



CHILDREN'S TRUST REGULAR MEETING MINUTES

October 13, 2025, at 4:00 PM

CTAC, 4010 NW 25th Place, Gainesville, FL 32606

Call to Order - Chair Cornell called the meeting to order at 4:00 PM

Roll Call

Board Members Present: Ken Cornell - Board Chair, Cheryl Twombly – Board Vice Chair, Dr. Maggie Labarta – Board Treasurer, Tina Certain – Member, Mary Chance – Member, Lee Pinkoson – Member, Honorable Susanne Wilson Bullard - Member

Agenda Review, Revision, and Approval

Dr. Labarta moved for the approval of the agenda and consent agenda with one revision: the Gun Violence Initiative discussion was moved before the Chair's report. Member Chance seconded the motion, which passed unanimously.

Consent Agenda

Board Attendance YTD

9.8.2025 Regular Board Meeting Minutes

9.8.2025 First TRIM Hearing Minutes

9.22.2025 Regular Board Meeting Minutes

9.22.2025 Final TRIM Hearing Minutes

9.22.2025 Board Meeting Evaluation - Survey Results

FY 2025 Budget Report (August)

FY 2025 Checks and Expenditures Report (August)

FY 2025 Programmatic Awards and Expenditures Report (August)

FY 2025 4th Quarter Financial Report to the BoCC

Sponsorship Requests

No General Public Comments were made

Old Business

Gun Violence Initiative: City of Gainesville Response to Chair's Letter

Chair Cornell provided historical information on the Gun Violence Initiative and commended the work the City of Gainesville is doing. City Manager Cynthia Curry provided information on the strategic planning process for the gun violence initiative, Impact GNV and the violence



interrupters program. She was joined by Shawn Hillhouse – Fire Chief, City of Gainesville. CM Curry advised the Board that because this is a new program, it will take more time to gather and connect the data, but she believes it is important work.

Judge Wilson Bullard asked about the success rates of the program violence interrupters were modeled after and what training was provided. Brittany Coleman, Gun Violence Intervention Program Manager, explained that the City's program drew from "Choose Peace" programs in Chicago, Orlando and Miami. Coleman added that the Interrupters is a public health program that focuses on conflict mediation, community outreach and engagement.

Chair Cornell requested the city to bring back more data as it becomes available. Dr. Labarta commented that it is not uncommon to take the active ingredient in the programs that work as practice-based evidence and agreed it is too soon to measure. No public comment was made on this topic.

Chair's Report

The new Chief Financial Officer, Molly Greenwald, introduced herself to the Board.

Executive Director's Evaluation

Chair Cornell described the 360-degree evaluation of the Executive Director, Marsha Kiner, that was completed. Vice Chair Twombly noted ED Kiner's passion and positively remarked on her professionalism and work in the community. Member Chance commended the way ED Kiner facilitated the community conversation on childcare last week – her presence as a leader and convener was well done. Judge Wilson Bullard stated that ED Kiner has an innate ability to deal with complex issues diplomatically and kindly with integrity and grace. Member Pinkoson highlighted ED Kiner's grace, passion, diplomacy, and gentleness. Dr. Labarta acknowledged that the organization is running more smoothly now thanks to ED Kiner's leadership. Member Certain agreed on the comments shared through the Board. ED Kiner responded with appreciation for the comments and publicly thanked the team for completing the evaluation and providing their viewpoints as well.

Member Certain moved for the acceptance of the Executive Director's Evaluation with a 6% raise effective October 1, 2025. Dr. Labarta seconded the motion. Chair Cornell requested the motion be split into two parts. Member Pinkoson commented that the 6% is generous – and everyone deserves more.

Public Comments: Xaviera White, CEO of the Early Learning Coalition of Alachua County, shared that she has had the pleasure of working and learning from ED Kiner and recommended the Board approve an 8% increase. Bishop Chris Stokes, Willie Mae Stokes Center – voiced support for ED Kiner and her leadership and requested the motion be restated.

Board Comments: Member Certain reminded the Board of the fine line of spending public funds. Chair Cornell and Member Pinkoson agreed that the pay is warranted, but the timing is wrong.



The votes were separated and the **Board unanimously approved for the acceptance** of the ED evaluation. The **vote for a 6% raise was passed by majority**, with Chair Cornell dissenting.

Executive Director's Report

October 2025 Executive Director's Report

ED Kiner commended the Fiscal and Admin teams for successfully completing the TRIM process.

CTAC received one of its first awards - "New Outstanding Community Partner" award from the Education Foundation.

The newest Parenting Playbook magazine arrived today. It will be widely distributed throughout the county.

Lifecycles of Nonprofits books were distributed amongst the Board to continue their strategic planning work.

ED Kiner invited all to attend the upcoming Literacy Townhall Meeting. Member Certain reiterated the school district's role in literacy efforts and asked the Board to help promote attendance and participation.

There was **no New Business**

Presentations

After-school Program Results

Research, Planning, & Evaluation Coordinator, Bonnie Wagner, provided an overview on the demographics and outcomes of the CTAC-funded after-school programs. Average participating household income was \$43,321.00/year, with 66% of households sitting below the Federal Poverty threshold. An average of 170 program days were provided, exceeding the target. Youth participated an average of 103 days for a total of 74%. Enrichment content was provided to the middle and high school programs – attendance and participation statistics were also measured.

The Board reviewed the provided performance measures, noting that actual measures exceeded target measures in every category except for middle school enrichment attendance.

Member Certain asked if concessions are made for middle school providers due to the lateness of middle school dismissal not allowing much time for programming. Wagner responded that it is something that has recently been discussed with the providers and CTAC may look into this issue.

Member Pinkoson observed that the parents and children appear to think positively of what is being provided and asked what caused the decrease in participation. Wagner explained one of the providers had a significant decrease in enrollment and another had transportation issues. Wagner also advised that literacy, mathematics, and grade level statistics and requirements will



be provided now that the data sharing agreement with Alachua County Public Schools is in place. Member Pinkoson suggested ferreting out the difference in attendance numbers when students enroll after the program is already under way.

Chair Cornell expressed approval of the data on literacy and mathematics on page 193 but commented that he does not want to put this requirement on the after-school programs, although he appreciates having it involved. Chair Cornell also asked how staff are making the determinations on the nonprofit lifestyle designation given to the programs. ED Kiner reminded him that staff made its best guess based on what was known about the programs.

Dr. Labarta suggests CTAC supports the providers by guiding them through the self-assessment found in the middle of the book, which describes what an organization looks like at each phase of the lifecycle. Dr. Labarta also recommends helping organizations set aside funds for selfie and consulting time.

Public comments:

Bishop Chris Stokes from the Willie Mae Stokes Community Center thanked CTAC for their investment into their programs, especially in the rural communities. Micanopy is dependent on the school bus and sometimes students arrive at the center just in time to go home. Shared challenges of after-school programs and opportunities for program participants. Bishop Stokes would also like to know how they can get the lifecycles book. ED Kiner responded that all CTAC providers will receive the lifecycles book and CTAC will arrange for a facilitator to assist them.

Christi Arrington, Executive Director of Girls' Place, echoed Bishop Stokes' appreciative remarks and request for grace for after-school program directors. Arrington is excited to be more connected to the school district and thereby more impactful and aligned. Board members are invited to come by for a tour of the facility at any time.

Allysen Marks from Kids Count gave her sincere thanks to the Trust, Board, and other providers for all the work put in and stated it all comes together. Executive Directors do it all (serve snack, distribute behavior tickets, teach good touch/bad touch etc.). Marks also invited the Board to come for a tour.

Isabel Brazzel from Gainesville Circus Center – thanked CTAC for all the support and shared that the children are blossoming. Since the after-school convening in July, she feels more connectivity between programs, and they are starting to create an interconnected web among providers. GCC is excited for everyone to attend Lights on After-school. Brazzel asked Wagner about enrollment counts at the end of the year and the total number of students served where numbers that are higher may be due to higher turnover as opposed to programs with more retention.

Kristin Kozelsky Reed, PACE Center for Girls commented that their program serves teenaged participants and offers academics and social-emotional services, but they are not after-school. Everything they do is free to the participants. PACE would like to be considered for what they do.



Chair Cornell directed everyone to the statistics on page 186 of the meeting packet, which feature the exact students he wants to help. CTAC is at a place where those connections can be made to help make improvements and opportunities with children and their families.

General Public Comments

Christi Arrington gave kudos to their TWA summer intern, Essence Davis, who received the Scholar Athlete of the Week, and commented that many students on the Eastside volleyball team came through Girls Place.

Board Member Comments

Member Pinkoson asked that Judge Wilson Bullard continue to share any questions or concerns on the Gun Violence Initiative that she may see.

Judge responded by reiterating that she is seeing gun crimes on a weekly basis and to be careful to distinguish between possession and gun violence. There are a lot of guns in the hands of juveniles, which is an ongoing, continuing problem.

Member Chance stated that she sees a lot of meaningful connectivity – that after-school programs are on the brink of feeling more involved with their students and teachers. Providers connecting and collaborating rather than competing is great growth. The conversation on childcare brought the Chamber, Children's Movement and other partners together – kudos to staff and providers.

Member Certain suggested maybe the Trust should connect with Moms Demand Action to do work on safe gun storage. She emphasized that helping parents with childcare helps with safety and student attendance. Member Certain offered best wishes for the upcoming Lights on Afterschool event.

Judge Wilson Bullard commented on the importance of childcare. Some parents need their older child at home to help with younger children and older family members in the home.

Chair Cornell would like to move Board comments to after FYI section going forward.

For Your Information

Items were provided for informational purposes:

- Community Literacy Collaborative's Literacy Expert Gathering

- Strategic Plan Update

- Chair Cornell requested the Board review pages 220-222 of this section prior to the Strategic Planning workshop in November. ED Kiner stated an updated version will be released after the staff's session.

