



CHILDREN'S TRUST REGULAR BOARD MEETING AGENDA

October 12, 2026 at 4:00 PM

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

Call to Order

Roll Call

Agenda Review, Revision, and Approval

Approval of the agenda also approves all of the items on the consent agenda.

Consent Agenda

1. [Board Attendance YTD](#)
2. [9.17.2026 Regular Board Meeting Minutes](#)
3. [9.17.2026 Regular Board Meeting Evaluation – Survey Results](#)
4. [9.17.2026 First TRIM Hearing Minutes](#)
5. [9.28.2026 Regular Board Meeting Minutes](#)
6. [9.28.2026 Regular Board Meeting Evaluation – Survey Results](#)
7. [9.28.2026 Final TRIM Hearing Minutes](#)
8. [FY 2026 Budget Report \(August\)](#)
9. [FY 2026 Checks and Expenditures Report \(August\)](#)
10. [FY 2026 Programmatic Awards and Expenditures Report \(August\)](#)
11. [FY 2026 4th Quarter Financial Report to the BoCC](#)
12. [FY 2026 4th Quarter Financial Report](#)
13. [Sponsorship Requests](#)

General Public Comments

Chair's Report

14. [Executive Director Annual Review](#)

Executive Director's Report

15. [October 2026 Executive Director Report](#)

Presentations

16. [Afterschool: Program Impact and Insights](#)

Old Business

17. [2026-2027 Tentative RFP Schedule](#)

New Business

18. [2026-2030 Strategic Plan Implementation](#)

General Public Comments

Board Member Comments

For Your Information

Items in this section are for informational purposes only and do not require any action by the Trust.

19. [Help Me Grow Alachua August Newsletter](#)
20. [Early Childhood Learning Collaborative September 2026 Update](#)
21. [Alachua County Reads Monthly Update](#)

Next Meeting Dates

Regular Board Meeting - Monday, November 9, 2026 @ 4:00 pm - Children's Trust of Alachua County, 4010 NW 25th Place, Gainesville, FL 32606

Annual Board Meeting & Inaugural Community Champions Awards - Monday, December 14, 2026 @ 4:00 pm - Alachua County Library District Headquarters, 401 E University Ave, Gainesville, FL 32601

Adjournment

Virtual Meeting Information

View or listen to the meeting: https://www.youtube.com/channel/UCpYNq_GkjCo9FQo3qR5-SOw

Public Comments: Submit online at
<http://www.childrenstrustofalachuacounty.us/commentcard>.

Guidelines for Public Comments

Public comments can be made in person at Children's Trust Board Meetings. We will no longer take comments by Zoom or by phone. If you would like to submit a written comment or a

written transcript of your public comment before or after the meeting, these will be provided to Board Members prior to the next Board Meeting.

Any member of the public wishing to be heard either under the agenda section “General Public Comments” or on a specific agenda item shall approach the podium at the appropriate time.

Members of the public recognized by the Chair will have three (3) minutes to speak on a single subject matter. If an individual seeks to be heard on more than one agenda item, the Chair shall determine the amount of time allotted to the speaker. However, such time shall not exceed ten (10) minutes without the approval of the Board or Committee. The Clerk of the Trust is the official timekeeper.

Public members may not share or transfer all or part of their allotted time to any other person or agenda item, except as permitted by this Policy. To the extent a speaker has previously addressed a Board or Committee on the same subject, the Board Chair may limit repeat comments at the Board meeting by the same speaker.

File Attachments for Item:

1. Board Attendance YTD

Board Attendance 2026

Item 1.

Regular Meetings	2/9/2026	3/9/2026	4/13/2026	5/11/2026	6/8/2026	8/10/2026	9/17/2026	9/28/2026	10/12/2026	11/9/2026	12/14/2026	
Chance	P	P	P	P	P	P	P	P				
Wilson Bullard	Absent	Absent										
Pinkoson	P	P	V	P	P	P	P	P				
Certain	P	P	P	P	P	P	P	P				
Cornell	P	Absent	P	P	P	P	P	P				
Hardt	P	P	P	P	V	V	V	V				
Labarta	P	P	P	P	Absent	P						
Page							P	P				
Patton	Absent	Absent	Absent	P	Absent	Absent	Absent	V				
Pena			P	P	P	Absent	V	Absent				
Tate							P	P				
Walker	Absent	P	P	V	P	V	P	P				
Special Meetings	Board Workshop - 1/26/2026	Board Workshop - 3/9/2026	FY27 Board Workshop - 6/8/2026	First TRIM Hearing - 9/17/2026	Final TRIM Hearing - 9/18/2026					V = Virtual Attendance	P = Physical Attendance	
Chance	P	P	P	P	P							
Wilson Bullard	Absent	Absent										
Pinkoson	Absent	P	P	P	P							
Certain	P	P	P	P	P							
Cornell	P	P	Absent	P	P							
Hardt	P	P	V	V	V							
Labarta	P	P	Absent									
Page				P	P							
Patton	Absent	Absent	Absent	Absent	V							
Pena			Absent	V	Absent							
Tate				P	P							
Walker	P	Absent	Absent	P	P							

File Attachments for Item:

2. 9.17.2026 Regular Board Meeting Minutes



CHILDREN'S TRUST
OF ALACHUA COUNTY

CHILDREN'S TRUST REGULAR BOARD MEETING MEETING MINUTES

September 17, 2026 at 4:00 PM

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

CHAIR CHANCE called the meeting to order at 4:00 PM

Roll Call

Board Members Present: Mary Chance (Chair), Ken Cornell (Vice Chair), Lee Pinkoson (Treasurer), Tina Certain, Bob Page, Dr. Lisa Tate, Melissa Walker

Board Members Attending Virtually: Dr. Nancy Hardt, Judge Phillip A. Pena

Installation of New Board Members

Chair Chance administered the oath of office to new Board Members Dr. Lisa Tate and Bob Page, both gubernatorial appointees.

Member Cornell moved for the approval of the consent and regular agenda. Member Pinkoson seconded the motion, which passed unanimously.

Consent Agenda

1. Board Attendance YTD
2. 8.10.2026 Regular Board Meeting Minutes
3. 8.10.2026 Regular Board Meeting Evaluation - Survey Results
4. FY 2026 Budget Report (July)
5. FY 2026 Checks and Expenditures (July)
6. FY 2026 Checks Programmatic Awards and Expenditures Report (July)
7. Sponsorship Requests

General Public Comments - none

Chair's Report

Chair Chance announced the CTAC Community Champions Awards nominations are open.

Executive Director's Report

8. September ED report - Executive Director Marsha Kiner gave special recognition and a farewell bouquet to outgoing Board Member, Dr. Maggie Labarta. Board Members shared memories and expressed gratitude for her years of service and leadership at the Trust since inception.

Rotary Youth Exchange Student - ED Kiner introduced Jay Hunt to the Board. Hunt shared her experiences and lessons learned during her Rotary Youth Exchange study abroad trip to Brazil funded in part by Sunrise Rotary and CTAC. Dan Rodkin (Sunrise Rotary Club Member) shared information about the Rotary Youth Exchange program and how collaboration between programs (CTAC, Dream on Purpose, and Rotary) led to Jay's opportunity. Rotary is currently recruiting students for the 27-28 academic year. Interested applicants can find information online at rye6970.org.

CTAC Culture statement follow up - ED Kiner thanked staff for leaning into the development process as the team culture is implemented into daily practice.

Boys and Girls Club contract termination update – ED Kiner referred the Board to the FYI section of the meeting packet and reported that the Club was able to find alternate funding for the affected students.

Committee Updates – none

Presentations – none

Old Business

9. Gun Violence Initiatives Update

Kristy Goldwire, CTAC Chief Operating Officer, introduced guest presenters Brandi Stone (Director of Community Health Initiatives – Gainesville Fire Rescue/City of Gainesville) and Brittany Coleman (Gun Violence Intervention Program Manager - City of Gainesville), who provided a brief update on the City of Gainesville's gun violence prevention programs. As of mid-August, approximately \$98,471.21 remains from the original program budget. Approximately 75% of the funds have been spent thus far. Corey Collins (Youth Steering Committee GNV) reported on the contract CTAC funded through May. YSC is currently prioritizing recruitment of new members and working with high schools as well as CTAC providers (Mirror Image, GPals, Made for More, and Strong-Minded Mentoring) to encourage program participation. CommuniTEEN events have been very successful – they recently had one at Pace Center for Girls. Coleman provided an update on the gun violence prevention strategic plan. A coordination workshop is scheduled for October 12th after which they will start moving forward on priority areas. Performance measures for the Violence Interrupters program shows many measures exceeding targets, citing over 3,000 field contacts. Member Certain asked for clarification on the 26 conflicts with unknown outcomes reported. Coleman explained that based on the field notes, the team was unable to determine the aftereffect. Member Pinkoson inquired why the technology hub utilization outcomes did not meet the targets and was informed the difference is due to program estimations at time of application. Judge Pena asked if the data on mitigated conflicts is cross-referenced with law enforcement reports. Coleman explained the information they receive is more on a macro level, however they do not cross-reference specific individuals.

Member Cornell moved to recess the regular meeting at 5:01 pm to hold the first TRIM Hearing. Member Pinkoson seconded the motion, which passed unanimously. Chair Chance **called the meeting back to order at 5:29 pm**

Coleman concluded the presentation with technology hub programmatic highlights – spotlighting successful collaborations with community programs such as Filming with a Purpose, Oakview Community Center, Nehemiah Project, Infinite Dream Builders, Pineridge Community Center and others, which ensures the program continues to make an impact.

Stone requested to carry forward the remaining \$98,000 to fund continued Violence Interruption services through December 31, 2026. Member Cornell lauded the City for taking the lead on this issue and asked what the program's funding plan is after CTAC subsidy ends.

Member Cornell moved to approve the City of Gainesville's request to carry forward the remaining funds through December 2026, with the city bringing back a final report that includes data reporting how youth were served through those funds. Member Pinkoson seconded the motion. During discussion of the motion, Dr. Hardt asked about the reduction in shots fired and requested more data. She also questioned if Trust funds are being spent on adults. Coleman responded that the majority of their services are focused on youth. Member Walker commented that it is very important to tie in with law enforcement and suggested assigning numbers to clients in order to track/collect data. Judge Pena stated his willingness to contribute to future workshops he might be able to help with. Chair Chance suggested Judge Pena be included in future conversations. There was no public comment on the motion, which passed unanimously.

Carl Smart (Executive Liaison for Public Safety and Community Relations, Alachua County) updated the Board on gun violence prevention grant expenditures and plans for remaining contracts. The Board received an updated copy of slide 4 reporting \$118,709.56 grant funds remaining to date. Contracted organizations have until September 30th to complete their work and October 15th to submit their reimbursement requests. Member Pinkoson clarified that there are still outstanding bills on October 15th. Whatever leftover dollars go unspent will be returned to the Trust. Member Page commented that he likes the concept of gun-prevention taught in after-school programs. Dr. Hardt expressed disappointment and requested the Trust figure out a better way to fund gun violence intervention programming. Member Cornell voiced his agreement with Dr. Hardt and clarified no action is needed, as the contract is ending.

Judge Pena agreed that if an organization wants money, they should be able to prove they are capable of providing the services. Pena further stated a conversation needs to take place with the schools to collaborate and get the best access to the children. ED Kiner reminded the Board that these contracts were done through the County, not CTAC. In response to Smart's memo, Certain stated she is confident that not all organizations are having problems fulfilling contracts.

Public Comment

Dr. Vincent Miller (Executive Director - Aces in Motion) commented that programs write grants for very specific reasons. He expressed appreciation for what was provided and a need for there to be an eco-system for true prevention as well as better communication and timing.

Shareen Baptiste (President and Co-founder - Dream on Purpose) stated that all the funds have been expended for the gun violence initiative and will be submitting for reimbursement prior to the end of the contract period. Baptiste extended sincere gratitude to the Trust and Sunrise Rotary for their sponsorship of Jay Hunt as well as funding for Filming with a Purpose.

Dr. Labarta (Citizen) commented that there is nothing harder to establish than prevention. A needs assessment must take place first to determine if programming make sense and should be funded.

10. Fiscal Year 2027 Tentative Budget – addressed during TRIM hearing.

New Business

General Public Comments

Board Member Comments

Member Cornell reiterated how much he will miss Dr. Labarta and directed the Board's attention to the expenditures report. The Trust may have some tough decisions to make if Amendment 3 passes. Cornell echoed Judge Pena's statement that safety through schools is needed and asked, "What do we do for safety going forward in the next budget cycle?" Cornell believes the Superintendent and CTAC ED need to have regular communication to ensure the needs are known and can be met.

Member Certain shared that Aces in Motion had two students who wrote winning essays for the US Tennis Association's essay contest. Congratulations to Kyle Sims-Francois and Akeem Thompson.

Chair Chance reminded the Board the ED evaluation is due Monday. She also asked the Board to help promote the CTAC Awards nominations and Special Needs surveys, which are both open.

For Your Information items were provided for informational purposes:

11. Boys and Girls Club Contract Termination Follow Up

Next Meeting Dates

Special Meeting - First TRIM Hearing - Monday, September 17, 2026 @ 5:01 pm

Regular Board Meeting - Monday, September 28, 2026 @ 4:00 pm

Special Meeting - Final TRIM Hearing - Monday, September 28, 2026 @ 5:01 pm

Chair Chance adjourned the meeting at 6:36 pm



Children's Trust Board Meeting

Sign - In Sheet

09/17/2026 from 4pm-6pm

Name	Organization	Email
Billy Glemen	GFR	celmenbje@cityofgainesville.org
Brandy Stone	GFR - CoG	stoneb@cityofgainesville.org
Yanel Casanova	PALS	
Bob Page	Board	
LARON BARBER	L'AZON Technology ^{INSITOR}	laron@leazon.com
Carb Young	GFR	yungc@cityofgainesville.org
Melissa James	goodwill - Teenswork	mjames@goodwillnorthfla.org
Sharde Goodlee	Goodwill	sgoodlee@goodwillnorthfla.org
Claudia Higgins-Tuck	Access	ctuck@alachua.com
Missy Daniels	AC Mgr Office	mdaniels@alachua.com
CHRIS PERRY	IMPACT GNU	PERRYCA@cityofgainesville.org
Aidan McConnell	Healy Foundation	airconnell@healyfoundation.org
Izzy Brazzel	GCC	izzy@gainesvillecircus.com
Carl Smart	Alachua County	csmart@alachua.com
Kari Hamende	Santa Fe College	Kari.hamende@sfc.edu
James Daby	James Daby City of Gainesville	James.Daby@cityofgainesville.org

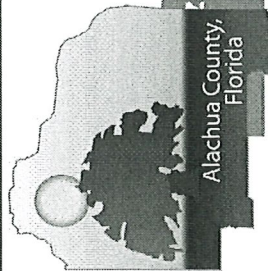


Children's Trust Board Meeting

Sign – In Sheet

09/17/2026 from 4pm-6pm

Name	Organization	Email
Corey Coums	RPCP	corey@centerforpeacebuilding.org
Shareen Baptiste	Dream on Purpose	Shareen@dreamonpurpose.org
Vincent Miller	AIM	
Sherry Kitchens	CAC	sherry@cacopinesri.org
Antwanique Edwards	SBAC	edwardad@gm.sbac.org



Gun Violence Prevention Grants



JUSTICE
STATE OF ALACHUA COUNTY

Organization	Grant Amount	Amount Expended	Amount Remaining	Expenditure Status
Community Impact	\$26,606.25	In process	\$26,606.25	Intends to expend total funds
Dream on Purpose	\$26,606.25	In process	\$26,606.25	Intends to expend total funds
Project YouthBuild	\$26,606.25	\$15,373.18	\$11,233.07	Intends to expend total funds
Gainesville Thrives	\$26,606.25	\$16,831.73	\$9,774.52	Intends to expend total funds
IGB Education	\$26,606.25	\$25,843.19	\$763.06	Intends to expend total funds
Infinite Dream Builders	\$26,606.25	\$5,010.00	\$21,596.25	Contract withdrawn
Kids Count	\$26,606.25	\$18,294.99	\$8,311.26	Intends to expend total funds
Peak Literacy	\$26,606.25	\$19,250.35	\$7,355.90	Intends to expend total funds
Gainesville Area Tennis	\$10,000.00	\$3,537.00	\$6,463.00	Intends to expend total funds
Totals	\$222,850	\$104,140.44	\$118,709.56	

City of
Gainesville



Gainesville Police Department

Crime Statistics

August 2026



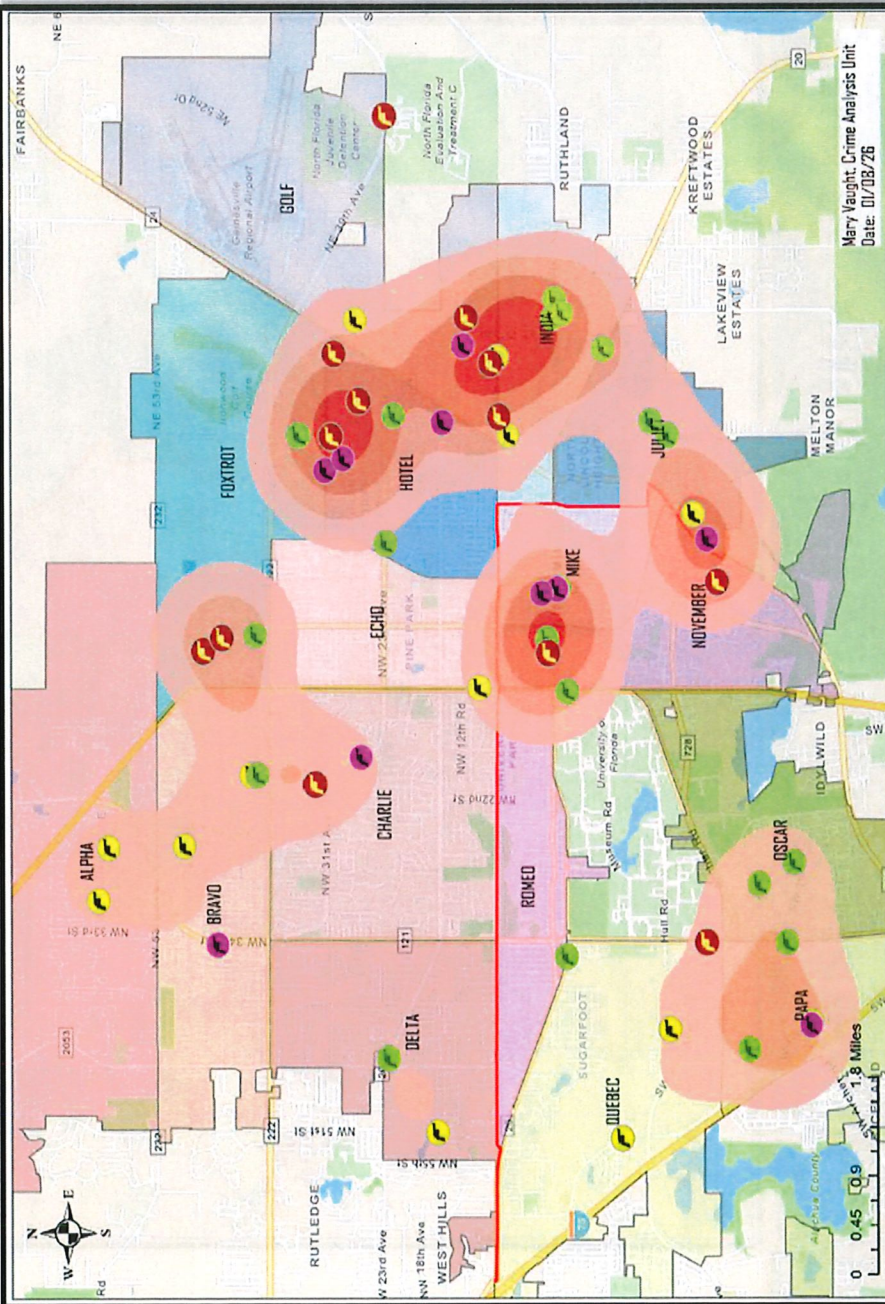
2023-2026 GPD Crime Statistics - NIBRS YTD thru August 31st, 2026

Gainesville Police Department									
Crime Statistics January 1 - August 31, 2026									
	2023	2024	2025	2026	3 Year Average	% Change 2025-2026			
Violent Crimes									
Homicide	8	8	3	8	6.33	166.67			
Homicide (THI)	1	3	2	0	1.67	-100.00			
Rape	108	96	98	117	103.67	19.39			
Robbery	109	140	78	87	101.67	11.54			
Aggravated Assault	465	438	402	438	426.00	8.96			
Total/	691	685	583	650	639.33	11.49			
Property Crimes									
Burglary	333	311	254	214	259.67	-15.75			
Larceny	2615	2267	2001	1815	2027.67	-9.30			
Auto Theft	346	258	190	106	184.67	-44.21			
Total/	3294	2836	2445	2135	2472.00	-12.68			
Grand Total	3985	3521	3028	2785	3111.33	-8.03			
Burglary to Conveyance	676	419	356	282	352.33	-20.79			
Motorcycle Thefts	28	17	15	7	13.00	-53.33			
Retail Theft	747	776	778	678	744.00	-12.85			

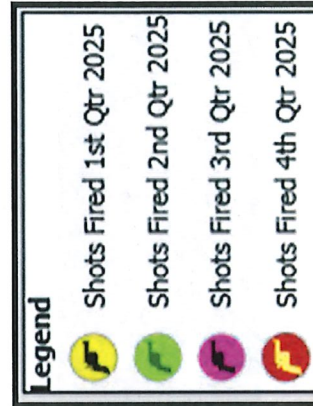
Note: NIBRS counts the number of Incidents, not the number of victims. This report comes from Records.



Shots Fired Calls (January 1 - December 31, 2025)

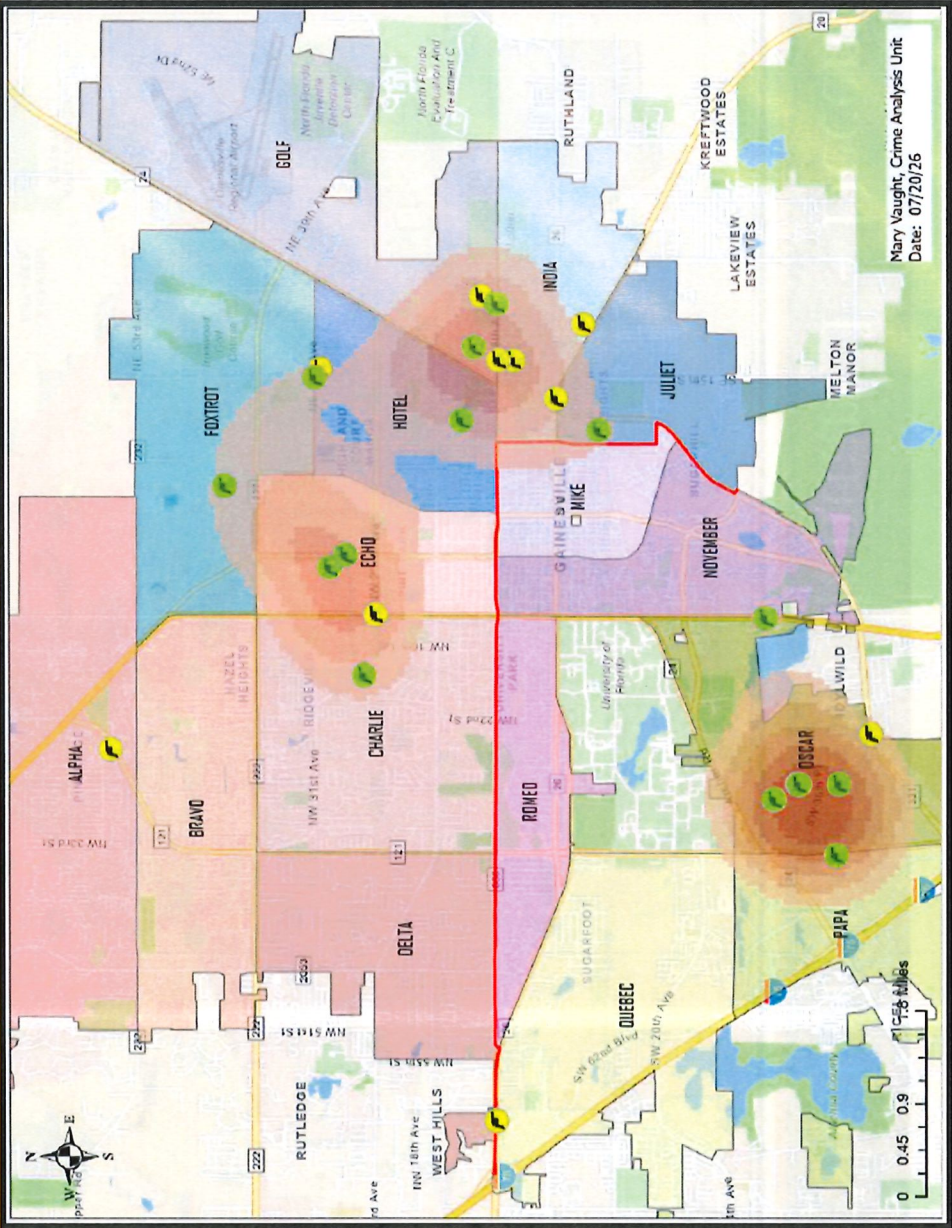


Jan 1 to March 31, 2025 (Yellow)	Apr 1 to June 30, 2025 (Green)	Jul 1 to Sep 30, 2025 (Pink)	Oct 1 to Dec 31, 2025 (Red)
16	21	13	14





Shots Fired Calls (January 1 - June 30, 2026)



Jan 1 to March 31, 2026 (Yellow)	Apr 1 to June 30, 2026 (Green)
11	14

Legend

- Shots Fired 1st QTR 2026
- Shots Fired 2nd QTR 2026



GPD Gun Related Statistics

Crime	2023	2024	2025
Stolen Firearms**	200 (129 Conveyance Burglary)	109 (59 Conveyance Burglary)	138 (94 Conveyance)
Firearms Seized/Recovered by LEO***	305	274	279
Number of Shots Fired	147	130	64
Number of Persons Shot or Injured by Gunfire	60	41	15
Homicide Victims**	14 Incidents (16 Deaths)	8 Incidents (7 Gun Related Deaths)	3
Suicide (From ME)	24	22	14

** Numbers can change due to updates in RMS. Numbers current as of 01/06/26

***Numbers include any firearms seized as a result of criminal activity, as well as instances where a firearm was located, and could not be tracked back to an owner (i.e. found firearm with no record of being stolen and no owners located).

GPD YTD Gun Related Statistics



Crime	YTD – 08/31/26
Stolen Firearms*	55 (32 Conveyance Burglary)
Firearms Seized/Recovered by LEO**	122
Number of Shots Fired*	34
Number of Persons Shot or Injured by a Gunfire*	15 (3 Accidental)
Homicides *	8 (5 Gun Related)

* Numbers can change due to updates in RMS. Current as of 09/09/26.

**Numbers include any firearms seized as a result of criminal activity, as well as instances where a firearm was located, and could not be tracked back to an owner (i.e. found firearm with no record of being stolen and no owners located).



GPD Monthly Gun Related Statistics

Crime	August 2025	August 2026	% Change
Stolen Firearms*	6 (5 Conveyance Burglary)	6 (3 Conveyance Burglary)	0%
Firearms Seized/Recovered by LEO**	10	6	-40%
Number of Shots Fired*	2	5	+150%
Number of Persons Shot or Injured by a Gunfire*	0	1	N/A
Homicides *	0	1 (0 Gun Related)	N/A

* Numbers can change due to updates in RMS. Current as of 09/08/26.

**Numbers include any firearms seized as a result of criminal activity, as well as instances where a firearm was located, and could not be tracked back to an owner (i.e. found firearm with no record of being stolen and no owners located)



CHILDREN'S TRUST
OF ALACHUA COUNTY

CHILDREN'S TRUST OF ALACHUA COUNTY

OATH OF OFFICE

STATE OF FLORIDA
COUNTY OF ALACHUA

I, **Dr. Lisa Tate**, do solemnly swear that I will support, protect, and defend the Constitution and Government of the United States and of the State of Florida; that I am duly qualified to hold office under the Constitution of the state; and that I will well and faithfully perform the duties of a Board member of the Children's Trust of Alachua County on which I am now about to enter. So help me God.

(Signed)

Submitted and sworn to before me this 17th day of September, 2026.

(Signed)

Mary Chance, Board Chair

Name and Title of person authorized by law to take oath.



CHILDREN'S TRUST
OF ALACHUA COUNTY

CHILDREN'S TRUST OF ALACHUA COUNTY

OATH OF OFFICE

STATE OF FLORIDA
COUNTY OF ALACHUA

I, **Bob Page**, do solemnly swear that I will support, protect, and defend the Constitution and Government of the United States and of the State of Florida; that I am duly qualified to hold office under the Constitution of the state; and that I will well and faithfully perform the duties of a Board member of the Children's Trust of Alachua County on which I am now about to enter. So help me God.

(Signed)

A handwritten signature in blue ink, appearing to read "Bob Page", is written over a horizontal line.

Submitted and sworn to before me this 17th day of September, 2026.

(Signed)

A handwritten signature in blue ink, appearing to read "Mary Chance", is written over a horizontal line.

Mary Chance, Board Chair

Name and Title of person authorized by law to take oath.

File Attachments for Item:

3. 9.17.2026 Regular Board Meeting Evaluation – Survey Results



Summary of Board Meeting Evaluation Surveys

Per Board Policy 1.15, each meeting Board members will have the opportunity to evaluate the effectiveness and efficiency of meetings and provide suggestions on how to improve and make the best use of Board meetings. The following is a summary of the input Board members provided for review by the Board, CTAC staff, and members of the public regarding the most recent Board meeting.

<u>Date of Meeting:</u>	September 17th, 2026
<u>Completion Rate:</u>	73% of Board members completed (8 of 11) ¹

Evaluation of Meeting Components

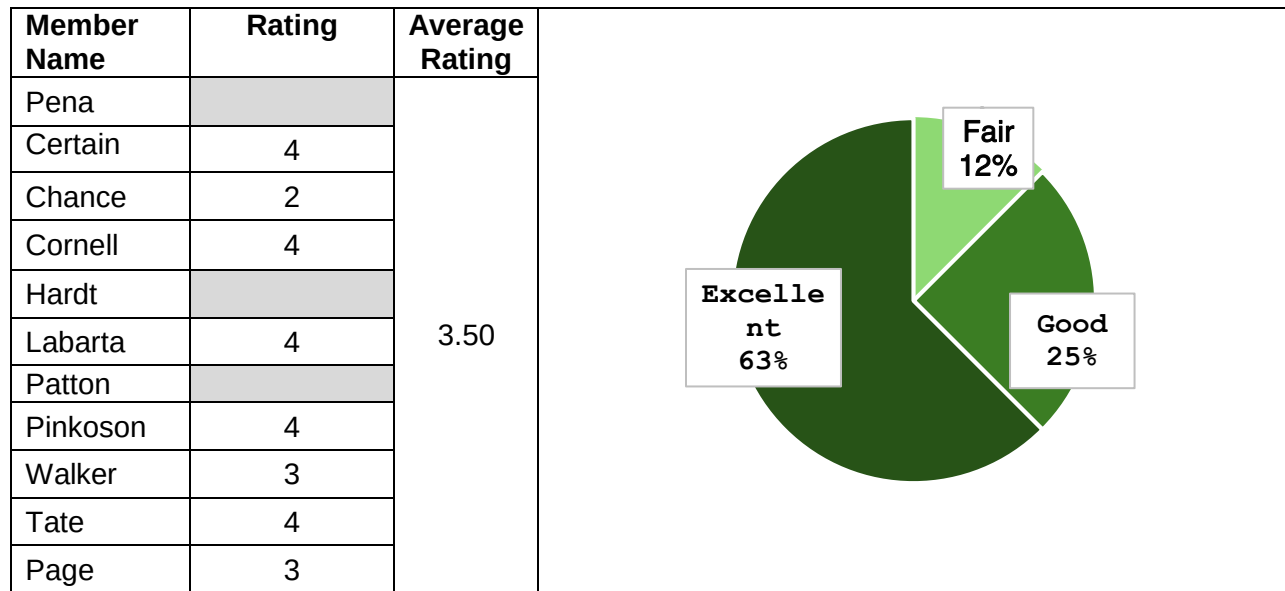
Board members rate the effectiveness and efficiency of four meeting components from 1 to 4. A rating of 1 = “*poor*”, 2 = “*fair*”, 3 = “*good*”, and 4 = “*excellent*.”

Board members provided “excellent” and “good” ratings for Meeting Facilitation and CTAC Staff, “excellent,” “good,” and “fair” ratings for Materials Provided, and “excellent,” “good,” “fair,” and “poor” ratings for Presentations. The Board meeting included welcoming two new Board members and presentations on gun violence prevention initiatives.

Meeting Component				
Date of Meeting	Materials Provided	Meeting Facilitation	CTAC Staff	Presentations
September 17, 2026	3.50 ↓	3.88 ↑	3.88 ↓	3.36 ↓
Average Rating (Cumulative to Date)	3.78	3.86	3.89	3.80

¹ Ten Board members attended in-person or virtually on 09/17/2026 and eight completed a survey.

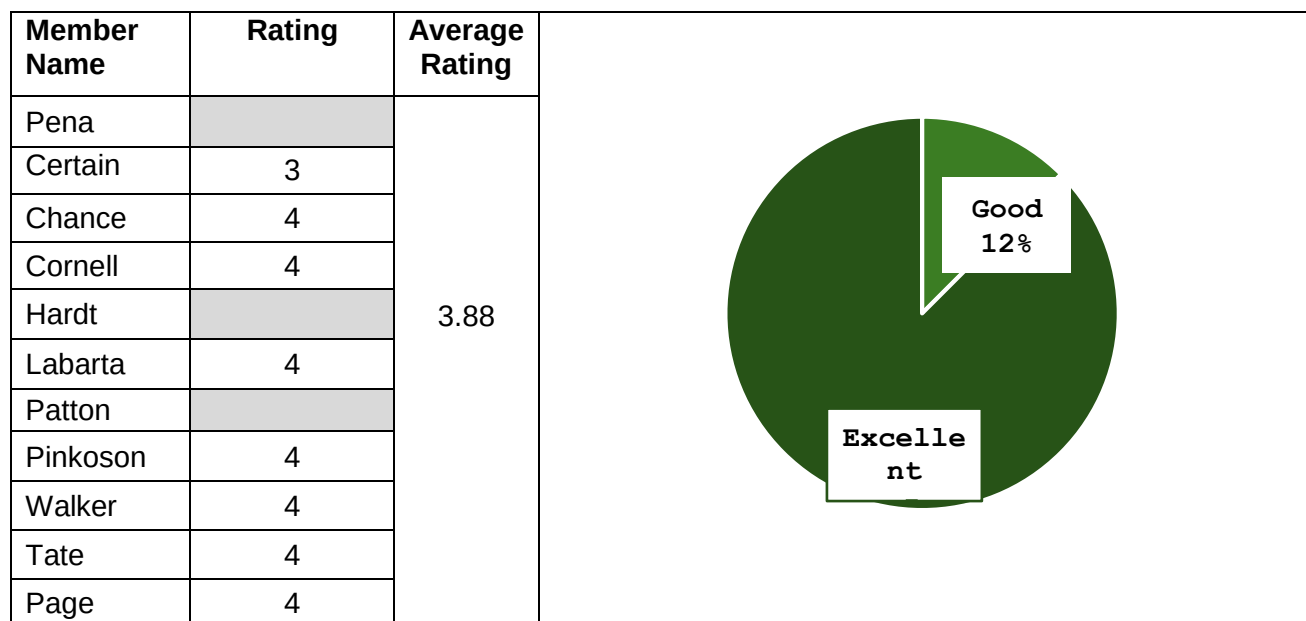
Materials Provided: The Board packet was received in a timely fashion and provided the information needed to prepare for the meeting.



Comments:

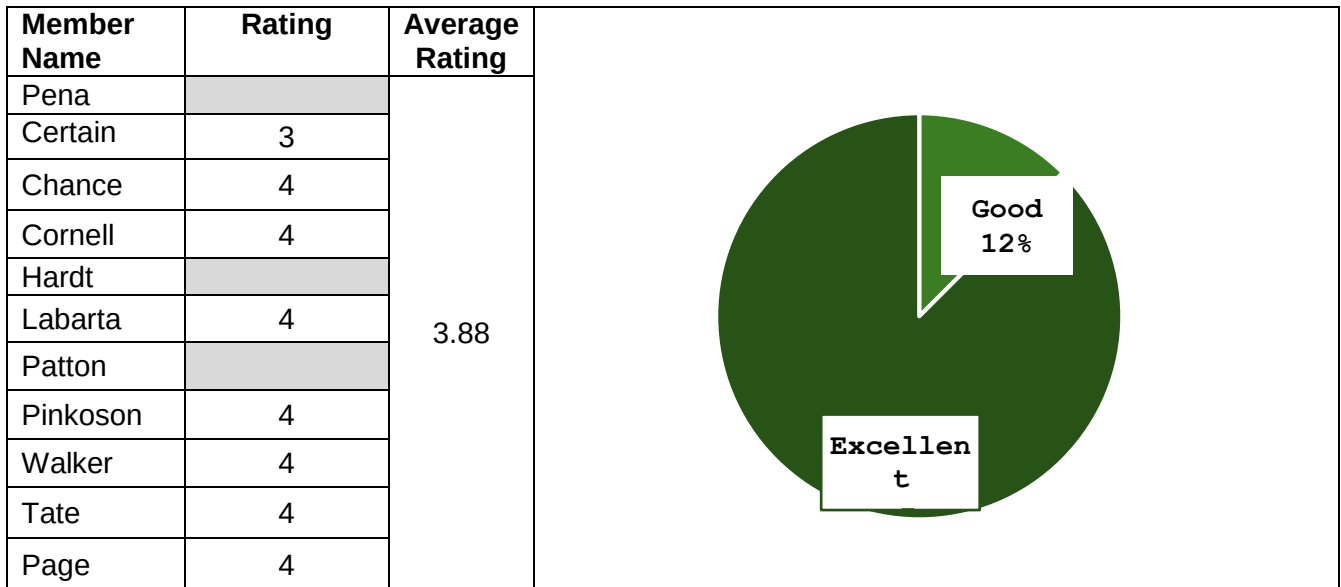
- The last minute data on the gun violence programs was not helpful- particularly for the online participants. (Chance)
- Packet from CTAC complete/timely/information helpful. See Presentations comment. (Walker)

Meeting Facilitation: The Chair ensured Board members and members of the public who wanted to speak had the opportunity to be heard.



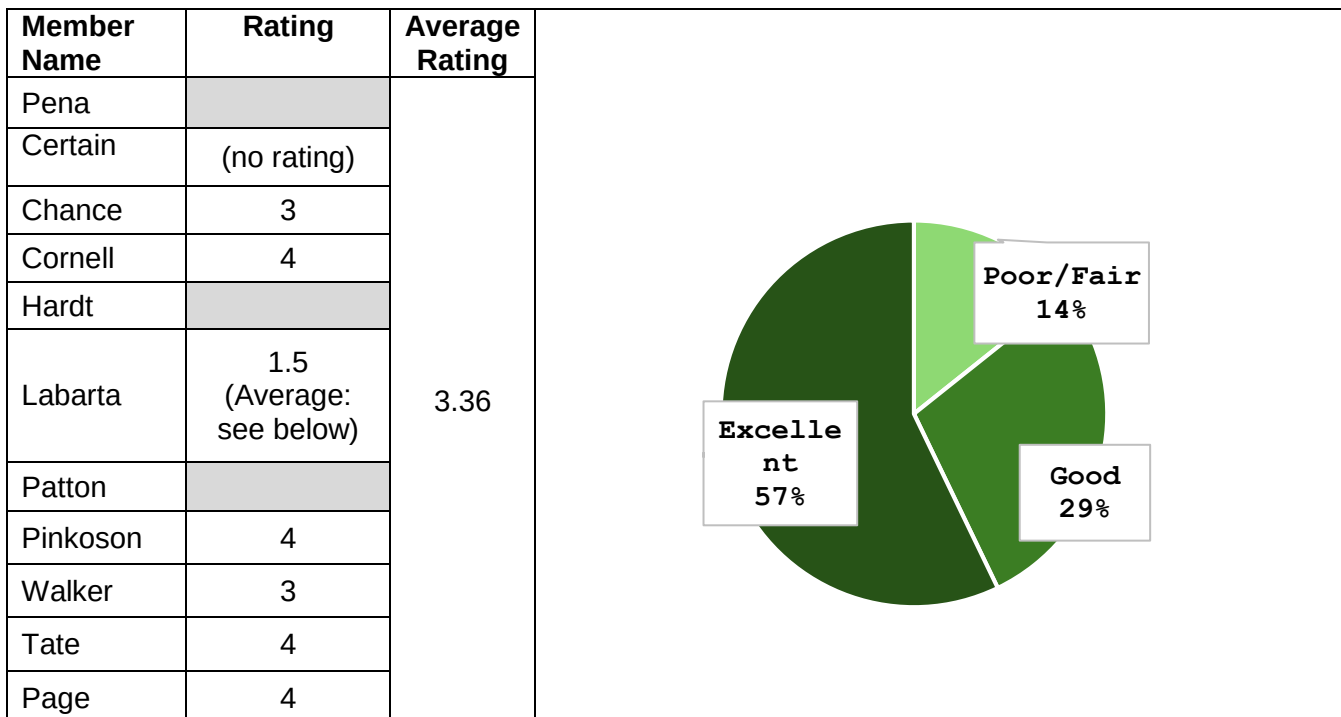
Comments: (none)

CTAC Staff: CTAC staff were knowledgeable on their agenda items and prepared to address questions or provide a plan for follow-up.



Comments: (none)

Presentations: Presentations were helpful in providing information on programs and policies to guide decision-making and allow for input and transparency.



Comments:

- GPD presentation (Rating: 2)- Conflict “mitigation” does not cross reference back to see if those they contact have violent episodes after. Perhaps need independent evaluator? Someone that can assess both sets of data: “shift notes” (qualitative) and LEO. County presentation (Rating: 1)- No data- could have been a staff decision/comment without a presentation. (Labarta)
- Data specific to contracted or funded projects and outcomes tied to children/youth should be required, to show the CTAC's ROI. (Walker)

Finally, Board members can provide general comments on the meeting overall as well as topics they'd like to see addressed on future agendas. These comments are listed below.

General Comments:

- As a "newbie" I felt welcome and found it easy to understand what was being discussed and able to keep up without a significant amount of background. Thank you! (Tate)
- Very educational :) (Page)

Items, Presentations, or other Information for future Board agendas:

(none)

File Attachments for Item:

4. 9.17.2026 First TRIM Hearing Minutes

**CHILDREN'S TRUST - SPECIAL MEETING - FIRST TRIM HEARING MINUTES**

September 17, 2026 at 5:01 PM

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

Call to Order – Chair Chance called the public hearing to order at 5:01 pm.**Roll Call**

Board Members Present: Mary Chance (Board Chair), Ken Cornell (Vice Chair), Lee Pinkoson (Treasurer), Tina Certain, Bob Page, Dr. Lisa Tate, Melissa Walker

Board Members Attending Virtually (Not Voting): Dr. Nancy Hardt, Hon. Phillip A. Pena

Agenda Review, Revision and Approval

Member Pinkoson moved for the approval of the agenda. Member Cornell seconded the motion, which passed by unanimous voice vote.

CTAC Chief Financial Officer Molly Greenwald presented the tentative FY 2027 budget and reported an increase in the projected reoccurring revenue by approximately \$220,000 due to updated information from the Property Appraiser. No changes were made to the budgeted expenditures.

