that had not been part of our former decision-making process. The strategic plan has ensured that these voices are heard and part of our new focus. Marsha is now in the process of securing a building that will be owned by CTAC. She is looking toward the future of the Children's Trust and our ability to better serve our providers and community. Marsha and her team focus on CTAC's financial health and ability to create a legacy of lasting impacts on children and future families in Alachua County.

Board Member	Any other comments?
Andrew	We are grateful for Ms. Kiner's service to Alachua County and our children and families.
Certain	
Chance	Marcia is a strong, proactive communicator with the Board. I am eager to engage with her and fellow board members in the coming year on implementing the new strategic plan.
Cornell	Thank you!
Ferrero	I am extremely happy with the selection of Marsha. I think she has done a good job and can only continue to grow in this role.
Hardt	The highest priority of ED Kiner's first year was to get out in the community and make sure people know who we are and what we do. She has been exceptional with this priority. Marsha Kiner is by far the best candidate we could have hired for the ED role and we very glad to have her. However, this does not mean that the Trust cannot still do better. My biggest concern for the Trust is that we will veer from our strategic plan.
Labarta	Ms. Kiner has had a very impressive first year as CEO. She started her tenure at a time when we did not have a strategic plan and when a number of CTAC's relationships needed mending. She guided the former while doing the latter. She is an effective communicator, is persistently positive, and forward thinking. It's a pleasure to work with her.
Pinkoson	Executive Director Kiner has done an exceptional job working with the public and the providers to garner their trust. While I don't think we are totally there, I believe Marsha will do everything in her power to make sure what the trust says and does will be trustworthy. Executive Director has done an excellent job considering this is her first year here, absorbing everything she can about an organization new to her. With her guidance I believe great achievements will be made for the children and families in Alachua County.
Twombly	This has been a great first year for your Marsha. Thank you for your passion for serving children and for becoming such a respected leader in this community. You have done a wonderful job rebuilding community "trust" in the Children's Trust!

**EMPLOYMENT AGREEMENT BETWEEN
CHILDREN'S TRUST OF ALACHUA COUNTY
AND MARSHA KINER**

THIS AGREEMENT, made and entered into this 8th day of August, AD., 2022, by and between the Children's Trust of Alachua County, an independent special district located in Alachua County, Florida, hereinafter referred to as the "CTAC,"¹ and Marsha Kiner, hereinafter referred to as the "Director" (and together with CTAC, the "Parties") and is effective on October 3rd, 2022;

WITNESSETH:

WHEREAS, CTAC desires to employ an Executive Director to serve as CTAC's chief executive officer; and

WHEREAS, CTAC desires to employ the services of Marsha Kiner as Executive Director; and,

WHEREAS, it is the desire of CTAC to provide certain benefits and establish certain conditions of employment for the Executive Director; and

WHEREAS, it is the desire of CTAC to secure and retain the services of Marsha Kiner as the Executive Director and to provide inducement for the Director to remain in such employment, to make possible full work productivity by assuring the Director's morale and peace of mind with respect to future security, to act as a deterrent against malfeasance or dishonesty for personal gain on the part of the Director, and to provide a just means for terminating the Director's services at such time as the Director may not be able to fully discharge the duties or when CTAC may otherwise desire to terminate the Director's employment; and

¹ Depending on the context the term "CTAC" may refer to the District or alternatively to its governing board.

WHEREAS, Marsha Kiner desires to accept employment as Executive Director of the CTAC; and

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the Parties agree that this Agreement supersedes and replaces any prior agreement or negotiations with the Director, and further agree as follows:

Section 1. Appointment. CTAC appoints Marsha Kiner as Executive Director effective October 3rd 2022, to perform the functions and duties specified in the Alachua County Code, the job posting and to perform such other legally permissible and proper duties and functions as CTAC shall from time to time assign.

Section 2. Duties and Obligations.

A. Director shall exercise those powers enumerated in Florida Statute Section 125.901 and Alachua County Code Section 26.03 as directed by CTAC and shall perform any other legally permissible and proper duties and functions as may be assigned by CTAC. Specifically, the Director shall be responsible for the management, administration, supervision, and oversight of all CTAC programs that presently exist or that may be created by CTAC. The Director shall be available to perform such duties and agrees to be available as needed. All duties required hereunder shall be performed by the Director personally or through the assistance of CTAC employees, assigned to the Director's staff concerning which the Director shall assume full responsibility; provided, however that nothing herein shall be deemed to absolve the Director of personal responsibility for the duties set forth herein.

B. Residence. As a condition of continued employment, the Director shall reside in Alachua County within six (6) months of the date of her appointment.

Section 3. Employment at Will.

A. The Director serves at the pleasure of CTAC. This Agreement shall commence on October 3rd, 2022, and continue indefinitely until the Director's employment is terminated by either party pursuant to the provisions of Sections 4 or 5, below.

