

MARSHA KINER, EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

Review Period: October 1, 2025 – September 30, 2026

PLANNING			
PERFORMANCE CRITERIA	Meets Expectations	Above Expectations	Exceptional
The Executive Director effectively works with the Board to develop a Strategic Plan, directs activities based on the strategic plan, ensures community involvement in the planning process, works with other local planning bodies to ensure coordination and consistency of efforts, and develops benchmarks to track progress toward strategic goals.	11% (1)	33% (3)	56% (5)

Weighted Average: 4.44 / 5.00

BOARD MEMBER COMMENTS:

- The updated Strategic Plan was developed effectively through workshops, consultant engagement, and collaboration with the Board and staff.
- ED Kiner was diligent in including Board input and incorporating feedback to continually improve the plan.
- Board members noted her hands-on, knowledgeable, informative, and collaborative approach throughout the planning process.
- One area identified for continued focus is establishing clear, measurable benchmarks to track progress toward strategic goals and strengthen Board accountability.
- Her ability to keep important long-term work moving, even when urgent community issues arise, was specifically recognized.

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FINANCIAL AND PROGRAM MANAGEMENT			
PERFORMANCE CRITERIA	Meets Expectations	Above Expectations	Exceptional
The Executive Director effectively prepares, manages, and oversees the annual budget and funding recommendations for Board approval, as well as the model forecast for planning purposes. Establishes policies and procedures to evaluate funding requests and oversees program and fiscal monitoring of funded programs.	-	78% (7)	22% (2)

Weighted Average: 4.22 / 5.00

BOARD MEMBER COMMENTS:
• Board members recognized improved budgeting, financial oversight, and a stronger understanding of funding constraints and needs during the year. • The ED worked closely with the CFO and contracts/program team to plan effectively and implement decisions in the best interests of the community. • Independent audits, monthly financial reporting, and mid-year reviews were cited as evidence of sound financial oversight. • The detailed review of current providers using consistent criteria was viewed as important as CTAC shifts toward its updated strategic priorities. • The new permanent CFO has strengthened the organization's financial path and partnership with the Board on financial accountability. • A continued opportunity is to develop alternative fiscal scenarios and further strengthen oversight of provider reporting, performance, and funding alignment.

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OPERATIONS MANAGEMENT			
PERFORMANCE CRITERIA	Meets Expectations	Above Expectations	Exceptional
The Executive Director fosters high levels of customer service, a work environment that fosters a productive work culture, and prioritizes a dynamic workload. Develops and provides oversight to organizational plans and procedures, manages the activities of staff to ensure proper execution of programs, leads and ensures effective management of Council meetings, and participates in and oversees emergency planning and response to emergency situations when required.	-	56% (5)	44% (4)

Weighted Average: 4.44 / 5.00

BOARD MEMBER COMMENTS:

- Board members identified operational management as a significant strength.
- ED Kiner is highly involved in day-to-day operations and was described as organized, proactive, and highly motivated.
- She works across departments to ensure CTAC operates with integrity and serves Alachua County effectively.
- Her direct involvement, follow-up, and personal outreach help maintain clarity and ensure issues receive appropriate attention.
- She has worked diligently to build a cohesive team and strengthen internal relationships so employees work together effectively for providers and the community.
- Provider surveys, feedback, collaborative meetings, staff check-ins, retreats, staff meetings, and recognition programs were noted as supporting accountability and a productive organizational culture.

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PERFORMANCE EVALUATION

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COMMUNITY RELATIONS AND ADVOCACY			
PERFORMANCE CRITERIA	Meets Expectations	Above Expectations	Exceptional
The Executive Director establishes and oversees mechanisms to communicate CTAC activities to the community, develops and fosters an effective and collaborative working relationship with community stakeholders, and represents CTAC in the community and local and state events. Works with local legislative delegation and elected officials to advance the interests of children and families and communicates CTAC's positions to providers in the community.	-	33% (3)	67% (6)

Weighted Average: 4.67 / 5.00

BOARD MEMBER COMMENTS:

- Board members consistently identified community relations and advocacy as a major strength.
- ED Kiner was described as highly visible, knowledgeable about community developments, and proactive in keeping the Board informed.
- Her consistent focus on the community remains a central priority, with CTAC's programs and mission actively promoted throughout Alachua County.
- She maintains relationships across sectors and works to ensure the Trust's goals address the needs of children countywide.
- Press releases, publications, presentations, and other initiatives have strengthened communication of CTAC's activities, goals, and mission.
- Board members noted that CTAC has increasingly served as an effective strategic convener in the community, particularly when emerging community issues require a coordinated response.