Public Hearing - FY 2027 Proposed Millage and Tentative Budget

Fiscal Year 2026-27 Proposed Millage Rate and Tentative Budget - CTAC Attorney Bob Swain provided an overview of Truth-in-Millage Legislation. CTAC Executive Director Marsha Kiner provided an overview of the tentative budget and the recommended millage rate for FY26-27. No public comments or Board adjustments were made.

FY 2026-27 Proposed Millage Rate and Tentative Budget

Member Pinkoson moved to approve the adoption of Resolution 2026-06, Establishing FY 27 Proposed Children's Trust of Alachua County Millage Rate. The motion was seconded by Member Cornell and passed by majority vote.

RESOLUTION NO. 2026-06 was PASSED AND ADOPTED BY THE CHILDREN'S TRUST OF ALACHUA COUNTY BOARD; this 17th day of September 2026.

	AYE	NAY	ABSENT	NOT VOTING
Mary Chance	✓			
Ken Cornell	✓			
Lee Pinkoson	✓			
Tina Certain	✓			
Dr. Nancy Hardt				✓
Bob Page	✓			
Dr. Kamela Patton			✓	
Hon. Judge Phillip A. Pena				✓
Dr. Lisa Tate	✓			
Melissa Walker	✓			

Member Cornell moved to approve the adoption of Resolution 2026-07, Adopting Changed Revenue Estimates and the FY 27 Tentative Children's Trust of Alachua County Budget. The motion was seconded by Member Pinkoson and passed by majority vote.

RESOLUTION NO. 2026-07 was PASSED AND ADOPTED BY THE CHILDREN'S TRUST OF ALACHUA COUNTY BOARD; this 17th day of September 2026.

	AYE		NAY		ABSENT		NOT VOTING
Mary Chance	✓						
Ken Cornell	✓						
Lee Pinkoson	✓						
Tina Certain	✓						
Dr. Nancy Hardt							✓
Bob Page	✓						
Dr. Kamela Patton					✓		
Hon. Judge Phillip A. Pena							✓
Dr. Lisa Tate	✓						
Melissa Walker	✓						

Board Member Comments - none

General Public Comments - none

The public hearing was adjourned at 5:29 PM

File Attachments for Item:

5. 9.28.2026 Regular Board Meeting Minutes



CHILDREN'S TRUST REGULAR BOARD MEETING MINUTES

September 28, 2026, at 4:00 PM

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

Call to Order - Chair Chance called the meeting to order at 4:00 pm

Roll Call

Board Members Present: Mary Chance (Board Chair), Ken Cornell (Vice Chair), Lee Pinkoson (Treasurer), Tina Certain, Bob Page, Dr. Lisa Tate, Melissa Walker

Board Members Attending Virtually (Not Voting): Dr. Nancy Hardt, Dr. Kamela Patton

Agenda Review, Revision, and Approval

Member Pinkoson moved for the approval of the agenda and consent agenda with clarification on the emergent needs amount granted. Member Certain seconded the motion which passed unanimously. During discussion, it was clarified that Emergent Needs funds were approved in the amount of \$16,500.00.

Consent Agenda

1. Board Attendance YTD
2. Emergent Needs

General Public Comments

Chair's Report

Chair Chance updated the Board on the Executive Director evaluation process and thanked everyone for participating as well as staff members who filled out survey. The committee met to review the results and receive input from Human Resources.

Executive Director's Report

Executive Director Marsha Kiner invited the Board to participate in the University of Florida Homecoming Parade on Friday, October 9th. ED Kiner also shared a congratulatory message that was mailed from Representative Kat Cammack.

Old Business

3. Alachua County Reads Initiative September Project Update

Mia Jones, CTAC Early Childhood Coordinator, introduced Dr. Heidi Keegan and Dr. Theresa Beachy from Alachua County Reads, who provided an update and overview of recent activities and accomplishments. The collaborative adopted a four-pillar strategy focusing on Readiness, K-3 Core Instructional Support, Intervention/Remediation, and Coordination + Community Awareness. ACR is partnering with the

University of Florida Literacy Institute (UFLI) and Alachua County Public Schools to provide professional development to ACPS elementary school teachers, with a focus on kindergarten through second grade teachers in four School Improvement (SI) schools, serving 600 K-2 students. ACR has also recently purchased Project Read, a program that takes student assessment data and provides intervention groups and lessons for students. All ACPS elementary schools will receive the licenses with a required implementation plan and fidelity forthcoming. ACR has recently hired a Literacy Specialist to provide support to the after-school programs participating in the Literacy Catalyst program. A virtual resource hub is available on www.AlachuaCountyReads.org. The first community advisory council meeting will take place on Wednesday, September 30th via Zoom.

Dr. Patton thanked UFLI for what they are doing for the four SI schools. The schools are very excited about this new tool. Member Cornell asked the Superintendent when it will become a weekly requirement that every K-2nd grade teacher input student assessment data into Project Read. Dr. Patton responded that everyone understands it is not optional. Dr. Keegan informed the Board that the Project Read license is good for one full school year, after which time ACR hopes the school district will pick up the cost. Dr. Patton affirmed that ACPS will purchase the licenses next year.

4. Nonprofit Lifecycle Pilot Program Update

CTAC Chief Operating Officer Kristy Goldwire reported five after-school providers have participated in the pilot program as part of the Trust's capacity building programming and completed several key components of the project. The participants recently shared challenges and opportunities they have experienced in the process. All funded programs are to participate in this initiative in the next fiscal year as part of the strategic plan. A proposed reporting schedule will be provided at the October Board Meeting.

Presentations

5. Youth Mental Health Programs

CTAC Research, Planning, and Evaluation Coordinator, Bonnie Wagner, presented an overview of the CTAC-funded youth mental health programming provided by Child Advocacy Center (CAC), Pace Center for Girls, and UF Health Shands. CTAC has funded youth mental health programs since its inception. Through August 2026, 592 youths have been served by the three programs this fiscal year and 4,762 individual therapy sessions completed. All providers are on track to meet or exceed their target goals for children served, service provision, and family engagement.

Members Certain and Page asked about program performance outcomes, to which Wagner shared that the Board receives a final report after the programming year ends and all data is submitted. Dr. Hardt expressed her interest in the data and was informed that all providers are either mastering or advancing in their Continuous Quality Improvement (CQI) scorecards. She further commented that mental health care for children could go under health or safety goals and wondered what would happen to the 1500 therapy sessions if the Trust does not exist anymore? How is CTAC going to take care of the mental health needs of children?

Member Pinkoson moved to approve staff's recommendations to a) collaborate with funded mental health providers to convene a countywide discussion on youth mental health services; and b) include a mental health scope of work in the FY27-28 Youth Health RFP. Member Cornell seconded the motion.

During public comments on motion, Sherry Kitchens (President & CEO of Childhood Advocacy Center) commended the Trust for their commitment to children. Kitchens encouraged the Board to think of the services CTAC is funding as safety services, as they really are saving lives. Yanel Casnova (Licensed Mental Health Counselor and Program Manager - UF PALS) shared a letter from a child who participated in the program and stated having access to PALS changed their life for the better. Casanova also shared

statements from school counselors testifying that the strength of the program is that it is available at the school, thus removing financial, transportation, and scheduling barriers. At the close of public comment, **the motion passed unanimously.**

Member Cornell commented that Kitchens made a good point that mental health should be moved under Goal 3 - Safety.

Member Cornell moved to recess the regular meeting at 5:01 pm to hold the final TRIM hearing. Member Pinkoson seconded the motion, which passed unanimously. **Chair Chance called the meeting back to order at 5:10 pm.**

General Public Comments

Michelle Chitwood King (Resident) commented that she lives in a rural part of county and wonders why the other areas of the county like Waldo, Lacrosse, Newberry, and Archer are not served. ED Kiner responded that it is not for lack of trying, citing CTAC-funded camps in Alachua, Hawthorne, Waldo, and High Springs as well as Family Resource Centers coming to Newberry and Hawthorne this fall. COO Goldwire requested a follow-up meeting with Ms. King to discuss the concern further.

Emily McCauley (CTAC Community Engagement Coordinator) – advised there are many countywide programs such as NewboRN home visiting, TeensWork Alachua, Saving Smiles, and others. ED Kiner affirmed this is something that the Trust has been more intentional about including incentivizing providers to serve rural areas.

Board Member Comments

Chair Chance asked everyone to help spread the word about the upcoming special needs virtual focus group on October 7th. Registration is on the CTAC website and on social media. Additionally, nominations are open for the CTAC Community Champions Awards, closing on October 15th.

Next Meeting Dates

Special Meeting - Final TRIM Hearing - Monday, September 28, 2026 @ 5:01 pm

Regular Board Meeting - Monday, October 12, 2026 @ 4:00 pm

Adjournment

Chair Chance adjourned the meeting at 5:24 pm



Children's Trust Board Meeting

Sign – In Sheet

09/28/2026 from 4pm-6pm

Name	Organization	Email
Dr. Heidi Keegan	Alachua County Reads	HKeegan@alachuacountyreads.org
Dr. Theresa Early	CNE	thearly@cne.org
Dr. Lisa Tate		LISAD.CRANA@gmail.com
Yanel Casanova	PALS	
MARLA Meredith	Goodwill	mmeredith@goodwillnorthfla.org
Lori Miller	Pace	lori.miller@pace.org
Bob Rose	Board	
Abigail Duffield	Amplified	abbyduffield@gmail.com
Nora Duffield	Amplified	norduffield@gmail.com
Ava Jones	Amplified	ajones2@gm-shc.co
Alison Frenkel	CAO	—
Laurie Jennings	ACORN Clinic	LaurieFaganJennings@gmail.com
Sherry Kitchens	CAC	sherry@cacgainesville.org
Madison James	Goodwill/teens work	mjames@goodwillnorthfla.org
Leah Galione	PAK Literacy	leah@pakliteracy.org



Children's Trust Board Meeting

Sign – In Sheet

09/28/2026 from 4pm-6pm

Name	Organization	Email
V. Contessa	UFLI	contessa@cc.ufl.edu
V. Miller	AIM	
Michelle & Ed King	concerned citizens	
Gail Childs	county citizen	gailschilds@gmail.com
Sharde Goodloe	Goodwill North FL	sgoodloe@goodwillnorthfla.org
Sharde Goodloe		

File Attachments for Item:

6. 9.28.2026 Regular Board Meeting Evaluation – Survey Results



Summary of Board Meeting Evaluation Surveys

Per Board Policy 1.15, each meeting Board members will have the opportunity to evaluate the effectiveness and efficiency of meetings and provide suggestions on how to improve and make the best use of Board meetings. The following is a summary of the input Board members provided for review by the Board, CTAC staff, and members of the public regarding the most recent Board meeting.

<u>Date of Meeting:</u>	September 28th, 2026
<u>Completion Rate:</u>	70% of Board members completed (7 of 10) ¹

Evaluation of Meeting Components

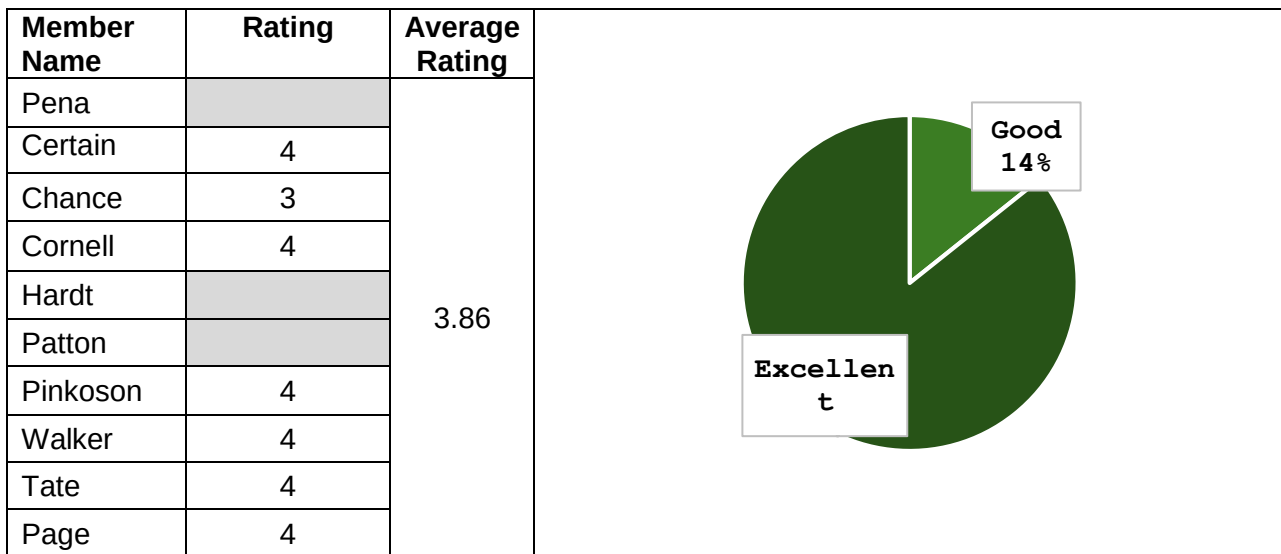
Board members rate the effectiveness and efficiency of four meeting components from 1 to 4. A rating of 1 = “*poor*”, 2 = “*fair*”, 3 = “*good*”, and 4 = “*excellent*.”

Board members provided “excellent” and “good” ratings in all categories: Materials Provided, Meeting Facilitation, CTAC Staff, and Presentations. The Board meeting included updates on the Alachua County Reads initiative and a presentation of Youth Mental Health Programs.

Meeting Component				
Date of Meeting	Materials Provided	Meeting Facilitation	CTAC Staff	Presentations
September 28, 2026	3.86 ↑	3.71 ↓	3.86 ↓	3.86 ↑
Average Rating (Cumulative to Date)	3.78	3.86	3.89	3.81

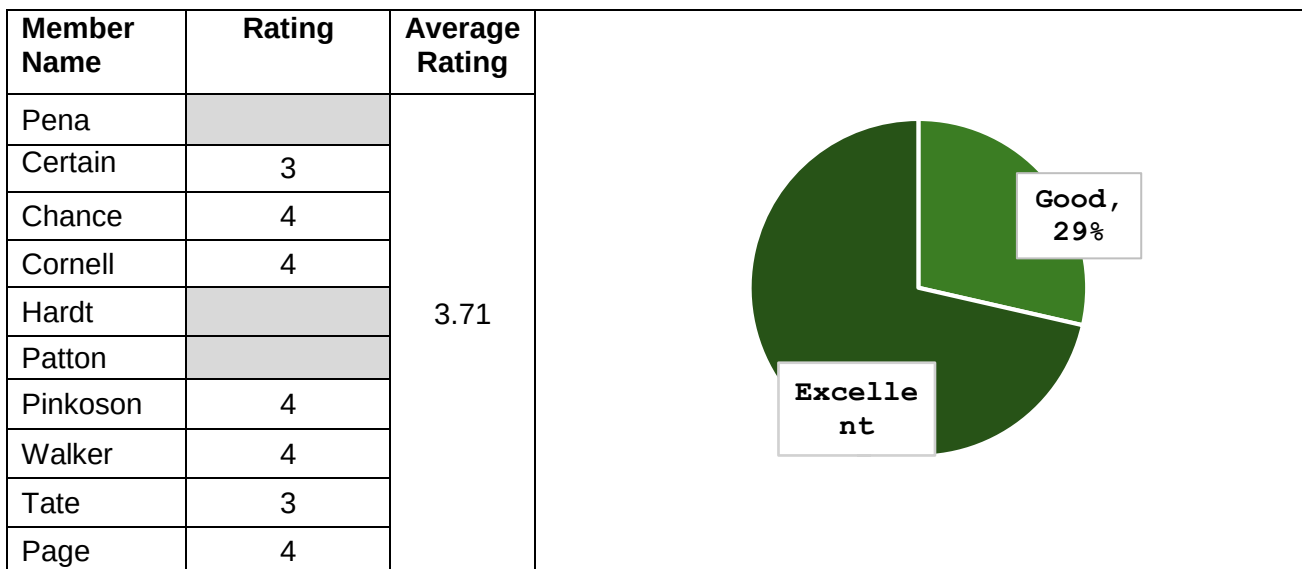
Materials Provided: The Board packet was received in a timely fashion and provided the information needed to prepare for the meeting.

¹ Nine Board members attended in-person or virtually on 09/28/2026 and seven completed a survey.



Comments: (none)

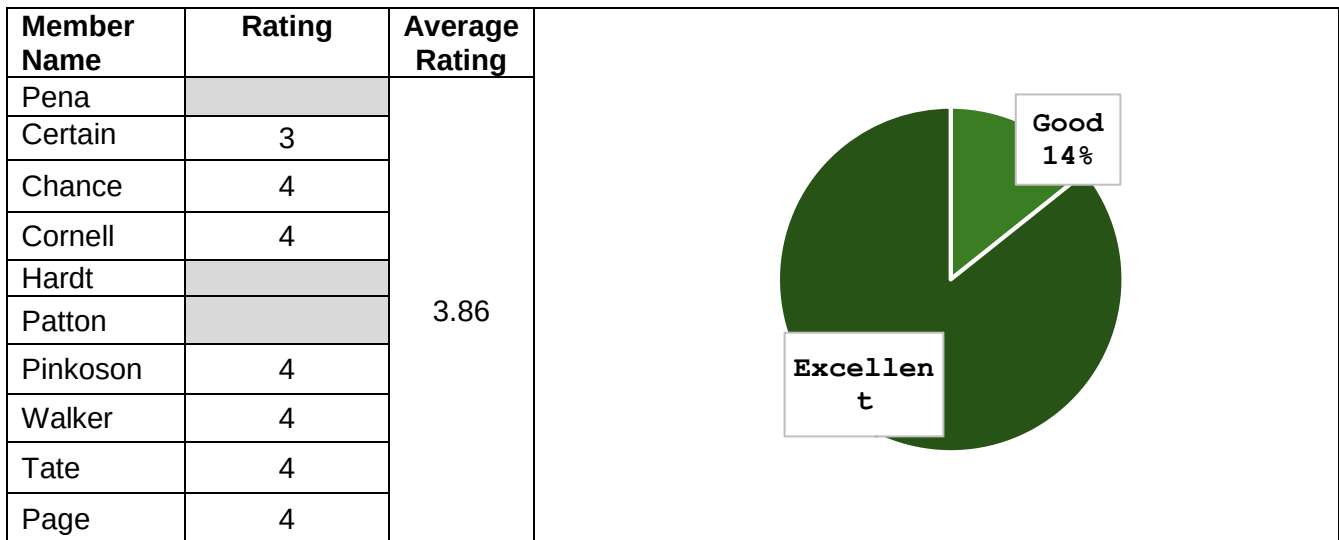
Meeting Facilitation: The Chair ensured Board members and members of the public who wanted to speak had the opportunity to be heard.



Comments:

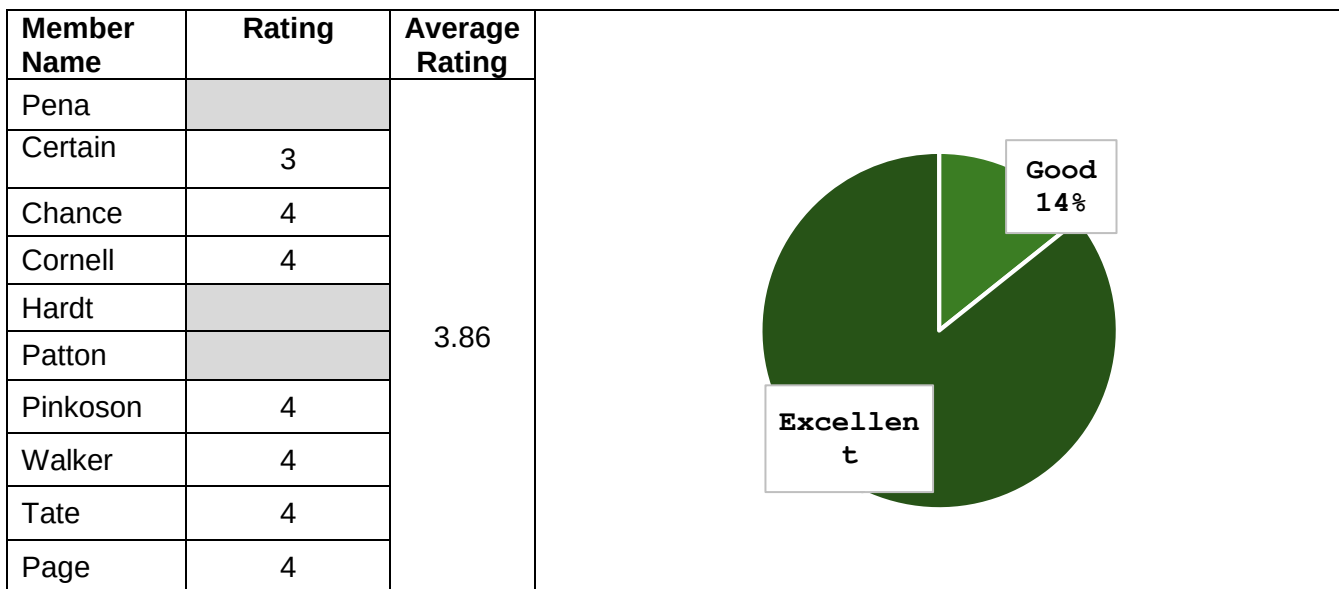
There was a little back and forth confusion between the regular Board meeting and the TRIM notice meeting. (Tate)

CTAC Staff: CTAC staff were knowledgeable on their agenda items and prepared to address questions or provide a plan for follow-up.

**Comments:**

Presentations are clear, questions answered and/or clarified as needed; ensures programs/services aligned with strategic plan. (Walker)

Presentations: Presentations were helpful in providing information on programs and policies to guide decision-making and allow for input and transparency.

**Comments:**

Alachua County Reads, nonprofit lifecycle, youth MH (CAC, PACE, UF Shands/PALS). (Walker)

Finally, Board members can provide general comments on the meeting overall as well as topics they'd like to see addressed on future agendas. These comments are listed below.

General Comments: (none)

Items, Presentations, or other Information for future Board agendas:

Response to citizen saying rural areas not served- info on children served county wide.
(Certain)

File Attachments for Item:

7. 9.28.2026 Final TRIM Hearing Minutes



CHILDREN'S TRUST - SPECIAL MEETING - FINAL TRIM HEARING MINUTES

September 28, 2026 at 5:01 PM

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

Call to Order – Chair Mary Chance called the hearing to order at 5:01 PM.

Roll Call

Board Members Present: Mary Chance (Board Chair), Ken Cornell (Vice Chair), Lee Pinkoson (Treasurer), Tina Certain, Bob Page, Dr. Lisa Tate, Melissa Walker

Board Members Attending Virtually (Not Voting): Dr. Nancy Hardt, Dr. Kamela Patton

Agenda Review, Revision and Approval

Member Cornell moved for the approval of the agenda. Member Certain seconded the motion, which passed unanimously.

Public Hearing on Children's Trust of Alachua County Fiscal Year 2026-27 Proposed Budget

Fiscal Year 2026-27 Proposed Millage Rate and Proposed Budget – CTAC Attorney Alison Franklin provided an overview of the Truth-in-Millage (TRIM) Legislation. CTAC Executive Director Marsha Kiner provided an explanation of the proposed and rolled back millage rates as well as an overview of the proposed FY 2026-27 budget. There were no public comments on the millage rate or proposed budget. The Trust Board of Directors made no adjustments to the FY27 Proposed Budget.

Adoption of Resolution Establishing Fiscal Year 2026-27 Proposed Children's Trust Millage Rate

Member Cornell moved to approve the adoption of Resolution 2026-08 Establishing FY27 Proposed Children's Trust of Alachua County Millage Rate. Member Certain seconded the motion, which passed by two-thirds vote.

RESOLUTION NO. 2026-08 was PASSED AND ADOPTED BY THE CHILDREN'S TRUST OF ALACHUA COUNTY BOARD; this 28th day of September 2026.

	AYE		NAY		ABSENT		NOT VOTING
Mary Chance	✓						
Ken Cornell	✓						
Lee Pinkoson	✓						
Tina Certain	✓						
Dr. Nancy Hardt							✓
Bob Page	✓						
Dr. Kamela Patton							✓
Hon. Judge Phillip A. Pena					✓		
Dr. Lisa Tate	✓						
Melissa Walker	✓						

Adoption of Resolution Adopting Changed Revenue Estimates and the Fiscal Year 2026-27 Proposed General Children's Trust of Alachua County Budget

Member Pinkoson moved to approve the adoption of Resolution 2026-09 Adopting Changed Revenue Estimates and the FY27 Proposed Children's Trust of Alachua County Budget. Member Cornell seconded the motion, which passed by two-thirds vote.

RESOLUTION NO. 2026-08 was PASSED AND ADOPTED BY THE CHILDREN'S TRUST OF ALACHUA COUNTY BOARD; this 28th day of September 2026.						
	AYE		NAY		ABSENT	NOT VOTING
Mary Chance	✓					
Ken Cornell	✓					
Lee Pinkoson	✓					
Tina Certain	✓					
Dr. Nancy Hardt						✓
Bob Page	✓					
Dr. Kamela Patton						✓
Hon. Judge Phillip A. Pena				✓		
Dr. Lisa Tate	✓					
Melissa Walker	✓					

The public hearing was adjourned at 5:10 PM

File Attachments for Item:

8. FY 2026 Budget Report (August)

**Item:**

FY 2026 Budget Report (August)

Requested Action:

The Trust is asked to receive the August Budget Preliminary Report

Background

Board Policy 3.50 requires that “the CTAC will perform quarterly reviews to determine if the budgetary plan is being followed and if budgetary expectations are being achieved. Any problems discovered in this process will be corrected at the appropriate level of budgetary control.”

Attachments

Income Statement
Balance Sheet

Programmatic Impact:

NA

Fiscal Impact:

NA

Recommendation:

Receive the Report



CHILDREN'S TRUST OF ALACHUA COUNTY
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
GOVERNMENTAL FUNDS
YTD Transactions Through August 31st, 2026

	Budget	Actuals					
	All Funds	General	Special	Collaborative	Capital	Capital	FY 2026 YTD
	<u>FY25-26 Budget</u>	<u>Fund 001</u>	<u>Revenue</u>	<u>Task Force</u>	<u>Projects</u>	<u>Assets</u>	<u>Actuals</u>
			<u>Fund 101</u>	<u>Fund 102</u>	<u>Fund 301</u>	<u>Fund 900</u>	<u>All Funds</u>
REVENUES							
Ad Valorem Taxes	10,844,843.00	10,572,241.09	-	-	-	-	10,572,241.09
Interest and Other Earnings	525,000.00	502,842.90	1,203.96	-	9,932.70	-	513,979.56
Rent	62,496.00	57,288.00	-	-	-	-	57,288.00
Private Contributions and Donations	-	3,000.00	-	118,111.00	-	-	121,111.00
Grants and Awards	-	-	-	-	-	-	-
Miscellaneous Other Revenue	-	7,110.00	-	-	-	-	7,110.00
Use of Fund Balance (Non-Operating Sources)	6,115,337.00	-	-	-	-	-	-
Intergovernmental Revenue	-	-	-	-	-	-	-
Capital Transfer In (Use of Reserves for Capital Expense)	200,000.00	-	-	-	-	-	-
TOTAL REVENUES	17,747,676.00	11,142,481.99	1,203.96	118,111.00	9,932.70	-	11,271,729.65
EXPENDITURES							
Personnel Services	2,229,067.00	1,826,901.45	-	-	-	-	1,826,901.45
Operating Expenses	1,633,662.00	1,286,019.33	-	92,105.17	-	-	1,378,124.50
Grant & Aid (Programmatic Expenditures)	12,639,820.00	9,260,236.00	-	-	-	-	9,260,236.00
Grants & Awards (Special Revenue Fund)	-	-	-	-	-	-	-
Task Forces	-	-	-	-	-	-	-
Capital Outlay (Capital Expense)	200,000.00	-	-	-	-	-	-
Depreciation Expense	-	-	-	-	-	22,746.18	22,746.18
SUB-TOTAL EXPENDITURES	16,702,549.00	12,373,156.78	-	92,105.17	-	22,746.18	12,488,008.13
OTHER FINANCING SOURCES (USES)							
Capital Transfer Out (Use of Reserves for Capital Expense)	200,000.00	-	-	-	-	-	-
Appropriated Reserve (Non-Operating Uses)	845,127.00	-	-	-	-	-	-
TOTAL TRANSFERS	1,045,127.00	-	-	-	-	-	-
TOTAL EXPENDITURES	17,747,676.00	12,373,156.78	-	92,105.17	-	22,746.18	12,488,008.13
NET INCOME (EXPENSE)	-	(1,230,674.79)	1,203.96	26,005.83	9,932.70	(22,746.18)	(1,216,278.48)



CHILDREN'S TRUST
OF ALACHUA COUNTY

CHILDREN'S TRUST OF ALACHUA COUNTY
BALANCE SHEET
GOVERNMENTAL FUNDS
FY 2026 Transactions Through August 31st, 2026

	General <u>Fund</u> 001	Special Revenue <u>Fund</u> 101	Collaborative Task Force <u>Fund</u> 102	Capital Projects <u>Fund</u> 301	Capital Assets <u>Fund</u> 900	General Long Term Debt <u>Fund</u> 950	Total Governmental <u>Funds</u>
Assets							
Cash & Cash Equivalents	9,505,847	128,531	112,089	1,000,395	-	-	10,746,862
Due From Other Governments	-	-	-	-	-	-	-
Prepaid Items	15,211	-	-	-	-	-	15,211
Land	-	-	-	-	476,780	-	476,780
Building	-	-	-	-	1,721,135	-	1,721,135
Building Renovation	-	-	-	-	-	-	-
Accumulated Depreciation	-	-	-	-	(146,404)	-	(146,404)
Deferred Outflows of Resources - FRS	-	-	-	-	-	537,220	537,220
Deferred Outflows of Resources - OPEB	-	-	-	-	-	108,332	108,332
Total Assets	9,521,058	128,531	112,089	1,000,395	2,051,511	645,552	13,459,136
Liabilities							
Accounts Payable	25,150	-	-	-	-	-	25,150
Accrued Wages Payable	-	-	-	-	-	-	-
Contracts Payable	3,091,358	-	-	-	-	-	3,091,358
Due to Other Governments	-	-	-	-	-	1,289,914	1,289,914
Deferred Inflows of Resources	-	-	-	-	-	222,226	222,226
Total Liabilities	3,116,508	-	-	-	-	1,512,140	4,628,648
Equity							
Fund Equity	6,404,550	128,531	112,089	1,000,395	2,051,511	(866,588)	8,830,487
Total Equity	6,404,550	128,531	112,089	1,000,395	2,051,511	(866,588)	8,830,487
Total Liabilities and Equity	9,521,058	128,531	112,089	1,000,395	2,051,511	645,552	13,459,136

File Attachments for Item:

9. FY 2026 Checks and Expenditures Report (August)

**Item:**

FY 2026 Checks and Expenditures Report (August)

Requested Action:

The Trust is asked to receive the report.

Background

Resolution 2020-2 requires that “All checks for expenditures or contracts which have not been expressly approved by the Trust shall be reported to the Trust on a monthly basis. The report may be under the consent agenda subject to being removed for further discussion.”

Attachments

FY 2026 Checks and Expenditures Report (August)

Programmatic Impact:

NA

Fiscal Impact:

NA

Recommendation:

Receive the Report

Children's Trust of Ala Cty LIVE
Bank Account Activity Report
Reconciled & Un-Reconciled
From Date: 08/01/2026 - To Date: 08/31/2026

Bank	Bank Account						
.							
Bank of America	Concentration Account						
Deposits:	Date	Type	Deposit Information		Description	Department	Amount
.							
	08/21/2026	Collection			EFT	0700 - Clerk Finance and Accounting	41,463.98
	08/21/2026	Collection			Wire Transfer/ACH/EFT	0700 - Clerk Finance and Accounting	20.00
	08/21/2026	Collection			Other	0700 - Clerk Finance and Accounting	1,500,000.00
	08/21/2026	Collection			Wire Transfer/ACH/EFT	0700 - Clerk Finance and Accounting	2,500.00
	08/31/2026	Collection			Check	0700 - Clerk Finance and Accounting	430.00
							\$1,544,413.98
Checks:	Status	Check Number	Payment Date	Reconciled	Source	Payee Name	Amount
.							
	No Transactions Exist						
EFTs:	Status	EFT Number	Payment Date	Reconciled	Source	Payee Name	Amount
.							
	Open	114	08/12/2026		Accounts Payable	MISSION SQUARE RETIREMENT	230.00
	Reconciled	109	08/25/2026	04/02/2026	Accounts Payable	Griffin Group LLC	5,000.00
	Open	113	08/27/2026		Accounts Payable	MISSION SQUARE RETIREMENT	230.00
							\$5,460.00
Returned Checks:	Date	Payer	Check Number				Amount
.							
	No Transactions Exist						
Wire Transfers:	Type	Date	Vendor	Description		Internal Account	Amount
.							
	Wire Transfer Out	08/04/2026		2026.08.04 Transfer from Concentration to ZBA		ZBA Accounts Payable	(56,714.58)
	Wire Transfer Out	08/10/2026		2026.08.10 Transfer from Concentration to ZBA		ZBA Accounts Payable	(59.40)
	Wire Transfer Out	08/05/2026		2026.08.05 Transfer from Concentration to ZBA		ZBA Accounts Payable	(7,337.50)
	Wire Transfer Out	08/07/2026		2026.08.07 Transfer from Concentration to ZBA		ZBA Accounts Payable	(273,901.38)

Wire Transfer Out	08/18/2026	2026.08.11 Transfer from Concentration to ZBA	ZBA Accounts Payable	(2	Item 9.
Wire Transfer Out	08/12/2026	2026.08.12 Transfer from Concentration to ZBA	ZBA Accounts Payable	(58,858.20)	
Wire Transfer Out	08/14/2026	2026.08.14 Transfer from Concentration to ZBA	ZBA Accounts Payable	(718,175.02)	
Wire Transfer Out	08/13/2026	2026.08.13 Transfer from Concentration to ZBA	ZBA Accounts Payable	(809.38)	
Wire Transfer Out	08/17/2026	2026.08.17 Transfer from Concentration to ZBA	ZBA Accounts Payable	(1,400.00)	
Wire Transfer In	08/18/2026	2026.08.18 Transfer from Concentration to ZBA	ZBA Accounts Payable	58,642.65	
Wire Transfer In	08/14/2026	Correct Bank Journal	ZBA Accounts Payable	35,539.99	
Wire Transfer Out	08/21/2026	2026.08.21 Transfer from Concentration to ZBA	ZBA Accounts Payable	(3,272.76)	
Wire Transfer Out	08/20/2026	2026.08.20 Transfer from Concentration to ZBA	ZBA Accounts Payable	(33,413.21)	
Wire Transfer Out	08/24/2026	2026.08.24 Transfer from Concentration to ZBA	ZBA Accounts Payable	(4,058.31)	
Wire Transfer Out	08/25/2026	2026.08.25 Transfer from Concentration to ZBA	ZBA Accounts Payable	(313.49)	
Wire Transfer Out	08/26/2026	2026.08.26 Transfer from Concentration to Prime	ZBA Accounts Payable	(55,785.06)	
Wire Transfer Out	08/27/2026	2026.08.27 Transfer from Concentration to Prime	ZBA Accounts Payable	(470.00)	
Wire Transfer Out	08/28/2026	2026.08.28 Transfer from Concentration to ZBA	ZBA Accounts Payable	(323,063.51)	
Wire Transfer Out	08/31/2026	2026.08.31 Transfer from Concentration to ZBA	ZBA Accounts Payable	(1,915.76)	
Wire Transfer In	08/14/2026	2026.08.14 Reversal of Transfer from Concentration to ZBA	ZBA Accounts Payable	718,175.02	
Wire Transfer Out	08/14/2026	2026.08.14 Corrected Transfer from Concentration to ZBA	ZBA Accounts Payable	(717,945.02)	
Wire Transfer Out	08/18/2026	Adjustment to Bank Journal 2026-53	ZBA Accounts Payable	(20.00)	
					(\$1,448,026.52)

Adjustments: Type	Date	Description	Amount
No Transactions Exist			

ZBA Accounts Payable

Item 9.

Deposits:	Date	Type	Deposit Information	Description	Department	Amount
.						
	No Transactions Exist					

Checks:	Status	Check Number	Payment Date	Reconciled	Source	Payee Name	Amount
.							
	Reconciled	12870	08/06/2026	08/07/2026	Accounts Payable	Information Management Solutions LLC	59.40
	Reconciled	12871	08/06/2026	08/07/2026	Accounts Payable	Rad Wear, Inc.	1,885.00
	Reconciled	12872	08/06/2026	08/07/2026	Accounts Payable	Rentokil North America DBA Florida Pest Control	225.00
	Reconciled	12873	08/06/2026	08/07/2026	Accounts Payable	The Masters Lawn Care LLC	728.50
	Open	12874	08/06/2026		Accounts Payable	Waldman, Jonathan	300.00
	Reconciled	12875	08/06/2026	08/07/2026	Accounts Payable	Waste Pro of Florida Inc. DBA Waste Pro - 104	223.33
	Reconciled	12876	08/13/2026	08/20/2026	Accounts Payable	City of Hawthorne	33,413.21
	Reconciled	12877	08/13/2026	08/24/2026	Accounts Payable	Gainesville Garden Club, Inc	2,500.00
	Reconciled	12878	08/13/2026	08/17/2026	Accounts Payable	GAINESVILLE REGIONAL UTILITIES	1,400.00
	Reconciled	12879	08/13/2026	08/24/2026	Accounts Payable	Health Equity Inc	1,558.31
	Reconciled	12880	08/13/2026	08/20/2026	Accounts Payable	Greenwald, Molly	361.05
	Reconciled	12881	08/19/2026	08/31/2026	Accounts Payable	Alachua Fire Extinguisher Co	684.00
	Reconciled	12882	08/19/2026	08/27/2026	Accounts Payable	Clubhouse Apparel LLC	470.00
	Reconciled	12883	08/19/2026	08/25/2026	Accounts Payable	Rad Wear, Inc.	260.75
	Reconciled	12884	08/19/2026	08/31/2026	Accounts Payable	Rentokil North America DBA Florida Pest Control	160.00
	Reconciled	12885	08/19/2026	08/31/2026	Accounts Payable	Stokes dba Waldo Community New Vision Coalition, Julie	1,000.00
	Open	12886	08/19/2026		Accounts Payable	The Waldo Area Historical Society INC	1,000.00
	Reconciled	12887	08/27/2026	09/03/2026	Accounts Payable	City of Hawthorne	29,441.31
	Reconciled	12888	08/27/2026	09/14/2026	Accounts Payable	Community Spring Inc	1,000.00
	Open	12889	08/27/2026		Accounts Payable	Education Equalizers Foundations Inc.	76,284.00
	Reconciled	12890	08/27/2026	09/03/2026	Accounts Payable	GAINESVILLE REGIONAL UTILITIES	227.41
	Reconciled	12891	08/27/2026	09/03/2026	Accounts Payable	GAINESVILLE REGIONAL UTILITIES	2,106.48
	Reconciled	12892	08/27/2026	09/04/2026	Accounts Payable	Leia Azar	91.57
							\$155,379.32

EFTs:	Status	EFT Number	Payment Date	Reconciled	Source	Payee Name	Amount
.							
	Reconciled	2494	08/06/2026	08/07/2026	Accounts Payable	Allegra Gainesville	483.30
	Reconciled	2495	08/06/2026	08/07/2026	Accounts Payable	CFX OFFICE TECHNOLOGY	200.62
	Reconciled	2496	08/06/2026	08/07/2026	Accounts Payable	Crafty Gemini Youth Development	13,477.50
	Reconciled	2497	08/06/2026	08/07/2026	Accounts Payable	Deeper Purpose Community Church Inc	51,340.62
	Reconciled	2498	08/06/2026	08/07/2026	Accounts Payable	Eric Lopez DBA DJ Elo Global	14,724.16
	Reconciled	2499	08/06/2026	08/07/2026	Accounts Payable	Express Services Inc.	1,311.00
	Reconciled	2500	08/06/2026	08/07/2026	Accounts Payable	GIRLS PLACE, INC.	44,881.25
	Reconciled	2501	08/06/2026	08/07/2026	Accounts Payable	Griffin Group LLC	5,134.43
	Reconciled	2502	08/06/2026	08/07/2026	Accounts Payable	Hagios Early Learning Center, LLC	13,030.50
	Reconciled	2503	08/06/2026	08/07/2026	Accounts Payable	Limitless Adventure Inc	4,798.46
	Reconciled	2504	08/06/2026	08/07/2026	Accounts Payable	Motiv8U of North Central Florida Inc	17,272.50
	Reconciled	2505	08/06/2026	08/07/2026	Accounts Payable	Partnership for Strong Families	62,684.09
	Reconciled	2506	08/06/2026	08/07/2026	Accounts Payable	Pleasant Street Civil Rights & Cultural Center	11,660.21
	Reconciled	2507	08/06/2026	08/07/2026	Accounts Payable	Webauthor.com LLC	2,000.00
	Reconciled	2567	08/06/2026	08/07/2026	Accounts Payable	Florida Retirement System	30,902.00

Reconciled	2594	08/10/2026	08/11/2026	Accounts Payable	Health Equity Inc	Item 9.
Reconciled	2508	08/13/2026	08/14/2026	Accounts Payable	AFLAC	
Reconciled	2509	08/13/2026	08/14/2026	Accounts Payable	Ashley McClellan dba The Concrete Rose Foundation	
Reconciled	2510	08/13/2026	08/14/2026	Accounts Payable	Center for Nonprofit Excellence of NCF, Inc.	18,437.52
Reconciled	2511	08/13/2026	08/14/2026	Accounts Payable	Del Moral, Mariana	250,000.00
Reconciled	2512	08/13/2026	08/14/2026	Accounts Payable	EARLY LEARNING COALITION OF ALACHUA COUNTY, INC.	54.23
Reconciled	2513	08/13/2026	08/14/2026	Accounts Payable	Episcopal Children's Services	65,656.10
Reconciled	2514	08/13/2026	08/14/2026	Accounts Payable	GAINESVILLE AREA COMMUNITY TENNIS ASSOCIATION	58,642.65
Reconciled	2515	08/13/2026	08/14/2026	Accounts Payable	Gainesville Bridge Inc. dba PEAK Literacy	27,597.12
Reconciled	2516	08/13/2026	08/14/2026	Accounts Payable	Gainesville Thrives Inc.	14,249.93
Reconciled	2517	08/13/2026	08/14/2026	Accounts Payable	IGB Education Corp	5,814.93
Reconciled	2518	08/13/2026	08/14/2026	Accounts Payable	James Moore & Co P. L.	27,625.50
Reconciled	2519	08/13/2026	08/14/2026	Accounts Payable	Just for Us Edu	3,000.00
Reconciled	2520	08/13/2026	08/14/2026	Accounts Payable	McCauley, Emily	38,613.08
Reconciled	2521	08/13/2026	08/14/2026	Accounts Payable	Means, Linda	56.41
Reconciled	2522	08/13/2026	08/14/2026	Accounts Payable	Music & Art Program for Youth Inc.	149.06
Reconciled	2523	08/13/2026	08/14/2026	Accounts Payable	Partnership for Strong Families	8,923.65
Reconciled	2524	08/13/2026	08/14/2026	Accounts Payable	The District Board of Trustees of Santa Fe College	71,356.20
Reconciled	2525	08/13/2026	08/14/2026	Accounts Payable	Traveling Art Camp LLC	8,033.58
Reconciled	2589	08/14/2026	08/12/2026	Accounts Payable	AlphaStaff Inc.	119,369.28
Reconciled	2595	08/17/2026	08/18/2026	Accounts Payable	Health Equity Inc	55,729.70
Reconciled	2527	08/19/2026	08/21/2026	Accounts Payable	Allegra Gainesville	20.00
Reconciled	2528	08/19/2026	08/21/2026	Accounts Payable	Express Services Inc.	993.36
Reconciled	2529	08/19/2026	08/21/2026	Accounts Payable	Irving Publications LLC	1,501.50
Reconciled	2530	08/19/2026	08/21/2026	Accounts Payable	Kiner, Marsha	450.00
Reconciled	2531	08/19/2026	08/21/2026	Accounts Payable	McCauley, Emily	166.90
Reconciled	2554	08/20/2026	09/04/2026	Accounts Payable	BANK OF AMERICA	161.00
Reconciled	2532	08/27/2026	08/28/2026	Accounts Payable	ALACHUA COUNTY BOCC	15,433.62
Reconciled	2533	08/27/2026	08/28/2026	Accounts Payable	ALACHUA COUNTY BOCC	22,843.14
Reconciled	2534	08/27/2026	08/28/2026	Accounts Payable	ALACHUA COUNTY SHERIFF'S OFFICE	441.06
Reconciled	2535	08/27/2026	08/28/2026	Accounts Payable	AMikids Gainesville Inc.	1,651.99
Reconciled	2536	08/27/2026	08/28/2026	Accounts Payable	Charlene Coles DBA All Well Health Services LLC	18,295.57
Reconciled	2537	08/27/2026	08/28/2026	Accounts Payable	Child Advocacy Center Inc.	487.07
Reconciled	2538	08/27/2026	08/28/2026	Accounts Payable	Community Impact Corporation, Karl Anderson	20,871.78
Reconciled	2539	08/27/2026	08/28/2026	Accounts Payable	CULTURAL ARTS COALITION INC.	20,344.20
Reconciled	2540	08/27/2026	08/28/2026	Accounts Payable	Deeper Purpose Community Charities, Inc.	5,471.34
Reconciled	2541	08/27/2026	08/28/2026	Accounts Payable	Express Services Inc.	9,028.25
Reconciled	2542	08/27/2026	08/28/2026	Accounts Payable	First Florida Insurance Brokers LLC	2,193.75
Reconciled	2543	08/27/2026	08/28/2026	Accounts Payable	Gainesville Circus Center Inc	372.51
Reconciled	2544	08/27/2026	08/28/2026	Accounts Payable	Gainesville Thrives Inc.	5,340.00
Reconciled	2545	08/27/2026	08/28/2026	Accounts Payable	Greater Duval Neighborhood Association	5,972.31
Reconciled	2546	08/27/2026	08/28/2026	Accounts Payable	HEALTHY START OF NORTH CENTRAL FL	21,735.00
Reconciled	2547	08/27/2026	08/28/2026	Accounts Payable	KIDS COUNT IN ALACHUA COUNTY, INC.	30,779.26
Reconciled	2548	08/27/2026	08/28/2026	Accounts Payable	Master Builder Camp LLC DBA Camp Makerie	7,358.00
Reconciled	2549	08/27/2026	08/28/2026	Accounts Payable	Shands Teaching Hospital and Clinics, Inc.	63,190.79
						10,801

Reconciled	2550	08/27/2026	08/28/2026	Accounts Payable	Tu Fiesta Radio LLC	65,404.52
Reconciled	2551	08/27/2026	08/28/2026	Accounts Payable	Tyson, Demetrica	9,481.38
Reconciled	2552	08/27/2026	08/28/2026	Accounts Payable	University of Florida Board of Trustees	55,785.06
Reconciled	2553	08/27/2026	08/28/2026	Accounts Payable	Willie Mae Stokes Community Center	4,065.00
Reconciled	2591	08/28/2026	08/26/2026	Accounts Payable	AlphaStaff Inc.	
Reconciled	2561	08/31/2026	06/25/2026	Accounts Payable	CDW GOVERNMENT	
						\$1,450,274.41

Item 9.

