KIDS HOPE ALLIANCE
The Jacksonville Partnership for Children, Youth & Families

September Board Meeting
September 23, 2026, 9:30 a.m. – 11:00 a.m.

1. **Introductions and Instructions**
   Marsha Oliver, Board Chair

2. **Public Comments**
   Public comments will be taken now for all items that will be voted on at the meeting. These comments should only be in reference to those action items below. A separate public comment time will be open at the end of the meeting for any general comments to be made by the public.

3. **Staff Spotlight**
   Employee of the Month

4. **Provider Presentation**
   NLP Logix, Needs Assessment and Gap Analysis Update

5. **Approval of August Minutes**
   Marsha Oliver, Board Chair

6. **KHA Board Committee Updates**
   a. Action Item: Selection of Board Officers
   b. Discussion Item: Carpenter's Shop Financial Audit

7. **New Business**
   a. Action Item: YTTF – J.R.E. Lee Jacksonville FAMU Alumni Chapter
   b. Action Item: Made A Way Contract Adjustment
   c. Action Item: Approval of CEO Evaluation Instrument/Provider & Staff Surveys

8. **Administrative and Strategic Updates Report**
   Kenneth Darity, Chief Administrative Officer
   Rodger Belcher, Chief Strategic Officer

9. **CEO Report**
   Penny Zuber, Chief Executive Officer

10. **Board Discussion**

11. **General Public Comments**

12. **Adjourn**

KIDS HOPE ALLIANCE | JACKSONVILLE, FLORIDA

2025 Duval County

Community Needs Assessment and Gap Analysis

About Kids Hope Alliance

Our Mission

To build and ensure access to a continuum of comprehensive and integrated programs, services, and activities that address the critical needs of children and youth.

Our Vision

Every child and youth will reach their academic, career, and civic potential.

Essential Service Categories

The charter for Kids Hope Alliance focuses on funding the areas that will most impact the lives of children. These areas are categorized as the essential service categories.

EL

Early Learning, Literacy and School Readiness
Improves early childhood quality, readiness, and access to learning supports for young children and families.

OS

Out-of-School Programming
Expands access to afterschool and summer programs that provide enrichment, mentoring, meals, and social-emotional development.

TT

Pre-Teen and Teen Programming
Builds college readiness, job readiness, leadership, and positive youth development opportunities for older youth.

JJ

Juvenile Justice Prevention and Intervention Programming
Supports prevention, diversion, and intervention services that reduce delinquency and recidivism among youth.

SN

Special Needs
Supports children and youth with mental, behavioral, emotional, or physical disabilities and strengthens family support systems.

The Why

Purpose of the Analysis

The overall goal of Kids Hope Alliance (KHA) Needs Assessment and Gap Analysis is to understand the needs of the Duval County community, evaluate the services currently available, identify gaps in services, and develop recommendations to allow Kids Hope Alliance to provide funding and services effectively and efficiently. The analysis includes identifying the impact of programs on children (birth to 12 years old), youth (13 to 18 years old), and their families.

The When

Repeatable Process

This process began in 2021-22. By repeating this process every 4 years, Kids Hope Alliance can ensure new program recruitment focuses on the current needs of the community.

The Where

Geographic Coverage in Duval

Duval County is large, spanning. For this reason, listening sessions were held in multiple regions throughout the county to allow for all perspectives. Quantitative data analysis covers comparisons of Duval versus Florida.

The How

Gathering community needs

Quantitative and Qualitative data analysis gives the complete perspective of needs and gaps throughout Duval County.

Surveys

Over 1500 survey responses were captured to get a broad perspective of community need

347 DCPS teachers

1000 Community Members

200 Providers

Focus Groups & Interviews

To get more detailed information, focus groups were hosted with KHA Staff, Youth, Providers, Families, and other stakeholders. Interviews were conducted with larger providers and board liaisons.

>250 hours of feedback

>120 participants

Data Collection

Data ranging from maternal health to college degrees allows for an understanding of the socioeconomic, demographic, academic, and health issues and opportunities throughout our community.

