



CHILDREN'S TRUST REGULAR MEETING AGENDA

November 10, 2025 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. [10.13.2025 Regular Board Meeting Minutes](#)
3. [10.13.2025 Board Meeting Evaluation - Survey Results](#)
4. [FY2025 Budget Report \(September\)](#)
5. [FY 2025 Checks and Expenditures Report \(September\)](#)
6. [FY 2025 Programmatic Awards and Expenditures Report \(September\)](#)
7. [FY 2025 4th Quarter Financial Report](#)
8. [Sponsorship Requests](#)

General Public Comments

Chair's Report

Executive Director's Report

9. [Executive Director's Report](#)

Committee Updates

Old Business

New Business

Presentations

10. [Affordable Housing Presentation, Anne Ray, Shimberg Center for Housing Studies](#)

11. [TeensWork Alachua - Summer Youth Employment – Program Results \(Bonnie Wagner\)](#)

General Public Comments

For Your Information

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

12. [Prioritizing Zip Codes](#)
13. [Community Literacy Collaborative's Townhall](#)
14. [2026 Tentative Board Meeting Schedule](#)

Board Member Comments

Next Meeting Dates

Regular Board Meeting - Monday, December 8, 2025 @ 4:00 pm

Children's Trust of Alachua County, 4010 NW 25th Place, Gainesville, FL 32606

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

2025 Board Member Attendance

Item 1.

Regular Meetings	2/10/2025	3/10/2025	4/7/2025	5/12/2025	6/9/2025	8/11/2025	9/8/2025	9/22/2025	10/13/2025	11/10/2025	12/8/2025	
Cornell	P	P	V	P	P	P	P	P	P			
Twombly	P	P	P	P	P	P	V	P	P			
Labarta	P	P	Absent	Absent	P	P	Absent	P	P			
Certain	P	P	P	P	P	P	P	P	P			
Chance	P	P	P	P	Absent	Absent	P	P	P			
Hardt	P	P	V	V	V	V	V	V	Absent			
Patton	P	P	P	V	V	P	P	P	Absent			
Pinkoson	P	P	P	P	P	P	P	P	P			
Wilson Bullard	P	P	P	P	P	Absent	P	P	P			
Special Meetings	Joint Board Meeting with BOCC - 4/21/2025	Board Workshop - 6/9/2025	Board Retreat - 7/17/2025	First TRIM Hearing - 9/8/2025	Final TRIM Hearing - 9/22/2025					V = Virtual Attendance	P = Physical Attendance	
Cornell	P	P	P	P	P							
Twombly	V	Absent	P	V	P							
Labarta	Absent	P	P	Absent	P							
Certain	P	P	P	P	P							
Chance	P	Absent	P	P	P							
Hardt	Absent	V	V	V	V							
Patton	P	Absent	Absent	P	P							
Pinkoson	P	P	P	P	P							
Wilson Bullard	Absent	P	Absent	P	P							

File Attachments for Item:

2. 10.13.2025 Regular Board Meeting Minutes



CHILDREN'S TRUST REGULAR MEETING MINUTES

October 13, 2025, at 4:00 PM

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

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

Roll Call

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

Agenda Review, Revision, and Approval

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

Consent Agenda

Board Attendance YTD

9.8.2025 Regular Board Meeting Minutes

9.8.2025 First TRIM Hearing Minutes

9.22.2025 Regular Board Meeting Minutes

9.22.2025 Final TRIM Hearing Minutes

9.22.2025 Board Meeting Evaluation - Survey Results

FY 2025 Budget Report (August)

FY 2025 Checks and Expenditures Report (August)

FY 2025 Programmatic Awards and Expenditures Report (August)

FY 2025 4th Quarter Financial Report to the BoCC

Sponsorship Requests

No General Public Comments were made

Old Business

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

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



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

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

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

Chair's Report

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

Executive Director's Evaluation

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

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

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

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



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

Executive Director's Report

October 2025 Executive Director's Report

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

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

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

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

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

There was **no New Business**

Presentations

After-school Program Results

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

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

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

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



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

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

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

Public comments:

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

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

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

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

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



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

General Public Comments

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

Board Member Comments

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

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

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

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

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

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

For Your Information

Items were provided for informational purposes:

- Community Literacy Collaborative's Literacy Expert Gathering

- Strategic Plan Update

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

- City of Gainesville FY25 Year End Review

- Clarification on GPD Monthly Gun Related Statistics Handout



Next Meeting Dates

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

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

Adjournment

CHAIR CORNELL adjourned the meeting at 5:58 pm

DRAFT



CHILDREN'S TRUST
OF ALACHUA COUNTY

CHILDREN'S TRUST REGULAR MEETING

10/13/2025 from 4pm-6pm

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

Attendance List

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



CHILDREN'S TRUST
OF ALACHUA COUNTY

CHILDREN'S TRUST REGULAR MEETING

10/13/2025 from 4pm-6pm

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

Attendance List

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



Marsha Kiner
Executive Director Self-Assessment
FY 2024 – 2025



Children's Trust Open House



Item 2.



BOARD MEMBERS

Ken Cornell

*Chair**County Commissioner*

Cheryl Twombly

*Vice Chair**Department of
Children and Families*

Dr. Maggie Labarta

*Treasurer**Gubernatorial Appointee*

Hon. Susanne

Wilson Bullard

Circuit Judge

Tina Certain

School Board Member

Mary Chance

Gubernatorial Appointee

Dr. Nancy Hardt

Gubernatorial Appointee

Dr. Kamela Patton

*Superintendent**Alachua County**Public Schools*

Lee Pinkoson

Gubernatorial Appointee

Marsha Kiner

Executive Director

September 10, 2025

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

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

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

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

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

Sincerely,

Marsha Kiner

Executive Director

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

ESSENTIAL FUNCTIONS:

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

II. PLANNING

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

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



Strategic Planning Board Workshop

CTAC Strategic Plan 2023-2026

- **Goal 1 – All Children & Youth Are Healthy & Have Nurturing Caregivers & Relationships:** CTAC will commit 50% of all funding to Goal 1. Focus areas include: Maternal Child Health, Comprehensive Care Access, Family Resource Centers, and Creating/Refining the System of Care with our partners and families.
- **Goal 2 – All Children and Youth Can Learn What They Need To Be Successful:** CTAC will commit 35% of all programmatic funding to Goal 2. Focus areas include: Quality Voluntary Pre-Kindergarten (Outreach & Messaging), Childcare Slots (Partnering with the Early Learning Coalition to ensure eligible

children receive quality care), Mentoring & Character-Building Programs, Out of School Time Activities (afterschool, camp, sports, etc.), and a Community Advisory Board. Strategically Partner with: the school district, funded providers, community organizations and families to create comprehensive solutions for increasing math and literacy proficiency.

- **Goal 3 – All Children & Youth Live in a Safe Community:** CTAC will commit 10% of all funding to Goal 3. Focus areas include: Out of School Time Activities, Mentoring & Character-Building Programs, Community Safety Convenor/Participant working with local municipalities, law enforcement, schools, library, DJJ, the River Phoenix Center, and a youth advisory Board etc., including a focus on gun violence to see community-level improvement.
- **Funding Focus: Community Capacity Building:** CTAC will commit 5% of its funding to capacity building. This investment supports growing the collective and individual capacity of organizations and residents.

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

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

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

- a. For each new initiative and each renewed funding opportunity, CTAC held input sessions with providers and community stakeholders. This information was synthesized and shared with the Board for input before the release of new funding opportunities.
- b. The Executive Director visited with community groups, non-profit leaders, civic leaders, state leaders, and a host of organizations large and small throughout the County to share the work of the Trust and to hear their feedback on needed programs for the community as well as planned Trust initiatives. Information was shared with the Board of my meetings/activities and any feedback received. Examples include League of Cities Meetings, visits to/with city leaders in Waldo, High Springs, Hawthorne, Gainesville, and Alachua.



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

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

The Executive Director serves on the Board of the Early Learning Coalition of Alachua County. CTAC facilitated the Literacy Needs Assessment conducted by the UF Lastinger Center for Learning. CTAC is represented on the Gainesville Housing Authority's Choice Neighborhood Planning Grant Committee aimed at planning for the revitalization and redesign of East University Avenue and surrounding communities. CTAC is the administrator of the Alachua County Opioid Taskforce Committee working in partnership with representatives from local

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

5. Develop benchmarks to track progress toward strategic goals.

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

III. FINANCIAL AND PROGRAM MANAGEMENT

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

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



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

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

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

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

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

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

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

IV. OPERATION MANAGEMENT

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

- a. Implemented SAMIS training for providers through group sessions, with additional one-on-one support for those requiring extra assistance.
- b. The Executive Director held individual listening sessions and met with numerous providers, potential providers, and others to hear their questions, listen to their concerns, and provide updates on the work of the CTAC.
- c. The Executive Director accompanied the Community Engagement Manager to events throughout the county to ensure CTAC was represented and opportunities for community feedback were received.
- d. Continued publishing the provider newsletter every other month, featuring updates, resources, tips, and a spotlight on a provider in each edition.



ED Kiner with the Alachua County Retired Educators Association President

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

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

3. Prioritize a dynamic workload.

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



Staff Baby Shower

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

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



Staff Retreat at Lake Wauburg

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

- a. CTAC has a strong team of leaders. The leadership team prioritizes and plans for CTAC's initiatives, programs, and activities. They collaborate on timelines, the established workflow, and determine team leaders for each project/initiative.
- b. Hired additional CTAC staff to ensure continuity of service for expanded programs and services.



**Child Care Tuition Assistance (CTA)
Press Conference in Alachua**

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

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

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

7. **Participate and oversee emergency planning and responses to emergency situations when required to do so.**
 - a. Ensured the adherence to Policy 3.20 Emergency Closure for emergency situations.
 - b. Follows and stays abreast of all emergency news through the Alachua County Emergency Management Group.
8. **Other administrative duties as required.**

V. COMMUNITY RELATIONS AND ADVOCACY

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

- a. The annual publishing of the Annual Report by December 31. Distributed the Report to stakeholders, partners, and others throughout the community. Held the Speak Your Piece Art Contest for high school students to design the Report cover. Winner's art was displayed on the Report and hung in the CTAC building.
- b. CTAC Newsletter and social media platforms (Facebook, Twitter, Instagram, and LinkedIn) all provide mechanisms for communication of activities and initiatives.
 - Distributed the Capitol Connections from FACCT during the legislative session.
 - CTAC established a new resource magazine – The Parenting Playbook. The Playbook will act as a resource guide providing contact information for services and information to assist parents and caregivers.
 - CTAC began a monthly morning show on Tu Fiesta Radio to highlight program providers and upcoming events.
 - CTAC created a Podcast: ***Community Conversations: Real Talk. Real Impact.*** The Podcast highlights CTAC initiatives and partners throughout the community.
 - CTAC continued to enhance its visibility in the community by providing signage to every Trust funded program. Banners, window clings, and yard signs were distributed to providers.
- c. Staff accepted every opportunity to speak and present at local meetings and events throughout the year. Examples: Rotary Clubs, Community Engagement Meetings in East Gainesville, League of Cities Meetings, Sunday Assembly Meeting, and the Alachua County Retired Educators Meeting among others.
- d. Held an Open House in March 2025 to welcome the community to the new building. The event featured tours, provider performances, food trucks, and participation from local clergy, community leaders, and youth. More than 200 attendees joined in celebrating and commemorating the occasion.



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

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



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

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

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



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



Community Conversations: Real Talk. Real Imp

4. Representation of the CTAC to the community.

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



CTAC at UF Homecoming Parade



Tu Fiesta Monthly Children's Trust Morning Show

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

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

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

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

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



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

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

- a. The newsletter, provider newsletter, and social media platforms (Facebook, Twitter, Instagram, and LinkedIn) all provide mechanisms for communication of activities and initiatives throughout the county.
- b. WUFT NPR Interview highlighting TeensWork Alachua Summer Employment Program.
- c. Meetings with community leaders and nonprofits to share CTAC Strategic Plan, initiatives, funding opportunities, and updates. A few meetings with the Executive Director included: Mobilie Outreach Clinic, OKITO, Black on Black Crime Taskforce, as well as meetings with One Community Health & Wellness, City of Micanopy, BoCC Commissioners, Dance Alive, River Phoenix Center for Peacebuilding.
- d. Partnership with Rotary District 6970 to sponsor a Rotary Youth Exchange Student to foster opportunities for youth who have limited financial resources to participate.

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



Speaking at the Afterschool Provider Convening

VI. BOARD RELATIONS

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

Provided feedback to the Board on matters related to funding programs, multi-year funding, and the need for emergent needs funding for organizations in need of real-time assistance.

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

- a. Met with Board members one-on-one to provide and receive feedback on initiatives, providers, partnering opportunities, and funding.
- b. Maintained a positive and transparent relationship with the Board by providing open channels for communication.
- c. Provided weekly and/or bimonthly updates highlighting Executive Director's meetings and the work of the Trust. Provided highlights of initiatives and areas of focus between Board meetings.
- d. Invited and notified the Board of activities and events of the Trust where appropriate.



Swearing-In of Judge Wilson Bullard

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

- a. Brought forward any policy or operational issues to Board Meetings for Board approval and discussion. Additionally, shared needed operational issues with Finance Committee when fiscal impact was determined.
- b. Shared updates from FACCT where appropriate.
- c. Met monthly with Board Chair to prepare for Board Meetings and shared organizational updates.
- d. Provided updates on internal operations to the Board via Executive Director Updates and

the more formal ED Report provided in the Board packet.

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

- a. Met monthly with Board Chair to develop agenda.
- b. Facilitated joint meeting with the Board of County Commissioners. Provided mechanism for Board input on agendas for the Joint Meetings.
- c. Ensured meeting materials were provided to the Board in advance and reduced the number of handouts during meetings.
- d. Held Board Workshops for all new funding initiatives.

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

- a. Presentations and information requested by the Board were shared. Fiscal updates were provided including invoice status and funding allocation usage by provider.
- b. Directed CTAC staff to bring forward requested information through presentations at Board meetings, informational additions to Board materials in the For Your Information section, and limited handouts distributed at meetings per Board request. Example: Updated Unplanned Funding Request Policy.
- c. Responded to Board direction for meta-training for providers by requiring all providers to receive Trauma Informed Care, Working with Special Needs Children, Mandatory Reporting, and Human Trafficking training.

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

- a. Communicated with Chair when issues arose for Board direction.
- b. Scheduled regular meetings with Chair.
- c. Informed Chair of issues, concerns, activities, and events of the CTAC.

VII. STRATEGIC LEADERSHIP

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

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

2. Develops a comprehensive set of guiding principles and values that guides all considerations on how to achieve the Children's Trust of Alachua County's (CTAC) vision, mission, and goals.

- a. The Executive Director follows the guiding principles and values of the CTAC and ensures they inform all work of the organization in partnership with the Board of Directors.
- b. Ensured staff's alignment with organizational values and goals through staff retreats and workshops.

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



Doula Friendly Initiative Launch with UF Health

IN THE NEWS

October 2024

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

November 2024

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

December 2024

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

February 2025

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

March 2025

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

April 2025

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

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

May 2025

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

June & July 2025

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

August 2025

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



AT-A-GLANCE







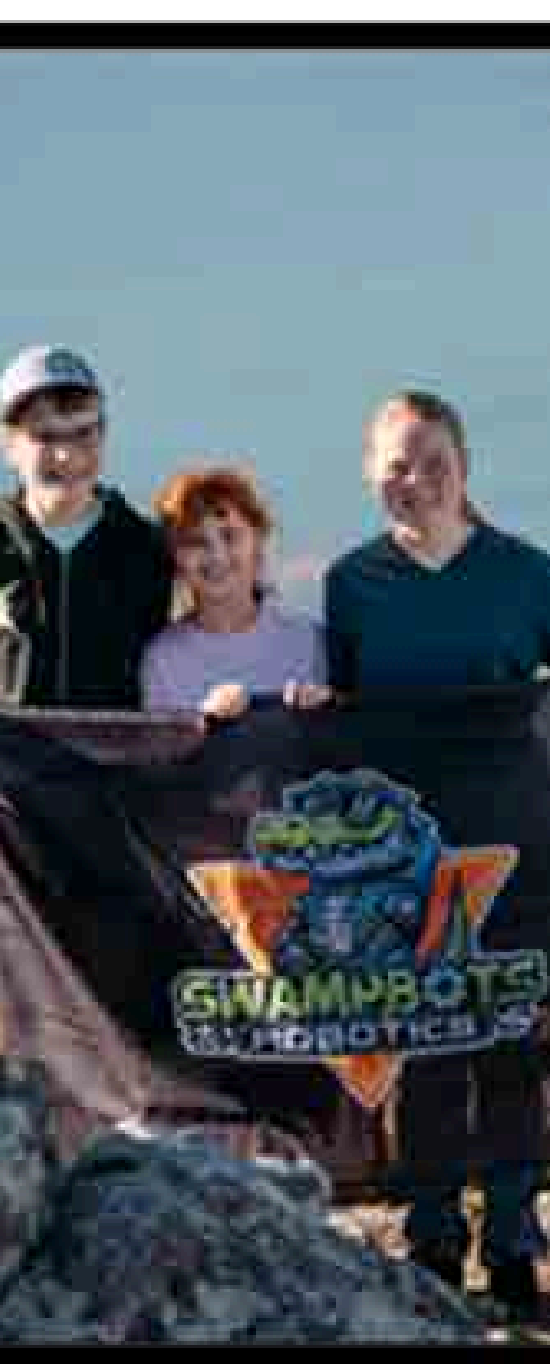
Item 2.





Item 2.





Item 2.











MARSHA KINER, EXECUTIVE DIRECTOR
PERFORMANCE EVALUATION

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

PLANNING			
PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
The Executive Director effectively works with the Board to develop a Strategic Plan, directs activities based on the strategic plan, ensures community involvement in the planning process, works with other local planning bodies to ensure coordination and consistency of efforts, and develops benchmarks to track progress toward strategic goals.	88.89% (8)	11.11% (1)	
BOARD MEMBER COMMENTS: • The strategic planning session this year was excellent. • I think the strategic planning retreat in July was well done. • The Executive Director is constantly looking 3, 6, 12, and 36 months ahead! • Executive Director Kiner keeps her finger on the pulse of the community by being out in the community, being active in other community boards and groups, and listening to other advocates to help guide her work and to support advising the board on community needs/trends. • I'm not privy to her planning functions. At least as far as I know. • Marsha has demonstrated exceptional leadership in guiding the Gainesville Children's Trust through a thoughtful and inclusive strategic planning process. She effectively collaborated with the Board to articulate a clear vision, establish measurable goals, and align organizational activities with the approved Strategic Plan. Her commitment to community engagement ensured that diverse voices—including parents, service providers, and community partners—were represented in shaping the plan's priorities. In addition, she has maintained strong partnerships with other local planning entities, such as the School District, the County, and nonprofit coalitions, to promote alignment and reduce duplication of services.			

FINANCIAL AND PROGRAM MANAGEMENT

PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
The Executive Director effectively prepares, manages, and oversees the annual budget and funding recommendations for Board approval, as well as the model forecast for planning purposes. Establishes policies and procedures to evaluate funding requests and oversees program and fiscal monitoring of funded programs.	77.78% (7)	22.22% (2)	

BOARD MEMBER COMMENTS:

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

OPERATIONS MANAGEMENT

PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
The Executive Director fosters high levels of customer service, a work environment that fosters a productive work culture, and prioritizes a dynamic workload. Develops and provides oversight to organizational plans and procedures, manages the activities of staff to ensure proper execution of programs, leads and ensures effective management of Council meetings, and participates in and oversees emergency planning and response to emergency situations when required.	77.78% (7)	22.22% (2)	

BOARD MEMBER COMMENTS:

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

COMMUNITY RELATIONS AND ADVOCACY

PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
The Executive Director establishes and oversees mechanisms to communicate CTACT activities to the community, develops and fosters an effective and collaborative working relationship with community stakeholders, and represents CTAC in the community and local and state events. Works with local legislative delegation and elected officials to advance the interests of children and families and communicates CTAC's positions to providers in the community.	88.89% (8)	11.11% (1)	

BOARD MEMBER COMMENTS:

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

BOARD RELATIONS

PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
The Executive Director provides directional leadership to the Board on all matters relating to CTAC. Develops and maintains a positive, open relationship and communication with the Board, ensures the Board is kept informed of relevant policy and operation issues, and prepares and oversees recommendations requested by the Board. Prepares and oversees agenda and supporting materials for Board meetings and assists Board Chair in matters relating to Board member participation at meetings.	100% (9)		

BOARD MEMBER COMMENTS:

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

STRATEGIC LEADERSHIP

PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
STRATEGIC LEADERSHIP – The Executive Director assists the Trust Board in defining CTAC’s vision, mission, strategic direction, and policies and develops a comprehensive set of guiding principles and values on how to achieve CTAC’s vision, mission, and goals. Sets the direction and focus of activity and oversees the development of a business plan that anticipates, assesses, and shapes responses to both short-term issues and long-term opportunities and challenges.	77.78% (7)	22.22% (2)	

BOARD MEMBER COMMENTS:

- Marsha has initiated an excellent process for planning and goal setting. I look forward to seeing details and the tracking of goals.
- Marsha works closely with the Board of Directors on strategic planning, and she ensures we have the right consultants to professionally guide the board through our planning process and implementation. Marsha supports this work with an expertise and her passion for ensuring CTAC's work ultimately improves the lives of children and families in Alachua County.
- I appreciate how Marsha politely but firmly reminds us our previous conversations, processes and guiding principles when the board can sometimes suggest changes in direction.
- Top notch!
- She seems to keep us moving all the time.
- Marsha Kiner assists the Trust Board in defining CTAC’s vision, mission, strategic direction, and policies and develops a comprehensive set of guiding principles and values on how to achieve CTAC’s vision, mission, and goals. Sets the direction and focus of activity and oversees the development of a business plan that anticipates, assesses, and shapes responses to both short-term issues and long-term opportunities and challenges.

STAFF MANAGEMENT AND SUPERVISION

PERFORMANCE CRITERIA	Exceptional/ Exceeds/ Above Expectations	Meets Expectations	Below Expectations/ Does Not Meet/Needs Improvement
The Executive Director demonstrates strong leadership and administrative capability in managing the organization's human resources. This includes overseeing the full employee lifecycle – from recruitment and onboarding to performance oversight and, when necessary, separation – ensuring all actions align with CTAC's mission, values, and strategic goals.	100% (9)		

BOARD MEMBER COMMENTS:

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

OVERALL BOARD COMMENTS:

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

GOALS/OUTCOMES FOR 2025-2026

Marsha Kiner, Executive Director

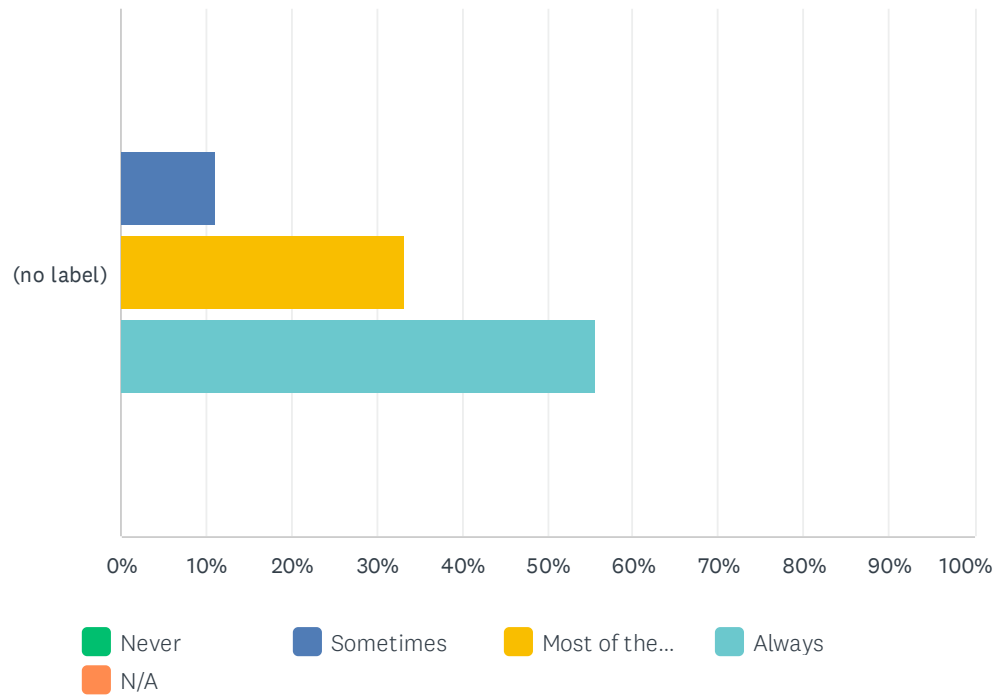
Date

Ken Cornell, Board Chair

Date

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

Answered: 9 Skipped: 0

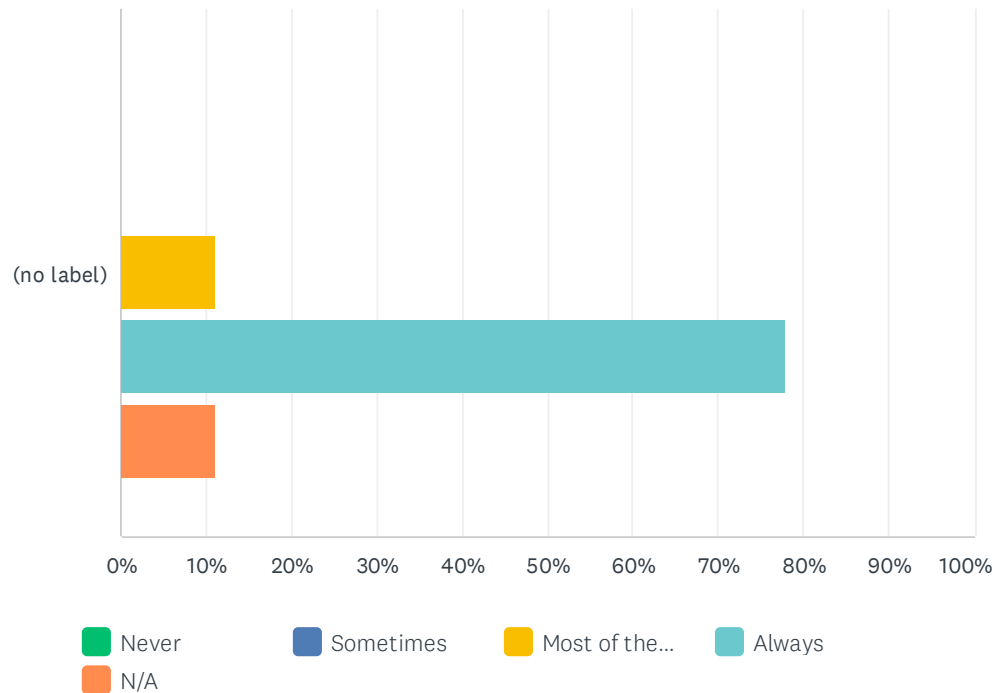


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	11.11% 1	33.33% 3	55.56% 5	0.00% 0	9	2.44

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

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

Answered: 9 Skipped: 0

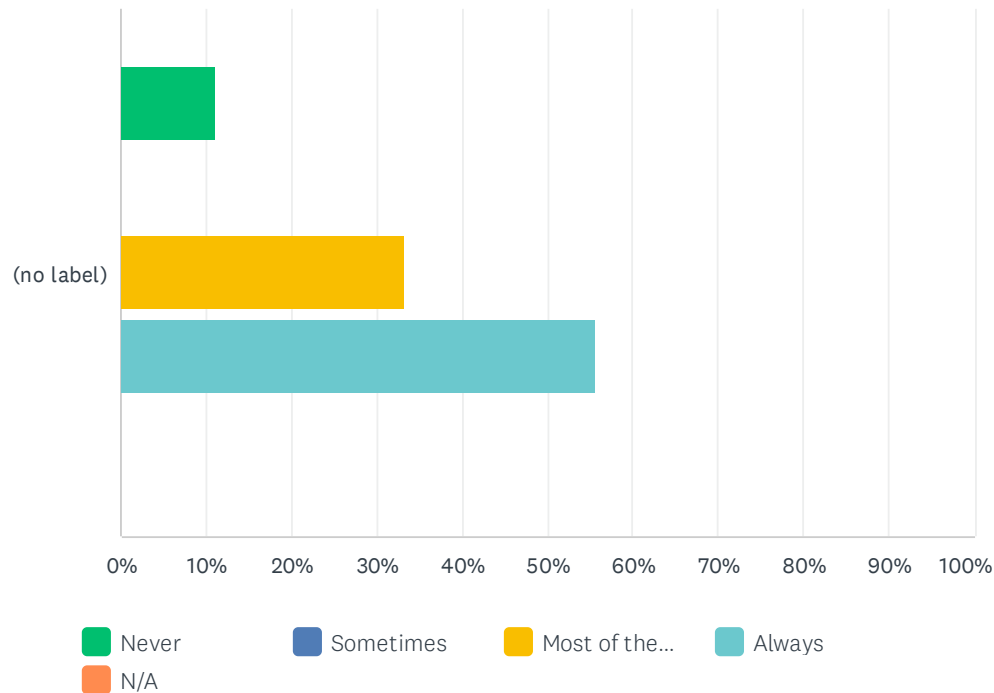


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	11.11% 1	77.78% 7	11.11% 1	9	2.88

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

Q3 Empowers others to take ownership and made decisions when needed

Answered: 9 Skipped: 0

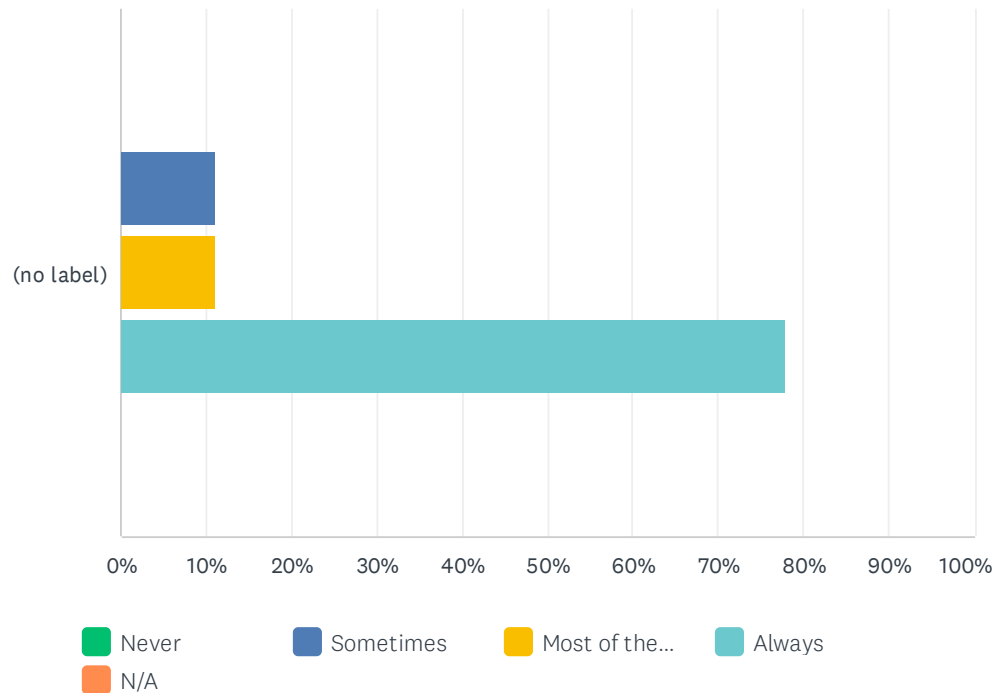


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	11.11%	0.00%	33.33%	55.56%	0.00%	9	2.33
	1	0	3	5	0		

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

Q4 Ensures a positive and inclusive work environment.