- City of Gainesville FY25 Year End Review

- Clarification on GPD Monthly Gun Related Statistics Handout



Next Meeting Dates

Special Meeting - Strategic Plan Workshop - Monday, November 10, 2025 @ 12:30 pm – 3:30 pm

Regular Board Meeting - Monday, November 10, 2025 @ 4:00 pm

Adjournment

CHAIR CORNELL adjourned the meeting at 5:58 pm

DRAFT



CHILDREN'S TRUST
OF ALACHUA COUNTY

CHILDREN'S TRUST REGULAR MEETING

10/13/2025 from 4pm-6pm

CTAC Office, 4010 NW 25th Place, Gainesville, FL 32606

Attendance List

Name	Organization	Email address	Contact number
Brandy Stone	Gainesville Fire Rescue - City of GNV	stonebl@ Gainesvillefl.gov	352 393 8566
Alyson Marks	Kids Count	allyson@ kidscountalachu.org	(772) 209-0411
Nick Anschultz	Mainstreet Daily News	NAnschultz@mainstreetdailynews.com	
Phil Karun	CDS	Philip.Karun@ castle.org	(352) 339-5743
Shawn Hillhouse	GFR	Hillhouse@cityofgainesville.org	352-494-3961
Bobby Coleman	GFR/Impact GNV	ccoleman@cityofgainesville.org	352-215-3547
Marka Meredith	Meetings	mmeredith@ goodwillnorthfl.org	912-614-4464
Alicia Frank	CAO	afranklin@ alachuacounty.org	—
Chris Stokes	WMSCE	Bishopstokes@ gmail.com	
Anthony Curry	City of Gville	curryc@gvlb.us	
Shandé Goode	Goodwill	sgoode@goodwillnorthfl.org	



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OF ALACHUA COUNTY

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Attendance List

Name	Organization	Email address	Contact number
Xavier White	ELL	Xavier White	_____
Mike Powell	City		352-393-8658
Caleb Young	city of gainesville	youngca@cityofgainesville.org	
Shundra Hale	city of gainesville	hale/d/e/rt/of/gainesville.org	
Ericka Ghersi	Latina Women's League	presidenta@latina-womens-league.edu	352.328.9637
Kristin Kozelky Reed	Pale	11	352-451-8616
Isabel Brazel	GCC	izzy@gainesvillecircus.com	352-514-5167





BOARD MEMBERS

Ken Cornell
*Chair
County Commissioner*

Cheryl Twombly
*Vice Chair
Department of
Children and Families*

Dr. Maggie Labarta
*Treasurer
Gubernatorial Appointee*

Hon. Susanne
Wilson Bullard
Circuit Judge

Tina Certain
School Board Member

Mary Chance
Gubernatorial Appointee

Dr. Nancy Hardt
Gubernatorial Appointee

Dr. Kamela Patton
*Superintendent
Alachua County
Public Schools*

Lee Pinkoson
Gubernatorial Appointee

Marsha Kiner
Executive Director

September 10, 2025

As we prepare to close out this year, I reflect on the progress we made as a Trust. I am honored to share an assessment of my contributions to our work. Our combined accomplishments fill me with pride, and I am grateful for the Board's trust and support.

This year, we continued to focus on advancing our strategic goals while ensuring the day-to-day operations of the Trust remained strong and responsive. Some of our key accomplishments include:

- Welcoming more than 200 residents to the new facility's grand opening, thus strengthening our visibility and community connections.
- Establishing the Childcare Tuition Assistance program in partnership with the Early Learning Coalition of Alachua County, helping reduce the cost for eligible families to access childcare programs.
- Investing in the Doula Friendly Initiative, resulting in UF Health becoming the first hospital in the nation to receive the Doula Friendly Designation.
- Creating the Parenting Playbook resource magazine, highlighting our commitment to equipping caregivers with knowledge and support.
- Kicking off the Children's Trust monthly Morning Show on Tu Fiesta Radio, sharing the Trust investments in programs and providers.
- Launching the new Children's Trust Podcast, producing "Community Conversations: Real Talk. Real Impact."

Not only am I proud of our visible accomplishments this year, but also of the quieter yet vital work of fostering collaboration, strengthening trust, and cultivating partnerships that sustain our mission. These investments in people and relationships are the foundation for continued growth and long-term impact. While I may serve at the helm, it is the dedication and hard work of the Trust's staff that drives our success. Each day, I am reminded how fortunate I am to work with them. It is their commitment that allows us to achieve the impact our community needs.

Finally, thank you for your thoughtful guidance and steadfast commitment. I look forward to building on this year's progress, learning from our challenges, and working together with you to ensure Alachua County's children, youth, and families have the opportunities and support they deserve.

Sincerely,

Marsha Kiner

Executive Director

I. MARSHA KINER, EXECUTIVE DIRECTOR, CHILDREN’S TRUST OF ALACHUA COUNTY

ESSENTIAL FUNCTIONS:

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

II. PLANNING

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

The Board held a retreat to review and evaluate the priorities and goals of the current Strategic Plan. An updated Plan, including a realignment of priorities for FY26/27, is in development. CTAC staff began working with consultants in August to design a framework aligning all programs with the revised goals. The Board will adopt the new Plan by March 2026 to guide the FY26/27 budget process, while the current Plan remains in effect through FY25/26.



Strategic Planning Board Workshop

CTAC Strategic Plan 2023-2026

- **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, 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.
- **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.

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

CTAC continued with funding investments and commitments already in existence by implementing the Plan timeline developed in FY 23-24.

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 their feedback on needed programs for the community as well as planned Trust initiatives. Information was shared with the Board of my meetings/activities and any feedback received. Examples include League of Cities Meetings, visits to/with city leaders in Waldo, High Springs, Hawthorne, Gainesville, and Alachua.



United Way CEO Amber Miller with
ED Kiner and COO Kristy Goldwire

4. Work with other local planning bodies to ensure coordination and consistency of efforts.

The Executive Director serves on the Board of the Early Learning Coalition of Alachua County. CTAC facilitated the Literacy Needs Assessment conducted by the UF Lastinger Center for Learning. 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 the administrator of the Alachua County Opioid Taskforce Committee working in partnership with representatives from local

municipalities to design a campaign for youth opioid prevention. The Executive Director serves as the Secretary on the Board of the statewide Alliance for Trusts and CSC's (FACCT). CTAC staff also participated/served on: Florida Grade-Level Reading Advisory Committee, National Collaborative for Infants and Toddlers, the Safety Net Collaborative, the FIMR Community Review Team, Gainesville Women's Forum, Food Insecurity Advisory Group, Greater Gainesville Chamber, High Springs Chamber, and the City of Alachua Education Taskforce as well as other committees and workgroups.

5. Develop benchmarks to track progress toward strategic goals.

- a. The Board adopted the Strategic Plan and funding goals in August of 2023. An implementation plan was approved in September 2024 for FY25. For each funding initiative, staff presented an overview of the performance measures, held Board Workshops, and received Board input. The Board began its review of the current Plan and will update it by spring 2026.
- b. CTAC continued its Continuous Quality Improvement (CQI) process with providers to support stronger outcomes. Feedback was gathered collaboratively through a structured review of fiscal management, operations, population focus, service delivery, performance measures, and data quality. Each provider received a summary report with a program scorecard, CTAC staff feedback, and their own reflections. The process highlighted lessons learned and opportunities for improvement while also creating space for providers to share feedback with CTAC, strengthening mutual accountability and collaboration.

III. FINANCIAL AND PROGRAM MANAGEMENT

1. Preparation, management, and oversight of annual budget and funding recommendations for Board approval.

- a. The Board received the proposed budget in June 2025 and approved it in August. The final budget and Truth-In-Millage process are on schedule for successful completion in September 2025.
- b. Departmental meetings were conducted to review upcoming budget needs and identify unmet needs from the previous fiscal year. Staff then prepared a tentative budget for review and feedback by the Finance Committee.



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

Held quarterly Finance Committee meetings to provide updates on financial matters, including reporting, short- and long-term planning for fund balance, investments, capital funds, innovation funding, and preparation of the proposed budget. The Committee met four times during the year.

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

CTAC follows established Board policies and procedures for funding requests and reviews its processes after each funding cycle. Staff conducts debriefs to assess strengths and areas for improvement and collects financial information from applicants to evaluate organizational health, sustainability, and funding diversity.

- Hosted a Fiscal Townhall for providers, reviewing CTAC Fiscal Guidelines and procedures, and sharing updates for the new year.
- Revised the Unplanned Funding Request policy (August), requiring all requests to originate with staff to support budget and program continuity. Under the new policy, staff present the board with an overview of requests, actions taken, and recommendations to help ensure minimal impact on the approved budget.

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

- a. All contracted programs include performance measures based on RFP requirements and developed collaboratively with providers to ensure realistic annual outcomes. The Board receives an annual summary by program category, including a review of performance measures.
- b. Updated the Continued Continuous Quality Improvement plans to aid review and improvement of processes, service delivery, and outcomes. Added new mid-year evaluation component to assist in addressing funding allocation reductions and funding realignment.
- c. Strengthened fiscal transparency by providing monthly budget reviews with added detail on allocation use and provider invoice status, equipping the Board with clearer insight to anticipate and address provider challenges.
- d. SAMIS continued to be a benefit to CTAC and the providers for both programmatic and fiscal reporting. Staff developed user guides, training videos, and delivered group and individual training to new and old providers, streamlining reporting and accountability.
- e. Completed an Internal Controls and Fiscal Infrastructure Assessment with BDO to ensure CTAC has the highest standards for financial processes, procedures, team roles and training, and month-end close procedures.

IV. OPERATION MANAGEMENT

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

- a. Implemented SAMIS training for providers through group sessions, with additional one-on-one support for those requiring extra assistance.
- 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. Continued publishing the provider newsletter every other month, featuring updates, resources, tips, and a spotlight on a provider in each edition.



ED Kiner with the Alachua
County Retired Educators
Association President

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

- a. The Executive Director held quarterly check-ins with all staff to receive feedback, hear issues of concern, and provide organizational updates.
- b. Staff met biweekly to share departmental and organizational updates, address issues of concern, and strengthen cross-team communication. Professional development was integrated into team meetings, and community resources were regularly highlighted to support both providers/partners and staff.
- c. CTAC held a staff retreat in May to strengthen workplace culture, reinforce organizational values, and foster a collaborative environment through team building and group activities focused on service.
- d. CTAC staff utilizes LinkedIn Learning to increase their skills and knowledge. Additionally, in-person workshops were provided by the James Moore HR Consultant.
- e. The Executive Director launched the Rock Star Recognition at all staff meetings, allowing employees to celebrate peers' achievements. Pins were awarded to recognized staff, and the team members with the most pins each quarter received a gift card.
- f. CTAC staff celebrated special events with group lunches to build camaraderie and a sense of work community.
- g. The Executive Director approved summer schedules for staff providing flexibility in work week and workdays to boost employee engagement, retention, and improve morale.

3. Prioritize a dynamic workload.

- a. Added a new Research, Planning, and Evaluator Coordinator to enhance its qualitative and quantitative work. Interns from UF continue to assist on projects and help provide workload flexibility.
- b. The leadership team met bimonthly to receive and provide fiscal and programmatic updates. The leadership team (CFO, COO, DOP, and the ED). ED attended programs' team meeting at least once a month.
- c. Departmental staff from finance and programs met monthly to review emerging issues and departmental priorities, with each department holding biweekly meetings to keep staff updated and address pending concerns.
- d. CTAC staff proactively reached out to fellow CSCs and Trusts for guidance, recommendations, and information as needed. Additionally, CTAC participates in FACCT Affinity Groups aligned with their work areas to share best practices and gain insights.



Staff Baby Shower

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 staff. Consultant met both in-person and virtually with staff and provided assistance during the Benefits Open Enrollment period.
- b. Department heads (Chief Financial Officer, Chief Operating Officer, the Finance Manager, Director of Program Operations, & Executive Director) met with the Krizner Group for annual supervisor training and review. Krizner provides an annual audit of policies and makes policy recommendations when needed.
- c. Transitioned in new tenants, Guardian Ad Litem, and completed building renovations to expand the conference/training room space.
- d. Maintain and annually updated the Employee Handbook. Updated the Employee Handbook and Policies: 1.21 Mission, Vision, Core Values, and Guiding Principles, 2.95 Employee Performance & Evaluation, 4.61 Paid Parental Leave Policy, 4.15 & 8.60 Floating Holidays, 7.10 Diversity, Equity, and Inclusion, 9.90 Use of Artificial Intelligence.