159 Metrics

29 Sources

KHA By the Numbers

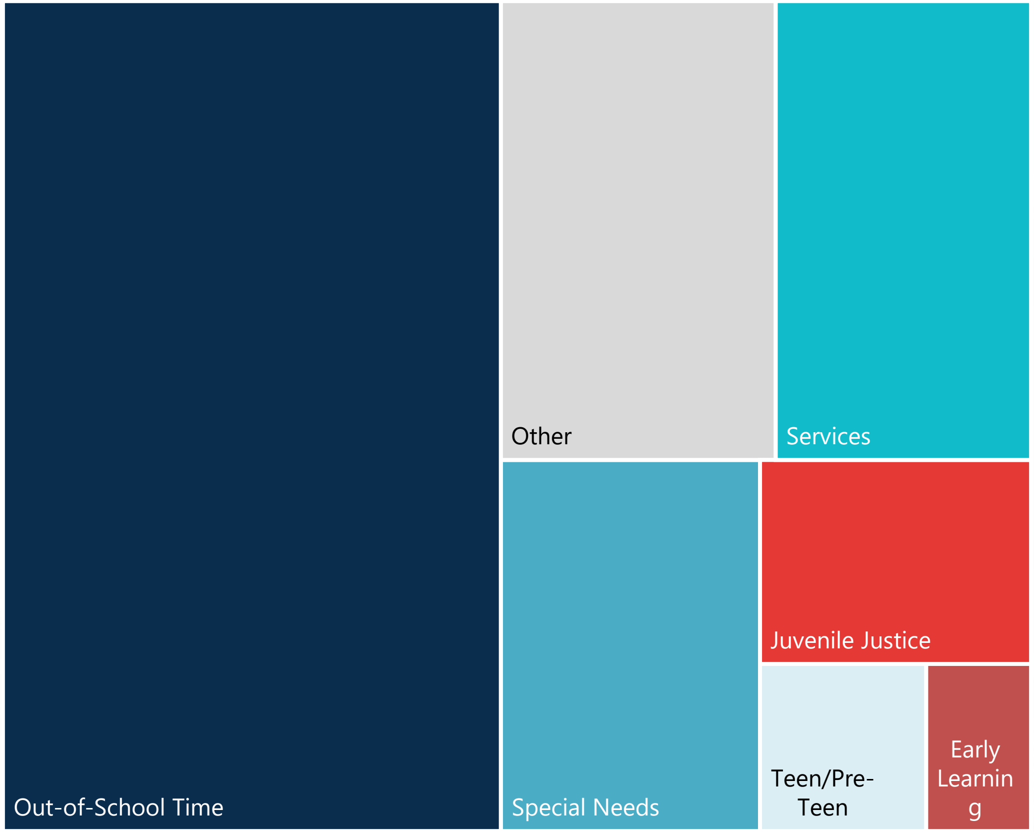
21,000+
Children Served

90+
Community Partners

200+
Programs Sites Funded

$ 38.3M
Dollars Invested in Local Programs

Funding by Program Type



Comparative funding for Children's Service Councils

Kids Hope Alliance is funded through appropriation from the City of Jacksonville. KHA provides outstanding service, with results that touch the lives of thousands throughout the city. However, among the 10 children's service councils in Florida, KHA ranks 7th in dollars per child and 6th in dollars per child in poverty.

While KHA receives $278 per child, Alachua's Children's trust receives $340 per child. Martin County Receives $529 per child and Palm Beach receives $508 per child. When we limit funding to dollars per child in poverty, KHA receives 30% fewer dollars than the average.

Direct comparison is limited as other CSCs in Florida have different scopes.

Youth Focus Group Feedback Summary

80+ students engaged · ages 6–18

What's Working

- Participants feel supported by staff at the facilities
- Homework help is appreciated, especially with "new" math
- Providers teach self confidence
- Children & youth love the field trips and athletic activities

*"We really just need adults that **believe** in us"*

Opportunities

- Decline in food quality noticed at many programs
- Programs sometimes lack personalization
- Participants want more field trips
- Want to learn more life skills (cooking, career, etc.)

"The food used to be good, but it's usually not anymore"

Needs

- Basic necessities: socks, shoes, blankets, food
- Supportive adults — "Love," "Care," "someone to listen"
- Time to relax and wind down after school
- Homework help was consistently requested

*"Kids need help when they're **bullied**"*

Common Themes

Essential Services
Academic and social support with trusted relationships.

Personalization
Youth want engaging, individualized programming.

Hands-On Skills
Future-ready and life skills like cooking and careers.

Adult Relationships
Caring adults and emotional support are critical.

Structural Barriers
Food quality, basic needs, and access limit impact.

Programs & sites we reached: Boys & Girls Club · Andrew Robinson CIS · Carpenter's Shop · Grand Park · Children's Rights

Changing the Course

Grades 9–12 · Grand Park Career Center

Support from Adults

- Many lack supportive adults — teachers and parents
- Youth often feel unheard and disrespected
- Parenting classes could help families connect
- Male students want strong male role models

"My mom is a single mom, and she's great, but I needed a ***father figure****."*

Safe Activities

- Lack of activities drives negative behavior
- Want sports, skate parks, and places to go
- Less time on phones and social media
- Constructive outlets keep youth engaged

"We just need stuff to do — basketball, skate parks, something."

Paths to Success

- Skipping school often started the wrong path
- Academic and emotional support at Grand Park helps
- Students get more of the help they need here
- Staying engaged builds momentum

"I wish they saw us as a ***whole person****, not just our mistakes."*

Juvenile Justice

Remorse
Students shared remorse and mixed experiences with the system.

Juvenile Detention
Viewed as negative and not restorative by participants. Incarcerated teens felt isolated.

Diversion
One participant feels more successful through diversion.

What Works

Employment
Center for Children's Rights helps place students in jobs through Mayor's Youth at Work.

Less Phone Time
All agreed social media often fuels youth violence.

Kudos & thanks: Ms. Davis · Mr. Simms · Center for Children's Rights · Thank you to all students!

The Path Forward

1. Prioritize Ancillary Services
2. Incorporate Family Services
3. Increase Communication about Programs
4. Prioritize KHA & External Partnerships
5. Require Metrics in New RFPs
6. Create Efficiencies through Automation

Thank You

For the support in constructing this report, the authors would like to thank the following:

- **Kids Hope Alliance Board of Directors** for the guidance throughout the process
- **Kids Hope Alliance Board Liaisons** for their time and subject matter expertise
- **Kids Hope Alliance Staff** for making access to data and sharing knowledge easy
- **NLP Logix, Jacksonville Public Education Fund, and Nonprofit Center of Northeast Florida** for the research and time to turn over every stone
- The **Jacksonville Public Library** for their assistance with non-technical survey collection
- **Mayor Donna Deegan** and **Jacksonville City Council** for the funding provided to KHA in service of our children
- The **Jacksonville community** for their feedback in focus groups
- The **teachers of Duval County Public Schools** for their survey responses and for being day-to-day superheroes
- The **providers of children's services** for doing so much for our most precious resources

HOST ORGANIZATIONS FOR FOCUS GROUPS

KIDS HOPE ALLIANCE
The Jacksonville Partnership for Children, Youth & Families

August Board Meeting Minutes
August 26, 2026, 9:30am – 11:00 a.m.