Answered: 9 Skipped: 0

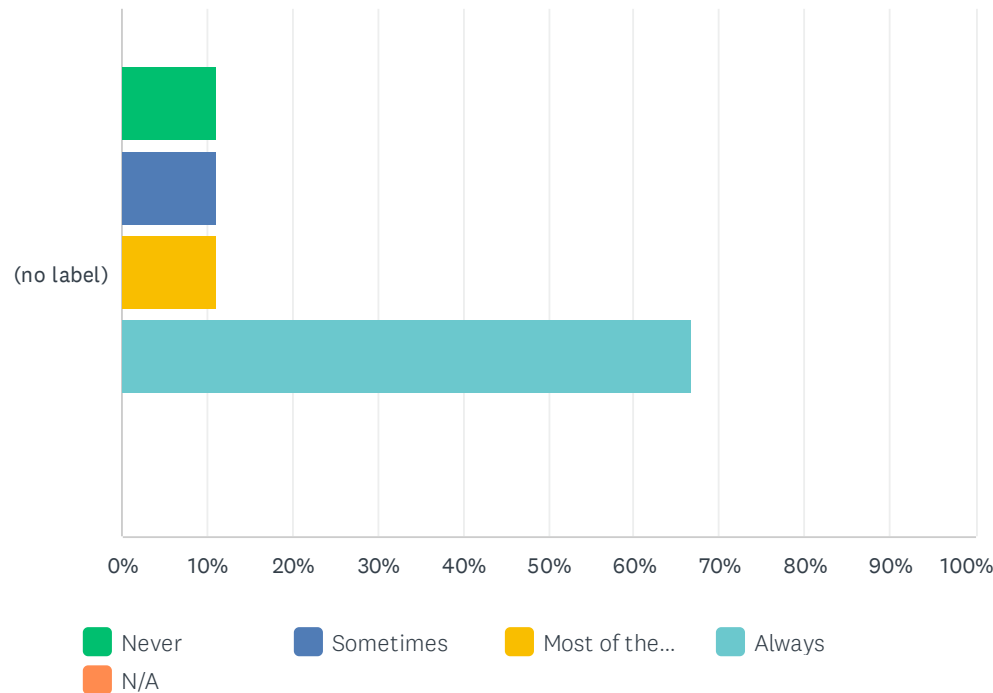


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	11.11%	11.11%	77.78%	0.00%	9	2.67
	0	1	1	7	0		

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

Q5 Effectively handles conflicts and challenges.

Answered: 9 Skipped: 0

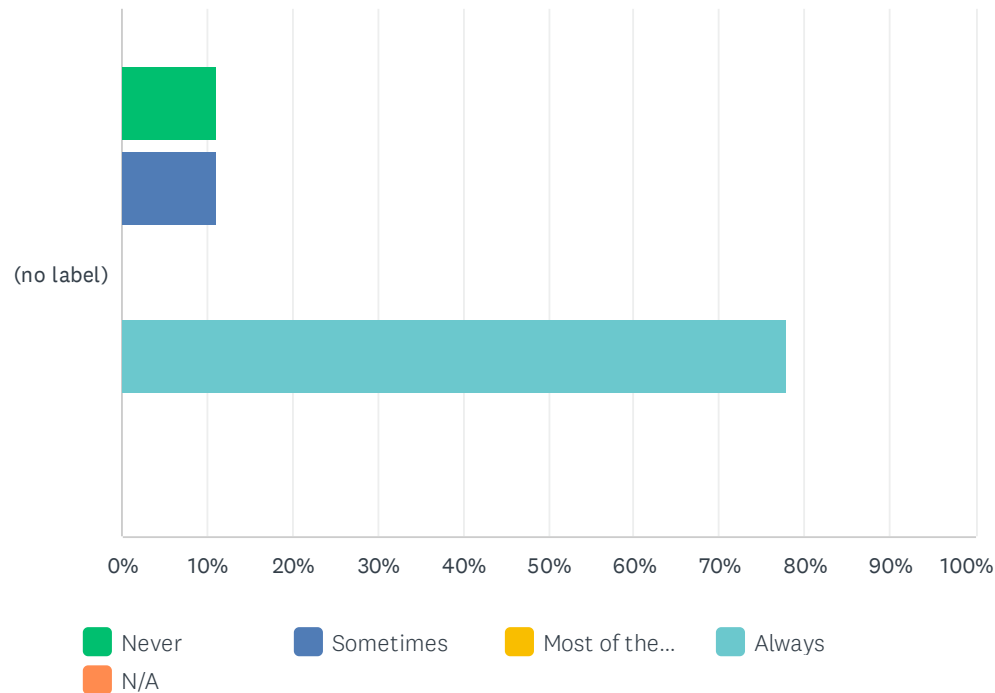


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	11.11% 1	11.11% 1	11.11% 1	66.67% 6	0.00% 0	9	2.33

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

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

Answered: 9 Skipped: 0

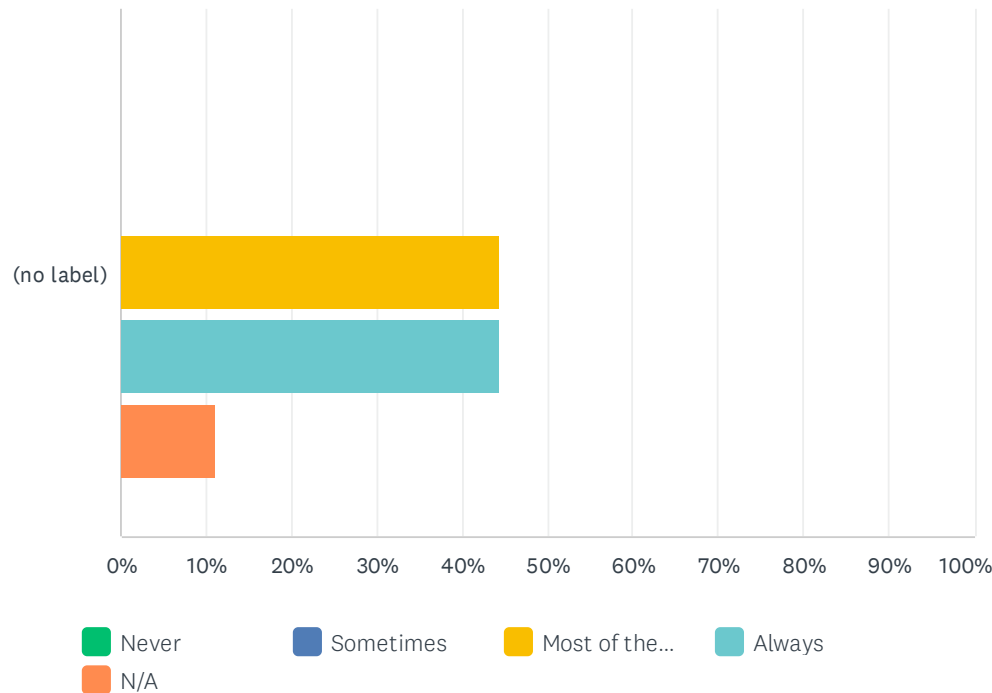


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	11.11%	11.11%	0.00%	77.78%	0.00%	9	2.44
	1	1	0	7	0		

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

Q7 Appropriately delegates tasks and responsibilities.

Answered: 9 Skipped: 0

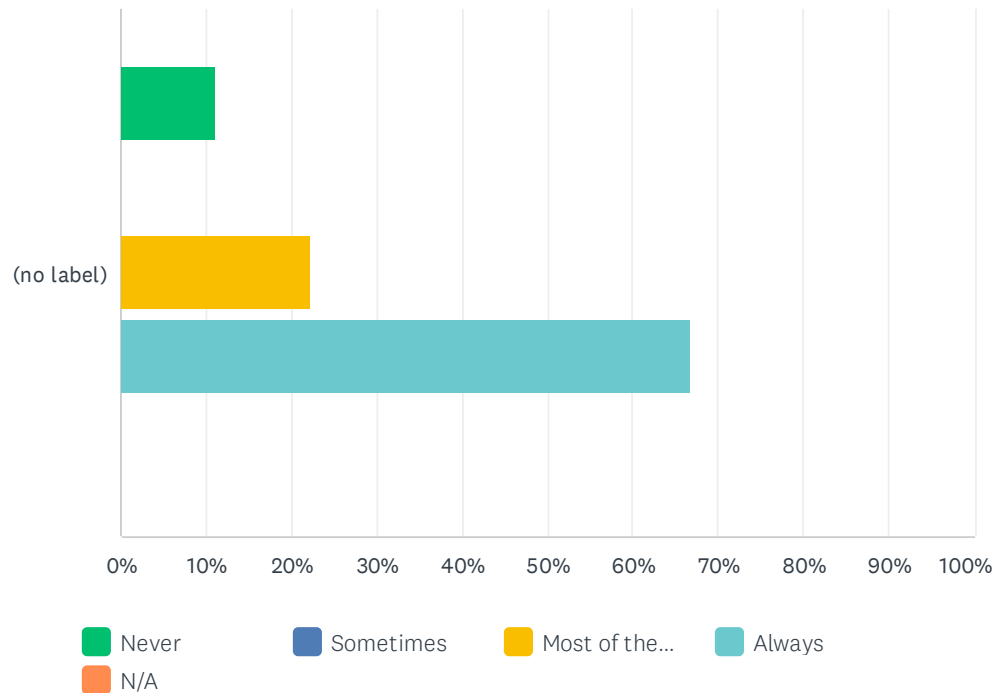


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	0.00% 0	44.44% 4	44.44% 4	11.11% 1	9	2.50

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

Q8 Effectively manages time.

Answered: 9 Skipped: 0

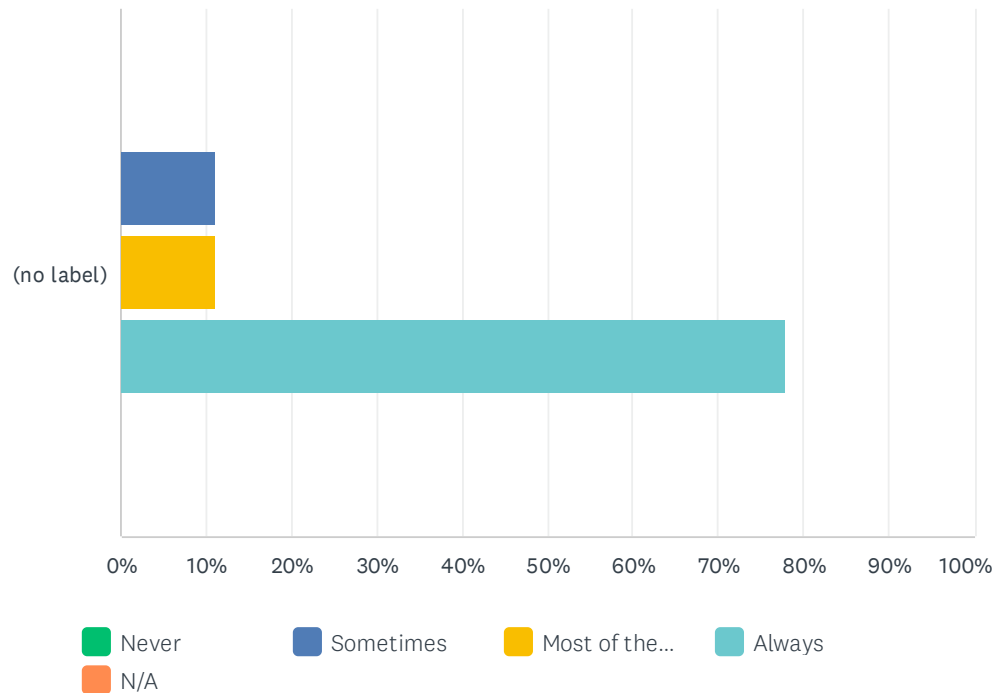


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	11.11%	0.00%	22.22%	66.67%	0.00%	9	2.44
	1	0	2	6	0		

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

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

Answered: 9 Skipped: 0

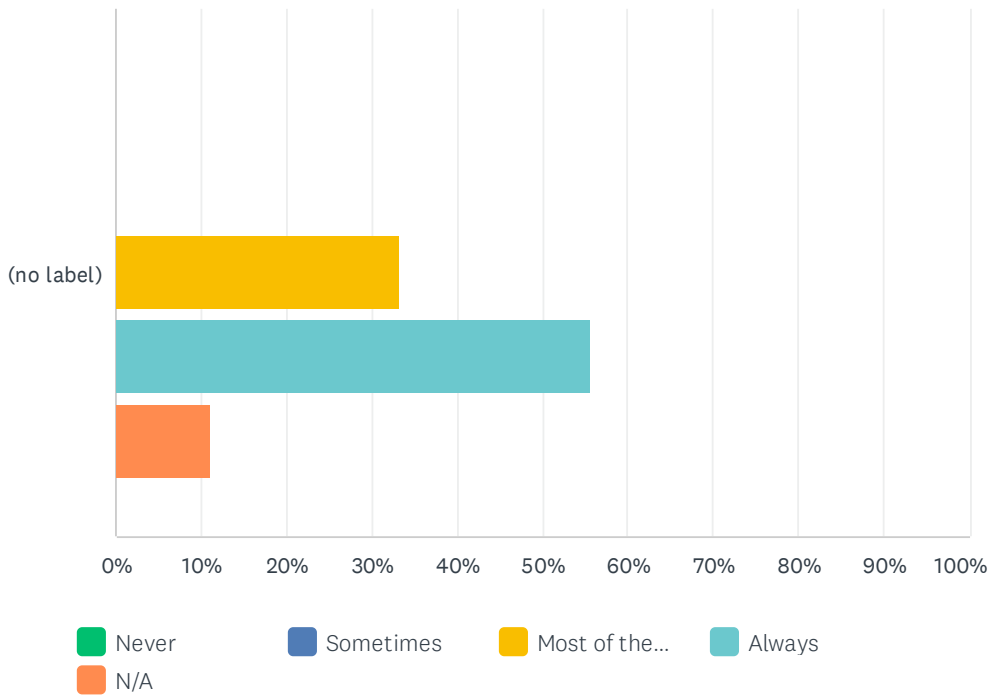


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	11.11%	11.11%	77.78%	0.00%	9	2.67
	0	1	1	7	0		

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

Q10 Makes sound decisions and acts on them.

Answered: 9 Skipped: 0

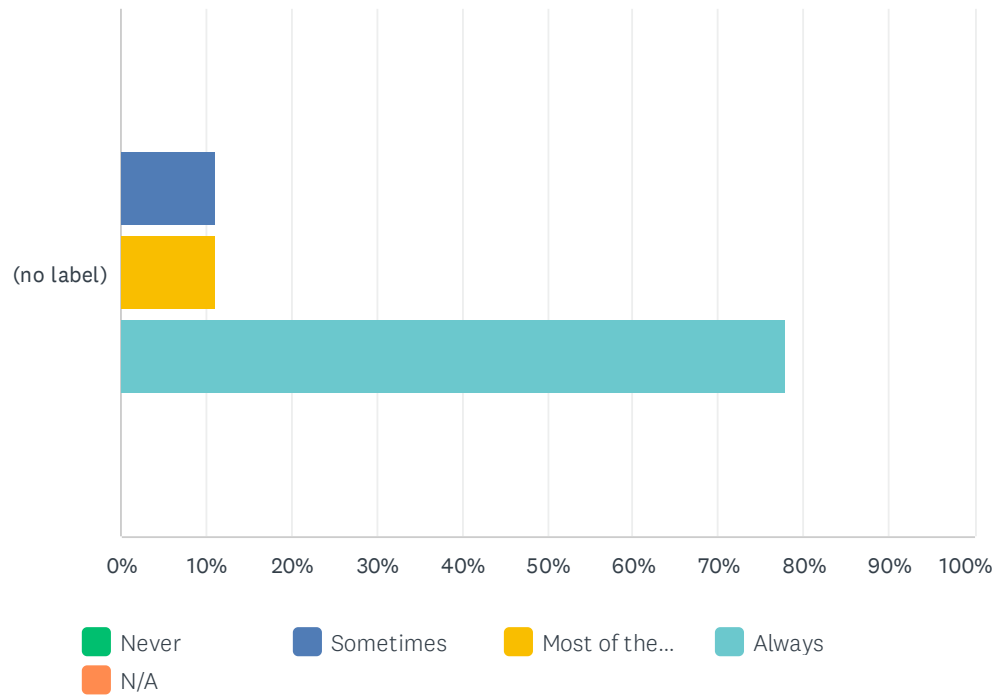


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00%	0.00%	33.33%	55.56%	11.11%	9	2.63
	0	0	3	5	1		

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

Q11 Sets clear performance expectations and provides feedback.

Answered: 9 Skipped: 0

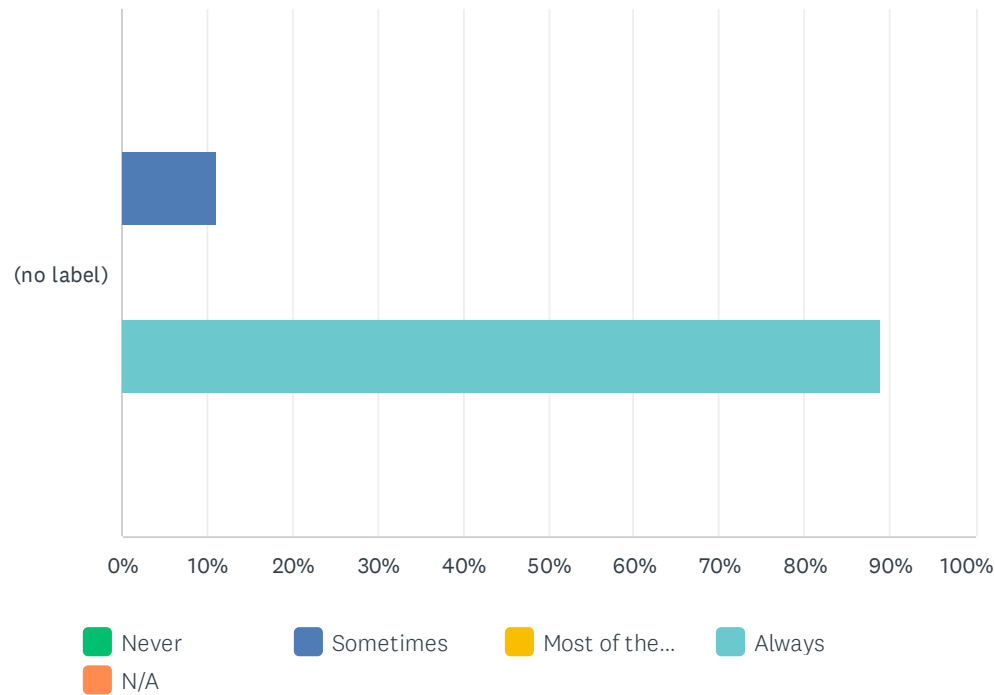


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	11.11% 1	11.11% 1	77.78% 7	0.00% 0	9	2.67

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

Q12 Is visible with a positive presence.

Answered: 9 Skipped: 0

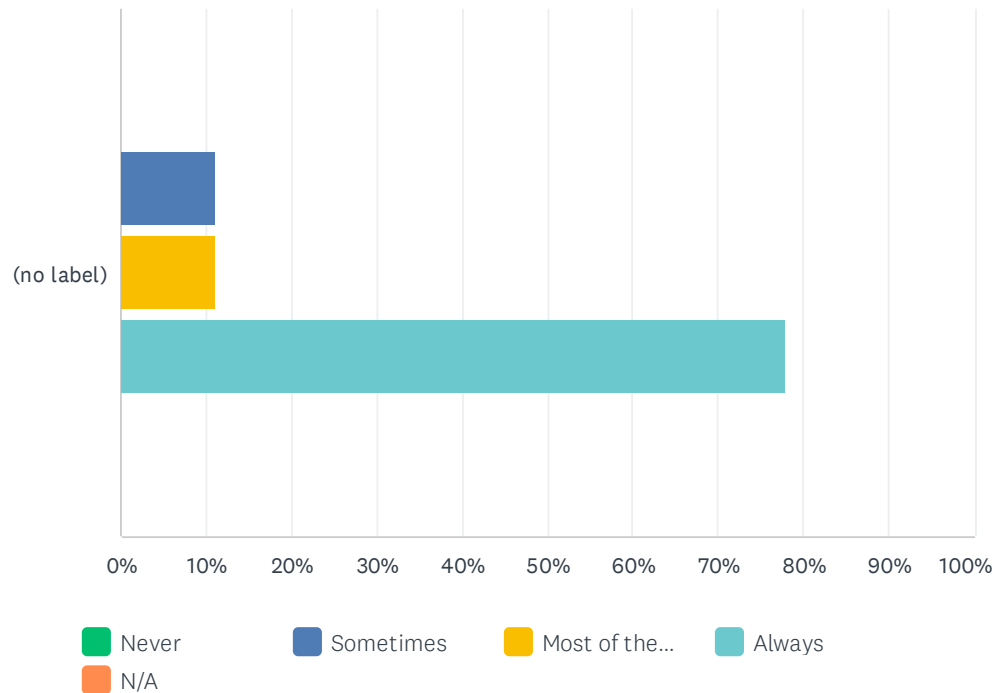


	NEVER	SOMETIMES	MOST OF THE TIME	ALWAYS	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	0.00% 0	11.11% 1	0.00% 0	88.89% 8	0.00% 0	9	2.78

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

Q13 Is highly ethical and professional.

Answered: 9 Skipped: 0



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

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

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

Answered: 4 Skipped: 5

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

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

File Attachments for Item:

3. 10.13.2025 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>	October 13th, 2025
<u>Completion Rate:</u>	78% of Board members completed (7 of 9) ¹

Evaluation of Meeting Components

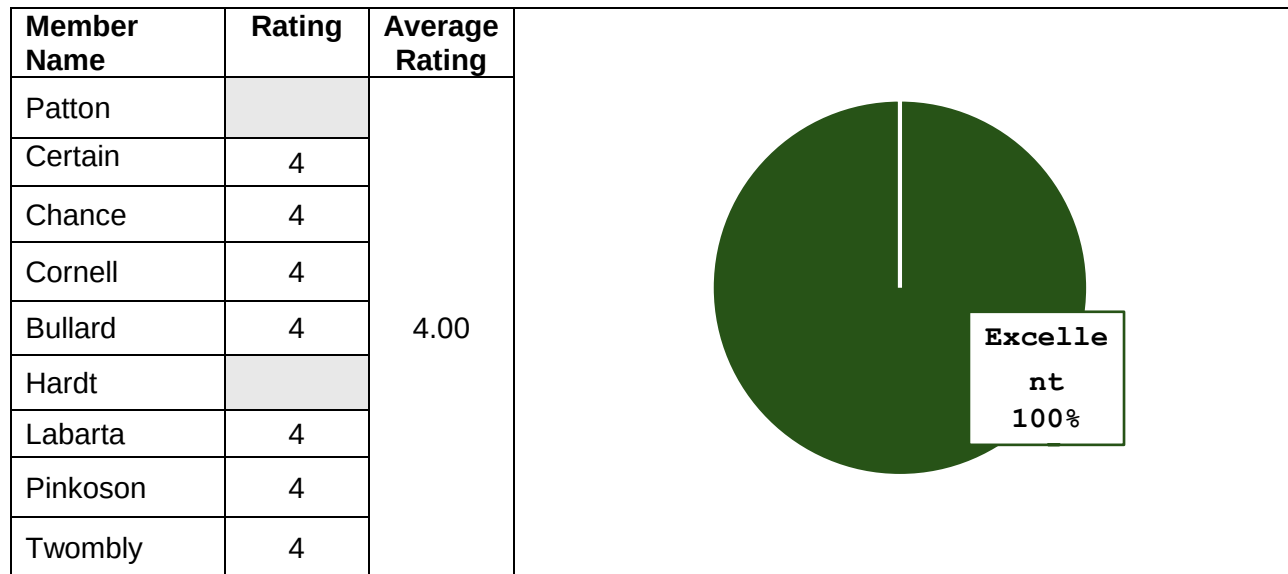
Board members rate the effectiveness and efficiency of four meeting components from 1 to 4. A rating of 1 = “poor”, 2 = “fair”, 3 = “good”, and 4 = “excellent.”

Board members provided “excellent” ratings for all categories: Presentations, Facilitation, CTAC staff, and Materials Provided. The Board meeting included a discussion of the Gun Violence Initiative and a presentation of after school program results.

Meeting Component				
Date of Meeting	Materials Provided	Meeting Facilitation	CTAC Staff	Presentations
October 13, 2025	4.00 ↑	4.00 ↑	4.00 ↑	4.00 ↑
Average Rating (Cumulative to Date)	3.78	3.86	3.89	3.80

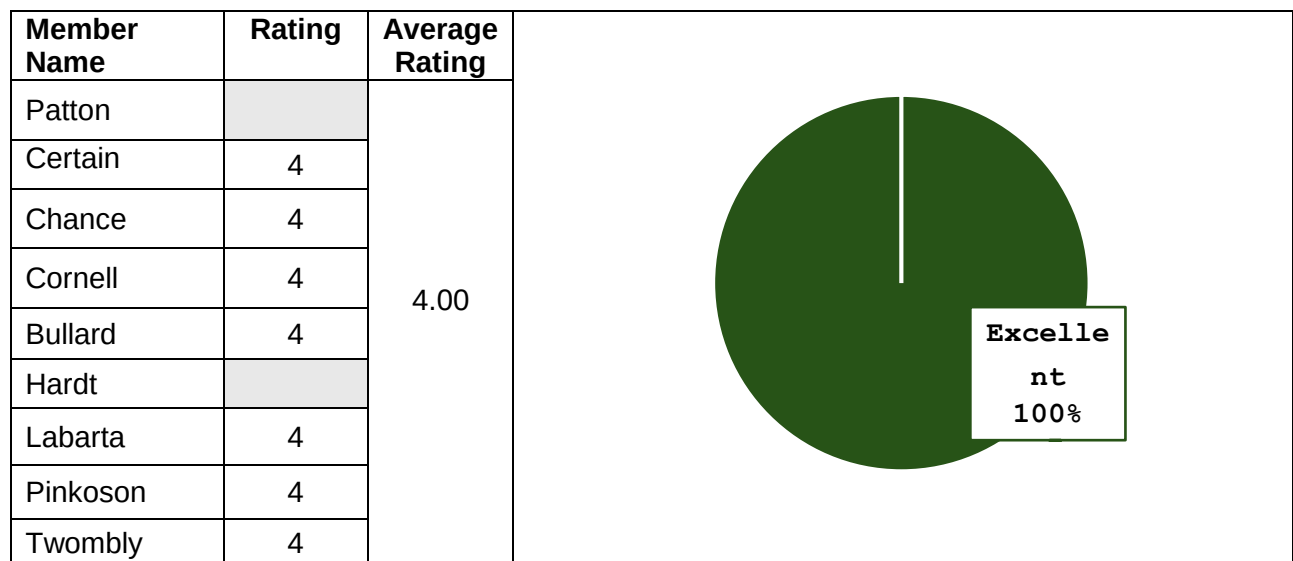
¹ Seven Board members attended in-person on 10/13/2025 and all completed a survey.

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



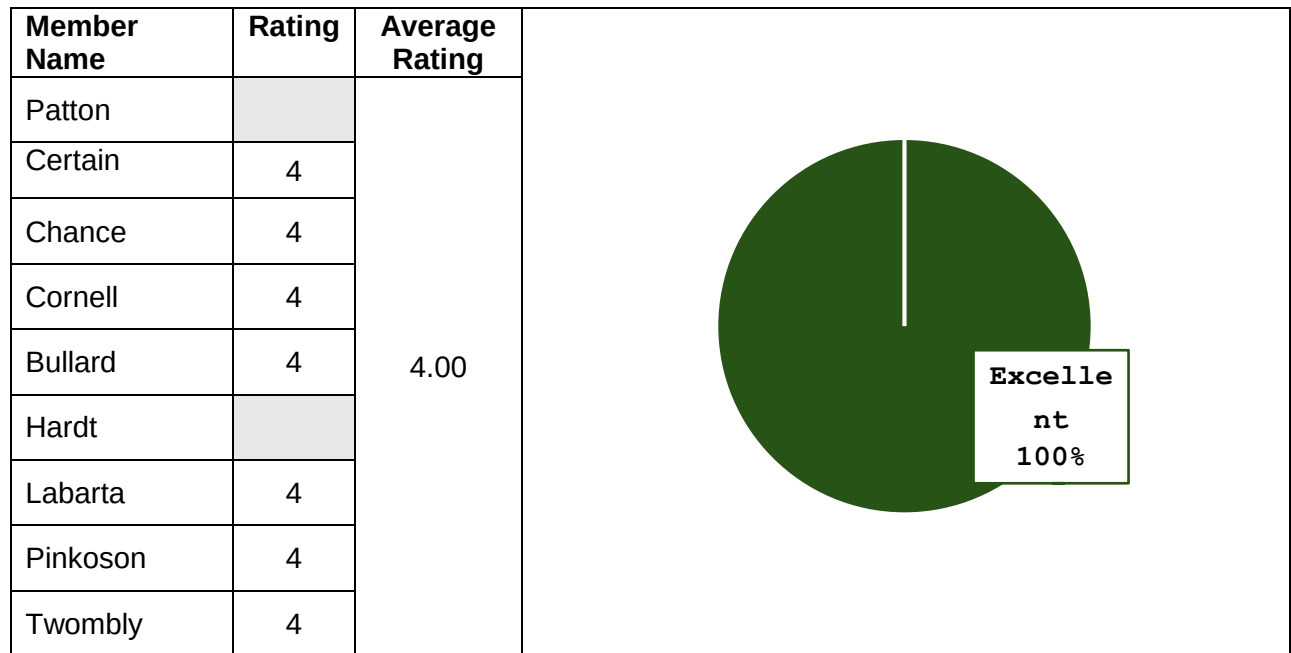
Comments: (no comments)

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



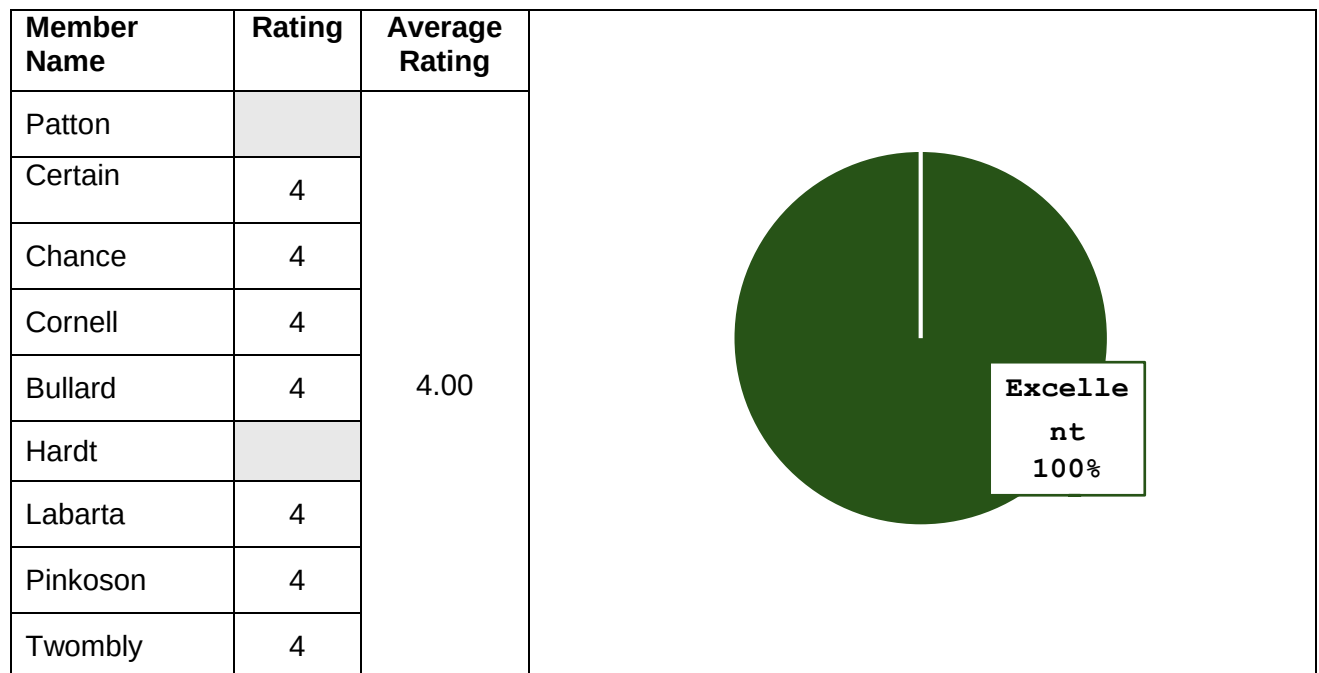
Comments: Our chair is masterful at both giving everyone ample time to speak and moving the meeting along. (Chance)

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



Comments: (no comments)

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



Comments: Great presentation on after school program data- glad we were able to give Bonnie adequate time. (Chance)

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:

Thank you Marsha and team for another tremendous year! You are a true group of "Difference makers!" (Twombly)

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

(no comments)

File Attachments for Item:

4. FY2025 Budget Report (September)

**Item:**

FY 2025 Budget Report (September) Preliminary

Requested Action:

The Trust is asked to receive the September Preliminary Budget 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
Annotations to Financial Statements

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 September 30, 2025

Preliminary Year-End Report

	All Funds FY 24-25 Budget	General Fund 001	Special Revenue Fund 101	Collaborative Task Force Fund 102	Capital Projects Fund 301	Capital Assets Fund 900	FY 2025 YTD Actuals All Funds F = B+C+D+E
	A	B	C	D	E		
Revenues							
Ad Valorem Taxes	10,029,054.00	10,143,466.17	-	-	-	-	10,143,466.17
Miscellaneous Revenue	-	487,266.34	-	-	-	-	487,266.34
Grants and Awards	327,145.61	-	360,000.00	-	-	-	360,000.00
Interest	425,000.00	538,669.72	7,427.74	-	50,999.93	-	597,097.39
Rent	62,496.00	62,496.00	-	-	-	-	62,496.00
Use of Fund Balance	6,384,884.00	-	-	-	-	-	-
Intergovernmental Revenue	175,000.00	-	-	112,500.00	-	-	112,500.00
Capital Transfer In	250,000.00	-	-	-	250,000.00	-	250,000.00
Capital Non Operating Begin Balance	-	-	-	-	-	-	-
Total Revenues	17,653,579.61	11,231,898.23	367,427.74	112,500.00	300,999.93	-	12,012,825.90
Expenditures							
Personnel Services	2,060,257.00	1,710,052.93	-	-	-	-	1,710,052.93
Operating	1,665,956.00	1,280,388.75	-	92,508.58	-	-	1,372,897.33
Grant & Aid (Programs)	12,027,891.00	8,412,243.48	-	-	-	-	8,412,243.48
Grants & Awards (Special Revenue Fund)	327,145.61	-	286,578.77	-	-	-	286,578.77
Task Forces	175,000.00	-	-	-	-	-	-
Capital Expense	200,000.00	-	-	-	154,688.63	-	154,688.63
Depreciation Expense	50,000.00	-	-	-	-	32,331.52	32,331.52
Sub-Total Expenditures	16,506,249.61	11,402,685.16	286,578.77	92,508.58	154,688.63	32,331.52	11,968,792.66
Other Financing Sources (Uses)							
Transfers Out	312,500.00	250,000.00	-	-	-	-	250,000.00
Appropriated Reserve	834,830.00	-	-	-	-	-	-
Total Transfers	1,147,330.00	250,000.00	-	-	-	-	250,000.00
Total Expenditures	17,653,579.61	11,652,685.16	286,578.77	92,508.58	154,688.63	32,331.52	12,218,792.66
Net Income (Expense)	-	(420,786.93)	80,848.97	19,991.42	146,311.30	(32,331.52)	(205,966.76)

CHILDREN'S TRUST OF ALACHUA COUNTY
BALANCE SHEET
GOVERNMENTAL FUNDS
YTD Transactions Through September 30, 2025
Preliminary Year-End Report

	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	11,830,206.45	157,948.21	27,491.42	1,246,006.44	-	-	13,261,652.52
Prepaid Items	-	-	-	-	-	678,901.00	678,901.00
Capital Leases	-	-	-	-	-	75,249.16	75,249.16
Land	-	-	-	-	476,780.00	-	476,780.00
Building	-	-	-	-	1,583,629.77	-	1,583,629.77
Building Renovation	-	-	-	-	-	-	-
Accumulated Depreciation	-	-	-	-	(68,306.64)	(40,579.16)	(108,885.80)
Total Assets	11,830,206.45	157,948.21	27,491.42	1,246,006.44	1,992,103.13	713,571.00	15,967,326.65
Liabilities							
Accounts Payable	1,921,567.32	(11,729.64)	7,500.00	-	-	-	1,917,337.68
Accrued Wages Payable	30,485.47	-	-	-	-	-	30,485.47
Contracts Payable	-	-	-	3,851.93	-	-	3,851.93
Due to Other Governments / Other Funds	-	-	-	-	-	1,312,846.00	1,312,846.00
Total Liabilities	1,952,052.79	(11,729.64)	7,500.00	3,851.93	-	1,312,846.00	3,264,521.08
Equity							
Fund Equity	9,878,153.66	169,677.85	19,991.42	1,242,154.51	1,992,103.13	(599,275.32)	12,702,805.25
Total Equity	9,878,153.66	169,677.85	19,991.42	1,242,154.51	1,992,103.13	(599,275.32)	12,702,805.25
Total Liabilities and Equity	11,830,206.45	157,948.21	27,491.42	1,246,006.44	1,992,103.13	713,570.68	15,967,326.33



FY 2025 Annotations to Financial Statements (September Preliminary)

Overview:

This report presents the fiscal year-to-date (YTD) financial performance and position of the Children's Trust of Alachua County (CTAC) for FY 2025. It includes the Statement of Revenues, Expenditures, and Changes in Fund Balances, as well as the Statement of Net Position (Balance Sheet). These annotations are intended to provide context and interpretation for Board Members and Management.