Staff Retreat at Lake Wauburg

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 leaders for each project/initiative.
- b. Hired additional CTAC staff to ensure continuity of service for expanded programs and services.



Child Care Tuition Assistance (CTA)
Press Conference in Alachua

- c. Both the Fiscal and Programs Departments met at least once a month to share updates and receive feedback to help prioritize their activities. Both have established workflows for projects.
- d. The SAMIS is utilized as a secure programmatic and fiscal platform for staff and providers.
- e. Hosted provider convenings for afterschool, mentoring, summer camps, and enrichment programs to share fiscal updates, programming best practices, youth development resources, networking, and training opportunities through the CTAC learning management system. Afterschool, mentoring, summer camps, and enrichment convenings were held.
- f. Initiated new components into the Continuous Quality Improvement process including modifying the provider reports, added a mid-year performance review and evaluation, and held provider convenings where they received their individual CQI reports, the funding initiative report on all providers, and were able to network and share lessons learned.
- g. Recruited volunteer reviewers for all CTAC funding opportunities with a focus on subject matter experts.
- h. Executed a data sharing agreement with the School Board of Alachua County.
- i. Developed an impact tracker to consolidate key data and effectively communicate results to the community.

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.
- b. Worked closely with the CTAC attorney to ensure statutory requirements are met.
- c. Attended weekly FACCT Director meetings to stay abreast of statutory mandates, new and proposed legislation, and other matters that may impact CTAC.

7. **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.
8. **Other administrative duties as required.**

V. 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. Held the Speak Your Piece Art Contest for high school students to design the Report cover. Winner's art was displayed on the Report and hung in the CTAC building.
- b. CTAC Newsletter and social media platforms (Facebook, Twitter, Instagram, and LinkedIn) all provide mechanisms for communication of activities and initiatives.
 - Distributed the Capitol Connections from FACCT during the legislative session.
 - CTAC established a new resource magazine – The Parenting Playbook. The Playbook will act as a resource guide providing contact information for services and information to assist parents and caregivers.
 - CTAC began a monthly morning show on Tu Fiesta Radio to highlight program providers and upcoming events.
 - CTAC created a Podcast: ***Community Conversations: Real Talk. Real Impact.*** The Podcast highlights CTAC initiatives and partners throughout the community.
 - CTAC continued to enhance its visibility in the community by providing signage to every Trust funded program. Banners, window clings, and yard signs were distributed to providers.



- c. Staff accepted every opportunity to speak and present at local meetings and events throughout the year. Examples: Rotary Clubs, Community Engagement Meetings in East Gainesville, League of Cities Meetings, Sunday Assembly Meeting, and the Alachua County Retired Educators Meeting among others.
- d. Held an Open House in March 2025 to welcome the community to the new building. The event featured tours, provider performances, food trucks, and participation from local clergy, community leaders, and youth. More than 200 attendees joined in celebrating and commemorating the occasion.

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

- a. Built strong connections with local leaders to establish CTAC as a driver of positive community impact.
- b. Served as a member of the Early Learning Coalition of Alachua County Board of Directors.
- c. CTAC participated in the Gainesville Housing Authority Choice Neighborhoods Grant Committee, the Safety Net Collaborative, Florida Department of Health Community Health Assessment Plan (CHIP) Housing Work Group, and CTAC has a strong relationship with the Greater Gainesville Chamber.
- d. CTAC is a member and funder of the Gun Violence Prevention Alliance, comprised of Alachua County, the City of Gainesville, and Santa Fe College, and several other community stakeholders.
- e. Member of the Housing First for Children Collaborative which focuses on literacy gaps of vulnerably housed children.
- f. Partnered with UF to launch the new Doula Friendly Initiative nationwide. The first in the nation.



**Amplified Student Voice Coalition
Teen Day at the Capitol**

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

- a. ED Kiner remains successful at building and fostering effective relations with an array of individuals throughout the county.
- b. Met with key funders including the United Way, City of Gainesville, and the Community Foundation.
- c. Met with many community stakeholders including but not limited to: Center for Arts, Migration, and Entrepreneurship, ACPS Staff, Rotary of Greater Gainesville, Sheriff Chad Scott, GPD, Black on Black Crime Taskforce, State Attorney's Office, Bishop Chris Stokes, Pastor Gerard Duncan, Dorothy Thomas of the CHILD Center, Gainesville 4ALL, League of Cities quarterly Meetings, UF Lastinger Learning Center, and Gainesville Greater Chamber of Commerce.
- d. Met with many CTAC contracted agencies including but not limited to: Willie Mae Stokes Family Resource Center, One Community Health & Wellness Resource Center, Dance Alive, Partnership for Strong Families, Goodwill Industries, Greater Duval Neighborhood Association, Mirror Image Leadership Academy, Akwaaba Freedom School, Deeper Purpose, Healthy Start, Limitless Adventures, YMCA, North Central Florida Community Center, Boys and Girls Clubs, and CHS Community Partnership School.



**Alachua County Legislative
Delegation Hearing
ED Kiner with Rep. Yvonne
Hayes Hinson**



Community Conversations: Real Talk. Real Impact.

4. Representation of the CTAC to the community.

- a. CTAC participated in the UF Homecoming Parade in October and the City of Gainesville's Holiday Parade in December.
- 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 but not limited to: Willie Mae Stokes Family Resource Center in Micanopy for its MLK Celebration, Goodwill Ready To Work Leadership Program, Sunday Assembly Meeting, Alachua County Retired Educators Association, Johnson Chapel Missionary Baptist Church Community Revival, the UF Warrington College of Business Human Library, and the United Way of North Central Florida Board Meeting.
- d. The Executive Director presented at the Alachua County Legislative Delegation Meeting.
- e. Published the Annual Report by December 31, 2024. [FY2024 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. CTAC sponsored Black History Month ads on 98.9 JAMZ in February. CTAC had radio spots play on Tu Fiesta Radio Station and Kiss 105.3.
- g. CTAC sponsored the Mainstreet Daily News Citizens of the Month from December through June and ran an ad in the Alachua County Football Preview issue in August.
- h. CTAC sponsored community events all throughout the county such as the PAVE Stop the Violence Backpack & Back to School Event, ELC Storybook Village, Sunshine State Book Festival, and NEFL Regional Robotics Championship. CTAC sponsors more than 40 events annually.
- i. Hosted Lights on After School with the Boys & Girls Clubs of North Central Florida. More than 150 children and their families attended.
- j. Participated in the National Day of Prayer event at Greenhouse Church.
- k. Participated in the Juneteenth Breakfast celebration at Cotton Club Museum.
- l. Hosted Halloween at CTAC and partnered with the University of Florida Center for Autism and Related Disabilities (UF CARD) to host a Trick or Treating event for children. Guardian Ad Litem joined us.



CTAC at UF Homecoming Parade



Tu Fiesta Monthly Children's Trust Morning Show

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

- a. CTAC attended Children's Week events in Tallahassee in April and partnered with the Early Learning Coalition of Alachua County on joint events. CTAC met with all delegation members at the Capitol: Senator Jennifer Bradley, Senator Stan McClain, Representative Chuck Brannan, Representative Chad Johnson, and Representative Yvonne Hinson-Hayes.

- b. Facilitated a joint meeting between the Board of County Commission and CTAC to address priority issues of literacy, gun violence, and resource centers. Attended meeting with CTAC leadership and BoCC leaders addressing the need for a 24-hour childcare center in the county.
- c. Sponsored ACPS Amplified Student Voices Coalition's participation in Teens Day at the Capitol.
- d. Presented at the Alachua County Legislative Delegation in January.
- e. Presented to the Alachua County Public School Board on Literacy Initiatives and provided an update on the literacy plan.

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 individually with all Alachua County Legislators in Tallahassee during legislative session.
- c. Participated in the Post Legislative Session Wrap Up and spoke with legislators about the 2026 Session priorities.
- d. Facilitated meeting with Board Chair and Vice Chair with Alachua County BoCC member to discuss 24-hour childcare.
- e. Facilitated the joint meeting between the CTAC Board and the Board of County Commission.
- f. Attended the Alachua County Delegation Post Legislative Session Meeting in June.
- g. Met with High Springs leaders to discuss CTAC programs to benefit community needs.
- h. Met with Hawthorne leaders to discuss CTAC programs to benefit community needs.
- i. CTAC facilitated meetings, administered funding for an opioid marketing campaign, and assisted with the oversight development of website for the Alachua County Opioid Task Force.



Rep. Chad Johnson met with CTAC and ELAC during Children's Week.

7. Communicate the CTAC's positions to providers and the community.

- a. The 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. WUFT NPR Interview highlighting TeensWork Alachua Summer Employment Program.
- 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: Mobilie Outreach Clinic, OKITO, Black on Black Crime Taskforce, as well as meetings with One Community Health & Wellness, City of Micanopy, BoCC Commissioners, Dance Alive, River Phoenix Center for Peacebuilding.
- d. Partnership with Rotary District 6970 to sponsor a Rotary Youth Exchange Student to foster opportunities for youth who have limited financial resources to participate.

- e. See In the News Section below for press releases and articles on new initiatives, funding opportunities, and CTAC activities.



Speaking at the Afterschool Provider Convening

VI. BOARD RELATIONS

1. **Provide direct leadership and sound, imaginative advice to the Board on all matters relating to CTAC.**

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.

2. **Develops and maintains positive and open relationship and communication with the Board.**

- a. Met with Board members one-on-one to provide and receive feedback on initiatives, providers, partnering opportunities, and funding.
- b. Maintained a positive and transparent relationship with the Board by providing open channels for communication.
- c. 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.
- d. Invited and notified the Board of activities and events of the Trust where appropriate.



Swearing-In of Judge Wilson Bullard

3. **Ensure 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. Met monthly with Board Chair to prepare for Board Meetings and shared organizational updates.
- d. 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 meeting with the Board of County Commissioners. 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 meetings.
- d. Held Board Workshops for all new funding initiatives.

5. Preparation and oversight of recommendations as requested by the Board.

- a. Presentations and information requested by the Board were shared. Fiscal updates were provided including invoice status and funding allocation usage by provider.
- 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. Example: Updated Unplanned Funding Request Policy.
- c. Responded to Board direction for meta-training for providers by requiring all providers to receive Trauma Informed Care, Working with Special Needs Children, Mandatory Reporting, and Human Trafficking training.

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.

VII. STRATEGIC LEADERSHIP

1. Assists the Trust Board in defining the organization's vision, mission, strategic direction, and policies.

- a. Continued to listen to the Board, providers, partners, and community stakeholders to ensure CTAC is aligned with its vision, mission, strategic direction, and policies which govern it.
- b. Actively supported the Board in shaping the strategic direction of CTAC by providing program data, community input, and staff perspectives to inform policy development.

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.
- b. Ensured staff's alignment with organizational values and goals through staff retreats and workshops.