1. **Introductions and Instructions**
   Cynthia Nixon, Board Vice - Chair

   Vice-Chair Nixon began the meeting by welcoming all attendees and introducing herself. She then invited each participant at the table to share their introductions. Mrs. Nixon expressed her gratitude to Mr. Cofer and Dr. Bernier for their attendance and continued support.

   Board Members Present – Cynthia Nixon, Meredith Chartrand-Frisch, Lawrence Dennis, Kevin Gay, Josh Martino, Carson Tranquille

   Board Member Absent – Marsha Oliver

   Board Liaisons Present – Dr. Christopher Bernier – DCPS, Charlie Cofer - Public Defender's Office, Ana Dewese – DCPS, Charles Ford – JSO, Mary Hickson – Public Defender's Office, Regina Ross, OGC

   Board Liaisons Absent – Terrance Freeman – City Council, Kristen Liesch – State Attorney's Office

2. **Public Comments**
   Mrs. Nixon explained that public comments will be taken now for all items that will be voted on at the meeting. These comments should only be in reference to those action items below. A separate public comment time will be open at the end of the meeting for any general comments to be made by the public.

   Mr. John Nooney voiced his endorsement of the field trip enhancement program, suggesting that it be broadened to encompass Pottsburg Creek. Additionally, he championed the need for greater public access to local waterways and proposed the establishment of a public park along Pottsburg Creek.

3. **Staff Spotlight**
   Employee of the Month

   Ms. Chandra Brown, the Contracts and Purchasing Manager, was honored as Employee of the Month. Staff nominations emphasized her exemplary partnership and resilience, qualities she has consistently exhibited during her time at KHA.

4. **Provider Presentation**
   Tom Caron, Project One Health Initiative

   Mr. Caron provided an overview of Project One Health which aims to increase the mental, physical, and developmental challenges faced by children and youth due to excessive screen time, nature-deficit disorder, and loneliness.

5. **Approval of July Minutes**
   Cynthia Nixon, Board Vice - Chair

   Mrs. Nixon asked if there were any revisions to the July minutes. There were none so she requested a motion to approve the minutes.

   Motion: Kevin Gay
   Second: Carson Tranquille
   Approval: 6-0

6. **KHA Board Committee Updates**

   Meredith Chartrand-Frisch, Governance Chair, provided a summary of the action items covered during the August 19th Governance meeting including discussion and approved action items, CEO Search, Legislative updates and the nominations for Board Officers. The Officers nominated include Board Chair – Cynthia Nixon, Vice-Chair – Josh Martino, Secretary – Meredith Chartrand and Treasurer – Carson Tranquille.

   Carson Tranquille, Finance Chair, shared an overview of the approved action items from the August 25th Finance meeting. He also asked KHA Staff to research the number of days staff will be absent if an emergency occurred as part of the Continuity of Operations action item. The final discussion item involved a request to waive an annual audit; initially the committee discussed requesting additional information from the provider. However, as the committee deliberated the consensus was to deny this request because the agency's contract amount exceeds $500,000.00.

   Lawrence Dennis, G.U.I.D.E Committee Chair, provided an overview of their meeting which was held on August 5th. The agenda focused on the CEO Evaluation and incorporating feedback from employees and providers. Following an extensive discussion regarding the Staff and Provider surveys, it was determined that each survey will comprise 12 questions with a rating scale from 1 to 5, along with one open- ended question and space for additional comments. Additionally, the CEO Evaluation tool will include 10 key accountabilities that reflect the priorities set during the Board Retreat. Board members will also have the opportunity to provide summary evaluations and comments. These instruments will be presented to the Board for further discussion and approval.

7. **New Business**
   Dr. Dana Kriznar, Interim CEO

   a. Discussion Item: 2026 Annual Report Invitation to Quote – Acuity Design Group
      Dr. Kriznar explained that this agenda item pertains to a discussion regarding the invitation to quote (ITQ) for preparation of the Annual Report. KHA received three quotes in response to this ITQ. However, the Governance Committee expressed concerns regarding the cost to design and publish the report. To address this, we will reissue the ITQ in hopes of obtaining additional quotes that may yield a more favorable price. The Board is not required to take any additional action at this time.

   b. Action Item: Continuity of Operations Agreement Renewal
      Dr. Kriznar requested approval for renewal of the COOP agreement which ensures operational continuity during emergencies. After some discussion, Mrs. Nixon asked for a motion to approve this item.

Motion: Carson Tranquille
Second: Josh Martino
Approval: 6-0

c. Action Item: KHA Work Study Approval
Dr. Kriznar requested approval to request a third-party to conduct a formal work study in an amount not to exceed $12,450. The Finance Committee reviewed proposals from DCSI and voted to bring forward option A, which is a position review with employee meetings with all personnel. DCSI will provide Ms. Zuber with a full report of their findings which could include position realignment and compensation review. After some discussion, Mrs. Nixon asked for a motion to approve this item.

Motion: Meredith Chartrand-Frisch
Second: Carson Tranquille
Approval: 6-0

d. Action Item: Agiloft Contract Management Software Renewal
Dr. Kriznar asked for approval to renew the annual Agiloft Contract Management Software and Service Licensing agreement for the period of October 10th, 2026 - October 9th, 2027, in the amount of $27,797.70. After some discussion, Mrs. Nixon asked for a motion to approve this item.

