



September 16, 2024

I am excited to provide you with the Executive Director Self-Assessment for my second year at the helm of the Children's Trust of Alachua County. I am proud of what we've accomplished as we make meaningful progress toward ensuring all children in Alachua County reach their fullest potential.

A few highlights from this year include:

- Expanded CTAC reach to more families through funding two additional Community Resource Centers:
 - Willie Mae Stokes Community Center, Micanopy
 - One Health and Wellness Community Resource Center, East Gainesville (reestablishing a Center where one had closed).
- Expanded the Community Resource Navigation Program through Partnership for Strong Families by funding an additional site where families can be served in the Porters Community and ensuring services are expanded in Hawthorne.
- CTAC held its first Financial Town Hall and its first Afterschool Convening for providers increasing our communication, the provider network, and training opportunities for those we fund.
- CTAC partnered with the Center for Nonprofit Excellence to host its first Grants Conference for nonprofit leaders at no cost to participants, expanding the knowledge and building capacity for our providers and the community.
- CTAC moved into its new headquarters after leasing for four years and secured Guardian Ad Litem as a tenant.
- CTAC's new Information Management System, SAMIS, established a secure and mutually accountable programmatic and financial processing system.

I would be remiss if I did not thank the Trust staff for their dedication and hard work. I remain immensely grateful to work with them daily. Without them, we would not be able to share the impact that the Trust is having on our community. Thank you, Kristy Goldwire, Scott Sumner, Elizabeth Cayson, Bonnie Wagner, Kirsten Rabin, Nicole Odom, Ashley Morgan-Daniel, Mia Jones, Demetrika Tyson, Belita James, Max De Zutter, Tara Major, Thomas Hill, Amalie Bethune, and Jeannine Seider.

As we close out this fiscal year, I am confident the momentum we've built around our strategic goals will carry us into greater achievements in the upcoming year.

Sincerely,

Marsha Kiner

Marsha Kiner, MS, CAE
Executive Director
Children's Trust of Alachua County

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Executive Director

CHILDREN'S TRUST
OF ALACHUA COUNTY



CHILDREN'S TRUST
OF ALACHUA COUNTY

Marsha Kiner

Executive Director Self-Evaluation FY 2023 – 2024



Business & Leadership Institute for Early Learning Graduates, June 2024

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. Collaborate with the Board to develop a Strategic Plan and update as appropriate.



Greater Gainesville Chamber Community Update

a. The Board approved the new Strategic Plan to be phased in over three years, 2023 – 2026. This roadmap now guides and informs our funding priorities as we make funding investments in programming/services, system building/convening, and system refining on behalf of children, youth, and families.

- **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, libraries, the DJJ, the River Phoenix Center, and a youth advisory board, etc., including a focus on gun violence to see community-level improvement.
- **Funding Focus: Community Capacity Building:** CTAC will commit 5% of its funding

to capacity building. This investment supports growing the collective and individual capacity of organizations and residents.

- b. With funding investments and commitments already in existence, CTAC staff began the development of an implementation plan timeline. Bridge funding for providers with contracts ending in September 2023 was allocated through March 2024.

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

- In FY 23-24, CTAC began implementing its new Strategic Initiatives. Staff developed an implementation plan and timeline for the new initiatives and shared it with the Board. In October 2023, staff provided a Funding Timeline and Implementation Plan summary for the year.

- [Implementation Plan 2023-2024](#)

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

- a. For each new initiative and each renewed funding opportunity, CTAC held input sessions with providers and community stakeholders. This information was synthesized and shared with the Board for input before the release of new funding opportunities.

- b. The Executive Director visited with community groups, non-profit leaders, civic leaders, state leaders, and a host of organizations large and small throughout the County to share the work of the Trust and to hear feedback. These groups and individuals shared ideas for needed programs for the community as well as their thoughts on planned Trust initiatives. Each week, the Board received an overview of the Executive Director's meetings/activities and any feedback received. Examples include: League of Cities Meetings, visits to/with city leaders in Waldo, High Springs, and Alachua.