Statement of Revenues, Expenditures, and Changes in Fund Balance

Fiscal Overview: The Trust continues to demonstrate strong fiscal stewardship, maintaining a positive net position and investing strategically in community programs.

Revenues:

- Ad Valorem Taxes exceeded budgeted revenue by \$114,412.17
- Interest Income from Prime Account and Miscellaneous Revenue have combined totals of approximately \$432,000.00, exceeding budget expectations.
 - *Elevated investment returns are consistent with higher short-term interest rates and active cash management*
 - Miscellaneous Revenue is comprised of revenues received from strategic partnerships for collaborative campaigns

Expenditures:

- General Administration – \$1.0 million YTD, well within proportional expectations for Q1. Administrative costs remain under 10% of total expenditures.
- Grants and Program Services – \$13.7 million, representing the bulk of spending. Reflects CTAC's continued investment in children's services and community partners.
- Capital Outlay – \$812K, related to technology and facility improvements.

Statement of Net Position (Balance Sheet)

Overview: The Statement of Net Position as of September 30, 2025, reflects strong liquidity and minimal liabilities. The Trust remains debt-free and maintains a conservative financial organization.



Assets:

- Cash & Cash Equivalents – \$11.38M, maintaining ample liquidity
- Prepaid Items – \$157K, covering insurance and contracted services.
- Capital Assets (net) – \$2.15M, reflecting facility renovations and office improvements.
- Total Assets – \$13.68M, an increase over prior year due to revenue growth and capital investment.

Liabilities:

- Accounts Payable – \$1.92M, driven by year-end provider reimbursements
- Contract Payable – \$30K, tied to ongoing program agreements.
- Due to Other Governments – (\$11K), reflecting timing differences in interfund settlements.
- Total Liabilities – \$1.94M, representing only 14% of total assets.

Financial Health Indicators

- Debt Ratio: 0% – The Trust remains debt-free.

File Attachments for Item:

5. FY 2025 Checks and Expenditures Report (September)

**Item:**

FY 2025 Checks and Expenditures Report (September) Preliminary

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 2025 Checks and Expenditures Report (September) Preliminary

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: 09/01/2025 - To Date: 09/30/2025

Item 5.

Bank	Bank Account							
Bank of America	Concentration Account							
Deposits:	Date	Type	Deposit Information		Description	Department	Amount	
	.							
	09/12/2025	Collection			Other	0700 - Clerk Finance and Accounting	4,478.45	
	09/19/2025	Collection			Other	0700 - Clerk Finance and Accounting	1,510.62	
							<u>\$5,989.07</u>	
	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
		.	No Transactions Exist					
	Returned Checks:	Date	Payer	Check Number			Amount	
.		No Transactions Exist						
Wire Transfers:	Type	Date	Vendor		Description	Internal Account	Amount	
	.							
	Wire Transfer Out	09/02/2025			09.02.25 Concentration to ZBA	ZBA Accounts Payable	(29,771.68)	
	Wire Transfer Out	09/03/2025			09.03.25 Concentration to ZBA	ZBA Accounts Payable	(144,587.78)	
	Wire Transfer Out	09/04/2025			09.04.25 Concentration to ZBA	ZBA Accounts Payable	(17,535.00)	
	Wire Transfer Out	09/05/2025			09.05.25 Concentration to ZBA	ZBA Accounts Payable	(7,889.75)	
	Wire Transfer Out	09/08/2025			09.08.25 Concentration to ZBA	ZBA Accounts Payable	(26,474.46)	
	Wire Transfer Out	09/09/2025			09.09.25 Concentration to ZBA	ZBA Accounts Payable	(21,523.37)	
	Wire Transfer Out	09/10/2025			09.10.25 Concentration to ZBA	ZBA Accounts Payable	(172,948.77)	
	Wire Transfer Out	09/11/2025			09.11.25 Concentration to ZBA	ZBA Accounts Payable	(41,300.00)	
	Wire Transfer Out	09/12/2025			09.12.25 Concentration to ZBA	ZBA Accounts Payable	(236.26)	
	Wire Transfer Out	09/15/2025			09.15.25 Concentration to ZBA	ZBA Accounts Payable	(57,073.42)	
	Wire Transfer Out	09/16/2025			09.16.25 Concentration to ZBA	ZBA Accounts Payable	(22,711.46)	
	Wire Transfer Out	09/17/2025			09.17.25 Concentration to ZBA	ZBA Accounts Payable	(45.00)	
	Wire Transfer Out	09/18/2025			09.18.25 Concentration to ZBA	ZBA Accounts Payable	(36,746.29)	
	Wire Transfer Out	09/22/2025			09.22.25 Concentration to ZBA	ZBA Accounts Payable	(12,250.00)	

User: Nicole Odom

Pages: 1 of 6

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Children's Trust of Ala Cty LIVE
Bank Account Activity Report
 Reconciled & Un-Reconciled
 From Date: 09/01/2025 - To Date: 09/30/2025

Item 5.

Bank	Bank Account				
.	Wire Transfer Out	09/23/2025	09.23.25 Concentration to ZBA	ZBA Accounts Payable	(246,764.76)
	Wire Transfer Out	09/24/2025	09.24.25 Concentration to ZBA	ZBA Accounts Payable	(51,067.87)
	Wire Transfer Out	09/25/2025	09.25.25 Concentration to ZBA	ZBA Accounts Payable	(21,249.28)
	Wire Transfer Out	09/26/2025	09.26.25 Concentration to ZBA	ZBA Accounts Payable	(22,165.00)
	Wire Transfer Out	09/29/2025	09.29.25 Concentration to ZBA	ZBA Accounts Payable	(220,164.14)
	Wire Transfer Out	09/30/2025	09.30.25 Concentration to ZBA	ZBA Accounts Payable	(144.28)
					(\$1,152,648.57)

Adjustments:	Type	Date	Description	Amount
.	No Transactions Exist			

Children's Trust of Ala Cty LIVE
Bank Account Activity Report
 Reconciled & Un-Reconciled
 From Date: 09/01/2025 - To Date: 09/30/2025

Item 5.

Bank	Bank Account						
Bank of America	ZBA Accounts Payable						
Deposits:	Date	Type	Deposit Information		Description	Department	Amount
	No Transactions Exist						
Checks:	Status	Check Number	Payment Date	Reconciled	Source	Payee Name	Amount
	Open	12538	09/08/2025		Accounts Payable	City of High Springs-Police Department	2,500.00
	Reconciled	12539	09/08/2025	09/23/2025	Accounts Payable	Gainesville Area Chamber of Commerce Inc	35.00
	Open	12540	09/08/2025		Accounts Payable	Newberry Area Chamber of Commerce	250.00
	Reconciled	12541	09/08/2025	09/23/2025	Accounts Payable	North Central Florida Community Center Inc	20,000.00
	Reconciled	12543	09/08/2025	09/23/2025	Accounts Payable	Information Management Solutions LLC	45.00
	Reconciled	12544	09/08/2025	09/23/2025	Accounts Payable	James Moore & Co P. L.	3,000.00
	Reconciled	12545	09/08/2025	09/23/2025	Accounts Payable	Junior Achievement of Tampa Bay, Inc.	40,375.48
	Open	12546	09/08/2025		Accounts Payable	Sumner, Steven S	11,250.00
	Reconciled	12547	09/08/2025	09/23/2025	Accounts Payable	Waste Pro of Florida Inc. DBA Waste Pro - 104	179.86
	Reconciled	12548	09/08/2025	09/23/2025	Accounts Payable	Master Builder Camp LLC DBA Camp Makerie	41,300.00
	Open	12549	09/12/2025		Accounts Payable	City of Hawthorne	20,249.28
	Reconciled	12550	09/12/2025	09/23/2025	Accounts Payable	Frankel Media Group LLC, Ryan Frankel	22,517.25
	Reconciled	12551	09/12/2025	09/23/2025	Accounts Payable	McCauley, Emily	90.30
	Reconciled	12552	09/12/2025	09/23/2025	Accounts Payable	Willie Mae Stokes Community Center	16,746.29
	Open	12553	09/19/2025		Accounts Payable	ARE U Motivated	1,125.00
	Open	12554	09/19/2025		Accounts Payable	GAINESVILLE REGIONAL UTILITIES	700.00
	Open	12555	09/19/2025		Accounts Payable	Griffin Group LLC	20,090.00
	Open	12556	09/19/2025		Accounts Payable	Health Equity Inc	75.00
	Open	12557	09/19/2025		Accounts Payable	Language Line Services Inc.	7.28
	Open	12558	09/19/2025		Accounts Payable	North Central Florida Community Center Inc	11.00
	Open	12559	09/19/2025		Accounts Payable	Rentokil North America DBA Florida Pest Control	137.00
	Open	12560	09/19/2025		Accounts Payable	Wagner, Daniel	255.86
	Open	12561	09/19/2025		Accounts Payable	ALACHUA COUNTY BOCC	6,562.87

Children's Trust of Ala Cty LIVE
Bank Account Activity Report
 Reconciled & Un-Reconciled
 From Date: 09/01/2025 - To Date: 09/30/2025

Item 5.

Bank	Bank Account					
.	Open	12562	09/19/2025	Accounts Payable	Stokes dba Waldo Community New Vision Coalition, Julie	1,000.00
	Open	12563	09/25/2025	Accounts Payable	Business Leaders Institute for Early Learning	39,944.75
	Open	12564	09/25/2025	Accounts Payable	Mirror Image Leadership Academy	2,149.25
	Open	12565	09/25/2025	Accounts Payable	Money Pages of Florida Inc	3,890.00
	Open	12566	09/25/2025	Accounts Payable	Purvis Gray & Company LLP	12,350.00
	Open	12567	09/25/2025	Accounts Payable	RIVER PHOENIX CENTER FOR PEACEBUILDING, INC.	1,500.00
	Open	12568	09/25/2025	Accounts Payable	The Masters Lawn Care LLC	728.50
	Open	12569	09/25/2025	Accounts Payable	Behavior Bricks LLC	63,917.26
						\$332,982.23
EFTs: Status	EFT Number	Payment Date	Reconciled	Source	Payee Name	Amount
.						
Reconciled	1716	09/05/2025	09/23/2025	Accounts Payable	Florida Retirement System	25,731.93
Reconciled	1697	09/08/2025	09/23/2025	Accounts Payable	AMIkids Gainesville Inc.	17,103.24
Reconciled	1698	09/08/2025	09/23/2025	Accounts Payable	CFX OFFICE TECHNOLOGY	340.10
Reconciled	1699	09/08/2025	09/23/2025	Accounts Payable	Child Advocacy Center Inc.	2,975.00
Reconciled	1700	09/08/2025	09/23/2025	Accounts Payable	Childrens Home Society of FL	35,412.59
Reconciled	1701	09/08/2025	09/23/2025	Accounts Payable	Gainesville for All Inc.	6,129.00
Reconciled	1702	09/08/2025	09/23/2025	Accounts Payable	Genesis Family Enrichment Center	750.00
Reconciled	1703	09/08/2025	09/23/2025	Accounts Payable	Greater Duval Neighborhood Association	21,000.00
Reconciled	1704	09/08/2025	09/23/2025	Accounts Payable	HEALTHY START OF NORTH CENTRAL FL	29,069.08
Reconciled	1705	09/08/2025	09/23/2025	Accounts Payable	OFFICE DEPOT BUSINESS	925.99
Reconciled	1706	09/08/2025	09/23/2025	Accounts Payable	Partnership for Strong Families	8,426.21
Reconciled	1707	09/08/2025	09/23/2025	Accounts Payable	Webauthor.com LLC	2,000.00
Open	1710	09/09/2025		Accounts Payable	Health Equity Inc	73.37
Open	1715	09/12/2025		Accounts Payable	AlphaStaff Inc.	46,372.14
Reconciled	1717	09/12/2025	09/23/2025	Accounts Payable	A&A Doula Consulting	4,099.75
Reconciled	1718	09/12/2025	09/23/2025	Accounts Payable	AFLAC	365.78
Reconciled	1719	09/12/2025	09/23/2025	Accounts Payable	BIG BROTHERS BIG SISTERS OF TAMPA BAY, INC.	4,737.47
Reconciled	1720	09/12/2025	09/23/2025	Accounts Payable	Brittany K. Fadiora dba BEAM Birth Network LLC	5,000.00
Reconciled	1721	09/12/2025	09/23/2025	Accounts Payable	CE's Underground Kitchen	16,344.54
Reconciled	1722	09/12/2025	09/23/2025	Accounts Payable	Crafty Gemini Youth Development	3,000.00
Reconciled	1723	09/12/2025	09/23/2025	Accounts Payable	Express Services Inc.	1,740.00
Reconciled	1724	09/12/2025	09/23/2025	Accounts Payable	IGB Education Corp	4,932.88

Children's Trust of Ala Cty LIVE
Bank Account Activity Report
 Reconciled & Un-Reconciled
 From Date: 09/01/2025 - To Date: 09/30/2025

Item 5.

Bank	Bank Account						
•	Reconciled	1725	09/12/2025	09/23/2025	Accounts Payable	Just for Us Edu	3,883.12
	Reconciled	1726	09/12/2025	09/23/2025	Accounts Payable	Karisma Welcome DBA Infinite Dream Builders Corp.	3,668.13
	Reconciled	1727	09/12/2025	09/23/2025	Accounts Payable	Main Street Daily News Gainesville, LLC	390.00
	Reconciled	1728	09/12/2025	09/23/2025	Accounts Payable	The District Board of Trustees of Santa Fe College	4,696.89
	Open	1729	09/19/2025		Accounts Payable	Allegra Gainesville	1,198.81
	Open	1730	09/19/2025		Accounts Payable	Deeper Purpose Community Church Inc	16,500.00
	Open	1731	09/19/2025		Accounts Payable	EARLY LEARNING COALITION OF ALACHUA COUNTY, INC.	89,033.73
	Open	1732	09/19/2025		Accounts Payable	Gainesville for All Inc.	5,508.00
	Open	1733	09/19/2025		Accounts Payable	GIRLS PLACE, INC.	48,255.80
	Open	1734	09/19/2025		Accounts Payable	KIDS COUNT IN ALACHUA COUNTY, INC.	1,601.39
	Open	1735	09/19/2025		Accounts Payable	Made for More Foundation Inc.	4,495.69
	Open	1736	09/19/2025		Accounts Payable	North Central Florida YMCA	12,500.00
	Open	1737	09/19/2025		Accounts Payable	OFFICE DEPOT BUSINESS	326.87
	Open	1738	09/19/2025		Accounts Payable	University of Florida Board of Trustees	63,063.49
	Open	1740	09/25/2025		Accounts Payable	A&A Doula Consulting	4,099.75
	Open	1741	09/25/2025		Accounts Payable	ALACHUA COUNTY BOCC	20,355.60
	Open	1742	09/25/2025		Accounts Payable	ALACHUA COUNTY BOCC	411.56
	Open	1743	09/25/2025		Accounts Payable	Ashley McClellan dba The Concrete Rose Foundation	19,024.87
	Open	1744	09/25/2025		Accounts Payable	BIG BROTHERS BIG SISTERS OF TAMPA BAY, INC.	4,179.61
	Open	1745	09/25/2025		Accounts Payable	Community Impact Corporation, Karl Anderson	62,186.40
	Open	1746	09/25/2025		Accounts Payable	Eric Lopez DBA DJ Elo Global	1,840.50
	Open	1747	09/25/2025		Accounts Payable	Express Services Inc.	4,708.50
	Open	1748	09/25/2025		Accounts Payable	Gainesville Bridge Inc. dba PEAK Literacy	9,284.91
	Open	1749	09/25/2025		Accounts Payable	Gainesville Circus Center Inc	1,850.00
	Open	1750	09/25/2025		Accounts Payable	GIRLS PLACE, INC.	7,861.90
	Open	1751	09/25/2025		Accounts Payable	Master Builder Camp LLC DBA Camp Makerie	20,650.00
	Open	1752	09/25/2025		Accounts Payable	North Florida Building Maintenance DBA Citywide	2,279.98
	Open	1753	09/25/2025		Accounts Payable	Partnership for Strong Families	47,016.69
	Open	1754	09/25/2025		Accounts Payable	University of Florida Board of Trustees	7,840.00
	Open	1817	09/26/2025		Accounts Payable	AlphaStaff Inc.	50,812.01
							\$756,053.27

Children's Trust of Ala Cty LIVE
Bank Account Activity Report
Reconciled & Un-Reconciled
From Date: 09/01/2025 - To Date: 09/30/2025

Item 5.

Bank	Bank Account				
Returned Checks:					
	Date	Payer	Check Number		Amount
No Transactions Exist					
Wire Transfers:					
	Type	Date	Vendor	Description	Internal Account Amount
	Wire Transfer In	09/02/2025		09.02.25 Concentration to ZBA	Concentration Account 29,771.68
	Wire Transfer In	09/03/2025		09.03.25 Concentration to ZBA	Concentration Account 144,587.78
	Wire Transfer In	09/04/2025		09.04.25 Concentration to ZBA	Concentration Account 17,535.00
	Wire Transfer In	09/05/2025		09.05.25 Concentration to ZBA	Concentration Account 7,889.75
	Wire Transfer In	09/08/2025		09.08.25 Concentration to ZBA	Concentration Account 26,474.46
	Wire Transfer In	09/09/2025		09.09.25 Concentration to ZBA	Concentration Account 21,523.37
	Wire Transfer In	09/10/2025		09.10.25 Concentration to ZBA	Concentration Account 172,948.77
	Wire Transfer In	09/11/2025		09.11.25 Concentration to ZBA	Concentration Account 41,300.00
	Wire Transfer In	09/12/2025		09.12.25 Concentration to ZBA	Concentration Account 236.26
	Wire Transfer In	09/15/2025		09.15.25 Concentration to ZBA	Concentration Account 57,073.42
	Wire Transfer In	09/16/2025		09.16.25 Concentration to ZBA	Concentration Account 22,711.46
	Wire Transfer In	09/17/2025		09.17.25 Concentration to ZBA	Concentration Account 45.00
	Wire Transfer In	09/18/2025		09.18.25 Concentration to ZBA	Concentration Account 36,746.29
	Wire Transfer In	09/22/2025		09.22.25 Concentration to ZBA	Concentration Account 12,250.00
	Wire Transfer In	09/23/2025		09.23.25 Concentration to ZBA	Concentration Account 246,764.76
	Wire Transfer In	09/24/2025		09.24.25 Concentration to ZBA	Concentration Account 51,067.87
	Wire Transfer In	09/25/2025		09.25.25 Concentration to ZBA	Concentration Account 21,249.28
	Wire Transfer In	09/26/2025		09.26.25 Concentration to ZBA	Concentration Account 22,165.00
	Wire Transfer In	09/29/2025		09.29.25 Concentration to ZBA	Concentration Account 220,164.14
	Wire Transfer In	09/30/2025		09.30.25 Concentration to ZBA	Concentration Account 144.28
					\$1,152,648.57
Adjustments:					
	Type	Date	Description		Amount
No Transactions Exist					

File Attachments for Item:

6. FY 2025 Programmatic Awards and Expenditures Report (September)

**Item:**

FY 2025 Programmatic Award and Expenditures Report (September) Preliminary

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 2025 Programmatic Awards and Expenditures Report (September) Preliminary

Programmatic Impact:

NA

Fiscal Impact:

NA

Recommendation:

Receive the Report

FY 2025 Programmatic Awards & Expenditures Summary Report
Year-to-Date September 30th, 2025

Funding Priorities	Budgeted (A)	Committed (B)	Expensed (C)	Balance (B-C)	% Expensed (C/B)	Net Balance (A-C)
GOAL 1: All children and youth are healthy and have nurturing caregivers and relationships	\$3,717,362	\$3,003,658	\$1,832,965	\$1,170,692	61.02%	\$1,884,397
Family Resource Centers / Help Me Grow	\$1,252,500	\$1,434,000	\$779,281	\$654,719	54.34%	\$473,219
Maternal Child Health	\$983,479	\$573,952	\$453,704	\$120,248	79.05%	\$529,775
Youth Health	\$600,000	\$597,548	\$325,739	\$271,810	54.51%	\$274,261
Partners in Adolescent Lifestyle Support (PALS) THRIVE	\$114,442	\$114,442	\$101,053	\$13,389	88.30%	\$13,389
Reach Community Counseling Services for Adolescent Girls	\$114,442	\$114,442	\$70,858	\$43,584	61.92%	\$43,584
Reducing Trauma to Abused Children Therapy Program	\$75,000	\$75,000	\$64,300	\$10,700	85.73%	\$10,700
Social & Emotional Learning	\$125,000	\$0	\$0	\$0	0.00%	\$125,000
Goal 2: All children can learn what they need to be successful	\$6,595,093	\$6,552,403	\$5,526,237	\$1,026,167	84.34%	\$1,068,856
Summer RFP 2025-01	\$2,000,000	\$2,172,029	\$1,774,129	\$397,900	81.68%	\$225,871
Enrichment RFP 2024-02	\$895,636	\$928,098	\$803,351	\$124,747	86.56%	\$92,285
Afterschool RFP 2023-01	\$1,232,886	\$1,167,886	\$1,009,103	\$158,783	86.40%	\$223,783
Other (Literacy, STEM, Tuition Assistance)	\$874,169	\$874,350	\$668,024	\$206,326	76.40%	\$206,146
Teens Work Alachua	\$945,000	\$1,022,999	\$994,837	\$28,162	97.25%	-\$49,837
Goal 3: All children live in a safe community	\$1,280,185	\$1,090,515	\$758,624	\$331,891	69.57%	\$521,561
Special Revenue Fund(Pritzker / BLI)	\$325,000	\$325,000	\$279,895	\$45,105	86.12%	\$45,105
Capacity Building & Mini Grants	\$390,000	\$220,620	\$197,523	\$23,097	89.53%	\$192,477
Sponsorships & Community Engagement	\$60,000	\$57,993	\$57,993	\$0	100.00%	\$2,007
Emergent Needs	\$100,000	\$54,492	\$54,492	\$0	100.00%	\$45,508
Grand Total	\$12,360,257	\$11,312,046	\$8,712,413	\$2,599,633	77.02%	\$3,647,844

FY 2025 Programmatic Awards & Expenditures Report
September 30th, 2025

Report as of 10/29/2025
 Last month completed

GOALS / PROGRAM	AGENCIES	COMMITTED FUNDING	EXPENSED	% Expensed	Invoice Status
GOAL 1: ALL CHILDREN AND YOUTH ARE HEALTHY AND HAVE NUTURING CAREGIVERS AND RELATIONSHIPS 001.15.1500.569.83.10					
				SAMIS Report Date 9/30/2025	
Family Resource Centers/Consulting	Partnership for Strong Families	\$177,023.00	\$102,752.76	58.04%	Current
Family Resource Centers/Community Navigators/Help Me Grow	Partnership for Strong Families	\$863,477.00	\$503,040.36	58.26%	Current
Family Resource Centers	Willie Mae Stokes Community Center	\$157,500.00	\$59,677.06	37.89%	Current
Family Resource Centers	Pleasant Street Civil Rights & Cultural Center	\$157,500.00	\$113,811.03	72.26%	Current
Family Resource Centers	City of Hawthorne	\$78,500.00	\$0.00	0.00%	
NewboRN Home Visiting Program	Healthy Start of North Central Florida, Inc.	\$471,883.00	\$353,607.09	74.94%	1 month lag
Doula Friendly Designation	A&A Doula Consulting	\$49,197.00	\$45,097.25	91.67%	Current
Flourish Alachua	Britany Fadiora dba Doulio LLC	\$60,000.00	\$55,000.00	91.67%	Current
Partners in Adolescent Lifestyle Support (PALS) THRIVE	UF Health Shands	\$114,441.95	\$101,053.35	88.30%	Current
Reach Community Counseling Services for Adolescent Girls	PACE Center for Girls Inc.	\$114,442.00	\$70,858.09	61.92%	Current
Reducing Trauma to Abused Children Therapy Program	Child Advocacy Center	\$75,000.00	\$64,300.00	85.73%	Current
Saving Smiles (Year 1/3)	UF College of Dentistry	\$344,921.00	\$157,864.76	45.77%	1 month lag
Wellness Healthcare Navigation (Year 1/3)	Children's Home Society of Florida	\$252,627.29	\$167,873.77	66.45%	Current
Maternal Child Health Access Program	UF Health Clinic	\$51,145.56	\$2,029.96	3.97%	2 month lag
Social & Emotional Learning	TBD	\$0.00	\$0.00	0.00%	N/A
Weekend Backpack Program	Food4Kids Backpack Program of North Florida	\$36,000.00	\$36,000.00	100.00%	
Unallocated					
TOTAL GOAL 1 General Fund		\$3,003,657.80	\$1,832,965.48	61.02%	
Budget Check					
GOAL 1: SPECIAL REVENUE FUND 101.15.1500.569.82.70					
Pritzker Doula Mini Grant		\$7,365.61	\$4,683.35	63.58%	
TOTAL GOAL 1 Special Revenue Funding Agreements		\$7,365.61	\$4,683.35	63.58%	

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GOALS / PROGRAM	AGENCIES	COMMITTED FUNDING	EXPENSED	% Expensed	Invoice Status
GOAL 2: ALL CHILDREN CAN LEARN WHAT THEY NEED TO BE SUCCESSFUL 001.15.1500.569.83.20					
SUMMER:					
SUMMER BRIDGE FOR HEAD START	Episcopal Children Services	\$250,304.34	\$82,754.06	33.06%	2 month lag
SUMMER PROGRAMMING RFP 2025-01	Freedom School - Gainesville	\$136,737.30	\$118,453.80	86.63%	Current
SUMMER PROGRAMMING RFP 2025-01	Freedom School - Hawthorne	\$80,000.00	\$75,585.22	94.48%	Current
TOTAL GOAL 2 Summer Programs Other		\$387,041.64	\$276,793.08	71.52%	
SUMMER CAMP RFP 2025-01 (Year 1 of 3):					
	Ashley McClellan DBA The Concrete Rose	\$35,980.07	\$35,379.94	98.33%	Current
	Behavior Bricks	\$159,625.65	\$143,730.08	90.04%	Current
	BOYS & GIRLS CLUBS OF NE FL	\$105,001.50	\$95,500.00	90.95%	Current
	Camp Makerie	\$122,500.16	\$61,950.00	50.57%	Current
	COMMUNITY IMPACT CORPORATION	\$129,158.00	\$126,765.40	98.15%	Current
	DANCE ALIVE	\$6,999.80	\$0.00	0.00%	Current
	DEEPER PURPOSE COMMUNITY CHURCH	\$179,999.16	\$177,600.00	98.67%	Current
	Gainesville Area Tennis Association (Aces in Motion)*	\$56,700.00	\$48,900.00	86.24%	Current
	Gainesville Circus Center*	\$24,874.42	\$25,199.05	101.31%	Current
	GIRLS PLACE	\$134,199.07	\$85,667.60	63.84%	Current
	GREATER DUVAL NEIGHBORHOOD ASSOCIATION	\$42,000.00	\$42,000.00	100.00%	Current
	HAGIOS EARLY LEARNING CENTER	\$26,002.18	\$23,933.88	92.05%	Current
	I AM STEM	\$180,095.50	\$180,000.00	99.95%	Current
	IGB EDUCATION CORP	\$105,239.85	\$91,499.29	86.94%	Current
	JUST FOR US EDUCATION	\$119,560.11	\$62,883.12	52.60%	Current
	Kids Count	\$39,932.58	\$39,932.20	100.00%	Current
	LIMITLESS ADVENTURES	\$50,785.27	\$46,976.68	92.50%	Current
	Mirror Image Leadership Academy	\$62,400.00	\$53,400.00	85.58%	Current
SUMMER: Continued next page	STAR CENTER CHILDRENS THEATER	\$76,440.00	\$33,908.00	44.36%	Advance