Motion: Kevin Gay
Second: Josh Martino
Approval: 6-0

e. Action Item: Authorization of Funding Adjustment for Field Trip Enhancements – Skate City Jacksonville
Dr. Kriznar requested authorization for the reallocation of funds, not exceeding $6,500, to facilitate additional field trips organized by Skate City Jax. Furthermore, she proposed that when field trips are authorized by the Board that the rule, regarding the need for Board approval of items requiring more than a 10% increase, be suspended for field trips. After some discussion, Mrs. Nixon asked for a motion to approve this item.

Motion: Meredith Chartrand-Frisch
Second: Josh Martino
Approval: 6-0

f. Action Item: Novus Insight Contract Renewal
Dr. Kriznar asked for approval of the third renewal option with Novus Insight for security, privacy assessment and framework in the amount of $38,425. This was also approved as a budget line item but not specifically noted. After some discussion, Mrs. Nixon asked for a motion to approve this item.

Motion: Carson Tranquille
Second: Josh Martino
Approval: 6-0

g. Action Item: Authorization of Contract Reduction – UNF Board of Trustees/FIE
Dr. Kriznar requested authorization to decrease this contract by an amount not exceeding $51,800. This reduction pertains to literacy services that were intended to be offered at Ramona Elementary School during the summer program but were ultimately not provided. Dr. Kriznar committed to engaging in a discussion with Mr. Griggs regarding the future distribution of these funds. After some discussion, Mrs. Nixon asked for a motion to approve this item.

Motion: Carson Tranquille
Second: Josh Martino
Approval: 6-0

8. **Administrative and Strategic Updates Report**
Kenneth Darity, Chief Administrative Officer
Rodger Belcher, Chief Strategic Officer

Mr. Darity provided the following updates:

- Reimbursement approvals: For June 1–August 25, 2026, the average approval time was 8.56 days, well below the 14-day target. The approval score was 86, exceeding the annual goal of 85%.
- Pending submissions: Of 450 submissions, only 50 remain pending, with just one related to the FY 2025–2026 closeout. Staff have worked effectively with providers to obtain required information.
- Contracts: All RFPs have been executed. 17 of 21 direct-funded contracts have been finalized, an increase from the previously reported 16, and are now in procurement with execution on track.
- RFP restructuring: The former Services for Children, Youth, and Families RFP is being reorganized into more specific central service RFPs as part of the RFP Task Force's restructuring efforts.

Mr. Belcher shared the following updates:

- Data sharing with DCPS: The team is discussing quarterly data sharing with DCPS and working to improve the accuracy of provider-reported participant data in SAMIS. These efforts may lead to quarterly reporting options for KHA.
- Current data collaboration: KHA recently provided DCPS with after-school program enrollment data using its legacy reporting system in response to a specific request.
- SIPPRA project: A key technical milestone has been reached, and the team is awaiting final approval from the U.S. Treasury Department to begin data collection. Treasury is reviewing three documents from the third-party evaluator that will establish the framework for measuring the project's success and financial impact.
- Building improvements: Construction is approximately one-third complete and is expected to continue for several more weeks. The project includes enhanced access controls and approximately 175 feet of new walls.

9. **CEO Report**
Dr. Dana Kriznar, Interim Chief Executive Officer

Dr. Kriznar presented a comprehensive overview of the month's activities and key priorities, highlighting provider visits and the Back to School Giveaway held at Matthew Gilbert. She also provided insight into the Office of Inspector General Reports, which included updates on Daniel Memorial and Wealth Watchers. Additionally, Dr. Kriznar discussed the July Noncompliance List, purchases made by the CEO under Delegated Authority, and the KHA School Boost Competition, which provided support for six elementary schools during the initial week of preplanning.

Special acknowledgment was given to the judges of the School Boost initiative, which included Board members Meredith Chartrand-Frish, Lawrence Dennis, and Josh Martino. Dr. Anna Dewese from DCPS was commended for her effective coordination and organization of the event with the School Principals. The John Love School Boost team was recognized as the runner-up, while the staff from Biltmore Elementary emerged as the competition winners. These staff members include Delphine Brock, Deborah Sibley, Chandra Lee, Delores Foster-Young, Sherrill Hensley Smith, and Ed McDowell.

10. **Board Discussion**

Vice-Chair Nixon asked the Board Liaisons to provide an update on their operations and whether there were any areas where assistance from KHA would be beneficial.

Commander Chuck Ford, JSO, thanked KHA's Board and Staff for their support and praised the summer programming at JaxPAL facilities, including Skate City. He emphasized the value of providing children with activities that get them out of the house and away from screens during the summer and expressed appreciation for the opportunities offered to youth by KHA programs.

Dr. Christopher Bernier, DCPS, discussed how crucial before and after school care remains as it aids local law enforcement and public defenders by ensuring that children are supervised. This not only benefits the children but also supports our workforce. He also expressed his ongoing support of KHA and his commitment to support our programs which align with community needs.

Mary Hickson, from the Public Defender's Office, highlighted the advantages of Juvenile Justice Diversion Programs, which are supported by KHA. This initiative allows youth to avoid the conventional court system, probation, and juvenile commitment programs. Unlike other counties that lack similar diversion options, KHA's programs serve as a model that others aspire to emulate.