Meeting with State Rep. Chuck Clemons in Tallahassee during Children's Week, Feb. 2024.

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 staff serve on the Children's Mental Health Committee which aims 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 collaborating with the Lastinger Center for Learning at the University of Florida on a needs assessment to help inform the Literacy Plan. CTAC is represented 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 Alachua County Opioid Taskforce Committee working to design a marketing plan for youth opioid prevention. The Executive Director serves as the Secretary on the Board of the statewide Florida Alliance for Children's Councils and Trusts (FACCT), and is a member of the Center for Nonprofit Excellence Advisory Council. The Executive Director

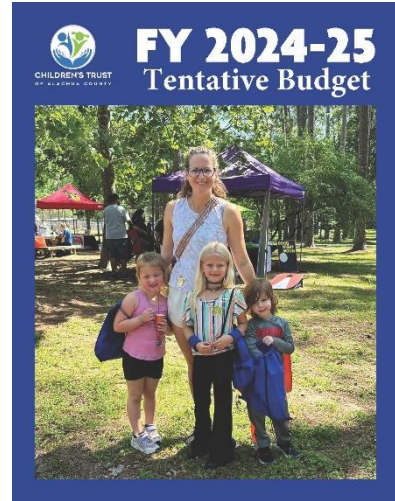
participated in and graduated from Leadership Gainesville Class 50 in June. CTAC staff also participated/served on: Florida Grade-Level Reading Advisory Committee, the National Collaborative for Infants and Toddlers, the Safety Net Collaborative, FIMR Community Review Team, Junior League of Gainesville, Gainesville Women’s Forum, Food Insecurity Advisory Group, Greater Gainesville Chamber, the High Springs Chamber, and the City of Alachua Education Taskforce, as well as others.

5. Develop benchmarks to track progress toward strategic goals.
 - a. The Board adopted the Strategic Plan and funding goals in August of last year. An implementation plan was presented in October, February, August, and updated in September for FY25. The Board received each update for review and input. For each funding initiative, staff presented an overview of the performance measures to be used for each new funding initiative with Board input. In April of 2025, a Board workshop will be held to review the Plan, its initiatives, and to determine if CTAC needs to modify its goals and performance measures.
 - b. In 2023, CTAC began implementation of Continuous Quality Improvement (CQI) with our providers to aid in achieving better outcomes. In collaboration with our providers, we developed a tool and process to review and reflect on provider’s fiscal, operations, population focus, service delivery, performance measures, and data quality. Each provider received a report summary with a program score card, feedback from CTAC staff, and their own reflections. There were lessons learned and opportunities to collaborate on areas needing improvement.
 - [CQI FY2023 - Provider Example Report & Tool](#)

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 2024. The Board approved the proposed budget and final budget in September 2024. CTAC is on track to successfully complete the Truth-In-Millage (TRIM) process in September.
 - b. Departmental meetings were held to review budget needs for the upcoming year and unmet needs from the last fiscal year. Staff then prepared a tentative budget for review by the Finance Committee for its feedback and input.
2. Preparation and oversight of budget model forecast for planning purposes.
 - a. Established a Finance Committee of Board Members to provide direction to staff on financial reporting to the Board, long-term and short-term financial planning for fund balance, investments, capital funds, innovation funding, and preparation of the proposed budget. The Committee met four times during the year.
 - b. In June, staff provided an overview of the unallocated funds and made recommendations for use, resulting in funding for the following initiatives:

- Doula Friendly Hospital Designation
- Postpartum Doula Supports
- ACCESS for Interviews, Community Listening Sessions, & Data Analysis (Assembling Community and Clinical Stakeholders to Empower and Strengthen Families)
- Maternal Child Health Initiative Consulting and Training Support
- ELC of Alachua County Childcare Tuition Assistance
- Alachua County Amplify
- 3DE - Junior Achievement Program at Eastside High School
- Youth Gun Violence Initiative (partnership with the City and County)
- AMI Kids Gainesville Program Support
- Teen Center at YMCA (Safe space and engagement for teens throughout the county).