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BOARD RELATIONS			
PERFORMANCE CRITERIA	Meets Expectations	Above Expectations	Exceptional
The Executive Director provides directional leadership to the Board on all matters relating to CTAC. Develops and maintains a positive, open relationship and communication with the Board, ensures the Board is kept informed of relevant policy and operational issues, and prepares and oversees recommendations requested by the Board. Prepares and oversees agenda and supporting materials for Board meetings and assists Board Chair in matters relating to Board member participation at meetings.	11% (1)	33% (3)	56% (5)

Weighted Average: 4.44 / 5.00

BOARD MEMBER COMMENTS:

- Accessibility and responsiveness were repeatedly identified as valued strengths.
- Board members appreciate having the ability to discuss issues with the ED and receive guidance on matters that may require confidential or individual discussion.
- Board materials were described as thorough, organized, timely, and helpful in preparing members for meaningful meetings.
- Marsha proactively communicates when matters require disclosure or attention before a Board meeting.
- Newer Board members noted that her openness, accessibility, and communication have helped them understand CTAC policies, operations, and Board processes.
- Despite the unique composition and varying participation levels of the CTAC Board, she consistently works to engage members and communicate effectively, including on challenging issues.

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STRATEGIC LEADERSHIP			
PERFORMANCE CRITERIA	Meets Expectations	Above Expectations	Exceptional
The Executive Director assists the Trust Board in defining CTAC's vision, mission, strategic direction, and policies and develops a comprehensive set of guiding principles and values on how to achieve CTAC's vision, mission, and goals. Sets the direction and focus of activity and oversees the development of a business plan that anticipates, assesses, and shapes responses to both short-term issues and long-term opportunities and challenges.	10% (1)	20% (2)	70% (6)

Weighted Average: 4.56 / 5.00

BOARD MEMBER COMMENTS:

- Board members described ED Kiner as a strong, self-motivated leader with a clear passion for the community and a drive for excellence.
- She effectively couples strategic leadership with inclusion of Board members, staff, and other stakeholders in the development process.
- Her work reflects an appropriate focus on CTAC's future, evolving community needs, organizational vision, strategic funding priorities, and organizational culture.
- Board members specifically recognized her ability to balance short-term opportunities and challenges with longer-term priorities.
- Her focus on “not letting the urgent get in the way of the important” was cited as evident in her daily prioritization.
- The Board expressed enthusiasm about implementing the new Strategic Plan and continuing to translate its priorities into organizational direction and action.

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STAFF MANAGEMENT AND SUPERVISION			
PERFORMANCE CRITERIA	Meets Expectations	Above Expectations	Exceptional
The Executive Director demonstrates strong leadership and administrative capability in managing the organization's human resources. This includes overseeing the full employee lifecycle – from recruitment and onboarding to performance oversight and, when necessary, separation – ensuring all actions align with CTAC's mission, values, and strategic goals.	-	50% (5)	50% (4)

Weighted Average: 4.44 / 5.00

BOARD MEMBER COMMENTS:

- Board members noted that talented staff have been added during the year, reflecting positively on CTAC's ability to attract strong candidates.
- The existing staff were described as professional, knowledgeable, helpful, responsible, and strongly aligned with CTAC's mission.
- ED Kiner leads by example and provides administrative oversight while fostering accountability and a productive organizational culture.
- She prioritizes strong relationships with staff and gives senior leaders opportunities to develop and contribute.
- Board feedback characterized her approach to HR matters as direct, thoughtful, and focused on practical solutions for both employees and the organization.
- Overall comments reflected confidence in the quality of the team being built and the culture being established under her leadership.

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OVERALL EVALUATION AND GOALS/OUTCOMES FOR 2026-2027

Overall Board Assessment All nine respondents rated the Executive Director at least Meets Expectations in every category, and 35 of 63 category ratings were Exceptional.

4.49 / 5.00

OVERALL BOARD COMMENTS

- Board members expressed strong appreciation for ED Kiner's diligence, commitment, community focus, and leadership.
- The feedback consistently describes her as dedicated, collaborative, accessible, highly engaged, mission-focused, strategic, hardworking, and effective.
- Board members noted that CTAC has grown and increased its effectiveness under her leadership and expressed confidence in the organization's direction.
- One long-serving Board member highlighted her exceptional commitment to self-reflection and continuous improvement, including the depth of her annual self-evaluation.
- Board members also emphasized the importance of supporting the ED and helping newer Board members understand how they can contribute to CTAC's continued growth.

GOALS/OUTCOMES FOR 2026-2027

- Strengthen measurable benchmarks and reporting for the Strategic Plan so the Board can regularly monitor progress and accountability.
- Revise Executive Director reports to align updates and accomplishments with the goals and priorities of the new Strategic Plan, rather than focusing primarily on a listing of appointments and activities.
- Develop financial contingency scenarios reflecting different potential funding outcomes and continue aligning resources with strategic priorities.
- Continue strengthening provider and program oversight, including reporting compliance, performance monitoring, and funding alignment.
- Further develop and document standard operating procedures as CTAC continues its organizational growth and lifecycle work.
- Continue Board development and engagement, particularly helping new Board members understand their roles and opportunities to support CTAC.
- Develop and updated standard operating procedures (SOPs) to clearly document workflows, strengthen operational consistency, and ensure continuity of operations during staff transitions.

Marsha Kiner, Executive Director

Date

Mary Chance, Board Chair

Date