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GOALS / PROGRAM	AGENCIES	COMMITTED FUNDING	EXPENSED	% Expensed	Invoice Status
GOAL 2: ALL CHILDREN CAN LEARN WHAT THEY NEED TO BE SUCCESSFUL 001.15.1500.569.83.20					
SUMMER: Continued from prior page					
SUMMER CAMP RFP 2025-01 (Year 1 of 3):	TRAVELING ART CAMP	\$291,945.50	\$246,575.55	84.46%	Current
	UF - CROP	\$35,000.00	\$11,565.30	33.04%	Current
	UF - VET Camp	\$8,749.81	\$1,749.95	20.00%	Current
	Williams Temple	\$8,040.00	\$8,040.00	100.00%	Current
	Incentives	\$170,800.00	\$130,972.60	76.68%	
TOTAL GOAL 2 Summer RFP		\$2,172,028.63	\$1,774,128.64	81.68%	
GOAL 2: ALL CHILDREN CAN LEARN WHAT THEY NEED TO BE SUCCESSFUL 001.15.1500.569.83.20					
ENRICHMENT (Year 1 of 2):					
ENRICHMENT PROGRAMMING (2025-2026) RFP 2024-02	All Well Health Services	\$6,611.26	\$5,881.97	88.97%	Current
ENRICHMENT PROGRAMMING (2025-2026)	CE's Underground Kitchen	\$156,121.70	\$154,401.55	98.90%	Current
ENRICHMENT PROGRAMMING (2025-2026)	Crafty Gemini Youth Development	\$75,000.00	\$51,000.00	68.00%	Current
ENRICHMENT PROGRAMMING (2025-2026)	Cultural Arts Coalition	\$35,890.71	\$35,887.50	99.99%	Current
ENRICHMENT PROGRAMMING (2025-2026)	DJ Elo Global LLC	\$50,613.75	\$50,613.75	100.00%	Current
ENRICHMENT PROGRAMMING (2025-2026)	Dream On Purpose	\$17,672.00	\$17,672.00	100.00%	Current
ENRICHMENT PROGRAMMING (2025-2026)	Gator Junior Golf	\$10,714.00	\$1,875.02	17.50%	Current
ENRICHMENT PROGRAMMING (2025-2026)	Grace to Overcome Inc.	\$12,000.00	\$12,000.00	0.00%	Terminated
ENRICHMENT PROGRAMMING (2025-2026)	IGB Education Group	\$49,924.26	\$49,414.71	98.98%	Current
ENRICHMENT PROGRAMMING (2025-2026)	Infinite Dream Builders Corp	\$24,454.10	\$24,451.75	99.99%	Current
ENRICHMENT PROGRAMMING (2025-2026)	Lee's Preschool Center	\$88,022.50	\$68,564.70	77.89%	Current
ENRICHMENT PROGRAMMING (2025-2026)	Motiv8U of North Central Florida Inc.	\$183,750.00	\$170,800.00	92.95%	Current
ENRICHMENT PROGRAMMING (2025-2026)	Music & Arts Program for Youth Inc.	\$60,355.72	\$60,259.01	99.84%	Current
ENRICHMENT PROGRAMMING (2025-2026)	Santa Fe College	\$91,209.20	\$37,649.23	41.28%	Current
ENRICHMENT PROGRAMMING (2025-2026)	University of Florida Natural History Museum	\$65,758.50	\$62,880.00	95.62%	Current
ENRICHMENT PROGRAMMING (2025-2026)	University of Florida Upward Bound	\$0.00	\$0.00	0.00%	Terminated
TOTAL GOAL 2 Enrichment		\$928,097.70	\$803,351.19	86.56%	

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GOAL 2: ALL CHILDREN CAN LEARN WHAT THEY NEED TO BE SUCCESSFUL 001.15.1500.569.83.20					
AFTERSCHOOL (Year 2 of 2):					
AFTERSCHOOL PROGRAMMING (RFP 2023-02)	Boys and Girls Club of Alachua County*	\$129,676.00	\$111,783.09	86.20%	Current
AFTERSCHOOL PROGRAMMING (RFP 2023-01)	Deeper Purpose Community Church, Inc.*	\$120,713.00	\$95,091.61	78.77%	Current
AFTERSCHOOL PROGRAMMING (RFP 2023-01)	Gainesville Area Tennis Association (Aces in Motion)*	\$272,563.00	\$254,504.69	93.37%	Current
AFTERSCHOOL PROGRAMMING (RFP 2023-01)	Gainesville Circus Center*	\$148,698.00	\$137,139.55	92.23%	Current
AFTERSCHOOL PROGRAMMING (RFP 2023-01)	Girls Place, Inc.*	\$134,330.00	\$116,994.86	87.10%	1 month lag
AFTERSCHOOL PROGRAMMING (RFP 2023-01)	Kids Count in Alachua County, Inc.*	\$197,524.00	\$155,340.21	78.64%	1 month lag
AFTERSCHOOL PROGRAMMING (RFP 2023-01)	Willie Mae Stokes Community Center, Inc.	\$164,381.91	\$138,249.19	84.10%	Current
TOTAL GOAL 2 After School		\$1,167,885.91	\$1,009,103.20	86.40%	
GOAL 2 OTHER:					
DOLLY PARTON IMAGINATION LIBRARY	Gainesville Thrives	\$60,000.00	\$53,302.36	88.84%	Current
THE BRIDGE COMMUNITY CENTER LITERACY PROGRAM	PEAK Literacy	\$115,500.00	\$104,297.51	90.30%	Current
NEIGHBORHOOD EMPOWERMENT (Year 1 of 1)	Gainesville For All Inc.	\$125,000.00	\$92,494.50	74.00%	Current
Childcare Tuition Assistance	Early Learning Coalition	\$358,901.31	\$289,339.17	80.62%	Current
3DE Program	Junior Achievement	\$100,000.00	\$66,161.36	66.16%	Current
Rotary Youth Exchange	Rotary Youth Exchange	\$200.00			
AMPLIFIED	The Education Foundation	\$70,998.76	\$18,678.73	26.31%	Current
Comprehensive Needs Assessment	UF Lastinger Center	\$43,750.00	\$43,750.00	100.00%	
TOTAL GOAL 2 Other		\$874,350.07	\$668,023.63	76.40%	
GOAL 2 TEENS:					
TEENSWORK ALACHUA YOUTH	GOODWILL INDUSTRIES OF NORTH FLORIDA	\$1,022,999.41	\$994,837.10	97.25%	Current
TOTAL GOAL 2 Teens		\$1,022,999.41	\$994,837.10	97.25%	Current
Unallocated					
TOTAL GOAL 2 General Fund		\$6,552,403.36	\$5,526,236.84	84.34%	

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GOALS / PROGRAM	AGENCIES	COMMITTED FUNDING	EXPENSED	% Expensed	Invoice Status
TOTAL GOAL 2 SPECIAL REVENUE FUNDS 101.15.569.83.91-94					
Accreditation Academy / Master Class Series	Business Leadership Institute	\$294,025.00	\$256,415.10	87.21%	Current
Accreditation Academy / Master Class Series	Accreditation program supplies	\$975.00	\$2,980.32	305.67%	Current
Participant Stipend	Multiple	\$0.00	\$0.00	0.00%	
Business Stipend	Multiple	\$30,000.00	\$20,500.00	68.33%	Current
Goal Seal Incentive	Multiple	\$0.00	\$0.00	0.00%	
TOTAL GOAL 2 Special Revenue Funding Agreements		\$325,000.00	\$279,895.42	86.12%	
TOTAL GOAL 2 Special Revenue Funds 101.15.569.83.91-94					
GOAL 3: ALL CHILDREN LIVE IN A SAFE COMMUNITY 001.15.1500.569.83.30					
AMI Kids	AMI Kids	\$173,045.40	\$123,424.13	71.32%	Current
MENTORING & CHARACTER BUILDING	Big Brothers Big Sisters	\$78,750.00	\$53,633.96	68.11%	Current
MENTORING & CHARACTER BUILDING	Community Impact	\$43,001.56	\$17,870.84	41.56%	Current
MENTORING & CHARACTER BUILDING	IGB Education Group	\$67,725.00	\$66,269.94	97.85%	Current
MENTORING & CHARACTER BUILDING	Made for More Foundation Inc.	\$66,685.00	\$60,342.09	90.49%	Current
MENTORING & CHARACTER BUILDING	The Education Foundation of Alachua County	\$78,157.93	\$76,933.24	98.43%	Current
Teen Center and Youth Engagement	North Central Florida YMCA	\$150,000.00	\$125,000.00	83.33%	Current
Gun Violence	City of Gainesville	\$433,150.00	\$235,150.00	100.00%	
Unallocated					
TOTAL GOAL 3		\$1,090,514.89	\$758,624.20	69.57%	
	Budget Check				

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GOALS / PROGRAM	AGENCIES	COMMITTED FUNDING	EXPENSED	% Expensed	Invoice Status
CAPACITY BUILDING AND MINI GRANTS: 001.15.1500.569.83.50					
YOUTH DEVELOPMENT CAPACITY BUILDING COLLABORATIVE:					
Center for Non-Profit Excellence	Community Foundation	\$108,500.00	\$108,500.00	100.00%	
My Side-walk	Community Foundation	\$15,000.00	\$15,000.00	100.00%	
Trauma Informed Training	Child Advocacy Center	\$700.00	\$700.00	100.00%	
Language Line	Interpreter Services	\$10,000.00	\$1,293.25	12.93%	
Legacy CPR & More	CPR Training		\$350.00		
Florida Afterschool Network Membership	Florida Afterschool Inc.	\$5,000.00	\$5,000.00	100.00%	
Restorative Practices Training x2	River Phoenix Center for Peace Building	\$11,000.00	\$11,000.00	100.00%	
Youth Conflict and Resolution Program	River Phoenix Center for Peace Building	\$9,200.00	\$9,200.00	100.00%	
Trauma Informed Training	Genesis Family Enrichment Center	\$10,500.00	\$10,500.00	100.00%	
Girl's Place	Florida Afterschool Conference	\$719.70	\$719.70	100.00%	
Unallocated					
Innovation Grants:	Mirror Image Leadership Academy	\$15,000.00	\$2,149.25	0.00%	
	Swampbots Robotics	\$20,000.00	\$20,000.00	100.00%	
	Dance Alive	\$15,000.00	\$13,110.64	87.40%	
Unallocated					
TOTAL CAPACITY BUILDING & INNOVATION GRANTS		\$220,619.70	\$197,522.84	89.53%	

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GOALS / PROGRAM	AGENCIES	COMMITTED FUNDING	EXPENSED	% Expensed	Invoice Status
COMMUNITY ENGAGEMENT 001.15.1500.569.83.60					
SPONSORSHIPS	Alachua County Human Society - Summer Reading Program	\$500.00	\$500.00		
	American Foundation for Suicide Prevention (vNov)	\$1,000.00	\$1,000.00		
	Archer Cultural Progressive Organization	\$2,000.00	\$2,000.00		
	Atkins Warren Chapter of NOBLE - Easter Egg Hunt	\$800.00	\$800.00		
	Alachua County HPW Coalition 5K Run	\$1,500.00	\$1,500.00		
	Balance 180 (vJan)	\$2,500.00	\$2,500.00		
	Blossoming Butterfly - Pinkfest	\$500.00	\$500.00		
	BLSSD FUTURE INC - Youth Dance a thon	\$1,000.00	\$1,000.00		
	Carolyn's Heart Inc - 3rd Annual Biggest Heart Giveaway	\$1,500.00	\$1,500.00		
	CDS Family & Behavioral Health - Self Care Fair	\$1,000.00	\$1,000.00		
	Children Beyond Our Borders - Tiny Hero's Event	\$2,500.00	\$2,500.00		
	City of High Springs- National Night Out	\$2,500.00	\$2,500.00		
	City of Waldo - Fall Festival	\$1,500.00	\$1,500.00		
	Committed Dreams Elite LLC - Ballin at the Beach	\$450.00	\$450.00		
	Concerned Citizens of Newberry - BTS Backpack	\$1,000.00	\$1,000.00		
	Dare to Be Different - BTS BBQ	\$1,500.00	\$1,500.00		
	Deeper Purpose - Easter Spring Carnival	\$1,500.00	\$1,500.00		
	Delta Sigma Zeta Chapter - Orange you empowered	\$1,800.00	\$1,800.00		
	Early Learning Coalition - Storybook Village	\$500.00	\$500.00		
	Education Equalizers Foundation - FAFSA workshop	\$1,800.00	\$1,800.00		
	Free Canaan UMC - Family Fun Day	\$500.00	\$500.00		
	Gainesville Circus Center - Sensory Circus Event	\$1,500.00	\$1,500.00		
	Hawthorne Quarterback Club - Empowerment Day	\$1,000.00	\$1,000.00		
	Hawthorne Youth Sports - HYS Community Build	\$1,200.00	\$1,200.00		
	Historic Camelliaettes Club - Mr. Wonderful	\$2,000.00	\$2,000.00		
	Julie Stokes DBA Waldo Community New Vision Coalition - Homecoming Festival	\$1,000.00	\$1,000.00		

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GOALS / PROGRAM	AGENCIES	COMMITTED FUNDING	EXPENSED	% Expensed	Invoice Status
Continued next page					
COMMUNITY ENGAGEMENT 001.15.1500.569.83.60					
Continued from prior page					
SPONSORSHIPS	Karl Anderson Community Impact - PAVE BTS	\$2,500.00	\$2,500.00		
	Latina Womens League - Children Film Festival	\$2,500.00	\$2,500.00		
	Manhood - 2025 Spring Break Road trip	\$2,500.00	\$2,500.00		
	RWF/ Just between friends - Safe Kids Day	\$1,000.00	\$1,000.00		
	Shekinah Glory Family Worship Center - BTS Backpack	\$1,000.00	\$1,000.00		
	Strong MINDED Mentoring - Awards Banquet	\$2,000.00	\$2,000.00		
	Trinity's Day Spa - Kidpreenuer Popup	\$1,500.00	\$1,500.00		
	UF - Stomp in the Swamp for Autism	\$1,000.00	\$1,000.00		
	UF Celebrate the Child	\$743.00	\$743.00		
	United Way -ALICE (vNov)	\$1,000.00	\$1,000.00		
	Waldo Area Histical Society - Sweet Potatoe Festival	\$1,000.00	\$1,000.00		
	Williams Elementary PTA- Water Day	\$2,500.00	\$2,500.00		
	Wishful Thinking - Renascence Beautillion	\$1,200.00	\$1,200.00		
	Writer Alliance - Sunshine State Book Festival	\$1,000.00	\$1,000.00		
	Youth Council NAACP - Youth Empowerment Brunch 2025	\$2,000.00	\$2,000.00		
TOTAL COMMUNITY ENGAGEMENT		\$57,993.00	\$57,993.00	96.66%	

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GOALS / PROGRAM	AGENCIES	COMMITTED FUNDING	EXPENSED	% Expensed	Invoice Status
EMERGENT NEEDS 001.15.1500.569.83.70					
EMERGENT NEEDS	Little Sprouts LLC	\$10,937.98	\$10,937.98		
	Acorn Clinic	\$2,427.00	\$2,427.00		
	North Florida Community Center	\$20,000.00	\$20,000.00		
	Xavier House Unlimited	\$20,000.00	\$20,000.00		
	Partnership For Strong Families	\$1,127.00	\$1,127.00		
TOTAL EMERGENT NEEDS		\$54,491.98	\$54,491.98	54.49%	
FY24-25 PROGRAM FUNDING GENERAL FUND TOTAL		\$10,979,680.73	\$8,427,834.34	70.07%	
FY24-25 PROGRAM FUNDING SPECIAL REVENUE FUND TOTAL		\$332,365.61	\$284,578.77	85.6%	
FY24-25 PROGRAM FUNDING ALL FUNDS		\$11,312,046.34	\$8,712,413.11	70.49%	

File Attachments for Item:

7. FY 2025 4th Quarter Financial Report

**Item:**

FY 2025 4th Quarter Financial Report

Requested Action:

The Trust is asked to receive the 4th Quarter Financial 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

4th Quarter Financial Report

Programmatic Impact:

NA

Fiscal Impact:

NA

Recommendation:

Receive the Report



FOURTH QUARTER FINANCIAL REPORT

1) TOTAL EXPENDITURES THROUGH THE 4TH QUARTER OF FY2025.	AMOUNT
QUARTERLY EXPENDITURES (4TH QTR ONLY)	\$ 5,136,596
YTD EXPENDITURES	\$ 12,186,461
2) TOTAL RECEIPTS THROUGH THE 4TH QUARTER OF FY2025	
QUARTERLY REVENUES & RECEIPTS (4TH QTR ONLY)	\$ 192,520
YTD RECEIPTS/REVENUES	\$ 12,012,826
3) STATEMENT OF FUNDS ON HAND, INVESTED, OR DEPOSITED WITH A QPD:	
TOTAL FUNDS ON HAND AT THE END OF THE 4TH QTR	\$ 13,648,580
4) TOTAL ADMINISTRATIVE COSTS	
QUARTERLY ADMINISTRATIVE COSTS	\$ 407,817
YTD ADMINISTRATIVE COSTS	\$ 1,681,363
ADDITIONAL SUPPLEMENTAL FINANCIAL INFORMATION:	
QUARTERLY AID TO ORGANIZATIONS	\$ 4,383,643
YTD AID TO ORGANIZATIONS	\$ 8,698,822
YTD - OTHER DIRECT PROGRAM COSTS	\$ 1,556,276
YTD - CAPITAL TRANSFERS	\$ 250,000

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 fourth quarter of fiscal year 2025.

File Attachments for Item:

8. Sponsorship Requests



CHILDREN'S TRUST
OF ALACHUA COUNTY

Bridge City Community Church, Inc.

Request Date:	09/18/2025
Requesting Organization:	Bridge City Community Church, Inc
Contact Name:	Pastor Dustin Gay
Event Name:	Fall Fest
Event Date:	10/26/2025
Event Summary:	This is a safe family event with games, candy & food before Halloween, located in Newberry, FL. We'd like bounce houses, a variety of yard games, music, etc.
Number of Attendees:	250
Expenses Summary:	\$750 in inflatables, \$250 towards food, expenses, & paper goods
Requested Amount:	\$1,250
Notes/Comments:	
Approved Amount:	\$1,000
Authorized By:	<i>[Signature]</i>



CHILDREN'S TRUST
OF ALACHUA COUNTY

Kool Kids Snacks

Request Date:	September 30, 2025
Requesting Organization:	Kool Kids Snacks
Contact Name:	Takasia McLean
Event Name:	Fall Festival Community Give Back
Event Date:	Saturday, November 8, 2025, 2-6 p.m.
Event Summary:	This free Fall Festival Community Giveback aims to bridge the gap between at-risk children and the resources available to them. The event will include free food, giveaways, and community resources. There will be interactive activities, performances, and healthy food options. This event is open to the public and will be held at Citizens Field Park.
Number of Attendees:	Expecting 500
Expenses Summary:	Petting zoo Pony rides Hay bales Pumpkins for pumpkin patch Food Drinks
Requested Amount:	\$3,000
Notes/Comments:	
Approved Amount:	\$1,000
Authorized By:	<i>[Signature]</i>



CHILDREN'S TRUST
OF ALACHUA COUNTY

Symply Baked, LLC

Request Date:	9/22/2025
Requesting Organization:	Symply Baked, LLC
Contact Name:	Virginia Lynn
Event Name:	Kid-Preneur Pop-Up
Event Date:	Saturday, November 15, 2025, 10 a.m.-3 p.m.
Event Summary:	Kids under the age of 12 will have a chance to sell their products to the community to introduce them to entrepreneurship. We will also have a workshop teaching business skills such as customer service, sales, budgeting, and how to start a real business, etc.
Number of Attendees:	50
Expenses Summary:	\$600 building rental \$250 DJ \$150 entertainment \$200 social media advertising \$100 parking signs \$100 decorations \$100 flyers
Requested Amount:	\$2500
Notes/Comments:	
Approved Amount:	\$1500
Authorized By:	<i>[Signature]</i>

Children's Trust of Alachua County

4010 NW 25th Place | Gainesville, FL 32606

(352) 374-1830 | www.childrenstrustofalachuacounty.us

File Attachments for Item:

9. Executive Director's Report



EXECUTIVE DIRECTOR REPORT

October 1, 2025 - October 31, 2025

SUMMARY

1. Literacy Collaborative Townhall Meetings
2. CTAC Events - Community Conversation on The Child Care Economy, UF Homecoming Parade, & Lights On Afterschool Kudos

MEETINGS AND EVENTS FOR PLANNING, COORDINATION, AND COMMUNITY ENGAGEMENT		
DATE	MEETING / EVENT	SUMMARY
October 1, 2025	Retirement Reception: Santa Fe College Police Chief Ed Book	ED M. Kiner and E. McCauley attended.
October 1, 2025	Community Gun Violence Prevention Alliance Town Hall	E. McCauley attended.
October 1, 2025	Education Foundation Take Stock in Children 30th Anniversary Dinner	ED M. Kiner and E. McCauley attended.
October 1, 2025	City of Alachua Education Task Force Appointee Meeting	ED Kiner met with Ryan Reidway to discuss the Taskforce and resources available to families in Alachua.
October 2, 2025	Education Foundation Take Stock in Children 30th Anniversary Dinner	Ed Kiner and E. McCauley attended and CTAC received an award.
October 6, 2025	UF Center for Arts, Migration, and Entrepreneurship/SPARK 352	CTAC Staff and SPARK staff met to discuss Youth Engagement partnership.
October 6, 2025	Meeting with Doug Johnson	ED Kiner met with Doug Johnson to discuss the status of the local Boys & Girls Club.
October 7, 2025	Meeting with River Phoenix	ED Kiner and D. Tyson met with River Phoenix staff to discuss partnership and new opportunities for the upcoming fiscal year.
October 7, 2025	Walk to School Day at High Springs Community School	E. McCauley and K. Goldwire attended and shared resources with Safe Kids NCFL coalition.
October 7, 2025	Ribbon Cutting: Boys and Girls Club Cox Innovation Lab	ED M. Kiner, K. Goldwire, and E. McCauley attended.

October 8, 2025	Newberry City Hall Meeting and Tour	ED M. Kiner and E. McCauley met with J. Marlowe, Newberry City Manager.
October 9, 2025	Alachua County Community Conversation: The Childcare Economy	ED M. Kiner, M. Jones, K. Goldwire, A. Wagner, and E. McCauley attended.
October 9, 2025	Healthy Afternoons: Screaming for Safety with Gainesville Fire and Rescue	ED M. Kiner, E. McCauley, and CiviGator Intern A. Wherley attended and tabled event.
October 9, 2025	Housing For Children First Meeting	ED Kiner and COO Goldwire attended.
October 10, 2025	Alachua County Homeless Student Awareness Event	ED M. Kiner, K. Goldwire, and E. McCauley attended and shared resources.
October 11, 2025	BLI Session 1 - Business Development	ED Kiner & COO Goldwire attended.
October 14, 2025	Alachua County Commission Meeting: Lights on Afterschool Proclamation	ED M. Kiner and E. McCauley attended
October 14, 2025	5th Ave. Neighborhood Association meeting	E. McCauley attended.
October 14, 2025	City of Gainesville and DPI, LLC - Gun Violence Discussion	ED Kiner and COO Goldwire met with city staff and consultants from DPI, LLC to discuss the CTAC funded Gun Violence strategic planning process.
October 15, 2025	Juvenile Court Visit	ED Kiner visited Juvenile Court and met with Judge Susanne Wilson Bullard.
October 15, 2025	Meeting with Freedom School	CTAC staff met with Freedom School Staff.

October 16, 2025	Gainesville Empowerment Zone Tour	E. McCauley met with T. White, Family Engagement Specialist.
October 16, 2025	City Commission Meeting: Lights on Afterschool Proclamation	ED M. Kiner and E. McCauley attended.
October 17, 2025	UF Homecoming Parade	CTAC Staff walked in the parade with Tu Fiesta Radio.
October 20, 2025	Alachua County Legislative Delegation Meeting	ED M. Kiner and E. McCauley attended.
October 21, 2025	Quarterly Resource Center Partner Meeting	E. McCauley attended
October 22, 2025	One Community Resource Fair	E. McCauley attended and shared resources.
October 22, 2025	UF Community Relations Meeting	ED Kiner met with UF Community Relations staff.
October 23, 2025	Female Protective Society Community Event	ED Kiner attended.
October 23, 2025	Lights on Afterschool	CTAC staff hosted this event with the Gainesville Circus Center.
October 24, 2025	Safety Net Collaborative Meeting	E. McCauley attended.
October 24, 2025	Literacy Collaborative Meeting	CTAC met with the Collaborative to discuss the Townhalls.
October 25, 2025	“Check you Out” Community Health Fair at Metcalfe Elementary	E. McCauley tabled at this community event.

October 25, 2025	Flip or Treat 2025 at Balance 180	E. McCauley and CiviGator Intern A. Wherley attended.
October 26, 2025	Bridge City Community Church Fall Fest	E. McCauley attended sponsored event.
October 27, 2025	Strongminded Mentoring Meeting	ED Kiner met with Jarrell Whitehead to discuss funding opportunities and partnership.
October 28, 2025	ELC Information and Resource Session at Library Partnership	E. McCauley attended
October 28, 2025	League of Cities Meeting: Hawthorne	M. Kiner and E. McCauley attended.
October 28, 2025	TeensWork Fall Leadership Cohort	ED Kiner presented to the TWA Fall Leadership Cohort.
October 29, 2025	Community Literacy Town Hall	E. McCauley attended.
October 30, 2025	Community Literacy Town Hall	E. McCauley attended.

PROGRAMS CALENDAR

October	
October 2, 2025	Programs' Team Meeting
October 6, 2025	Contract discussion with SPARK352: UF Center for Arts, Migration, and Entrepreneurship
October 8, 2025	Boys & Girls Club Afterschool Program - Performance Measure and Data Reporting Review and SAMIS Training
October 9, 2025	Community Conversation: Childcare Economy
October 9, 2025	Budget and contracting discussion with SPARK352 UF Center for the Arts, Migration, & Entrepreneurship.
October 9, 2025	FACCT Research and Evaluation Affinity Group
October 13, 2025	Contract Deliverables discussion with SPARK352: UF Center for Arts, Migration, and Entrepreneurship
October 14, 2025	Amplified Student Voice Coalition - Performance Measure and Data Reporting Review and SAMIS Training
October 15, 2025	FACCT IT Affinity Group
October 15, 2025	Early Learning Coalition - Performance Measure and Data Reporting Review and SAMIS Training
October 16, 2025	Programs' Team Meeting
October 17, 2025	UF Homecoming Parade
October 20, 2025	C Robinson Strategic Planning Follow-up Session with Staff
October 22, 2025	TBR Training with Genesis for Providers
October 22, 2025	Florida Afterschool Conference
October 23, 2025	Lights on Afterschool
October 27, 20245	Gainesville Thrives - Dolly Parton Imagination Library: Evaluation Discussion
October 28, 2025	SAMIS S3 Meeting
October 29, 2025	Community Literacy Collaborative Townhall
October 30, 2025	Programs' Team Meeting

INITIATIVES



Don't miss out on this great resource for families: The Parenting Playbook.

Our brand-new magazine, The Parenting Playbook, is designed to support parents at every stage of their parenting journey. It shares information about local programs and services that can help parents who are preparing for a newborn to preparing their teen for college or careers.

To access an online version, [visit our website](#). Want free print copies? Place an order request.

PLANNING, RESEARCH, AND EVALUATION

Preparation for FY26

- Supported providers in completing all FY25 data deliverables. Compiled and analyzed data. Met internally and with providers to review progress, impact, and data reporting process. Data reviews informed co-development of FY26 performance targets with providers. Provider meetings included:
 - A&A Consulting: Doula Friendly Initiative
 - PEAK Literacy
 - Gainesville Empowerment Zone
 - Children's Home Society of Florida: Wellness and Health Navigation
 - TeensWork Alachua
 - Early Learning Coalition: Child Tuition Assistance Program
- Discussed FY26 contracts with providers:
 - UF Center for Arts, Migration, and Entrepreneurship: SPARC352
 - City of Gainesville: Youth Violence Prevention Programming
 - Education Foundation: Amplified Student Voice

Program Evaluation for FY2025

- TeensWork Alachua - completed data analysis and reporting on the summer youth employment program; developing a TWA Alumni Surveys to follow-up with teens as they transition into adulthood.
- Imagination Library - initial meetings to discuss evaluation study to assess kindergarten readiness outcomes on children who have been engaged in the program.

FY2026 RFP Preparations

- Developing survey to administer to community members including youth, parents, and providers to gather input for Mentoring and Enrichment RFPs

CTAC Strategic Planning

- Participated in internal CTAC strategic planning workshops

Workshops, Trainings, and Collaborative Learning

- Attended Community Conversation: Childcare Economy
- Attended After School Conference in Orlando
- Participated in FACCT Research and Evaluation Affinity group meeting
- Attended Community Literacy Townhall
- Planning for convening of Enrichment providers in November

FINANCE AND ADMINISTRATION

Reports and Addendums

FY 2025 Budget Report (September)

FY 2025 Checks and Expenditures Report (September)

FY 2025 Programmatic Awards and Expenditures Report (September)

FY 2025 4th Quarter Financial Report

****Please see “Annotations to Financial Statements” that accompanies Budget Report for detailed analysis*

COMMUNICATIONS

Social Media - Key Points

- Gained **51** net followers on Facebook and **22** followers on Instagram.
- We amassed **9.8K** views on Facebook and **5.9K** views on Instagram in the **past 30 days**.
- The most viewed content on our Facebook were:
 - Our post about Lights on Afterschool (**769 views**)
 - Our promotion post with the Flyer for Lights on Afterschool (**2.5K views**)
- The most viewed content on our Instagram were:

Our post recapping the Homecoming Parade with Tu Fiesta Radio (**652 Views**)

In the News

- <https://www.wcjb.com/2025/10/08/childrens-trust-seeks-clarity-violence-interruption-program-effectiveness-gainesville/>
- <https://www.wuft.org/education/2025-10-24/childrens-trust-rallies-families-around-after-school-safety-and-learning>
- <https://www.mainstreetdailynews.com/education/childrens-trust-raise-executive-director>
- <https://www.mainstreetdailynews.com/education/childrens-trust-alachua-county-17m-budget>
- <https://www.wuft.org/education/2025-10-23/alachua-county-celebrates-after-school-care-programs-circus-style>
- <https://www.mainstreetdailynews.com/news/local/childrens-trust-approves-millage-rate>

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.	Delegated to Incoming Director of Mktg
3.10.2025	Member Chance suggested checking with other CSC's and considering listing funded organizations under priorities on the website for accountability.	
9.9.2024	Chair Pinkoson requested to have a discussion for future RFPs about the maximum amount of funding a provider can request of the total allocation.	Embedded in the Strategic Plan Review and Update
11.4.2024	The Board discussed the need for affordable housing for families with children, with a focus on those living in cars or motels. Member Hardt suggested contacting Anne Ray from the Shimberg Center to give a presentation on local issues and potential solutions.	Presentation at November Board Meeting
2.10.2025	Member Hardt requested the Board invite Theresa Beachy to discuss affordable housing, ALICE report, and the work she's doing with the chamber. She would also like to discuss housing challenges in Gainesville, particularly among our "heroes" - teachers, law enforcement, fire rescue, and nurses.	
11.4.2024	The Board requested a joint meeting with the Alachua County Library Board.	Meeting date TBD early 2026 per discussion with Lib. Dir and CTAC ED
3.10.2025	Dr. Labarta requested a follow-up to the community needs listing.	In progress December FYI section
4.7.2025	Member Chance expressed interest in learning whether other Trusts prioritize zip codes with identified gaps in funding decisions (FL Chamber Gap Map)	Completed November FYI section

SUCCESS STORIES

Goal 1: Children and Youth are Healthy and Have Nurturing Caregivers and Relationships

PSF FRC/CRN/HMG Success Story: A single father of four came to one of the Family Resource Center's seeking assistance with his utility bill after experiencing major life changes. He met with our staff, shared his situation, and together brainstormed a solution. Through our partnership with the Children's Trust of Alachua County, we were able to assist with his utility costs, helping him maintain stability for his family. Thanks to community resources and the father's determination, he left with one less worry and a little more peace of mind. A few days later, he returned, not for more help but to say thank you. He shared that the kindness and support he received gave him hope, inspired him to focus on his own mental health, and motivated him to connect with other agencies. With a clearer headspace, he felt more positive and committed to making changes to avoid future setbacks.

Goal 2: Children and Youth can learn What They Need to be Successful

CHS Success Story: Metcalfe Elementary: In August, CHS supported several students and their families by addressing a range of needs. One family, with two male students, required school supplies. CHS provided them with backpacks, college-ruled paper, pencils, crayons, glue sticks, and binders to help them start the school year prepared. Additionally, CHS assisted a female student who needed a referral to her primary care physician to pursue an IEP or 504 Plan. This referral enables her to receive the necessary accommodation and support in the classroom.

As part of CHS's preparation for the new year, they met with all the teachers during their pre-planning sessions. CHS introduced the services they will be offering and informed the teachers that CHS was collecting UF Dental Consent Forms ahead of the dental team's visit scheduled for February 2026.

Goal 1: Children and Youth are Healthy and Have Nurturing Caregivers and Relationships

University of Florida-Saving Smiles Success Story:

During a recent school-based dental screening event, a third-grade student was identified as having urgent dental needs. This child was promptly scheduled for care through our program, as was their younger sibling who was also experiencing tooth pain. Following dental exams and x-rays on the day of their appointments, both children were found to have severely decayed baby teeth with abscesses requiring extraction. Their mother shared that she had been trying for months to secure dental appointments elsewhere but had been unsuccessful. As a result, both children had been missing school due to persistent toothaches. She also expressed concern about their dental anxiety, noting that their last dental treatment required sedation.

Dr. Olga explained that while their clinic does not offer sedation, they could provide sensory comfort items to help ease the children's anxiety. Dr. Olga spoke gently and honestly with each child, explaining the procedure and asking if they felt ready to proceed. Both children immediately agreed and demonstrated remarkable cooperation throughout the visit. The tooth removals were completed successfully, and both children were scheduled for follow-up visits to address other less urgent dental issues. As the family prepared to leave, the children gave Dr. Olga a hug and thanked her for helping them. It was a sentimental moment that underscored the relief they felt following the months of tooth pain they had experienced, and which emphasizes the importance of compassionate and accessible healthcare.