Returned Checks:	Date	Payer	Check Number	Amount
No Transactions Exist				

Wire Transfers:	Type	Date	Vendor	Description	Internal Account	Amount
Wire Transfer In						
		08/04/2026		2026.08.04 Transfer from Concentration to ZBA	Concentration Account	56,714.58
Wire Transfer In						
		08/10/2026		2026.08.10 Transfer from Concentration to ZBA	Concentration Account	59.40
Wire Transfer In						
		08/05/2026		2026.08.05 Transfer from Concentration to ZBA	Concentration Account	7,337.50
Wire Transfer In						
		08/07/2026		2026.08.07 Transfer from Concentration to ZBA	Concentration Account	273,901.38
Wire Transfer In						
		08/18/2026		2026.08.11 Transfer from Concentration to ZBA	Concentration Account	2,871.60
Wire Transfer In						
		08/12/2026		2026.08.12 Transfer from Concentration to ZBA	Concentration Account	58,858.20
Wire Transfer In						
		08/14/2026		2026.08.14 Transfer from Concentration to ZBA	Concentration Account	718,175.02
Wire Transfer In						
		08/13/2026		2026.08.13 Transfer from Concentration to ZBA	Concentration Account	809.38
Wire Transfer In						
		08/17/2026		2026.08.17 Transfer from Concentration to ZBA	Concentration Account	1,400.00
Wire Transfer Out						
		08/18/2026		2026.08.18 Transfer from Concentration to ZBA	Concentration Account	(58,642.65)
Wire Transfer Out						
		08/14/2026		Correct Bank Journal	Concentration Account	(35,539.99)
Wire Transfer In						
		08/21/2026		2026.08.21 Transfer from Concentration to ZBA	Concentration Account	3,272.76
Wire Transfer In						
		08/20/2026		2026.08.20 Transfer from Concentration to ZBA	Concentration Account	33,413.21
Wire Transfer In						
		08/24/2026		2026.08.24 Transfer from Concentration to ZBA	Concentration Account	4,058.31
Wire Transfer In						
		08/25/2026		2026.08.25 Transfer from Concentration to ZBA	Concentration Account	313.49
Wire Transfer In						
		08/26/2026		2026.08.26 Transfer from Concentration to Prime	Concentration Account	55,785.06
Wire Transfer In						
		08/27/2026		2026.08.27 Transfer from Concentration to Prime	Concentration Account	470.00
Wire Transfer In						
		08/28/2026		2026.08.28 Transfer from Concentration to ZBA	Concentration Account	323,063.51
Wire Transfer In						
		08/31/2026		2026.08.31 Transfer from Concentration to ZBA	Concentration Account	1,915.76
Wire Transfer Out						
		08/14/2026		2026.08.14 Reversal of Transfer from Concentration to ZBA	Concentration Account	(718,175.02)
Wire Transfer In						
		08/14/2026		2026.08.14 Corrected Transfer from Concentration to ZBA	Concentration Account	717,945.02
Wire Transfer In						
		08/18/2026		Adjustment to Bank Journal 2026-53	Concentration Account	20.00
						\$1,448,026

54

Adjustments: Type Date Description

Item 9.

No Transactions Exist

File Attachments for Item:

10. FY 2026 Programmatic Awards and Expenditures Report (August)

**Item:**

FY 2026 Programmatic Awards and Expenditures Report (August)

Requested Action:

The Trust is asked to receive the report.

Background

Upon request of Board Members, Provide monthly report of Programmatic funding by Goal. The report should include initial awarded amount and YTD expenses. The report may be under the consent agenda subject to being removed for further discussion.”

Attachments

FY 2026 Programmatic Awards and Expenditures Report (August)

Programmatic Impact:

NA

Fiscal Impact:

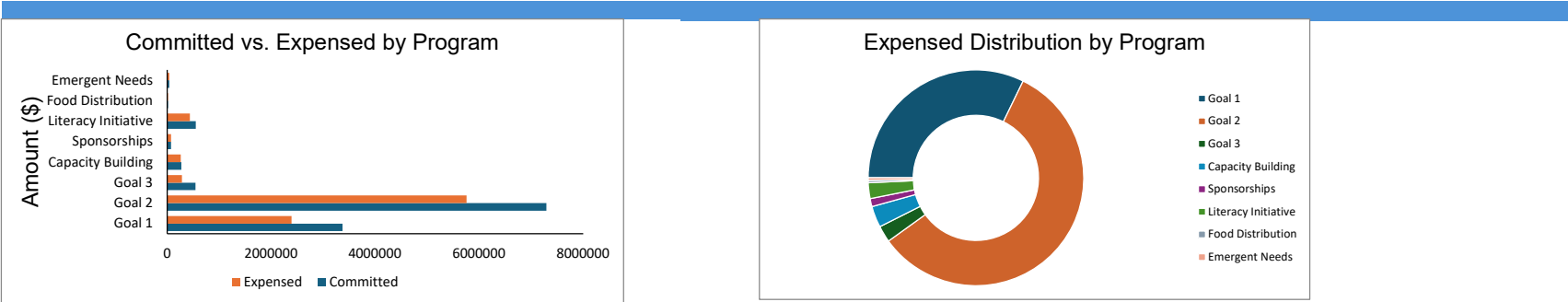
NA

Recommendation:

Receive the Report

FY26 Programmatic Awards and Expenditures Dashboard

Budgeted **Committed** **Expensed** **Balance**
\$15,126,458 \$12,166,030 \$9,260,236 \$3,091,358



Program Performance Summary				
Program	Budgeted	Committed	Expensed	Balance
Goal 1	\$5,280,850	\$3,373,147	\$2,389,778	\$983,369
Goal 2	\$7,330,938	\$7,294,445	\$5,756,667	\$1,673,292
Goal 3	\$1,056,170	\$545,000	\$283,401	\$311,649
Capacity Building	\$733,500	\$271,100	\$260,552	\$10,548
Sponsorships	\$75,000	\$73,595	\$73,595	-
Literacy Initiative	\$550,000	\$550,000	\$437,500	\$112,500
Food Distribution	-	\$20,000	\$20,000	-
Emergent Needs	\$100,000	\$38,743	\$38,743	-
Total	\$15,126,458	\$12,166,030	\$9,260,236	\$3,091,358

Changes to Total Budgets and Total Commitments Reflect The Following Adjustments:
*Reduction Goal 2: Summer Incentive Award Amounts were Finalized. Reduction of \$6,450.00

***Uncontracted Program Allocation Capacity for all Goals is Included in the Budgeted Totals**

The Balance Amount Represents Total Outstanding Contractual Commitments thus does not include Funds Remaining for Emergent Needs, Sponsorships or Uncontracted Program Allocation Capacity Budgeted to Goal Area.

FY 2026 Programmatic Awards & Expenditures Report
August 31, 2026

* Please note expensed numbers are as of August 31, 2026. Invoice status column, if states "current" indicates that through current day, more amount has been expensed than reflected on report.

Last month completed

GOAL 1: ALL CHILDREN AND YOUTH ARE HEALTHY AND HAVE NUTURING CAREGIVERS AND RELATIONSHIPS							
PROGRAM	AGENCIES	BUDGETED FUNDING	COMMITTED FUNDING	EXPENSED	REMAINING BUDGET	% Expensed	Invoice Status
Family Resource Centers							
Family Resource Centers/Consulting	Partnership for Strong Families	\$153,874	\$153,874	\$104,786	\$49,088	68%	One Month Lag
Family Resource Centers/Community Navigators	Partnership for Strong Families	\$926,001	\$926,001	\$674,128	\$251,873	73%	One Month Lag
Family Resource Centers	Willie Mae Stokes Community Center	\$165,375	\$164,964	\$99,534	\$65,430	60%	One Month Lag
Family Resource Centers	Pleasant Street Civil Rights & Cultural Center	\$165,375	\$165,375	\$141,324	\$24,051	85%	One Month Lag
Family Resource Centers	City of Hawthorne	\$150,000	\$150,000	\$4,900	\$145,100	3%	Not Applicable
Family Resource Centers	Deeper Purpose Community Charities	\$150,000	\$125,000	\$89,244	\$35,756	71%	Current
Maternal Child Health							
NewboRN Home Visiting Program	Healthy Start of North Central Florida, Inc.	\$495,477	\$495,477	\$374,546	\$120,931	76%	One Month Lag
Maternal Child Health Access Program	UF Health	\$85,660	\$64,505	\$53,681	\$10,824	83%	One Month Lag
Doula Friendly Designation	A&A Doula Consulting	\$42,697	\$42,697	\$34,706	\$7,991	81%	One Month Lag
Doulio LLC	Britany Fadiora dba Doulio LLC	\$60,000	\$60,000	\$45,000	\$15,000	75%	One Month Lag
Youth Health							
Wellness Healthcare Navigation (Year 2/3)	Children's Home Society of Florida	\$265,259	\$265,259	\$133,640	\$131,619	50%	One Month Lag
Reach Community Counseling Services for Adolescent Girls	PACE Center for Girls Inc.	\$120,164	\$120,164	\$72,346	\$47,818	60%	Two Month Lag
Partners in Adolescent Lifestyle Support (PALS) THRIVE	UF Health Shands	\$120,164	\$120,164	\$89,581	\$30,583	75%	Current
Saving Smiles (Year 2/3)	UF College of Dentistry	\$362,167	\$362,167	\$321,323	\$40,844	89%	Current
Reducing Trauma to Abused Children Therapy Program	Child Advocacy Center, Inc.	\$157,500	\$157,500	\$151,039	\$6,461	96%	Current
Uncontracted Program Allocation Capacity - Goal One		\$1,861,137					
TOTAL GOAL ONE		\$5,280,850	\$3,373,147	\$2,389,778	\$983,369	71%	

GOAL 2: CHILDREN AND YOUTH CAN LEARN WHAT THEY NEED TO BE SUCCESSFUL							
PROGRAM	AGENCIES	BUDGETED FUNDING	COMMITTED FUNDING	EXPENSED	REMAINING BUDGET	% Expensed	Invoice Status
Early Learning Programming							
Accreditation Academy / Master Class Series	Business Leadership Institute for Early Learning	\$360,000	\$360,000	\$262,132	\$97,868	73%	Current
SUMMER BRIDGE FOR HEAD START	Episcopal Children Services	\$262,820	\$262,820	\$243,751	\$19,069	93%	Current
Childcare Tuition Assistance	Early Learning Coalition	\$650,000	\$650,000	\$564,692	\$85,308	87%	Two Month Lag
Summer Camp							
Summer Camp	THE CONCRETE ROSE FOUNDATION	\$40,176	\$40,176	\$40,176	\$0	100%	Current
Summer Camp	Behavior Bricks	\$178,009	\$178,009	\$159,483	\$18,526	90%	Current
Summer Camp	BOYS & GIRLS CLUBS OF NE FL	\$119,452	\$119,452	\$90,158	\$29,295	75%	Current
Summer Camp	Camp Makerie	\$136,365	\$136,365	\$134,933	\$1,432	99%	Current
Summer Camp	COMMUNITY IMPACT CORPORATION	\$147,616	\$147,616	\$145,912	\$1,704	99%	Current
Summer Camp	DEEPER PURPOSE COMMUNITY CHURCH	\$200,999	\$200,999	\$198,049	\$2,950	99%	Current
Summer Camp	Gainesville Area Tennis Association (Aces in Motion)	\$64,655	\$64,655	\$55,123	\$9,532	85%	Current
Summer Camp	Gainesville Circus Center	\$28,499	\$28,499	\$28,499	\$0	100%	Current
Summer Camp	GIRLS PLACE	\$152,659	\$152,659	\$133,391	\$19,268	87%	Current
Summer Camp	GREATER DUVAL NEIGHBORHOOD ASSOCIATION	\$47,500	\$47,500	\$47,075	\$425	99%	Current
Summer Camp	HAGIOS EARLY LEARNING CENTER	\$29,282	\$29,282	\$29,282	\$0	100%	Current
Summer Camp	I AM STEM	\$203,400	\$203,400	\$203,400	\$0	100%	Current
Summer Camp	IGB EDUCATION CORP	\$118,602	\$118,602	\$118,602	\$0	100%	Current
Summer Camp	JUST FOR US EDUCATION	\$140,538	\$140,538	\$113,383	\$27,155	81%	Current
Summer Camp	Kids Count	\$46,829	\$46,829	\$46,829	\$0	100%	Current
Summer Camp	LIMITLESS ADVENTURES	\$57,825	\$57,825	\$45,786	\$12,039	79%	Current
Summer Camp	Mirror Image Leadership Academy	\$72,600	\$72,600	\$63,840	\$8,760	88%	Current
Summer Camp	STAR CENTER CHILDRENS THEATER	\$89,720	\$89,720	\$70,280	\$19,440	78%	Current
Summer Camp	TRAVELING ART CAMP	\$322,036	\$322,036	\$311,621	\$10,414	97%	Current
Summer Camp	Williams Temple	\$10,970	\$10,970	\$10,970	\$0	100%	Current
Enrichment Programming							
Enrichment - Cadence and Calm	All Well Health Services	\$4,624	\$4,624	\$2,927	\$1,697	63%	Current
Enrichment - Underground Kitchen	CE's Underground Kitchen	\$135,518	\$135,518	\$135,516	\$135,516	100%	Current
Enrichment - Crafty Gemini Youth Development	Crafty Gemini Youth Development Inc	\$78,750	\$78,750	\$71,880	\$6,870	91%	Current
Enrichment - Cultural Arts Coalition Science Club	Cultural Arts Coalition	\$35,173	\$35,173	\$35,173	\$0	100%	Current
Enrichment - Let's DJ Program	DJ Elo Global LLC	\$38,651	\$38,650	\$38,650	\$0	100%	Current
Enrichment - DOP REACH	Dream On Purpose, Inc	\$18,556	\$18,556	\$18,556	\$0	100%	Current

Enrichment - IGB Education	IGB Education Corp	\$25,668	\$25,668	\$25,668	\$0	100%	Current
Enrichment - Infinite Dream Builders	Infinite Dream Builders Corp	\$14,978	\$14,978	\$14,978	\$0	100%	Current
Enrichment - Each One Teach One	Lee's Preschool Center	\$92,424	\$92,424	\$63,290	\$29,134	68%	Current
Enrichment - Motiv8U	Motiv8U of North Central Florida Inc.	\$165,375	\$165,375	\$165,375	\$0	100%	Current
Enrichment - Music & Arts Program for Youth	Music & Arts Program for Youth Inc.	\$63,087	\$63,087	\$62,069	\$1,017	98%	Current
Enrichment - College Knowledge Program	Santa Fe College	\$95,770	\$95,770	\$75,841	\$19,929	79%	Current
Enrichment - Florida Museum of Natural History	University of Florida	\$58,966	\$58,966	\$46,196	\$12,770	78%	Current
Afterschool Programming							
Afterschool	Boys and Girls Club of Alachua County	\$136,160	\$99,669	\$99,669	\$0	100%	Current
Afterschool	Deeper Purpose Community Church, Inc.	\$126,749	\$126,749	\$100,272	\$26,477	79%	One Month Lag
Afterschool	Gainesville Area Tennis Association (Aces in Motion)	\$286,158	\$286,158	\$221,166	\$64,992	77%	Current
Afterschool	Gainesville Circus Center	\$156,133	\$156,133	\$142,533	\$13,600	91%	One Month Lag
Afterschool	Girls Place, Inc.	\$141,047	\$141,047	\$127,231	\$13,816	90%	Three Month Lag
Afterschool	Kids Count in Alachua County, Inc.	\$207,400	\$207,400	\$174,605	\$32,795	84%	One Month Lag
Afterschool	Willie Mae Stokes Community Center, Inc.	\$172,601	\$172,601	\$110,694	\$61,907	64%	Current
Summer Programming	Alliance for Scholars - Gainesville	\$143,574	\$143,574	\$125,450	\$18,124	87%	One Month Lag
Summer Programming	Alliance for Scholars - Hawthorne	\$84,000	\$84,000	\$82,693	\$1,307	98%	Current
DOLLY PARTON IMAGINATION LIBRARY	GAINESVILLE THRIVES	\$63,000	\$63,000	\$61,933	\$1,067	98%	One Month Lag
THE BRIDGE COMMUNITY CENTER LITERACY PROGRAM	PEAK LITERACY	\$121,275	\$121,275	\$111,214	\$10,061	92%	Current
3DE Program	JUNIOR ACHIEVEMENT	\$207,500	\$207,500	\$152,254	\$55,246	73%	One Month Lag
AMPLIFIED: Student Voice Coalition	The Education Foundation	\$125,000	\$125,000	\$90,731	\$34,269	73%	One Month Lag
TeensWork Alachua	Goodwill Industries of North Florida	\$1,052,250	\$1,052,250	\$282,738	\$769,512	27%	Three Month Lag
TOTAL GOAL 2		\$7,330,938	\$7,294,445	\$5,756,667	\$1,673,292	79%	

GOAL 3: ALL CHILDREN LIVE IN A SAFE COMMUNITY

PROGRAM	AGENCIES	BUDGETED FUNDING	COMMITTED FUNDING	EXPENSED	REMAINING BUDGET	% Expensed	Invoice Status
MENTORING PROGRAMS	Multiple Providers	\$50,000	\$30,000	\$0	\$30,000	0%	
Handy Youth in Action	Strong-Minded Mentoring, Inc.		\$20,000	\$17,500	\$2,500	88%	One Month Lag
						#DIV/0!	
Community Workforce Development Program	AMI Kids	\$210,000	\$210,000	\$176,387	\$33,613	84%	Current
Youth Safety Initiatives - Gun Violence	City of Gainesville	\$150,000	\$150,000	\$0	\$150,000	0%	
Youth Safety Initiative - Youth Engagement	UF SPARC352	\$75,000	\$75,000	\$57,116	\$17,884	76%	Current
Youth Safety Initiatives	Alachua County Sheriff's Office Readers on Duty	\$60,000	\$60,000	\$32,398	\$27,602	54%	Current
Uncontracted Program Allocation Capacity - Goal 3		\$511,170					
TOTAL GOAL 3		\$1,056,170	\$545,000	\$283,401	\$261,599	52%	

CAPACITY BUILDING AND INNOVATION GRANTS

PROGRAM	AGENCIES	BUDGETED FUNDING	COMMITTED FUNDING	EXPENSED	REMAINING BUDGET	% Expensed	Invoice Status
Capacity Building	Center for Non-Profit Excellence	\$200,000	\$200,000	\$200,000	\$0	100%	Current
My Side-walk / Philanthropy Hub	Community Foundation	\$23,500	\$23,500	\$23,500	\$0	100%	Current
Language Line	Interpreter Services	\$10,000	\$10,000	\$2,513	\$7,487	25%	Not Reported
Training	Child Advocacy Center	\$1,400	\$1,400	\$1,400	\$0	100%	Current
Youth Leadership and Conflict Resolution Program	River Phoenix Center for Peace Building	\$9,200	\$9,200	\$9,200	\$0	100%	Current
Youth Development Capacity Building & Training	River Phoenix Center for Peace Building	\$10,000	\$10,000	\$10,000	\$0	100%	Current
Training - Professional Development	Genesis Family Enrichment Center	\$12,000	\$12,000	\$12,000	\$0	100%	Current
Provider Capacity Building - Florida Afterschool Conference	Florida Afterschool Inc.	\$5,000	\$5,000	\$0	\$3,061	61%	Not Reported
Provider Capacity Building - Florida Afterschool Conference	Florida Afterschool Conference - Kids Count			\$970	\$0		
Provider Capacity Building - Florida Afterschool Conference	Florida Afterschool Conference - Girls Place			\$970	\$0		
Uncontracted Program Allocation Capacity- Training		\$52,400					
Uncontracted Program Allocation Capacity- Community Capacity Building		\$210,000					
Uncontracted Program Allocation Capacity- Innovation Grants		\$200,000					
TOTAL CAPACITY BUILDING AND INNOVATION		\$733,500	\$271,100	\$260,552	\$10,548	96%	

EMERGENT NEEDS, SPONSORSHIPS and INITIATIVES

COMMUNITY ENGAGEMENT SPONSORSHIPS			
	Alachua Childrens Theater - Jungle Book		\$2,500
	American Foundation for Suicide Prevention		\$1,000
	Bridge City Community Church - Fall Festival		\$1,000
	Crafty Gemini - Youth Business Fair Boot Camp		\$1,000

	Gainesville Circus - 2nd St Circus Spectacular			\$2,500		
	Just Between Friends - Safe Kids Day			\$2,145		
	Kool Kids Snacks - Fall Festival Community give back			\$1,000		
	Momentum for the Arts - Holiday Show			\$2,500		
	Simply Baked - Kid Prenuer Pop up Shop			\$1,500		
	Swampbots			\$2,500		
	United Way -Reading Pals			\$1,000		
	Writers Alliance			\$1,000		
	UF College of Pharmacy- GatoRX Community Care Fair			\$1,500		
	Trinity's Day Spa- Kidpreneur Pop up			\$2,000		
	Wishful Thinking, Inc- Renascence Beautillion Cotillion			\$2,000		
	Access Task Force- Maternal Health Community Event			\$1,800		
	Gainesville Chapter of the Links- Black Family Wellness Expo			\$2,000		
	Carolyn's Heart Inc 4th Annual Biggest Heart Giveaway			\$1,500		
	Archer Cultural Progressive Organization			\$2,000		
	UF CARD			\$1,000		
	Manhood Youth Development Foundation			\$2,500		
	Motiv8U of North Central Florida			\$1,000		
	Alachua County Child Abuse Prevention Taskforce			\$750		
	Early Learning Coalition			\$2,500		
	Balance 180			\$1,500		
	Hope for Hawthorne			\$1,000		
	BLSSD Future, Inc			\$1,000		
	At the WELLness Network, Inc			\$850		
	JC Carters Foundation, Inc			\$1,500		
	City of Newberry			\$500		
	Journey of Chad's Mission			\$1,200		
	Cade Museum for Creativity and Invention			\$2,500		
	Safe Kids of NCFL - Disability Expo			\$2,000		
	Partnership for Strong Families			\$2,500		
	Concerned Citizens of Newberry			\$1,000		
	Promise and Purpose Foundation			\$1,500		
	Humane Society of NCFL			\$600		
	High Springs Police Department			\$2,500		
	Alachua County HPW Coalition - Mental Calming Rooms			\$2,400		
	Dare to Be Different Youth Empowerment Org			\$1,500		
	Annual Aviation Academy			\$2,000		
	Annual Back to School Backpack and Supplies Giveaway			\$850		
	Aqua Angels Artistic Swimming, LLC			\$2,000		
	2th Annual PAVE Back to School Rally			\$2,500		
	2nd Annual Sweet Potato Festival			\$1,000		
	Waldo 4th Annual Homecoming Festival			\$1,000		
TOTAL COMMUNITY ENGAGEMENT SPONSORSHIPS		\$75,000	\$73,595	\$73,595	\$1,405	98%
EMERGENT NEEDS						
	Lee's Preschool	\$	9,318.00			
	Gainesville for All	\$	4,278.00			
	Limitless Adventures	\$	8,647.24			
	Hagios Early Learning Center LLC	\$	16,500.00			
TOTAL EMERGENT NEEDS		\$100,000	\$38,743	\$38,743	\$61,257	39%
SPECIAL INITIATIVES						
LITERACY INTIATIVES	Multiple	\$550,000	\$550,000	\$437,500	\$112,500	80%
EMERGENCY FOOD INITIATIVE	Regional Food Bank of NE Florida	\$0	\$20,000	\$20,000	\$0	100%
TOTAL SPECIAL INITIATIVES		\$550,000	\$570,000	\$457,500	\$112,500	80%
FY25-26 PROGRAM FUNDING		\$15,126,458	\$12,166,030	\$9,260,237	\$2,905,793	76%

File Attachments for Item:

11. FY 2026 4th Quarter Financial Report to the BoCC

**Item:**

FY 2026 4th Quarter Financial Report to the BOCC

Requested Action:

The Trust is asked to 1) approve the report, and 2) authorize the Chair to transmit the report to the Alachua County Board of County Commissioners.

Background

Pursuant to Florida Statute 125.901(3)(f) and Alachua County Board of County Commissioners Ordinance 26.04 (5)(f), the Children's Trust of Alachua County is required to present to the Alachua County Board of County Commissioners a report that lists the expenditures, receipts, statement of funds on hand invested or deposited with a qualified public depository, and total administrative costs for the quarter annual period.

Attachments

Transmittal Memorandum

Programmatic Impact:

NA

Fiscal Impact: NA**Recommendation:**

Staff recommends approval



TO: KEN CORNELL, CHAIR
ALACHUA COUNTY BOARD OF COUNTY COMMISSIONERS

FROM: MARY CHANCE, CHAIR
CHILDREN'S TRUST OF ALACHUA COUNTY

SUBJECT: 4th QUARTER FINANCIAL REPORT

DATE: September 30th, 2026

Pursuant to Florida Statute 125.901(3)(f) and Alachua County Board of County Commissioners Ordinance 26.04 (5)(f), the Children's Trust of Alachua County presents to the Alachua County Board of County Commissioners its FY 2026 4th Quarter Financial Report for the period ending 09/30/2026.

The report includes the total expenditures, receipts, statement of funds on hand, invested or deposited with a qualified public depository and total administrative costs for the quarter annual period.

A summary for the 4th Quarter is as follows:

1. Total Expenditures through the 4th Quarter of FY 2026	
Quarterly Expenditures (4 th Quarter only)	\$4,191,122
YTD Expenditures	\$14,882,943
2. Total Receipts through the 4 th Quarter of FY 2026	
Quarterly revenues & receipts (4 th Quarter only)	\$138,514
YTD Revenues & Receipts	\$11,075,676
3. Statement of Funds on hand, invested, or deposited with a QPD	
Total Funds on hand at the end of the 4 th quarter	\$9,568,006
4. Total administrative costs	
Quarterly administrative costs (4 th Quarter Only)	\$569,791
YTD administrative costs	\$2,902,563

CC: Michele Lieberman, County Manager
Alachua County Board of County Commissioners
Children's Trust of Alachua County Board
Marsha Kiner, Executive Director, Children's Trust of Alachua County

File Attachments for Item:

12. FY 2026 4th Quarter Financial Report



FOURTH QUARTER FINANCIAL REPORT

1) TOTAL EXPENDITURES THROUGH THE 4TH QUARTER OF FY2026.	AMOUNT
QUARTERLY EXPENDITURES (4TH QTR ONLY)	\$ 4,191,122
YTD EXPENDITURES	\$ 14,882,943
2) TOTAL RECEIPTS THROUGH THE 4TH QUARTER OF FY2026	
QUARTERLY REVENUES & RECEIPTS (4TH QTR ONLY)	\$ 138,514
YTD RECEIPTS/REVENUES	\$ 11,075,676
3) STATEMENT OF FUNDS ON HAND, INVESTED, OR DEPOSITED WITH A QPD:	
TOTAL FUNDS ON HAND AT THE END OF THE 4TH QTR	\$ 9,568,006
4) TOTAL ADMINISTRATIVE COSTS	
QUARTERLY ADMINISTRATIVE COSTS	\$ 569,791
YTD ADMINISTRATIVE COSTS	\$ 2,902,563
QUARTERLY AID TO ORGANIZATIONS	\$ 3,621,331
YTD AID TO ORGANIZATIONS	\$ 9,457,886
YTD - OTHER DIRECT PROGRAM COSTS	\$ 93,338

The quarterly financial information above is hereby submitted to the Alachua County Board of County Commissioners to comply with Florida Statutes, Section 125.901, which requires children's services established as an independent special district to prepare and file with the governing body of the County a quarterly financial report. The information depicted above includes financial data through the 4th quarter of fiscal year 2026.

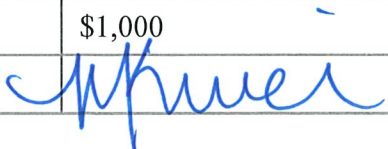
File Attachments for Item:

13. Sponsorship Requests



CHILDREN'S TRUST
OF ALACHUA COUNTY

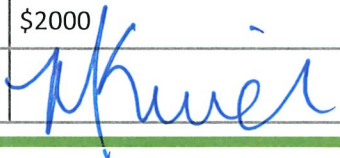
Deeper Purpose Community Church, Inc.

Request Date:	9/20/2026
Requesting Organization:	Deeper Purpose Community Church, Inc.
Contact Name:	Pastor Adam Joy
Event Name:	Annual Community Fall Festival, Trunk or Treat & Safety Fair
Event Date:	10/24/2026
Event Summary:	We are hosting our annual free community fall festival, trunk or treat and safety fair on Saturday October 24th from 4-8pm. The community is excited and looking forward to it. Vendors, face painting, inflatables, petting zoo and animal encounters, hay, pony and train rides, as well as lots of public safety vendors, officers, deputies, highway patrol, Safe Kids of North Central Florida and more, helping to promote safety of children in the community and public. We usually have about 2,000 plus that show up, but this year may be bigger.
Number of Attendees:	2,000
Expenses Summary:	The approved funds from CTAC would help cover several of the needed kids' activities for children and families, as well as safety and promotional items about safety that we plan to give out to the children in the event. There's usually several hundred in attendance. Needed supplies and hygiene items and kits that we will pass out to families with children present while at the event.
Requested Amount:	\$2500
Notes/Comments:	
Approved Amount:	\$1,000
Authorized By:	



CHILDREN'S TRUST
OF ALACHUA COUNTY

Just Between Friends Gainesville

Request Date:	8/26/2026
Requesting Organization:	Just Between Friends Gainesville
Contact Name:	Linda Petrossian
Event Name:	JBF Safe Kids Day
Event Date:	11/14/2026
Event Summary:	CHILD SAFETY * FAMILY CONNECTION * COMMUNITY SUPPORT What to Expect: * Hands-on child safety activities * Water safety, medication storage, and safe play education * Car seat safety guidance * CPR practice stations * DNA identification kits and fingerprinting with Alachua PD * Fire safety tips from Engine 21 * Early intervention resources (child care, VPK, ESE, screenings) * Medical experts available for first aid, triage, and mental health questions Why Families Love This Event: Safe KIDS Day brings together nonprofits, health and safety experts, and early intervention providers to support families in meaningful, practical ways. Past events have helped families access life-saving information, connect with trusted local resources, and feel empowered to keep their children safe.
Number of Attendees:	500
Expenses Summary:	Prize wheel toys and give-aways: \$100 Safe KIDS Day dedicated event marketing: \$600 Hilary Balloon Artist (Child Entertainment): \$250 Albert & Alberta (Child Entertainment and Photo Op): \$150 Monica's Creative Facepaint (free of charge to participants): \$300 Elio Tu Fiesta (event MC, entertainment, promotion): \$600 (non-profit rate) Bluey (Child Entertainment and Photo Op): \$100 Food and related Serving Equipment: \$250 Safe KIDS Day dedicated event staff: \$490
Requested Amount:	\$2840
Approved Amount:	\$2000
Authorized By:	

Children's Trust of Alachua County
4010 NW 25th Place | Gainesville, FL 32606
(352) 374-1830 | www.childrenstrustofalachuacounty.us

File Attachments for Item:

14. Executive Director Annual Review



2026 Teens Day at the Capitol
Amplified Student Voice Program & the Pace Center for Girls

Marsha Kiner
Executive Director Self-Evaluation
FY 2025 – 2026



CHILDREN'S TRUST
OF ALACHUA COUNTY

I. Essential Functions:

-
1. *Engages with the stakeholder community to promote CTAC's mission and vision and recruit supporters and strategic partners.*
-

Throughout the year, my team and I continued to actively work with community stakeholders, service providers, elected officials, funders, and strategic partners to advance the mission and vision of The Children's Trust of Alachua County. Building and maintaining these relationships is an essential part of my role, but it is also a reflection of the work of the entire CTAC team as we continue to expand our reach and strengthen our role in the community.

I attended more **than 220 meetings and events** throughout the year representing CTAC, building relationships and helping others better understand the Trust's role and impact. As a team, we strengthened existing partnerships while creating opportunities to connect with new stakeholders. I joined representatives from the University of Florida and other community leaders in discussions about the Florida Chamber's Prosperity Initiative to address poverty in Alachua County. We also met with Alachua County Public Schools staff to better understand gaps and needs, which led to an initiative to increase the number of volunteers in county schools. Through community meetings, events, presentations, collaborative initiatives, and individual conversations, my staff and I stayed connected to the organizations and leaders working directly with children and families throughout Alachua County.

A significant focus this year was positioning CTAC as more than a funder, but as a **strategic partner and convener**. My team and I worked with local government, municipalities, schools, nonprofit providers, and other community partners to identify gaps, respond to emerging challenges, and find ways to better coordinate resources and services. From working with Bread of the Mighty to ensure SNAP recipients could access food through our Family Resource Centers, to developing a new partnership with Family Promise to increase the number of case managers available to homeless families, CTAC responded to the ever-changing needs of our community. We also hosted convenings of funded partners, including afterschool,

summer camp, Family Resource Centers (FRCs), and enrichment providers, while bringing community partners together around issues such as evictions and homelessness, literacy, and early learning. We expanded our visibility and cross-sector engagement by laying the groundwork for collaboration with new partners such as the Bright Community Trust, ProTech, and Community Springs while continuing to strengthen system-wide coordination through community engagement presentations with the County Property Appraisers Office, the Alachua County Community Citizen Committee, and the Homeless Education Committee. These efforts allowed us to bring people to the table and identify opportunities where CTAC could add value as a trusted resource while supporting solutions that addressed community needs.

I also continued to represent the Trust at the local and state levels, while my team supported our broader advocacy efforts. I remained engaged with our state organization, the Florida Alliance of Children's Councils and Trusts (FACCT), completing a term as Board Secretary and becoming elected as Vice Chair. I also participated in weekly executive meetings alongside our sister organizations to share best practices, to scale solutions that are working in our communities, and to use our collective voice to advocate for children and families across Florida. Additionally, through meetings with elected officials, legislative staff, statewide partners, and community leaders, we increased the understanding of the important role Children's Trusts and Children's Services Councils play in strengthening communities and advocated for policies and investments that support children and families. I presented before and met with members of the Alachua County Legislative Delegation more than six times during the year, both in district and at the State Capitol in Tallahassee. During the Special Legislative Session on Property Taxes, I again met with members of our delegation to discuss the potential impact of the proposed legislation on CTAC and the children and families we serve. Although the advocacy effort did not result in the outcome we had hoped for, I believe these conversations gave our elected leaders a deeper understanding of CTAC's impact and the value we bring to the community. Building stronger relationships with our elected leaders and increasing their understanding of CTAC was a goal for this year, and I believe we made meaningful progress in both areas.

Overall, my goal, and the commitment of my team, was to ensure that CTAC remained **visible, accessible, and connected** to the community. We did more than share the work and impact of the Trust. We listened to our partners, learned from

families and organizations, and looked for opportunities to bring people together around shared needs and solutions.

That work strengthened CTAC's relationships throughout the community and helped position the Trust as a partner invested not only in funding solutions, but in helping our community create them.

2. Establishes credibility within CTAC and with the Board as an effective developer of solutions to business challenges.

Throughout the year, I worked to strengthen my role as a trusted leader and problem-solver for both the Board and the CTAC team. As the organization continues to grow and the environment in which we operate becomes increasingly complex, my focus has been on identifying challenges early, bringing forward thoughtful solutions, and working collaboratively with the Board and staff to determine the best path forward.

A significant part of this work involved helping the organization navigate new and emerging challenges while continuing to move forward on our existing priorities. Whether addressing operational needs, evaluating internal processes, responding to community concerns, or preparing for potential changes that could impact the Trust's future, I worked to ensure that the Board had the information, context, and recommendations necessary to make informed decisions.

Following an extensive review (including board and staff workshops) and realignment of the CTAC Strategic Plan, the team and I conducted a strategic review of all funded programs evaluated performance, community need, fiscal stewardship, organizational capacity, and alignment with strategic priorities. Although needed, this was a very difficult endeavor due to the nature of the programs and those they serve. Eliminating or sunseting programs must be a thoughtful process using data, performance measures, and feedback from participants and the provider. This information was synthesized and provided to the Board with budget recommendations for the new fiscal year ensuring the CTAC investment dollars would be aligned with the updated goals and the desired program impacts and outcomes in the new **Strategic Plan**.



Staff working on a new Strategic Plan for the Children's Trust of Alachua County.

This year also reinforced the importance of being able to adapt and pivot when circumstances change. My team and I continued to look for ways to improve how we work, strengthen our systems, and respond to opportunities and challenges as they arose. Rather than simply identifying issues, we focused on developing practical solutions that considered both the immediate needs of the organization and the long-term impact on CTAC's ability to fulfill its mission. We implemented weekly check-in meetings with summer providers to mitigate invoicing and deliverable issues, added FindHelp and 211 navigation resources within the SAMIS LMS to help providers locate additional services and resources, added a new funding option to address cash-flow needs of summer providers, and recommended a new RFP approach for maximum funding amounts for organizations seeking funding from CTAC in the future.

I also continued to work closely with the Board to foster open communication and trust. My goal has been to provide timely, transparent, and thoughtful information while ensuring that Board members have the opportunity to ask questions, engage in meaningful discussions, and participate in decisions that shape the direction of the Trust. I believe this approach has continued to strengthen my credibility as a resource to the Board and as a leader who is willing to address difficult issues directly while remaining focused on solutions. This year, more than any before, it was imperative that we intentionally focused on our sustainability as well as the funding impact our programs have community wide.

Internally, I have worked to create an environment where staff feel empowered to identify challenges, bring forward ideas, and participate in developing solutions. Many of the improvements and accomplishments we achieved this year were the result of collaboration, honest conversations, and a willingness to rethink how we approach our work. We implemented staff workshops to discuss new funding opportunities and initiatives. All staff provide input and feedback. When team members made suggestions, the leadership vetted it and acted on it. Staff recommended establishing a cohort of providers to complete capacity building through the Nonprofit Life Cycle framework. We kicked off the afterschool cohort over the summer. Staff recommended alternative options for summer providers to help address cashflow needs, understanding not all providers are the same. I believe that my role is not simply to have all the answers, but to bring the right people together, ask the right questions, and help move the organization toward solutions that strengthen The Children's Trust and aid those we serve.

Overall, this year provided numerous opportunities to demonstrate the importance of thoughtful leadership, sound judgment, and adaptability. I remain committed to helping the Board and staff navigate challenges with transparency and purpose while continuing to identify solutions that position CTAC for long-term success.



3. Collaborates to develop and implement systems, processes, procedures, and personnel designed to achieve the objectives of the Trust.

Throughout the year, my team and I continued to focus on strengthening the internal systems, processes, and structure needed to support the Trust's growing responsibilities and long-term objectives. As CTAC has evolved, it has become increasingly important to regularly assess not only what we do, but how we do it. This year provided an opportunity to look closely at several areas of the organization and identify ways to improve efficiency, strengthen accountability, and better align our operations with the needs of the organization and the community we serve. A significant part of this work involved reviewing and improving internal processes and systems. My team and I continued working to streamline operations, clarify roles and responsibilities, and identify opportunities to reduce inefficiencies. We also continued moving forward with improvements to our management and administrative systems, recognizing that strong infrastructure is essential to supporting our staff, managing our investments, and ensuring that we can effectively track and communicate the impact of our work.

Through our enhanced Continuous Quality Improvement (CQI) process which aids in the review of goals, expectations, evaluation of providers and helps identify ways to improve, we codified how we will address underperformance. Now there are targeted interventions for providers and CTAC staff to deploy before contract termination or phase-out. Essentially, all parties are on the same page when challenges arise to ensure every effort is made to strengthen capacity and improve understanding of requirements and related systems. Additionally, our CFO led the review of all recurring operating commitments eliminating unnecessary budgetary items, reducing costs by seeking alternative vendors, and requiring each department to assess their needs. Through this review, we recommended an update

to our Reserve Policy to increase our operating reserve from two months to three. Another improvement on the horizon is through our joint work with our SAMIS Collaborative, made up of other FACCT members. CTAC joined the Collaborative to add the SAMIS-FLEX Enterprise system to enhance grants management through the ability to create unlimited custom modules for our needs.