- 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. Met regularly with community stakeholders to gather input and perspectives ensuring that the decisions on direction and focus were collaborative where and when possible. For every new funding opportunity, CTAC provides a 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 training and information.
 - c. Held listening session with youth to gather their feedback and perspectives on community needs, successes, and priorities.
 - d. CTAC held end of program/contract sessions with providers to receive feedback and encourage future partnerships and collaborations.
 - e. Facilitated the literacy needs assessment in collaboration with the UF Lastinger Learning Center.
- 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. The CFO strengthened responses to financial issues, opportunities, and challenges by engaging with the Finance Committee to outline strategies, set priorities, and uphold the highest standards of financial management and accountability.
 - b. Engaged and completed a comprehensive review of CTAC's financial operations and procedures with BDO to ensure efficiencies in processes, personnel, and technology.
 - c. Collaborated with the Property Appraiser's Office to receive a forecast of property values for FY25-26 to inform TRIM and discussions on Fund Balance utilization.
 - d. Executed a lease agreement with Guardian Ad Litem (GAL) to generate rental revenue and managed the associated renovation project to optimize the space.
 - e. Leadership team met bimonthly to review organizational challenges and develop solutions for both immediate and long-term priorities. Accessed resources from the county, FACCT, BDO, Purvis Gray, and others.



Doula Friendly Initiative Launch with UF Health

IN THE NEWS

October 2024

- <https://www.mainstreetdailynews.com/education/event-spotlights-afterschool-programs>
- UF Homecoming Parade 2024 - https://www.youtube.com/live/1oW0nqipP_c?t=5036s

November 2024

- <https://alachuachronicle.com/thank-you-to-the-sponsors-of-the-city-of-gainesvilles-a-very-gnv-holiday-parade/>
- [Children's Trust allocated \\$1 million for hands-on learning experiences](#), Alachua Chronicle,
- Nov. 21
- [Santa Fe College Awarded Grant for College Knowledge Program](#), Santa Fe College News, Nov. 19
- [October 2024 Citizens of the Month](#) (sponsor), Mainstreet Daily News, Nov. 25

December 2024

- [Dance Alive National Ballet presents "Let's Dance," a new program for children with special needs - Alachua Chronicle](#) Jan. 7, 2025
- [Goodwill on 34th Street to re-open Friday](#) (TeensWork mentioned), Mainstreet Daily News, Jan. 22, 2025
- [Sunshine State Book Festival looks at climate change in literature](#) (CTAC is a sponsor)

February 2025

- [January 2025 Citizens of the Month](#), Mainstreet Daily News
- [Explore what's next at the Florida Museum's Museum Fest on March 8](#), Alachua Chronicle, Feb. 26, 2025
- [Children's Trust of Alachua County to launch child development program in March](#), Mainstreet Daily News, Feb 18, 2025
- Also in [Alachua Chronicle](#)
- [City hosts Summer Blitz to connect youth with enrichment programs](#), City of Gainesville press release, Feb. 18, 2025
- [UFCD Awarded Children's Trust Grant](#), College of Dentistry press release, Feb. 1, 202

March 2025

- [Children's Trust finds permanent home to serve Alachua County](#)
- [Children's Trust unveils new location](#)
- [February 2025 Citizens of the Month](#)

April 2025

- 4/1/2025 - Main Street Daily News article: [Alachua County seeks applicants for Children's Trust Board](#)
- 4/10/2025 - Alachua County Community Update Newsletter: [The April 10 Issue of Community Update is Out!](#)
- 4/20/2025 - TeensWork Alachua and Children's Trust of Alachua County were featured on WUFT NPR segment "[Tell Me About It](#)" podcast.

- 4/21/2025 - Main Street Daily News article: [Alachua County leaders flip to new chapter of literacy plan](#)
- 5/4/2025 - Main Street Daily News update: [March 2025 Citizens of the Month](#)

May 2025

- <https://www.mainstreetdailynews.com/education/23-summer-camps-in-june>

June & July 2025

- <http://www.msn.com/en-us/health/other/uf-health-recognized-for-doula-services/ar-AA1GR1YW?apiversion=v2&noservercache=1&domshim=1&renderwebcomponents=1&wcseo=1&batchservertelemetry=1&noservertelemetry=1>
- <https://www.wcjb.com/2025/06/17/uf-health-recognized-doula-services/>
- <https://www.mainstreetdailynews.com/education/citizens-of-the-month/citizens-of-the-year>
- <https://alachuachronicle.com/uf-health-earns-nations-first-doula-friendly-designation/>
- [TeensWork Alachua: Building skills for future success](#)

August 2025

- [Children's Trust hears update on Community Literacy Collaborative Plan](#)
- [United Way monitors ALICE households—with 34% of Florida qualifying](#)



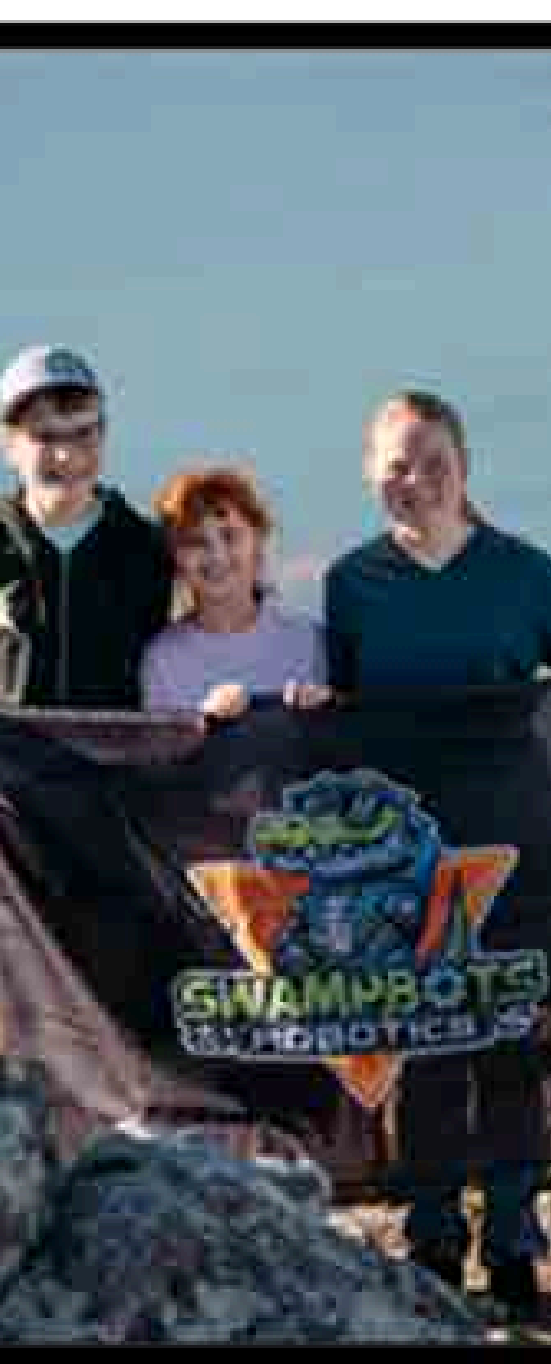
AT-A-GLANCE



















**MARSHA KINER, EXECUTIVE DIRECTOR
PERFORMANCE EVALUATION**

Review Period: October 1, 2024 – September 30, 2025

PLANNING			
PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
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.	88.89% (8)	11.11% (1)	
BOARD MEMBER COMMENTS: <ul style="list-style-type: none">• The strategic planning session this year was excellent.• I think the strategic planning retreat in July was well done.• The Executive Director is constantly looking 3, 6, 12, and 36 months ahead!• Executive Director Kiner keeps her finger on the pulse of the community by being out in the community, being active in other community boards and groups, and listening to other advocates to help guide her work and to support advising the board on community needs/trends.• I'm not privy to her planning functions. At least as far as I know.• Marsha has demonstrated exceptional leadership in guiding the Gainesville Children's Trust through a thoughtful and inclusive strategic planning process. She effectively collaborated with the Board to articulate a clear vision, establish measurable goals, and align organizational activities with the approved Strategic Plan. Her commitment to community engagement ensured that diverse voices—including parents, service providers, and community partners—were represented in shaping the plan's priorities. In addition, she has maintained strong partnerships with other local planning entities, such as the School District, the County, and nonprofit coalitions, to promote alignment and reduce duplication of services.			

FINANCIAL AND PROGRAM MANAGEMENT

PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
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.	77.78% (7)	22.22% (2)	

BOARD MEMBER COMMENTS:

- Marsha works with her fiscal team to ensure budget is closely monitored and recommendations are made to the Board on funding decisions that aligns with CTAC's strategic planning goals.
- Losing our great CFO unexpectedly was tough, but Marsha responded promptly and effectively. It was smart to engage Scott in the transition plan and hiring process.
- With the addition of the new CFO, I believe this area will move to Exceptional in the coming year!
- There has been considerable growth in this dimension. The annual budget was prepared timely and reflects existing contracts. We continue to need to bring allocated amounts in line with actual amounts so that we do not over-project expenditures, making it appear that we are using fund balance for recurring program expenses. Once the new CFO is in place there are two reporting areas that need improvement: (1) ability to track actual contract expenditures against total budgeted amount by period. (2) reporting on contractual modifications related to over or under utilization of contracted funds.
- Hiring Scott Sumner was a brilliant strategy. I hope our transition to the new CFO is as smooth and as effective.
- Marsha has consistently demonstrated strong fiscal leadership in the preparation, management, and oversight of the Gainesville Children's Trust annual budget. She ensures that funding recommendations presented to the Board are data-informed, strategically aligned with community priorities, and fiscally responsible. The development of a reliable financial forecast model has strengthened long-range planning and allowed the Trust to make informed decisions about sustainability and growth. She has also established clear, transparent policies and procedures to evaluate funding requests, ensuring fairness, accountability, and alignment with strategic goals. Her oversight of both programmatic and fiscal monitoring processes has enhanced partner accountability and ensured that taxpayer dollars are invested effectively to improve outcomes for children and families.

OPERATIONS MANAGEMENT

PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
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.	77.78% (7)	22.22% (2)	

BOARD MEMBER COMMENTS:

- Operations are well managed and run smoothly. From what I am able to determine work culture is very good and staff customer relations have improved.
- This is a little hard for me to judge but based on staff engagement at board meetings and other limited interactions, the work environment seems positive and productive.
- The Executive Director Manages with an unbelievable level of empathy and discipline.
- Executive Director Kiner oversees all daily operations for CTAC staff and has built a strong and effective team who work cohesively together to support the goals set forth by the Board and to respond to the needs of providers working with the Trust.
- The employees seem happy and this can be a challenging environment.
- Marsha Kiner cultivates a professional and collaborative work environment that emphasizes excellence, accountability, and responsiveness. She models and reinforces high standards of customer service both internally and externally, ensuring that interactions with community partners, grantees, and the public reflect the Trust's mission and values. Through clear organizational planning and structured procedures, she effectively manages staff performance and ensures that all programs are implemented with fidelity and impact. Her leadership of Council meetings is consistently well-organized, transparent, and inclusive, promoting informed decision-making and alignment among Board members. Additionally, she demonstrates preparedness and composure in managing emergency situations, providing direction and oversight that prioritize continuity of operations and the safety of staff and stakeholders.