3. Establishment of policies and procedures related to the evaluation of funding requests.
 - a. CTAC follows Section 6 of the established Board Policies and Procedures related to funding requests. Additionally, CTAC continues to review its procedures and processes after every funding opportunity closes. Staff debriefs on what worked well and what didn't. CTAC began requesting additional financial information from applicants to determine organizational health and sustainability of all providers.
 - In FY 2023/2024, all CTAC funded programs were able to request a 25% advance to aid in their initial programmatic costs (changed from years past where this option was only available for summer programming due to limited time of operation).

4. Oversight of programs and fiscal monitoring of funded programs.
 - a. All contracted programs have performance measures in their contract. These measures are designed with the requirements from the RFP and the collaborative efforts with the provider to ensure reasonableness in desired outcomes for the year. The Board receives a summary overview of all programs by category annually with a performance measures review.
 - [Afterschool Summary Report FY 2024](#)
 - b. CTAC continued utilizing Continuous Quality Improvement plans to aid review and improvement of processes, service delivery, and outcomes.
 - c. CTAC provided monthly budget review for Board Meetings including a notes page to ensure the Board understands fiscal issues providers may have throughout the year.
 - d. CTAC revised the Provider Handbook, now called Provider Guidelines. The Guidelines elevate accountability for both providers and CTAC.
 - e. Hosted a Finance Townhall by Zoom with providers to review the new Guidelines, answer their questions, and prepare them for FY 2025 budget development.
 - f. In FY 23-24, CTAC began utilizing its new Information Management System, SAMIS, with all

providers. Staff developed guides, videos, and scheduled group and individual trainings with providers on the new system which streamlines both fiscal and programmatic reporting and adds additional accountability for both CTAC and the provider.

- Created a SAMIS status report that allows monitoring of all provider contracts, establishing a mutually accountable approach to managing timely invoice submission and invoice processing.
 - Created provider-specific SAMIS reports to identify gaps in invoice submissions, rejections, and approvals. These reports facilitate discussions with providers with a focus on data.
- g. Improved invoice processing through problem-solving with the finance team, initiating direct provider contact via phone, email, and Zoom meetings, and establishing reasonable tests for invoice requests.
- h. Improved the finance team’s invoice queue performance, remaining current on submitted invoices from the prior work week since Summer 2024.
- i. Made substantial progress on addressing issues identified in the FY 2023 Audit. “Turned on” several configuration components of New World that facilitate efficient financial operations.
- j. Initiated an Internal Controls and Fiscal Infrastructure Assessment with BDO USA, Inc. to ensure CTAC has the highest standards for financial processes, procedures, team roles and training, and month-end close procedures.
- k. Created a game plan to process a two-fold increase in provider invoices due to submission delays, review FY 2025 provider budgets, and integrate the BDO Assessment – all during the last quarter of the fiscal year.

OPERATION MANAGEMENT

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



United Way's Women's Holiday Luncheon

a. SAMIS trainings for providers were implemented for groups and individuals. Additional one-on-one sessions were held with those providers who needed it. CTAC also traveled to providers to provide trainings resulting in multiple sessions (4 or 5) for some providers.

b. The Executive Director held individual listening sessions and met with numerous providers, potential providers, and others to hear their questions, listen to their concerns, and provide updates on the work of the CTAC.

c. 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.