Goal 3: All Children Live in a Safe Community

Big Brothers Big Sisters Success Story: Chelsea & Anaya - Growing Together Through Mentorship

As Chelsea and Anaya approach their one-year match anniversary, both are filled with excitement and gratitude for the journey they've shared. What began as a site-based match at Anaya's elementary school has blossomed into a vibrant community-based mentorship — a reflection of the strong bond they've built and their desire to stay connected beyond school walls.

When Anaya completed fifth grade and prepared to transition to middle school, neither she nor Chelsea wanted their time together to come to an end. Instead, they eagerly chose to continue their relationship as a community match. At their meeting in July to make the switch official, Anaya celebrated with a joyful hug for her Big Sister — a moment that spoke volumes about the trust and affection they've developed.

In just a few short months, Chelsea and Anaya have packed their time together with laughter, learning, and adventure. They've gone swimming, enjoyed movies, explored local parks, and shared meals — all while growing closer. Chelsea has also stepped in to support Anaya's family during a tough time, helping with rides to school and volleyball practice after the family car was totaled in an accident.

The impact of their connection is already showing. Anaya's grades have improved, and Chelsea continues to be a positive, steady presence as Anaya navigates the challenges of middle school. Their story is a testament to the power of consistent, caring mentorship — and how a single connection can make a lasting difference in the life of a young person.

As they look back on their first year together and forward to the future, one thing is clear: this match is just getting started.

Goal 2: Children and Youth Can Learn What They Need to be Successful

Girls Place Inc. Success story:

Maxine joined us for the first time this summer after having participated in athletics at Girls Place previously. Maxine's parents heard a lot of good things about the summer program including the structure, variety of activities, and supervision, and really wanted a space for Maxine. They were thrilled when Maxine was invited off the wait list to attend for the full summer. Maxine was in a group with a former Girls Place member who recently graduated with her degree in Education. Our team member brought a lot of knowledge into the classroom and established clear expectations for activities, communication, problem-solving, and more. Her goal was to create as much self-sufficiency for the girls to help them be more successful at GP, school, and home. Maxine thrived in this environment. She valued respect and independence and the opportunity to learn how to advocate for herself and use her voice. She soaked up knowledge from our guest speakers and willingly shared those experiences with her parents and dug deeper when she reflected on the presentations. Once she returned to school, we learned that she was using her skills to establish boundaries for her personal space and seeking help from teachers when others in her classroom were not respecting those boundaries. She was described as a "different kid" from the previous school year. We are grateful that Girls Place could play a role and invest in Maxine.

File Attachments for Item:

10. Affordable Housing Presentation, Anne Ray, Shimberg Center for Housing Studies

Affordability Assisted Housing Inventory Federal Spending **NEW !** Market Rent Trackers Comprehensive Plan Data

Condos & Manufactured Housing Income & Rent Limits Lending/HMDA Parcels & Sales

Population & Household Projections Special Needs Maps & Visualizations REACH (Tampa Bay Area) Disaster Response

Parcel Viewer Workforce & Employment Evictions & Foreclosures

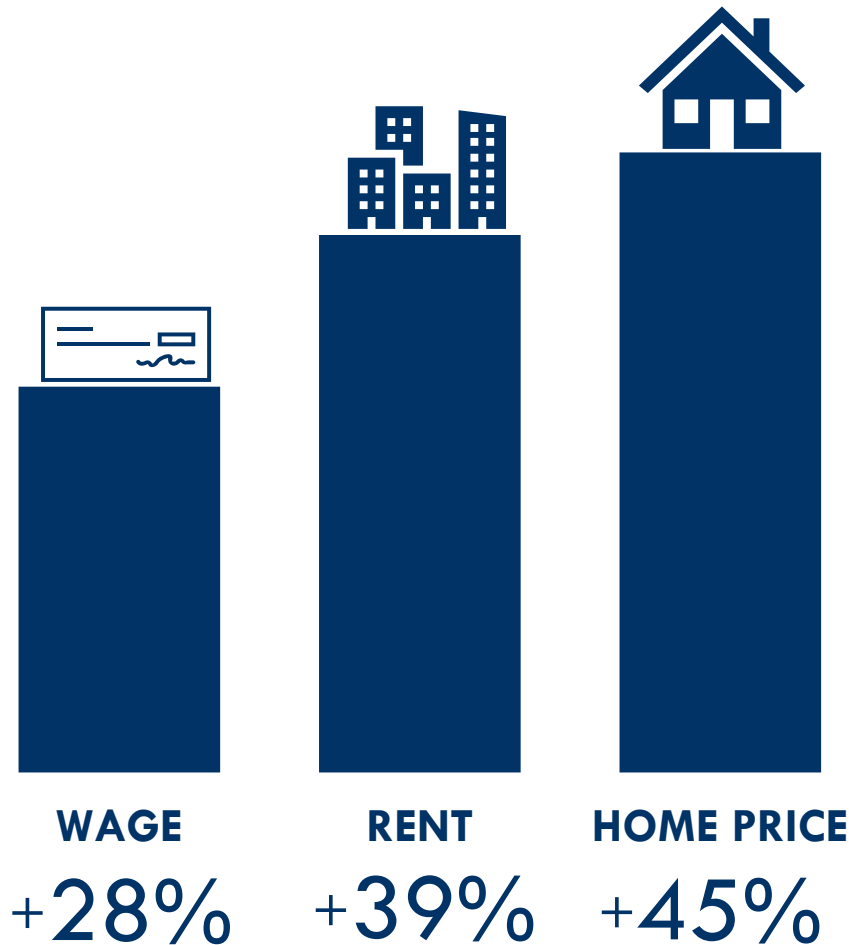
The Florida Housing Data Clearinghouse provides public access to data about housing needs and supply, subsidized rental housing, and household demographics in Florida communities.

Alachua County Housing Trends

Shimberg Center for Housing Studies

November 10, 2025

Housing costs in Alachua County spiked in the early 2020s, exacerbating an existing affordable housing shortage.



From 2019 to 2024, the median county...

- Wage increased 28% (\$18 → \$23)
- Rent increased 39% (\$1,006 → \$1,400)
- Single family home price increased 45% (\$226K → \$329K)

Affordable Housing Terminology

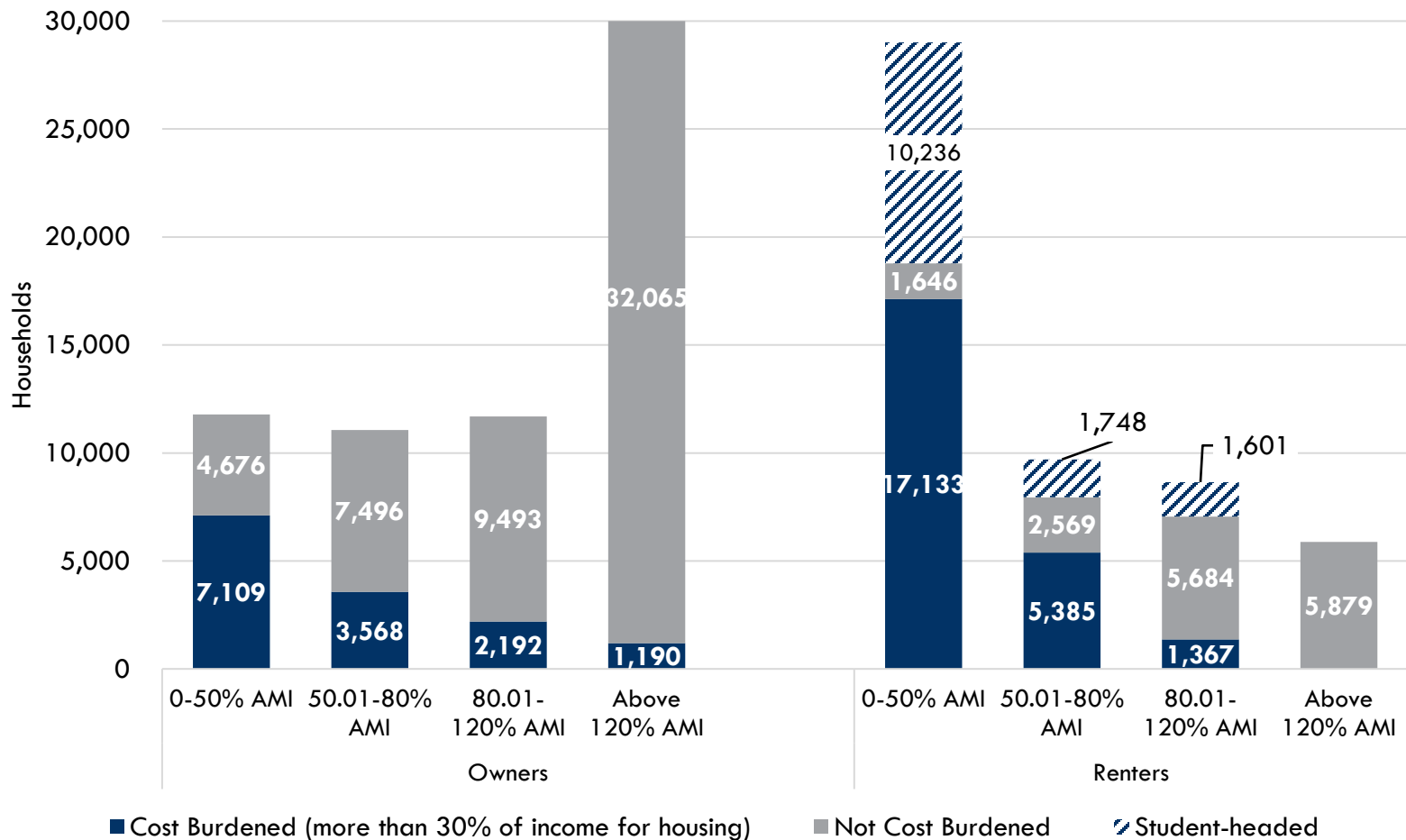
- ▶ Housing is usually considered to be **affordable** if it costs no more than 30% of household income.
- ▶ **Cost burdened:** Paying more than 30% of income for owner or renter costs
- ▶ **Severely cost burdened:** Paying more than 50% of income
- ▶ **Area median income (AMI):** Used to create standard income measures across places and household sizes, expressed as % AMI

2025 Alachua County Income (% AMI) and Housing Cost Limits

Income level	Annual income range (1-4 person household)	Hourly wage, 1 full-time job	Hourly wage, 2 full-time jobs	Max. affordable monthly housing cost (1-3 bedroom unit)
50% AMI	\$36,400-\$52,000	\$18-\$25	\$14	\$975-\$1,352
80% AMI	\$58,240-\$83,200	\$28-\$40	\$16-\$20	\$1,560-\$2,164
120% AMI	\$87,360-\$124,800	\$42-\$60	\$24-\$30	\$2,340-\$3,246

Very low-income renters make up the largest group of cost-burdened households in the county, even excluding student renters.

Item 10.



Households by Tenure, Income (% AMI), and Cost Burden, Alachua County, 2023

Notes: “Student-headed” refers to non-family renter households headed by a full-time student. Counts of cost-burdened renters and student renters above 120% AMI and of student-headed owners are not statistically significant.

Source: Shimberg Center tabulation of U.S. Census Bureau, 2023 American Community Survey

Housing costs outpace wages for many occupations.

- ▶ Gainesville area housing wage: \$30.44/hour
- ▶ A full-time worker would need to earn this amount to rent a typical 2BR apartment (HUD Fair Market Rent 2025: \$1,583/mo).
- ▶ Median wage for Gainesville area: \$23.19/hour. A full-time, year-round worker with this wage can afford \$1,206 in rent.

Sources: National Low Income Housing Coalition, *Out of Reach*; Shimberg Center tabulation of Florida Department of Economic Opportunity, Occupational Employment and Wage Statistics

How much can workers afford to pay for housing each month?

Item 10.

\$600-799

- Fast Food Worker
- Retail Salesperson
- Cashier
- Waiter
- Housekeeper
- Bartender
- Hand Packer
- Dishwasher
- Restaurant Host
- Dining Attendant

\$800-999

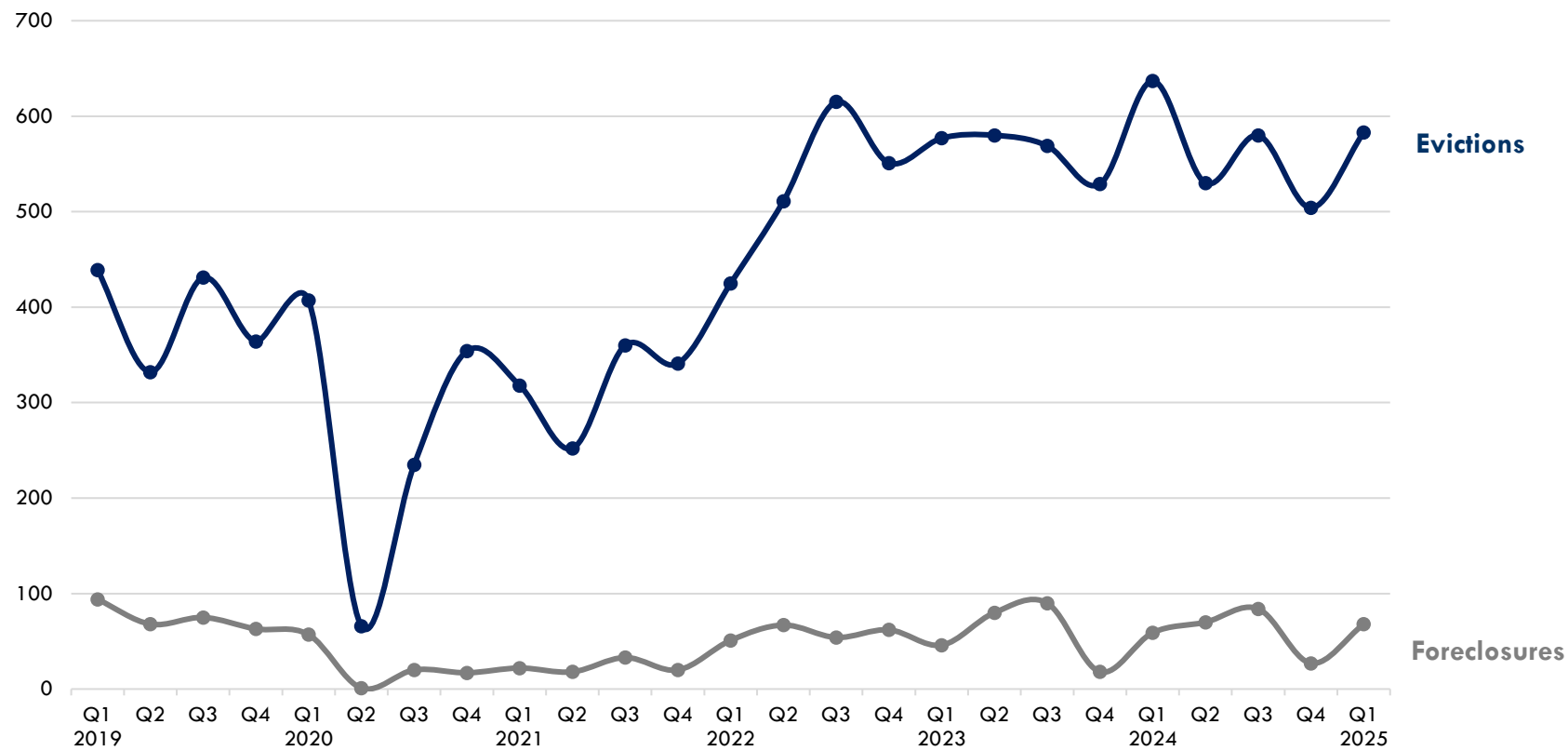
- Stocker
- Janitor
- Customer Service Rep
- Cook
- Personal Care Aide
- Laborer
- Food Prep Supervisor
- Food Prep Worker
- Construction Laborer
- Receptionist

\$1,000-1,200

- Office Clerk
- Nursing Asst
- Maintenance Worker
- Secretary
- Medical Secretary
- Retail Supervisor
- Pharmacy Tech
- Carpenter
- Human/Social Services Asst
- Dental Asst

Source: Shimberg Center tabulation of Florida Department of Economic Security, Occupational Employment Statistics and Wages. Based on median wage for occupations in Alachua County. Assumes full-time worker, 30% of income spent on housing costs.

Evictions & foreclosures fell sharply in Q2 2020 during the state moratorium, increased when filings were permitted again.



Eviction & Foreclosure Filings, Alachua County

Source: Shimberg Center tabulation of filing data from Florida Clerks & Comptrollers and Office of the State Courts Administrator.

Building a Local Housing System: The Affordable Housing Continuum



Supportive Housing (affordable units + services)

- Homeless
- Older adults
- People with disabilities
- Other special needs



Affordable rental housing

- Public housing
- Subsidized (Florida Housing, HUD, USDA)
- Vouchers
- NOAH (Naturally Occurring Affordable Housing)



Affordable home ownership

- Shared equity (e.g. community land trust)
- Down payment assistance
- Low-interest loans
- Affordable construction
- Home rehab and weatherization

Shimberg Center resources for family & children's housing issues

Item 10.

- ▶ 2017/2019 report, *Homelessness and Education in Florida*, <http://shimberg.ufl.edu/research/children>
- ▶ 2025 Rental Market Study with renter cost burden, homeless family counts, http://shimberg.ufl.edu/publications/2025_rental_market_study.pdf
- ▶ Homeless Students by School Interactive Map (under construction), <http://flhousingdata.shimberg.ufl.edu/maps-and-visualizations>
- ▶ Assisted Housing Inventory database of affordable rental developments and homeless housing sites, <http://flhousingdata.shimberg.ufl.edu/assisted-housing-inventory/results?nid=100>

Affordability Assisted Housing Inventory Market Rent Trackers Comprehensive Plan Data Condos & Manufactured Housing
Income & Rent Limits Lending/HMDA Parcels & Sales Population & Household Projections Special Needs
Maps & Visualizations REACH (Tampa Bay Area) Disaster Response Parcel Viewer Workforce & Employment
Evictions & Foreclosures



The Florida Housing Data Clearinghouse provides public access to data about housing needs and supply, subsidized rental housing, and household demographics in Florida communities.

Anne Ray, Shimberg Center for Housing Studies

aray@ufl.edu

352-273-1192

Main site: <http://www.shimberg.ufl.edu>

Data clearinghouse: <http://flhousing.data.shimberg.ufl.edu>

File Attachments for Item:

11. TeensWork Alachua - Summer Youth Employment – Program Results (Bonnie Wagner)

**Item:**

TeensWork Alachua - Summer Youth Employment – Program Results (Bonnie Wagner)

Requested Action:

The Board is asked to receive information.

Background:

The Children's Trust began funding TeensWork Alachua – a summer youth employment program – in summer 2022 and the program recently completed its fourth year. TeensWork provides an outlet for youth to explore and develop career aspirations and professional connections while deterring teens from idleness or delinquent activity.

In summer 2025, 270 teens were served in 125 work sites across Alachua County. Teens were able to work for up to 150 hours at their job placement over the course of 6-8 weeks. All youth complete 8 hours of training prior to beginning work. An additional 6 hours of training were offered weekly over the course of the summer. Training topics covered include career readiness, college and career pathways, workplace culture, résumé writing, interview skills and mock interviews, adding value to the workplace, and financial literacy. Teens on average worked for 133 hours and participated in 12 hours of training. Teens received coaching and guidance from both their job coach and work site supervisor.

Both teens and employers report high levels of satisfaction with the program. Notable program successes included gains in career readiness, financial literacy, and work skills among teens served. Nearly all teens reported that they learned skills that benefit them in the future and they gained valuable work experience. Some teens detailed how their TeensWork experience taught them responsibility, communication skills, prepared them for the “real world” and helped them gain confidence.

Attachments:

Board Presentation – TeensWork Alachua – Summer Youth Employment on 11-10-2025

TeensWork Alachua – Year 4 Evaluation Report – FY2025

Programmatic Impact:

TeensWork Alachua support the following Trust goals:

Goal 2: All children and youth learn what they need to be successful.

Goal 3: All children and youth are safe.

Recommendation:

Receive the information.

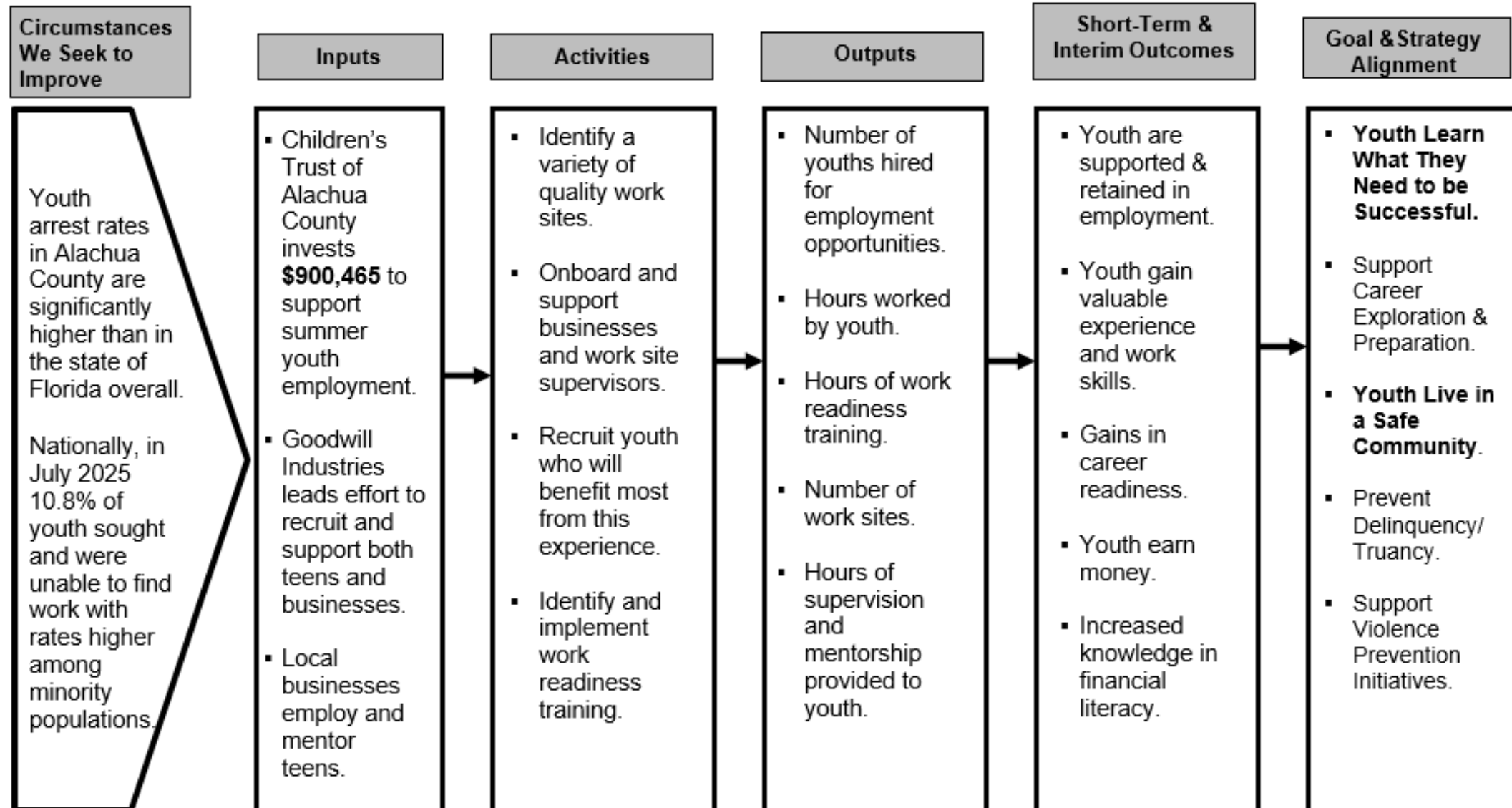


CHILDREN'S TRUST
OF ALACHUA COUNTY

TeensWork Alachua Evaluation Results – Year 4

November 10, 2023

TeensWork Logic Model



Program Model



6 - 8 weeks of employment



Up to 25 hrs per week



14 hrs of work readiness training
(inclusive of financial literacy)



Job coach support and mentoring



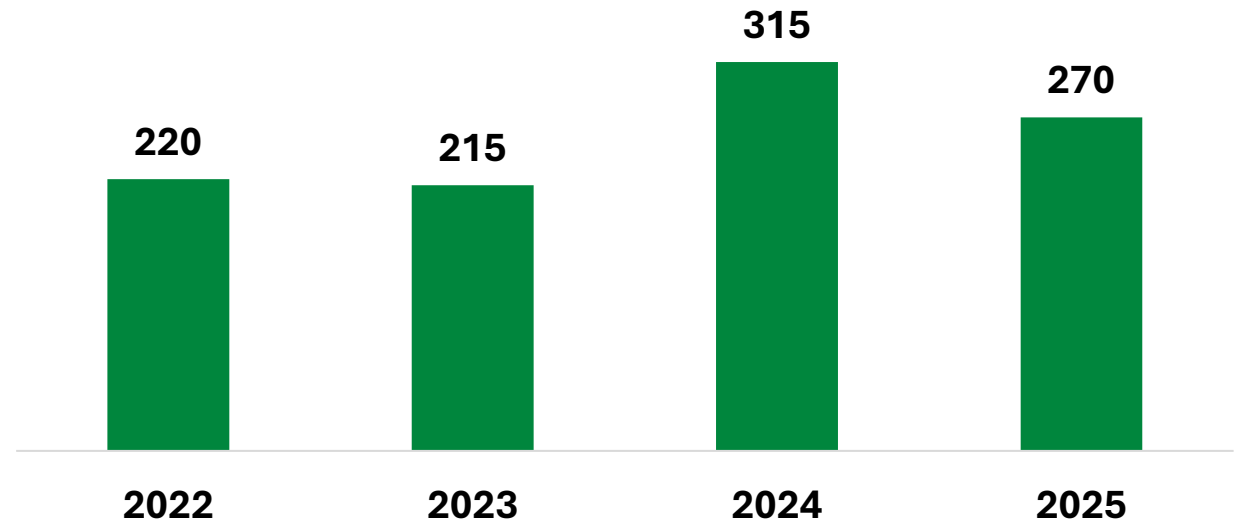
Establish a bank account and setup
direct deposit

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

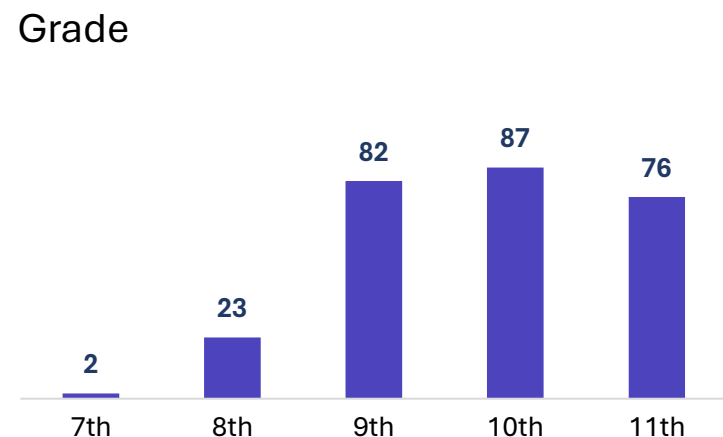
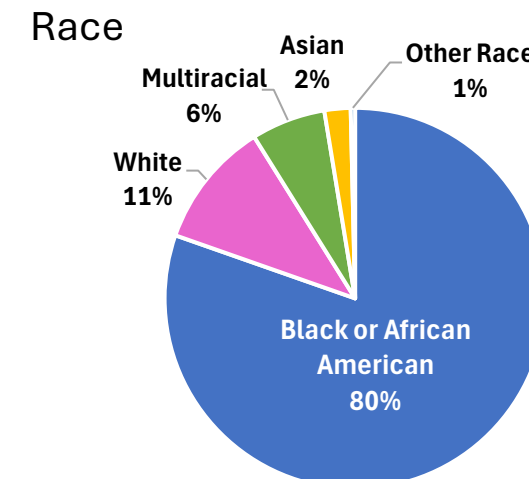
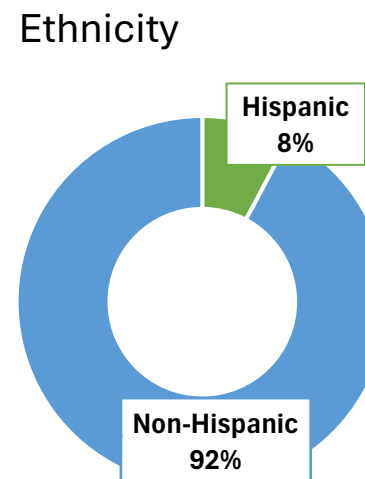
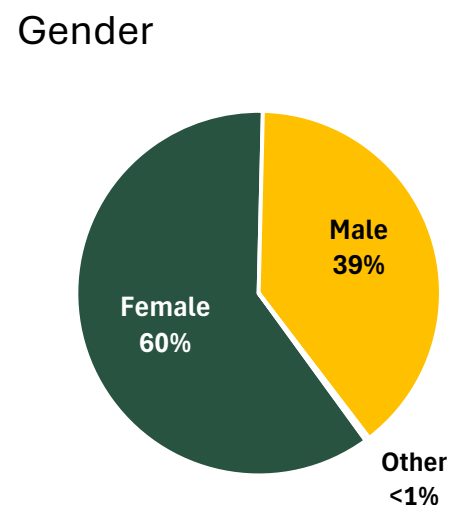
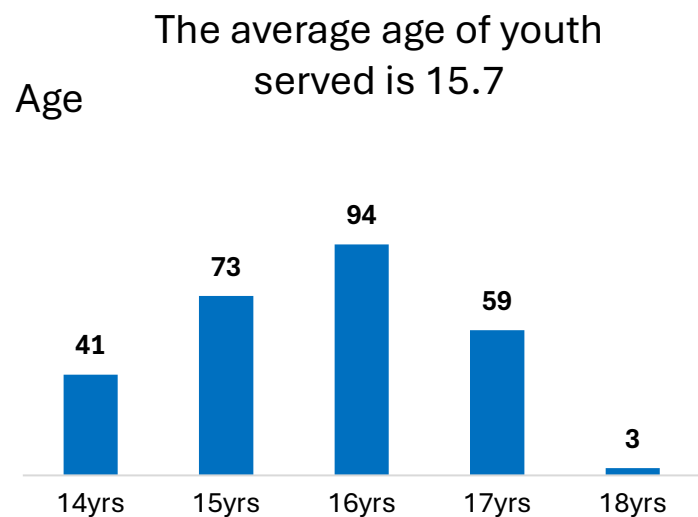
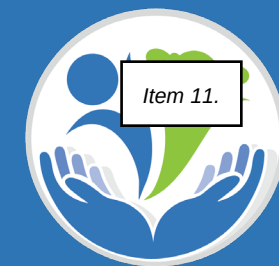
Youth Served



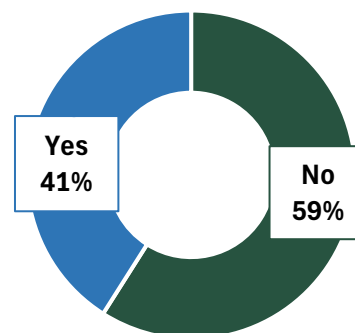
TeensWork Alachua: Summer Youth Employment Program



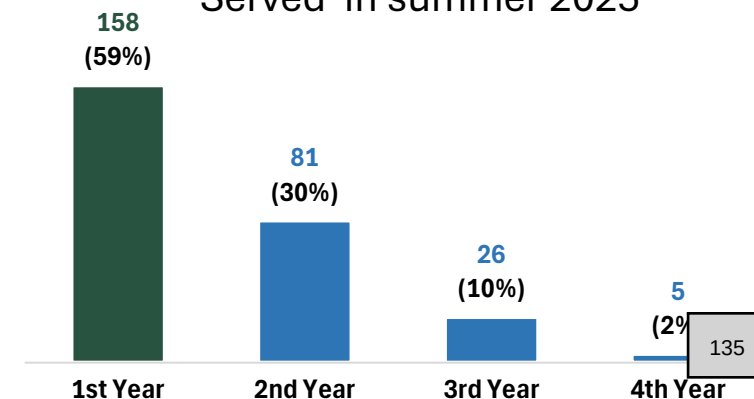
Who are Youth Served?