COMMUNITY RELATIONS AND ADVOCACY

PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
The Executive Director establishes and oversees mechanisms to communicate CTACT 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.	88.89% (8)	11.11% (1)	

BOARD MEMBER COMMENTS:

- Marsha works diligently on relationships in the community and the team is visible at many community events. Likewise, printed material and website provide a great deal of useful information about programs and the Trust itself.
- Marsha has done an exceptional job promoting the work of CTAC in Alachua County and with her statewide counterparts. She takes advantage of every opportunity to share out the work of the Trust and to ensure that stakeholders are aware of the importance of this work and the necessity to continually evaluate current focus, impact, and future direction.
- The Executive Director is the Community and has a lifetime embedded in the Community she serves!
- Her greatest strength.
- Marsha Kiner shines thru her clear communication, community engagement, and strategic advocacy. She has established strong mechanisms to share CTAC initiatives and outcomes, ensuring transparency and public awareness. Her collaborative relationships with community partners, providers, and local organizations foster alignment and maximize impact for children and families. She represents CTAC with professionalism at local and state events and maintains productive relationships with elected officials to promote policies that reflect the needs and priorities of Alachua County's children.

BOARD RELATIONS

PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
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 operation 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.	100% (9)		

BOARD MEMBER COMMENTS:

- Marsha and the entire staff go above and beyond to keep the Board informed and engaged. Marsha has an innate ability to address issues in a positive, measured and diplomatic manner, while ensuring the Board has all of the information necessary to make informed decisions.
- Marsha is responsive to feedback, meeting materials are well organized and available well ahead of meetings. She keeps the board well apprised of issues and recommended responses.
- Executive Director Kiner maintains an open and honest relationship with Board members and will speak up at meetings to affirm or explain her concerns regarding the direction the Board is going in their decision making. She does a great job keeping a "big picture" view on community needs and is always willing to share her insights with the Board.
- The Executive Director communicates with me frequently over minor and major items of interest, I am grateful for our relationship.
- Don't know about her interactions with the chair, but she works well with me when I have concerns.
- Marsha Kiner provides strong and effective leadership to the Board, ensuring members are well-informed and engaged in all matters relating to CTAC operations and policy. She maintains open, transparent communication and fosters a positive, collaborative relationship with the Board and Chair. Board agendas and materials are consistently thorough, timely, and aligned with strategic priorities, supporting informed decision-making and active participation by all members.

STRATEGIC LEADERSHIP

PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
STRATEGIC LEADERSHIP – 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.	77.78% (7)	22.22% (2)	

BOARD MEMBER COMMENTS:

- Marsha has initiated an excellent process for planning and goal setting. I look forward to seeing details and the tracking of goals.
- Marsha works closely with the Board of Directors on strategic planning, and she ensures we have the right consultants to professionally guide the board through our planning process and implementation. Marsha supports this work with an expertise and her passion for ensuring CTAC's work ultimately improves the lives of children and families in Alachua County.
- I appreciate how Marsha politely but firmly reminds us our previous conversations, processes and guiding principles when the board can sometimes suggest changes in direction.
- Top notch!
- She seems to keep us moving all the time.
- Marsha Kiner 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.

STAFF MANAGEMENT AND SUPERVISION

PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
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.	100% (9)		

BOARD MEMBER COMMENTS:

- Marsha has recruited and maintains an excellent team.
- Like any organization, there have been staff turnover in the CTAC team from time to time. Marsha has done an exceptional job ensuring that the transition for new staff happens as seamlessly as possible. The fact that many of the staff leaving have been willing to stay on to assist with the transition reflects positively on Marsha's leadership and staff commitment to the success of CTAC.
- While I believe the Executive Director is a natural born leader, she is a person of excellence and over achievement and is consistently looking for techniques and methods to improve her leadership skills.
- She provides strong leadership in all aspects of human resource management, ensuring that recruitment, development, and performance oversight align with CTAC's mission, values, and strategic goals. She fosters a professional, supportive workplace that promotes accountability and organizational effectiveness. She hires incredibly talented staff.

OVERALL BOARD COMMENTS:

- Ms. Kiner continues to grow and develop in her role as executive director. She and the staff have good professional synergy and that reflects well for the Trust and benefits the community.
- Alachua County is blessed to have Marsha Kiner as the Executive Director for the Children's Trust!
- I don't see anything major to improve. I know last year I encouraged professional development for Marsha. She is really busy but deserves time to develop her own leadership skill set. I think her connections and contacts are coming along nicely, and her ability to make friends rather than foes is important to her success in this position. Bravo.

GOALS/OUTCOMES FOR 2025-2026

Marsha Kiner, Executive Director

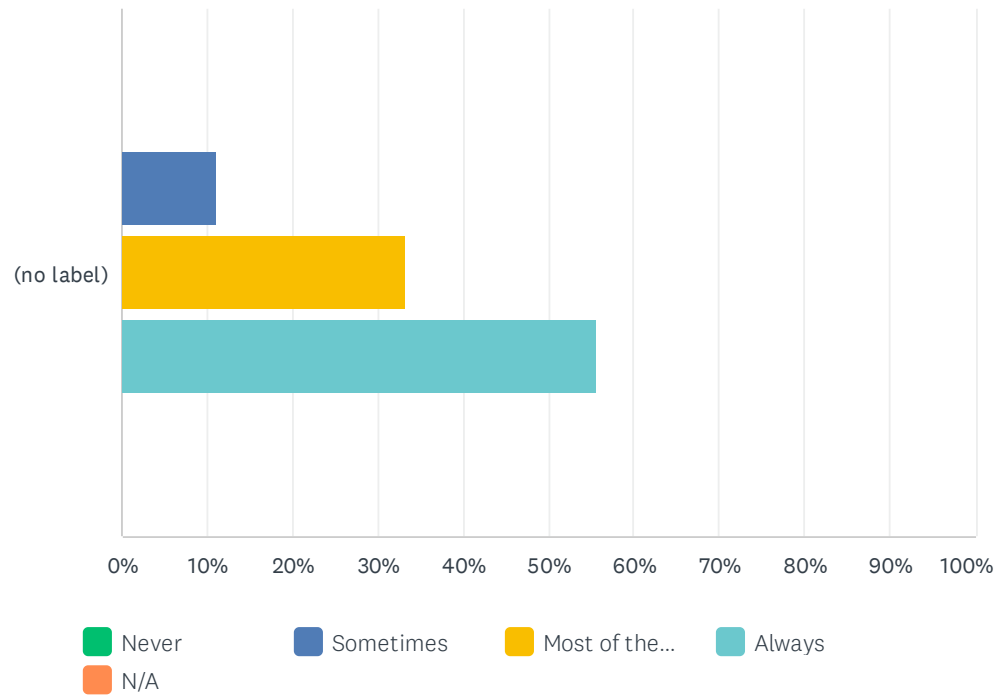
Date

Ken Cornell, Board Chair

Date

Q1 Motivates, builds trust, encourages collaboration, and is responsive to suggestions for improvement.

Answered: 9 Skipped: 0

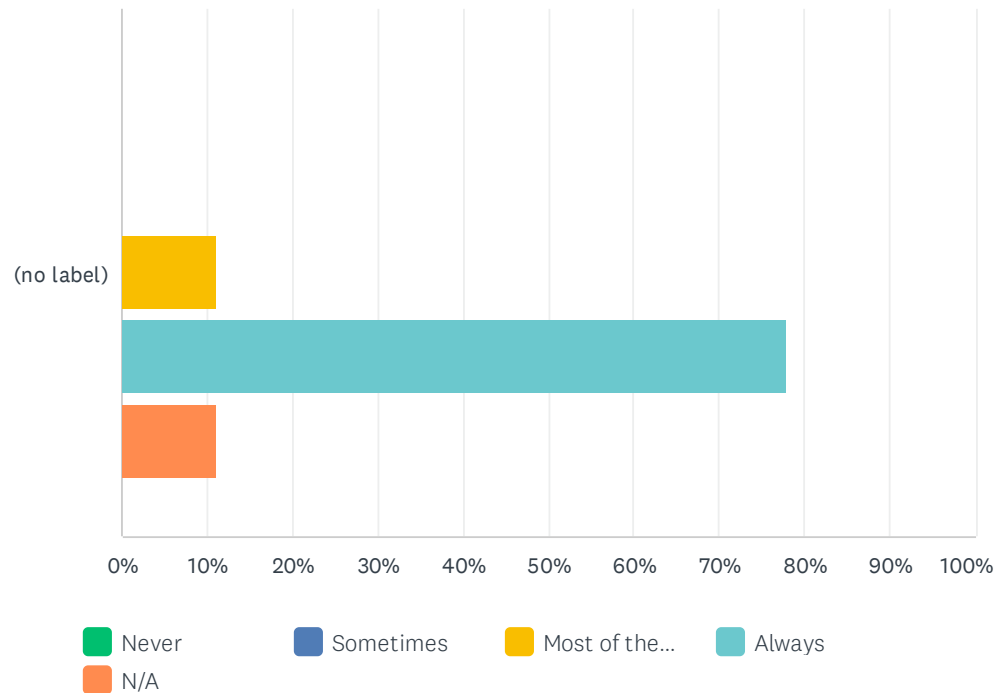


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	11.11% 1	33.33% 3	55.56% 5	0.00% 0	9	2.44

#	COMMENTS:	DATE
1	Marsha attempts to motivate staff with words of appreciation and small gestures of thanks but these gestures often fall short and seem empty when her day-to-day attitude is less than pleasant toward staff. Marsha also attempts to encourage collaboration between staff but has clear favoritism which creates a divide amongst staff resulting in an in-group and out-group social hierarchy within the office.	9/22/2025 3:01 PM
2	She loves to celebrate milestones, and she wants staff to be just excited to celebrate each other and together. This is appreciated. In team meetings, there are times when the tone or mood shifts unexpectedly by her, which can make it difficult to maintain positive energy and affects morale. Additionally, when concerns are addressed, they are sometimes framed in a way that feels tied to job security. This can make it challenging for staff to feel fully motivated or to trust that collaboration is being fostered in a safe and supportive way.	9/22/2025 11:47 AM
3	highly motivating the staff. will go the extra mile to ensure we feel welcome and at home. gets us motivated to stay on the course and mission.	9/17/2025 10:29 AM
4	Marsha is great at motivating team members to collaborate and appears mostly open to suggestions for improvement.	9/12/2025 11:06 AM
5	The introduction of the 'Rock Star' pens has encouraged staff to actively recognize and commend the contributions of their colleagues. Our internal competition to collect the most pens helps foster strong team rapport.	9/12/2025 11:02 AM

Q2 Aligns leadership with CTAC’s values, culture, and goals.