- d. CTAC distributed a provider newsletter every other month with updates, resources, tips, and it included recognition of various CTAC providers.
 - e. CTAC contracted with Language Line for on-demand access to over-the-phone interpretations and direct response for all providers to ensure translation access for all families to CTAC-funded programs. All providers were trained, and utilization audits were conducted to ensure adequate training and usage.
2. Establish work environment that fosters a productive work culture.
- a. The Executive Director held quarterly check-ins with all staff to hear their feedback, issues of concern, and position updates.
 - b. The Executive Director has an open-door policy for all staff, including encouraging staff to add themselves to her calendar for meetings.
 - c. The full CTAC staff meets every other week to share departmental updates, organizational updates, and discuss any issues of concern. Additionally, professional development was included by presenters who spoke on resources in the community that could aid providers/partners or staff.
 - d. CTAC held a staff retreat in February (Part 1) and received DISC Training, followed by Part 2 in March. The purpose was to aid in fostering a new workplace culture by promoting better communication among the staff and externally. The training helped staff learn their personal communications styles, better understand the styles of others, and learn how to more effectively communicate and work together during stressful circumstances.
 - e. Required CTAC staff to utilize LinkedIn Learning to increase their skills and knowledge. All were required to complete five training courses and encouraged to use the service for additional professional development opportunities. One staff member shared the list of 40 courses she completed over the year to learn more about an area of interest she'd like to pursue. Thus, opening the door for a discussion on career development and opportunities for promotion.
 - f. CTAC staff celebrated birthdays of team members and special events with group lunches 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.
 - h. CTAC moved from leased space after four years into a new property with diminished interruption of service to providers. Within two weeks of the move, we were back to normal business operations.
3. Prioritize a dynamic workload.
- a. The Executive Director hired a new Chief Financial Officer, promoted the Director of Program



CTAC Holiday Luncheon

Operations to Chief Operating Officer, and created a new position, Data Support Specialist, to oversee SAMIS. CTAC hired two of its temporary employees as full-time Budget Specialists and hired another as a Program Specialist. This reorganization was needed to ensure a more efficient fiscal department and provided CTAC with the capacity to oversee the addition of more programs and providers. We also brought on two interns to assist the communications staff and the research and evaluation staff.

b. The Executive Director met with the Chief Operating Officer weekly to receive programmatic updates. Additionally, the leadership team (Chief Financial Officer, Chief Operating Officer, and the Executive Director) met weekly to share updates, discuss issues, and to plan for upcoming Board meetings.

c. CTAC reached out to fellow CSCs & Trusts for guidance, recommendations, and information when needed. CTAC participates in FACCT Affinity Groups based on work areas to share best practices and gain insights.



CTAC staff at FACCT conference

4. Develop and provide oversight to such organizational plans and procedures as necessary for effective operations.

a. Executive Director met bimonthly with the James Moore HR consultant to discuss any emergent HR needs and ensure adequate resources were provided for CTAC staff. Consultant met both in-person and virtually with staff when needed and during the HR Open Enrollment to answer questions and provide updates.

b. CTAC department heads (Chief Financial Officer, Chief Operating Officer, the Finance Manager, & Executive Director) met with the Krizner Group for annual supervisor training and review. Krizner will provide an audit of policies and provide any policy recommendations.

c. Maintained and annually updated the Employee Handbook.

- Updated the Employee Handbook and Policies: 2.65 Internal Promotions Policy; 2.70 Supplemental Employment; 3.09 & 3.10 Workweek & Work Hours; 4.65 Responsibilities While On Workers' Compensation Leave; 5.85 Job Abandonment; 6.10 C. Remote-based Sexual Harassment; 7.20 Accommodations Policy; 7.45 Workplace Surveillance and Monitoring; 8.10 Pay Periods; 8.50 Overtime; 8.80 Benefits; 8.90 Benefits Continuation During Unpaid Leave of Absence; and 9.20 Communication and Computer Systems Security and Usage.