Dr. Kriznar shared that August 25th was Councilman Freeman's final City Council meeting. The City Council President indicated that nominations will be announced soon, likely by Friday, although no preliminary information regarding potential candidates is available at this time. She also confirmed that the new CEO, Penny Zuber, will be joining KHA on September 21st.

11. **General Public Comments**
Vice-Chair Nixon asked for general public comments and there were none.

12. **Adjourn**
The meeting was adjourned by Vice-Chair Nixon at 10:40 a.m.

BOARD ACTION ITEM:	**YOUTH TRAVEL TRUST FUND (YTTF) STAFF RECOMMENDATION – J.R.E LEE JACKSONVILLE FAMU ALUMNI CHAPTER**
BOARD ACTION NUMBER:	**26-033**
CATEGORY:	**GRANTS MANAGEMENT**
☐ **FINANCE MEETING:**	**SEPTEMBER 10, 2026**
☐ **GOVERNANCE MEETING:**	**N/A**
☐ **BOARD MEETING:**	**SEPTEMBER 23, 2026**

TO: **KIDS HOPE ALLIANCE BOARD OF DIRECTORS**

FROM: **PENNY ZUBER, CHIEF EXECUTIVE OFFICER**

REQUESTED ACTION:

The Board is asked to:

1. Review and approve the funding recommendations for Youth Travel Trust Fund (YTTF) application - J.R.E. Lee Jacksonville FAMU Alumni Chapter, which has been scored by Kids Hope Alliance.
2. Authorize Kids Hope Alliance staff, upon Board approval of the recommended award amount, to negotiate, prepare, and execute all necessary agreements, contracts, or other required documents with the awarded applicant(s) in accordance with City of Jacksonville procurement policies and the Youth Travel Trust Fund guidelines.

NARRATIVE:

The Youth Travel Trust Fund was established to allow students and youth groups in Duval County to travel to competitions and events around the country. This opportunity gives youth perspectives and experiences they may not otherwise have without these funds. Below are the staff recommendations from YTTF applications received thus far.

Staff Recommendations:

- Applicant #1
    - **Agency:** J.R.E. Lee Jacksonville FAMU Alumni Chapter
    - **Requested Activity:** Florida A&M University Fall Preview 2026
    - **Activity Summary:** To provide high school students with a unique educational opportunity to attend Florida A&M University Fall Preview, where they learn about academic programs, admissions, financial aid, scholarships, and campus life. The experience promotes college awareness, college readiness, and encourages students to pursue a higher education at an HBCU.
    - **Requested Funding Amount:** $1,627.50
    - **Staff Recommendation:** Fund at 50% ($813.75) based on the applicant's average score

STRATEGIC GOAL & ELEMENT: Chapter 111.850(B) of the City of Jacksonville Ordinance Code grants the Board of Kids Hope Alliance authority for determining and authorizing funds from the Youth Travel Trust Fund for certain types of youth travel that may be deemed a valid public purpose.

FISCAL IMPACT:
If the KHA Board of Directors agrees and approves staff recommendations for the above applicants, the remaining balance would be $16,236.25 for the 2025-2026 City Fiscal Funding Year.

OPTIONS:

- ☐ Vote to approve action item.
- ☐ Decline to approve action item.
- ☐ Vote to approve action item with amendments. If checked, the following amendment to the item is approved.

Board Secretary's Signature: ______________________________

(In the event the Board Secretary is not present, the Board Chair may sign, and authority shall pass down accordingly.)

Print Name and Title: ______________________________

Date: ______________________________

Youth Travel Trust Fund Matrix Scores

Applicant	Scorer #1	Scorer #2	Scorer #3	Average Score	Staff Recommendation
The Rock Jax, Inc.	365	370	370	368	Fund
CISV USA, Inc.	355	370	365	363	Fund
Boys and Girls Club of NE FL	350	440	365	385	Fund
Legacy Sports Association	425	470	455	450	Fund
Raines Athletic Booster Club, Inc.	450	450	445	448	Fund
Jacksonville Children's Chorus	360	425	380	388	Fund
The Soyini Circles Girls Corp.	325	435	360	373	Fund
J.R.E. Lee Jacksonville FAMU Alumni Chapter	435	355	335	375	Fund

BOARD ACTION ITEM:	**AUTHORIZATION OF CONTRACT ADJUSTMENT FOR MADE A WAY FOUNDATION INC.**
BOARD ACTION NUMBER:	**26-034**
CATEGORY:	**JUVENILE JUSTICE**
☐ **GOVERNANCE MEETING:**	**N/A**
☐ **FINANCE MEETING:**	**SEPTEMBER 10, 2026**
☐ **BOARD MEETING:**	**SEPTEMBER 23, 2026**

TO: **KIDS HOPE ALLIANCE BOARD OF DIRECTORS**

FROM: **PENNY ZUBER, CHIEF EXECUTIVE OFFICER**

REQUESTED ACTION:

The Board is asked to approve the following:

1. Approve the reduction of the contract amount for Made A Way Foundation Inc. from the originally approved $104,000 to a new amount of $78,000, reflecting the shift from a 12-month to an 8-month contract term.
2. Authorize the Chief Executive Officer (CEO) to execute any necessary amendments or documents required to implement this adjustment, as the decrease exceeds the CEO's execution authority.

NARRATIVE

Made A Way Foundation Inc. is a contracted provider whose renewal process was delayed due to placement on the City's Non-compliance List. The provider has since taken the necessary steps and was awaiting approval to be removed from the list in order to proceed with contract renewal.