Personnel and professional development also remained an important focus. As the needs of the organization changed, I worked with staff to identify opportunities for growth, clarify expectations, and ensure that team members had the support and resources needed to be successful in their roles. This included continuing to evaluate our organizational structure and staffing needs to ensure that CTAC has the right people and capacity to meet both its current responsibilities and future goals. We reclassified a full-time position to part-time through our organizational capacity reassessment. We also implemented mid-year evaluations to assess all staff, discuss their performance, and address challenges prior to the end of the year evaluation. Our CFO has begun a departmental realignment and restructure to ensure greater capacity, standardized practices, and enhanced accountability. All department leaders selected LinkedIn Learning modules for their team targeting training relevant for each employee.

I am very proud of the work we did as staff to continue our development and growth. Through our bimonthly staff meetings, we brought in community organizations and facilitators to share information and introduce programs and resources. CDS Behavioral Services and Family Promise of Gainesville are two of the organizations who presented. Staff also received Safe Place Training and Trauma Informed Care/Adverse Childhood Experiences. One of the most meaningful outcomes of this year was our focus on who we, as a staff wanted to be. The creation of CTAC's Culture Statement developed with staff, and not simply for staff, was one of our biggest accomplishments. Team members shared their ideas, perspectives, and expectations for the culture they wanted to create and experience at CTAC. The resulting statement, built through staff input and consensus, now serves as a foundation for how we work, make decisions, and support one another.

Children's Trust Culture Statement

“We put children first in every decision, ensuring supports that are universal, targeted, and community based. We invest in innovative, collaborative solutions that strengthen families and deliver lasting impact. Guided by integrity, respect, and inclusivity - we foster a positive culture where people and communities thrive together.”

One of the most important lessons reinforced this year is that systems and processes must continue to evolve as an organization grows. My role has been to encourage my team to question what is working, identify where improvements are needed, and be open to trying new approaches. Many of the changes and improvements we implemented came directly from staff members who recognized opportunities to make our work more effective. Through our Organizational Culture Committee (OCC), I’ve encouraged the staff to share their ideas and help build a stronger organizational culture. They make recommendations to the leadership team, they plan lunch-and-learns for staff professional development, they provide feedback on new initiatives ensuring that staff is a part of, and provided opportunities for, input and engagement. I believe creating an environment where staff feel comfortable raising concerns, offering ideas, and helping develop solutions is critical to building a strong organization.

Moving forward, I remain committed to working with the Board and my team to continue strengthening the systems, processes, procedures, and personnel that support the Trust's mission. Our goal is to build an organization that is not only responsive to today's needs, but also prepared to grow, adapt, and meet the challenges and opportunities ahead.

4. Plans, prioritizes, and organizes the work of the Trust.

Throughout the year, I continued to balance the many responsibilities that come with leading the Trust while remaining responsive to the day-to-day needs of the organization. My role requires me to move between long-term planning, Board

responsibilities, staff leadership, community engagement, financial and operational oversight, partnership development, communications, and legislative advocacy, often all within the same week.

This year in particular required flexibility and the ability to continually reassess priorities. While it is important to have a plan and stay focused on our larger goals, the nature of this work means that unexpected challenges and opportunities will arise. Whether responding to an emerging community need, preparing for a Board decision, addressing an organizational issue, or navigating legislative developments that could significantly impact the future of the Trust, I had to determine what requires immediate attention and where my time can have the greatest impact. This was demonstrated in November when the emergency food crisis caused by the SNAP benefits pause arose and we convened our Family Resource Centers to determine how best to ensure they could aid families. The special legislative session on property taxes was another example of pivoting to an emergent issue as I traveled to Tallahassee within 48 hours of notification of the legislature's meetings.

I have also continued to rely on my leadership team and staff to help keep the work moving forward. I cannot—and should not—be involved in every detail. By delegating responsibilities, maintaining regular communication, and trusting staff to lead in their respective areas, we have been able to manage a demanding workload while continuing to move important initiatives forward. The leadership team meets weekly for the team to share updates, challenges, and receive feedback. Last fall as we began working through the updated Strategic Plan, the Director of Programs worked with her team to create the program evaluation tool used to review and evaluate all CTAC programs for realignment and discontinuation. The Plan update was a clear example of long-term planning in practice requiring us to step back from day-to-day operations to reassess where the organization stands, where our community is headed, and where the Trust can have the greatest impact. The CFO led the reassessment of all operating commitments and brought recommendations to me for the FY 26-27 budget. The COO led potential partner connections through meetings with community organizations about collaboration opportunities and through serving on statewide committees to ensure CTAC was compliant and engaged on statewide systems work.

One of the things I believe I have continued to strengthen is my ability to balance the immediate with the important. Not everything requires the same level of attention, and I have learned to step back, assess what is in front of me, and determine what

needs to be addressed now, what can be delegated, and what can wait. This has allowed me to remain flexible without losing sight of the larger goals we are working towards. Taking a call from a provider is just as important as meeting with an elected leader. Walking the halls of the Capitol during special session to remind legislators of the importance of the programs and resources we provide was critical. The timing was at a critical juncture as well. It was our last opportunity to review our tentative budget before we published it. I met with staff in between legislative visits and approved the board agenda items from my hotel. Although not ideal, we made it happen.

Overall, this year reinforced the importance of being organized, adaptable, and willing to shift when circumstances require it. With the support of my team, I believe we have been able to respond to the demands in front of us while continuing to make progress toward the Trust's larger goals.

5. Principal Spokesperson of CTAC and Primary Point of Contact for Stakeholder Inquiries

Throughout the year, I continued to serve as one of the primary voices for The Children's Trust of Alachua County, representing the organization with community partners, elected officials, service providers, funders, families, and other stakeholders. Whether through presentations, meetings, community events, media opportunities, or one-on-one conversations, my goal has been to clearly communicate who we are, the work we do, and the impact we are making on behalf of children and families. My meetings with our legislative delegation and their staff provided me with multiple opportunities to represent CTAC and share our impact. From speaking to business leaders at Chamber of Commerce events to presenting at the Center for Nonprofit Excellence's Open House, I have been able to help tell our story. Through our convenings such as the "Community Conversation on Investing in Infrastructure: The Child Economy" to our Community Literacy Townhalls, I have been using my voice to share our story and the story of our partners.

As CTAC continues to grow and take on an increasingly visible role in the community, communication has become an important part of ensuring that our stakeholders understand not only what we fund, but why our work matters. My team

and I have continued to reframe how we share the Trust's story, highlight the work of our funded partners, and demonstrate the collective impact of our investments throughout Alachua County. We started with a more focused approach to our newsletters and our Morning Show and Podcast on Tu Fiesta. We've been more intentional about highlighting how CTAC's investment is making a difference throughout the community while providing a platform for our providers to share their stories.

This year also required me to serve as a point of contact and resource for a wide range of stakeholder questions and concerns. Whether the issue involved funding, programs, community needs, organizational priorities, or emerging challenges, I worked to ensure that people received timely and thoughtful responses. When appropriate, I also relied on members of my team to provide their expertise and follow up in their respective areas. Once the special legislative session ended, I scheduled meetings with our provider leadership to share the impact of the potential ballot amendment on CTAC. Additionally, our realignment of the Strategic Plan and subsequent decision to not offer any funding opportunities for the remainder of the calendar year, required me to answer questions from providers and others who were anticipating those opportunities.

A significant part of my role has also been representing CTAC beyond Alachua County. Through engagement with statewide partners, legislative staff and elected officials, I continued to advocate for the importance of Children's Trusts and the role prevention-focused investments play in strengthening children, families, and communities. This became particularly important during the special legislative session on property taxes as policy discussions emerged that could have a significant impact on the Trust and its future.

I believe being an effective spokesperson is about more than speaking on behalf of the organization. It is also about listening. Throughout the year, I worked to remain accessible to our partners and responsive to the community, using those conversations to better understand concerns, identify opportunities, and help inform the work and direction of the Trust. The CFO and I met with one of our providers earlier in the year to hear about the struggles of smaller organizations whom we fund. The provider shared concerns about falling behind on payroll and not having enough funding to ensure all program needs were met. The leadership team and I continued listening to providers and meeting with them to hear their suggestions on how we could mitigate some of their issues. **These discussions**

resulted in CTAC piloting a new method of payment for a small cohort of providers. This pilot model will provide assistance upfront with specific deliverables to determine if this new model should be implemented more broadly.

With the support of my team, we have continued to strengthen CTAC's presence and visibility throughout the community. Together, we are working to ensure that The Children's Trust of Alachua County continues to be recognized as a trusted partner, deeply committed to children and families throughout our community.

II. PLANNING

The planning work this year built upon the foundation established through CTAC's current Strategic Plan while also creating an opportunity to step back, evaluate our progress, and prepare for the next phase of the organization's work. My team and I worked closely with the Board, community partners, providers, and other stakeholders to ensure that our planning efforts remained grounded in both the priorities of the Trust and the evolving needs of children and families throughout Alachua County.

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

The current CTAC Strategic Plan 2023–2026 continued to guide our work and funding decisions throughout the year. The Plan established clear priorities, and it recognized the importance of building the capacity of organizations we work with. Last summer and fall, we held a Board retreat and workshop to review the priorities, re-evaluate progress, and we began discussions about where CTAC should focus its efforts moving forward. These conversations provided an opportunity to look not only at what we accomplished, but also at the changing needs of our community and the areas where the Trust could have the greatest impact. After much discussion, we agreed to add a new fourth goal with two focus areas of equal importance. One is to focus on ensuring CTAC's Capacity continues to grow through regular evaluation and feedback. The second is to ensure that the organizations with whom we partner are building their capacity by strengthening their programs and collaborating with others.

In addition to the work of the Board, staff held several workshops to determine the new focus areas and impact measures we would use moving forward. Staff worked with consultants to develop a framework and roadmap that would better align our programs, funding opportunities, and future investments within the revised strategic goals. This framework was recommended to the Board and approved. The updated plan includes Indicators, Rationale, Objectives, Strategies, Implementation or Actionable Steps, Key Partnerships, and Results. Staff used the updated Plan and realignment of priorities to help guide the FY26/27 budget process and recommendations presented to the Board in the Proposed FY26/27 Budget. The Proposed Budget realigned program funding to preserve existing commitments, support strategic new initiatives, and it maintained capacity to ensure CTAC remains responsive to any emerging community needs.



FY 2027-2030 Strategic Plan

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

While preparing for the updated Strategic Plan, CTAC continued to move forward with the priorities and commitments already established under the 2023 -2026 Plan.

My team and I followed the implementation timeline developed in FY23/24 and continued to align funding investments, initiatives, and organizational activities with the goals approved by the Board.

The Plan provided an important framework for helping us determine where to focus our resources and how to connect individual programs and funding opportunities to broader outcomes for children and families. As new needs and opportunities emerged, we continued to evaluate them through the lens of the Plan while remaining flexible enough to respond to the realities facing our community. CTAC met an emergent need by partnering with Bread of the Mighty to deploy our Resource Centers during the SNAP food crisis, ensuring families had access to food and resources during a critical time.

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

Community input continued to be an important part of how CTAC plans and develops new initiatives. For each new initiative and renewed funding opportunity, my team and I engaged providers, community stakeholders, and others with knowledge and experience in the areas we were exploring. We surveyed parents and youth in programs, requested feedback from providers, and used data collected throughout the year to inform our understanding. We also met with partners to gather additional feedback, which was synthesized and shared with the Board to help inform all planning.

I also continued to spend time in the community, meeting with nonprofit leaders, civic leaders, state and local leaders, community organizations, and residents. These conversations allowed me to share information about the work of the Trust while also listening to what people were seeing and experiencing in their communities. Throughout the year, this included participation in League of Cities meetings and visits and conversations with leaders in all the municipalities. I engaged in more than 220 meetings throughout the year, using those opportunities to build relationships, advance priorities, address challenges, and strengthen partnerships across our community.

CTAC established three new Family Resource Centers this year due in large part to feedback from community leaders and others of needed resources (Hawthorne, High Springs, and Newberry). These opportunities to listen are critical to the planning process. They help ensure that our work is not developed in isolation and that the Board and staff remain aware of emerging needs, gaps in services, and opportunities for collaboration. I continued to share information with the Board regarding my community engagement activities each month through my Executive Director Board Report at each meeting.

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

Coordination with other local and statewide planning efforts continued to be an important part of CTAC's work. I believe the Trust is most effective when we understand what others are doing, participate in conversations that impact children and families, and look for opportunities to align our efforts rather than duplicate them.

The Team and I were engaged on more than 25 boards and committees throughout the year. I served on the Board of the Early Learning Coalition of Alachua County. My participation has enhanced our partnership and ensured we are coordinating efforts where we can. We remained the fiscal agent and ex officio member of the Alachua County Opioid Task Force (HOPE Alachua) ensuring CTAC's seat at the table as a partner in the prevention of opioid use by county youth. We supported the Gainesville Housing Authority's Choice Neighborhood Planning Grant which focused on the revitalization and redesign of East University Avenue and surrounding communities. The CTAC team participated in and served on a variety of local, state, and national committees and workgroups, including the Florida Grade-Level Reading Advisory Committee, National Collaborative for Infants and Toddlers, Safety Net Collaborative, Gainesville Women's Forum, Food Insecurity Advisory Group, New Worlds Reading Books and Cooks Steering Committee, Florida Government Finance Officer's Association Technical and Legislative Resource Committee, Housing First for Kids, Healthy Communities Committee, and the SWAG Board.

These relationships continue to provide valuable opportunities to share information, learn from others, and ensure CTAC remains connected to broader planning efforts affecting children and families throughout our community and state.

Hawthorne Family Resource Center Groundbreaking



HARC Board and Volunteers break ground on Hawthorne's new Family Resource Center.

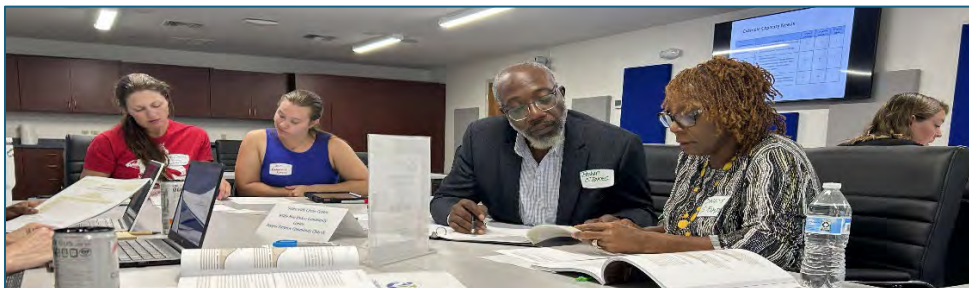
5. Develop benchmarks to track progress toward strategic goals.

My team and I continued to focus on how we measure progress and evaluate the effectiveness of our investments. For each funding initiative, staff provided the Board with an assessment and overview of program performance measures, outcomes, and engagement.

We also continued our **Continuous Quality Improvement (CQI)** process with providers. This process gave providers and CTAC staff an opportunity to look more closely at fiscal management, operations, population focus, service delivery, performance measures, and data quality. **Eighty-one programmatic contracts** received a summary report that included a program scorecard, feedback from CTAC staff, and the provider's own reflections on their work. More importantly, the CQI process created a space for meaningful conversation. It allowed us to identify what was working, discuss lessons learned, and recognize opportunities for improvement. Providers were also able to share feedback with CTAC, making the process a two-way conversation and strengthening our commitment to accountability, learning, and continuous improvement. By highlighting the historical overview of the CQI program since 2022, we have been able to show collective improvement. Each year, we intentionally enhance the process by gleaning more from the providers, listening to the Board, and fine-tuning how we communicate and support our providers.

Overall, this year's planning work allowed us to continue implementing the current Strategic Plan while preparing thoughtfully for what comes next. With input from the Board, our staff, providers, community partners, and the youth we serve, we are building a clearer understanding of where CTAC has been, where we are now, and how we can best position the Trust for the future.

Nonprofit Lifecycle Training



III. FINANCIAL AND PROGRAM MANAGEMENT

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

The new CFO and I worked closely throughout the year to prepare, manage, and oversee the Trust's annual budget and funding recommendations. This work requires balancing the financial resources available to CTAC with the significant and growing needs of children, youth, and families throughout Alachua County. Our goal has been to provide the Board with the information necessary to make thoughtful funding decisions while maintaining strong financial stewardship of the public resources entrusted to us.

The development of the annual budget and funding recommendations is a collaborative process. My team and I review current investments, program performance, community needs, and new opportunities while ensuring that our recommendations remain aligned with the Strategic Plan and the priorities established by the Board. Throughout the year, we also monitored expenditures and funding commitments and made adjustments as needed to respond to changing circumstances. This oversight included several standing practices:

- *Completing an annual independent audit*
- *Providing monthly financial reports to leadership and the Board*
- *Conducting mid-year reviews of programs and their expenditures*



This year, our CFO also strengthened how the Board understands the Trust's financial position:

- *Improved the distinction between money we can count on year to year, one-time funding, funds already committed to existing obligations, and what remains available for the Board to allocate toward new priorities.*
- *Shifted Finance Committee reporting away from simply summarizing what had already happened toward helping the Committee look ahead and engage in more strategic financial oversight.*

Together, these efforts reflect a shared commitment to sound financial stewardship. It's not just about balancing the budget each year but building the systems and transparency that support the Trust's long-term stability.

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

Long-term financial planning also remained an important focus. In addition to managing the current budget, my team and I continued to look ahead at projected revenues, expenditures, and future funding commitments to better understand the Trust's financial position and prepare for upcoming decisions.

This work became especially important as potential changes in property tax policy created uncertainty around future revenues. We worked to evaluate various scenarios and better understand how changes could affect the Trust's ability to continue funding programs and services at current levels. My role has been to ensure that the Board has a clear picture of both our current financial position and the potential challenges ahead so that we can plan proactively rather than reactively.

In May, we presented the Programmatic and Funding Realignment Framework to the Board, and it was approved. This process required the full team's review and assessment of every program, both fiscally and programmatically, and resulted in **more than \$1 million being moved to unassigned fund balance**, giving the Board additional flexibility to respond to future needs and opportunities.

Our CFO also began developing a recurring financial dashboard for leadership tracking:

- *Payment turnaround*
- *Timeliness of our monthly close*
- *Cash reserves*
- *Provider reimbursement timelines*
- *Early indicators of financial risk*

This gives the Board and leadership team an ongoing, real-time view of the Trust's financial health, rather than relying solely on periodic reports. Thanks to the team's efforts, we will enter the new fiscal year stronger, more focused, and better positioned to serve our community's needs.

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

My team and I continued to strengthen the processes used to evaluate funding requests as approved by the Board last year. Following the Unplanned Funding Requests Policy, we brought recommendations to the Board when circumstances warranted. Additionally, the policy provides for the convening of stakeholders to coordinate a response or to utilize targeted contracting. We held a Family Eviction and Housing Stability Convening to learn more about the evictions process and how families navigate it in the county. This convening and subsequent meetings resulted in a recommendation to fund two case managers for Family Promise, which was approved.

As the Trust grows, we will continue to strengthen our funding processes to ensure they are clear, consistent, transparent, and aligned with community needs and CTAC priorities. My goal is to ensure funding recommendations are informed by community and provider input, program performance, organizational capacity, and measurable need, while maintaining clear expectations for performance, reporting, and accountability.

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

CTAC's funded programs require ongoing oversight, and my team and I remained focused this year on monitoring performance, expenditures, and compliance while maintaining regular communication with providers about their successes and challenges. Meetings were held with providers to discuss budget amendments when funds could not be spent or challenges arose. These unforeseen issues provided opportunities for improved communication and capacity building. Many providers struggled to hire staff, which impacted their budgets. When possible, we worked with providers to reassign funds to address these gaps. We also met with providers who had not spent their funds down to determine if those funds could be shifted. Programs and Finance collaborated to ensure our stewardship over our investment funds while supporting our partners to ensure they could continue providing quality services to the children and families they serve.

We continue to focus on accountability while also recognizing the importance of partnership. This year, that included 82 site visits across our 80 funded programs, along with ongoing conversations and our Continuous Quality Improvement process, all aimed at helping staff and providers identify areas of strength as well as opportunities for improvement. For example, smaller organizations shared that the reimbursement model was creating a fiscal bottleneck and that they lacked the capacity to fill the gaps. This feedback resulted in the development of a new reimbursement model pilot for the upcoming fiscal year. This model shifts away from full reimbursement to partial upfront disbursement on a quarterly basis. It reduces the burden on providers who previously had to spend funds in advance of reimbursement. We will monitor the pilot's impact closely and adjust as needed to ensure it is meeting providers' needs.

This year, our CFO also strengthened several key financial systems and processes:

- *Established a detailed, standardized 20-step monthly closing process, ensuring that every part of our finances (cash, accounts payable, payroll, grants, provider expenditures, and more) is reviewed consistently each month before being reported to the Board.*
- *Expanded our use of shared digital tools and standardized documentation to improve how we retain records, track approvals, and preserve institutional*

knowledge, reducing our reliance on any one person's memory of how things were done.

Fiscal monitoring remained equally central to this oversight work. Staff continued to review expenditures and financial documentation and work directly with providers when questions or concerns arose. Together, these efforts help ensure that CTAC is not simply making funding decisions but actively monitoring the investments we make on behalf of children and families. Oversight is not just compliance. It is listening and responding to unmet need while remaining accountable and collaborative. Moving forward, I will continue working with my team and the Board to strengthen our financial planning, funding processes, and program oversight so that our resources remain responsive, accountable, and focused on achieving meaningful outcomes for children and families throughout our community.

IV. OPERATION MANAGEMENT

Operational management is where much of the day-to-day work of leading the Trust comes together. Throughout the year, my focus has been on creating an environment where staff can be productive, responsive, and focused on the priorities of the organization while ensuring that our internal operations support the work we are trying to accomplish in the community. This requires attention to both the larger organizational picture and the many details that keep CTAC moving forward each day.

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

My team and I continued to emphasize the importance of being responsive, accessible, and helpful to the individuals and organizations we serve. Whether working with funded providers, community partners, families, Board members, or members of the public, we strive to ensure that people who interact with CTAC receive timely information and support.

As the Trust has continued to grow, we have also worked to improve how we communicate and connect with our stakeholders. This includes being responsive to questions and concerns, helping organizations navigate our processes, and ensuring that people know where to go when they need assistance. My goal is for

CTAC to be viewed not only as a funder, but as an approachable and supportive partner that people feel comfortable contacting when they need information, assistance, or guidance. We saw this commitment reflected in both the feedback and results this year.

- *CQI Provider Survey Feedback on CTAC – CTAC staff were recognized for being supportive and quick to respond. The relational improvement between CTAC and its providers was highlighted, and providers reported that the invoicing process became less intensive.*
- *Summer program providers provided feedback at their convening held earlier in the year and asked for more support. CTAC implemented weekly check-ins to ensure they didn't fall behind on invoicing or data reporting. This resulted in fewer provider payment challenges.*
- *The more than 200 meetings and events I attended representing CTAC and listening to feedback about community needs were often opportunities for providers, potential providers, and community stakeholders to ask questions, share their concerns, and hear updates on CTAC.*
- *The Trust published the Provider Newsletter as a resource for providers every other month. The newsletter shares best practice tips from the finance department, highlights funding opportunities, provides resource calendars from the community, and spotlights new initiatives.*



Tours and events led to increased communication and problem-solving.

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

Creating and maintaining a positive and productive work environment continues to be an important part of my leadership. I believe the culture of an organization directly affects how well we work together and, ultimately, how effectively we serve our community. A significant part of this effort was the development of CTAC's Culture Statement created with staff, not simply for staff. Team members shared their ideas, perspectives, and expectations for the culture they want to experience at CTAC. The resulting statement, built through staff input and consensus, now serves as a foundation for how we work, make decisions, and support one another moving forward.



Researchers Amy Wagner and Bonnie Wagner receive MVP awards at staff retreat.

Throughout the year, I worked with my leadership team and staff to create an environment where people feel supported, valued, and comfortable sharing ideas and concerns. We continued to encourage open communication, collaboration, and problem-solving while also working to create greater clarity around expectations and responsibilities. This was demonstrated through some of the following activities:

- *Quarterly Staff Check-Ins – I continued individual meetings with all staff at least four times a year to receive feedback, hear issues of concern, and provide organizational updates.*
- *Staff Retreats – we held two retreats during the calendar year for all staff. This year’s theme centered CTAC’s Culture, and we created our Culture Statement. We also visited providers to allow all staff an opportunity to learn more about the partners we work with and the children they serve.*
- *The Trust holds bi-monthly Staff Meetings 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.*
- *Staff utilized LinkedIn Learning to increase skills and knowledge. In-person workshops were provided by the James Moore HR Consultant.*
- *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.*
- *I approved summer schedules for staff providing flexibility in work week and workdays to boost employee engagement, retention, and improve morale.*
- *Established the OCC – Staff members voluntarily joined to help facilitate organizational culture through team building activities and to provide leadership with feedback from the staff on issues of importance to the staff. Since the OCC was formed, we’ve held lunch-and-learns called “Chat & Chews”, Wellness Wednesdays, Popcorn Fridays, and they’ve provided feedback for the staff retreat.*

I also recognize that building a strong culture is an ongoing process. As staff and responsibilities change, we have to continue to pay attention to how we work together and where improvements are needed. My goal is to continue building a workplace where staff feel invested in the work of the Trust, understand how their individual roles contribute to our larger mission, and have opportunities to grow and contribute to the organization's success.



*Leadership and staff visit providers and tour resources during their
March 2026 retreat.*

3. Prioritize a dynamic workload.

The work of CTAC rarely follows a predictable schedule. Throughout the year, I have had to balance the ongoing responsibilities of managing the organization with new initiatives, emerging community needs, Board priorities, and unexpected challenges. Two major issues this year were the SNAP food crisis and the Property Tax Amendment. I traveled four times to Tallahassee to meet with our legislative delegation and additionally met with two members of the delegation in district.

The food crisis highlighted how we are able to convene our partners to hear their feedback as we designed and developed a community response. Working with county staff and the Family Resource Centers, we developed a coordinated plan with Bread of the Mighty to ensure an effective and feasible response. We also listened to providers as challenges and frustrations arose. Team members responded to concerns from frustrated providers and worked with Bread of the Mighty to ensure everyone's needs were being met.

Prioritizing workload requires flexibility and the ability to continually reassess what needs our immediate attention while ensuring that other important work continues moving forward. I have relied heavily on my leadership team and staff to help manage competing priorities, delegate responsibilities, and keep initiatives moving even when new issues require us to shift our focus. We were able to maintain our focus through:

- *Weekly leadership team meetings to discuss new initiatives and challenges and to receive and provide fiscal and programmatic updates. The leadership team consists of the Chief Financial Officer, Chief Operating Officer, Director of Program Operations, Director of Communications & Marketing, and the Executive Director.*
- *CTAC Board Chair and Executive Director meetings to discuss emerging issues and challenges, provide updates, and receive feedback and guidance from Board leadership.*
- *CFO and DPO met regularly to review emerging issues and departmental priorities to ensure any emergent issues were addressed collaboratively*
- *CTAC staff proactively reached out to fellow Children's Service Councils and Trust 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 on workflows and workloads and organizational best practices.

We continue to work on finding the right balance between being responsive to what is happening in the moment and protecting time for the work that requires longer-term planning and attention. This remains particularly important as the scope of CTAC's work continues to expand.

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

As CTAC continues to grow and evolve, my team and I have continued to review the systems, processes, and procedures that support our daily operations. Throughout the year, we identified areas where additional structure, clarification, or updated procedures were needed and worked collaboratively to strengthen those areas.

This includes looking at how work flows through the organization, how information is communicated, and whether our existing processes continue to meet the needs of staff, providers, and the Board. I encouraged staff to identify inefficiencies and bring forward ideas for improvement, rather than assuming processes should remain in place simply because things have always been done a certain way. The CFO facilitated Town Halls with providers to share changes, offer site visits, and ensure that providers understand the department is a partner, not an adversary.

One example of this work was the development of a new reimbursement model pilot, created in direct response to provider feedback that our monthly reimbursement structure was creating fiscal strain for smaller organizations. The new model shifts to partial upfront disbursement on a quarterly basis, reducing the burden on providers who previously had to spend funds in advance of reimbursement.

Additionally, I met with the HR Consultant from James Moore and the Krizner Group for the annual employment audit and review of all CTAC policies for recommended updates and additions. All supervisors attended the annual supervisor training facilitated by Krizner. Our goal is to continue developing systems and procedures

that create consistency and accountability while remaining practical enough to support the changing needs of the organization.

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

Throughout the year, I met weekly with my leadership team to monitor organizational priorities, address challenges, and ensure that programs and initiatives continued moving forward. For example, a Board member alerted us to a serious concern involving one of our providers. My team and I gathered additional information and met with the organization's leadership to understand the situation. The team assessed information from site visits and data reports, and we thoroughly reviewed everything gathered before making our recommendation. Ultimately our recommendation to the Board was to terminate CTAC's contracts with that agency.

I believe effective leadership requires a balance between providing direction and allowing people to take ownership of their work. My role is not to manage every detail, but to ensure that staff understand the larger goals, have clear expectations, and are empowered to lead within their areas of responsibility. The DPO worked with her team to develop the Programmatic & Funding Realignment Framework to aid in determining which programs had the greatest impact under the new Strategic Plan. Her team took the lead on this project, developed the rationale which we thoroughly discussed before presenting it to the Board, where it was approved.

We also held five convenings this year led by our programs staff. The DPO and the Research and Evaluation team prepared the agenda, selected facilitators, coordinated with providers, and created resources. They solicited my feedback and approval prior to each session, but they organized and led them. Similarly, the COO and DCM led the preparations for our legislative meetings and developed the collateral materials and highlights for each meeting with the legislative delegation. I reviewed the information and goals of the meetings prior to the visits. We published two editions of our Parenting Playbook Resource Magazine, which highlights resources for parents and youth, with the COO and DCM coordinating content and publication. They regularly met with me to share ideas, review content and concepts, and receive my feedback and approval throughout the process.

This year, thanks to the joint efforts of the CFO and DPO, the CQI process worked much more seamlessly. Programs and Finance worked together to ensure provider feedback was useful, actionable, and could be used both to strengthen provider engagement with CTAC and support successful program outcomes.

Regular communication and collaboration with my leadership team have been essential in keeping the organization aligned and identifying issues before they become larger challenges. As the Trust continues to take on new initiatives and responsibilities, I will continue to evaluate staffing needs, organizational structure, and opportunities for professional growth to ensure that we have the capacity needed to accomplish our goals.

6. Lead and ensure the effective management of the Council in meeting the statutory functions relevant to CTAC.

Throughout the year, I worked closely with the Board to ensure that CTAC continued to meet its statutory responsibilities while carrying out the mission and priorities established for the Trust. This includes providing the Board with the information, recommendations, and support necessary to carry out its responsibilities related to governance, funding, financial oversight, and organizational direction.

My role is to help ensure that the Board has the information it needs to make informed decisions while also ensuring that those decisions are implemented effectively by staff. This requires ongoing communication between the Board and staff and a clear understanding of our respective roles and responsibilities. This included meeting CTAC's core statutory obligations throughout the year as well.

- *Held monthly Board meetings and published Board agendas*
- *Provided a new member orientation and overview of CTAC to new Board members (two new members)*
- *Completed an annual Audit*
- *Published an Annual Report and distributed it to the Board of County Commissioners (BoCC) by December 31*
- *Developed and published a Proposed Budget*
- *Provided Quarterly Financial Reports to the BoCC*
- *Held TRIM Hearings for public input and certified our approved millage to the Alachua County Property Appraiser and the State Department of Revenue*

- *Held an Annual Meeting and elected officers*

As CTAC continues to grow, maintaining strong governance and ensuring compliance with our statutory responsibilities will remain essential to the effective operation and credibility of the Trust.



7. Participate in and oversee emergency planning and responses to emergency situations when required.

While much of our work is focused on long-term planning, CTAC must also be prepared to respond when unexpected circumstances affect children and families in our community. My team and I continued to work with community partners to remain aware of emerging needs and consider how the Trust can be responsive during times of crisis. This was demonstrated this year through CTAC's response to the SNAP food crisis when reductions in federal food assistance created urgent, unplanned needs for families across the county. We convened with county staff and all CTAC's Family Resource Centers and worked with Bread of the Mighty to design a feasible response to ensure resources reached families quickly. When challenges and frustrations arose during implementation, our team worked directly with partners to resolve them. CTAC follows a formal emergency closer policy to guide decision-making during severe weather or other crises. We also participate in and follow all emergency news through the Alachua County Emergency Management Group to stay informed of and coordinated with countywide emergency response efforts.

These situations reinforced the importance of flexibility, clear communication, and strong community relationships. They also highlighted the need to respond quickly while ensuring that decisions are thoughtful, coordinated, aligned with the Trust's mission, and mindful of available resources.

8. Other administrative duties as required.

The role of Executive Director often requires addressing responsibilities that do not fit neatly into one category. Throughout the year, I continued to respond to the many administrative, operational, and organizational needs that arose while ensuring that the overall work of CTAC continued moving forward.

Some of the most important work happens in these moments addressing an unexpected issue, helping a staff member work through a challenge, responding to a community concern, or stepping into a new initiative that requires leadership and direction. I have learned that flexibility is essential to this role and that no two days

are exactly alike. This might mean taking an evening call from several providers frustrated with another organization's role in a community initiative, reaching out to a key stakeholder to build buy-in on a project central to both of our missions, or serving as a peacekeeper when tensions arise around a community issue.

Overall, my goal throughout the year has been to ensure that CTAC operates as a strong, responsive, and well-managed organization. With the support of my leadership team and staff, we have continued to strengthen our culture, support our staff, and create an environment where people can do their best work. This allows us to remain responsive to the needs of our community while keeping our focus on what matters most, ensuring children and families across Alachua County have the support and opportunities they need to thrive.

V. COMMUNITY RELATIONS AND ADVOCACY

Community relations and advocacy remain central to the work of The Children's Trust. Throughout the year, my team and I continued to focus on ensuring that CTAC is visible, accessible, and actively engaged in the community. This work goes beyond simply sharing information about what we fund. It is about building relationships, listening to the people and organizations closest to the issues, communicating the impact of our work, and using our voice to advocate for children and families.

1. Establishment and oversight of mechanisms to communicate the activities of CTAC to the community.

Throughout the year, my team and I continued to strengthen the ways we communicate CTAC's work, priorities, and impact to the community. Through community presentations, meetings, newsletters, social media, media opportunities, publications, events, and direct engagement with stakeholders, we worked to ensure that people understood not only what the Trust does, but why our work matters. This included:

- *Publishing two editions of our Parenting Playbook Resource Magazine, which shares practical resources and information for families alongside stories highlighting the work of CTAC and our funded partners.*
- *Publishing our Program Guide*
- *Publishing a monthly newsletter, "Tidbits"*
- *Publishing our Summer Camps Guide*
- *Publishing our Annual Report and distributing it to stakeholders county-wide*
- *Social Media Accounts: Facebook (250,000 views), Instagram (38,300 views), and an increased LinkedIn presence*
- *Community Conversations monthly Podcast (YouTube, RSS, Website) and the CTAC Morning Show on Tu Fiesta*
- *Press Releases on major initiatives resulting in positive news coverage*
- *Key Presentations: Alachua County Property Appraiser's Office, Alachua County Community Citizen Committee, Leadership Gainesville, Homeless Education Committee, League of Cities Meeting, and Alachua County Legislative Delegation Meetings*
- *Teens Day at the Capitol during Children's Week: In partnership with Alachua County Public Schools' Amplify Student Voice Program and the PACE Center for Girls, CTAC sponsored 60 youth from Alachua County to meet with legislative members, share their stories, and speak about the CTAC-funded programs they participated in.*



We also continued to look for new and improved ways to tell the story of CTAC and the organizations and programs we support. This included our CFO's efforts to increase the visibility and accessibility of CTAC's financial leadership by building relationships with providers, public sector partners, financial institutions, business leaders, and community. All of it works together to highlight the collective impact of our investments, build trust in how we manage public resources, and help the community better understand how CTAC works alongside providers and partners to support children and families throughout Alachua County.



CTAC Morning Show segment on Tu Fiesta.

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

Building strong relationships continues to be one of the most important parts of my role. Throughout the year, my team and I worked closely with nonprofit providers, local governments, schools, funders, civic organizations, state and local leaders, and other community stakeholders to address issues affecting children and families.

These relationships have positioned CTAC to be part of important conversations around literacy, early learning, afterschool and summer programming, family stability, food insecurity, housing, community safety, workforce development, and other issues affecting children and families. More than half of the 220 meetings I attended this year focused on opportunities for CTAC to collaborate with other organizations and agencies.

This included serving on planning committees, meeting with strategic planners, and supporting the Gainesville Housing Authority's Choice Neighborhood Planning Grant. It also included participating in the City of Gainesville and Alachua County's Community Gun Violence Prevention Alliance Stakeholders and Strategic Planning Meetings, as well as Anchor Institution meetings focused on the Florida Chamber's Prosperity Initiative. Through this work, CTAC has been at the table, building relationships, contributing to important conversations, and identifying opportunities to strengthen our community.

Collaboration continues to be one of the most important ways CTAC advances its mission. Bringing the right people together, listening to different perspectives, and identifying where we can collectively make a difference is central to what we do daily. Throughout the year, we strengthened existing partnerships while developing new relationships to address both current and emerging needs.

For example, our work with Bread of the Mighty and County partners during the SNAP food crisis helped address an immediate need, while our continued involvement with the Early Learning Collaborative and Alachua County Reads reflects longer-term collaboration around early learning and literacy. Similarly, the Family Eviction and Housing Stability Convening brought partners together to

address housing instability and ultimately led to both CTAC and the County funding expanded case management capacity at Family Promise. These relationships reflect what collaboration at CTAC looks like in practice. We turn conversations into coordinated action and measurable outcomes for the children and families who need it most.



CTAC helps support Alachua County families during SNAP Benefit crisis.

Early Learning Coalition Community Collaborative



Special Convening on Family Homelessness



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

CTAC's work brings us together with people from different backgrounds, experiences, and perspectives across our community. Throughout the year, we continued to build relationships with providers, families, elected officials, business and civic leaders, educators, funders, and community members. For example, we convened literacy partners to hear from the Helios Education Foundation on key insights and lessons learned from two major literacy initiatives in Pinellas and Hillsborough Counties. We also invited the Florida Chamber to present at our Early Learning Community Conversation to highlight how early learning supports both businesses and the economy, a correlation many business leaders may not have made previously.

I believe that effective relationships begin with being willing to listen. Even when people have different perspectives or priorities, there is often common ground when the conversation remains focused on what is best for children and families. Because we heard the outcomes from the Helios initiative, we were able to pivot and expand the scope of our local community literacy initiative. Changing direction from our original plan wasn't an easy decision. However, through discussions with partners and seeing the results of a more inclusive plan connecting early learning and K-12, we were able to adapt and lean into the new direction. My goal has been to remain approachable, open to feedback, and willing to have honest conversations, even when those conversations are difficult.

Youth voice was also central to this work this year. This included listening to and learning from our 10th grade 3DE program students at Eastside High School, whose input on how to develop a county-wide youth/teen center was invaluable as we researched this initiative. We were intentional about creating opportunities for people and organizations that may not typically work together to come to the table, share their perspectives, and identify opportunities for collaboration.

CTAC funds and takes part in Eastside High School's 3DE program.



4. Representation of CTAC to the community.

I continued to serve as a primary representative of CTAC throughout the community, sharing information about our mission, priorities, funding opportunities, and the impact of our investments. Whether speaking at community meetings, attending events, participating in collaborative discussions, or meeting individually with stakeholders (reflected in the more than 220 meetings and presentations detailed earlier in this evaluation), I worked to ensure that the Trust remained connected to the community we serve.

However, I am not the only representative for CTAC. Our team, specifically our Community Engagement Coordinator, was everywhere in Alachua County this year. Here are a few highlights:

- *CTAC sponsored more than 45 events county-wide*
- *CTAC tabled and provided resources at 142 events*
- *CTAC had more than 8,852 touchpoints with the community countywide*
- ***Produced 10 Podcasts and 10 Morning Shows***
- *Hosted our annual Lights on Afterschool event, which celebrates the importance of afterschool programs, in partnership with the Gainesville Circus Center*
- ***Sponsored ads on 98.9 JAMZ, Kiss 105.3, and WUFT***
- ***Published 2 editions of the Parenting Playbook, distributed more than 7,000 copies throughout the county.***

Being visible in the community is about more than raising awareness of CTAC. It's about making sure people know who we are, understand what we do, and feel comfortable sharing their ideas, questions, and perspectives with us.

CTAC TeensWork Alachua County interns helping to produce our monthly podcast.



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

Throughout the year, I represented CTAC at numerous local, regional, and state meetings, events, and discussions focused on issues impacting children and families. These opportunities allowed me to share the work of the Trust, learn from others, and ensure that CTAC remained connected to broader conversations affecting our community.

My participation at the state level also continued to strengthen relationships with other Children's Trusts and Children's Services Councils, statewide partners, legislative staff, and policymakers. I served as the Secretary of FACCT Board and was elected Vice Chair. CTAC staff attended the FACCT Legislative Fly-In in January, Children's Week in February, and the FACCT Annual Meeting in July. These relationships are particularly important as decisions made at the state level can have a direct impact on our ability to continue serving children and families locally. A few other opportunities included:

- *Alachua County Legislative Delegation Meeting*
- *Florida Prosperity & Economic Opportunity Solution Summit*
- *Florida Grade Level Reading Campaign Symposium*
- *North Central Florida Summit on Family Homelessness*
- *National AfterSchool Association Convention*
- *Special Legislative Session on Property Tax Relief*



Rep. Yvonne
Hinson-Hayes



Rep. Chuck
Brannan

Staff also represented CTAC across the county, serving on workgroups and committees including the Florida Grade-Level Reading Advisory Committee, the Safety Net Collaborative, and the Alachua County Child Abuse Prevention Task Force to name a few. Their continued involvement ensured that CTAC's voice and perspective were included in conversations taking place throughout our community, even when I could not be there personally.



Leadership and staff representing CTAC at Children's Week.

6. Work with the local legislative delegation and elected officials to advance the interests of children and families.

Advocacy became an increasingly important part of my work this year. I continued to build and maintain relationships with members of our local legislative delegation, elected officials, legislative staff, and statewide partners to share information about the work of CTAC and advocate for policies that support children and families. Because of those relationships, I was able to provide legislators with information about CTAC-funded programs and specific details on how pending legislation might impact our community. Moving forward, I will meet with our delegation more in-district prior to legislative session to ensure they are aware of our services and impact in advance.

This work became particularly significant as discussions surrounding property tax reform and its potential impact on Children's Trusts and Children's Services Councils moved forward. My team and I worked to ensure that our delegation understood the potential impact of the proposed changes on CTAC, the programs we fund, and, most importantly, the children and families who rely on those services.

This year alone, I traveled to Tallahassee four times and met with members of our delegation an additional time in district, sharing data, program outcomes, and the real impact of CTAC's work on children and families throughout Alachua County. While the outcome of this legislative session did not fully reflect what we had hoped for, these conversations reinforced something important: the relationships that matter most in moments of crisis are the ones built long before the crisis arrives.