5. Manage and direct the activities of staff to ensure programs are properly executed and the CTAC's priority objectives are achieved.

a. CTAC has a strong team of leaders. The leadership team prioritizes and plans for CTAC's initiatives, programs, and activities. They collaborate on timelines, the established workflow, and determine team leads for each project/initiative.

b. Hired additional CTAC staff to ensure continuity of service for expanded programs and services. [CTAC Organizational Chart](#)

c. Both the Fiscal and Programs Departments meet every other week to share updates and receive feedback and prioritize their activities. Both have established workflows for projects.

- d. The SAMIS implementation aided in ensuring a secure programmatic and fiscal platform for staff and providers.
 - e. Initiated new components to the RFP process this year for in-person presentations and pre-recorded videos. Finalists for the Youth Health RFP presented in-person to the review committee. Additionally, applicants for the Enrichment RFP submitted videos on their proposed programs. Both new additions to the RFP process helped to provide more context about the programs CTAC will potentially fund, and aid in the determination of funding selection by reviewers and recommendations by CTAC staff.
 - Recruited volunteer reviewers for all CTAC funding opportunities with a focus on subject matter experts.
 - f. Led and ensured the effective management of the Council in meeting the statutory functions relevant to CTAC.
 - g. Provided the Board with Sunshine and Public Records Law Training.
 - h. The Executive Director works closely with the CTAC attorney to ensure statutory requirements are met.
 - i. The Executive Director attends weekly FACCT ED meetings to stay abreast of statutory mandates, new and proposed legislation, and other matters that may impact CTAC.
6. Participate and oversee emergency planning and responses to emergency situations when required to do so.
- a. Ensured the adherence to Policy 3.20 Emergency Closure for emergency situations.
 - b. Follows and stays abreast of all emergency news through the Alachua County Emergency Management Group.
 - c. 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.
 - Distributed the Report to stakeholders, partners, and others throughout the community.
 - b. CTAC newsletter and social media platforms (Facebook, Twitter, Instagram, and LinkedIn) all provide mechanisms for communication of activities and initiatives.
 - CTAC distributes the Capitol Connections from FACCT during the legislative session.
 - CTAC published the annual Summer Programs Guide.
 - CTAC updated its Brochure to include more information about who we are and what we

do.

- CTAC provided signage to every Trust-funded program. Banners, window clings, and yard signs were provided. Now, every program funded by the Trust will be visible in the community.

- <https://www.facebook.com/reel/1675277226339611>

- 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.

- <https://www.facebook.com/reel/2807350059415583>

- d. Updated website to include requests for CTAC speaking opportunities and attendance at community events.

- e. CTAC partnered with WUFT on its Fanfare & Fireworks event for the first PBS Kids Zone in recognition of the 4th of July. CTAC radio spots ran from February through June 2024. Two 30-second spots aired 32 times, and a digital ad ran on the WUFT website from March to May 2024 with over 76,967 impressions.

- f. Hired new a Communications Manager and brought on a communications intern to aid in ensuring CTAC's messages and brand awareness are expanded and timely.

- 2. Develop and foster effective, and collaborative, external working relationships with community stakeholders within the community to address key strategic issues facing the community.



Alachua County Legislative Delegation Hearing

- a. The Executive Director has been able to cultivate relationships with other leaders in the community. She is a member of the Early Learning Coalition of Alachua County Board of Directors and served on the hiring committee for the ELC's new Executive Director.

- b. Serves as a member of the Center for Nonprofit Excellence Advisory Council and the Community Foundation Equity Task Force.

- c. CTAC participates on the Gainesville Housing Authority Choice Neighborhoods Grant Committee.

- d. CTAC belongs to the Safety Net Collaborative, participates with GINI, and has a strong relationship with the Greater Gainesville Chamber of Commerce.

- e. CTAC hosted the 5th Avenue Neighborhood Association meetings monthly until we moved into our new property. However, CTAC remains a member of the Association and attends its monthly meetings.

- f. CTAC is a member and funder of the Gun Violence Prevention Alliance, comprised of Alachua County, the City of Gainesville, Santa Fe College, and several other community stakeholders.