The original contract amount of $104,000 was approved by the Board for a 12-month service period. Due to timeline changes and the revised 8-month period, the updated contract amount is $78,000. This decrease exceeds the CEO's current delegated execution authority, requiring Board approval to ensure compliance with Board policy.

This action ensures transparency, maintains alignment with Board oversight requirements, and allows the provider to move forward with their renewed contract and continue services without further delay.

STRATEGIC GOAL & ELEMENT:
This adjustment supports KHA's strategic priorities of expanding access to high-quality services, maintaining strong provider partnerships, and ensuring responsible stewardship of public funds.

FISCAL IMPACT:
Contract reduced from $104,000.00 to $78,000.00 to reflect the shortened contract term of 8 months.

OPTIONS:

- ☐ Vote to approve action item.
- ☐ Decline to approve action item.
- ☐ Vote to approve action item with amendments. If checked, the following amendment to the item is approved.

Board Secretary's Signature: ____
(In the event the Board Secretary is not present, the Board Chair may sign, and authority shall pass down accordingly.)

Print Name and Title: ____

Date:____

BOARD ACTION ITEM: **APPROVAL OF KHA CEO EVALUATION PROCESS, BOARD EVALUATION TOOL, PROVIDER AND STAFF SURVEY**

BOARD ACTION NUMBER: **26-035**

CATEGORY: **N/A**

☐ **GUIDE MEETING:** **AUGUST 5, 2026**
☐ **BOARD MEETING:** **SEPTEMBER 23, 2026**

TO: **KIDS HOPE ALLIANCE BOARD OF DIRECTORS**

FROM: **PENNY ZUBER, CHIEF EXECUTIVE OFFICER**

REQUESTED ACTION:

Approval of the Kids Hope Alliance CEO Evaluation Process, including the CEO Evaluation Tool, the Provider Feedback Survey, and the Staff Feedback Survey, as recommended by the GUIDE Committee.

NARRATIVE:

The Kids Hope Alliance annually conducts a comprehensive evaluation of the Chief Executive Officer to ensure accountability, transparency, and alignment with strategic priorities. The GUIDE Committee has reviewed and recommended approval of the updated KHA CEO Evaluation Process, which includes structured steps for Board participation, stakeholder input, and CEO professional development.

As part of this process, feedback is collected from key stakeholder groups:

- **Provider Feedback Survey**, capturing partner organizations' perspectives on communication, support, expectations, resources, and leadership.
- **Staff Feedback Survey**, capturing employee perspectives on culture, communication, resources, organizational direction, and leadership effectiveness.

Additionally, the **CEO Board Evaluation Tool** provides Board members with a comprehensive rubric assessing performance across ten key accountability domains, including communication, financial stewardship, leadership, strategic vision, decision-making, and values-centered leadership.

Summary of Documents for Approval:

1. **CEO Evaluation Process** (annual cycle, materials required, evaluation steps, follow-up expectations).
2. **CEO Board Evaluation Tool** (10 accountability areas with rating factors and comment fields).
3. **KHA Staff Feedback Survey** (12 rating items and open-response questions).
4. **KHA Provider Feedback Survey** (12 rating items and open-response questions).

STRATEGIC GOAL & ELEMENT:

This action aligns with KHA's strategic goals by:

- Strengthening **organizational accountability and leadership effectiveness** through a structured, annual CEO evaluation process that incorporates quantitative and qualitative feedback from staff, providers, Board members, and the CEO.
- Advancing **strategic planning and continuous improvement**, as evaluation results guide the CEO's professional development plan and inform organizational priorities and adjustments throughout the year.

FISCAL IMPACT:

There is no fiscal impact associated with approving these evaluation tools.

OPTIONS:

☐ Vote to approve action item.
☐ Decline to approve action item.
☐ Vote to approve action item with amendments. If checked, the following amendment to the item is approved.

____

Board Secretary's Signature: ____

(In the event the Board Secretary is not present, the Board Chair may sign, and authority shall pass down accordingly.)

Print Name and Title: ____

Date: ____

KHA CEO Evaluation Process

The Kids Hope Alliance CEO evaluation process is designed to foster open dialogue, provide meaningful feedback, and support the continued growth and success of the CEO and the organization. This collaborative process ensures alignment with strategic goals while celebrating accomplishments and identifying opportunities for growth and accountability.

The annual CEO evaluation will be conducted each year, with the review process beginning in June and concluding in August.

Evaluation Process Summary

1. The CEO prepares a performance overview for Board consideration, provided together with stakeholder survey results.
2. Board members review all documentation and complete a preliminary evaluation rubric, submitting it to COJ HR.
3. COJ HR compiles all rubrics into a summary document for the Board.
4. The Board meets to receive the CEO's presentation, discuss performance, and provide feedback with COJ HR support.
5. A Formal Evaluation Document is prepared for Board approval and CEO signature.
6. The CEO develops a professional development plan based on Board feedback.
7. The CEO meets with Board chair or designee at scheduled intervals to review progress.

Pre-Meeting Preparation

To ensure a well-informed and constructive discussion, the following materials will be provided to the Board prior to the evaluation meeting:

- **CEO Accomplishments Overview**

  A summary document prepared by the CEO that includes:

  - Key accomplishments from the past year, with quantifiable results where possible
  - Challenges addressed and lessons learned
  - Strategic priorities and proposed goals for the upcoming year
  - Supporting visuals and/or data to illustrate impact

- **Provider Feedback Survey Results**

  Aggregated responses from KHA-funded providers regarding KHA's support, communication, and leadership, compiled by COJ HR.