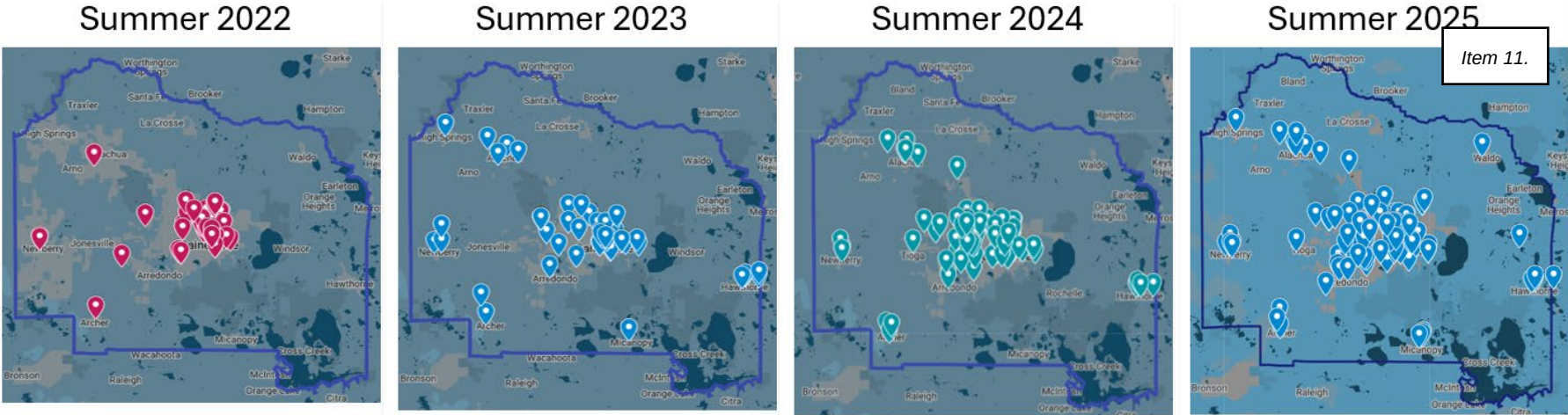
Participated in TeensWork Previously



Participation History of Teens Served in summer 2025



Work Site Locations



42 work sites

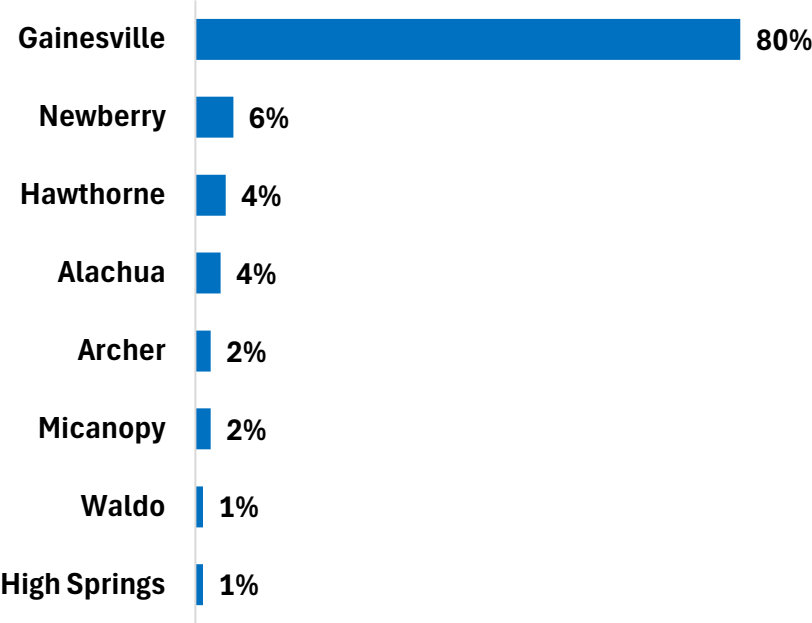
62 work sites

97 work sites

125 work sites

Youth Served by Residence

Youth Served by City of Residence



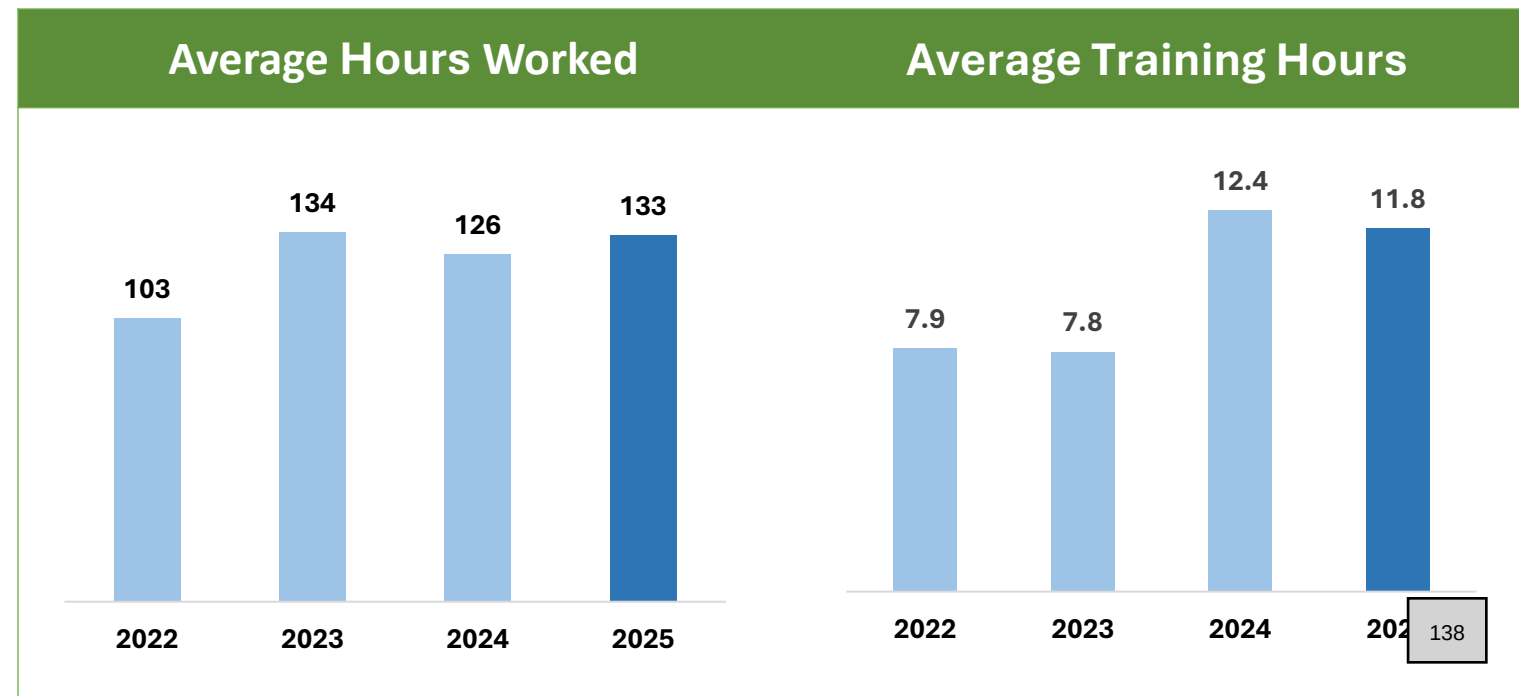
Who were TeensWork Employers?



Performance Measures: How Much?



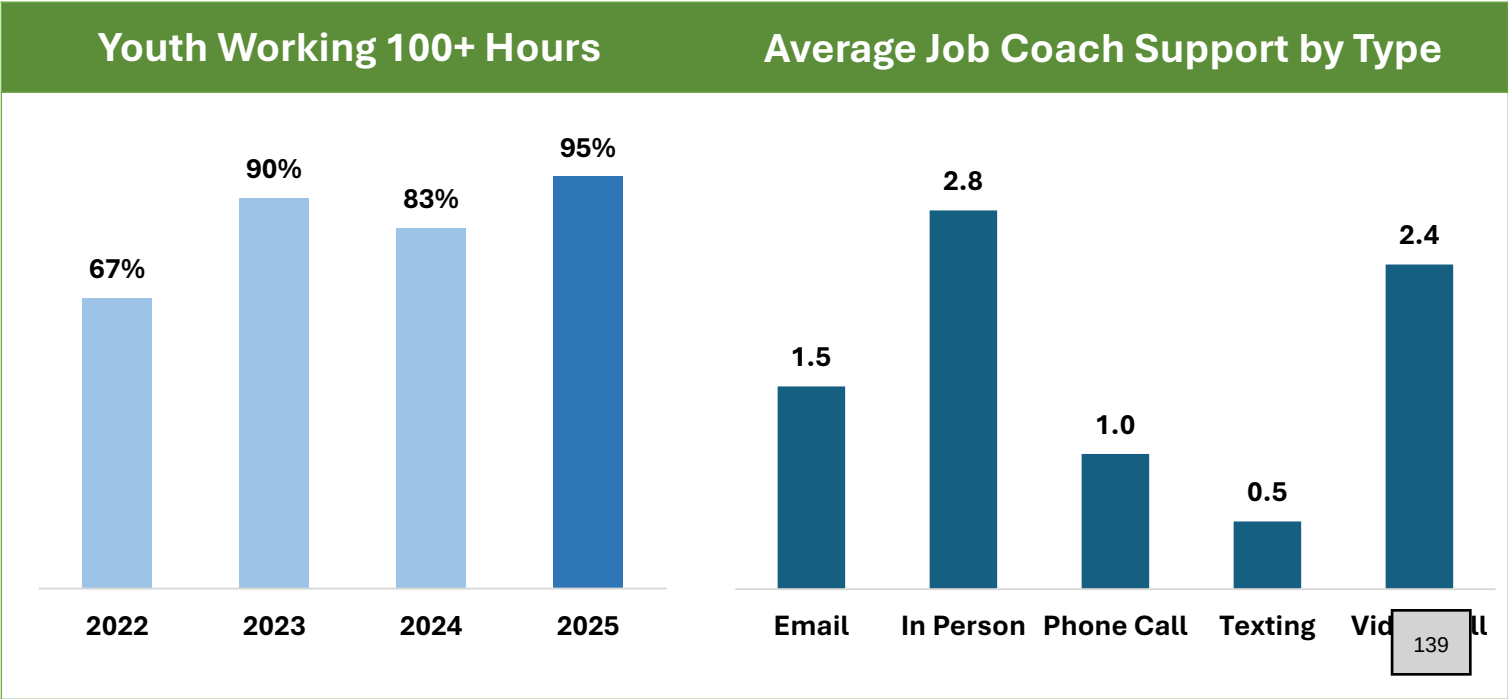
Measure	Target	Item 11.
Teens hired	235	270
Average hours	110	133
Average hours of work readiness training	10	11.8
In-person job coach meetings	2	2.8
Number of work sites	70	125
Visits with work site supervisors	3	3.4



Performance Measures: How Well?



Measure	Target	Actual
Youth working 100+ hours	75%	95%
Work sites receive 3+ visits	85%	90%
Work site employer satisfaction	90%	97%
Youth received sufficient supervision and mentorship		
1) Youth receive 2+ in-person job coach support	90%	98%
2) Youth satisfied with job coach support		97%



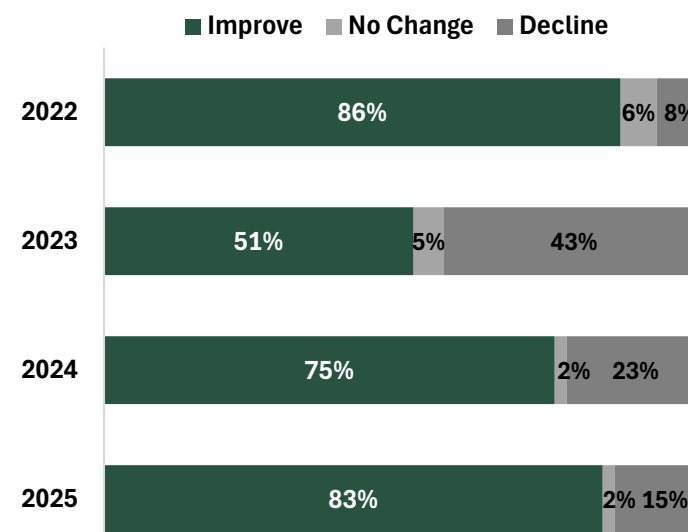
Performance Measures: Better Off?



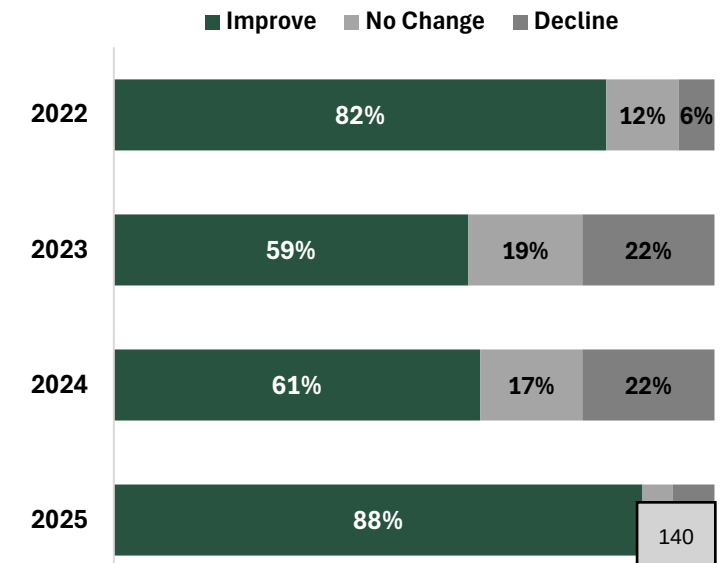
Measure	Target	Actual
Gains in work readiness skills		
1) Youth report gains in valuable work experience from the program	75%	98%
2) Youth increase knowledge in career readiness per pre-post assessment	75%	83%
3) Supervisors reported youth demonstrate improvements in work skills	75%	81%
Average amount of money earned by teens	\$1,400	\$1,886
Increased knowledge in financial literacy	80%	88%

Item 11.

Career Readiness: Pre - Post



Financial Literacy: Pre - Post



Program Results



- **270** teens hired.
- **125** work sites.
- **12 hours of training** received (on average).
- **133 hours worked** (on average).
- **2.8 in person meetings** with job coaches (on average).
- **35,972** hours of work clocked.
- **\$1,886** earned (on average).

Successes & Accomplishments



- Increased the number of work sites.
- **95%** of teens worked more than 100 hours.
- Teens report high levels of satisfaction with the program.
- **83%** of teens demonstrated gains in their career readiness knowledge.
- **88%** of teens demonstrated gains in financial literacy.
- **98%** of teens agreed they gain valuable work skills.
- **97%** of employers felt teens gained valuable skills.
- Greater than **95%** of youth demonstrated growth or proficiency in work skills (i.e., accountability, communication, task completion, listening, appropriate dress, punctuality, and positive attitude) according to their supervisor.

Moving Forward: Program Changes



Item 11.

- Less work hours (25 to 17 hours per week).
- Decrease total training hours (14 to 12) and all to be offered upfront.
- Maximum number of teens able to be hired for summer 2026 is 237.
- For Fall Civic Leadership - no returning teens who already participated previously.
- For Summer Youth Employment - teens may only participate in TWA programming twice.
- TWA Alumni Survey with program completers after anticipated high graduation to determine transition to adulthood.



TeensWork Alachua: 2025

Year 4 Evaluation Results

Children's Trust of Alachua County

Bonnie Wagner and Tram Lai

October 2025

Purpose Statement

This report evaluates Year 4 of TeensWork Alachua, a summer youth employment program funded by the Children's Trust of Alachua County.

The purpose of this report is to provide a compilation of results and insights on the performance and successes of the program, as well as to highlight opportunities for future program improvements. The primary audience for this report is the Children's Trust staff, providers, the Trust Board, and partners who help support the implementation of services. After gaining insights from results presented, the objective is to take actions to strengthen services and outcomes for children and youth.

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- Were employers satisfied with the program?
- What were other benefits and outcomes?
- How much did the program cost?

Conclusion

References

Executive Summary

TeensWork Alachua (TWA) was introduced to provide a positive outlet for youth to explore and develop career aspirations and professional connections while simultaneously deterring youth from delinquent activity and negative outcomes.

The primary purpose of this report is to compile results, provide insight into performance and successes in summer 2025 as well as highlight opportunities for improvement moving forward. Key findings are noted below:

Performance and Results:

- **125** work sites.
- **270** teens served.
- **11.8** hours of training received (on average).
- **35,972** hours of work clocked.
- **\$1,886** earned (on average).
- **133** hours worked (on average).
- **2.8** job coach support meetings with teens in-person (on average).
- **3.4** job coach visits received by each work-site location (on average).

Key Successes:

- **Increased** the number of **work sites**.
- **95%** of teens worked more than **100 hours**.
- Teens and work site supervisors report high **satisfaction** with the program.
- **83%** of teens demonstrated **gains** in **career readiness** knowledge.
- **88%** of teens demonstrated **gains** in **financial literacy**.
- **98%** of *teens* agreed they **gained valuable work skills**.
- **97%** of *employers* felt teens **gained valuable skills**.
- Greater than **95%** of youth demonstrated **growth** or **proficiency in skills** (i.e., accountability, communication, task completion, listening, appropriate dress, punctuality, and positive attitude) per their work supervisor.

Areas of Opportunity:

- Promote greater understanding of program expectations for teens and employers.
- Facilitate employers and youth matching prior to assignments to better align interests and aptitude with job placement.

- Enhance communication among site supervisors and program staff.
- Determine ways to serve more youth and expand program capacity.
- Initiate alumni impact surveys with TWA completers who were expected to graduate from high school this past summer to determine their transition to adulthood and lasting program impacts.

This report is respectfully submitted with the intention of driving improvements and better service to propel teens to excel in the future.

Introduction

In December 2021, the Children’s Trust of Alachua County facilitated a competitive procurement process to identify qualified organizations to recruit and support employers and teens from 14 to 18 years old. The purpose of the program is to provide teenagers with training and job experience to explore career options, to gain skills, and to thrive in future employment. In 2025 program year, Goodwill Industries of North Florida was the local organization funded to collaboratively carry out this mission.

Why is youth employment important?

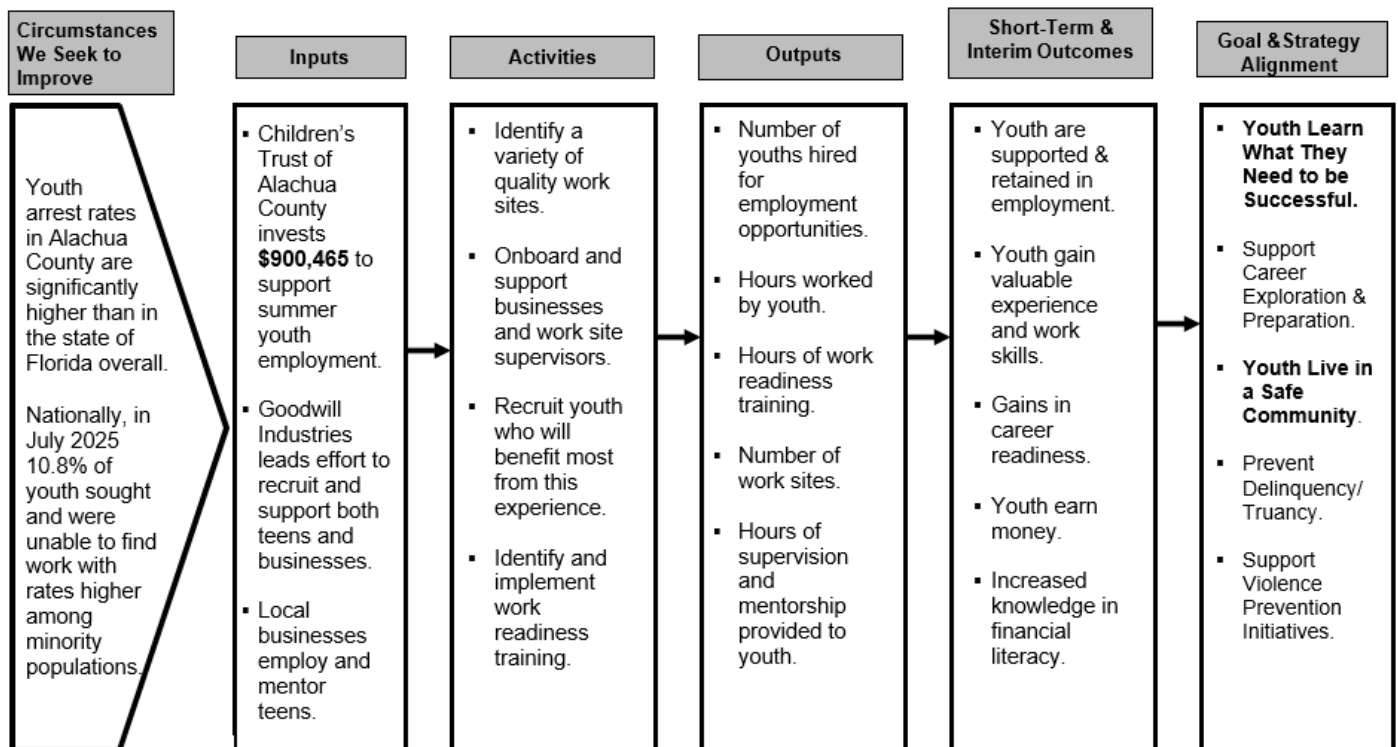
The benefits of summer youth employment programs are well-documented. Employment provides youth with meaningful experience and relationships with supportive adults. Research demonstrates a variety of positive outcomes, including improved self-esteem and confidence, skill and knowledge development, high school graduation rates, reduced criminal behavior and teen pregnancies among participants (Heller, 2021; Sachdev, 2011). Employment programs help youth develop job skills, gain an understanding of work norms and culture, career pathways, professional connections, and financial literacy through training with job coaches and worksite supervisors.

Businesses receive support to receive, manage, and pay youth workers. Businesses can learn from a young person’s perspective and ideas in the workplace setting. They also have an important opportunity to help cultivate talent, give back to their community, and promote readiness in youth’s future workforce.

In July 2025, the youth unemployment rate stood at 10.8%, an increase from 9.8% in 2024 (Bureau of Labor Statistics, 2025). Unemployment is defined by those actively seeking but unable to find work. While there are obvious financial hardships associated with unemployment, negative psychological impacts have also been documented (Belle & Bullock, N.D.), especially for youth who are developing self-identity, self-worth, and fit in society. Obtaining a first job is a significant milestone to adulthood that many teens have trouble finding. TWA was designed to bridge the connection between youth and employers to aid their transition into a future career and adulthood.

The crime rate in Alachua County is also a significant concern. Youth arrest rates in Alachua County outpace the state of Florida (i.e., 30.7 vs. 22.3 arrests per 1,000 age 10 – 17 in FY2023-24) (Florida Department of Juvenile Justice, 2024). Without opportunities to contribute positively, teens may be more apt to pursue illegitimate options. Several randomized experimental studies demonstrated that summer youth employment programs help reduce criminal justice involvement of youth who participate (Heller, 2021).

TeensWork Alachua Logic Model



Note: The definition of unemployment is those who are seeking but unable to find work.

What is TeensWork Alachua?

Program Design

Program Model



6 - 8 weeks of employment



Up to 25 hrs per week



14 hrs of work readiness training
(inclusive of financial literacy)



Job coach support and mentoring



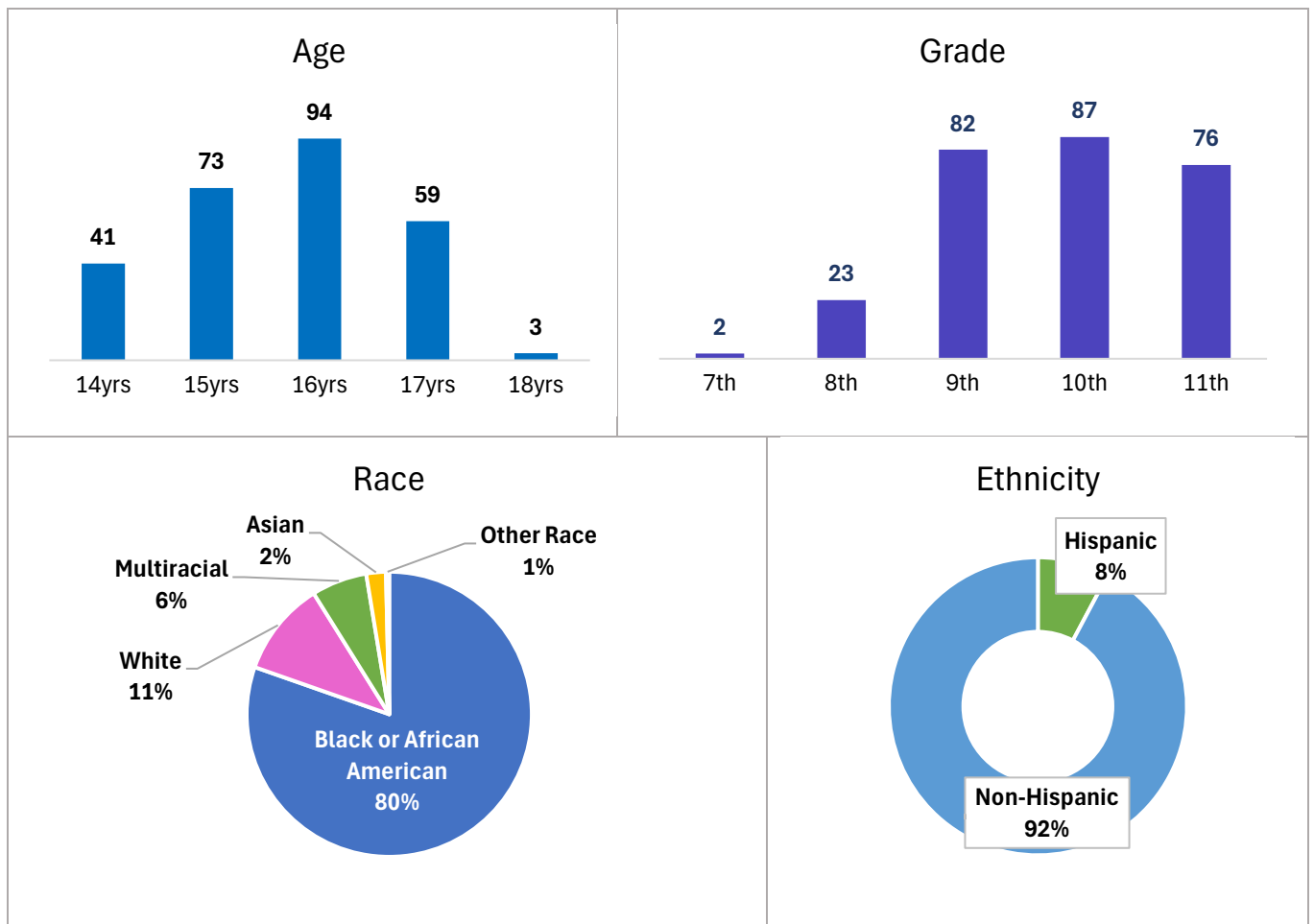
Establish a bank account and setup
direct deposit

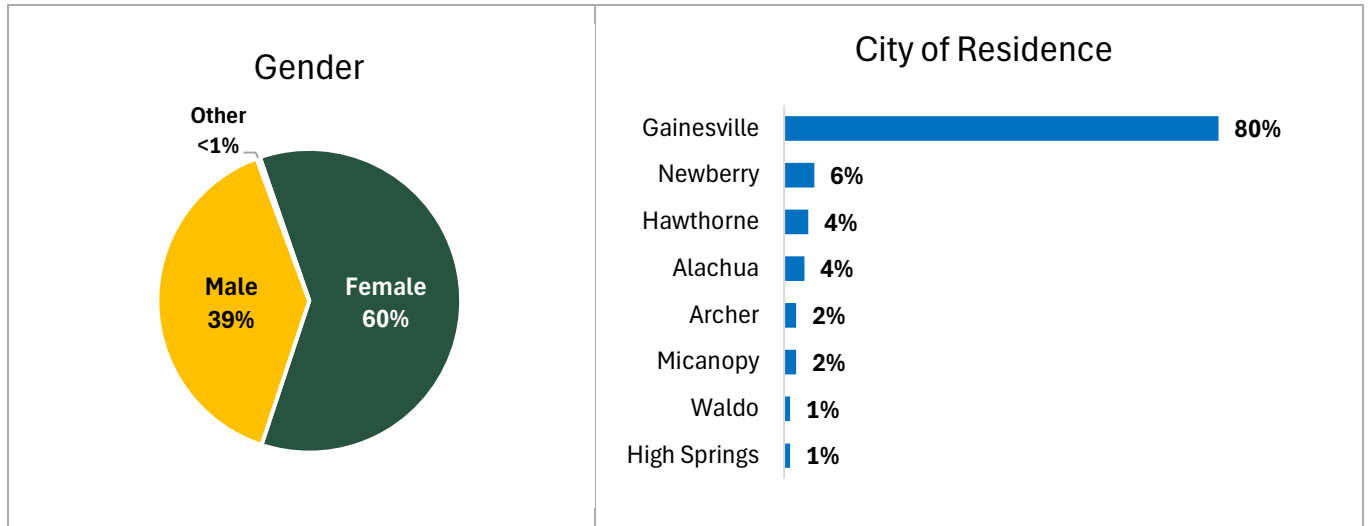
TWA recruits teens and local employers to participate in a 6–8-weeks summer employment for up to 25 hours per week. Prior to being placed at a work site, all youth are required to attend 8 hours of work readiness training. An additional 6 hours of training were offered weekly over the course of the summer. Training topics covered include career readiness, college and career pathways, workplace culture, résumé writing, interview skills and mock interviews, adding value to the workplace, and financial literacy. Youth and employers are paired with a job coach to assist in the employment process, provide support, and be a liaison between the youth and employer. All teens were provided with the opportunity to establish a non-custodial bank account with VyStar Credit Union.

Key Questions

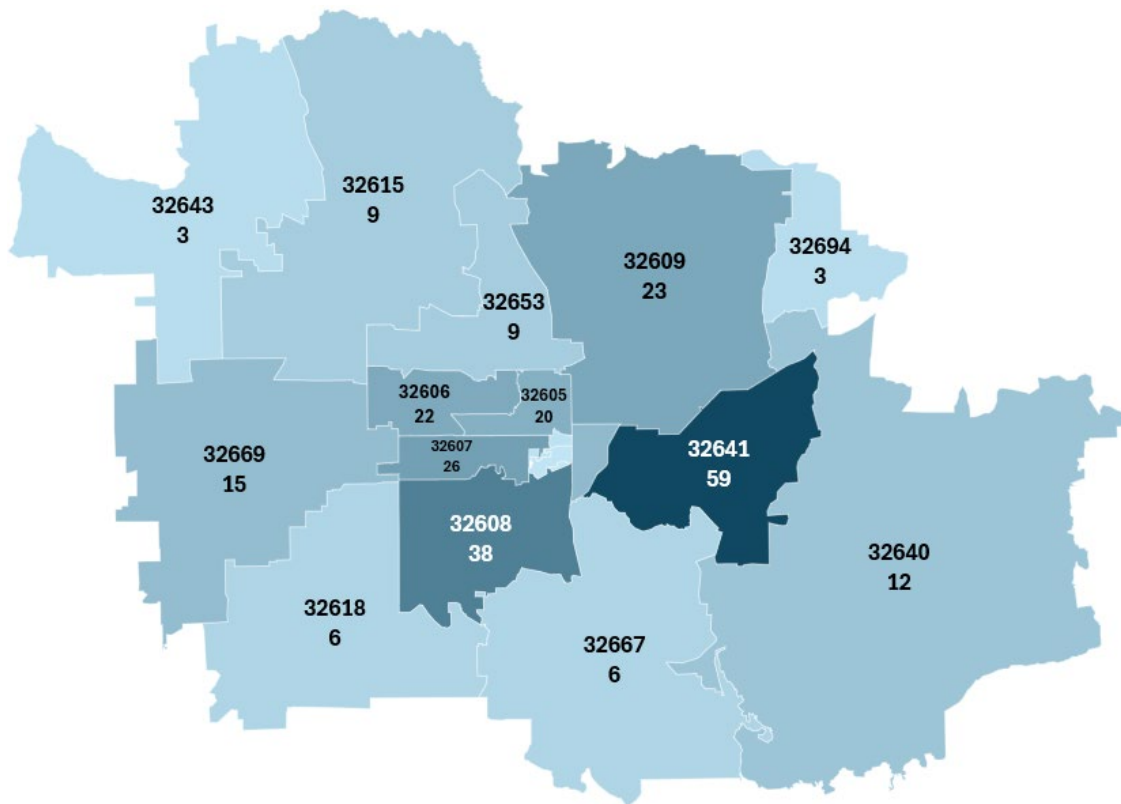
Who was served?

A total of 270 teens completed the onboarding process and were hired. The average age of youth participating was 15.7 years old. More than half of youth were 15 or 16 years old (62%) and were females (60%). Nine percent of youth were middle schoolers in the 2024-2025 school year and 91% were in high school. Most teens were Black or African American (80%), with eight percent identified as Hispanic or Latino. Majority of teens reside in Gainesville (80%).