- g. CTAC recently joined the Housing First for Children Collaborative which focuses on literacy gaps of vulnerably housed children.

3. Build and foster effective relations among a diverse array of individuals.

- a. Successful at building and fostering effective relations with an array of individuals throughout the county.

- Met with key funders including the 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, Sheriff’s Office, GPD, Black on Black Crime Taskforce, State Attorney’s Office, Bishop Chris Stokes, Pastor Gerard Duncan, Gainesville 4ALL, all the local county municipalities, Santa Fe College, UF Lastinger Center, and Greater Gainesville Chamber of Commerce.
- Met with many CTAC-contracted agencies, including but not limited to: ACES in Motion, Willie Mae Stokes Community Center, One Community Health & Wellness Resource Center, Partnership for Strong Families, Goodwill Industries, PEAK Literacy, Akwaaba Freedom School, Deeper Purpose, Healthy Start, City of Alachua, YMCA, and CHS Community Partnership School.



City of Alachua Youth Council

4. Representation of the CTAC to the community.



CTAC at UF Homecoming Parade

- a. CTAC participated in the UF Homecoming Parade in October 2023.
- b. The Executive Director was interviewed for various news stories and articles (see attached links).
- c. The Executive Director served as a speaker for several local organizations including: Newberry Concerned Citizens’ MLK Celebration, the Archer Cultural Progressive Organization, Goodwill Ready To Work Leadership Program, Downtown Rotary, Sunrise Rotary, Safety Net Collaborative, High Springs Chamber, City of Alachua, and the High Springs Women’s Club.
- d. The Executive Director presented at a workshop for Leadership Gainesville’s Class 50 to provide an overview of how CTAC is impacting the community, children, and their families.
- e. Published the Annual Report by December 31, 2023. [FY2023 Annual Report](#)
- f. CTAC newsletter and social media platforms (Facebook, Twitter, Instagram, and LinkedIn) all provide mechanisms for communication of activities and initiatives throughout the county.
 - [Read Across America Week](#)

g. CTAC sponsored nine Black History Month ads on 98.9 JAMZ in February. In April through June, CTAC had six unique 30-second radio spots play on Tu Fiesta Radio Station including daily CTAC shout-outs.

h. CTAC sponsored the Mainstreet Daily News Citizens of the Month from December through June. We also placed a half page ad in the Alachua County Football Preview issue in August.



Rep. Yvonne Hayes Hinson during Children's Week.

i. Representation of the CTAC at various local and state events addressing issues related to the interests and mission of the CTAC.

j. CTAC attendance at FACCT Conference in December.

k. CTAC attendance at Children's Week events in Tallahassee in February including meeting with our delegation at the Capitol. CTAC met with Senator Keith Perry, Representative Chuck Clemons, and Representative Yvonne Hayes Hinson.

l. CTAC sponsored the Gun Violence Prevention Forum in August in collaboration with the City of Gainesville, Santa Fe College, Alachua County Sheriff's Office, Alachua County Teen Court, the State Attorney's Office, Alachua County Public Schools, and others.

m. CTAC hosted the Lights On Afterschool Event in October at Camp Kulaqua in collaboration with Deeper Purpose Kids Academy.

n. The Community Conversation on the Business of Childcare Convening hosted by CTAC with invited faith-based leaders, early childhood business owners, the Greater Gainesville Chamber, the Early Learning Coalition of Alachua County, and other community stakeholders.



Florida Alliance of Children's Service Councils & Trusts Board of Directors

o. CTAC partnered with WUFT on its Fanfares & Fireworks to host the first Kids Zone at the event in recognition of the 4th of July. Participated in the National Day of Prayer event at Upper Room Ministries.

p. Participated in the Juneteenth Breakfast celebration at Cotton Club Museum.

q. CTAC participated in the 5th Avenue Arts Festival.

r. Participated in the GNV FACE I Meet & Greet event.

s. Sponsored and participated in the PAVE Stop the Violence Backpack & Back to School Event.