Answered: 9 Skipped: 0

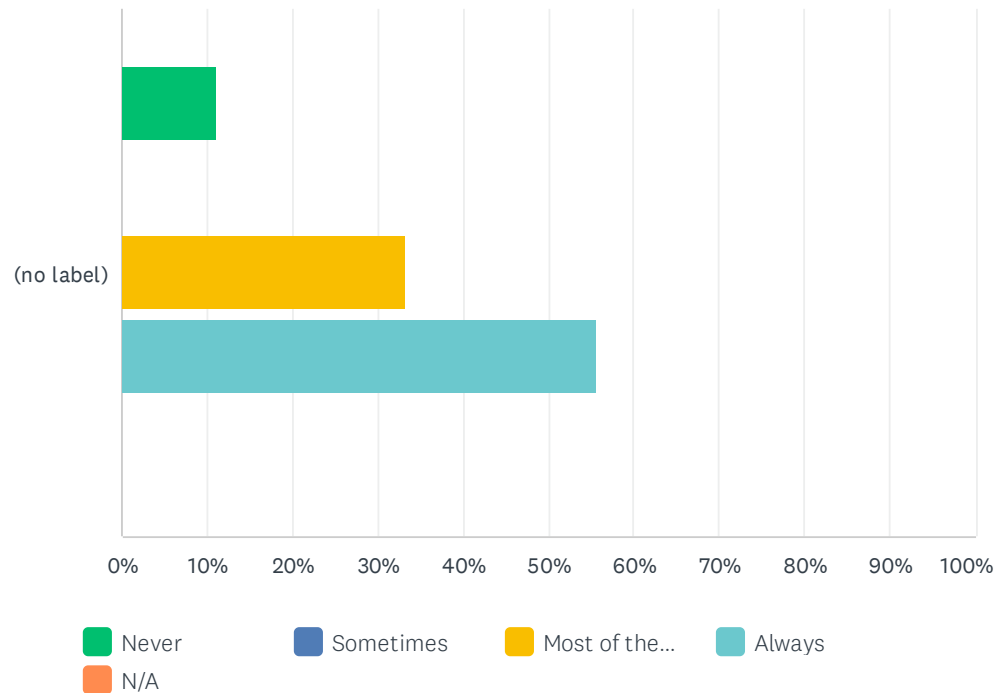


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	11.11%	77.78%	11.11%	9	2.88
	0	0	1	7	1		

#	COMMENTS:	DATE
1	keeps us focused on our impacts in the community. reminds us of our core values. promotes a warm company culture.	9/17/2025 10:29 AM
2	Marsha is a great representative of CTAC in the community. She embodies our goals and values and is instrumental in shaping community opinion of the Children's Trust. Her leadership has helped shift community opinion and confidence in the Children's Trust.	9/12/2025 11:06 AM

Q3 Empowers others to take ownership and made decisions when needed

Answered: 9 Skipped: 0

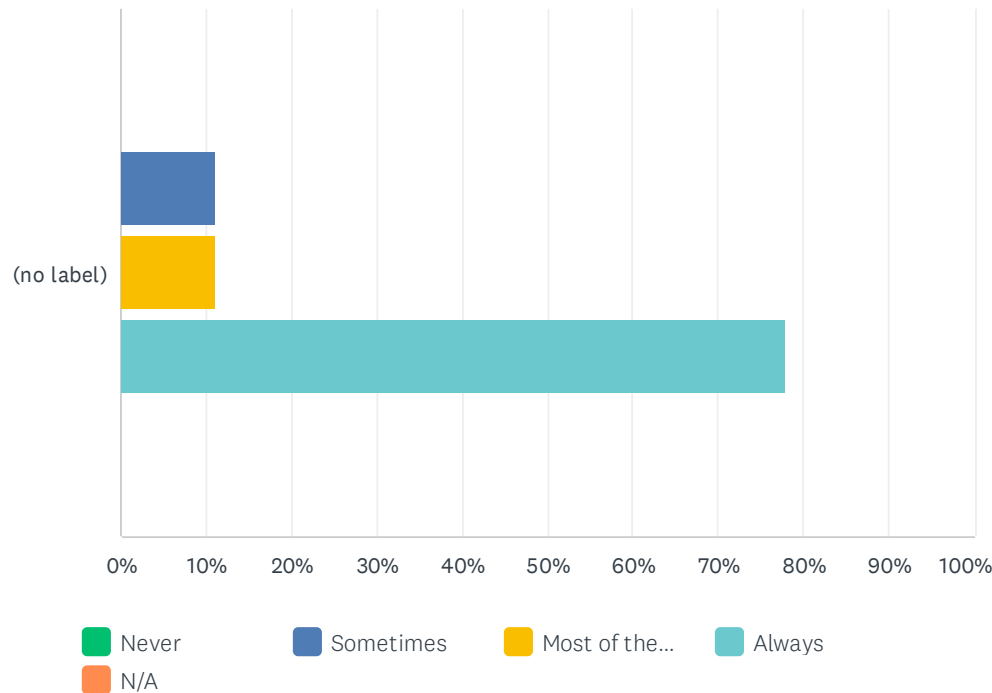


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	11.11%	0.00%	33.33%	55.56%	0.00%	9	2.33
	1	0	3	5	0		

#	COMMENTS:	DATE
1	Marsha continues to insist on having the final decision on everything including tasks that she has delegated to others, her last minute requests for changes often result in things falling behind schedule or staff scrambling to finish tasks to her liking by a deadline. She ignores experts in their field and industry standards to favor her own personal preferences even when it hinders the progress and impact of projects.	9/22/2025 3:01 PM
2	She provides opportunities for others to take ownership and make decisions, which is appreciated.	9/22/2025 11:47 AM
3	Since day one I was giving the ability to make decisions bigger than myself also space for learning and growth giving a platform to speak and influence company culture by taking ownership of many different hats it's no doubt in my mind that i have somehow been giving great power and with it came great responsibility.	9/17/2025 10:29 AM

Q4 Ensures a positive and inclusive work environment.

Answered: 9 Skipped: 0

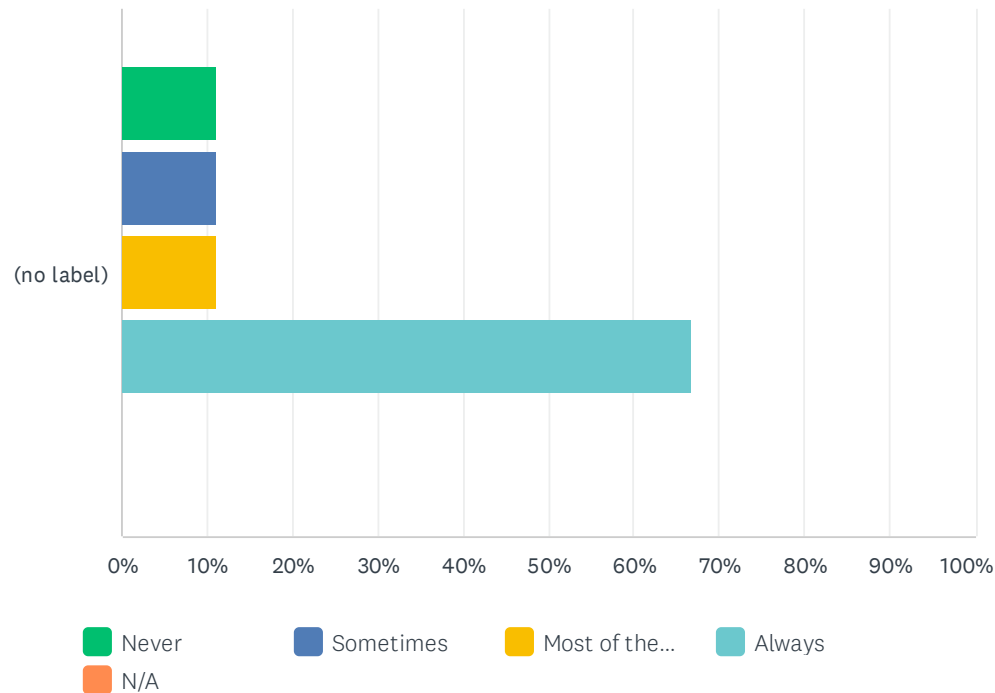


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	11.11% 1	11.11% 1	77.78% 7	0.00% 0	9	2.67

#	COMMENTS:	DATE
1	Marsha frequently makes backhanded comments at staff or jokes where certain staff members are the butt of the joke. There is a very clear group of staff that she favors and everyone else is generally excluded from friendly interactions and conversation.	9/22/2025 3:01 PM
2	She makes an effort to build morale and motivate staff.	9/22/2025 11:47 AM
3	Ensures positive thoughts by engaging us through motivational speeches. company retreats. awarding good deeds, acknowledging impacts from the least to the greatest. displaying gratitude and sharing some of the public limelight that	9/17/2025 10:29 AM
4	Marsha's positivity is infectious, and she makes sure everyone feels included and supported on the team.	9/12/2025 11:06 AM
5	I have appreciated the opportunities for staff to connect and build relationships through lunches, retreats, and similar events.	9/12/2025 11:02 AM

Q5 Effectively handles conflicts and challenges.

Answered: 9 Skipped: 0

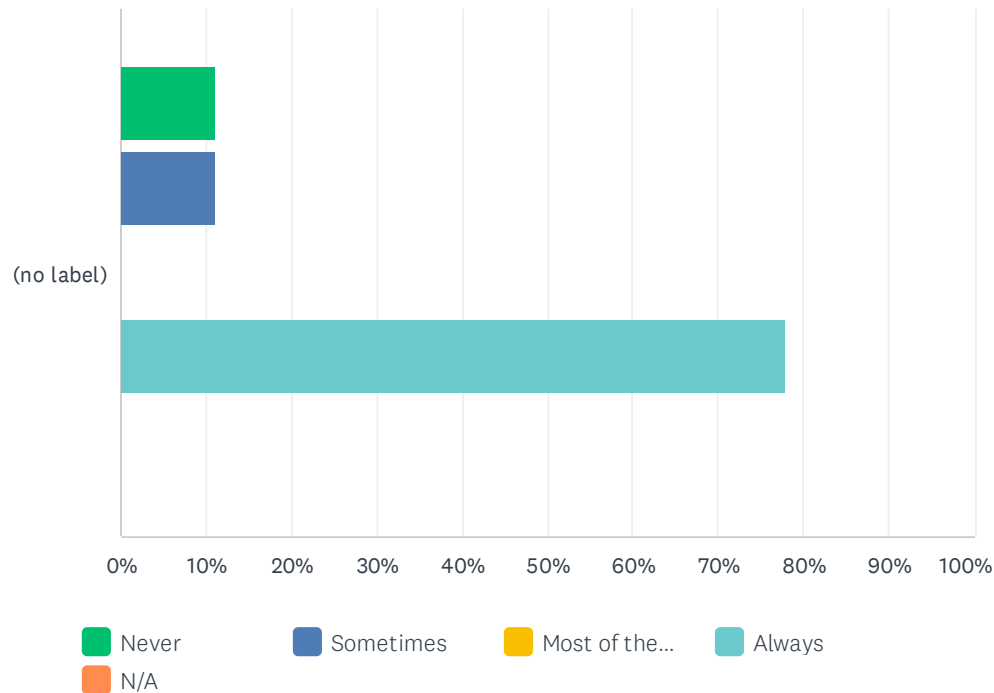


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	11.11% 1	11.11% 1	11.11% 1	66.67% 6	0.00% 0	9	2.33

#	COMMENTS:	DATE
1	Marsha neither handles conflicts between staff members or herself and staff well. Conflicts between staff members are often pushed under the rug and hidden to preserve the appearance that she is in control. Conflicts between herself and staff are typically met with her refusal to acknowledge her role in the conflict and feigned obliviousness to the problem. She generally does not apologize when she has been rude or aggressive and holds obvious grudges against people who disagree or challenge her.	9/22/2025 3:01 PM
2	She makes an effort to address conflict, but there is room for growth in handling challenging situations objectively. At times, responses can feel personal, which may make it harder for others to engage in open dialogue to share facts and support each other. Instead, it can lead staff to process concerns privately rather than openly, which may limit opportunities for collaborative problem-solving.	9/22/2025 11:47 AM
3	Since my journey began. I have seen this remarkable human being. battle with lions, tigers and bears. I have seen this awesome person trample on snakes run with the wolves and protect us. I could not ask for more. The mother energy nurtures and feeds us all and I am proud to be a cub.	9/17/2025 10:29 AM
4	One of Marsha's strengths is her diplomacy and ability to confront challenges and respond to conflict in a positive manner.	9/12/2025 11:06 AM

Q6 Provides timely, clear, and concise feedback and guidance.