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

Throughout the year, my team and I worked to communicate clearly and consistently with providers, partners, and the community about CTAC's priorities, funding decisions, positions, and areas of focus. This included sharing information directly with providers through newsletters and emails, presenting information at meetings and events, and responding to questions and concerns as they arose. For example, after hearing from smaller providers that our reimbursement structure was

creating fiscal strain, we began developing a potential solution. This fall, we will launch a reimbursement model pilot with a small group of providers. Our CFO also led Town Halls with providers to communicate changes to our fiscal guidelines. These changes were shaped directly by feedback gathered through one-on-one sessions with providers, and the Town Halls gave providers a chance to ask questions and raise concerns in person.



We also held leadership meetings with provider Executive Directors and CEOs to strengthen direct lines of communication at the leadership level. These meetings included updates on the proposed property tax amendment's potential impact, along with other CTAC news. When summer providers told us during our Summer Convening that they needed more support, we implemented weekly check-ins to help them stay on track with invoicing and data reporting. This change directly reduced provider payment challenges.

I believe communication is especially important when decisions may directly affect the organizations and individuals we serve. My goal has been to provide as much context as possible, explain the reasoning behind decisions, and create opportunities for questions and discussion.

As CTAC continues to grow and take on new initiatives, clear communication will remain essential. We will continue working to ensure that our providers and community partners understand where the Trust is headed, how they can engage with us, and the role we all play in creating stronger outcomes for children and families.

Overall, community relations and advocacy this year were about more than representing CTAC at meetings and events. They were about strengthening relationships, listening to the community, sharing our story, and making sure that the voices and needs of children and families remain part of the conversations and decisions shaping our community. With the support of my team, I believe we have continued to strengthen CTAC's role as a trusted partner committed to children and families throughout this community.

VI. BOARD RELATIONS

A strong and productive relationship with the Board is essential to the success of The Children's Trust of Alachua County. Throughout the year, I continued to work closely with the Board to provide leadership, information, and support while ensuring that members had the resources necessary to carry out their responsibilities. My goal has been to maintain an open and collaborative relationship that allows the Board to provide direction and oversight while giving staff the ability to effectively carry out the day-to-day work of the Trust.

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

Throughout the year, we provided the Board with thoughtful recommendations, relevant information, and context on the issues relevant to CTAC. Whether related to strategic planning, funding, finances, operations, community needs, or emerging legislative issues, my responsibility has been to help the Board understand the

opportunities and challenges in front of us and provide recommendations for consideration.

This was reflected in this year's update to CTAC's Strategic Plan, which included selecting a consulting firm to work with the Board and developing a full framework to review all funded programs for alignment with the updated Plan. Similarly, during the ongoing legislative discussions around property tax reform, I met with our governmental relations team bi-monthly and had them present updates directly to the Board, ensuring members remained informed on this critical issue throughout the regular legislative session culminating in the special session. Once the special session ended, I worked with staff to ensure the Board and providers understood the impact the proposed legislation posed to CTAC's funding.

Another example was the recommendation to phase out one funded investment category. This was not an easy recommendation, but it was the right one based on the priorities and outcomes established in the updated Strategic Plan. Upholding CTAC's priorities and direction, even when that means making difficult calls, remains paramount to sound Board guidance.

Whenever possible, I try to bring potential solutions, options, and recommendations that allow the Board to engage in meaningful discussion and make informed decisions. This has been particularly important as CTAC continues to grow and navigate increasingly complex issues that may impact the organization and the children and families we serve.

2. Develop and maintain a positive and open relationship and communication with the Board.

I continued to prioritize open and honest communication with the Board. I met regularly with the Board Chair ahead of each Board meeting to review the agenda, discuss emerging issues, and ensure alignment before items came before the full Board. I also made it a priority to reach out to individual Board members, not just at meetings, to answer questions, provide updates, and keep them connected to the work of the Trust.

My goal is for Board members to feel comfortable reaching out to me when they have questions or concerns and to ensure that communication does not begin and end at the monthly Board meeting. Maintaining those relationships allows for more productive conversations and helps ensure that there are no surprises when important issues come before the Board. It also helps ensure that information the Board hears is shared with staff, and vice versa. For example, when a Board member learns that a provider is experiencing a challenge, my team and I can follow up quickly to determine how we can help. In one instance, a Board member alerted us to a potential legal dispute involving a provider's facility. The situation had become a community concern, raising questions about whether the organization's priorities aligned with serving children rather than financial gain. I met with the provider's CEO to understand the situation, and my team conducted additional research and gathered information which we reported back to the Board. In the end, we recommended terminating our contracts with that provider. The outcome wasn't what we wanted, but it was ultimately the right decision, and it started because a Board member was paying close attention and spoke up.

We also lean into Board members' expertise. Often a new initiative can be an opportunity to draw on a Board member's knowledge or network as we research and design our approach. Their varied experience and connections make the Board an active partner in determining where the Trust is headed, not simply where it's been.



3. Ensure the Board is kept informed of relevant policy issues and operational issues.

I worked to ensure the Board stayed informed of significant issues that could affect CTAC, including operational changes, community concerns, funding issues, and legislative developments. As new information became available, I worked to provide context and explain the potential impact on the Trust so that the Board could consider both immediate and long-term implications.

This was supported by several standing communication practices, including a monthly Executive Director's report, monthly financial reports, and monthly updates on departmental activities. I also met monthly with the Board Chair to provide updates and discuss emerging issues. Our Finance Committee met regularly to provide additional oversight and context on the Trust's financial position. Per statute, we published an Annual Report recapping CTAC's major accomplishments, ensuring the Board and broader community had a clear picture of the Trust's work and impact.

This regular sharing of information became particularly important as discussions around property tax reform created potential financial challenges for CTAC and other Children's Trusts and Children's Services Councils throughout the state. I worked to keep the Board informed of legislative developments, projected impacts, and advocacy efforts. Ultimately, keeping the Board informed isn't just about reporting. It's about collaboration and partnership and making sure we're navigating both the routine and the unexpected together.

Scorpio donates \$1,000 to the Children's Trust.



4. Preparation and oversight of agendas and supporting materials for Board Meetings.

My team and I continued to prepare and oversee the agendas and supporting materials necessary for effective Board meetings. This work involves more than simply preparing an agenda. We work to ensure that Board members receive the background information, data, recommendations, and supporting documentation needed to have meaningful discussions and make informed decisions.

I met with the Board Chair at least two weeks prior to each meeting to review the draft agenda and discuss any updates or emerging issues that needed to be included. All staff contribute to the Executive Director's Report each month, summarizing their work, meetings attended, and events represented, giving the Board a comprehensive view of organizational activity. I worked with the Clerk of the Trust to ensure Board materials were published at least one week prior to each meeting, and the Clerk distributed complete Board packets — including printed and mailed copies — within three days of publication.

This process ensures that Board members have adequate time to review agendas, reports, and supporting materials well in advance, allowing them to reach out with questions and engage in more informed discussion and decision-making at each meeting.

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

When the Board requests additional information, analysis, or recommendations, I work with staff and, when appropriate, outside partners or consultants to provide what is needed to support their decision-making. My team and I maintain a running list of Board requests from each meeting, and we provide updates at the next meeting, often through the "For Your Information" section of the Board agenda backup materials. When a request requires specific action or a formal recommendation, we bring it back to a future meeting under Old Business to ensure it receives the Board's full attention and consideration.

For example, after hearing presentations on homelessness and housing, a Board member requested that staff bring back a recommendation on what CTAC could recommend to the County regarding evictions and potential partnership opportunities with our Family Resource Centers. This required additional research and analysis, which led us to cohost a Family Eviction and Housing Stability Convening, bringing together experts to identify gaps in the eviction process and help staff narrow down a set of actionable recommendations. This work ultimately led CTAC to fund two additional case managers at Family Promise and to recommend that the County do the same. The County agreed, bringing Family Promise's total to four additional case managers dedicated to helping homeless families. We also sent letters to every municipality in the county, requesting that they join this collaborative effort by prioritizing families with children in local homelessness prevention and housing stabilization efforts, providing matching funding for case manager positions dedicated exclusively to families with children, and considering additional investment in Family Resource Centers to expand emergency assistance, including Emergency Rental Assistance, to help prevent evictions before families experience homelessness.

The goal has been to provide the Board with recommendations that are clear, well-informed, and practical, while also being honest about potential challenges or considerations that may need to be addressed.

6. Assist the Chair in matters relating to Board member participation and meetings.

I worked closely with the Board Chair to support effective Board participation and ensure that meetings were well organized and productive. This included providing the Chair with a Chair's Agenda detailing all items requiring approval in advance, helping keep meetings organized and effective. I also worked with the Chair to schedule Board workshops for new or major initiatives, as well as joint meetings with other community stakeholders, reviewing agendas in advance to ensure they met our goals and needs. Additionally, staff tracked Board members' attendance and followed up personally with members who anticipated missing a meeting, to keep them informed and engaged even when they couldn't attend.

For new Board members, I made myself available after meetings to answer questions and help ensure they understood CTAC's processes and Board procedures as they settled into their role. Equally important has been helping ensure continuity of Board leadership. I worked closely with the Chair each year to intentionally identify and prepare candidates for leadership positions ahead of elections at the Annual Meeting, so that CTAC's governance remains strong and well-supported as leadership transitions occur.

Overall, my approach to Board relations is grounded in communication, trust, preparation, and partnership. I believe that when the Board has the information it needs, feels comfortable asking questions, and understands both the opportunities and challenges facing the organization, it is better positioned to provide strong leadership and oversight.

VII. STRATEGIC LEADERSHIP

Strategic leadership is, in many ways, about helping the organization keep its eyes on where it is going while still managing the work in front of us today. Throughout the year, I worked closely with the Board, my leadership team, staff, providers, and community partners to ensure that CTAC's direction remains connected to its mission, responsive to the needs of the community, and grounded in a clear understanding of both the opportunities and challenges ahead.

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

My team and I worked closely with the Board to help guide conversations around CTAC's future direction and priorities. This included continuing the work of the current Strategic Plan while also creating space for the Board to evaluate our progress and consider how the organization should evolve moving forward. The Board retreat was an important part of this process. I selected the consultants who facilitated the retreat and provided them with direction to ensure the conversation addressed CTAC's priorities and the Board's needs. The retreat itself provided an opportunity to step back from day-to-day work and have broader conversations about the future of the Trust, the needs we are seeing throughout the community, and where CTAC can have the greatest impact. Board and staff worked together throughout to shape priorities and goals for the year ahead, and I'm proud

of how that collaboration reflected the genuine partnership between us. This included the development of a fourth strategic goal focused on capacity building, informed in part by nonprofit life cycle assessments of our funded providers. My role was to fully engage in those conversations alongside the Board, provide information and context where needed, and help translate our discussions into a clear direction for the next phase of our work.

This work also extended to organizational policy. Based on a recommendation from our CFO, the Board approved an update to CTAC's reserve policy, increasing the required reserve from two months to three months of operating expenses, to strengthen the Trust's financial stability and ensure we are well-positioned to weather unexpected challenges. This reflects the kind of collaboration that has shaped both our strategic planning and budgeting processes throughout the year. Staff identify opportunities for improvement, and the Board provides the direction and approval to move them forward.

As we continue implementing the updated Strategic Plan, my team and I will keep partnering with the Board to ensure that our vision, mission, priorities, and policies remain aligned and provide a meaningful framework as CTAC continues to grow and evolve.

2. Develops a comprehensive set of guiding principles and values that guide all considerations on how to achieve CTAC's vision, mission, and goals.

We continued to focus on ensuring that the way we operate is consistent with the values and principles that guide our work. While our Strategic Plan provides direction around what we want to accomplish, our values help guide how we accomplish it.

This work took clear shape this year in the development of CTAC's Culture Statement — created by staff to ensure we know who we are and how we want to work with one another and the community we serve. Staff shared their own ideas, perspectives, and expectations for the culture they want to experience at CTAC, and the resulting statement, built through consensus, now serves as a foundation for how we work, make decisions, and support one another.

These principles include a continued commitment to collaboration, accountability, responsiveness, partnership, and listening to the community. They influence how we work with providers, engage families and stakeholders, make funding decisions, respond to challenges, and interact with one another as a team.

I believe it is important that our values are reflected not just in written documents, but in our day-to-day decisions and relationships. Now that we've taken this first step in defining our culture together, I look forward to continuing to build on it as CTAC grows.

Children's Trust Culture Statement

"We put children first in every decision, ensuring supports that are universal, targeted, and community based. We invest in innovative, collaborative solutions that strengthen families and deliver lasting impact. Guided by integrity, respect, and inclusivity — we foster a positive culture where people and communities thrive together."

3. In concert with and after consultation with appropriate providers, community partners, community representatives, managers, and staff, sets the direction and focus of activity.

One of the things I value most about this work is that the direction of CTAC is not developed in isolation. Throughout the year, we continued to engage providers, community partners, local leaders, families, staff, and other stakeholders to better understand what is happening throughout the community and where the greatest needs and opportunities exist.

These conversations helped inform our funding priorities, new initiatives, and planning for the future. Whether through formal input sessions, community meetings, individual conversations, Board discussions, or collaborative planning efforts, we continued to gather information and perspectives from those closest to the work.

My role is often to take those different perspectives, identify common themes and opportunities, and work with the Board and staff to determine where CTAC can play the most meaningful role. Sometimes that means investing directly in a program or service. Other times, it means bringing partners together, supporting an existing effort, gathering additional information, or recognizing that another organization is better positioned to lead the work. This was true of the community's response to homelessness and housing affordability this year. CTAC was not positioned to lead those broader discussions, but we could support the effort through our Family Resource Centers and by convening community partners around the issue. Through that work, we were able to recommend funding additional staff support at Family Promise. This is how I believe the system should work: CTAC cannot do everything, but through collaboration, partnership, and the seat we hold at the table, we can support the organizations and efforts that can.

I believe that listening to the community and being willing to adjust our approach based on what we learn has been an important part of CTAC's growth and will continue to shape our work moving forward.

4. Oversees the development of a business plan for CTAC that anticipates, assesses, and shapes responses to both short-term issues and long-term opportunities and challenges.

Good planning means seeing beyond what's right in front of you. This year gave us real reasons to do exactly that. This required ongoing attention to our financial position, staffing and organizational needs, community priorities, program investments, legislative developments, and other factors that could affect the future of the Trust.

One of the most significant challenges this year has been the uncertainty surrounding potential property tax changes and the impact they could have on CTAC's future revenue. This required us to begin looking beyond the current budget and consider different financial scenarios, the potential impact on existing investments, and how the organization can remain sustainable if significant revenue reductions occur. This thinking also informed our decision to strengthen CTAC's reserve policy balance, increasing it from two to a minimum of three months of

operating expenses to build additional financial resilience against future uncertainty.

At the same time, we continued to look for opportunities to strengthen and expand our work. The development of the updated Strategic Plan was a significant part of this effort. It included a fourth new strategic priority focused on capacity building, aimed at strengthening both our funded providers and CTAC itself. We also continued our review of funding priorities, invested in organizational systems, and stayed engaged with the community, all to ensure that CTAC is prepared to respond to both challenges and opportunities.

My approach to strategic leadership is to remain focused on the future without losing sight of the work that needs to be done today. I believe we must be willing to anticipate challenges, ask difficult questions, and make adjustments, when necessary, but we also have to remain open to new opportunities and ideas. Uncertainty doesn't make me less willing to pursue new partnerships. If anything, it makes collaboration more important. Some of our best solutions have come from bringing the right people together at the right time.

Overall, this year reinforced the importance of thoughtful planning, flexibility, and a willingness to continually assess where we are and where we need to go. With the guidance of the Board and the support of my leadership team and staff, I believe we are continuing to build an organization that is prepared to respond to the changing needs of our community while remaining focused on our mission and our commitment to children and families throughout Alachua County.



CTAC in the news:

WUFT:

10/23/25 – [Alachua County celebrates after-school care programs circus-style](#)

10/24/25 – [Children’s Trust rallies families around after-school safety and learning](#)

8/2/26 – [Dr. Heidi Keegan, Alachua County Reads](#)

TV20:

10/08/25 – [Children’s Trust seek clarity on violence interruption program effectiveness in Gainesville](#)

2/22/26 - [TeensWork Alachua portal opens for summer 2026](#)

2/24/26 – [Alachua County commissioners discuss gun violence prevention five-year plan](#)

2/24/26 – [Alachua County Commission to hear presentation on 5-year strategic plan on gun violence prevention](#)

3/31/26 – [Gainesville gun violence prevention program expands with technology hub initiative](#)

4/18/26 – [Healthy Heroes Day returns to Gainesville to share child safety tips, car seat checks](#)

8/27/26 – [Family Promise seeks to revive Church shelter program for homeless families](#)

Mainstreet Daily News:

10/13/25 – [Children’s Trust of Alachua County approves 6% raise for executive director](#)

10/24/25 – [Children’s Trust hosts ‘Lights on Afterschool’ at Gainesville Circus Center](#)

11/11/25 – [Children’s Trust of Alachua County reviews strategic plan](#)

11/20/25 – [October Citizens of the Month](#)

12/09/25 – [Children’s Trust of Alachua County selects new leadership for 2026](#)

12/15/25 – [Children’s Trust allocates \\$150K for food assistance amid SNAP benefits lapse](#)

1/16/26 – [Sunshine State book festival set to return Jan. 23-24](#)

1/23/26 – [December 2025 Citizens of the Month](#)

2/07/26 – [TeensWork program offers new 2026 summer internships](#)

- 2/26/26 – [Mainstreet to print 1,800 extra copies for classroom use](#)
- 3/03/26 – [Hawthorne celebrates groundbreaking for new food bank, resource center](#)
- 3/26/26 – [SPARC352 STEAM Activity Pop-Up event slated for Saturday](#)
- 3/27/26 – [Local agencies raise child abuse awareness with ‘Pinwheels of Possibility’ on April 1](#)
- 4/27/26 – [March 2026 Citizens of the Month](#)
- 6/09/26 – [GHA, UF Saving Smiles partner to provide free Dental Clinic Days event](#)
- 7/08/26 – [Children’s Trust of Alachua County awards \\$2M in summer camp scholarships](#)
- 7/16/26 – [Celebrate the Child event to connect Alachua County families with resources](#)
- 7/16/26 – [Alachua County Reads kicks off workgroup to enhance local literacy efforts](#)

Gainesville Sun:

- 1/05/26 – [Dolly Parton Imagination Library honors young readers in Gainesville](#)
- 2/12/26 – [Gainesville middle school makes attendance something to celebrate](#)
- 3/31/26 – [Elegance shines at Renaissance Beautillion-Cotillion in Gainesville](#)
- 5/18/26 – [County program trains postpartum doulas to fill gap in maternal support](#)

Alachua Chronicle:

- 1/27/26 – [Center for Nonprofit Excellence obtains independent 501\(c\)\(3\) status](#)
- 2/16/26 – [Gainesville City Commission hears Gun Violence Prevention Alliance strategic plan, expresses concerns about school closures in East Gainesville](#)
- 2/20/26 – [City of Gainesville invites families to 2026 Summer Blitz](#)
- 3/11/26 – [Joint Commissions hear update on Literacy Action Plan](#)
- 3/25/26 – [Safe Kids North Central Florida invites families to “Healthy Heroes Day” on April 18](#)
- 3/31/26 – [IMPACT GNV launches technology hubs with Children’s Trust of Alachua County grant](#)
- 5/06/26 – [Alachua County Commission asks school board to review underutilized and vacant facilities to address homelessness; SBAC Chair says he’s ‘against that completely’](#)

5/07/26 – [Alachua County Commission Chair Ken Cornell: Alachua County’s homeless children need us all at the same table](#)

5/25/26 – [Pastor Adam Joy announces grand reopening of Family Resource Center on May 27](#)

6/09/26 – [GHA and UF Saving Smiles partner to host free “Dental Clinic Days”](#)

6/10/26 – [June 11 Alachua County Commission and Children’s Trust Joint Meeting](#)

6/16/26 – [Children’s Trust provides over 1,000 summer camp scholarships for local children](#)

6/28/26 – [Doug Johnson: Why the sale of our Boys & Girls Club property should outrage this community](#)

7/07/26 – [Museum outreach soars to new heights across Alachua County](#)

7/15/26 – [Celebrate the Child event to be held on July 21](#)

8/3/26 – [County Commission and Children’s Trust pledge funds to family homelessness, hear literacy updates](#)

8/4/26 – [Gainesville Housing Authority to host annual Back-to-School BBQ this Saturday](#)

8/5/26 – [Alachua County Reads collaborative literacy initiative takes big steps forward](#)

8/26/26 - [Dream on Purpose to premiere student-created short film “Jelly Beans” at free community screening on Aug. 30](#)

City of Gainesville:

3/31/26 – [IMPACT GNV launches technology hubs with Children’s Trust of Alachua County grant](#)

Independent Florida Alligator:

2/27/26 – [From firefighting to baby-clothes sales, TeensWork program trains Alachua students](#)

4/13/26 – [Can AI teach kids to read? UF researchers create interactive literacy app](#)

352Today:

4/17/26 – [North Central Florida Kids’ Charity Receives Grant, Distributes Free Child Car Seats](#)



MARSHA KINER, EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

Item 14.

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.

MARSHA KINER, EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

Item 14.

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

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.

MARSHA KINER, EXECUTIVE DIRECTOR

PERFORMANCE EVALUATION

Item 14.

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

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.

MARSHA KINER, EXECUTIVE DIRECTOR

PERFORMANCE EVALUATION

Item 14.

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

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.

MARSHA KINER, EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

Item 14.

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

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.

MARSHA KINER, EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

Item 14.

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

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.

MARSHA KINER, EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

Item 14.

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

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.

MARSHA KINER, EXECUTIVE DIRECTOR PERFORMANCE EVALUATION

Item 14.

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

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

File Attachments for Item:

15. October 2026 Executive Director Report



EXECUTIVE DIRECTOR REPORT

September 1, 2026 - October 1, 2026

SUMMARY

1. Special Needs Thank You
2. City of Gainesville Gun Violence Funding

MEETINGS AND EVENTS FOR PLANNING, COORDINATION, AND COMMUNITY ENGAGEMENT		
DATE	MEETING / EVENT	SUMMARY
September 1, 2026	Alachua Chamber Luncheon	E. McCauley and D. Cunha attended.
September 1, 2026	Dorothy Thomas Meeting	ED Kiner & M. Jones meeting with D. Thomas. Early Learning Collaborative discussion.
September 2, 2026	Alachua County Health Promotion and Wellness Coalition Quarterly Meeting	E. McCauley attended.
September 2, 2026	Board Member Melissa Walker Meeting	ED Kiner met with Board Member Walker.
September 3, 2026	Greater Gainesville Chamber Business Expo	ED Kiner spoke at the event.
September 5, 2026	Together We Rise Community Recovery event.	E. McCauley tabled with resources at event.
September 8, 2026	Fun 4 Gator Kids Fall Fun Day: Teddy Bear Picnic	E. McCauley tabled with resources at event.
September 8, 2026	5th Ave. Neighborhood Association	E. McCauley attended.
September 9, 2026	Finance Committee Meeting	Conducted amongst Finance Committee Members of the Board of Directors, CFO Greenwald, ED Kiner, COO Goldwire and DOP James.
September 9, 2026	Meeting with Janeice Smith, Thrive Newberry	E. McCauley met Janeice Smith to share about Family Resource Centers and learn more about organization.

September 10, 2026	Lights on Afterschool Planning Meeting	E. McCauley met with Bishop Stokes and his team at the Willie Mae Stokes Community Center in Micanopy.
September 10, 2026	10th Annual Steps to Wellness Fundraiser for Mental Health hosted by Meridian Healthcare and the Greater Gainesville Chamber	COO Goldwire and CFO Greenwald Attended.
September 10, 2026	ACSO Meeting	ED Kiner, COO K. Goldwire, & DPO B. James met with Katy Burnett, Strategic Projects Manager, Alachua County Sheriff's Office to discuss the Sheriff's Office's plans for partnering/supporting the Detention Center.
September 11, 2026	New Board Member Orientation with Dr. Lisa Tate	ED Kiner and staff provided Dr. Tate with an overview of the Trust.
September 12, 2026	Waldo Sweet Potato Festival	E. McCauley and Communication Intern tabled at sponsored event.
September 12, 2026	BLI Alumni Learn & Lunch Session 4	ED Kiner and ECC M. James attended the session. Participants identified intentional services opportunities to unmet community needs while strengthening and stabilizing existing programs. Participants explored practical strategies for family engagement initiatives, collaborative partnerships, and niche programming.
September 15, 2026	Board Meeting with Judge Pena	ED Kiner and Judge Pena met to discuss gun violence initiatives.
September 15, 2026	Early Childhood Learning Collaborative	ED Kiner and ECC M. Jones met with the Collaborative to share about phase 1 of Project CONNECT, reconnect partners, review progress, and begin the discussions on the next phase of our shared work.

September 16, 2026	High Springs Bike to School Day	E. McCauley tabled at Safe Kids of NCFL collaborative event at High Springs Community School.
September 16, 2026	ACPS-ACR and UFLI Kick-Off for Teacher and Leaders	ED Kiner and staff attended the event at Metcalfe Elem. to share additional general professional learning content to ACPS leaders, teachers, and staff <i>and</i> to build a sense of excitement, celebration, commitment, and community around the CTAC/ACR-sponsored activities in the four SI schools.
September 17, 2026	Santa Fe Saints Cares Open House	E. McCauley tabled with resources.
September 18, 2026	STEAM Night at Micanopy Area Cooperative School	Communication Intern M. del Moral tabled at the event.
September 18, 2026	A.Q. Jones Administration Meeting	ED Kiner, COO Goldwire, & DPO James met with Principal Bing to learn more about the school and the students it serves and to share potential community resource information.
September 19, 2026	Senior Spotlight	E. McCauley tabled with resources at the event.
September 21, 2026	ACPS Superintendent Meeting	ED Kiner, Research & Eval. Coordinator B. Wagner, & DPO B. James met with Superintendent Patton to discuss CTAC Special Needs Listening Project and how to best to reach parents and faculty of students with special needs through ACPS.
September 22, 2026	Coca-Cola Meeting	ED Kiner met with J. Horner to discuss Coca-Cola's community investments and partnerships.
September 22, 2026	Ilene Silverman Show Taping	ED Kiner and CMD D. Cunha met with Ilene Silverman and taped a CTAC segment.

September 23, 2026	ELC Board of Directors Meeting	ED Kiner attended.
September 23, 2026	DJJ Probation Meeting	ED Kiner, DPO B. James, & COO K. Goldwire met with DJJ staff Kelly Baldwin and Sandi Brannan to discuss probation in Alachua County, the detention center, and gain a better understanding of all services available to children and youth when on probation.
September 23, 2026	Gainesville Chamber Meeting	ED Kiner met with Interim CEO Ian Fletcher to discuss the Prosperity Initiative and upcoming Chamber projects.
September 24, 2026	UF September Eye Opener Breakfast	ED Kiner attended.
September 24, 2026	Special Needs Partner Focus Group	ED M. Kiner, B. Wagner, and A. Wagner attended.
September 24, 2026	Lights on Afterschool Planning Meeting	E. McCauley met with Bishop Stokes and WMSCC Team for event planning check-in
September 24, 2026	Annual Luncheon: Family Promise	COO K. Goldwire, E. McCauley and Board Chair M. Chance attended.
September 24, 2026	Special Needs Parent Focus Group	ED M. Kiner, E. McCauley, and A. Wagner attended.
September 25, 2026	Women's Giving Circle Symposium	COO K. Goldwire, E. McCauley, DOP B. James, A. Wagner, and Board Chair M. Chance attended.
September 25, 2026	Friday Night at the Center: Harvest Kick Off and Community Showcase	E. McCauley tabled with resources and kids' activity.
September 25, 2026	Cade Community Day	E. McCauley tabled with resources and kids' activity at sponsored event.

September 27, 2026	HPW Color Run Tabling	E. McCauley tabled with resources at event.
September 29, 2026	Ribbon Cutting: Jessie's Village Affordable Housing	E. McCauley attended.
September 29, 2026	River Phoenix Communication Teach Back at A. Q. Jones	ED Kiner & COO K. Goldwire joined CTAC Board Chair Chance at the Teach Back to see students facilitate a discussion and session on communication and self-esteem to other students and community members. A tour of A.Q Jones took place after the session.
September 30, 2026	Santa Fe Volunteer Fair	E. McCauley tabled with resources.
September 30, 2026	Greater Gainesville Chamber Higher Education, Higher Rewards: Talent Strong Alachua County Discussion	ED Kiner attended the Chamber and the Florida College Access Network's breakfast focused on increasing college enrollment and the economic future of the county. Superintendent Patton spoke and provided an overview of CTE in ACPS.

PROGRAMS CALENDAR

September	
September 1, 2026	Amplified: Student Voice Coalition Contract Negotiation
September 1, 2026	City of Hawthorne - FRC Contract Negotiation
September 1, 2026	FACCT Programs Affinity Group
September 1, 2026	City of Hawthorne FRC Contract Discussion
September 1, 2026	PEAK Literacy Contract Negotiation
September 1, 2026	Contract Negotiation - Gainesville Thrives / DPIL
September 2, 2026	Pace Center for Girls Contract Negotiation
September 2, 2026	Family Resource Centers Performance Measures Discussion
September 2, 2026	CNE Contract Discussion
September 8, 2026	Contract Negotiation - Goodwill - TeensWork Alachua
September 9, 2026	CTAC Enrichment Provider Session #1
September 10, 2026	Programs' Team Meeting
September 10, 2026	CTAC Enrichment Provider Session #2
September 10, 2026	Family Promise Case Manager/FRC Collaboration Meeting
September 11, 2026	Police Youth Dialogue at AMI hosted by River Phoenix
September 12, 2026	Early Learning- BLI Alumni Learn and Lunch Session 4
September 14, 2026	CTAC Afterschool Provider Info Session #1
September 15, 2026	Family Resource Center Convening
September 15, 2026	Early Childhood Learning Collaborative - Sept 2026
September 15, 2026	SAMIS S3 Meeting
September 16, 2026	CTAC Afterschool Provider Info Session #2
September 16, 2026	PSF FRC/CN/HMG Contract Negotiation
September 16, 2026	Maternal Health- FIMR CRT of North Central Florida
September 16, 2026	ACPS-ACR and UFLI Kick-Off for Teacher and Leaders

September 16, 2026	FACCT IT Affinity Group
September 17, 2026	FACCT Policy Meeting
September 17, 2026	Maternal Health- Contract Meeting Doulio + CTAC Meeting 3
September 18, 2026	Maternal Health- Contract Meeting NHVP + CTAC Meeting 3
September 18, 2026	CTAC x A.Q. Jones Administration Meeting
September 21, 2026	CTAC Regular Staff Meeting
September 22, 2026	The Future Call: Conversations on Florida's Early Learning Future
September 22, 2026	Quarterly Payment Pilot - Aces in Motion
September 22, 2026	Quarterly Payment Pilot - Willie Mae Stokes
September 23, 2026	CTAC + DJJ Probation Meeting
September 24, 2026	Programs' Team Meeting
September 24, 2026	Maternal Health- HSNCF Board of Directors Meeting
September 25, 2026	Women's Giving Circle Symposium: Overcoming Obstacles to Prosperity for Women and Children
September 28, 2026	M.K. Rawlings CPS & Howard Bishop CPS Joint Cabinet Meeting
September 29, 2026	Early Learning- BLIEL and CTAC Contract Review Meeting
September 29, 2026	Communication and Self-Esteem (CSE) Teachback at A'Quinn Jones
September 30, 2026	Early Childhood- NCIT Five State Power Sharing Initiative Quarterly Meeting
September 30, 2026	Literacy- Alachua County Reads Community Advisory Meeting
October	
October 1, 2026	Nonprofit Lifecycles Intro Session #1
October 1, 2026	FACCT Policy Meeting
October 5, 2026	CTAC Regular Staff Meeting
October 6, 2026	The Future Call: Conversations on Florida's Early Learning Future
October 6, 2026	Nonprofit Lifecycles Intro Session #2

October 6, 2026	Just for Us Education, LLC Launch Brunch
October 8, 2026	FACCT Research Affinity Group
October 8, 2026	FACCT Policy Meeting
October 8, 2026	Programs' Team Meeting
October 9, 2026	Community: UF Homecoming Parade
October 12, 2026	Capacity Building: Nonprofit LifeCycle Introduction
October 13, 2026	NCIT STeering Committee Meeting
October 14, 2026	Leadership Gainesville
October 15, 2026	CTAC Staff Retreat
October 20, 2026	The Future Call: Conversations on Florida's Early Learning Future
October 20, 2026	SAMIS S3
October 21, 2026	Lights On Afterschool - Willie Mae Stokes
October 21, 2026	FIMR CRT Meeting
October 22, 2026	Programs' Team Meeting
October 22, 2026	FACCT Policy Meeting
October 26, 2026	CTAC Regular Staff Meeting
October 29, 2026	FACCT Policy Meeting
October 27-30, 2026	Florida Afterschool Conference

INITIATIVES



Lights on Afterschool is an annual celebration of the important role that afterschool programs provide in the lives of children and communities, providing safe and engaging places for children to learn and develop outside of school hours. The Children's Trust hosts an event each year in partnership with CTAC-funded afterschool providers to celebrate and shine a light on afterschool programs in Alachua County. This year, the event will be hosted by the Willie Mae Stokes Center in Micanopy, FL, on Wednesday, October 21, 2026, from 2:30-5 p.m. Families and afterschool programs are invited to join for free cake, music, fall activities and more.

PLANNING, RESEARCH, AND EVALUATION

Preparation for FY27

- Review of FY26 program data. Met internally and with providers to review progress, impact, and data reporting process. Data reviews informed co-development of FY27 performance targets with providers. Provider meetings included:
 - AMI Kids
 - Pace Center for Girls - Reach Community Counseling
 - UF Health - Partners in Adolescent Lifestyle Support (PALS)
 - Center for Nonprofit Excellence
 - PEAK Literacy
 - Amplified: Student Voice Coalition
 - City of Hawthorne - Family Resource Center
 - Pleasant Street - Family Resource Center
 - Deeper Purpose - Family Resource Center (SAMIS training)
 - Alachua County Reads
 - NewboRN Home Visiting
 - CONNECT
 - Wellness Coordinators
 - Gainesville Thrives - Dolly Parton Imagination Library
 - Goodwill Industries - TeensWork Alachua
 - Business Leadership Institute for Early Learning - Accreditation Academy
- Participated in FY27 contract negotiation meetings with providers, including:
 - Gainesville Thrives - Dolly Parton Imagination Library
 - Goodwill Industries - TeensWork Alachua
 - Partnership for Strong Families - Family Resource Centers (FRCs), FRC Consulting, and Help Me Grow

Family Resource Centers

- Hosted a convening of all seven CTAC funded Family Resource Centers in partnership with Partnership for Strong Families consulting staff. The focus of the convening was to have staff come together, discuss ways to improve recruitment and engagement of families leveraging the strengthening families framework, learn from each other, review performance measures and data reporting, and plan for the upcoming year. FRC convenings will occur quarterly to allow FRCs to connect regularly with each other and partners.
- Met with CSC evaluators from Leon and Hillsborough County to discuss their Family Resource Center models
- Met with FRC providers to discuss FY27 performance measures and provide SAMIS training.

Special Needs Initiative

- Partnered with C. Robinson to facilitate two focus groups: one for parents of children with special needs (on 9/24) and one for providers who serve children with special needs (on 9/23).
- Continued to disseminate surveys across the county for parents of children with special needs and providers who work with families with special needs children. Surveys will provide insight into available resources and gaps in services for families. Provider surveys will also inform the development of an asset map of resources and services available to families
 - Link to Parent Survey: <https://lxm.cc/g4qnvq>
 - Link to Parent Survey Flyer: [Special Needs Parent Flyer with QR Code](#)
 - Link to Partner Survey: <https://lxm.cc/5604q8>
 - Link to Partner Survey Flyer: [Special Needs Partner Flyer with QR Code](#)
(Please share!)
- Facilitated translation of the parent survey into Spanish for increased reach
 - Link to Parent survey in Spanish: <https://lxm.cc/hcv4b4>
(Please share!)
- Working closely with C. Robinson to plan interviews with community partners and providers serving special needs families
- Facilitated ongoing meetings with CTAC team to plan and implement initiative

Alachua County Reads

- Attended Alachua County Reads and UFLI kickoff at Metcalfe Elementary
- Participated in ACR Convening: Early Learning Experts

Workshops, trainings, and collaborative learning

- Attended the Women's Giving Circle Symposium: Overcoming Obstacles to Prosperity for Women and Children
- FACCT Programs Affinity Group meeting

FINANCE AND ADMINISTRATION

Financial Reports and Addendums

- FY 2026 Budget Report (August)
- FY 2026 Checks & Expenditures Report (August)
- FY 2026 Programmatic Awards & Expenditures Report (August)
- FY 2026 4th Quarter Financial Memorandum to the BoCC
- FY 2026 4th Quarter Budget Report

COMMUNICATIONS

Social Media - Key Points

- Gained **59** net followers on Facebook and **22** followers on Instagram.
- We amassed **85.6 K** views on Facebook, **70** views on LinkedIn and **4.9K** views on Instagram in the **past 30 days**.
- The most viewed content on our Facebook was:
 - Our post about our new board members and current board members reappointment (**12.2 K views**)
- The most viewed content on our Instagram were:
 - Our reel featuring Deeper Purpose and PSF “thank you Children’s Trust” (**414 views**)

New Campaigns / Projects

- Homecoming materials
- Lights on Afterschool event
- CBS community show segment
- Ilene Silverman show

Continuing Campaigns / Projects

- Awards push
- Website redesign / YouTube Redesign
- Board meeting video pulls for socials and youtube
- Live monthly morning shows with Tu Fiesta
- Monthly podcast, now with promos
- Provider Tours
- Special Needs Survey push
- Alachua County Reads push

In the news:

WUFT

- [PEAK Literacy expands tutoring to reach more than 600 Alachua County children — Sept. 25](#)

Mainstreet Daily News

- [DeSantis Appoints Four to Children’s Trust of Alachua County — Sept. 7](#)
- [Community Spring to host inaugural block party in downtown Gainesville on Saturday — Sept. 29](#)

WCJB TV20

- [Governor appoints four to Children's Trust of Alachua County](#) — Sept. 5

Alachua Chronicle

- [Governor DeSantis appoints four to the Children's Trust of Alachua County](#) — Sept. 6

Florida Governor's Office

- [Governor Ron DeSantis Appoints Four to the Children's Trust of Alachua County](#) — Sept. 4

Alachua County Library District

- [Community Resource Navigator](#) — September

University of Florida

- [EduGator Newsletter — September 2, 2026](#) — Sept. 2

COMMUNITY ENGAGEMENT

Tabling/Resource Sharing:

In September, CTAC tabled and shared resources at the following events:

- Together We Rise Community Recovery Event (Zero Hour Life Center), Gainesville
- Fall Family Fun Day: Teddy Bear Picnic (Fun 4 Gator Kids), Gainesville
- Sweet Potato Festival (Waldo Area Historical Society), Waldo
- High Springs Bike to School Day (Safe Kids NCFL), High Springs
- Saints Cares Open House (Santa Fe College), Gainesville
- MACS Steam Night (MACS), Micanopy
- Senior Spotlight (City of Gainesville), Gainesville
- Friday Night at the Center: Harvest Kick-Off (NCFL Community Center), Gainesville
- Cade Community Day (Cade Museum), Gainesville
- HPW 5K Color Run (HPW), Gainesville
- Santa Fe Volunteer (Santa Fe), Gainesville

Total September Tabling Interactions: 727 (Estimated), in the municipalities of **Gainesville, Waldo, High Springs. and Micanopy**

FY 2026 in Review:

This brings our **Fiscal Year 2026 total “tabling touchpoints” to 9,579**. This number includes individuals who have stopped at our tables to learn about CTAC, gather resources, and take home promotional items. CTAC Community Engagement was a part of **156 events** this fiscal year.

In **FY 2026** our resource tabling reached the municipalities of:

Archer, Alachua, Newberry, Waldo, Micanopy, High Springs, Gainesville, and Hawthorne

Community Meetings/Event Attendance:

CTAC Highlights: Promoted special needs listening project and Community Champions Awards

- Alachua County Health Promotion and Wellness Coalition Quarterly Meeting
- 5th Ave. Neighborhood Association
- Alachua Chamber Monthly Luncheon
- Family Promise Annual Luncheon
- Women’s Giving Circle Symposium
- Ribbon Cutting: Jessie’s Village
- Safe Kids NCFL Coalition

Collaborations and Conversations:

Communications, introductions, and/or planning with the following organizations: Willie Mae Stokes Community Center, Alachua County Library District, Help Me Grow Alachua, Cade Museum, Peak Literacy, Limitless Adventures, Alachua County Reads, Harn Museum, Micanopy Area Cooperative School, Vystar Credit Union, New Worlds Reading: Books and Cooks, Alachua County HPW, Library Partnership FRC, Fun 4 Gator Kids, Santa Fe College, GHA, Moms Demand Action, JBF Gainesville, Deeper Purpose, Zero Hour Life Center, Thrive Newberry, Waldo Area Historical Society, Waldo New Vision Coalition, Promise and Purpose, Community Spring, Safe Kids NCFL, HOPE Alachua, NCFL Community Center, ACSO, Hawthorne Chamber

Looking Ahead:

October will be a very busy month for Community Engagement with 12 scheduled events so far, including our **Trick or Treat and Read Campaign**, where we will be promoting literacy with 500 free Halloween-themed books at several trick or treat events. Additionally, CTAC staff will participate in the **UF Homecoming Parade** and celebrate **Lights On Afterschool** with proclamations at the County Commission as well as Micanopy, culminating in the annual **Lights On After School Celebration (Oct. 21, 2:30-5 p.m., Willie Mae Stokes Center in Micanopy)**.

BOARD MOTIONS AND REQUESTS

DATE	MOTION / REQUEST	STATUS
8.12.2024	Member Chance mentioned that programmatic dashboards showing awarded amounts and actual invoiced/funded amounts for each program area would be helpful and useful for staff to create or distribute.	In progress pending website host update completion
3.10.2025	Member Chance suggested checking with other CSC's and considering listing funded organizations under priorities on the website for accountability.	
2.9.2026	Dr. Labarta moved that staff convene the major youth mental health providers and identify how CTAC can improve distribution of services and allot/distribute throughout the county.	Completed - September 28th Board Meeting Presentation

SUCCESS STORIES

Child Advocacy Center | Success Story

A client with a significant history of sexual abuse and attachment trauma became involved with DJJ after being pressured by a peer to engage in criminal behavior. Since referral, the client has remained consistently engaged in trauma-responsive therapy and has demonstrated meaningful progress toward her treatment goals, including strengthening healthy boundaries, making safer decisions, and seeking support from trusted adults. As her sense of safety and trust has increased, she has also made additional disclosures of past abuse, allowing treatment to address previously unmet trauma needs.

These gains have strengthened important protective factors and reduced risks associated with future justice system involvement. A review of services letter documenting her consistent engagement and therapeutic progress was provided to the court. Her public defender and caregiver reported that her progress in treatment helped the court consider a less restrictive outcome, resulting in a reduced charge and a lesser sentence of probation and community service. This outcome highlights the impact of sustained engagement in trauma-responsive services in promoting safety, stability, and healthier long-term decision-making.

Harmony & Her | Success Story

During one of the last sessions, each of the participants reflected on what they learned from the group. Each participant shared what they learned from the group sessions. After that session, three caregivers of three of the participants reached out and asked if Harmony & Her would share the dates and times of future group sessions so their children could attend. Additionally, two caregivers inquired about ongoing individual support for their children to receive therapy services because they had experienced behavioral improvements during the summer group.