B. If the Director's employment is terminated pursuant to Section 4, herein, upon mutual consent of the Parties, the Director may continue to function in the role of Director until a permanent replacement shall be selected by CTAC, or through such period as the Parties agree. In the absence of such mutual Agreement, the Director shall be free of all obligations of service to CTAC.

C. Nothing in this Agreement shall prevent, limit, or otherwise interfere with the right of CTAC to terminate the employment of Director at any time, subject only to the provisions set forth in Section 4 of this Agreement.

D. Nothing in this Agreement shall prevent, limit, or otherwise interfere with the right of the Director to resign at any time from the employment with CTAC, subject only to the provisions set forth in Section 5 of this Agreement.

E. Director serves as an at will employee of the CTAC and may be terminated at any time, subject to the conditions set forth herein. Nothing in this Agreement is intended to create a continuing contract under Section 121.055, Fla. Stat.

Section 4. Termination and Severance Pay.

A. CTAC may, at any time whatsoever, for any reason, terminate the employment of the Director in accordance with the provisions of the Bylaws. If such event should occur, the Director will be given written notice of the decision of CTAC not less than 30 calendar days prior to the effective date of the termination of the employment. In lieu of written notice CTAC may pay the Director 30 calendar days of salary at her base rate. The Director will be entitled to a lump-sum severance payment equal to 12 weeks of base salary following the effective date of termination. Payment of any amount representing salary or calculated based upon salary as part of any severance or separation agreement shall include such deductions as may be required by law including contributions for the Florida State Retirement System.

B. CTAC shall not be required to pay the severance payments set forth in Section 4.A. above, in the event this Agreement is terminated by CTAC because of the Director's conviction (or plea of guilty or nolo contendere) of any felony act, or because of the Director's misconduct as defined in Section 443.036(29), Florida Statutes, or because of the Director's death or voluntary resignation pursuant to Section 5, herein. The interpretation of the terms will be as stated on the face of the statute, in the common understanding of the terms, and not in caselaw interpreting them in the context of reemployment assistance.

Section 5. Resignation. In the event the Director voluntarily resigns the position with CTAC, the Director hereby agrees to give CTAC not less than 60 calendar day written notice prior to the effective date of any voluntary resignation and there is no severance pay due unless the Parties agree otherwise. CTAC is not under any obligation to require the Director to work out the 60-day notice nor under any obligation to pay for any notice which is not worked out.

Section 6. Compensation. CTAC shall pay the Director an annual base salary of One Hundred Twenty-Five Thousand dollars [\$125,000], payable in biweekly installments pursuant to CTAC policy. This base salary shall be reviewed annually subject to Section 11, Performance Evaluation. The salary may be increased in such amounts and to such an extent as CTAC may, determine based on annual review of the Director's performance. The first performance review is due in the year 2023 on, or shortly after, the anniversary of her hire.

Section 7. Other Benefits.

A. Leave. Except as may be amended by this Agreement, Director shall be entitled to leave, holidays and such other benefits as are granted generally to other employees of the CTAC. The Director shall be entitled to begin with three weeks annual leave accrued and available when she commences employment. The Director shall be allowed to accrue and accumulate leave in accordance with CTAC leave policy. Upon separation from employment as Director, the Director shall be entitled to be paid for accrued leave at the Director's rate of pay on the effective date of separation in accordance with adopted CTAC policy.

B. Florida Retirement System. In addition to the base salary paid by CTAC to the Director, will participate in the Florida Retirement System as a member of the senior management class and CTAC will pay the required employer's contribution on behalf of the Director once she has been enrolled in the system in that class or as otherwise required by the Florida Retirement System.

C. Vehicle Allowance. CTAC shall pay the Director a \$300 (three hundred dollar) monthly car allowance. Such allowance is designed to reimburse the Director for all costs associated with the use of the Director's vehicle for CTAC business. Any additional compensation for travel expense must be approved by the CTAC upon request by the Executive Director.

D. Health Insurance. The Director shall have the opportunity to participate in the health plan as available to CTAC employees at the same cost to the Director as provided to employees of the CTAC which coverage currently includes medical, dental, and optical insurance.

E. Technology. CTAC shall provide Director with the use of a smart phone, subject to applicable CTAC policies and procedures.

F. Other Benefits. The Director shall have the opportunity to participate in such other benefits as are granted to other employees of the CTAC at the same cost to the Director as provided to other CTAC employees.

Section 8. No Reduction of Benefits. CTAC shall not at any time during the term of this Agreement reduce the salary, compensation, or other financial benefits of the Director, except to the degree of such a reduction for all CTAC employees, provided, however, CTAC shall not be required to hold the Director harmless from reductions imposed by the State.

Section 9. Continuing Education and Memberships.

A. CTAC agrees to pay for the professional dues and subscriptions of the Director necessary for the Director's continued and full participation in national, state, and local associations and organizations necessary and desirable for the Director's professional development. Such expenditures are based upon budget approval by CTAC. The Parties recognize that the Director's participation in professional organizations and associations provides a benefit to both CTAC and the Director.