Answered: 9 Skipped: 0

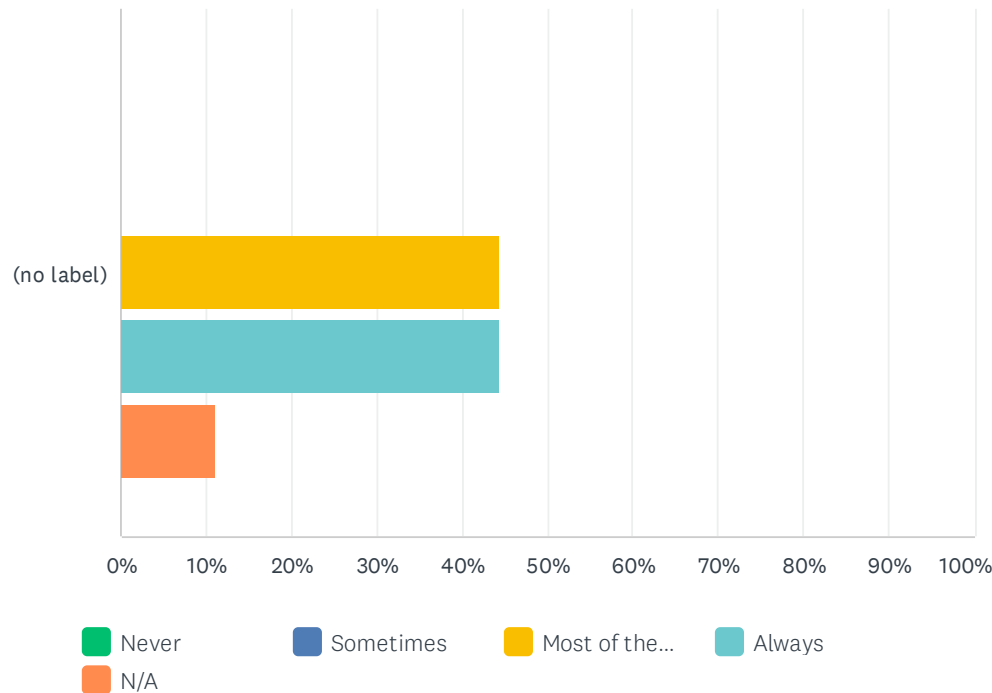


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	11.11%	11.11%	0.00%	77.78%	0.00%	9	2.44
	1	1	0	7	0		

#	COMMENTS:	DATE
1	Marsha often requires things to be sent to her weeks in advance and can take weeks of prompting to provide ample feedback. Her feedback is vague and difficult to implement. She will state that she is unhappy with something but will have no guidance on how to change it to meet her standards. Staff often have to do more work to provide her with several options for direction on projects since she does not provide clear guidance as to the direction she would like things to go.	9/22/2025 3:01 PM
2	listen when i cannot handle something when the wolves and the vultures surround me demanding blood. i go into the frey with only my wits to protect me but upon entering into these challenges i look up at the zoom meeting and realize i am not alone i have a powerful ally who is leading the way then the joy that brings to lead by a strong leader.	9/17/2025 10:29 AM
3	In instances where feedback or guidance is not timely or clear, she remains approachable, receptive to extension requests, and willing to provide clarification.	9/12/2025 11:02 AM

Q7 Appropriately delegates tasks and responsibilities.

Answered: 9 Skipped: 0

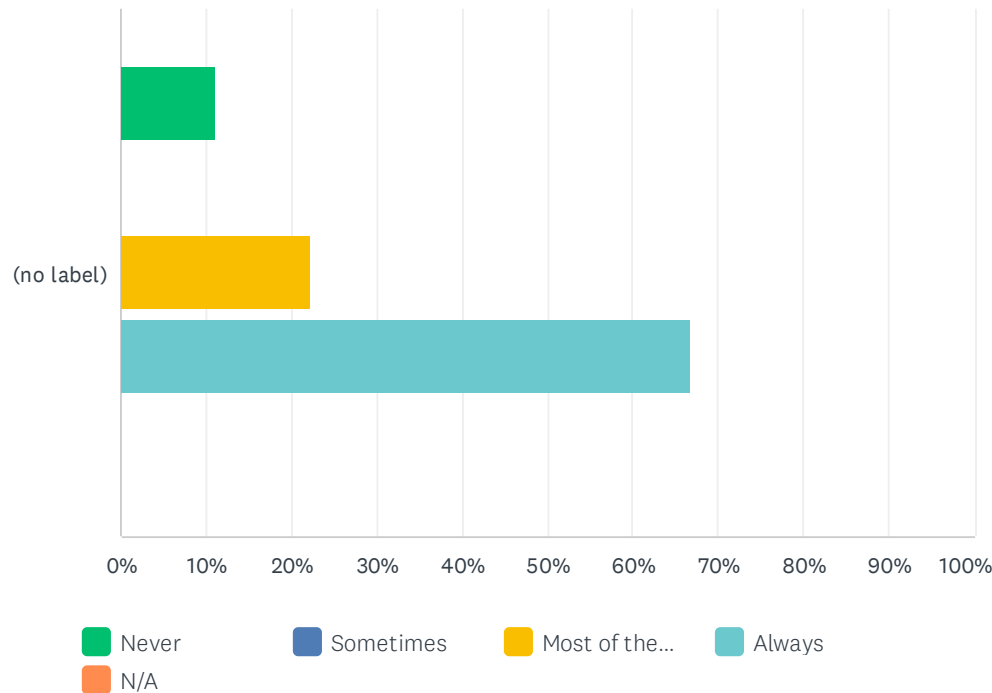


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	44.44% 4	44.44% 4	11.11% 1	9	2.50

#	COMMENTS:	DATE
1	At times it feels like we are the U.S Congress the way we are uniquely placed in our respective zones. everybody has their gifts and potential. i,ve seen our director delegate the right task to the right pepole its almost like a intuitive gift a staple of effective leadership. i wish i was saying this for my health but i can only give the truth.	9/17/2025 10:29 AM

Q8 Effectively manages time.

Answered: 9 Skipped: 0

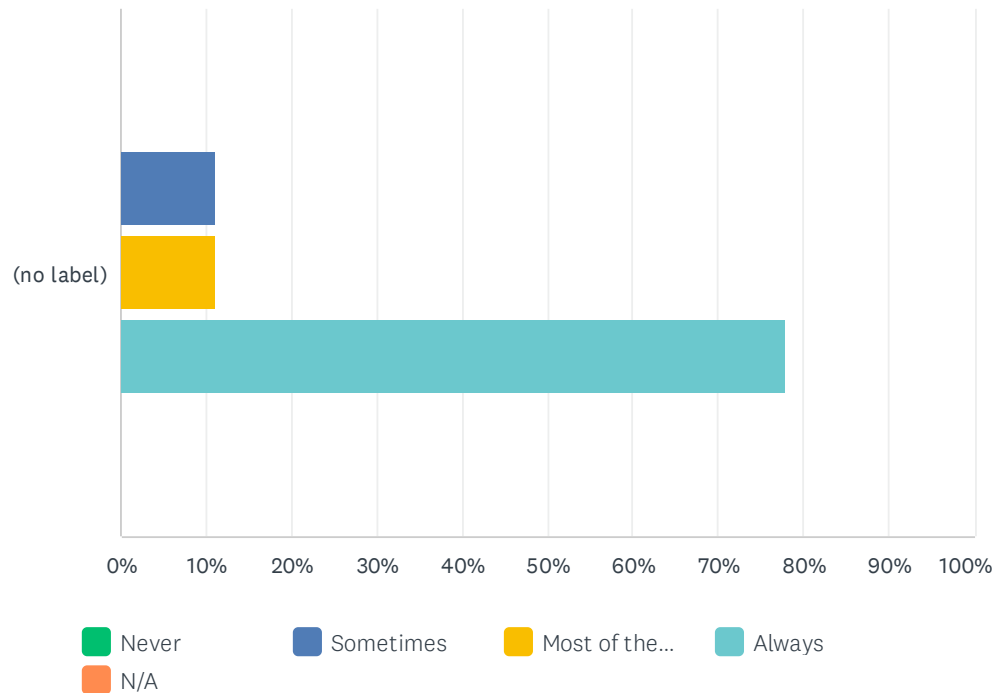


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	11.11%	0.00%	22.22%	66.67%	0.00%	9	2.44
	1	0	2	6	0		

#	COMMENTS:	DATE
1	Meeting with Marsha frequently run over time, wasting the time of staff and providers. Marsha is extremely long winded and will often launch into irrelevant and unnecessary stories from her past or about her life in meetings and gatherings. Marsha frequently waits until last minute to request changes to things, which undermines the effort of staff and adds stress to the environment.	9/22/2025 3:01 PM
2	Always on time and moves with almost with a God like timing and always prepared always has a decent presentation i don't even believe time exist in her world. it's almost like Clark Kent in superman series. he goes into the booth in the matter of seconds strips off clothes put on cape and jumps into action.	9/17/2025 10:29 AM

Q9 Is reliable, respectful, and committed to the role.

Answered: 9 Skipped: 0

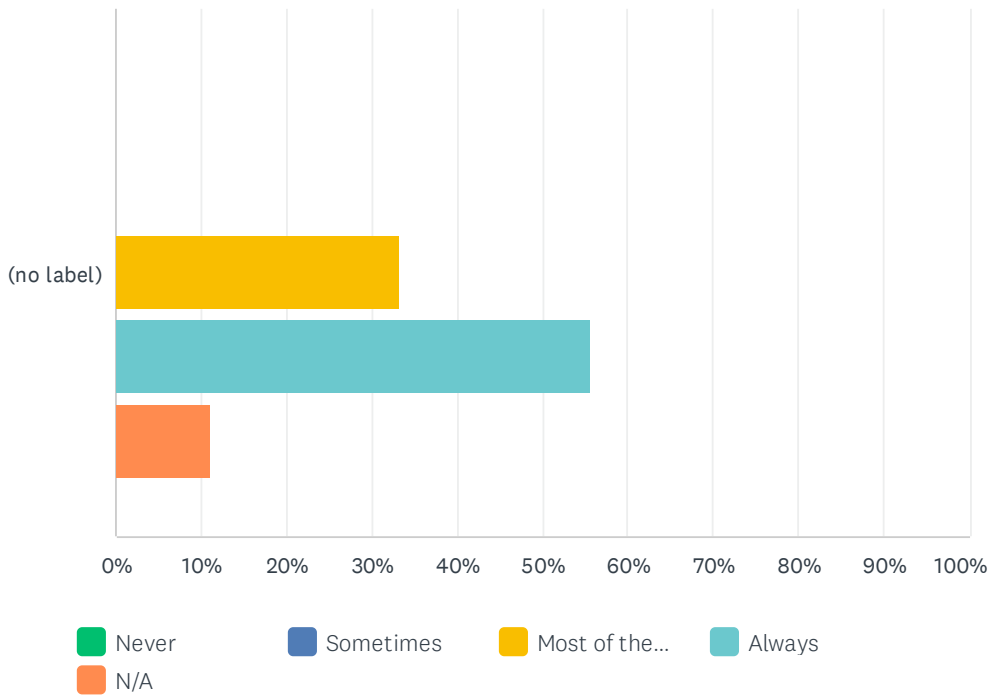


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	11.11% 1	11.11% 1	77.78% 7	0.00% 0	9	2.67

#	COMMENTS:	DATE
1	Marsha very clearly does not respect all staff members which is shown through her obvious favoritism and insensitive jokes and comments.	9/22/2025 3:01 PM
2	Committed is an understatement i never seen someone so dedicated to a single purpose the dedication is enough to inspire thousands including me and now I am dedicated I believe in the mission this is god's work.	9/17/2025 10:29 AM

Q10 Makes sound decisions and acts on them.