Aces in Motion| Success Story

Akeem (AJ) Thompson Jr., a senior, and Kyle Sims, an 11th grader at Aces In Motion were two of the EIGHT winners who were awarded the opportunity to attend an all-expense paid trip to New York for the National Junior Tennis & Learning Essay Contest. Both students were tasked with writing an essay on what leadership meant to them and expressed that it looks differently for the both of them.

Leadership can mean sticking up for people even when they don't ask or empowering others to be successful as well. We are so proud of both students for their hard work and commitment to leadership in their own lives. Local news reports highlighting AJ and Kyle's accomplishments can be found here:

<https://www.mainstreetdailynews.com/education/alachua-county-high-school-students-win-national-essay-competition>

<https://www.wcjb.com/2026/09/27/alachua-county-high-school-students-win-trip-us-open/>

University of Florida College of Dentistry | Saving Smiles

This month, the Saving Smiles program supported a mother and her eight children who were struggling to access dental care. Despite calling multiple dental offices, she couldn't find a provider

willing to schedule all eight children on the same day, creating significant challenges related to transportation, school absences, and missed work.

Our team coordinated appointments for all eight children through Saving Smiles on a single date, reducing the family's transportation burden and preventing unnecessary time away from school and work. During their visit, each child received comprehensive preventive dental services and oral health education. Several adolescents showed early signs of gum disease, which were promptly treated to prevent further progression.

The mother expressed deep gratitude for both the convenience and the quality of care. This success highlights the impact of flexible, family centered care models that reduce barriers to access and make preventive oral healthcare more attainable for working families.



City of Gainesville

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September 29, 2026

Children's Trust Board of Directors
Ms. Marsha Kiner, Executive Director
4010 NW 25th Place
Gainesville, FL 32606
mkiner@childrenstrustofalachuacounty.us

Re: City of Gainesville – Gun Violence Prevention Program Data

Please see the attached data requested at the Children's Trust of Alachua County (CTAC) board meeting on Thursday September 17th, 2026. In the spirit of partnership and transparency, we believe it is important to provide this information to underscore the City's desire to openly share information and our dedication to data informed community-based gun violence prevention. The information provided in this memo is submitted by City staff into the Children's Trust's SAMIS database. This data is responsive to the performance measures that were developed with CTAC staff as part of the city's agreement.

Following the direction of CTAC Staff, City staff were asked to provide a high-level update on gun violence prevention programming, limit programmatic detail in the interest of time, and keep the presentation to approximately 10 minutes. This context was not provided to Board members by CTAC staff during the meeting. Our primary concern is ensuring that in the future, City staff present programmatic updates more in line with the data and information the Board expects to receive.

The presentation provided at the meeting had been submitted to CTAC staff approximately one month in advance and was revised at their request before receiving approval. Similarly, the performance data was presented using the required template provided by CTAC staff, which does not include a field for reporting youth participation numbers. We share this context to highlight the importance of establishing consistent expectations so that staff can provide the information necessary for meaningful discussion.



City of Gainesville

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The City remains committed to transparency, accountability, and maintaining strong communication among all partners. Ensuring that the City, CTAC staff, and the Board are operating with the same expectations and information is essential to that commitment.

The Gun Violence Prevention Program takes a strategic public health approach by addressing gun violence as a preventable community health issue influenced by multiple, interconnected risk and protective factors. Rather than relying solely on responses after violence occurs, the program combines violence interruption and conflict mediation with upstream investments in youth development, education, workforce opportunities, family support, safe community spaces, and access to resources.

Violence interruption serves as a critical component of this continuum by engaging individuals and situations at elevated risk, mediating conflicts, disrupting potential retaliation, and connecting people to resources before violence escalates. Through field contacts, shooting response, conflict mediation, and follow-up with high-risk cases, violence interrupters provide a focused intervention that complements the program's broader investments in prevention and community resilience.

Together, these strategies operate across multiple levels of the social-ecological model—supporting individuals and families, strengthening relationships, increasing community capacity, and coordinating systems and institutions. Technology hubs create pathways to education and economic opportunity while activating community spaces in under resourced areas. The broader strategic plan prioritizes healing and economic support, early prevention and continuous care, sustainable investment, data transparency, shared accountability, and system-wide integration. This creates a continuum from upstream prevention to targeted intervention with those at elevated risk while strengthening the community conditions that can reduce violence over time.

We recognize and appreciate the significant investment the Children's Trust has made in the City's gun violence prevention efforts. We believe the interventions supported through this partnership have contributed meaningfully to the broader reduction in gun violence experienced in Gainesville. IMPACT GNV's intervention strategy is intentionally centered on a multilayered, community-based approach that brings together prevention,



City of Gainesville

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intervention, outreach, and strategic partnerships. Additionally, the efforts are focused across zip codes where data has demonstrated there is a higher impact of gun violence, also allowing initiatives to be tailored to the communities they serve. The data submitted by the Gainesville Police Department highlight significant reductions in gun violence in these areas. We welcome the opportunity to provide the Board with a more comprehensive discussion of this strategy, its implementation, and its outcomes.

City of Gainesville Gun Violence Prevention Program

Youth Served Snapshot

Program Measure	Current data
Violence Interruption field contacts with youth	2,490
Total VI field contacts	3,864
Share of VI contacts involving youth	64.4%
Conflict mediations involving youth	37
Youth represented in those mediations	119
Youth-related mediations recorded successful	29
Youth Steering Committee meetings	14

1. Violence Interruption

Across October 2025 through August 2026, the spreadsheet records 3,864 total field contacts, of which 2,490 were contacts with youth. That means approximately 64% of all field contacts involved youth.

Youth accounted for 86.7% of field contacts in March, 81.8% in April, and 81.2% in May. August was also high at 75.4%.

VI work became particularly youth-focused during the spring. As discussed in the board packet, through field contacts, Interrupters are building relationships, gathering



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information, and connecting high-risk youth and adults with resources to meet their goals. Through field contacts, VI's have gotten firearm leads, followed up on potential conflicts before escalation, and connected neighbors to housing, social services, food assistance, and more.

Conflict Mediation

The spreadsheet contains 78 conflict mediation records. Of those, 37 involved at least one youth, meaning approximately 47% of mediation incidents involved youth.

Those 37 records represent 119 youth were involved in mediated conflicts.

Of the youth-related mediation records:

- 29 were recorded as Successful
- 8 were recorded as Unknown

Importantly, there are no youth-related mediation records labeled unsuccessful. Among the youth-involved incidents, General Conflict is by far the most common type—27 of the 37 records. There are also youth-involved incidents categorized as shooting responses and dynamic/retaliatory gun violence. The program is not only engaging youth through activities; it is also intervening when young people are already connected to conflict. VI's are directly engaging with youth who are suspected to carry firearms and or have access to them, mitigating physical altercations, and providing follow up to prevention escalations.

Community Engagement

STEM on the Eastside programming has been ongoing since late 2025, engaging youth and their families living in the Duval neighborhood on topics like engineering, literacy, arts, and youth development. The engagements occur twice a week and often draw 15-20 youth each session.

This initiative represents significant work to activate the Clarence R. Kelly Center in the Duval neighborhood, a key intervention in violence prevention. Prior to programming, the areas surrounding the Center struggled with loitering and some illegal activities and



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the center was underutilized. VI staff engaged in significant trust building, door-to-door engagement, and resource connection before beginning the program. Through this program, youth have a safe space directly in their neighborhood for engaging educational programming, mentorship, and lessons in emotional regulation and managing interpersonal conflict.

2. Technology Hubs

The Technology Hub data report **345 youth served**.

The reported youth service counts by location are especially informative:

Technology Hub Location	Youth Served*
Residences at Oakview	183
Infinite Dream Builders	96
Pineridge Community Center	66
Nehemiah Project	0
Thrive Newberry	0
Total	345

*Youth served indicates the unduplicated number of youths utilizing the technology hub throughout the program.

The Technology Hub initiative provides more than computer access. Based on the narratives provided by program facilitators, technology is being used as a platform for academic support, literacy, STEM exposure, career development, creative programming, and youth development.

3. Youth Steering Committee

The Children's Trust of Alachua County funded an additional facilitator for the Youth Steering Committee – GNV. Throughout the course of the agreement, the City of Gainesville's Youth Steering Committee – GNV met fourteen times, with an average attendance of 7 members. The City of Gainesville's Youth Steering Committee



City of Gainesville

Office of the City Manager

addresses youth gun violence and other critical issues affecting local youth. Members meet monthly and engage in special activities designed to promote personal and professional growth. Participation is compensated, and the committee serves as a platform for meaningful dialogue and problem-solving around key youth concerns.

4. Conclusion

The City's violence prevention strategy has a significant youth emphasis, reflecting both best practice and the Children's Trust dedication to improving the lives in youth in our community. Through universal/community prevention, targeted engagement and higher-risk intervention The City has established a continuum of engagement: The data shows not only youth attendance at programs, but youth being reached through positive development opportunities, relationship-based street outreach, resource connection, and direct conflict intervention.

Sincerely,

[Andrew Persons \(Sep 29, 2026 13:16:19 EDT\)](#)

Andrew Persons
Interim City Manager
City of Gainesville

cc:

Joseph Hillhouse, Fire Chief
Brandy Stone, Director of Community Health Initiatives

File Attachments for Item:

16. Afterschool: Program Impact and Insights

**Item:**

Afterschool: Program Impact and Insights (Bonnie Wagner)

Requested Action:

The Board is asked to receive this update.

Background:

An executive summary of evaluation results for FY2026 afterschool programs will be presented. In FY2026, the Trust provided funding for 378 youth in Alachua County to participate in afterschool programming. These youth participated in an average of 7.4 months in duration and for 107 days of programming. Middle and high school youth were offered and engaged in enrichment topics including career exploration, healthy relationships, leadership development, and more. Parents and youth report high levels of satisfaction with programming. Parents overwhelmingly reported satisfaction of 90% or higher across all areas. Aspects of programming parents and youth appreciated most were activities offered, connecting positively with peers, and support from staff. Over the course of the school year, 92% of youth served demonstrated proficiency or made gains in social-emotional skills. Among programs with an academic focused curriculum component, 82% exhibited improvements in literacy and 58% in math skills.

Attachments:

Board Presentation – Afterschool Evaluation Results on 10-12-2026 – 12 slides

Board Presentation – Afterschool Evaluation Results on 10-12-2026 – Additional Slides

Programmatic Impact:

This program supports:

Goal 2: Children learn what they need to be successful.

Fiscal Impact:

FY2026 Allocation: Afterschool – \$1,226,248

Recommendation:

Receive the information.



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Afterschool: Program Impact and Insights

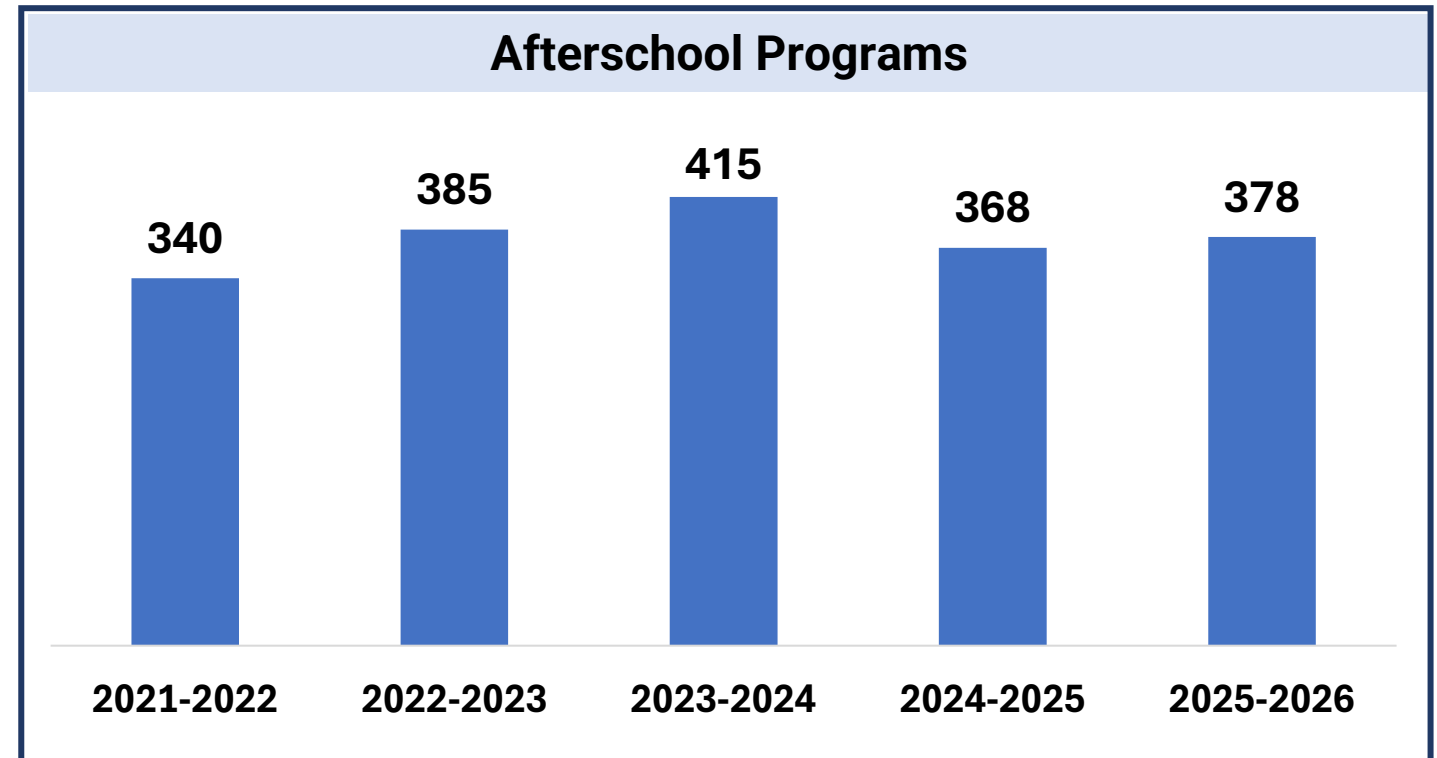
Year 5: 2025-2026

Youth Served

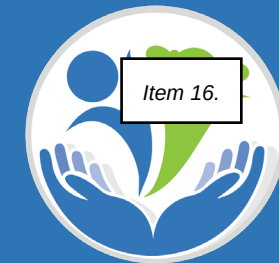


Deeper Purpose

Children served with funding from Children's Trust of Alachua County:



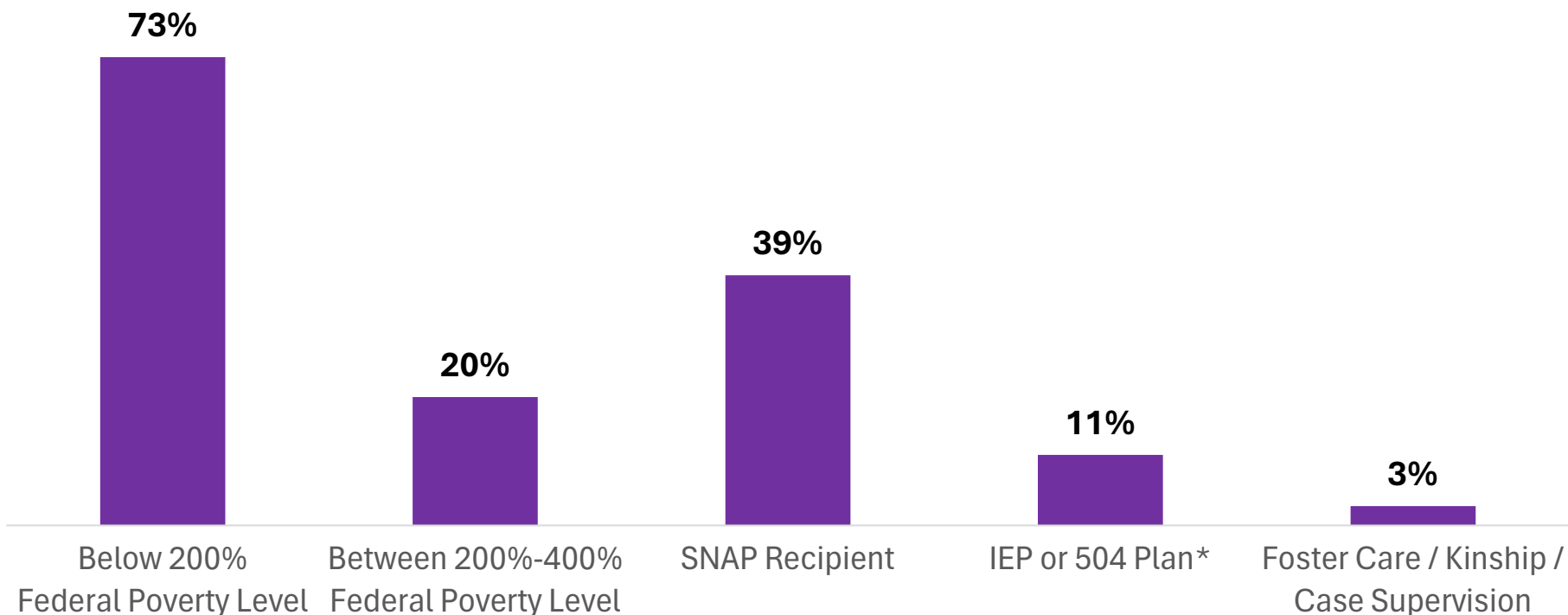
Afterschool Scholarship Eligibility



The Children's Trust scholarships are received by children who might not otherwise be able to participate in afterschool programs. Families must meet one criteria, however, are encouraged to select as many criteria apply.

Average Annual Household Income: **\$42,338**

Scholarship Eligibility Criteria

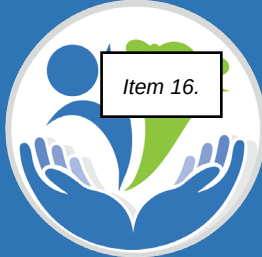


Children in Household: **2.6**

Adults in Household: **1.4**

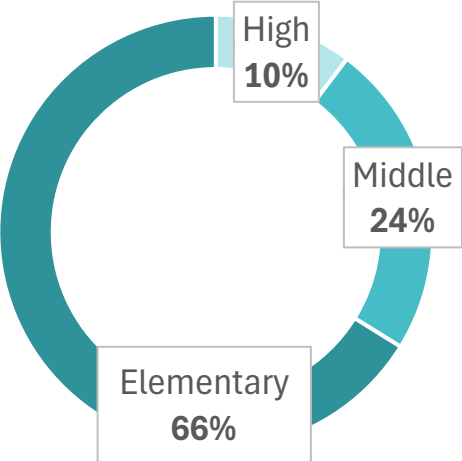
*Those with a school-based special education plan must also be below 400% or meet an additional criteria.

Demographics of Youth Served

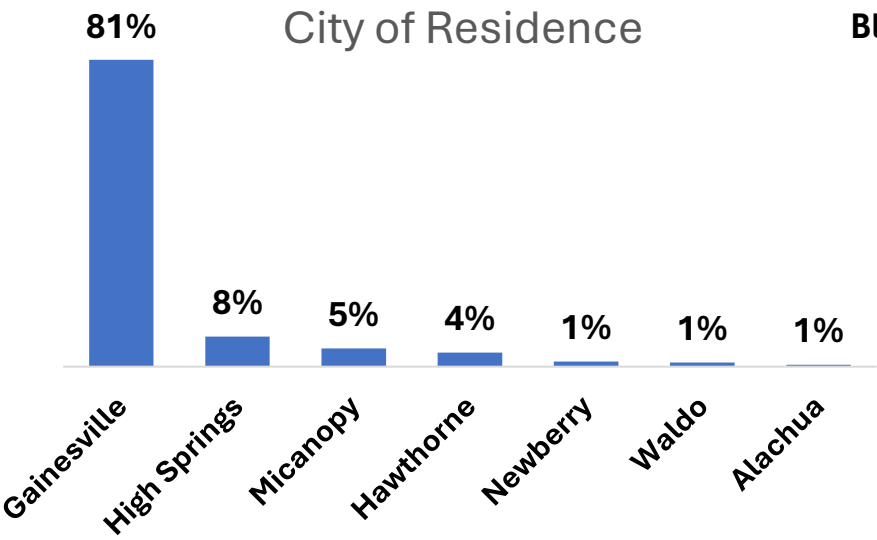


The average age of youth served is 10.2 years old.

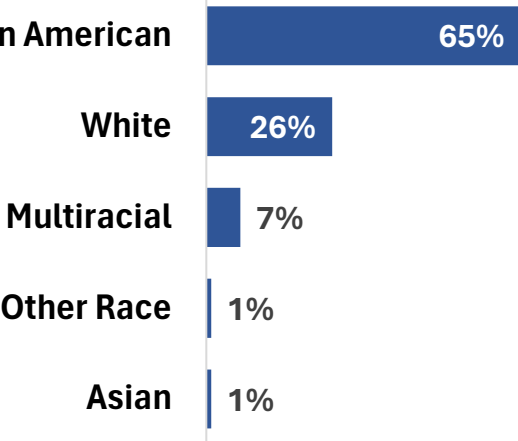
Child School Level



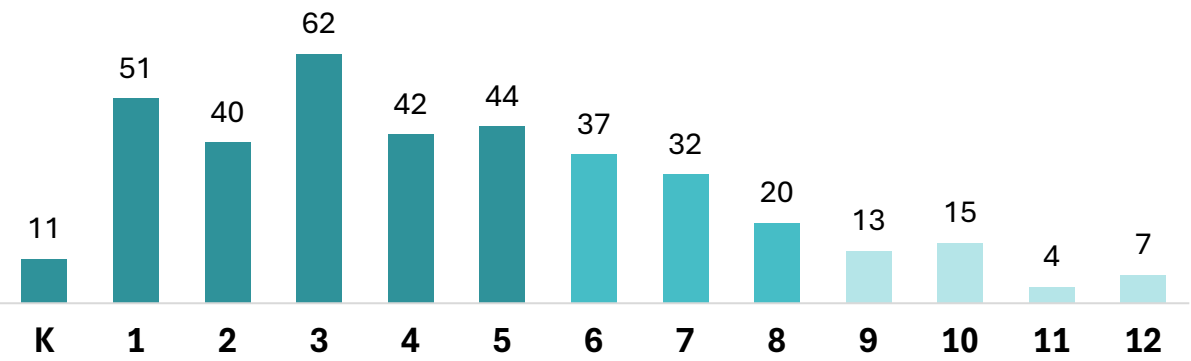
City of Residence



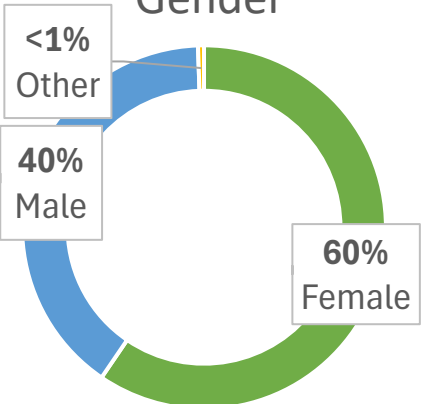
Race



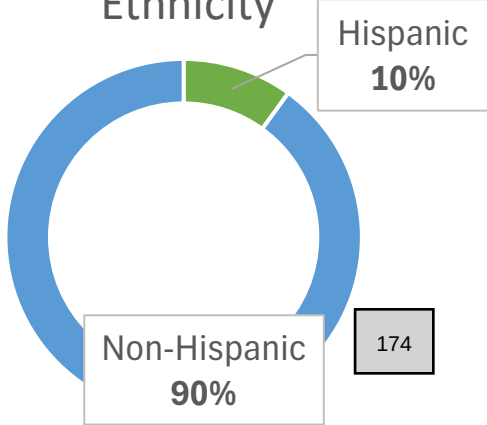
Child Grade at Enrollment



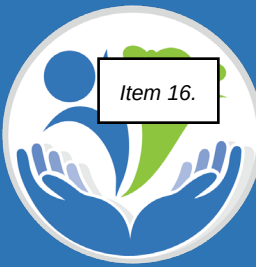
Gender



Ethnicity



Youth Participation



Daily Attendance

Afterschool sites offered an average of **178 days** of programming. **Youth attended an average of 107 program days.** On average, youth attended **60%** of the total program days offered and **74%** of program days available during the time they were enrolled in the program.

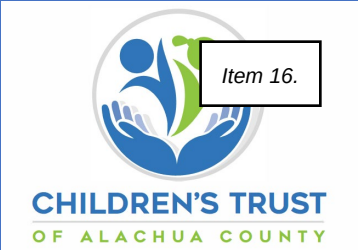
Average across Programs	Days Offered	Child Attendance	Average Attendance	Program Utilization
	178 days	74%	107 days	60%

Duration in Program

Across providers, youth attended for an **average of 7.4 months** with **81%** participating for a duration of **4 months or longer**. Nearly two thirds of youth participated for the duration of the program year (65%) while others exited early or joined later in the year. A little over half of youth participating in 2025-26 participated previously (55%).

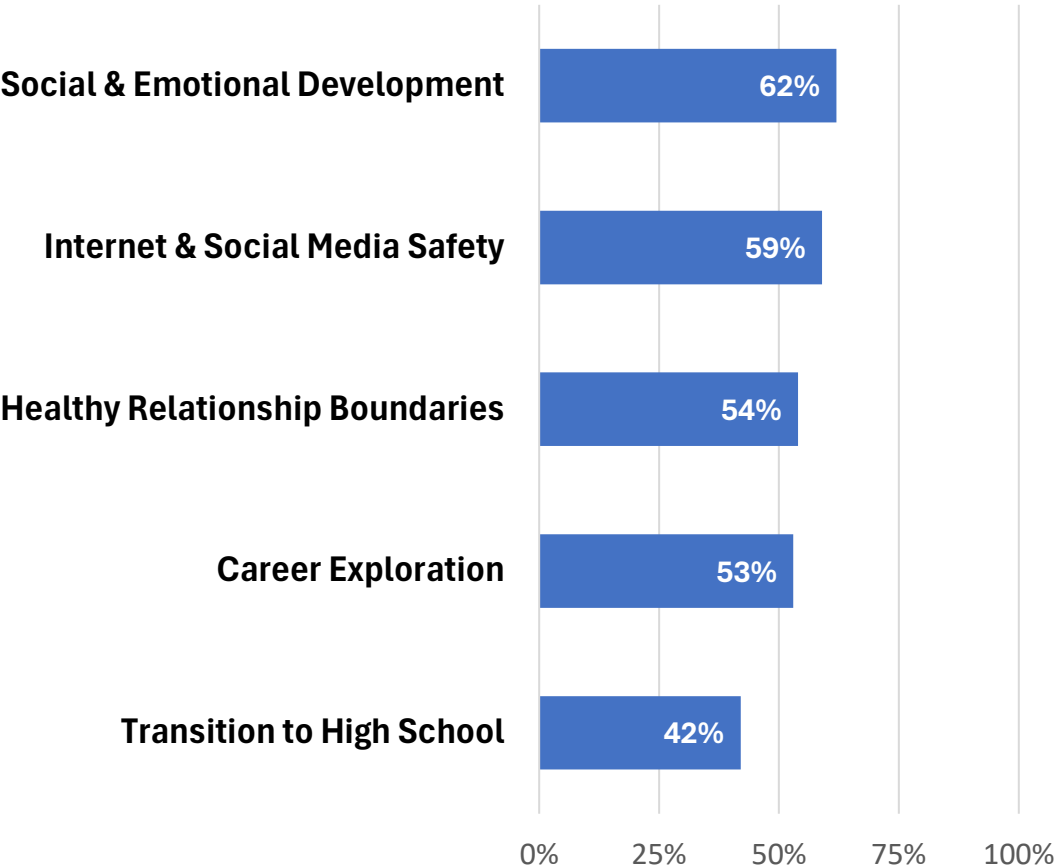
Average across Programs	Child Participated for 4+ months	Average Duration	Returning from Previous Year
	81% (305 of 378)	7.4 months	55% (207 of 378)

Middle & High School Enrichment

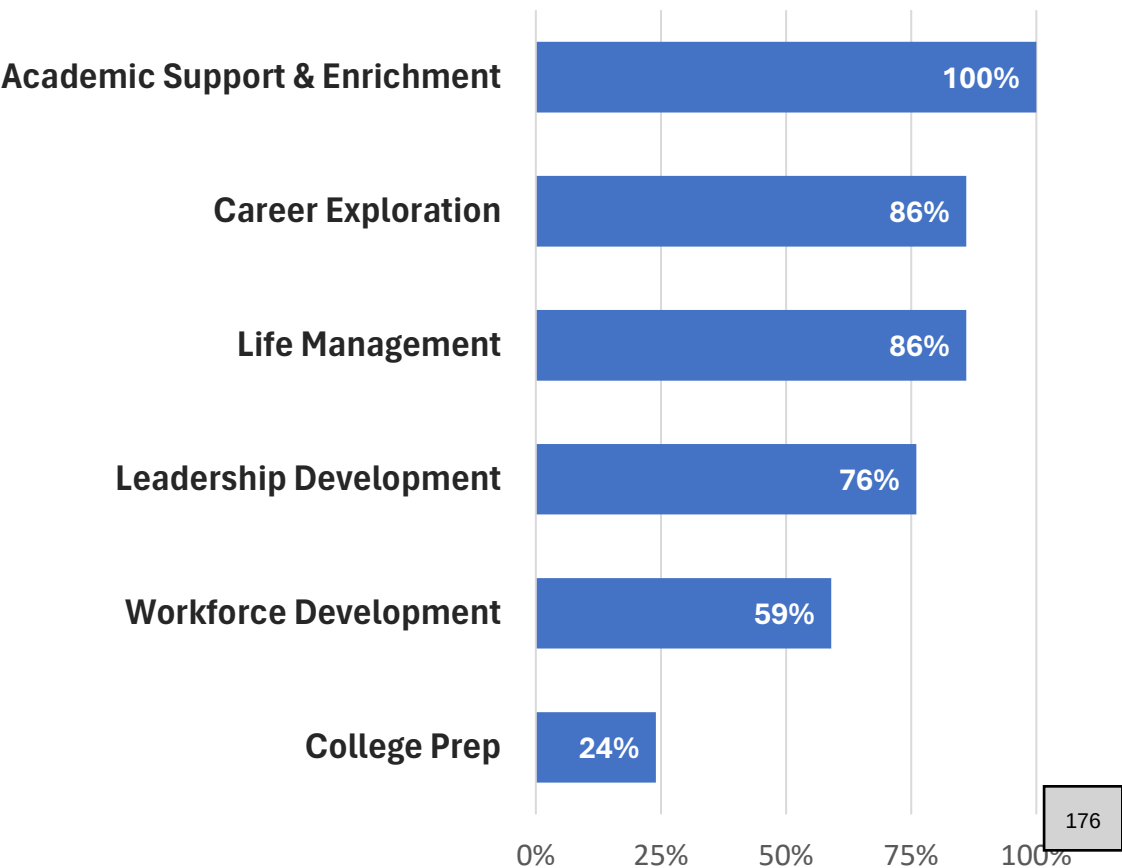


Youth Participation in Enrichment Content

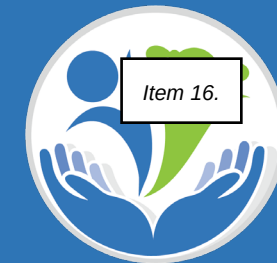
Middle Schoolers



High Schoolers

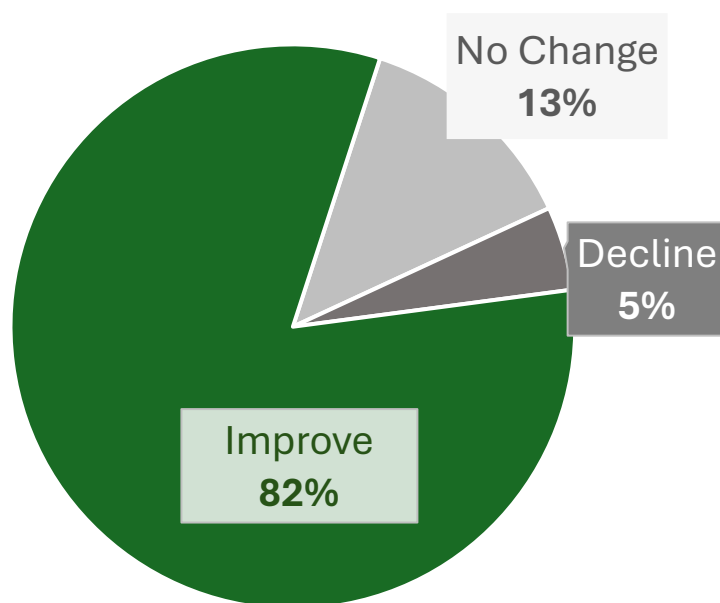


Academic Improvements



Literacy

82% of youth saw improvement in their literacy skills assessment.

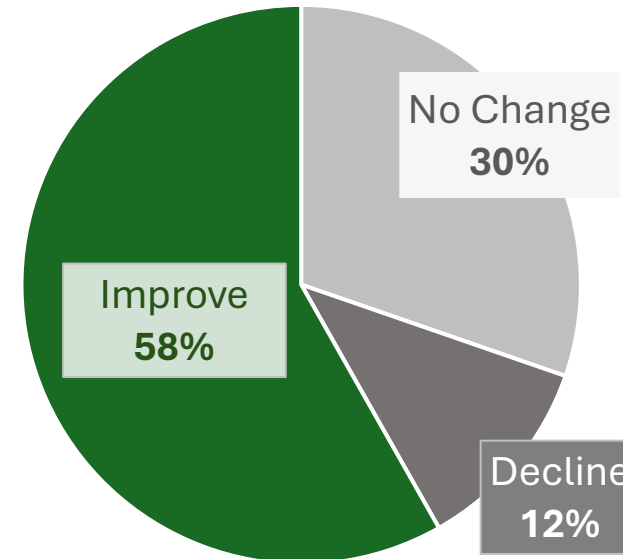


5 programs

N=252

Mathematics

58% of youth saw improvement in their math skills assessment.



3 programs

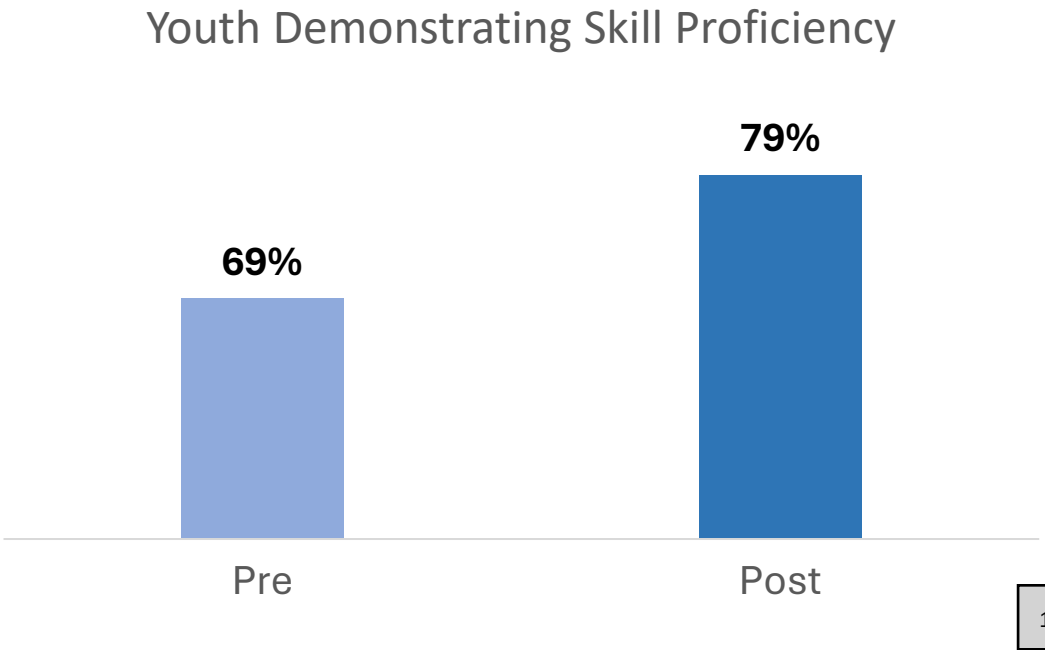
N=122

Social Emotional Development

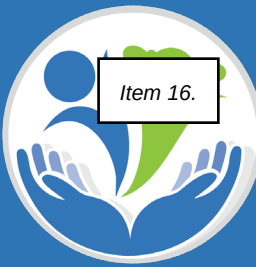
Social emotional development is the process through which children learn to understand and manage their emotions, build healthy relationships, make responsible decisions and navigate social situations effectively.

- **60%** of youth **demonstrate pre-post gains** among those participating for 80+ days of afterschool.
- **92%** exhibited **proficient skills or demonstrated improvement** on their post survey.

Changes at Post	Pre-Post Improvement	Improvement or Proficiency	Number Assessed
Total	60%	92%	258



Program Impact – “How has this program had an impact on you?”



Confidence
and my
grades

It helped
me grow as
a person



I have
more
friends.

It has made
me a better
person.

I'm not
as sad.

We have
somewhere to
go and see
friends. I have
so many
friends now.

How the
people
treat me

Making me
grow good
as a young
woman

Made me
better in
school

They love
and
support me



Performance Measures



How Much?

Item 16.

Measure	Target	Actual
Children Served	290	378
Program Days	1,350	1,604
Enrichment (MS)	20	16
Enrichment (HS)	12	9

How Well?

Measure	Target	Actual
Daily Attendance (ES)	75%	89%
Attendance Enrichment (MS)	75%	60%
Attendance Enrichment (HS)	75%	93%
Youth Felt Cared About	85%	87%
Communication	90%	98%
Overall Experience	90%	100%

Better Off?

Measure	Target	Actual
Parents Felt Kids were Safe	90%	99%
Youth Felt Safe	85%	84%
Homework Help	85%	92%
Proficiency or Improvements on Socio-Emotional Skills	70%	92%

Supporting Afterschool Providers

Afterschool Provider Convening:

- Collaboration & Resource Sharing
 - Review and discuss Evaluation Results
 - Communications and Acknowledgement
 - Guest Speakers (Community Foundation & CDS Behavioral Health)
 - Non-Profit Life Cycle
 - Florida Afterschool Conference
 - Planning & Preparation for the Upcoming School Year
- Lights on Afterschool 10/21/2026 @ Willie Mae Stokes!




Children's Trust of Alachua County

Afterschool Site Profile – FY2026

Agency: Kids Count of Alachua County
Funding Allocation: \$207,400

Program Description: Programming includes academic support, social-emotional learning, and enrichment. We provide one-on-one reading tutoring twice per week, daily homework assistance, and literacy activities that serve as social-emotional learning opportunities. Enrichment opportunities are provided through partnerships in the community and consist of tennis, gardening, dance, art, science, etc. as well as field trips that provide exposure and learning opportunities.

Youth Demographics

The Kids Count Afterschool Programs served 89 children in the 2025-2026 program year. More than half of children served were female (51%). The most prevalent social group served was Black or African American (80%) and 15% of youth identified as Hispanic. All youth resided in Gainesville and attend either Rawlings or Metcalfe Elementary School. The average age of youth served is 8.5 years old. Nearly all youth qualified for a scholarship based on their family income below 200% of federal poverty level (98%). The average household income is \$18,530 annually with 3.2 children in the household. Nearly three quarters of youth served receive SNAP benefits (72%), and almost one quarter of children served have a special education status (22%).

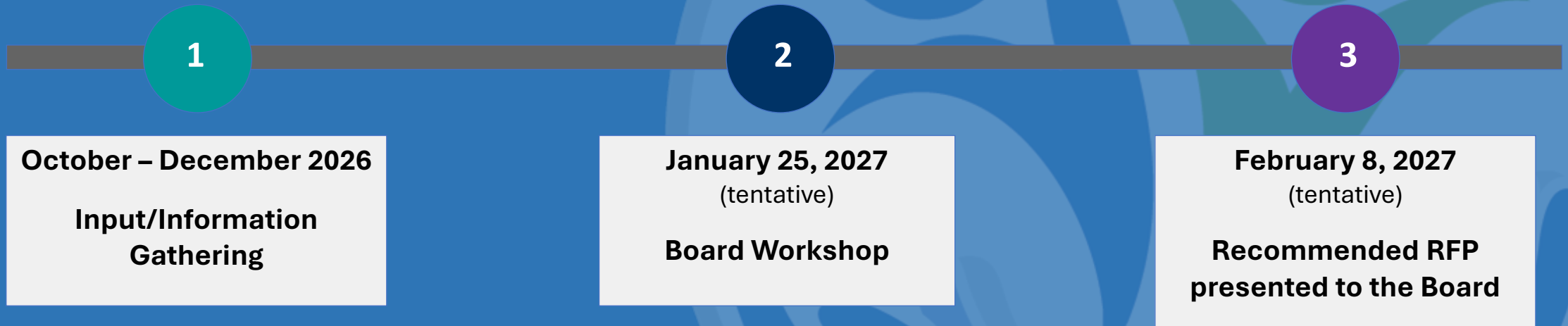
Gender	Percentage (Count)
Female	51% (34)
Male	39% (35)
Total	89

Race & Ethnicity	Percentage (Count)
Race	
Asian	1% (1)
Black or African American	80% (71)
Multiracial	8% (7)
White	11% (10)
Ethnicity	
Hispanic or Latino	15% (13)
Non-Hispanic/Latino	85% (76)
Total	89



What's Next?

Timeline: Preparing for Afterschool Program Request for Proposal (RFP)





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Thank you!