5. 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 during Children's Week events in Tallahassee.

- c. Met with Representative Yvonne Hayes-Hinson during Children’s Week events in Tallahassee.
 - d. Met with Representative Chuck Clemons in Tallahassee during Children’s Week.
 - e. Attended the statewide Faith and Community Zoom Call with Lt. Governor Jeanette Nunez.
 - f. Facilitated the joint meeting with the City of Gainesville and the CTAC Board.
 - g. Met with Congresswoman Kat Cammack in district to discuss early learning initiatives.
 - h. CTAC joint meeting with the County Commission in May.
 - i. Attended the Alachua County Delegation Post Legislative Session Meeting in March.
 - j. Attended the High Springs City Commission Meeting and met with Commissioner Andrew Miller to discuss CTAC programs to benefit community needs.
 - k. CTAC facilitated meetings for the Alachua County Opioid Task Force.
6. Communicate the CTAC's positions to providers and the community.
- a. CTAC Newsletter, Provider Newsletter, and social media platforms (Facebook, Twitter, Instagram, and LinkedIn) all provide mechanisms for communication of activities and initiatives throughout the county.
 - b. The Executive Director presented at a workshop for Leadership Gainesville’s Class 50 to provide an overview of how CTAC is impacting the community, children, and their families.
 - c. Meetings with community leaders and nonprofits to share CTAC Strategic Plan, initiatives, funding opportunities, and updates. A few meetings with the Executive Director included: Balance 180, Gainesville Fire Rescue Community Resource Paramedicine Program, Kiwanis Club, City of Alachua Education Taskforce, Santa Fe College Charrette, Black on Black Crime Taskforce, as well as meetings with One Community Health & Wellness, Aces In Motion, Willie Mae Stokes Community Center, and the City of Waldo.
 - d. See [In the News](#) Section below for press releases on new initiatives and funding opportunities.



Speaking at the MLK Banquet in January

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 provide opportunity for feedback on CTAC and Executive Director responsibilities.
 - b. Provided weekly and/or bimonthly updates highlighting Executive Director's meetings and the work of the Trust. Provided highlights of initiatives and areas of focus between Board meetings.
 - c. 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. Additionally, shared needed operational issues with Finance Committee when fiscal impact was determined.
 - b. Shared updates from FACCT where appropriate.
 - c. Provided updates on internal operations to the Board via Executive Director Updates and the more formal ED Report provided in the Board packet.
 4. Preparation and oversight of agendas and supporting materials for Board Meetings.
 - a. Met monthly with Board Chair to develop agenda.
 - b. Facilitated joint meetings with City of Gainesville, Board of County Commissioners, and the Alachua County Public Schools.
 - Provided mechanism for Board input on agendas for the Joint Meetings.
 - c. Ensured meeting materials were provided to the Board in advance and reduced the number of handouts during the meetings.
 - d. Implemented Board Workshops for all new funding initiatives.
 - e. Ensure Board members receive agenda packet according to their preference.
 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 in the For Your Information section, and limited handouts distributed at meetings per Board request.

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. Added technology support to ensure Chair can view other Board members who may be on Zoom during meetings.

STRATEGIC LEADERSHIP

1. Assists the Trust Board in defining the organization's vision, mission, strategic direction, and policies.
 - a. Continue to listen to the Board, providers, partners, and community stakeholders to ensure CTAC is in alignment with its vision, mission, strategic direction, and policies which govern it.
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 follows the guiding principles and values of the CTAC and ensures they inform all work of the organization in partnership with the Board of Directors.
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. CTAC Listening Tour recommendations included regularly listening to stakeholders. For every new funding opportunity, CTAC provides listening sessions/workshop to hear from stakeholders, parents, providers, and others.
 - b. CTAC held convenings with providers to receive feedback, provide a network for best practices and support, and to ensure all received necessary trainings and information.
4. CTAC held end of program/contract sessions with providers to receive feedback and encourage future partnerships and collaborations. 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 Chief Financial Officer joined the staff in late April and immediately began working on elevating CTAC's responses to issues, opportunities, and challenges. Meeting with the Finance Committee to share strategies and priorities with the highest standards of financial processes and procedures.
 - b. Staff communicated with the Property Appraiser's Office to receive a forecast of property values for FY25 to inform TRIM and discussions on Fund Balance utilization.
 - c. Executive Director facilitated the lease extension on old property for six months while