Answered: 9 Skipped: 0

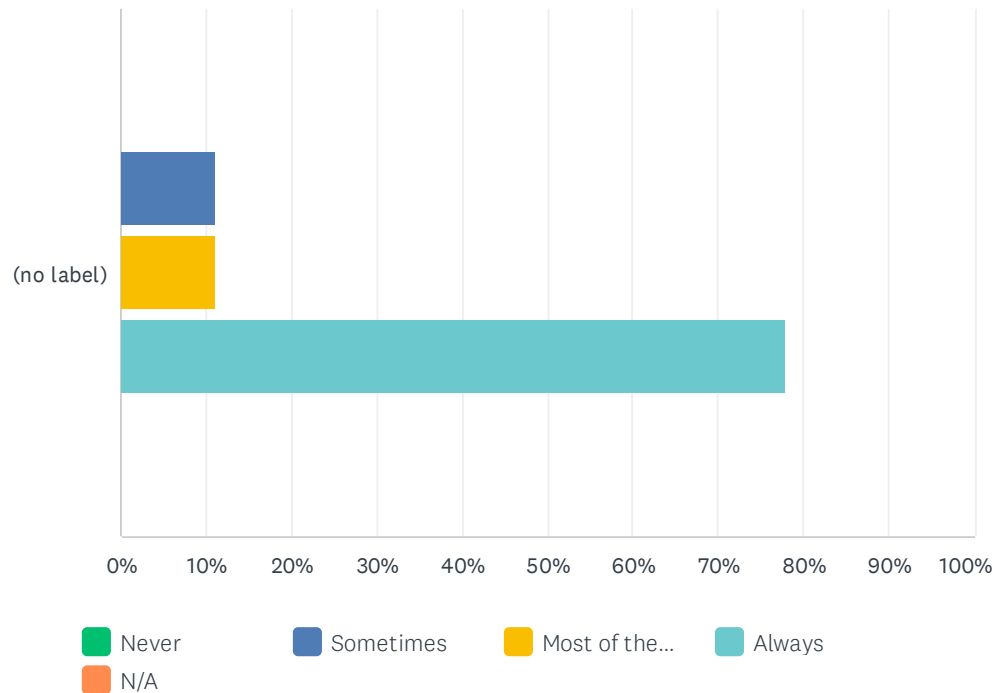


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	33.33% 3	55.56% 5	11.11% 1	9	2.63

#	COMMENTS:	DATE
1	grounded in wisdom, grounded in reasoning. has the human aspect caring and passionate about the mission the individual and the collective.	9/17/2025 10:29 AM
2	Marsha is a decisive leader, which I believe is a great strength when our team is juggling so many different tasks and initiatives.	9/12/2025 11:06 AM

Q11 Sets clear performance expectations and provides feedback.

Answered: 9 Skipped: 0

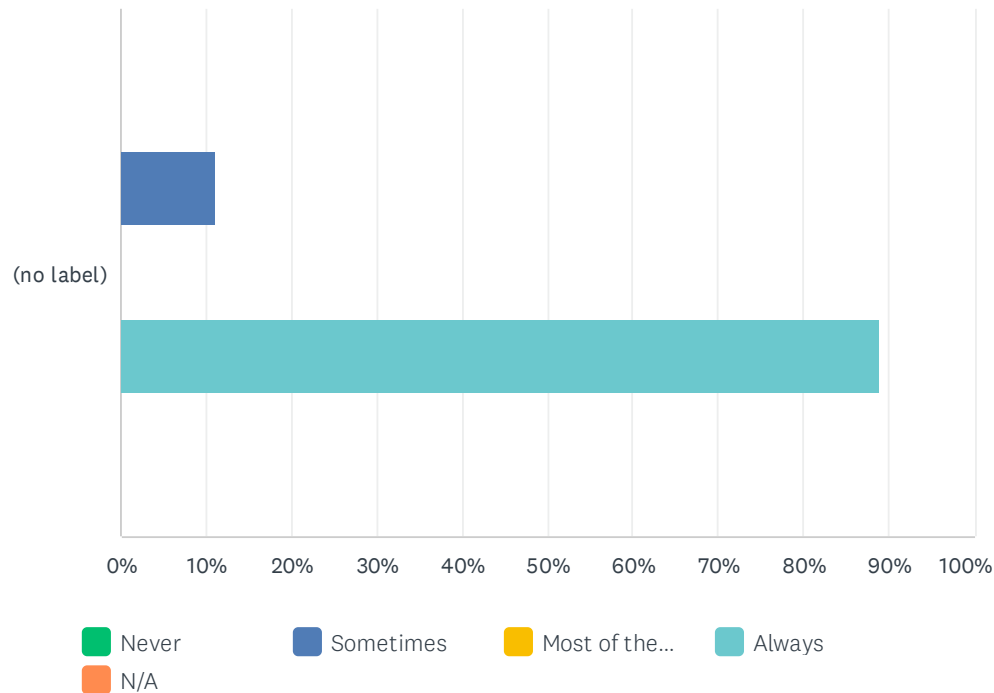


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	11.11% 1	11.11% 1	77.78% 7	0.00% 0	9	2.67

#	COMMENTS:	DATE
1	Depending on the project, Marsha either has extremely strict guidelines for how she wants something to go or she has a vague vision that she has trouble articulating to staff. Feedback is often delayed or given at the last minute.	9/22/2025 3:01 PM
2	outlines where we need to make our impact. then we make our impact.	9/17/2025 10:29 AM

Q12 Is visible with a positive presence.

Answered: 9 Skipped: 0

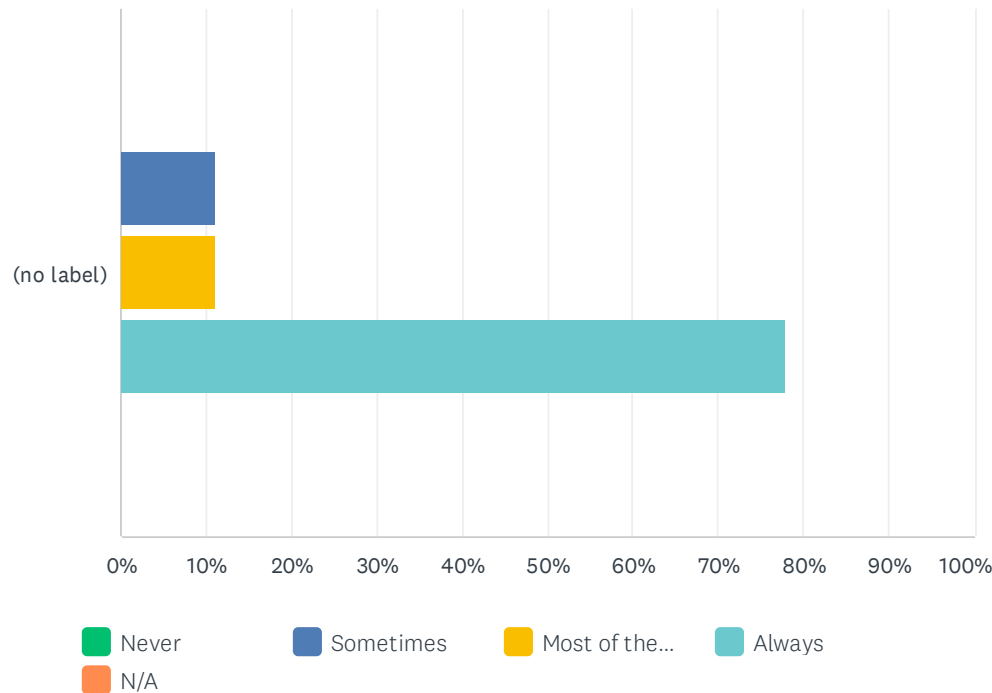


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	11.11% 1	0.00% 0	88.89% 8	0.00% 0	9	2.78

#	COMMENTS:	DATE
1	Marsha is extremely visible and attends many community events. Her presence is not always positive, she can be rude and overwhelming to be around.	9/22/2025 3:01 PM
2	very visible very transparent and always comes with smiles and a pleasant disposition.	9/17/2025 10:29 AM
3	Marsh has performed exceptionally well in this area and is highly respected by many members of the community	9/12/2025 11:02 AM

Q13 Is highly ethical and professional.

Answered: 9 Skipped: 0



	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	11.11%	11.11%	77.78%	0.00%	9	2.67
	0	1	1	7	0		

#	COMMENTS:	DATE
1	Marsha exhibits several unethical and unprofessional behaviors like making jokes at the expense of others, making insensitive comments, displaying obvious favoritism among staff, and general rudeness.	9/22/2025 3:01 PM
2	Trustworthy and Professional and really is an example for how i would like to be a real example of how I would like to engage others and be seen.	9/17/2025 10:29 AM
3	Marsha is a great role model of a professional and effective leader.	9/12/2025 11:06 AM

Q14 What behaviors would you like to see this person continue, do more of, or do less of/differently?

Answered: 4 Skipped: 5

ANSWER CHOICES	RESPONSES
Continue:	100.00% 4
More of:	100.00% 4
Less of/differently:	75.00% 3

#	CONTINUE:	DATE
1	to do what she is doing.	9/26/2025 8:26 AM
2	I would like to see ED Kiner continue to perpetuate a positive and inclusive work environment. Also her evident appreciation of staff. Continue to show up with a positive attitude and promoting internal collaboration.	9/24/2025 9:19 AM
3	Engaging with the community.	9/22/2025 11:47 AM
4	Continue Giving Grace to Others	9/17/2025 10:29 AM
#	MORE OF:	DATE
1	internal meetings and time to understand processes.	9/26/2025 8:26 AM
2	Improved time management and an awareness of staff schedules in relation to meetings and/or projects.	9/24/2025 9:19 AM
3	Build staff capacity and team building.	9/22/2025 11:47 AM
4	More conscience of employees who desire's not be in public eye	9/17/2025 10:29 AM
#	LESS OF/DIFFERENTLY:	DATE
1	fewer external meetings to have time for herself.	9/26/2025 8:26 AM
2	n/a	9/24/2025 9:19 AM
3	less event requirements	9/17/2025 10:29 AM