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Afterschool: Program Impact and Insights

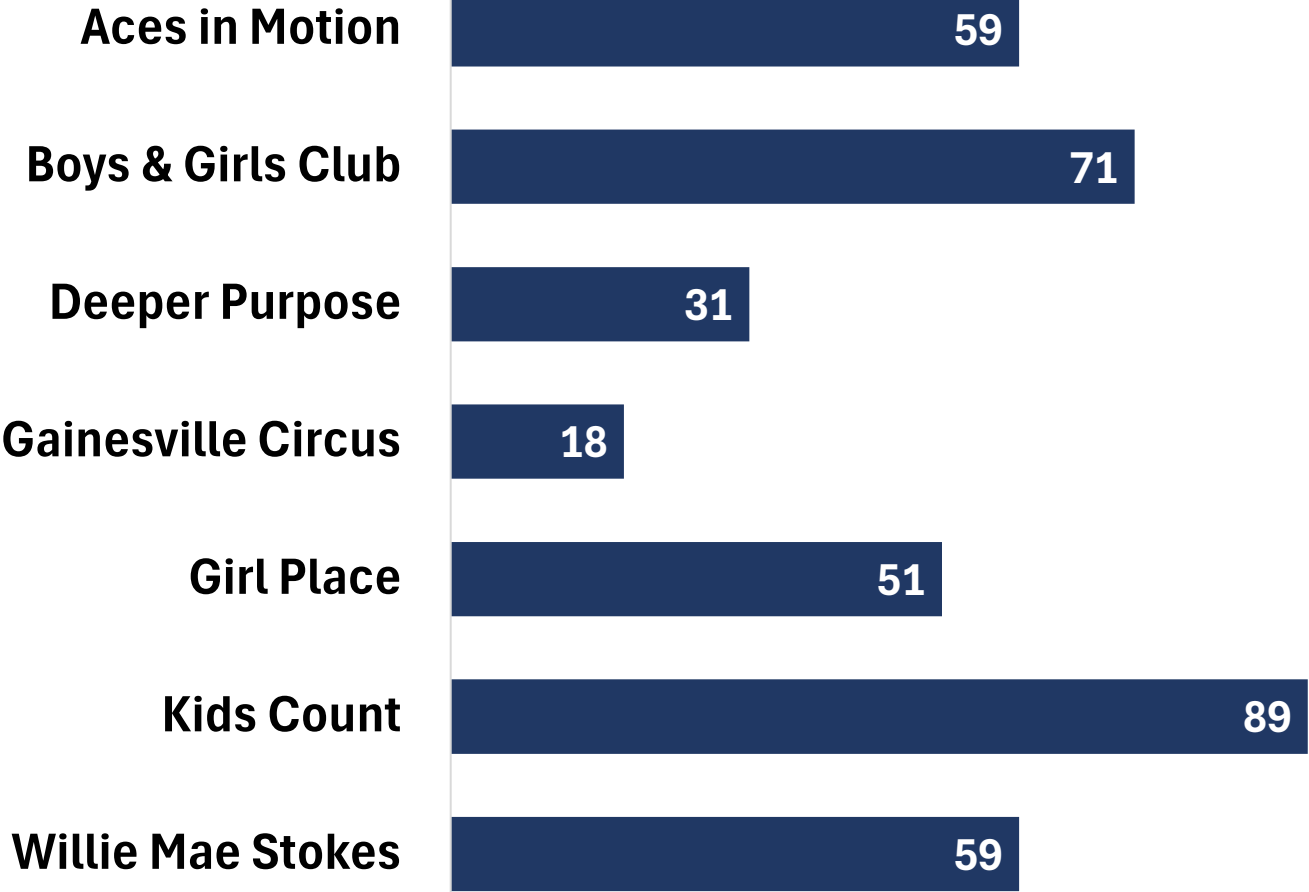
Additional Slides

Youth Served by Agency

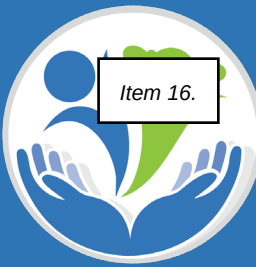


Willie Mae Stokes

Children served with funding from Children’s Trust of Alachua County by Agency in FY2026:



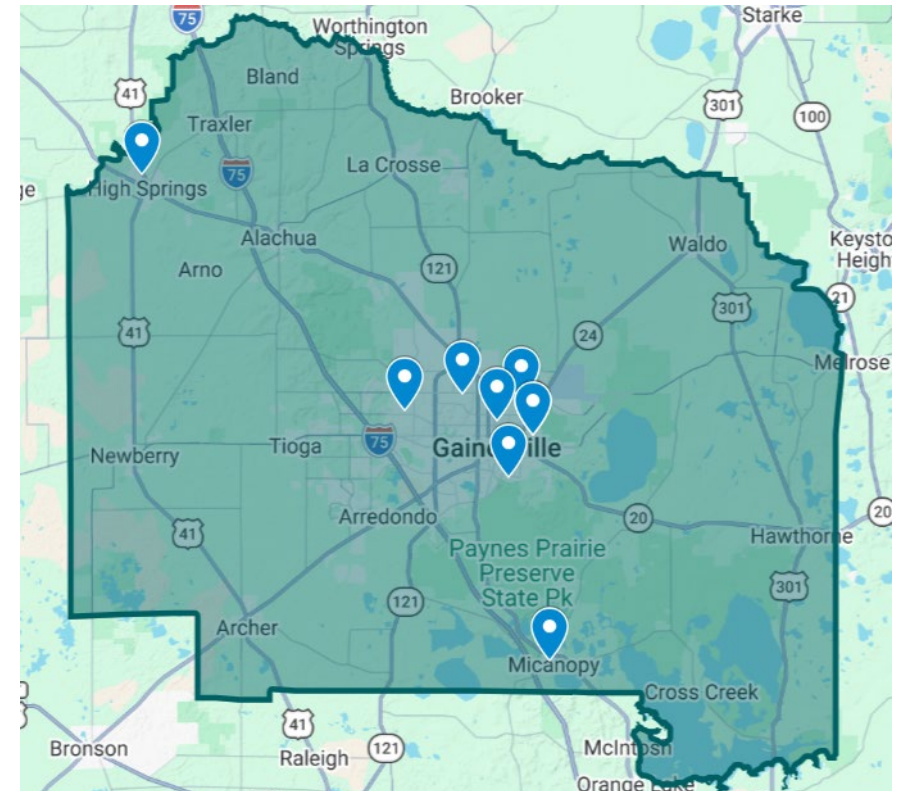
Youth Served by Residence City



Youth Served by City of Residence

City	Count	Percent
Gainesville	305	81%
High Springs	30	8%
Micanopy	18	5%
Hawthorne	14	4%
Newberry	5	1%
Waldo	4	1%
Alachua	2	1%

Afterschool Site Locations

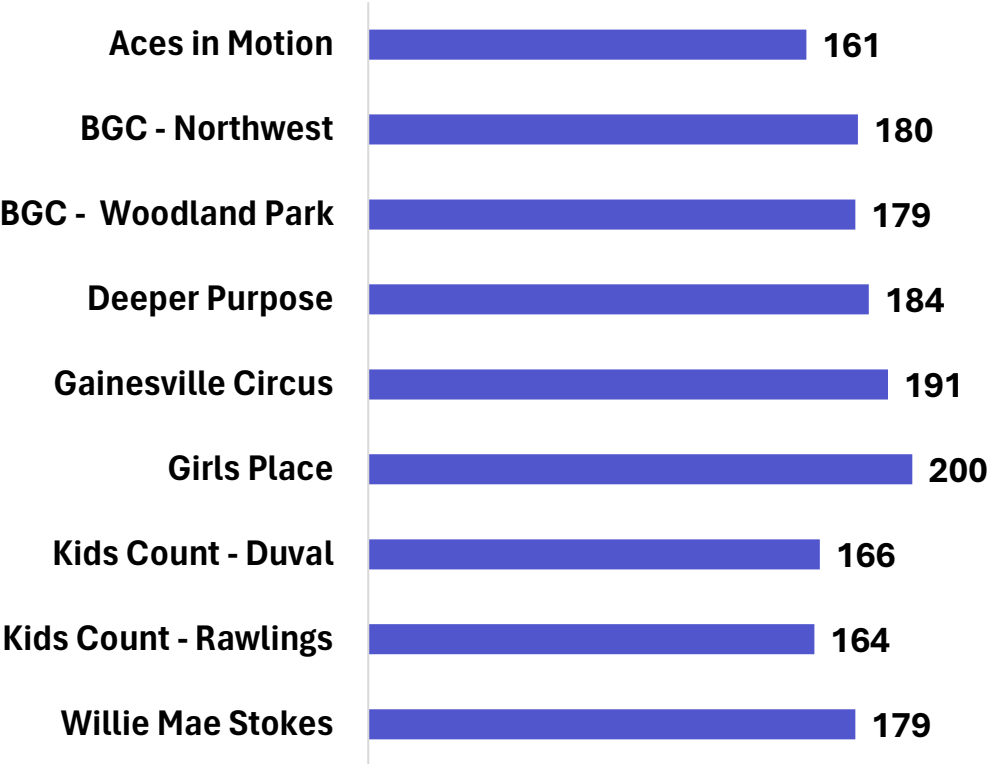


How much Programming was Offered?

Program Days

Afterschool sites offered an average of **178 program days** ranging from 161 to 200.

All providers exceeded their target for program days and increased the days of programming offered compared to last year!

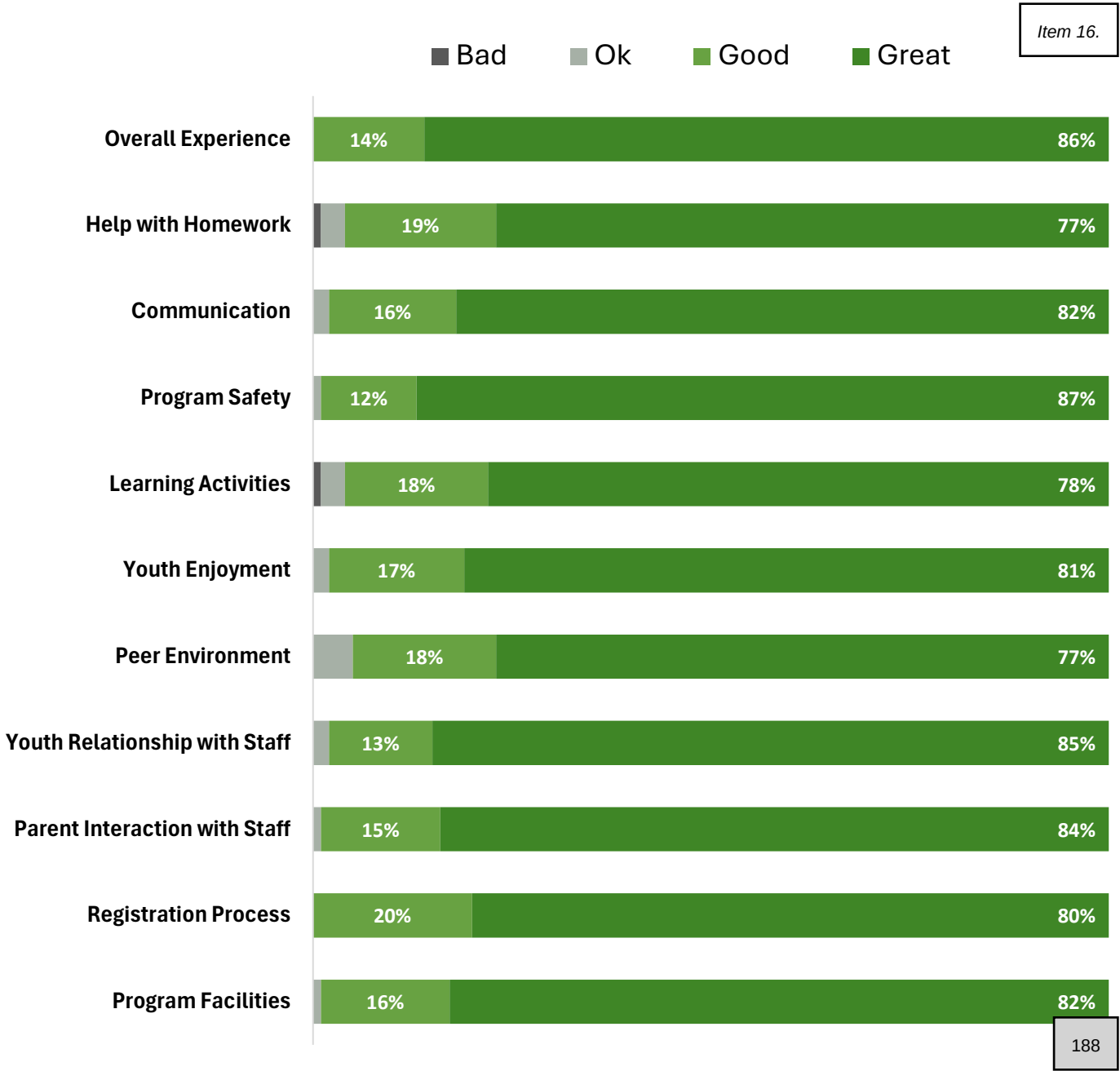


Program & Site	Program Days	Start Date	End Date
Aces in Motion	161	8/27/2025	5/15/2026
BGC - Northwest	180	8/18/2025	5/27/2026
BGC - Woodland Park	179	8/18/2025	5/25/2026
Deeper Purpose	184	8/11/2025	6/1/2026
Gainesville Circus	191	8/11/2025	5/29/2026
Girls Place	200	8/11/2025	6/2/2026
Kids Count - Duval	166	8/20/2025	5/22/2026
Kids Count - Rawlings	164	8/25/2025	5/22/2026
Willie Mae Stokes	179	8/11/2025	6/2/2026

Parent Survey Results (n = 172)



Kids Count



Afterschool Program Investment

Agency Name	Allocation FY2026	Allocation FY2027
Aces in Motion	\$286,158	\$292,586
Boys and Girls Club	\$136,160	
Deeper Purpose	\$126,749	\$130,111
Gainesville Circus	\$156,133	\$159,363
Girls Place	\$141,047	\$102,358
Kids Count	\$207,400	\$212,930
Willie Mae Stokes	\$172,601	\$176,990
Allocation Total	\$1,226,248	\$1,074,338



File Attachments for Item:

17. 2026-2027 Tentative RFP Schedule

**Item:**

Tentative RFP and Initiative Planning Schedule

Requested Action:

Receive the tentative RFP and initiative planning schedule

Background:

Trust staff developed a tentative schedule to gather community and provider input, review service needs, and inform future funding opportunities. The presentation outlines the following activities:

Prevention and Afterschool. Gather input August-November 2026 and review findings in December. A Board workshop is tentatively scheduled for January 25, 2027, followed by Board approval February 8 and RFP release February 12. Contracts begin October 2028

Special Needs. Gather input in fall 2026 and conduct an internal review in January 2027. A data assessment workshop is tentatively scheduled for March 8, followed by Board consideration of recommendations by May 10. Recommendations may include an RFP, with release in June 2027 if applicable.

Summer and Youth Health. Hold a mental health convening in January or February 2027. Release Summer and Youth Health RFPs in Fall 2027, with contracts beginning April 2028 for FY27-28. The Youth Health RFP will include mental health. Existing Health and Mental Health partners may receive six months bridge funding beginning FY2027–2028. The schedule remains tentative and subject to Board direction and approval of the applicable recommendations.

Attachments:

Tentative RFP and Initiative Planning Schedule presentation

Programmatic Impact:

Program recommendations and RFP development may impact Goal 1, Goal 2 and Goal 3.

Fiscal Impact:

None at this time

Recommendation:

Staff recommends that the Board receive the presentation and provide feedback on the tentative schedule and planning approach.



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OF ALACHUA COUNTY

Tentative RFP and Initiative Planning Timeline

Prevention and Afterschool RFP Preparation



#	Activity	Description	Lead	Timeline
1	Survey Community and Providers	Collect stakeholder input regarding Afterschool services.	Research, Planning & Evaluation	August-November 2026 (Fall/Winter)
2	Internal Review	Hold an internal meeting to review community and provider input and develop staff recommendations.	Research, Planning & Evaluation	December 2026
3	RFP Board Workshop	Present stakeholder input and staff recommendations to the Board and gather Board feedback.	Research, Planning & Evaluation / DOP	Tentative January 25, 2027
4	Board Approval	Present the recommended RFP to the Board for approval.	Programs / DOP	February 8, 2027
5	Release RFP	Release the RFP.	Project Lead / DOP	February 12, 2027

Special Needs Initiative

#	Activity	Description	Lead	Timeline
1	Survey Community and Providers	Collect stakeholder input regarding Special Needs services.	Research, Planning & Evaluation	Fall 2026
2	Internal Review	Hold an internal meeting to review community and provider input and develop staff recommendations.	Research, Planning & Evaluation	January 2027
3	Special Needs Assessment of Data Workshop	Conduct a Board workshop to review and assess Special Needs data and use the findings to inform programming development and recommendations.	Research, Planning & Evaluation	Tentative March 8, 2027
4	Board Approval	Present the recommendations to the Board for approval. *Recommendation may include RFP	Research, Planning & Evaluation / DOP	May 10, 2027
5	If applicable, Release RFP	Release the RFP.	Project Lead / DOP	June 2027

Summer and Youth Health Initiative



#	Activity	Description
1	Summer RFP Plan	• Data collection FY27 • Release Summer RFP in the Fall of FY28 • Contracts begin April 2028
2	Mental Health Convening	• January/February 2027
3	Youth Health RFP Plan (will include mental health)	• Current CTAC Health and Mental Health partners contracts may receive 6 months bridge funding beginning FY27-28. • Release Youth Health RFP Fall 2027 • Contracts begin April 2028

Timeline

Proposed RFP and initiative milestones, 2026–2028



All workshop dates are pending board approval.



CHILDREN'S TRUST

OF ALACHUA COUNTY

Thank you!

File Attachments for Item:

18. 2026-2030 Strategic Plan Implementation



Item:

Strategic Plan Implementation: Moving from Strategy to Impact

Requested Action:

The Board asked:

1. Receive an overview of the FY27 Strategic Plan implementation process.

Background:

The Board approved a new Children's Trust Strategic Plan in March of 2026. The Strategic Plan identifies what the Children's Trust seeks to accomplish through impact. The Implementation Plan describes how The CTAC will carry out the work, engage partners, and measure results. The approach connects strategic priorities to specific tasks, measurable outcomes, and accountable staff leads.

The Team Implementation Tracker will document tasks, intended results, status, action steps and CTAC leads, barriers, and next steps. A Performance Target Tracker will connect strategies to measures, targets, FY27 funded programs, and data available for review.

The timeline begins before FY27 with funding and measure alignment as well as preparation for the Special Needs initiative. In Q1, CTAC will confirm implementation teams and actions, activate tracking, and establish a review cadence. Q2 will identify progress, gaps, barriers and support adjustments. Q3 will assess FY27 targets and identify emerging FY28 priorities. Q4 will evaluate FY27 results, capture lessons learned and finalize FY28 actions. Board updates and feedback are planned at the end of Q1, mid-year, and the end of Q3, followed by a year-end annual progress report.

Attachments:

Strategic Plan Implementation: Moving from Strategy to Impact – PowerPoint Presentation
Strategic Plan FY2027-2030

Programmatic Impact:

The proposed structure supports all four Strategic Plan goals by connecting strategic priorities to staff actions, partnerships, funded programs, performance measures, and intended results. Regular monitoring will help staff identify barriers earlier, make timely adjustments, and assess progress funded programs.

Fiscal Impact:

N/A

Recommendation:

Staff recommends that the Board receive the Strategic Plan Implementation process.



CHILDREN'S TRUST
OF ALACHUA COUNTY

STRATEGIC PLAN FY 2027 - FY 2030



Phase I

Preparation for Board Workshop

- Reviewed documents
- Worked closely with staff
- Conducted pre-work interviews
- Developed workshop presentation

Phase V

Staff Realignment of Strategies and Measurements

- Staff revisions to incorporate the RBA model
- Board feedback survey conducted

Phase II

Board Workshop

- Lifecycle stage of a non-profit
- Review current state of agency
- Future strategic considerations

Phase VI

Board Update and Presentation

- Discussions surrounding use of available evidence-based data and rationale

Phase III

Staff Engagement and Recommendations

- Lifecycle assessment discussion
- Development of preliminary recommendations for goals 1 - 4

Phase VII

Staff Research and Updates

- Key staff researched and updated Focus Areas and monitoring progress plan
- Development of final document for Board review

Phase IV

Follow-Up Workshop with Board

- Shared document with staff's recommended Focus Areas, Indicators and Impact Measurements

Phase VIII

Final Draft Presentation to Board



CHILDREN'S TRUST
OF ALACHUA COUNTY

2027 - 2030 STRATEGIC PLAN

Item 18.

Purpose

This updated strategic plan ensures that CTAC's mission, investments, and priorities remain aligned to improve outcomes for children, youth, and families in Alachua County. It refines existing work by strengthening accountability and maintaining a direct connection between strategy and community impact.

Mission

The Children's Trust of Alachua County funds and supports a coordinated system of community services that allows all youth and their families to thrive.

Vision

All children, youth and families in Alachua County reach their maximum potential.

Guiding Principles

Guiding Principles are utilized within organizations as a method to align behaviors, guide decision making, and provide consistency with the Trust's Board values. The Trust's Board and stakeholders identified the following guiding principles:

1

Initiatives should ensure accessibility to universal support for all children and youth ages zero to 18 and their families, targeted support for those who need additional help, and place-based support for those with the greatest need.

2

Innovative initiatives should be funded that coordinate comprehensive systems of support and deliver those supports in collaborative ways that allow the Trust to achieve collective impact.

3

Initiatives shall be evaluated based on their ability to ultimately impact all children and youth, directly or indirectly, with a priority for long-term continual return on investment.

4

Initiatives must be measurable with priority given to a comprehensive system of support that provides for prevention, timely intervention, and services that strengthen families and produce achievable results.

5

Initiatives must be aligned to a documented gap or need.

6

Funds will be invested and initiatives will be prioritized based on the highest educational, social, or emotional outcome value.

7

Initiatives must be aligned to a documented gap or need.

8

The Trust values fiscal and operational accountability and will fund partners in a manner that rewards efficiencies, takes advantage of economies of scale, and maximizes services to children, youth or family members/support members in order to meet the educational, social, emotional, and/or physical health.

9

The complete portfolio of Trust investments shall be reviewed to ensure that Alachua County children and families have equitable access to services that will work to increase racial equity.

10

Prior to any funding decision, the direct impact on children and youth must be the primary consideration.

Executive Summary

At a Glance

- Executive Summary
- Goals and Focus Areas
- Implementation Roadmap
- Indicators, Objectives and Strategies
- Measuring Results
- Monitoring our Progress

In 2025, the Children's Trust of Alachua County (CTAC) launched a strategic planning update intended to reaffirm its commitment to delivering measurable, community-centered impact for children, youth, and families across Alachua County.

What began as a focused strategic plan refresh evolved into a more comprehensive review of priorities, performance, partnerships, fiscal responsibilities, and long-term sustainability, ensuring that CTAC remains responsive, accountable, and aligned with the community's most pressing needs.

Through key stakeholder engagement, performance data review, and facilitated leadership discussions, it became clear that incremental adjustments would not be sufficient. Instead, a deeper examination of our service delivery model, operational infrastructure, partnerships, and accountability measures was required.

This updated strategic plan reflects:

- **A refined vision and clearer strategic priorities aligned with current and emerging community needs.**
- **Expanded goals and measurable objectives to strengthen transparency and performance accountability.**
- **Enhanced operational strategies to improve efficiency, coordination, and service impact.**
- **Stronger community partnerships and capacity-building efforts to maximize local resources and collaboration.**
- **A phased implementation roadmap recognizing the increased scope and complexity of the work ahead.**

The planning process reinforced our commitment to stewardship of funding, data-informed decision-making, and measurable outcomes. While the plan is more detailed than the previous iteration, this increased complexity reflects the realities of today's service environment and positions CTAC for sustainable growth, improved impact, and long-term resilience.

This strategic update serves as a planning document and as a shared commitment to accountability, excellence, and meaningful community impact.



2027 - 2030 GOALS AND FOCUS AREAS

Item 18.



GOAL 1

Children and
Youth are
Healthy and Have
Nurturing
Caregivers and
Relationships

FOCUS AREAS

- Pre-and Post-Partum Family Health
- Infant and Early Childhood Health
- Comprehensive Health
- Children and Youth with Special Needs



GOAL 2

Children and
Youth can Learn
What They Need
to Be Successful

FOCUS AREAS

- Early Learning
- Literacy and Academic Success



GOAL 3

Children and
Youth Live in a
Safe
Community

FOCUS AREAS

- Safe Spaces
- Prevention



GOAL 4

Empower and
Equip our
Provider
Community and
Build Sustainable
Structures for
CTAC

FOCUS AREAS

- CTAC Capacity Building
- Agency Capacity Building



2027 - 2030 STRATEGIC PLAN IMPLEMENTATION ROADMAP

Item 18.

This strategic plan implementation roadmap presents a clear, step-by-step process for moving from vision to measurable impact.

The roadmap is anchored in one of four strategic goals, each supported by clearly defined areas of focus.

From there, the framework follows a structured seven-step progression designed to ensure clarity, alignment, and measurable impact.

The process begins with **Indicators**, which *define the conditions we aim to influence*. These are followed by the **Rationale**, *articulating the data-informed and evidence-based foundation for action*. **Objectives** *establish specific, measurable targets to be achieved*, while **Strategies** *outline the high-level approaches that will drive progress toward those targets*.

The **Implementation Plan** translates strategy into actionable steps to ensure disciplined execution.

Key Partnerships identify the organizations and stakeholders whose collaboration is essential to aligning resources, expertise, and community capacity. Finally, the framework culminates in **Results**, *reinforcing our commitment to measurable outcomes, transparency, and accountability*.

Together, these elements form a cohesive, results-driven model that integrates planning, collaboration, and performance management—ensuring sustained progress and meaningful community impact.



GOAL 1**FOCUS AREA:PRE-AND POSTPARTUM
FAMILY HEALTH****INDICATORS**

Pregnant women feeling down, depressed, or hopeless
low birth weight babies

OBJECTIVE

Parents are mentally healthy and supported

STRATEGIES

- Provide mental health services and supports
- Provide navigation to connect parents with services and resources
- Provide parent groups to support learning and community building

GOAL 1**FOCUS AREA:INFANT AND EARLY
CHILDHOOD HEALTH****INDICATORS**

Verified findings of child maltreatment
Developmental screening

OBJECTIVE

Children are nurtured and developing

STRATEGIES

- Provide family support programs (e.g., home visiting, postpartum doulas, Family Resource Center services)
- Connect parents to services through navigation programs
- Enhance utilization of child development screening and connection to early intervention where needed

GOAL 1



FOCUS AREA: COMPREHENSIVE HEALTH

Item 18.

INDICATORS

Oral health, Youth felt sad or hopeless, Physical health

OBJECTIVE

Children and youth are healthy

STRATEGIES

- Provide access to mental and behavioral health services
- Provide access to dental services
- Provide services and programs for physical health, fitness, and wellness

GOAL 1



FOCUS AREA: CHILDREN AND YOUTH WITH SPECIAL NEEDS

INDICATORS

Enhance efforts in Alachua County focused on serving children with special needs. We aim to learn more about community needs in this area and convene partners to address them

OBJECTIVE

Children and youth with special needs have access to quality programming

STRATEGIES

- Evaluate supports and resources available for children with special needs
- Involve parents / caregivers to determine needs and solutions
- Convene partners, professionals (local and beyond), and parents to determine opportunities to add, expand or enhance programs
- Introduce additional services, programming, and supports for children with special needs

GOAL 2

FOCUS AREA:EARLY LEARNING



INDICATORS

Kindergarten readiness, VPK participation

OBJECTIVE

Children enter kindergarten ready to succeed

STRATEGIES

- Improve access to early childhood care and education
- Strengthen and enhance quality of early childhood care and education

GOAL 2

FOCUS AREA:LITERACY AND ACADEMIC SUCCESS



INDICATORS

Third grade reading and math proficiency

OBJECTIVE

Children meet or exceed academic standards

STRATEGIES

- Support programs with an evidence-based literacy component
- Facilitate access to impactful academic reinforcements

GOAL 3

FOCUS AREA:SAFE SPACES



INDICATORS

High school graduation, School disciplinary incidents

OBJECTIVE

Children and youth have positive and safe places to learn and grow

STRATEGIES

- Provide a coordinated network of out-of-school programs
- Promote awareness and skill development in programs (e.g., self-regulation, conflict resolution, planning)

GOAL 3

FOCUS AREA:PREVENTION



INDICATORS

School safety incidents, Youth arrested

OBJECTIVE

Children and youth build positive decision-making skills and relationships

STRATEGIES

- Fund programs with evidence-based models shown to prevent juvenile delinquency or related risk factors
- Provide opportunities for youth to build positive relationships with caring adults

GOAL 4

FOCUS AREA: CTAC CAPACITY BUILDING

INDICATORS

Organizational Capacity Assessment, Provider feedback

OBJECTIVE

The Children's Trust staff and systems operate efficiently and effectively to deliver its mission: To fund and support a coordinated system of community that allows all youth and their families to thrive

STRATEGIES

- Regularly evaluate administrative systems in each department and develop an action plan to update systems as needed.
- Provide ongoing opportunities for feedback: from CTAC staff, leaders, providers, and community members



GOAL 4

FOCUS AREA: AGENCY CAPACITY BUILDING

INDICATORS

Agency Impact: Measured by the number of program performance targets met (81% in 2024)

Agencies with Diverse Funding Sources: Number of funded agencies supported with funding outside of CTAC

Agency Collaboration: Collaboration among CTAC funded agencies

OBJECTIVE

Providers are equipped to be successful

STRATEGIES

- Facilitate engagement of programs in an organizational capacity assessment
- Promote training opportunities to strengthen programs (including META opportunities)
- Facilitate collaboration among funded agencies



Monitoring our Progress



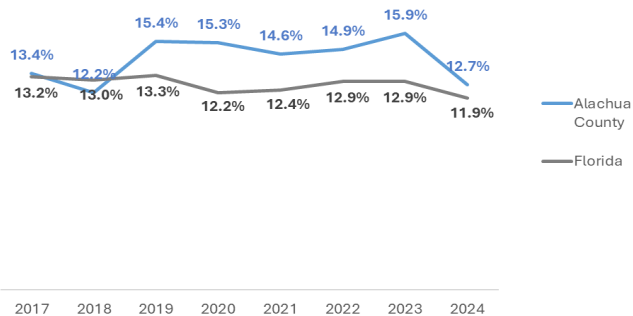
Focus Area: Pre- and Postpartum Family Health

Goal 1: Children and youth are healthy and have nurturing caregivers and relationships

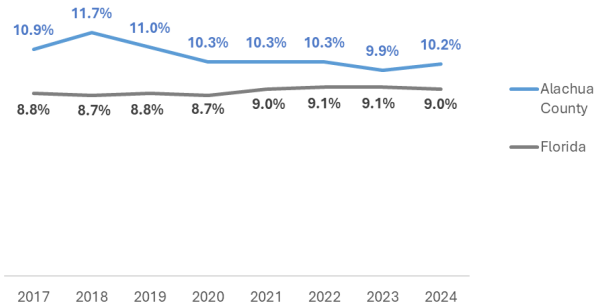
Indicators

Pregnant women feeling down, depressed, or hopeless
Low-birth-weight babies

Pregnant Woman Feeling Down, Depressed, or Hopeless



Low Birth Weight Births



Rationale

Prenatal depression is associated with poor birth outcomes such as preterm birth, low birth weight, and complications during delivery. Prenatal depression is one of the strongest predictors of postpartum depression. Depression affects parent-infant bonding, attachment, and development.

Low-birth-weight babies have significantly higher rates of infant mortality. Low birth weight is also a key indicator of maternal health and prenatal care quality.

Objective

Parents are mentally healthy and supported.

Strategies - What works?

- Provide mental health services and supports
- Provide navigation to connect parents with services and resources
- Provide parent groups to support learning and community building

Focus Area: Pre- and Postpartum Family Health

Goal 1: Children and youth are healthy and have nurturing caregivers and relationships

CTAC Implementation Plan

Specific Tasks

- Assess best practices and identify gaps in prenatal mental health care, including the availability of services across the county and geographic and population-specific areas of need.
- Assess best practices, availability, and local interest in pre & postnatal parent support groups.
- Collaborate with local organizations to strengthen county navigation services.

Key Partnerships

Funded Initiatives

- Perinatal Navigator
- Doula Training and Services
- Family Resource Centers
- Maternal Child Health programs

Key Collaborators

- Healthy Start of North Central Florida
- UF Health Women's Center
- Better Beginnings
- Meridian Behavioral Healthcare
- UF Health - Parent Pals
- Family Promise
- Florida Department of Health
- North Florida Regional Medical Center
- OB/GYN Practices
- Gainesville Doulas Collective
- Catholic Charities

How will we know we're making an impact? Measuring Strategic Results

Strategy	Measures of Impact	Target
Provide mental health services and supports	Parents with low/lesser mental health symptoms after services	80%
	Parents report services help address concerns	85%

Strategy	Measures of Impact	Target
Provide navigation to connect parents with services and resources	Pregnant women supported by maternal health navigator	700
	Pregnant women's needs are met through navigator support	85%

Strategy	Measures of Impact	Target
Provide parent groups to support learning and community building	Parents/caregivers participate in workshops/groups	500
	Parents feel more supported	85%

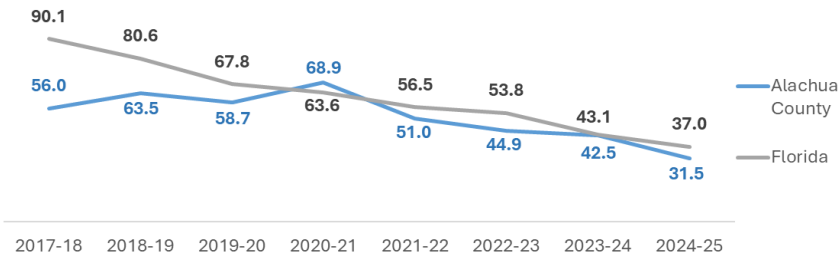
Focus Area: Infant and Early Childhood Health

Goal 1: Children and youth are healthy and have nurturing caregivers and relationships

Indicators

Verified findings of child maltreatment
Developmental screening

Verified Findings of Maltreatment Per 10,000 Children



Rationale

Child Maltreatment is the most common cause of childhood trauma. Psychological trauma from maltreatment is linked with social, emotional, and behavior difficulties. During early childhood, maltreatment has profound and long-lasting impacts on all aspects of child development including brain development, emotional regulation, and developmental delays.

Developmental Screening helps ensure children are reaching age-appropriate milestones and helps identify concerns early. The screening process keeps parents informed of their child's developmental progress and where additional support may be needed.

Objective

Children are nurtured and developing

Strategies - What works?

- Provide family support programs (e.g., home visiting, postpartum doulas, Family Resource Center services)
- Connect parents to services through navigation programs
- Enhance utilization of child development screening and connection to early intervention where needed

Focus Area: Infant and Early Childhood Health

Goal 1: Children and youth are healthy and have nurturing caregivers and relationships

CTAC Implementation Plan

Specific Tasks

- Increase public awareness of the availability of Home Visiting for families of newborns and its value.
- Facilitate collaboration among early childhood education and health care providers to increase awareness of and access to early screenings and interventions and their value.
- Expand access to doulas in our community.

Key Partnerships

Funded Initiatives

- Doula consultant and trainer
- Home visiting for new parents
- Family Resource Centers
- Developmental Screenings

Key Collaborators

- Early Learning Coalition
- FDLRS - Child Find
- Pediatric Health Providers
- Safe Kids of North Central Florida
- Child Care Providers
- School District of Alachua County
- Early Steps
- UF Center for Autism & Related Disabilities (CARD)

How will we know we're making an impact? Measuring Strategic Results

Strategy	Measures	Target
Provide family support programs	Parents receive postpartum doula care	8
	Babies attend well-baby visits	95%
	Parents participate in home visiting programs	720
	Parents understand maternal health needs, infant health and development, infant safety, and environmental safety	80%

Strategy	Measure	Target
Connect parents to services through navigation programs	Families served by navigation programs	500
	Families report needs were met	85%

Strategy	Measures	Target
Enhance utilization of child development screening and connection to early intervention	Child development screenings completed	120
	Children needing early intervention services referred to an appropriate provider for further assessment and/or early intervention services.	75%

Focus Area: Comprehensive Health

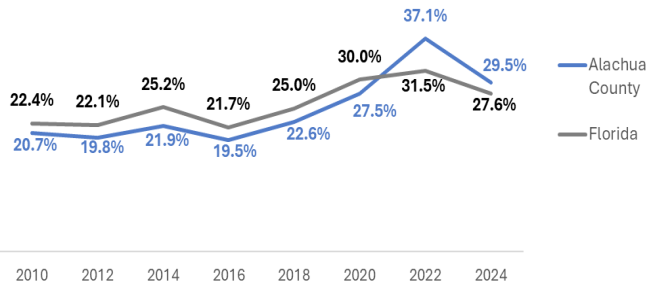
Item 18.

Goal 1: Children and youth are healthy and have nurturing caregivers and relationships

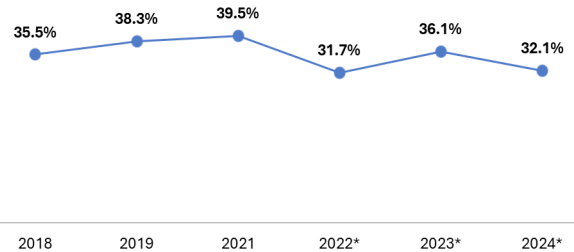
Indicators

Oral health, Youth felt sad or hopeless, Physical health

Youth who felt sad or hopeless for 2 weeks or more



Third Grade Alachua County Students with Untreated Cavities



Rationale

Oral Health is essential to children's general health and well-being. If decay remains untreated, it may cause pain, dysfunction, poor appearance, loss of self-esteem, absence from school or work, and difficulty concentrating on daily tasks.

Youth Felt Sad or Hopeless contributes to higher risk for depression, anxiety, and other mental health challenges that may affect youth's academic performance, social-emotional skills, and may lead to self-harm or suicidal thoughts.

Physical Health is foundation for children's developmental growth. When physical health is compromised, children are at a higher risk for developmental delays, social-emotional and mental health concerns, and academic challenges.

Objective

Children and youth are healthy.

Strategies - What works?

- Provide access to mental and behavioral health services
- Provide access to dental services
- Provide services and programs for physical health, fitness, and wellness

Focus Area: Comprehensive Health

Item 18.

Goal 1: Children and youth are healthy and have nurturing caregivers and relationships

CTAC Implementation Plan

Specific Tasks

- Solicit programming focused on physical fitness.
- Assess needs and gaps in availability of mental and physical health services and convene education and health care providers to address them.

Key Partnerships

Funded Initiatives

- Mobile dental services
- Wellness and Healthcare Navigation
- Mental health and other therapy programs
- Enrichment programming
- Family counseling

Key Collaborators

- Alachua County School District
- Pediatric Health Providers
- Meridian Behavioral Healthcare
- Village Counseling
- Center for Independent Living
- Alachua County Health Department
- Youth Sports Leagues
- UF Health Child Psychiatry
- Parks & Recreation Departments
- UF Center for Autism and Related Disabilities (CARD)

How will we know we're making an impact? Measuring Strategic Results

Strategy	Measures	Targets
Provide access to mental and behavioral health services	Youth referred receive mental health services	75%
	Children and youth experience improved mental health	75%
	Caregivers and children increase skills and knowledge in addressing trauma reactions	80%
	Youth reduce risk of substance use and improve positive relationships	75%

Strategy	Measures	Targets
Provide access to dental services	Youth referred receive dental services	75%
	Parents report improved dental hygiene practices at home	90%

Strategy	Measures	Targets
Provide services and programs for physical health, fitness, and wellness	Youth referred receive physical health services (e.g. primary care, vision, flu mist/vaccine)	75%

Focus Area: Children and Youth with Special Needs

Goal 1: Children and youth are healthy and have nurturing caregivers and relationships

Indicators

Enhance efforts in Alachua County focused on serving children with special needs. We aim to learn more about community needs in this area and convene partners to address them.

Rationale

Children with Special Needs require additional and often specialized supports and resources to reach their full potential. These supports and resources are often limited, too expensive, and challenging to access. Proper and consistent support can improve outcomes such as independence and quality of life for children with special needs.

Objective

Children and youth with special needs have access to quality programming.

Strategies - What works?

- Evaluate supports and resources available for children with special needs
- Involve parents/caregivers to determine needs and solutions
- Convene partners, professionals (local and beyond), and parents to determine opportunities to add, expand or enhance programs
- Introduce additional services, programming, and supports for children with special needs.

Focus Area: Children and Youth with Special Needs

Item 18.

Goal 1: Children and youth are healthy and have nurturing caregivers and relationships

CTAC Implementation Plan

Specific Tasks

- Assess need and context: Work with stakeholders to understand population and community needs and the extent to which potential interventions meet identified needs for special needs populations.
- Develop a plan: Assess feasibility and propose recommendations to improve supports for children with special needs. Develop an implementation plan to outline budget, resources, and timeline. Gain approval to execute plan.

Key Partnerships

Funded Initiatives

- Summer camps that focus on serving children with special needs
- Recreational programs for children with special needs

Key Collaborators

- North Central Early Steps
- Gatorland Council for Exceptional Children
- Division of Blind and Deaf Services
- Center for Independent Living
- Florida Diagnostic & Learning Resources System
- UF Center for Autism and Related Disabilities (CARD)
- UF Center for Autism and Neurodevelopment Disorders

How will we know we're making an impact? Measuring Strategic Results

Strategy	Measures	Target
Evaluate supports and resources available for children with special needs	Create asset map of supports and resources available for children with special needs, develop dissemination/awareness plan	2027
	Parents/caregivers who rate the inclusion of special needs child in current programming as "good" or "great."	90%

Strategy	Measures	Target
Involve and convene partners, professionals, and parents	Convene stakeholders to assess community needs and develop a plan to address them. May involve developing a coalition.	2027

Strategy	Measures	Target
Introduce additional services, programming, and supports for children with special needs	Allocate funding specifically for serving children and youth with special needs	2028
	Children with special needs are served.	200

Focus Area: Early Learning

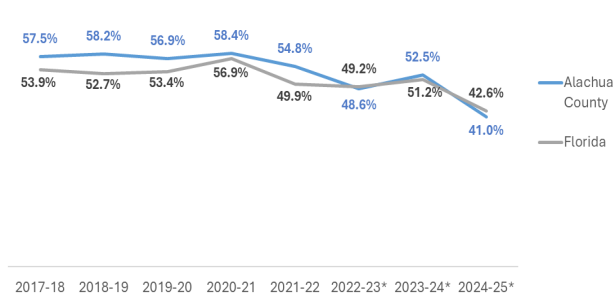
Item 18.

Goal 2: Children and youth can learn what they need to be successful

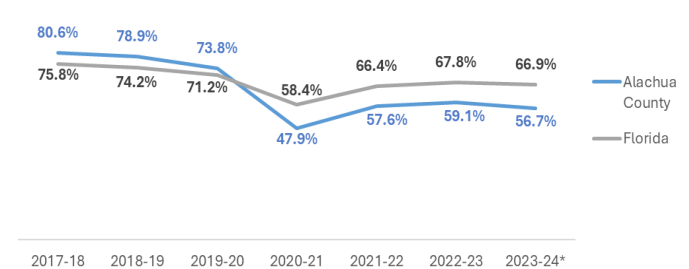
Indicators

Kindergarten readiness, VPK participation

Kindergarten Readiness Rates



VPK Enrollment Rates



Rationale

Kindergarten Readiness is a strong predictor of future academic success. Children who enter kindergarten with strong language, literacy, and math skills perform better in elementary school and beyond. Prepared children feel less anxious, more confident, and eager to participate.

VPK Participation prepares children to be ready for school. Children who participate in early childhood education programs develop better language skills, score higher in school-readiness tests, have better social skills and fewer behavioral problems once they enter school.

Objective

Children enter kindergarten ready to succeed.

Strategies - What works?

- Improve access to early childhood care and education
- Strengthen and enhance quality of early childhood care and education

Focus Area: Early Learning

Item 18.

Goal 2: Children and youth can learn what they need to be successful

CTAC Implementation Plan

Specific Tasks

- Develop marketing and messaging campaign that accurately describes VPK and how to navigate applying for and enrolling children into programs.
- Explore potential solutions for improved navigation to and removing barriers for children to access VPK programming.
- Evaluate impact of early childhood programming on school-based academic performance.