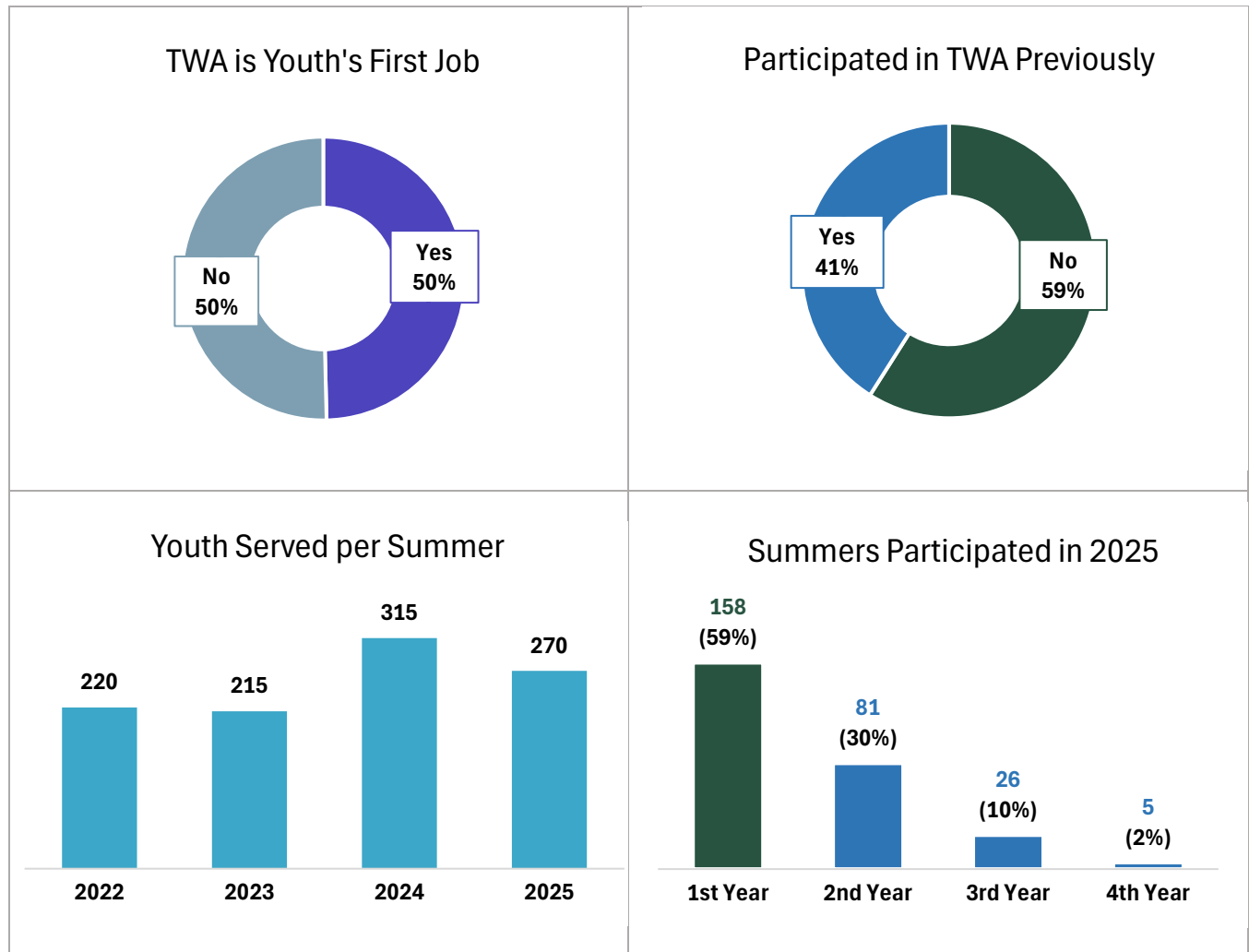




ZIP Code of Teens Served



Half of teens participating in summer 2025 indicated TWA was their first job experience. For 59% of youth it was their first summer participating in TWA. Among the 41% who were previous participants, 30% it was their 2nd summer, 10% it was their 3rd summer, and for 2% it was their 4th summer¹. There were five youths who participated in all four years of TWA. Over all four years of TWA summer programming, **748** individual teens have been served in total.



¹ These numbers do not add to 100% due to rounding. The more precise numbers are as follows: 58.5% - First Year (n=158); 41.5% - Previous Years (n=112) with 30.0% - 2nd Year, 9.6% - 3rd Year, and 1.9% - 4th Year).

Who were the employers?

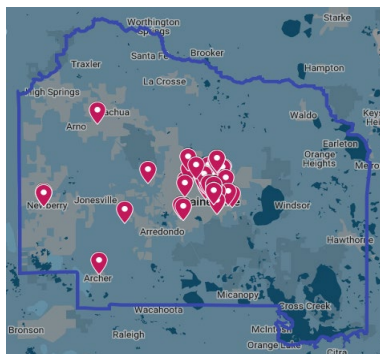
TeensWork Alachua is a collaboration among non-profit, government, and private businesses seeking to support youths' successful transition to adulthood. The TWA staff recruited, trained, and supported for-profit, non-profit, and public organizations to provide youth employment opportunities at 125 work sites. The number of work sites increased from 97 to 125 in summer 2025 with newly added sites in rural communities including Newberry, Micanopy, and Waldo.

Work Sites by City and ZIP Code

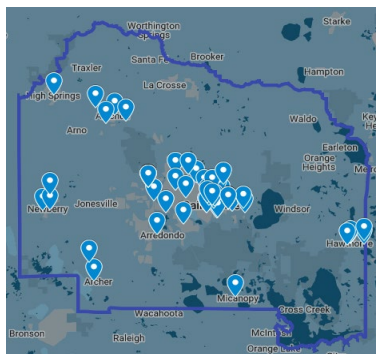
City and ZIP code	2022	2023	2024	2025
Alachua - 32615	1	4	7	8
Archer - 32618	1	3	3	3
Gainesville	37	43	78	95
32601	14	14	22	21
32605	4	3	7	5
32606	1	9	10	15
32607	-	1	6	6
32608	4	2	7	12
32609	10	4	17	18
32627	-	1	-	-
32641	4	9	8	15
32653	-	-	1	3
Hawthorne - 32640	-	7	5	7
High Springs - 32643	-	1	-	1
Micanopy - 32667	-	1	-	3
Newberry - 32669	3	3	4	7
Waldo - 32694	-	-	-	1
Grand Total	42	62	97	125

Location of TeensWork Alachua Work Sites

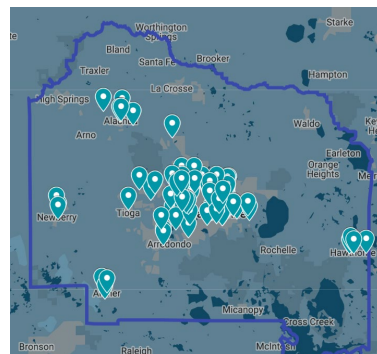
Summer 2022



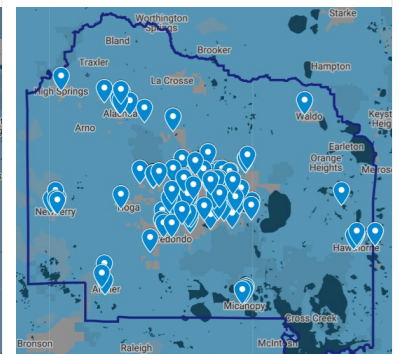
Summer 2023



Summer 2024

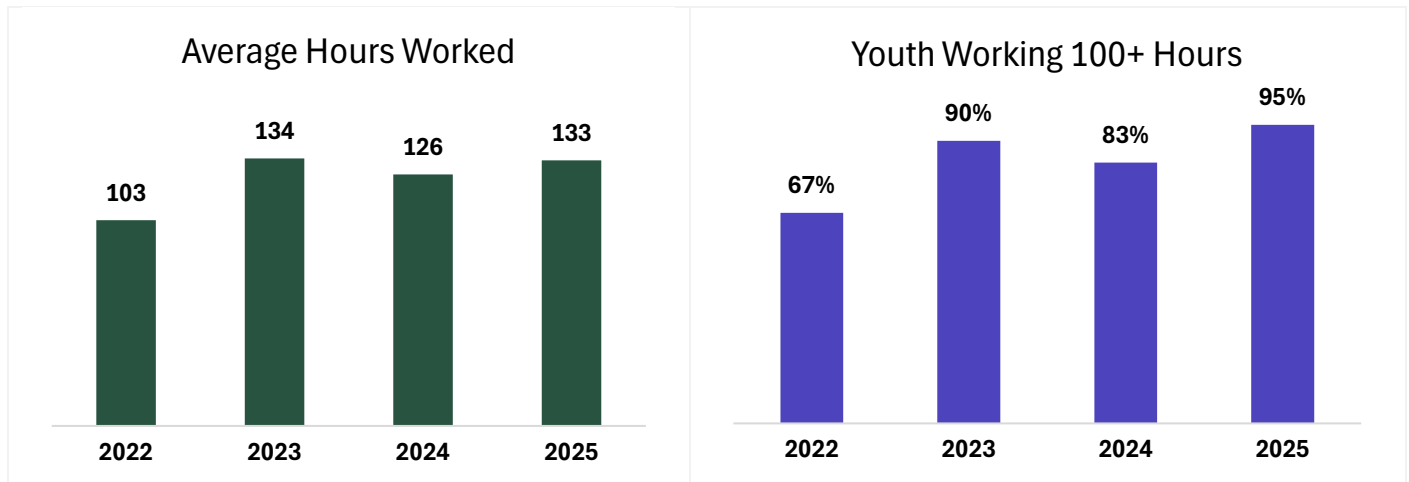


Summer 2025

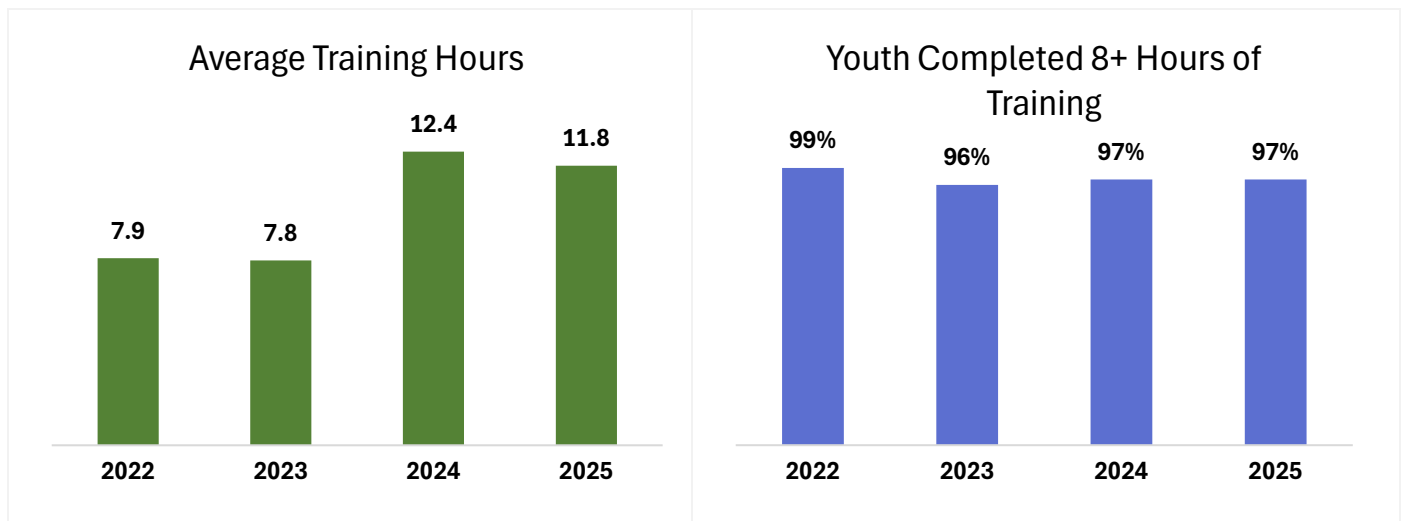


How much did youth participate?

Youth were given the opportunity to work up to 150 hours within 6-8 weeks of the program. Youth clocked an average of 133 hours with 95% working at least 100 hours over the summer. The most common reason for youth not retaining employment was due to transportation, family/personal, and work performance issues.



Additionally, youth were required to complete eight hours of pre-employment work readiness training and had the opportunity to receive an additional six hours of training over the course of the summer. Almost all youth (97%) completed the full 8 hours of pre-employment training.

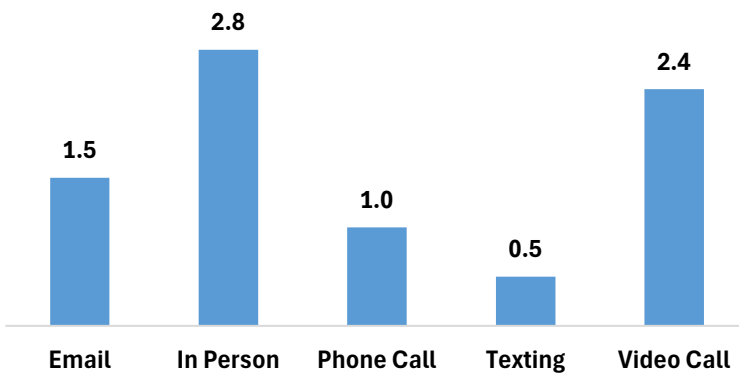


How much support did youth receive from job coaches?

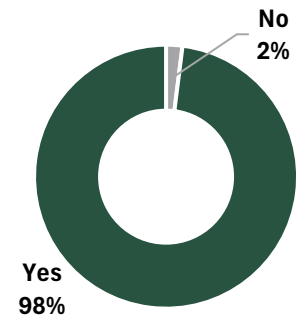
Each youth is paired with a job coach that they communicate with on a weekly basis. The coaches offer support and encouragement, help youth navigate problems, identify goals, and develop good work habits (e.g. arriving on time, communicating with employers, clocking in and out of work). They also check in with the work sites to make sure youth are meeting expectations and redirect youth as necessary.

Overall, youth received an average of 8.2 total contacts from the coaches. The most common methods were in-person meetings and video calls. The goal was for teens to receive at least two in-person job coach contacts during their program experience. Among all youth served, an average of 2.8 in-person contacts were received, with 95% of youth receiving two or more in-person meetings. Among youth who worked 100+ hours, 98% received two or more in-person support contacts.

Average Job Coach Support By Type



Youth with 100+ Hours Received 2+ In Person Support

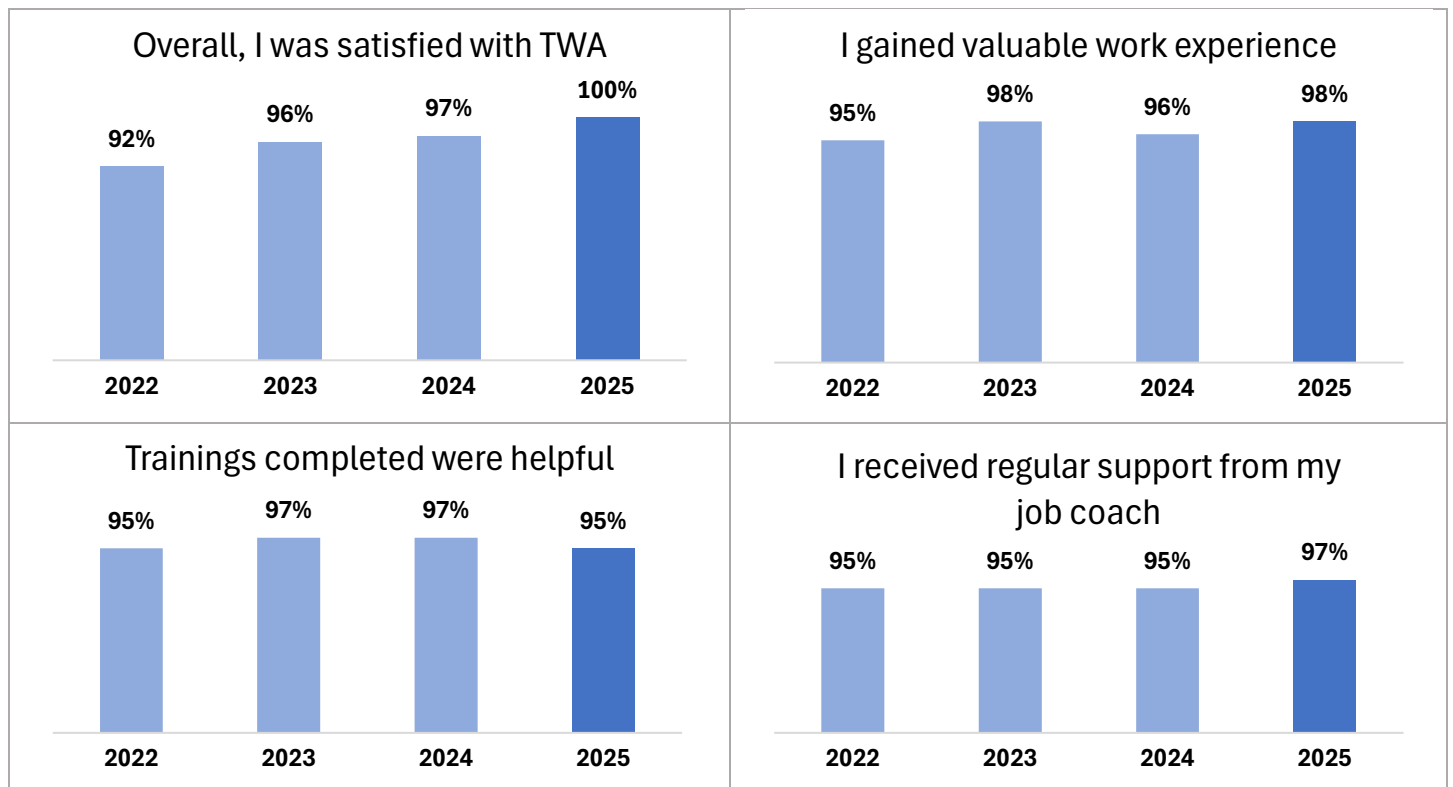


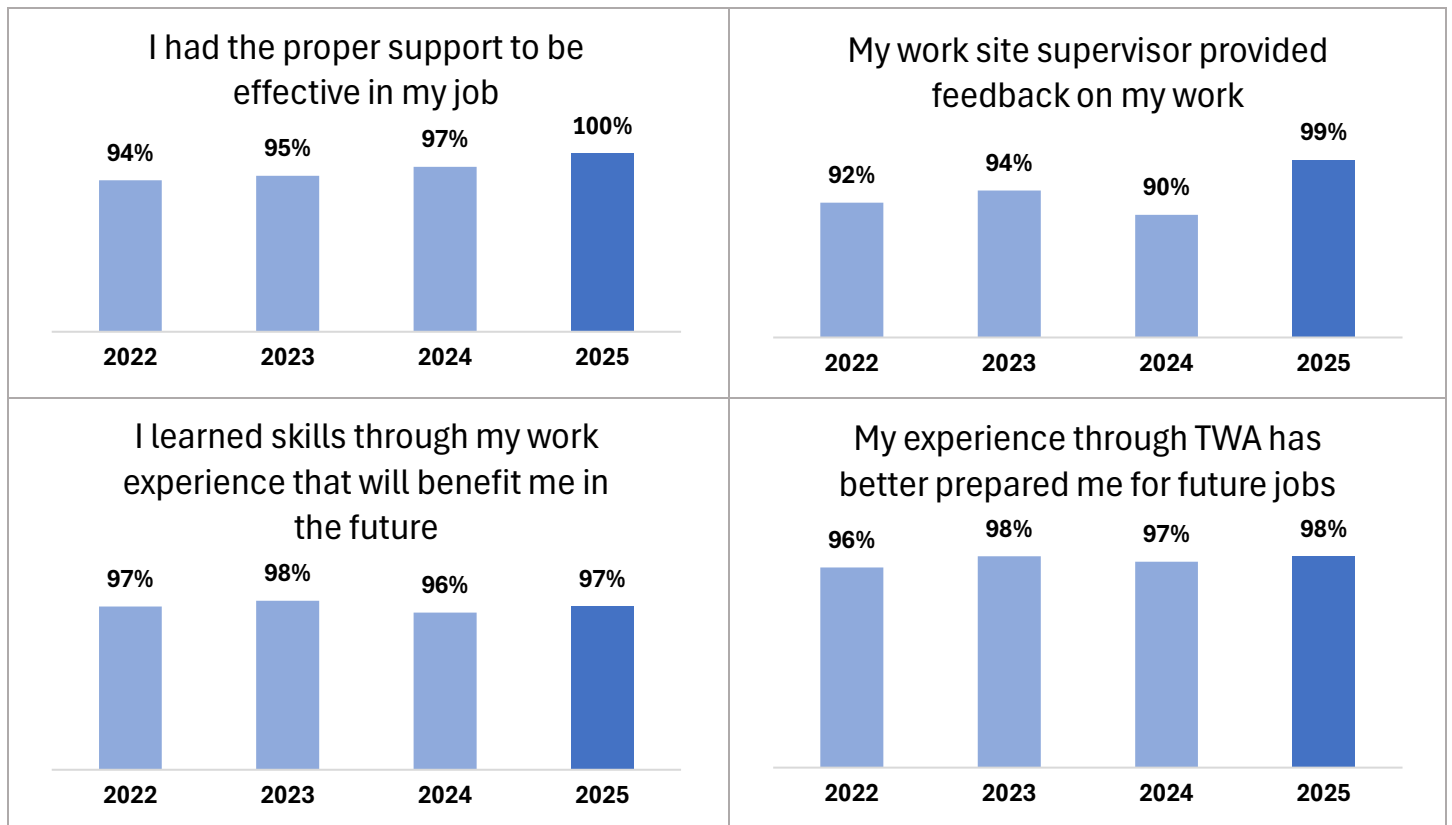
Job coaches also support the employers. First, the coaches will initiate work-site safety check and initial in-person meeting to determine whether a business is a good candidate to be a host site. Upon confirmation, job coaches complete an on-boarding process with the business, which includes training on program expectations and how to support teens. They also provide periodic visits to make sure teens are meeting expectations and resolve any issues. Work sites received an average of 3.4 visits from their assigned coach, with 90% of work sites receiving 3 or more visits. Of the 125 participating work sites, 4 sites did not remain active for the entirety of the summer. The remaining 121 active work sites received an average of 3.5 coach visits, with 91% receiving 3 or more visits.

Were youth satisfied with the program?

Teens were asked to complete a brief satisfaction survey at program completion. The survey asks youth about their experience and suggestions on how to improve the program. In total, 114 responses were received from participating youth.

Overall, teens reported very high satisfaction. Nearly all youth felt skills learned through their work experience will benefit them in the future (97%). Youth expressed higher agreement with the following items compared to previous years: overall satisfaction (100%), valuable experience (98%), job coach support (97%), site supervisor feedback (99%), support to be effective at their job (100%), and felt prepared for future jobs (98%). The item with the lowest agreement was regarding the helpfulness of trainings (95%).





Teens were also asked a few open-ended questions:

- **Why did you choose the program?**

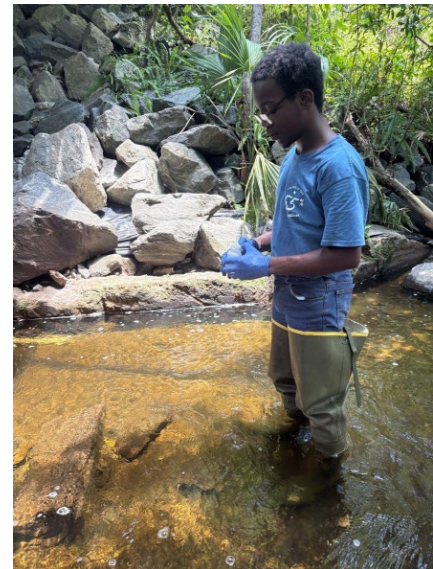
The most common reason included wanting to get work experience and finding TWA as a good opportunity for teens just starting out. Many were also motivated to make their own money so they could help their families or save for things like school clothes or a new laptop. Some teens joined to explore specific career fields (e.g., fire rescue, art camp, science/labs, teaching), while others wanted to see if they could handle a job or what kind of work they might enjoy long-term. Many of them wanted to improve on skills such as communication, networking, time management, independence, and résumé building. Other reasons include: positive TWA experience in the past; recommendations from friends, siblings, or schools; to avoid being unproductive in the summer; and to meet new people and make meaningful connections.

- “I chose to participate because I wanted to work with the Traveling Art Camp, and I also wanted to get a job so I could save some money. Another reason I applied for the program was to get some early experience and develop skills I will need to get and keep a job in the future.”



- “I chose to participate in TeensWork Alachua to learn more about the field of work I wanted to go in. Coming back every year is a big opportunity and I will forever be blessed.”

- “I chose to participate in TeensWork Alachua because I wanted to gain real work experience and learn new skills that will help me in the future. I knew this program would give me the opportunity to explore different career paths, build my resume, and grow as a person. I was also excited to be part of something positive in my community and to meet other teens who are also motivated to work and learn. This experience is helping me become more independent and responsible, and I’m proud to be a part of it.”



- **What impact has the TeensWork program had on you?**

The most prevalent impact teens noted was gaining real-world work experience and building professional connections and skills. Many teens noted valuable work skills that they learned such as communication, teamwork, leadership, professionalism, and

gaining certifications. Not only that, but teens also gained personal growth in social and networking skills; being disciplined, independent, responsible, and motivated. Many teens expressed learning more about finance skills such as saving, budgeting, spending, and banking.

- **“The TeensWork program has helped me to learn skills that will help me in the future, such as money management, professionalism, and especially communication. I was also able to save money for the future!”**
- **“The ability to work together with others, realizing that I can work a job and do it well.”**
- **“I learned a lot and gained a lot of experience in fire rescue. I got certified in CPR and Stop the Bleed, and I learned how to properly use an AED and Narcan.”**
- **“The TeensWork Alachua program has had a big impact on me. It taught me responsibility, how to manage my time, and how to communicate better in a work environment. I gained confidence in myself by learning new skills and completing tasks on my own. The program helped me see what it’s like to have a job and made me more prepared for the real world. It also showed me the importance of teamwork, being on time, and staying focused. Overall, it helped me grow both personally and professionally.”**



- **Please list any further feedback, suggestions, or concerns.**

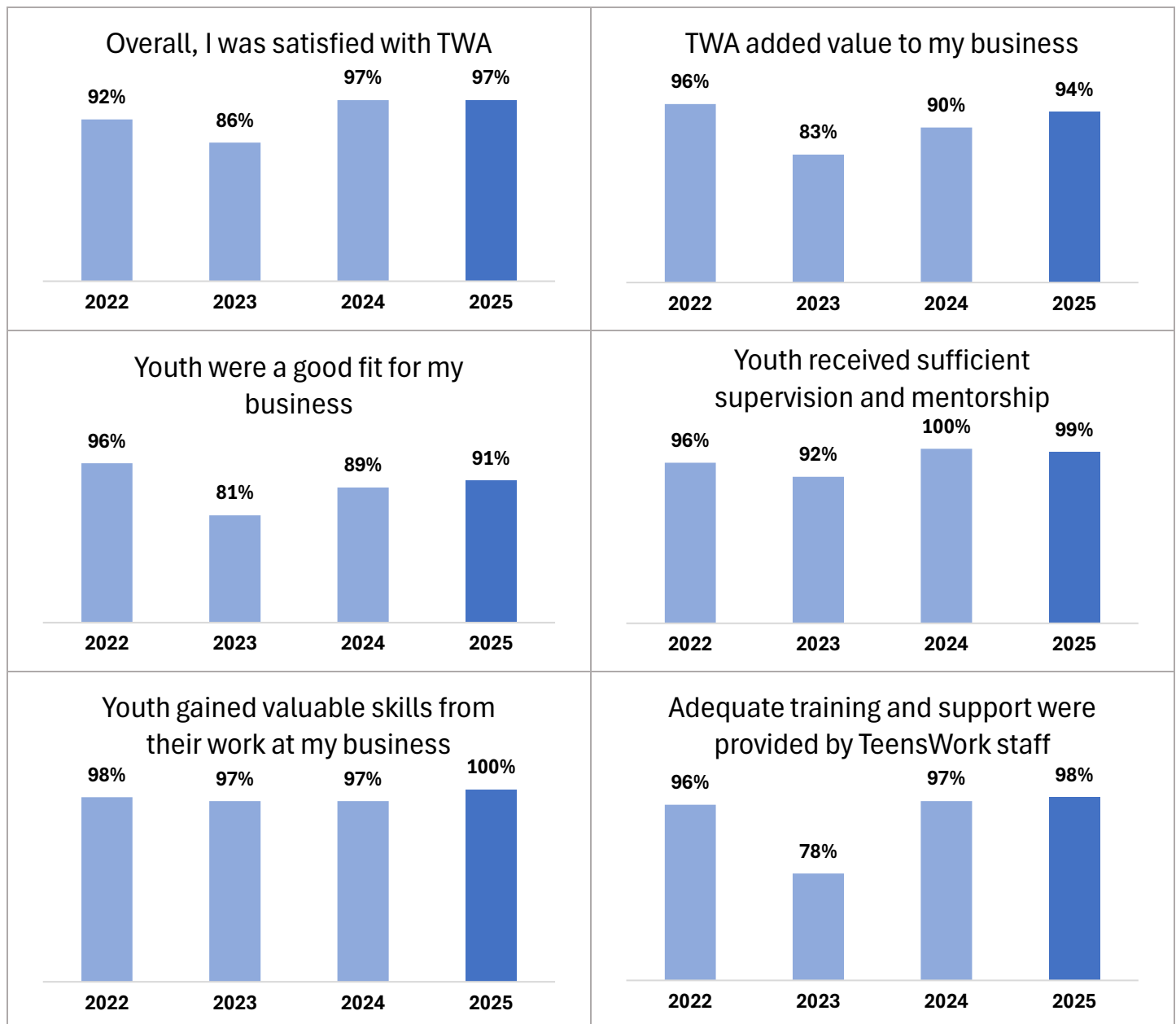
Not many teens provided feedback, suggestions, or concerns about the program. Some teens and parents of teens expressed that they want the opportunity to decide which job they were assigned to better aligned with their interests. A few youth felt the workshops were not engaging or helpful.

- **“The work field he was placed in had no direct relation to his chosen career path. He was placed in an office sorting papers. Yet he is engaged in public service (fire/EMS) in school. Another participant not involved in any sort of program for public service was placed with a fire department. I feel that the job placement could have been a bit closer to his actual interests and current involvement.”**
- **“The worksite was great. I got along with my coworkers very well and would love to go back again next year. The only suggestion I would have is for Job Coaches to be more interactive with the interns and more responsive.”**

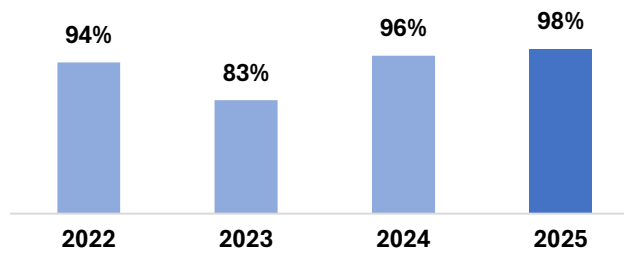
Were employers satisfied with the program?

At the end of the program, work site supervisors were encouraged to complete a satisfaction survey. In total, 96 responses were received.

Overall, employers agreed that youth received adequate mentorship (99%) and gained valuable skills (100%) from their TeensWork experience. Compared to last year, there was higher satisfaction among employers in all other areas aside from overall satisfaction, which stayed the same as last year (97%).



Communication with TeensWork staff was satisfactory



Employers were also asked:

- **Why did you choose to participate?**

The most common reason why employers participated in TWA was because they wanted to support the development of local teens. Employers wanted to mentor teens, prepare them for the future, help teens cultivate skills like confidence, responsibility, work ethics, professionalism, career pathways. Many see TWA as a way to give back to the community and to support a local initiative to help youth reach their potential and be supported in doing so. Teens help businesses with tasks that free up full-time staff or bring additional helping hands, providing mutual benefits to both sides. Other reasons for participation include: positive past experience with TWA, recommendations by supervisors or human resources, to recruit potential future employees, and to provide safe and enriching environments for teens during the summer.

- **“To allow youth to gain real-world experience, learn important job skills, and start building a strong foundation for their future. I was also excited about the opportunity to work with students in my community, helping each to explore different career paths. Programs like this don’t just provide a paycheck, they provide purpose, confidence, and valuable connections for today’s youth.”**
- **“Summer interns are of great benefit to our Company as they learn to use laboratory instrumentation and provide measured lab data for some research projects that we then present at technical conferences in the fall**

each year. These interns free up our permanent staff to do work for our commercial clients. This is a big plus for us.”