B. The Parties agree that it is necessary for the Director and beneficial to CTAC for the Director to attend professional conferences and training sessions associated with the Director's duties. CTAC agrees to allow the Director to attend professional association conferences or training sessions as selected by the Director and to pay the travel expenses of the Director pursuant

to CTAC's travel policy, and Section 112.061, Fla. Stat. Such expenditures are based upon budget approval by CTAC and shall be reported to the CTAC.

Section 10. Outside Activities. The Director agrees to devote all the Director's full working time to the performance of the responsibilities and duties under this Agreement and agrees not to engage in other paid employment without the prior consent of CTAC. This provision shall not include occasional teaching, writing, or consulting during the Director's time off. The Director shall disclose to CTAC the terms of such teaching, writing, and consulting engagements.

Section 11. Performance Evaluation. CTAC shall review and evaluate the performance of the Director at least once each year beginning on or near the anniversary of her hire in 2023.. At such time the CTAC may increase base salary and/or other benefits of the Director in such amounts and to such extent as it may determine that it is desirable to do so, considering the performance by the Director.

Section 12. Suspension. CTAC may suspend the Director with full pay and benefits at any time during the term of employment in accordance with the policies of the CTAC.

Section 13. Bonding. CTAC shall bear the full cost of any fidelity or other bonds required of the Director under any law or ordinance.

Section 14. Liability Insurance. CTAC shall provide for and maintain at its expense comprehensive liability insurance, including public officials employment liability insurance, covering the acts or omissions of the Director pursuant to this Agreement. Insurance coverage through CTAC's participation in a self-insurance fund program fulfills the requirements of this paragraph.

Section 15. Indemnification. If allowed by law, CTAC, subject to approval in a public meeting defend, hold harmless and indemnify the Director against any tort, professional liability

claim or demand or other legal action, whether groundless or otherwise, arising out of an alleged act or omission occurring within the course and scope of the performance of the duties as Director. CTAC will settle or litigate any such claim or suit and pay the amount of any settlement or judgment rendered thereon. Said indemnification shall extend beyond termination of employment, to provide full and complete protection to the Director, by CTAC as described herein, for any acts undertaken or committed in the performance of the duties as Executive Director, regardless of whether the notice or filing of a lawsuit for such tort, claim, demand, ethics complaint or other legal action occurs during or following Marsha Kiner's employment with the Trust. The protections of this paragraph regarding indemnification do not extend to those situations where there has been a finding of criminal activity, actions taken in bad faith or violations of civil rights in cases where CTAC would not otherwise be liable.


Section 16. Entire Agreement. The text of this document shall constitute the entire Agreement between the Parties, except as may be amended in writing by the parties hereto. All provisions contained in this Agreement are subject to and conditioned upon compliance with general laws, special laws of the State of Florida, and local ordinances. Such laws shall take precedence over any part or portion of this Agreement.

Section 17. Non-assignment. The duties required to be performed hereunder by the Director, and all rights and obligations under this Agreement in favor of the Director, are personal and are not assignable.

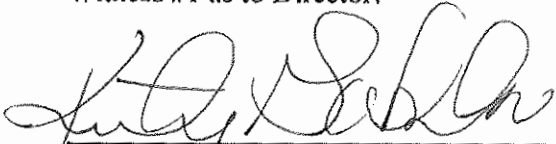
Section 18. Severability. If any provision, or any portion thereof, contained in this Agreement is held to be unconstitutional, invalid, or unenforceable, the remainder of this Agreement or portion thereof shall be deemed severable, shall not be affected, and shall remain in full force and effect.

DIRECTOR:

Signed this 10th day of August, 2022

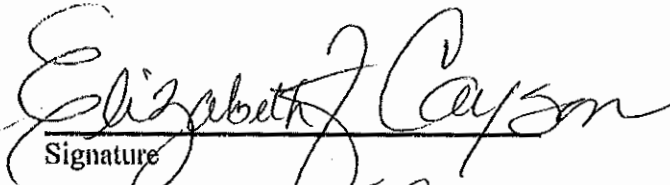
By: 
Marsha Kiner

Witness #1 as to Director:


Signature

Kristy Bordwine
Print Name

Witness #2 as to Director:


Signature

Elizabeth F. Cayson
Print Name




Section 19. Amendment. This Agreement shall not be amended except in writing and executed by both parties hereto.

IN WITNESS WHEREOF, the parties have caused this Executive Director Employment Agreement to be executed for the uses and purposes therein expressed on the day and year first above written.

CTAC:

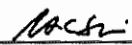
CHILDREN'S TRUST OF ALACHUA COUNTY

By: 
Margarita Labarta, Chair

ATTEST:

Lee Pinkoson
Lee Pinkoson (Aug 10, 2022 09:45 EDT)
Lee Pinkoson, Treasurer

APPROVED AS TO FORM


Bob Swain (Aug 10, 2022 09:29 EDT)
CTAC Attorney

(SEAL)

(signatures continued on next page)

