August Governance Committee Agenda
August 19, 2026, 9:00 a.m. – 10:00 a.m.

1. **Introductions and Instructions**
   Meredith Chartrand-Frisch, Governance Chair

2. **Public Comments**
   Public comments will be taken for each item on the agenda. Comments must be made about the specific agenda item. The audience will have an opportunity for public comment on general topics at the end of the meeting.

3. **Approval of May Minutes**

4. **Governance Activities**
   Meredith Chartrand-Frisch, Governance Chair

   a. 2026 Annual Report Invitation to Quote (ITQ) – Acuity Design Group
   b. COOP Agreement Renewal
   c. KHA Work Study Approval

5. **CEO Search Update**

6. **Strategic Services Committee Updates**

7. **Discussion Items**
   a. Legislative Update
   b. Selection of Board Officers – Nominating process

8. **General Public Comments**

9. **Adjourn**

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

Governance Committee Meeting Minutes
May 20, 2026, 9:00 a.m. – 10:00 a.m.

1. **Introductions and Instructions**
   Meredith Chartrand-Frisch, Governance Chair

   Ms. Chartrand-Frisch opened the meeting by welcoming all attendees.

   Board Members Present – Meredith Chartrand-Frisch, Lawrence Dennis, Josh Martino, Marsha Oliver (via Zoom)

   Others Present – Reece Wilson, OGC

2. **Public Comments**
   Ms. Chartrand-Frisch explained that public comments will be taken for each item on the agenda. Comments must be made about the specific agenda item. The audience will have an opportunity for public comment on general topics at the end of the meeting. There were no comments.

3. **Approval of April Minutes**
   Meredith Chartrand-Frisch, Governance Chair

   Ms. Chartrand-Frisch asked if there were any revisions to the minutes. Since there were none, she called for a motion to approve the minutes.

   Motion: Meredith Chartrand-Frisch
   Second: Lawrence Dennis
   Approval: 3-0

4. **Governance Activities**
   Dr. Dana Kriznar, Interim CEO

   a. 26-015: Jax Forward Memo of Understanding – Dr. Kriznar provided an overview of this MOU which is a coalition with participating cross-partners for the purpose of supporting coordinated workforce development planning, alignment, and collaborative activities. The MOU does not create financial, legal, or contractual obligations between participating organizations and does not establish JaxFWD as a funding or implementing entity.

      Approval of this action authorizes KHA to participate in and support the coalition framework consistent with the terms outlined in the MOU. Mr. Dennis asked if EWU is a part of the coalition and the Leadership team committed to provide a response to this question.

Ms. Chartrand-Frisch asked for a motion to approve this action item.

Motion: Meredith Chartrand-Frisch
Second: Josh Martino
Approval: 3-0

b. 26-016: Board Assessment Tool Adoption – Dr. Kriznar explained that KHA conducts an annual Board Assessment to support ongoing governance improvement, strengthen Board performance, and ensure alignment with the agency's strategic priorities.

During the December 2024 Board Retreat, Board members participated in a structured review of the existing assessment tool. Based on that feedback, a revised Board Assessment Tool was developed.

Mr. Dennis requested that implementation of the Board Assessment Tool be postponed until the GUIDE Committee has had an opportunity to thoroughly review it. Dr. Kriznar agreed to add the tool to the June GUIDE Committee agenda for further discussion.

c. 26-017: NEW Mini Grants Policy – Mr. Darity provided an overview of this action item which authorizes the CEO to develop and implement a mini-grant process to support initiatives aligned with organizational priorities.

Establishing this mini-grant program accomplishes three key goals:

1. It puts unspent provider dollars to work for children, ensuring that funds not drawn down during the year are still used to support youth.
2. It gives the Board and staff flexibility to respond to emerging needs that fall outside existing RFP contracts, including during years when new RFPs are already underway.
3. It creates a pathway for new and emerging providers with innovative programming to access funding during years when full RFP cycles are not available.

After discussing the eligibility restrictions, allowable use of funds and grant amount limit, a motion was requested to allow the CEO to develop and implement a process for administering a mini grant process.

Mr. Leon Baxton shared that his organization is willing to mentor emerging providers who qualify for these mini-grants. Ms. Chartrand-Frisch asked for a motion to approve this action item.