- **“I want to mentor and create a positive work environment because I believe in uplifting youth through guidance, encouragement, and respect. A supportive space helps teens build confidence, grow professionally, and feel valued.”**
- **“We chose to participate in TeensWork Alachua because we believe in helping to cultivate our youth. This age group is driven and hardworking. They are the future. We want to help them reach their potential and serve as a role model for others.”**

- **What impact has the TeensWork program had on youth?**

Employers provided many positive impacts that the program had on TWA youth. They mentioned that teens got first-hand exposure to professional environments, learning professionalism (e.g., being punctual, following instructions, navigating workplace expectations), gaining mentorship and professional connections, building their résumé, developing job skills (e.g., time management, leadership, communication, customer service) and life skills (e.g., accountability, financial literacy, workplace etiquettes). Employers noticed that teens were growing more confident and mature over the course of the summer and praised many teens for their positive attitudes and eagerness to work.

- **“I am very impressed with TeensWork, how they are taught to apply, check in, arrive on time, have meetings to check in, and perfect manners, with eagerness to work.”**
- **“TeensWork had a powerful impact on participating youth by giving them their first real taste of responsibility and independence. It helped build confidence, develop essential job skills, and better understand what it**

takes to succeed in a professional environment. My interns were introduced to career interests, learned how to communicate effectively, and gained mentors who guided them throughout the program. Beyond job readiness, TeensWork helped young people feel seen, valued, and empowered to contribute to their community.”

- **Please list any further feedback, suggestions, or concerns.**

Feedback on communication, which involved programmatic expectations, wanting more information on their TeensWork employees, and managing youth accountability were areas employers noted for improvement. For example, employers want to interview candidates beforehand to clarify duties, expectations, interests, readiness, and fit for the business. Several employers noted issues with teens accountability such as attendance, phone usage, lack of interests, or lack of motivation. Some supervisors expressed that they did not receive adequate communication and check-in regarding teens’ starting dates, changes in schedules, hands-on support, or too much communication outside of work hours. Employers also suggested more training and workshops (e.g., customer service, teamwork, work ethic), more business options, and offer the program year-round.

- **“It would be nice before interns started working with us, if we knew their schedule and availability and interests. So, we can adjust our supervisors' schedule accordingly to support them better.”**
- **“I feel that their schedules changed often. Communication is key when it comes to being on the same page scheduling wise.”**
- **“We appreciate the program and its mission. Continued communication between program coordinators and host sites will help ensure expectations are aligned and participants get the most out of their experience.”**

- **“The program could be even more impactful by offering year-round job opportunities specifically for high school juniors and seniors. This would allow students to build on the skills they develop during the summer, maintain consistent income, and continue exploring career paths throughout the school year. Long-term engagement could also strengthen their sense of responsibility, time management, and connection to the community.”**

- **“The program would benefit from more comprehensive pre-placement preparation for youth participants, especially around expectations related to workplace behavior, communication, and accountability. Additionally, regular check-ins between the program coordinator and host site—especially during the first few weeks—could help address concerns early and better support both the youth and the employer. A clear outline of permissible behaviors (e.g., phone use, headphones, etc.) would also be helpful for both parties.”**

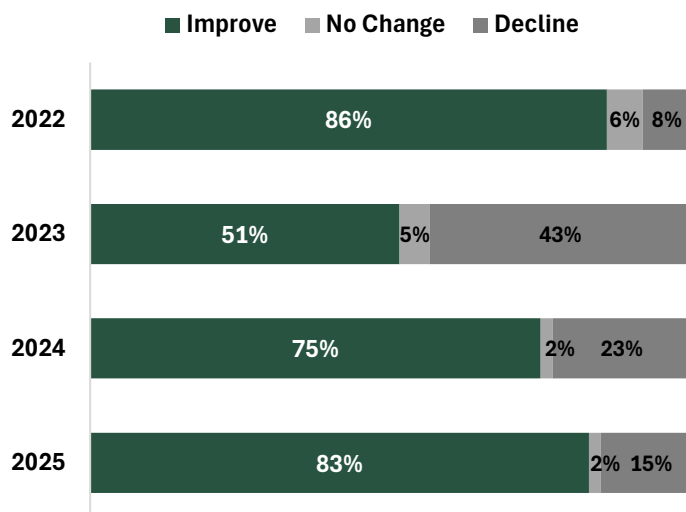
What were other benefits and outcomes?

Career Readiness & Financial Literacy

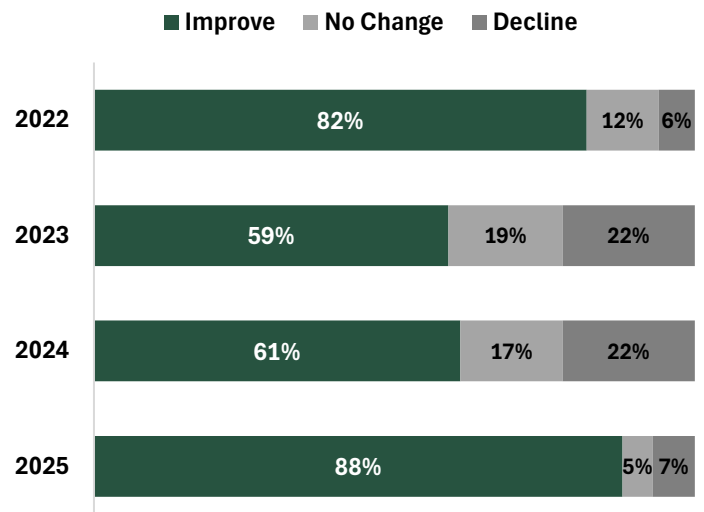
A pre and post assessment was completed to learn whether teens achieved knowledge gains in career readiness & financial literacy. Career readiness included items asking youth how knowledgeable they felt in areas such as job seeking, résumé writing, self-management, interpersonal skills, college/career exploration. For financial literacy youth were quizzed in finance topics such as taxes, banking, and budgeting. In 2025, tool used was revamped, utilizing financial literacy items from the Economic Awareness Council, from which the trainings received by teens were based. This tool consists of 14 items on career readiness and 16 items on financial literacy.

In total, 177 teens completed both pre and post assessments. In 2025, 83% of teens demonstrated pre-post gains in career readiness and 88% in financial literacy, a significant increase from last year's career readiness (75%) and financial literacy (61%) gains.

Career Readiness Pre-Post Changes

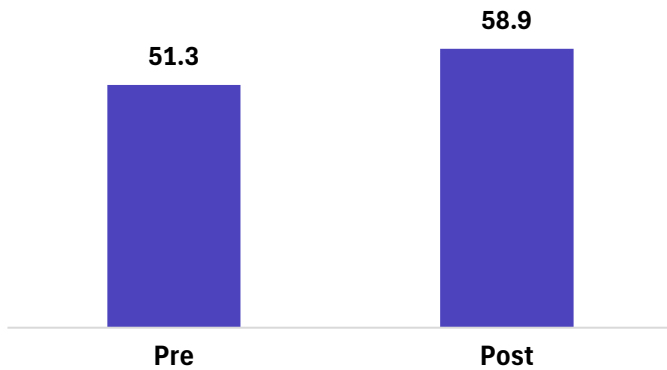


Financial Literacy Pre-Post Changes

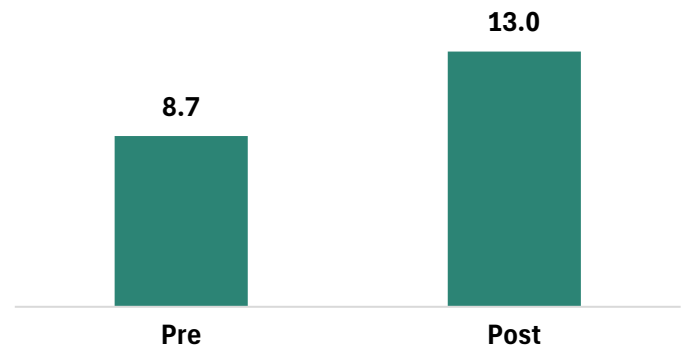


The average career readiness score increased by 15% from 51.3 to 58.9 with 70 as the possible maximum score. The average financial literacy score increased by 50% from 8.7 to 13.0 with 16 as the maximum possible score.

Average Career Readiness Score



Average Financial Literacy Score



Work Skills

The post-program satisfaction survey indicated all employers felt teens gained valuable skills from work experience at their business (100%). Similarly, 98% of teens agreed that they learned skills through work experience that will benefit them in the future. In addition to the satisfaction survey, work site supervisors were to complete end of program assessment to give input on skill growth areas of each youth: punctuality, appropriate dress, respectful communication, receives direction, attitude management, accountability, task completion, and overall progress. In summer 2025, 157 responses were received.



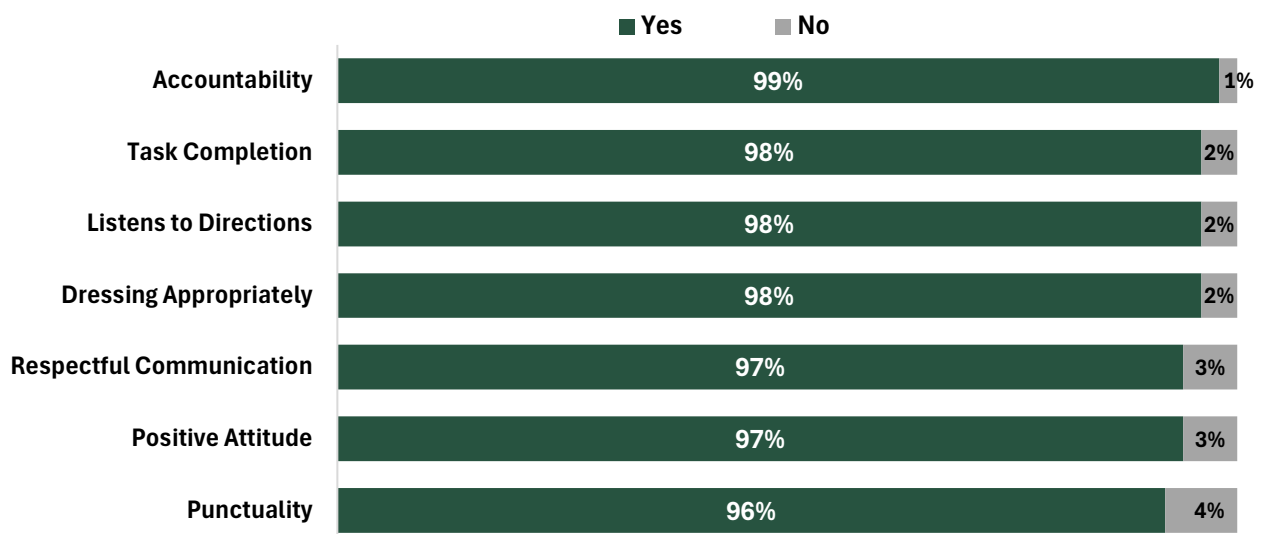
Overall, work site supervisors reported that teens demonstrated high proficiency on all skills, with the highest proficiency for accountability (99%), task completion, listening,

and dress (98%). Greater than 95% of youth demonstrated growth or proficiency in work skills (i.e., accountability, communication, task completion, listening, appropriate dress, punctuality, and positive attitude) according to their supervisor. They also found that some youth demonstrated the most improvements in skills such as task completion (42%), listening (41%), and punctuality (36%). Most supervisors reported growth and improvement in youth's work skills (81%). Some supervisors who indicated there had not been growth observed in specific skills or overall noted that the youth came in with strong work skills, which may be related to long-term engagement of some youth and the pre-employment training and support. Among the youth for which were assessed, 36% had their supervisor indicated they planned to hire them. Many other supervisors expressed that they would like to hire youth but are unable to due to organizational constraints (e.g., budget, lack of position, time of operation) or credentials needed for a permanent position (e.g., degree required, age).

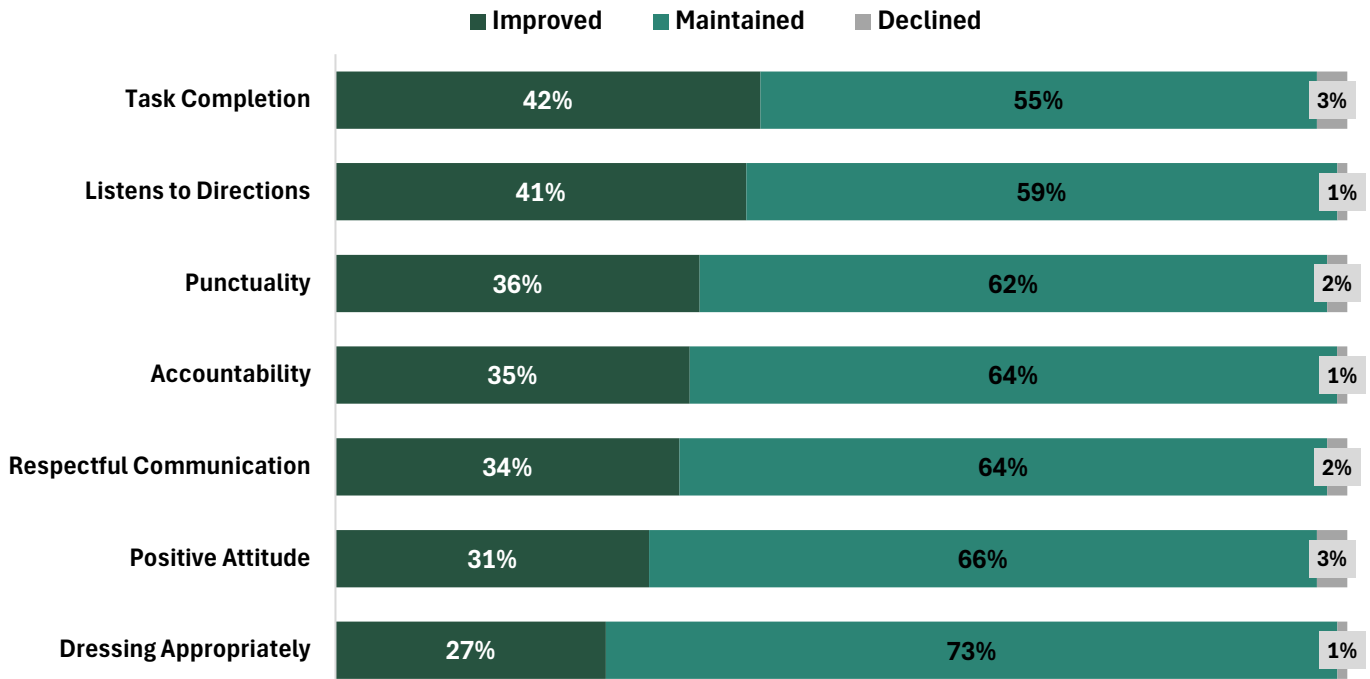


Supervisor's Assessment of Work Skills

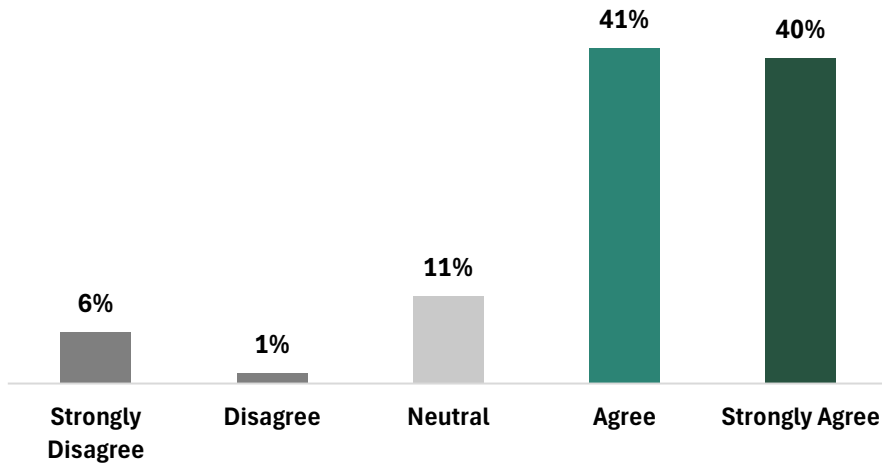
Youth Demonstrates Proficiency by Skill



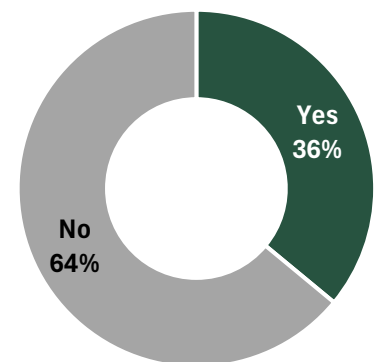
Proficiency Changes over the Program



Growth & Improvement in Youth's Work Skills

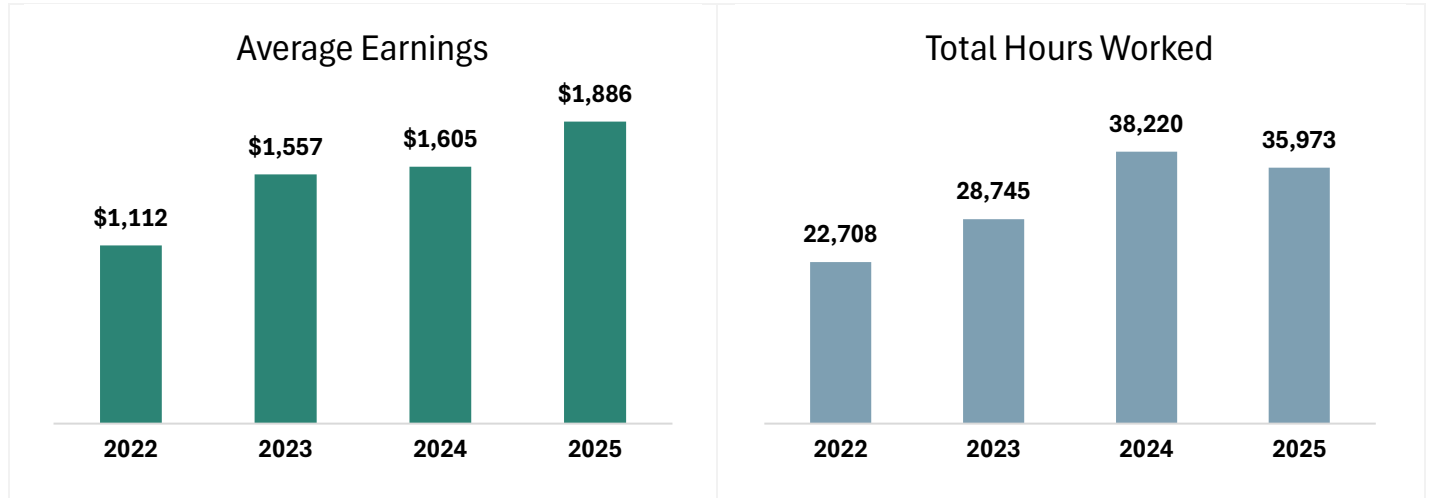


Plan to Hire Youth



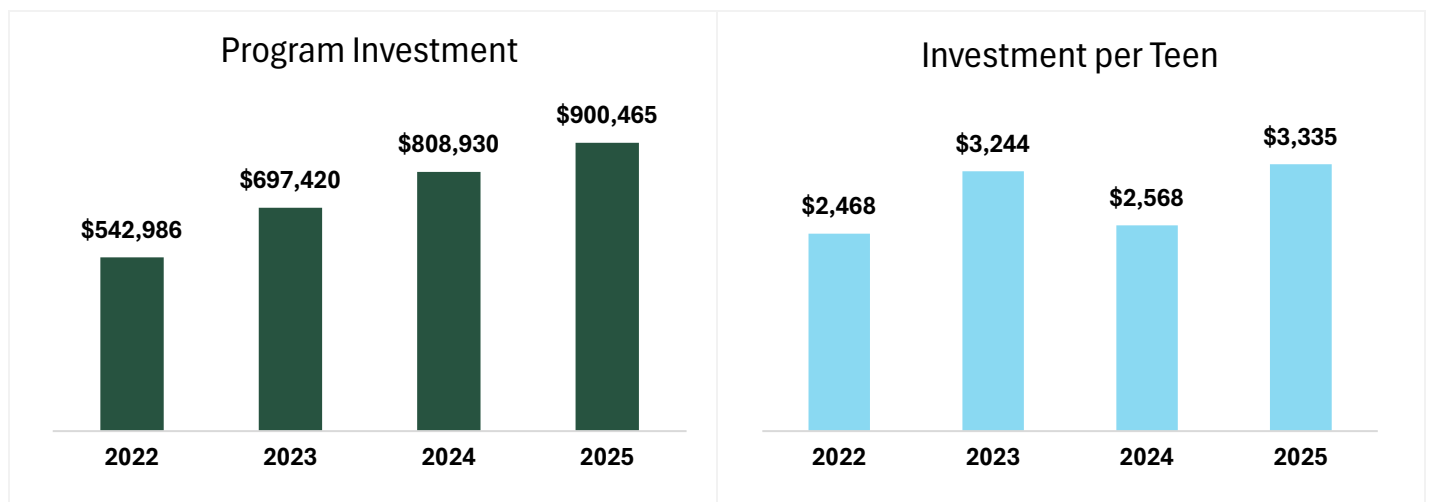
Community Investment

TWA allows, in many cases, teens to earn their first paycheck and become a member of the Alachua County labor force. Youth earned an average of **\$1,886** through their TWA summer employment. Earnings reflect the total work hours and training hours times \$13 (minimum wage in summer 2025). Businesses received **35,973** of TWA teen work hours. The average earnings have grown each year due to annual increases in minimum wage².



How much was invested in programming?

In 2025 the Trust invested **\$900,465** dollars in the TWA summer youth employment program. Compared to last year, the program expenditure increased by **11%**. The investment per teen was **\$3,335** in summer 2025.



² The state minimum wage is set to increase each year as follows: \$10.00 on 9/30/2021, \$11.00 on 9/30/2022, \$12.00 on 9/30/2023, \$13.00 on 9/30/2024, \$14.00 on 9/30/2025; and \$15.00 on 9/30/2026. [Florida Amendment 2, \\$15 Minimum Wage Initiative \(2020\)](#)

Conclusion

In 2025, TeensWork Alachua served 270 teens in 125 work sites. A key motivator for teens participating was to gain work experience, earn money, and to learn skills that would prepare them for the future. These expectations were met with nearly all teens agreeing that TWA provided valuable work experience, prepared them for future jobs, and average earnings of \$1,886 per teen. Furthermore, 100% of teens felt that they had the proper support to be effective in their job.

On average, teens worked 133 of 150 possible hours, with 95% of teens working 100 hours or more. Nearly all teens participated in eight hours of pre-employment work readiness training and many also took advantage of additional weekly training offered over the course of the summer. Teens received an average of 8.2 job coach support contacts. Among teens surveyed 97% reported receiving regular support from their job coach. Teens also received coaching and guidance from both their work site supervisor.

Both teens and employers report high levels of satisfaction with the program. Notable program successes included gains in career readiness, financial literacy, and work skills among teens served. Nearly all teens reported that they learned skills that benefit them in the future and they gained valuable work experience. Some teens detailed how their TeensWork experience taught them responsibility, communication skills, prepared them for the “real world” and helped them gain confidence.

Specific successes include:

- Expansion from 97 to 125 work sites, including more rural sites.
- 83% of teens demonstrated knowledge gains in their career readiness.
- 88% of teens demonstrated gains in financial literacy.
- 97% of employers felt teens gained valuable skills.
- Greater than 95% of youth demonstrated growth or proficiency in work skills (i.e., accountability, communication, task completion, listening, appropriate dress, punctuality, and positive attitude) according to their supervisor.
- 35,972 hours of work completed in the community.

Areas of opportunity include:

- Promote greater understanding of program expectations for teens and employers.
- Facilitate employers and youth matching prior to assignments to better align interests and aptitude with job placement.
- Enhance communication among site supervisors and program staff.
- Determine ways to serve more youth and expand program capacity.
- Initiate alumni impact surveys with TWA completers who were expected to graduate from high school this past summer to determine their transition to adulthood and lasting program impacts.

Overall, TWA received many successes and positive experience from teens and businesses. With these insights and improvements already underway we hope to see even greater successes for teens in summer 2026.

References

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Florida Department of Juvenile Justice. (2024). Delinquency Profile Dashboard. Access from: <https://www.djj.state.fl.us/research/reports-and-data/interactive-data-reports/delinquency-profile/delinquency-profile-dashboard>

Harvard Graduate School of Education. (2011). Pathways to prosperity: Meeting the challenge of preparing young Americans for the 21st century. Boston, MA. <http://nrs.harvard.edu/urn-3:HUL.InstRepos:4740480>

Heller, Sara. (2021). When Scale and Replication Work: Learning from Summer Youth Employment Experiments. National Bureau of Economic Research.

U.S. Bureau of Labor Statistics. (2025, August 21). Employment and Unemployment Among Youth Summary. Accessed from: <https://2/www.bls.gov/news.release/youth.nr0.htm>

Sachdev, N. (2011). Summer Youth Employment Program Evaluation Report. Department of Employment Services Government of the District of Columbia.

File Attachments for Item:

12. Prioritizing Zip Codes

**Item:**

Prioritizing Zip Codes Feedback

Requested Action:

N/A

Background

At the April 7th Board meeting, Member Chance expressed interest in learning whether other Trusts prioritize zip codes with identified gaps in funding decisions (FL Chamber Gap Map)

Attachments

Ask A CSC – Prioritization of Funding

Programmatic Impact:

N/A

Fiscal Impact:

N/A

Recommendation:

N/A – provided for informational purposes only.



Ask a CSC

Question:

At a recent board meeting, one of our members asked whether other CSCs or Trusts prioritize ZIP codes with identified gaps when finalizing funding decisions. If so, please share any relevant contract or policy language that informs this approach.

Submitted by: Alachua

Date: October 2025

Responses

Leon

CSC Leon prioritizes zip codes as determined by our Needs Assessment and reviews the updated available data prior to releasing procurements.

Miami

The Children's Trust in Miami-Dade has prioritized ZIP codes and neighborhoods in the past within specific RFPs for specific purposes/initiatives; in particular, for our afterschool and summer programs, and also for our birth-to-5 book club. There is no across the board policy that guided that work. Each was a tailored needs assessment for the specific topic. Each RFP (attached) has a section describing our approach for identifying priority areas of need in each case.

For example, for book club, we used data related to K-readiness, 3rd grade reading, an early child development indicator we had at the time (no longer), and child poverty. Description in attached RFP on page 2, with additional detailed resource docs reference also attached.



Ask a CSC

For AS/Summer, we just compared our current distribution of program slots relative to the proportion of children and youth in poverty for each census designated place to identify those that were relatively under-represented (see attached RFP starting bottom of pg 10 and link to the referenced detailed docs at

<https://thechildrenstrust.app.box.com/s/aenk5mpr4bh639sg0i54fi1ggc3ayvkj>).

Palm Beach

CSC's contracts for service provision include the entire county; however, there are some provider contracts that include language identifying target zip codes or geographic areas of service delivery based on data demonstrating higher levels of need (e.g., child well-being indicators, or service gaps). In this instance, an Agreement with a Provider may state the following: "The Provider shall target service delivery to participants residing in the following zip codes..." or other geographic boundaries based upon community needs data. This aligns with CSC's overall funding policies and strategic priorities, which emphasize data-driven decision-making and resource allocation to ensure that investments reach children and families with the greatest needs.

File Attachments for Item:

13. Community Literacy Collaborative's Townhall

**Item:**

Community Literacy Collaborative's Townhall

Requested Action:

1. The Board is asked to accept this update on the Community Literacy Collaborative's Townhall

Update

The Community Town Hall on Literacy took place on:

- **October 29**, 5:30–7:00 PM at the **Eastside High School Auditorium**
- **October 30**, 5:30–7:00 PM at the **Santa Fe High School Auditorium**
-

Executive Director Kiner opened each meeting by welcoming attendees and reviewing the evening's agenda. Dr. Beachy then presented the proposed framework and team structure for the Community Literacy Collaborative, followed by an overview of the Literacy Catalyst Plan shared by Leah Galione of Peak Literacy.

The discussion was facilitated by Dr. Naima Brown, Vice President for Student Affairs at Santa Fe College, and Ian Fletcher, COO of the Greater Gainesville Chamber of Commerce. Facilitators guided attendees through three key questions:

1. What barriers do you believe prevent students and adults from learning to read?
2. What literacy resources or programs would best support children and adults in your community?
3. How can we empower families to use literacy resources and programs at home?

Each evening, 25–30 participants engaged in the conversation and enjoyed a pizza dinner provided by Five Star Pizza. The meetings concluded with next steps, ideas for collaboration, and final questions.

Programmatic Impact:

Goal 2: Children & Youth Can Learn What They Need To Be Successful

Fiscal Impact:

\$550,000.00

Recommendation:

Accept the recommended action.

..... Children's Trust of
Alachua County
and
Alachua Board of
County Commissioners

BUILDING COMMUNITY LITERACY TOGETHER

alachuacountyreads@gmail.com



..... Alachua County

Agenda

Introduction of the Literacy Collaborative: Marsha Kiner, ED Children’s Trust

Reviewing Literacy and the Plan: Theresa Beachy, CNE

The Literacy Catalyst Project: Leah Galione, ED PEAK Literacy

Community Input: Facilitators

Wrap up and Questions

.....
Literacy Collabortive



What is Literacy?

Literacy is the ability to read and write at a level that allows full participation in one's community and work.



Why we are here

The Gap

For many years, we have seen students and adults in our county struggle with reading and writing. The Children's Trust and Alachua County Commission had a report created that showed us where we need to make changes to do better.

The Idea

Local leaders agreed to put money into community-based programs that can support what our schools are doing and improve literacy for kids and for any adults that need help too.

The Process

We are building local teams that will create activities that families can use at home, online, and through community programs. We will see what works best and expand the programs for years to come.



The Plan

Teams

The teams of people working together to help what the schools are doing to build literacy.

Community

The goal is to work in neighborhoods that need support, in all ages, and locations people can get to, so we can make change

Growing

Programs that work will be grown in more community spaces so we can expand the work till we reach our goals



PEAK Literacy

PEAK Literacy is leading the way with their Literacy Catalyst Initiative: Let's hear from them!

Leah Galione, Executive Director

- Direct Literacy Services to Youth
- Literacy Capacity Building
- Parent Engagement
- Adult Education



Alachua County

Our Facilitators

Dr. Naima Brown, VP for Student Affairs Santa Fe College
Ian Fletcher, COO Greater Gainesville Chamber of Commerce

Literacy Collabortive



Ground Rules

- Respectful language
- Walk up and make a line to use the mic
- Stay on topic
- Don't talk over others
- 2 minute time limit



Your Input

What things do you think get in the way of students and adults learning to read?

What kind of literacy resources or programs would help kids and adults in your community?

How could we help families to use literacy resources and programs at home or in your community?



What Comes Next

Fund programs

In this initial round, community-based reading programs working with Peak Literacy, the Children's Trust, and Alachua County Partnership Program can apply for money for staff, materials, and training to build services starting this spring.

Build teams

We are working with experts to create activities for kids and adults

Train

We will train the community-based groups to use what works into their programs.

Advisory Council

We will build an Advisory Council to get community feedback and keep us on track. If you want to join, let us know by raising your hand!

How We Can Work Together

We will come to your neighborhood



Our team will come talk to your church, PTA, civic group or neighborhood center to hear from you

Teachers and School personnel can contact Heather Harbour for information on **how to get involved at school**

Tell us more



We want to hear from you!
Send us your thoughts at alachuacountyreads@gmail.com



Questions?



alachuacountyreads@gmail.com

..... Alachua County



Thank You



.....
Literacy Collabortive

File Attachments for Item:

14. 2026 Tentative Board Meeting Schedule

Proposed CTAC Board Meetings 2026

January						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
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March						
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29	30	31				

April						
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26	27	28	29	30		

May						
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24	25	26	27	28	29	30
31						

June						
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	1	2	3	4	5	6
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

July						
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19	20	21	22	23	24	25
26	27	28	29	30	31	

August						
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23	24	25	26	27	28	29
30	31					

September						
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27	28	29	30			

October						
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25	26	27	28	29	30	31

November						
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22	23	24	25	26	27	28
29	30					

December						
Su	Mo	Tu	We	Th	Fr	Sa
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Board Meetings

Monday, January 26, 2026 at 4:00 PM
(Strategic Planning Workshop)
Monday, February 9, 2026 at 4:00 PM
Monday, March 9, 2026 at 4:00 PM
Monday, April 13, 2026 at 4:00 PM
Monday, May 11, 2026 at 4:00 PM
Monday, June 8, 2026 at 4:00 PM
Monday, August 10, 2026 at 4:00 PM
Monday, September 14, 2026 at 4:00 PM
*First TRIM Hearing starts at 5:01 PM
Monday, September 28, 2026 at 4:00 PM
*Final TRIM Hearing starts at 5:01 PM
Monday, October 12, 2026 at 4:00 PM
Monday, November 9, 2026 at 4:00 PM
Monday, December 14, 2026 at 4:00 PM

Alachua County Public Schools

Spring Break - March 16-20, 2026

Note:

No regular Board meetings in January and July.

If the August Board meeting conflicts with the first day of school the Board may choose to reschedule.

TRIM dates are pending.