Afterschool Convening for Providers

preparing to move to the new property in January.

- d. Executive Director secured a tenant (Guardian Ad Litem - GAL) for rental space to help offset property costs. CTAC's Chief Financial Officer designed a timeline for CTAC office space use assignments, GAL's move-in, and will manage CTAC's renovation project.

IN THE NEWS



TeensWork Alachua Fall Leadership Program Graduates

November 2023

- [Provider Newsletter](#)
- News alert: [New Survey for Alachua Families and Caregivers](#)

December 2023

- Sponsorship of Mainstreet Daily News' [Citizens of the Month](#) program from December through June, for ACPS fifth-grade students. This includes a quarter page ad in the last print issue of each month.

January 2024

- [Provider Newsletter](#)
- [TeensWork Alachua seeks local businesses, students for summer employment program](#) | Gainesville Sun, Jan. 23, 2024

March 2024

- [Provider Newsletter](#)
- Press Release: [Attend a virtual input session about Comprehensive Healthcare in Alachua County](#)
- Press Release: [Blue Pinwheels are April's Yard Decor](#)

April 2024

- [Children's Trust in Alachua County plants pinwheel garden for Child Abuse Prevention Month](#) - WCJB TV20, April 5
- [Summer youth employment program looking for business partners](#) - WCJB TV20, April 12
- [Children's Trust of Alachua County signifies Child Abuse Prevention month](#) - The Independent Florida Alligator, April 8
- Press Release: [Trust opens funding opportunity to address healthcare barriers for Alachua County families](#)

May 2024

- [Provider Newsletter](#)
- [Longtime Peaceful Paths CEO leaves for new nonprofit position](#) - TV20, 05/29/24
- [24 students earn Citizen of the Year honors](#) - Mainstreet Daily News, 05/22/24
- [Children's Trust allocates \\$250K for gun violence](#) - Mainstreet Daily News, 05/07/24
 - And [another story from TV20](#)
- Press Release: [Teens Work Alachua Fall Leadership program participants honored at May board meeting](#)
- Launch of [Tidbits](#), a revamped external newsletter.

June 2024

- Marsha Kiner on WUFT's ["Tell Me About It"](#), June 24
- Press Release: [BLI Recognition Ceremony held June 8](#)
- [Tidbits external newsletter](#)

July 2024

- [Provider Newsletter](#)
- [Children's Trust funded summer reading camp wins award](#), July 18
 - Also in [Mainstreet Daily News](#), July 18
- [One Community Family Resource Center holds launch event for new building](#), The Independent Florida Alligator, July 22, 2024
- Press Release: [Flourish Alachua program to increase trustworthy postpartum support options for moms, babies](#)

August 2024

- [Children's Trust grant supports new 3DE by Junior Achievement program at Eastside High School](#), Alachua Chronicle, Aug. 14, 2024
- [Children's Trust approves gun violence funding rollover](#), Mainstreet Daily News, Aug. 13, 2024
- [Alachua's Recreation & Culture Department Celebrates Successful Summer](#), Alachua County Today, Aug. 12, 2024
- Press Release: [Afterschool providers share advice, feedback at first-ever Convening](#)
- Press Release: [Trust introduces Goldwire, Sumner as COO, CFO](#)
- [Tidbits external newsletter](#)

September 2024

- Press Release: [Expanding access through language service](#)

AT A GLANCE