- **Employee Feedback Survey Results**

  Staff feedback related to the CEO's leadership, communication, culture, and accountability, compiled by the GUIDE committee chair or the Chair's designee.

COJ HR will share these three documents with each Board member, who will use this information, along with their own observations of the CEO's performance, to complete the following task before the meeting:

- **Board Evaluation Rubric**

  Each Board member will complete a formal evaluation rubric in advance. Results will be compiled by COJ HR and shared in aggregate with the Board Members and the CEO.

Evaluation Meeting Agenda

- **Welcome and Overview by the Board Chair**
  Introduction to the purpose and flow of the evaluation discussion.

- **CEO Presentation**
  - **Accomplishments:** A review of achievements and progress from the past year
  - **Challenges and Opportunities:** Reflection on significant challenges and potential areas for growth
  - **Strategic Priorities:** Preliminary goals, priorities, and initiatives for the year ahead, aligned with the Essential Services Plan and strategic vision

- **Board Discussion**
  - **Q&A and Observations:** Board members offer feedback and ask clarifying questions
  - **Survey and Rubric Review:** Discussion of themes from employee and provider feedback surveys and the Board's formal evaluation
  - **Strategic Alignment:** Feedback on the CEO's proposed goals, priorities, and initiatives, along with any suggestions for refinement
  - **Summary and Consensus:** Key takeaways captured to guide goal setting and follow-up

Post-Meeting Follow-Up

- **Formal Evaluation Summary**
  A document summarizing Board feedback and key findings will be prepared and finalized by COJ Employee Services in consultation with the Board Chair.

- **CEO Development Plan**
  Based on the evaluation, the CEO will create a professional development plan to support continued growth and leadership effectiveness.

Midyear Communication of Progress

- **Check-Ins**
  Regular progress updates will be scheduled to track movement toward established goals and to support ongoing dialogue throughout the year.

- **Mid-Year Surveys**
  Midyear surveys for providers and employees will be implemented to help measure progress, identify areas for improvement, and guide ongoing action-planning efforts.

- **Mid-Year Conference**
  Meeting between the Board Chair and CEO to include a discussion of strengths and accomplishments, emerging challenges, progress toward established goals, and any areas in need of additional resources, board support, or adjustments for the second half of the year.

KIDS HOPE ALLIANCE
The Jacksonville Partnership for Children, Youth & Families

Kids Hope Alliance Staff Survey

Please rate your level of agreement with the following statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1. I have a clear understanding of our organization's priorities.	○	○	○	○	○
2. Communication within the organization is transparent, effective and timely.	○	○	○	○	○
3. The organization collaborates well across teams and adapts effectively to change.	○	○	○	○	○
4. I have the tools and resources I need to do my job effectively.	○	○	○	○	○
5. The workplace culture supports fairness, respect, and inclusion.	○	○	○	○	○
6. Innovation and new ideas are encouraged.	○	○	○	○	○
7. Workloads and expectations are fairly distributed.	○	○	○	○	○
8. Decision-making processes are clear and understood.	○	○	○	○	○
9. Changes within the organization are communicated and managed well.	○	○	○	○	○
10. I feel confident in the overall direction of the organization.	○	○	○	○	○
11. Staff are supported in their professional growth and development.	○	○	○	○	○
12. Work processes are organized effectively and support staff productivity.	○	○	○	○	○

What is one action you believe KHA leadership could take that would have the greatest positive impact on our mission and/or daily work?

Is there anything else or any additional information you would like to provide?

Kids Hope Alliance Provider Survey

Please rate your level of agreement with the following statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1. KHA staff are responsive when I reach out with questions or needs.	◯	◯	◯	◯	◯
2. The guidance and communication I receive from KHA is clear and timely.	◯	◯	◯	◯	◯
3. The program requirements and expectations set by KHA are clearly defined and easy to understand.	◯	◯	◯	◯	◯
4. KHA provides useful training to help improve my program's effectiveness.	◯	◯	◯	◯	◯
5. KHA provides useful resources and tools to help improve my program's effectiveness (eg: field trips, SAMIS, vendor fairs, etc).	◯	◯	◯	◯	◯
6. KHA processes (reporting, invoicing, monitoring, etc.) are efficient and manageable.	◯	◯	◯	◯	◯
7. Our working relationship with KHA staff is positive and professional.	◯	◯	◯	◯	◯
8. Our organization is comfortable raising questions or concerns with KHA staff.	◯	◯	◯	◯	◯
9. Collaboration between KHA and my organization helps strengthen the services we provide.	◯	◯	◯	◯	◯
10. KHA's leadership has my confidence in their ability to guide the organization effectively.	◯	◯	◯	◯	◯
11. KHA's leadership clearly communicates changes, transitions, and policies.	◯	◯	◯	◯	◯
12. Overall, I am satisfied with the support my organization receives from KHA.	◯	◯	◯	◯	◯

What is one improvement Kids Hope Alliance could make that would strengthen your organization's ability to serve children and families?

Is there any additional information you would like to provide?

KHA CEO Board Evaluation Tool

Board Member:________________________________ **Date:**____________________

Assessment of Key Accountabilities

Please evaluate the CEO's performance for each Key Accountability. You may provide comments for each as you see fit or leave the comments section blank. If you feel you do not have enough information or have not been on the Board long enough to observe a particular Key Accountability, you may mark N/A.