Motion: Meredith Chartrand-Frisch
Second: Lawrence Dennis
Approval: 3-0

d. 26-018: CEO Communications to the Board Policy Update – Dr. Kriznar provided an overview of this action item which asked the Board to approve revisions to the CEO Communications Policy. The updates include the addition of a formal Non-compliance List section outlining conditions under which a provider may be listed and the process for notification and remediation.

The revised policy also formalizes the requirement for KHA to provide written notification to any provider placed on the Non-compliance List, including the reason for the listing and required steps and timelines for removal.

After reviewing the potential reasons for being placed on the Non-compliance List, Ms. Chartrand-Frisch asked for a motion to approve this amended board policy.

Motion: Meredith Chartrand-Frisch
Second: Lawrence Dennis
Approval: 3-0

e. 26-019: Audited Financial Statement Requirements Policy Update – Dr. Kriznar asked the Board to approve revisions to the Audited Financial Statement Requirements Policy. The revisions establish formal procedures and approval authority for provider requests to extend audit submission deadlines.

   KHA will issue written notification of approval or denial within a reasonable timeframe. Providers remain responsible for all compliance requirements unless and until an extension is formally approved. These revisions were developed to strengthen compliance management, improve communication with providers, and ensure consistent application of audit-related requirements. After some discussion, Ms. Chartrand-Frisch asked for a motion to approve this action item.

   Motion: Meredith Chartrand-Frisch
   Second: Lawrence Dennis
   Approval: 3-0

   Ms. Chartrand-Frisch requested a KHA Board Policy Manual, and Dr. Kriznar agreed to provide one to each Board Member.

5. **CEO Search Update**
   Meredith Chartrand-Frisch, Governance Chair

   Ms. Chartrand-Frisch provided an overview of the May 13th CEO Search meeting. Employee Services will interview the candidates who scored 20 or higher, while Board members should submit their top 3–5 candidates by June 15th. In July, the Board will invite the top candidates to present and meet with staff. Board members were also tasked with developing presentation assignments.

6. **Discussion Items**

   a. Legislative Updates – Dr. Kriznar provided an update on proposed City Council legislation regarding the selection and approval of KHA and JPL Board members. Councilman Ron Salem confirmed with the OGC that City Council has the legal authority to recommend Board members. The vote was postponed until the May 26th City Council meeting.

      In addition, the Youth Empowerment Committee's YES Fund, with a $5.2 million fiscal impact, will be considered by City Council on May 26th. KHA is developing an RFP to support youth employment, which will be presented to the Board for approval in June. Councilman Terrance Freeman chairs the Youth Empowerment Committee.

b. Selection of Board Officers Nominating Process – Dr. Kriznar reminded the Governance Committee that selecting a slate of Board Officer candidates is on their June Schedule of Activities. After some discussion, Board Chair Oliver requested that the matter be addressed at the next Governance Committee meeting in June.

   Ms. Chartrand-Frisch agreed to address Board Officer candidates at the June meeting and requested a document outlining each Board member's term. Dr. Kriznar agreed to provide this document to Board members and include it in the June Governance Packet.

7. **General Public Comments**

Mr. Leon Baxton congratulated Ms. Oliver on her recognition by Leadership Jax.

8. **Adjourn**

Ms. Chartrand-Frisch adjourned the meeting at 9:50 a.m.

BOARD ACTION ITEM:	**2026 ANNUAL REPORT INVITATION TO QUOTE (ITQ) – ACUITY DESIGN GROUP**
BOARD ACTION NUMBER:	**26-026**

CATEGORY:

GOVERNANCE MEETING:	**AUGUST 19, 2026**
FINANCE MEETING:	**AUGUST 25, 2026**
BOARD MEETING:	**AUGUST 26, 2026**

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

FROM: **INTERIM CHIEF EXECUTIVE OFFICER**

REQUESTED ACTION:

The Board is asked to:

1.) Approve the request to contract with Acuity Design Group through their response to the Invitation to Quote (ITQ) 17974-26 in the amount of $25,100.00

NARRATIVE:

The City of Jacksonville's Invitation to Quote (ITQ) process was used to solicit competitive responses for graphic design and publication services, and Acuity Design Group was selected as the most responsive and qualified vendor based on the evaluation criteria established in ITQ 17974-26.