Key Partnerships

Funded Initiatives

- Childcare tuition assistance
- Family early reading programs
- Support for early learning business leaders
- Summer early childhood programs

Key Collaborators

- Early Learning Coalition
- Florida Division of Early Learning
- Home Instruction for Parents of Preschool Youngsters (HIPPY)
- United Way of North Central Florida
- Alachua County Library District
- Anita Zucker Center for Excellence in Early Childhood Studies

How will we know we're making an impact? Measuring Strategic Results

Strategy	Measures	Targets
Improve access to early childhood care and education	Children aged 0-5 provided with free or reduced cost early learning opportunities (e.g. through tuition scholarships, summer programming)	165
	Children's learning gains outpace children not participating in programming	70%
Strategy	Measures	Targets
Strengthen and enhance quality of early childhood care and education	Childcare professionals strengthen their programming (e.g. through accreditation, staff professional development initiatives, leadership coaching)	80%

Focus Area: Literacy and Academic Success

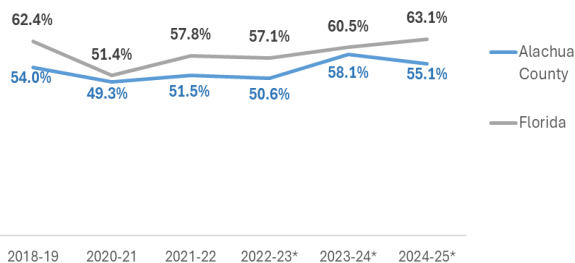
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Goal 2: Children and youth can learn what they need to be successful

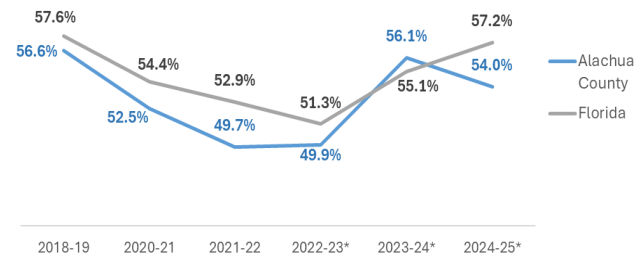
Indicators

Third-grade reading, math proficiency and chronic absence

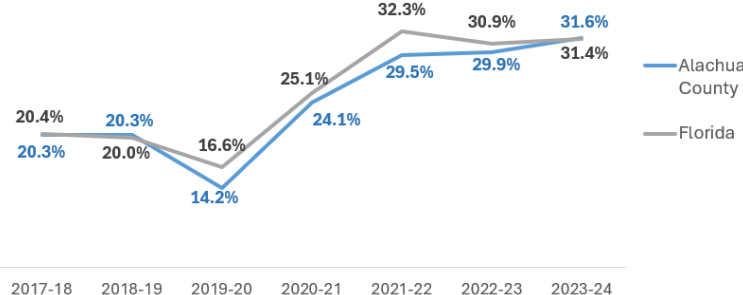
Grade 3 Students with a Level 3 or Higher in Mathematics



Grade 3 Students with a Level 3 or Higher in English Language Arts



Students Absent on 10% or More of School Days



Rationale

Third Grade Reading Proficiency is considered a critical milestone in education as children transition from “learning to read” to “reading to learn”. Research shows that children who are not proficient readers by the end of third grade are significantly more likely to drop out of high school.

Third Grade Math Proficiency is important because math concepts learned in early grades are essential skills for later grades and life. Math at this stage strengthens logical reason, critical thinking, and pattern recognition skills apply across subjects.

Chronic Absenteeism leads to lower academic achievement and triggers dropouts.

Objective

Children meet or exceed academic standards.

Strategies - What works?

- Support programs with an evidence-based literacy component
- Facilitate access to impactful academic reinforcements

Focus Area: Literacy and Academic Success

Goal 2: Children and youth can learn what they need to be successful

CTAC Implementation Plan

Specific Tasks

- Provide leadership and funding for the county-wide Literacy Collaborative.
- Cultivate and strengthen literacy and math offerings in out-of-school time programs.
- Create a formal process for communication and coordination with the School Board and the Superintendent of Alachua County Public Schools.
- Explore strategies to improve school attendance.

Key Partnerships

Funded Initiatives

- Afterschool Programs
- Enrichment Programs
- Workforce development
- Summer Camps
- Literacy programs
- Literacy collaborative

Key Collaborators

- School District of Alachua County
- United Way of North Central Florida
- UF Lastinger Center for Learning
- Alachua County Library District
- New Worlds Reading Initiative
- UF Literacy Institute

How will we know we're making an impact? Measuring Strategic Results

Strategy	Measures	Targets
Support programs with an evidence-based literacy component	Children participating in programs with an evidence-based literacy component	200
	Children improve literacy and math skills	80%
	Children reach grade level proficiency	80%
Strategy	Measures	Targets
Facilitate access to impactful academic reinforcements	Facilitate Alachua County Literacy Collaborative	In progress
	Host convenings for funded providers focused on impactful implementation of academic programming	

Focus Area: Safe Spaces

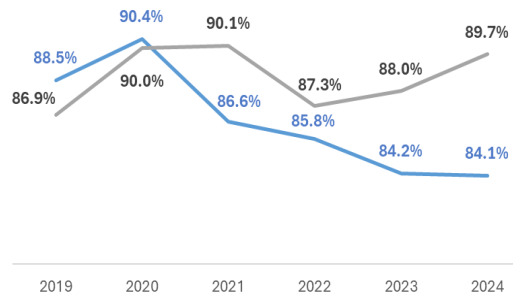
Item 18.

Goal 3: Children and youth live in a safe community

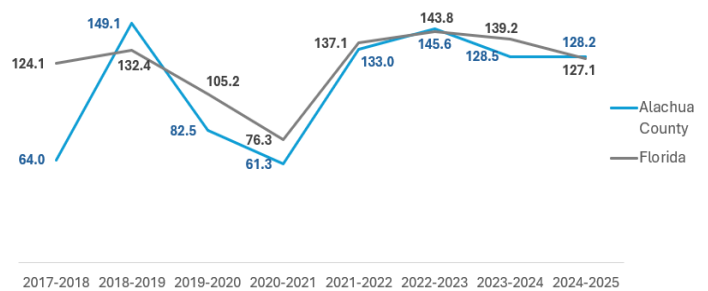
Indicators

High school graduation, School disciplinary incidents

High School Graduation Rates



School Disciplinary (Per 1,000)



Rationale

School Disciplinary Incidents disrupt classrooms and cause students to feel distracted, uncomfortable, or unsafe. When students do not feel secure in their learning environment it becomes difficult for them to concentrate and fully engage in their education. Ongoing disruptions can also affect teacher effectiveness and reduce valuable instructional time. Incidents like bullying, fights, or emergencies disrupt and negatively impact the school community.

High School Graduation may enable youth to pursue a higher education (e.g., college, vocational school, trade school programs, certified work-program). High school graduates typically earn more than those without a high school degree.

Objective

Children and youth have positive and safe places to learn and grow.

Strategies - What works?

- Provide a coordinated network of out-of-school programs.
- Promote awareness and skill development in programs (e.g., self-regulation, conflict resolution, planning).

Focus Area: Safe Spaces

Item 18.

Goal 3: Children and youth live in a safe community

CTAC Implementation Plan

Specific Tasks

- Involve youth in identifying spaces and activities of interest to inform program development and support.
- Collaborate with partners to create safe, stable home environments for children and youth.
- Exploring strategies and partnerships to address housing insecurity for families with children.

Key Partnerships

Funded Initiatives

- Summer camps
- After school programs
- Enrichment programs
- Workforce development
- Civic leadership
- Mentoring

Key Collaborators

- CDS Family and Behavioral Health Services (Truancy programs, youth shelter)
- Youth led councils (municipalities)
- Family Promise
- Baxter's Place
- Gainesville Housing Authority
- Alachua County School District (McKinney-Vento Program)
- School clubs and associations
- School resource officers
- School coaches
- Alachua County Housing Authority

How will we know we're making an impact? Measuring Strategic Results

Strategy	Measures	Target
Provide a coordinated network of out-of-school programs	Children and youth served in out of school time programs	1,250
	Youth felt safe while in the program	90%
	Parents felt their child was safe while at the program	90%

Strategy	Measures	Target
Promote awareness and skill development in programs	Youth demonstrate proficiency or make improvements in social-emotional skills	70%
	Youth gain knowledge and skills that contribute to their future success.	75%

Focus Area: Prevention

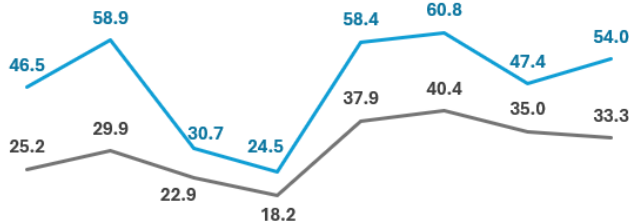
Item 18.

Goal 3: Children and youth live in a safe community

Indicators

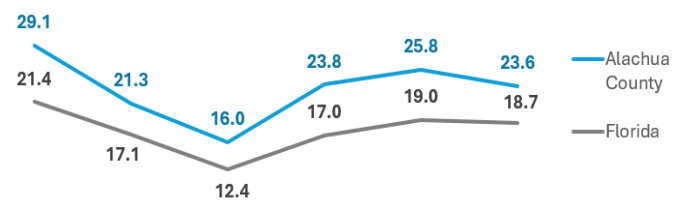
School safety incidents, Youth arrested

School Safety Incidents (Per 1,000)



2017-2018 2018-2019 2019-2020 2020-2021 2021-2022 2022-2023 2023-2024 2024-2025

Youth Arrested or Issued Civil Citations (Per 1,000)



2018-2019 2019-2020 2020-2021 2021-2022 2022-2023 2023-2024

Rationale

School Safety is critical for the physical protection and psychological well-being of everyone in the school environment. Children and youth are unable to focus on learning if they do not feel safe. Incidents like bullying, fights, or emergencies disrupt and negatively impact the school community.

Youth Arrests have serious and long-lasting impacts on multiple levels. Being arrested as a child carries stigma, disrupts education, isolates youth from peers, limits future opportunities, and increases the risk of repeated justice system involvement.

Objective

Children and youth build positive decision-making skills and relationships.

Strategies - What works?

- Fund programs with evidence-based models shown to prevent juvenile delinquency or related risk factors.
- Provide opportunities for youth to build positive relationships with caring adults.

Focus Area: Prevention

Item 18.

Goal 3: Children and youth live in a safe community

CTAC Implementation Plan

Specific Tasks

- Develop mentoring initiative
- Explore additional opportunities to support youth dialogues, youth councils, and other youth leadership initiatives.
- Evaluate evidence-based prevention models currently implemented in Alachua County and elsewhere; explore expanding or enhancing current programs.

Key Partnerships

Funded Initiatives

- Youth Leadership and Conflict Resolution Programs
- Community Dialogues

Key Collaborators

- ACPD
- Sherriff's office/ teen court
- State attorney's office
- CDS Family and Behavioral Health Services (prevention programs)
- Department of juvenile justice
- Regional Detention Center
- Workforce development

How will we know we're making an impact? Measuring Strategic Results

Strategy	Measures	Targets
Fund programs with evidence-based models shown to prevent juvenile delinquency or related risk factors.	Reduction in weapon/firearm offenses within target ZIP codes	10%
	Reduction in youth assault/battery offenses within target ZIP codes	10%
	Youth have positive perception of law enforcement	85%

Strategy	Measures	Targets
Provide opportunities for youth to build positive relationships with caring adults.	Youth report positive relationship(s) with adults in programming.	90%
	Youth report they have at least one trusting, caring adult- outside of parents- in their life	85%

Focus Area: CTAC Capacity Building

Goal 4: Empower and equip our provider community and build sustainable structures for CTAC

Indicators

Organizational Capacity Assessment, Provider feedback

Rationale

An **Organizational Capacity Assessment**, completed by CTAC Board and staff, outlines the Trust's capacity in several areas including governance, management, and administrative systems. Results are used to guide examination of these components and highlight areas of opportunity.

Provider feedback: Agencies' leaders complete an anonymous survey at the end of each contract year. The survey covers experiences working with the Trust, staff support, and perception of the Trust's collective impact. Responses guide staff decisions on practices, procedures, and areas for improvement.

Objective

The Children's Trust staff and systems operate efficiently and effectively to deliver its mission: To fund and support a coordinated system of community services that allows all youth and their families to thrive.

Strategies

- Regularly evaluate administrative systems in each department and develop an action plan to update systems as needed.
- Provide ongoing opportunities for feedback: from CTAC staff, leaders, providers, and community members

Focus Area: CTAC Capacity Building

Item 18.

Goal 4: Empower and equip our provider community and build sustainable structures for CTAC

CTAC Implementation Plan

Specific Tasks

- Align staffing and resources to ensure all programs are adequately supported and equipped to meet performance targets.
- Develop a timeline for internal departmental evaluations and action plans.
- Ensure CTAC stakeholders can provide feedback on the work of the Children's Trust.

Key Partnerships

Funded Initiatives

- Center for Nonprofit Excellence
- Nonprofit Lifecycles Institute

Key Collaborators

- FACCT (Florida Alliance of Children's Councils and Trusts)
- General public: parents, community members, youth, providers

How will we know strategies are making an impact?

Measuring Results

Strategy	Measures	Targets
Regularly evaluate administrative systems in each department and develop an action plan to update systems as needed	Reporting every other year	Bi-Annually

Strategy	Measures	Targets
Provide ongoing opportunities for feedback: from CTAC staff, leaders, providers, and community members	Reporting every other year	Bi-Annually

Focus Area: Agency Capacity Building

Item 18.

Goal 4: Empower and equip our provider community and build sustainable structures for CTAC

Indicators

Agency Impact: Measured by the number of program performance targets met (81% in 2024).

Agencies with Diverse Funding Sources: Number of funded agencies supported with funding outside of CTAC

Agency Collaboration: Collaboration among CTAC funded agencies

Rationale

Agency Impact: CTAC's mission is to fund and support services for Alachua County families so children can reach their full potential. Program effectiveness is measured using performance targets that assess: (1) the quantity of services delivered (How much?), (2) the quality of program implementation (How well?), and (3) whether participants are better off as a result. CTAC works to equip and empower funded agencies to meet these targets thereby improving outcomes for children and families.

Agencies with Diverse Funding Sources: Agencies need to maintain multiple funding sources to reduce reliance on any single revenue stream and promote long-term stability. Securing funding from a combination of grants, individual donors, and earned revenue demonstrates sustainability, organizational strength, and the capacity for continued impact.

Collaboration allows nonprofits to share expertise, reduces duplication, and fosters innovation. It also strengthens sustainability and visibility, ultimately increasing the agencies' impact on the community.

Objective

Providers are equipped to be successful.

Strategies - What works?

- Facilitate engagement of programs in an organizational capacity assessment
- Promote training opportunities to strengthen programs (including META opportunities)
- Facilitate collaboration among funded agencies

Focus Area: Agency Capacity Building

Item 18.

Goal 4: Empower and equip our provider community and build sustainable structures for CTAC

CTAC Implementation Plan

Specific Tasks

- Support providers in completing organizational capacity assessment and utilizing results to inform professional development.
- Work with providers to ensure offered trainings are relevant and helpful.
- Increase types of collaboration opportunities for providers, both formal and informal.

Key Partnerships

Funded Initiatives

- Center for Nonprofit Excellence
- Nonprofit Lifecycles Institute
- Provider Training Agencies

Key Collaborators

- Florida Nonprofit Alliance
- Gainesville Chamber of Commerce
- Local nonprofit consultants

How will we know we're making an impact? Measuring Strategic Results

Strategy	Measures	Targets
Facilitate engagement of programs in an organizational capacity assessment	Funded agencies engaging in capacity assessment and support services	90%
	Providers reporting growth in capacity and sustainability	85%

Strategy	Measures	Targets
Promote training opportunities to strengthen programs	Program Performance Targets met	85%
	Programs with data quality ratings of “advancing” or “mastering”	85%
	Programs with finance ratings of “advancing” or “mastering”	85%
	Agencies with funding sources outside of CTAC	80%

Strategy	Measures	Targets
Facilitate collaboration among funded agencies	CTAC provides opportunities for providers to convene	6
	Funded agencies rate collaboration with each other as strong on collaboration tool.	80%



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OF ALACHUA COUNTY

Strategic Plan Implementation: Moving from Strategy to Impact

Purpose of the Implementation Plan

The Strategic Plan: “What are we trying to accomplish?”

The Implementation Plan: “How will we move the work forward?”



*When everything is everyone's job,
it can quietly become no one's job*

Engaging with the Strategic Plan

GOAL 1

Children and Youth are Healthy and Have Nurturing Caregivers and Relationships

FOCUS AREAS

- Pre- and Post-Partum Family Health
- Infant and Early Childhood Health
- Comprehensive Health
- Children and Youth with Special Needs

GOAL 2

Children and Youth can Learn What They Need to Be Successful

FOCUS AREAS

- Early Learning
- Literacy and Academic Success

GOAL 3

Children and Youth Live in a Safe Community

FOCUS AREAS

- Safe Spaces
- Prevention

GOAL 4

Empower and Equip our Provider Community and Build Sustainable Structures for CTAC

FOCUS AREAS

- CTAC Capacity Building
- Agency Capacity Building



<https://www.ucf.edu/pegasus/in-sync/>

Focus Area: Infant and Early Childhood Health

Goal 1: Children and youth are healthy and have nurturing caregivers and relationships

CTAC Implementation Plan

Specific Tasks

- Increase public awareness of the availability of Home Visiting for families of newborns and its value.
- Facilitate collaboration among early childhood education and health care providers to increase awareness of and access to early screenings and interventions and their value.
- Expand access to doulas in our community.

Key Partnerships

Funded Initiatives

- Doula consultant and trainer
- Home visiting for new parents
- Family Resource Centers
- Developmental Screenings

Key Collaborators

- Early Learning Coalition
- FDLRS - Child Find
- Pediatric Health Providers
- Safe Kids of North Central Florida
- Child Care Providers
- School District of Alachua County
- Early Steps
- UF Center for Autism & Related Disabilities (CARD)

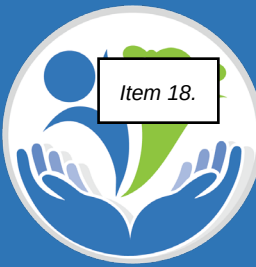
How will we know we're making an impact? Measuring Strategic Results

Strategy	Measures	Target
Provide family support programs	Parents receive postpartum doula care	8
	Babies attend well-baby visits	95%
	Parents participate in home visiting programs	720
	Parents understand maternal health needs, infant health and development, infant safety, and environmental safety	80%

Strategy	Measure	Target
Connect parents to services through navigation programs	Families served by navigation programs	500
	Families report needs were met	85%

Strategy	Measures	Target
Enhance utilization of child development screening and connection to early intervention	Child development screenings completed	120
	Children needing early intervention services referred to an appropriate provider for further assessment and/or early intervention services.	75%

How do we use this document?

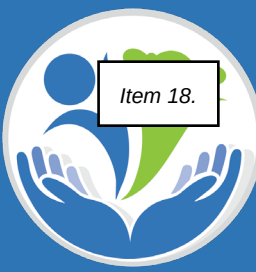


Implementation Plan: What specific tasks will we complete to make impact in this area?

Partnerships: Who can we engage to expand our impact?

Measuring Results: How will we know we are making an impact?

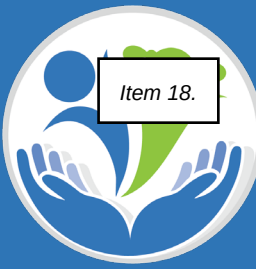
Planning to Results: Timeline



Implementation Timeline	Pre-FY27	FY27 Q1	FY27 Q2	FY27 Q3	FY27 Q4
Expected Results	FY27 Funding and Measures Aligned	Implementation teams and actions confirmed	Progress and implementation gaps identified	Emerging FY28 priorities identified	Assess FY27 results and establish FY28 implementation priorities
Key Actions & Steps	Launch Special Needs initiative - Finalize approach - Confirm partners & roles - Engage Stakeholders - Gather and synthesize data	Activate implementation tracking - Confirm team leads/actions - Use tracker to assess status of each implementation priority - Set review cadence	Review progress and barriers - Identify gaps/supports - Adjust strategies/partners	Evaluate progress and plan ahead - Assess FY27 targets - Identify successes/challenges - Draft FY28 priorities	Assess results and carry forward - Evaluate FY27 results - Capture lessons learned - Finalize FY28 actions
Progress Updates	Share implementation plan with the Board	End of Q1: Board update and feedback	Mid-Year Board Update and feedback	End of Q3: Board update and feedback	Year-End: Annual progress report

What's the plan?

Team Implementation Tracker



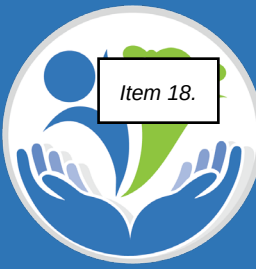
Goal 1, Focus Area 2: Infant and Early Childhood Health

Implementation Plan Tasks	Intended Results (measurable)	Current Status	Action steps and staff lead	Status and barriers	Next steps
Increase public awareness of the availability of Home Visiting for families of newborns and its value	Parents participate in Home Visiting programs, gain understanding of infant safety and development, ensure baby attends well visits, and is connected to services to meet needs				
Facilitate collaboration among early childhood education and health care providers to increase awareness of and access to early screenings and interventions and their value	Children receive developmental screenings and are referred to early intervention services if needed				
Expand access to doulas in our community	Parents receive postpartum doula care, gain understanding of maternal and infant health needs, and are connected to needed services				



How will we know we're making an impact?

Performance Target Tracker



Goal 1, Focus Area 2: Infant and Early Childhood Health

Strategy	Measures	Targets	FY27 Funded programs	Data available for review
Enhance utilization of child development screening and connection to early intervention	Child development screenings completed	120	Help me Grow	Monthly
	Children needing early intervention services referred to an appropriate provider for further assessment and/or early intervention services.	75%	Help me Grow	Monthly





CHILDREN'S TRUST

OF ALACHUA COUNTY

Thank you!

File Attachments for Item:

19. Help Me Grow Alachua August Newsletter

August 2026 Impact Summary

Program To Date (PTD): Mar 2025 - Aug 2026



Families Served

August: 36
 PTD: 190

Children Served

August: 36
 PTD: 235

Building Bright Futures

Referrals Provided

August: 31
 PTD: 356

Screenings

August: 13
 PTD: 247

Outreach Efforts

August: 45
 PTD: 361

99% of
 Identified
 Needs Met

Upcoming Community Events

HEAT Inc. Diaper Distribution at Cone Park Branch Library (2801 E University Ave, Gainesville, FL 32641) on Saturday, September 26th from 11am-1pm.

Check more upcoming events here: [Help Me Grow Alachua](#) ✨

Updates

Item 19.

Please join us in giving a warm welcome to our newest Physician Champion, Ginger Brown, MA, BCBA! Ginger is a Board-Certified Behavior Analyst and the Regional Coordinator for Positive Behavior Supports Corp. We are grateful to have Ginger join us in our shared commitment to helping children and families thrive in our community!

Success Story



This month, HMG Alachua staff received a referral from the Caring Choices program through Catholic Charities to assist a caregiver who needed translation services, support completing developmental screenings for her child, and getting the child enrolled in elementary school. With support and collaboration from the Children's Trust of Alachua County, the ESOL Program through Alachua County Public Schools, and the Florida Department of Health in Alachua County, HMG Alachua staff were able to work together to enroll the child in school and get her connected to services and resources to support the family during this process.

Contact Us

Email: hmgalachua@pfsf.org

Phone: (352) 244-1613

Caregivers: Visit our [website to request support](#)

Physicians & Community Partners: [Submit a referral](#)

Our Physician Champion: [Dr. Rachel Coleman](#)

New Physician Champion: [Ginger Brown, MA, BCBA](#)



A Trusted Partnership

File Attachments for Item:

20. Early Childhood Learning Collaborative September 2026 Update

**Item:**

Early Childhood Learning Collaborative September 2026 Update

Requested Action:

1. The Board is requested to receive the update.

Key Outcomes:

End of the Fiscal Year meeting was held with the Early Childhood Learning Collaborative on Sept 15, 2026. The Collaborative reviewed FY 2025–26 progress and began identifying priorities for FY 2026–27. Below are meeting highlights.

Project Connect Status

Project CONNECT planning meetings are expected to begin in October upon contract execution, with implementation targeted for March 2027. These dates remain planning targets.

- **Implementation Strategy:**
 - Utilizing evidence-based resources from Anita Zucker Center.
 - Partnering with the Early Learning Coalition of Alachua County to prepare Practice Based Coaches and identify the first three implementation sites.
 - Focusing on early identification via ASQ screening and providing "just-in-time" supports.
 - Providing professional development for directors and teachers on inclusive environments and embedded instruction.

Early Educators Work Group

- **Priority Shift:** After aligning with Project Connect, the group focused on expanding access to non-traditional care (evening, weekend, overnight) for essential workers in family-based homes.
- **Key Requirements:** Expansion of these services requires sustainable funding and a pipeline of trained professionals rather than new expensive infrastructure. They have shared their findings and discussions with County staff for planning.
- **Goal:** Improve kindergarten readiness by aligning educators, leaders, coaches, and families.

Emerging Priorities for FY 2026–27

The Partners proposed developing a common understanding of readiness and mapping existing early learning, literacy, family support, professional development, and early intervention resources. This proposed first step would help partners identify gaps, strengthen connections, and select one achievable action for the next 6–12 months.

Educator support remains a concern, including professional learning, recognition, compensation, and assistance with children’s behavioral and social-emotional needs.

Partners also emphasized support for children with emerging needs who do not qualify for formal services and ensuring that families feel valued and connected to assistance.

Partners are considering a potential goal of: Increase kindergarten readiness by connecting families, early learning educators, schools, coaches, and community resources around a shared understanding of what kindergarten readiness looks like and how we can better support children and educators.

Strategic Decisions & Agreements

- **Communication Strategy:** The group agreed to move beyond quantitative data to include storytelling and qualitative data to better communicate the impact on families and teachers.
- **Partner Re-engagement:** Partners will personally reach out to former collaborators to invite them back, providing a clear message on the value and progress of the group.
- **Meeting Cadence:** The full collaborative will meet 3-4 times per year, while smaller work groups will meet more frequently based on project stages.
- **Community Conversation on Childcare Planning:** Confirm a small workgroup of Early Learning Educators and Advocates to help plan. Coordinate the next Community Conversation potentially on January 25, 2027 during the statewide All In For Early Learning Day.

Next Steps

- **November/December Meeting:** The full collaborative will reconvene in November/December to discuss the January in-person event and review progress from the work groups.
- **Implementation:** Project Connect is expected to move into full planning in October, with implementation targeted for January, February, or March of next year.

Tentative Schedule Full Collaborative

- November 4, 2026
- December 15, 2026
- January 25, 2027 Community Conversation on Child Care: All In For Early Learning
- April 26, 2027
- August 23, 2027

Programmatic Impact:

Fiscal Year 26-27

Goal 1: Children and youth are healthy and have nurturing caregivers and relationships.

Focus Area: Children and Youth with Special Needs

Indicator: Enhance efforts in Alachua County focused on serving children with special needs. The CTAC aims to learn more about community needs in this area and convening partners to address them.

Goal 2: Children and youth can learn what they need to be successful.

Focus Area: Early Learning

Indicator: Kindergarten readiness, VPK participation

Fiscal Impact:

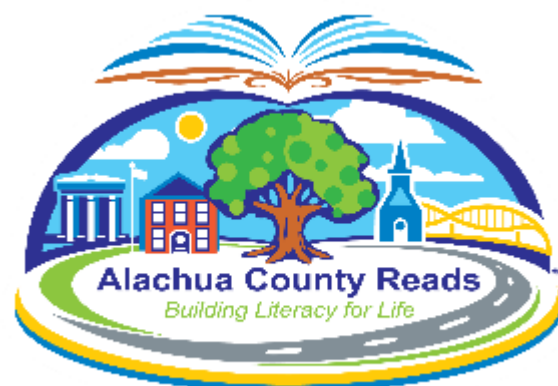
Fiscal Year 2026-2027 \$0.00

Recommendation:

Receive the report.

File Attachments for Item:

21. Alachua County Reads Monthly Update



ALACHUA COUNTY READS

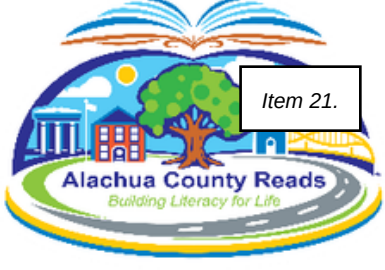
Project Update

October 12, 2026

A briefing for the Children's Trust of Alachua County Board

Alachua County Reads Team and the Center for Nonprofit Excellence

Current Activities Update



READINESS

- Gainesville Thrives received additional funding from BOCC for Imagination Library; planning event for Dolly Parton’s January birthday
- Early Learning Experts follow-up meeting with Early Learning Coalition (ELC) executive director, Xaviera White
- Developing strategic planning for Readiness approach and partnerships in preparation for MOUs

K-3 CORE INSTRUCTIONAL SUPPORT

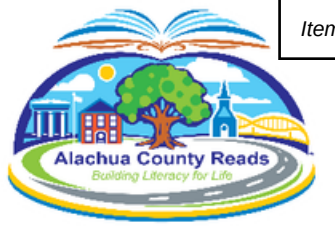
- UFLI-ACPS Monthly Meeting update on October 2
- Fidelity walkthroughs conducted by UFLI and ACPS leadership
- School Implementation Team Partnership Meetings @ all four SI schools
- Project Read PO complete; follow up on implementation plan and training; noted \$2M investment awarded by Department of Education

INTERVENTION / REMEDIATION

- ACR coordinated Florida Ready to Work with Elite Training Center; gained access to tool; intend to share with other community partners
- Purchase of literacy resources for ACLD and Elite Training Center young adult learners
- Literacy Specialist established weekly meetings with Juvenile Justice Center
- Literacy Catalyst operated by PEAK added Resilience Charter School

COORDINATION + COMMUNITY AWARENESS

- ACR moved to new location w/ Center for Nonprofit Excellence and Gainesville Thrives @ 2770 NW 43rd Street; planning ribbon cutting
- Items for 100 school readiness bags received; scheduled bag-stuffing event w/ partners
- Tabling activity @ CTAC Lights on Afterschool Event on October 21
- Community Advisory Council initial interest meeting September 30th @ 6pm; reviewed roles, selected Chair, and designated future meeting dates



Next Steps

Readiness

Next Steps: Discuss locations for targeted support, gather SOW, and consider MOUs

Instructional Support

Next Steps: Preview Project Read Implementation Plan with ACPS; Review walkthrough data at School Implementation Team Partnership Meetings, coaching cycles w/ feedback, UFLI resource portal to ALL ACPS

Intervention Remediation

Next Steps: Follow up with Florida Ready to Work opportunities with ACR partners, Deliver literacy resources to youth/young adult learner site programs; Review progress in school year start-up with PEAK tutoring; Review support progress with Literacy Specialist

Coordination + Community Awareness

Next Steps: Have elected Chair organize meeting schedule, develop plan to use council ties to increase awareness and media, launch physical Hub resources and schedule Board tour

\$492,816

Total cost · 100% requested from CTAC

Contractual & Professional Services

UFLI Services

Expert instructional support in ACPS, expanding into readiness coaching and curriculum development



\$250,000 50.7%

ACR Team (Jul–Oct 2027)

Full-time literacy coordinator and two part-time literacy specialists supporting community providers, UFLI/ACPS coordination, and the Community Advisory Council



\$120,000 24.3%

Community Program Investment

Professional development conference and support for afterschool and readiness providers



\$64,236 13.0%

ACPS Instructional Support Stipends

Instructional support professional development sessions



\$35,000 7.1%

Project Read

Online portal subscription covering UFLI instructional support in all ACPS K–2 classrooms



\$21,080 4.3%

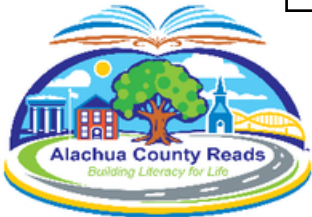
HUB Maintenance / Marketing

Domain and network maintenance



\$2,500 0.5%

We anticipate that there will be carry over funding in the Community Program investment line item to support Year 3 programming.



OCTOBER 1, 2026 – SEPTEMBER 30, 2027

Year Two Total Alachua County Reads Budget

CTAC and Alachua County Investment	\$1,357,500
Expert Services — UFLI (with readiness partners) Jan 27-Sept 27	\$250,000
ACR Team (coordinator, 2 consultants)	\$120,000
ACPS stipends for instructional support	\$35,000
Hub maintenance	\$5,000
Project Read	\$21,080
Community program investment (Literacy Specialist April -Sept, PD Conference for community after school providers)	\$43,000
Literacy Catalyst and Home Instruction operated by PEAK Literacy	\$624,684
GNV Thrives	\$235,000
Total allocated	\$1,333,764

How the budget is built

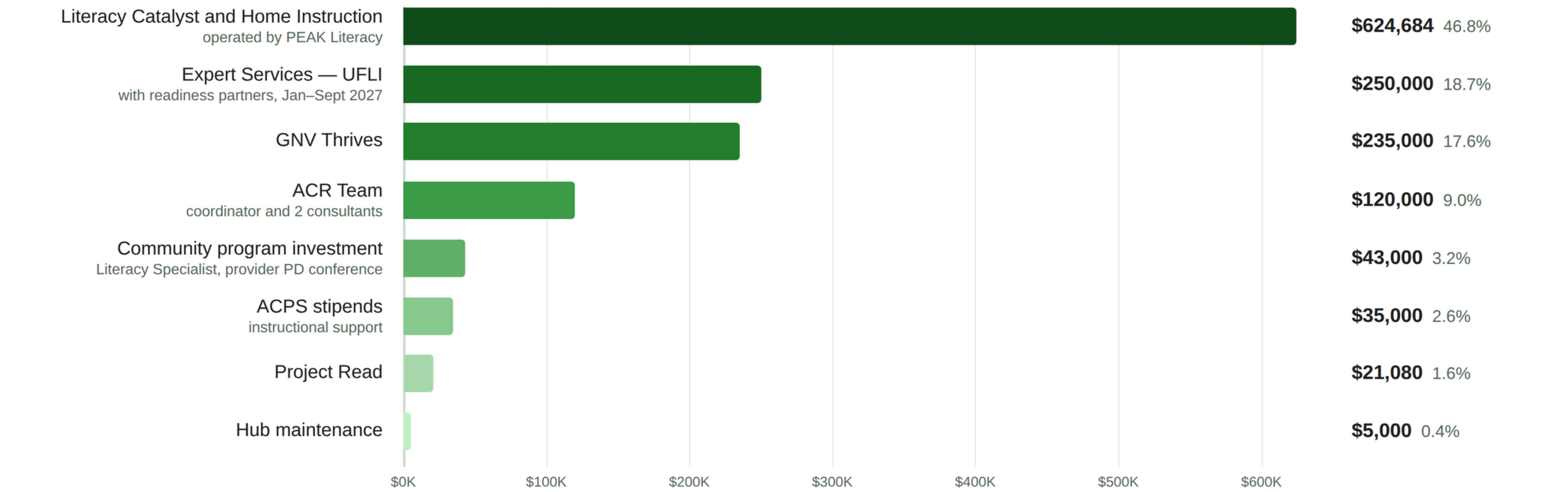
\$550,000	New funding CTAC
\$640,000	New funding Alachua County
\$162,500	Year One rollover
= \$1,357,500	Total available

We anticipate a rollover amount of \$23,736

OCTOBER 1, 2026 – SEPTEMBER 30, 2027

Year Two spending by category

Alachua County Reads — CTAC and Alachua County investment



Shares are of total allocated (\$1,333,764) and may not sum to 100% due to rounding. Total available reflects new CTAC funding, new Alachua County funding, and Year One rollover.

\$1,357,500	\$1,333,764	\$23,736
Total available	Total allocated	Unallocated

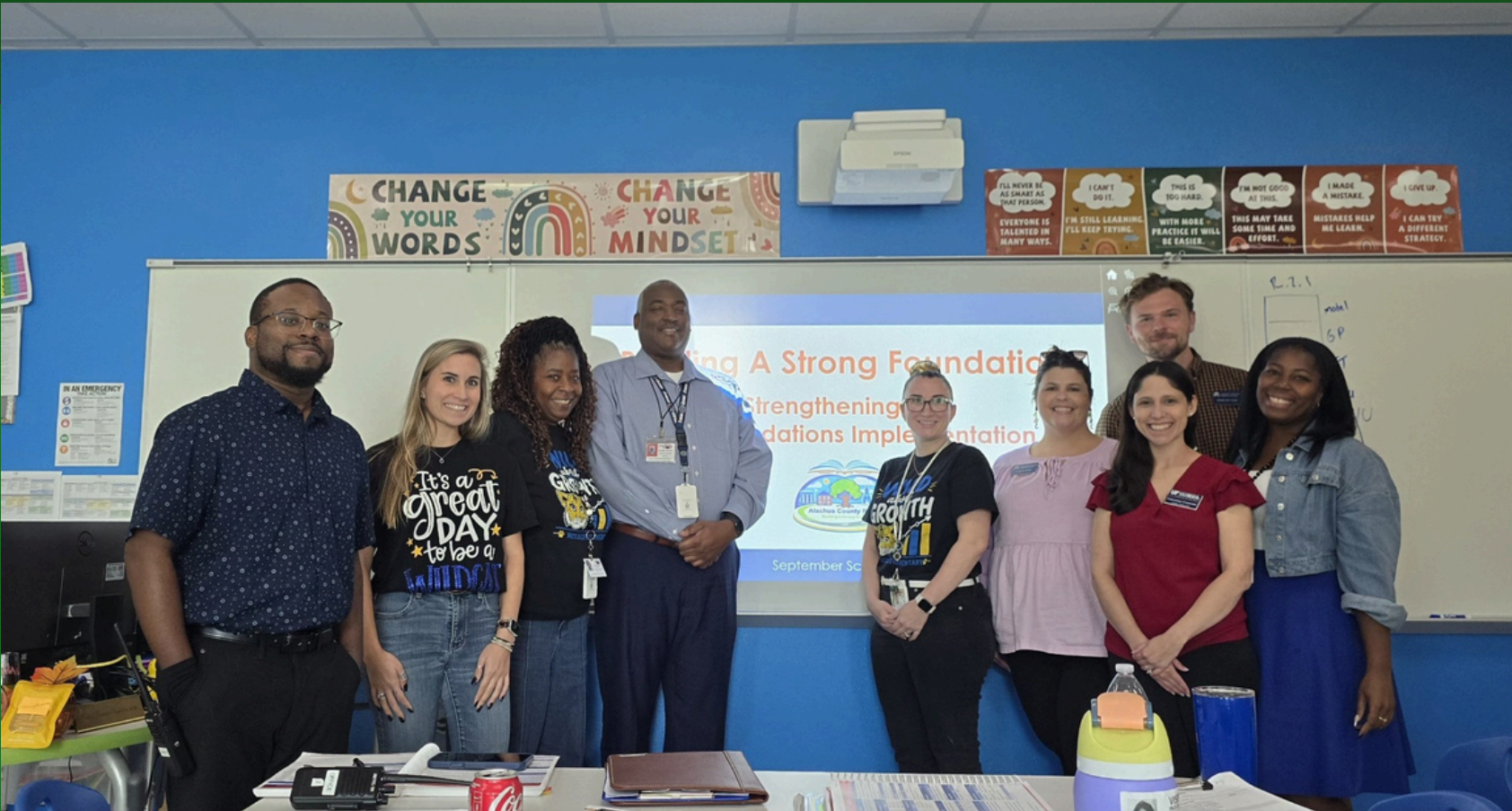
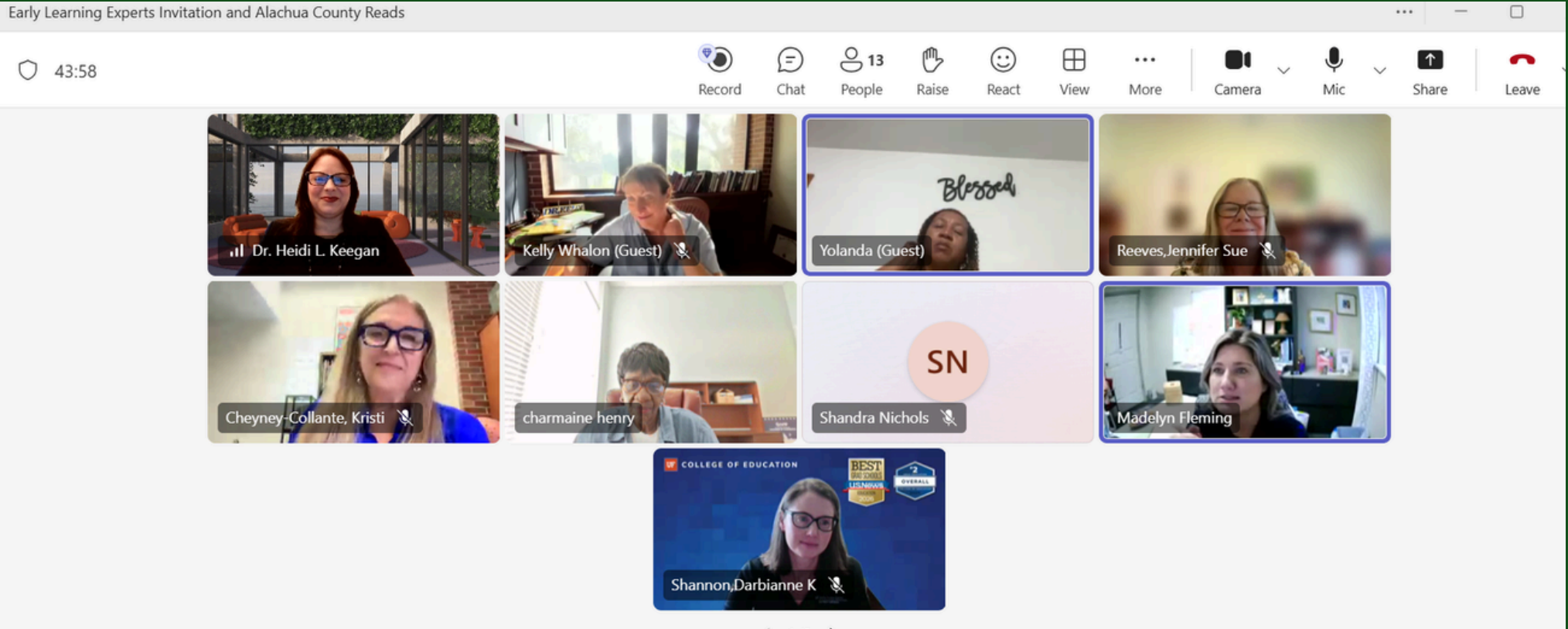
Highlights

UFLI Faculty receive \$2 million grant from US Department of Education

The University of Florida Literacy Institute (UFLI), in partnership with Project Read AI and New York City Public Schools received a \$2,000,000 grant from the ETechM² Program—Stepping-Up Technology Implementation at the US Department of Education for UFLI_{AI}: Advancing Foundational Literacy with Artificial Intelligence. The project will (a) develop a tool to modify instruction in UFLI Foundations to better benefit all learners’ early literacy skills, but particularly students with disabilities, and (b) study the scalability of the AI-enhanced instructional tool to revolutionize early literacy instruction.

This is the program we have invested in for ALL ACPS K-2 teachers

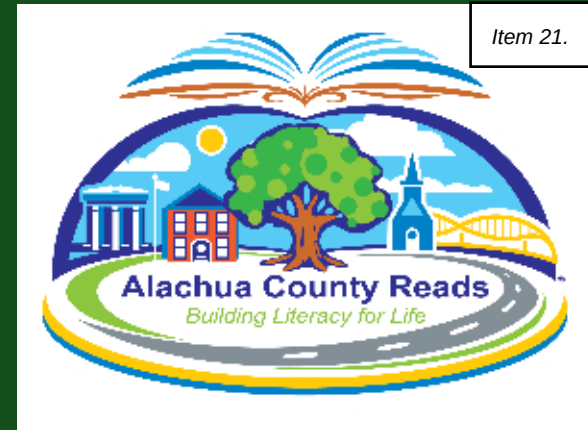
Early Learning Experts Initial Meeting Zoom



ACPS
and UFLI
Walk-
throughs



Questions and Discussion



If you have any questions please feel free to reach out to Dr. Heidi Keegan at
hkeegan@alachuacountyreads.org