Key Accountabilities Description of Accountabilities	Please Mark the Applicable Performance Factor and Write in Your Comments				
	Below expectation	Needs improvement	Proficient	High Achievement	Exceeds expectation
1. Communication and Stakeholder Engagement	○ 1	○ 2	○ 3	○ 4	○ 5
Communicates effectively with all stakeholder groups, clearly conveying goals, decisions, and organizational direction. Represents the agency with professionalism in public settings, engages meaningfully in community efforts, and keeps relevant parties informed about operations and changes.	Comments:				
2. Financial Stewardship and Resource Management	○ 1	○ 2	○ 3	○ 4	○ 5
In collaboration with the Board, prepares and manages the annual budget proactively, aligning with City guidelines and priorities. Plans and allocates resources effectively to support organizational goals as outlined by the Board.	Comments:				
3. Team Leadership and Workplace Culture	○ 1	○ 2	○ 3	○ 4	○ 5
Builds trust across teams and fosters a positive, collaborative environment. Promotes respect, fairness, and inclusivity, creates conditions for effective teamwork, and makes thoughtful hiring decisions that strengthen the organization.	Comments:				

Key Accountabilities Description of Accountabilities	Below expectation	Needs improvement	Proficient	High Achievement	Exceeds expectation
4. Personal Effectiveness and Development	○ 1	○ 2	○ 3	○ 4	○ 5
Demonstrates accountability, self-direction and motivation, personal and professional development and self-management.	Comments:				
5. Strategic Leadership and Vision	○ 1	○ 2	○ 3	○ 4	○ 5
Demonstrates critical thinking and strategic planning, articulates a clear vision, and guides the organization through change. Provides steady, confident leadership that inspires trust, motivates strong performance, and drives innovation.	Comments:				
6. Decision-Making and Accountability	○ 1	○ 2	○ 3	○ 4	○ 5
Exercises sound judgment by making timely, well-reasoned decisions, ensuring compliance of policies and procedures, explaining the rationale, and involving the appropriate people in the process.	Comments:				
7. Essential Services Plan	○ 1	○ 2	○ 3	○ 4	○ 5
Works in partnership with the Board to oversee, implement, and manage essential services based on community needs and contract outcomes.	Comments:				
8. Values-Centered Leadership	○ 1	○ 2	○ 3	○ 4	○ 5
Demonstrates respect for others, keeps commitments, works ethically and in alignment with organizational values, and consistently earns the trust of colleagues and partners.	Comments:				

Key Accountabilities Description of Accountabilities	Below expectation	Needs improvement	Proficient	High Achievement	Exceeds expectation
9. Community Partnership and External Relations	○ 1	○ 2	○ 3	○ 4	○ 5
Builds and maintains strong relationships with community partners, schools, City Council, and other organizations. Stays informed about community affairs and serves as a lead contributor to efforts that support children and families.	Comments:				
10. Board Collaboration and Governance	○ 1	○ 2	○ 3	○ 4	○ 5
Builds strong working relationships with individual board members and the Board as a whole. Keeps the Board informed and supported in its decision-making role.	Comments:				

Summary Evaluation and Comments

Record any additional comments about the CEO's performance you wish to mention. You may also comment on any circumstances that may have influenced the CEO's performance during the year.

KHA Board Meeting

CEO Report

September 23, 2026

OIG Report – Fresh Ministries LLC

Case #2026-0054

Contracts #71501-24 & 70680-23

OIG Recommendations:

Strengthen sign-in/sign-out documentation process

- Incorporate a room monitor to confirm arrival & departure of participants and include an attestation on sign-in
- Increase the number of KHA CM site visits
- Submit and retain all documentation of site visits

Note: One of these agreements was not renewed.

KHA Response

Already implemented:

- Required use of wet signatures
- Increased monitoring & site visit

Additional Steps

- Ensure all communications to providers are documented and retained
- Retain all documentation of site visits
- Conduct additional site visits when concerns emerge

August Noncompliance List

Organization	Site Name	Compliance Issue	Resolution
America's Little Leaders **(No Change)**	America's Little Leaders	Certificate of Insurance (COI) issues and outstanding advance of $7,439.10. Provider no longer responding to emails or phone calls.	Provider is no longer operating. Advance payback has been escalated to the City of Jacksonville Legal Department and the Council Auditor's Office for further guidance.
Visionary Dreamers **(Updated)**	Visionary Dreamers	COI Issues – Insurance Terminated 10/15/2025	The provider has agreed to reimburse KHA a total of $2,088.66, representing the full amount of payments received during the lapse period. The **Provider has made an initial reimbursement of $250.**
YMCA **(No Change)**	Tiger Academy	Reimbursement documentation discrepancies.	The Corrective Action Plan will be extended into FY26/27.

June Purchases by CEO under Delegated Authority

Vendor	Amount	Purchase	Purpose
Amazon	$509.63	School Supplies	Purchase of classroom supplies for Back to School Boost
Amazon	$102.98	Office Supplies	Office Supplies
Staples	$324.95	Back-to-School Event	Supplies for Historic Eastside Back to School Event

All contracts listed above were executed under the authority delegated to the CEO by the Board. Each expenditure aligns with organizational priorities and complies with established procurement and financial policies.

Legislative Updates

City Council Meeting – September 22

Special Committee on Drowning Prevention

First Year Action Plan – Penny Zuber, CEO
Kids Hope Alliance

Phase 1: Days 1-90	Phase 2: Days 91-120	Phase 3: Days 121-180
Listen & Learn	**Align**	**Accelerate**
Board	Shared priorities	Quick wins
Staff	Performance measures	Transparency
Providers	Communication	Trust
Mayor	Investment principles	Innovation
Council	Partnership expectations	Continuous improvement
Families		
Youth		