Kids Hope Alliance would like to contract with Acuity Design Group (ADG) to produce the necessary graphic artwork and publication of the KHA 2026 Annual Report based on their response to ITQ 17974-26. ADG will collaborate with KHA to include infographics designed to convey our work to the public to include funding by essential service categories, participant testimonials, program impacts and highlights from funded providers, participants served by the numbers, service location mapping, provider contract service listings with dollar amounts, leadership messaging and other information typical to KHA strategic annual report communications as required by ordinance.

STRATEGIC GOAL & ELEMENT:

Messaging and transparency of KHA work, progress and outcomes for all strategic goals for fiscal year 2026.

FISCAL IMPACT:

$25,100.00

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 CONTINUITY OF OPERATIONS (COOP) AGREEMENT RENEWAL

BOARD ACTION NUMBER: 26-027

CATEGORY:

- ☐ **GOVERNANCE MEETING:** **AUGUST 19, 2026**
- ☐ **FINANCE MEETING:** **AUGUST 25, 2026**
- ☐ **BOARD MEETING:** **AUGUST 26, 2026**

TO: KIDS HOPE ALLIANCE BOARD OF DIRECTORS

FROM: INTERIM CHIEF EXECUTIVE OFFICER

REQUESTED ACTION:

The Board is asked to:

1.) Approve the renewal of the Continuity of Operations (COOP) Agreement and authorize the Chief Executive Officer (CEO) to execute the renewed agreement on behalf of the Board.

NARRATIVE:

The COOP Agreement outlines the policies, procedures, and responsibilities required to ensure the organization's continued operations during emergencies, disruptions, or other unforeseen events. Renewal of this agreement is necessary to maintain compliance, update operational expectations, and safeguard continuity of services.

STRATEGIC GOAL & ELEMENT:

Ensure operational continuity, organizational resilience, and uninterrupted service delivery. Additionally, strengthen emergency preparedness, risk mitigation, and organizational infrastructure to maintain critical functions under all operating conditions.

FISCAL IMPACT:

None

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: **KHA WORK STUDY APPROVAL**

BOARD ACTION NUMBER: **26-028**

CATEGORY:

- **GOVERNANCE MEETING:** **AUGUST 19, 2026**
- **FINANCE MEETING:** **AUGUST 25, 2026**
- **BOARD MEETING:** **AUGUST 26, 2026**

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

FROM: **INTERIM CHIEF EXECUTIVE OFFICER**

REQUESTED ACTION:

The Board is asked to:

1.) Approve the engagement of a third-party entity to conduct a formal Work Study of the Kids Hope Alliance (KHA), in an amount not to exceed $12,450.00 and authorize the Chief Executive Officer (CEO) to execute all necessary agreements, contracts, or documents required to initiate and complete the Work Study.

NARRATIVE:

The purpose of the Work Study is to obtain an independent, comprehensive analysis of KHA's internal operations, workflow processes, staffing patterns, and organizational effectiveness. The third-party Work Study will provide objective findings and recommendations aimed at strengthening agency efficiency, improving service delivery, and supporting long-term operational planning.

This evaluation will help identify opportunities for improvement, verify existing strengths, support strategic alignment, and ensure that KHA continues to deliver high-quality services to youth and families in Jacksonville. The Work Study will also inform future resource allocation, process redesign, and administrative enhancements as needed.

STRATEGIC GOAL & ELEMENT:

Strengthen organizational infrastructure, enhance operational effectiveness, and support continuous improvement. This action aligns with KHA's strategic goals related to organizational resilience, system optimization, and ensuring best-practice operations across the agency.

FISCAL IMPACT:
The cost of the Work Study will be in an amount not to exceed $12,450.00

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: ____

Project Overview

Client:	Kid's Hope Alliance
Client Need:	Organizational Design & Compensation Review
DCSI Project Manager:	Sarah Laboranti, SHRM-CP, Vice-President of HR Solutions
Project Overview:	DCSI will provide a comprehensive organizational design review and compensation analysis

A Senior DCSI HR Consultant will partner with Kid's Hope Alliance (KHA) to review and optimize the organizational structure to increase clarity, efficiency, and accountability. DCSI offers two approaches to analyze the current state of work and provide recommendations on position alignment for 24 identified positions. The Consultant will initially meet with key stakeholders to identify the in-scope positions, project timeline and objectives.

Deliverable 1: Organizational Design Analysis

Option A - Position Review with Employee Meetings

The DCSI Consultant will create a custom questionnaire for KHA team members, then provide guidance on the time-study questionnaire through a 1-hour initial kickoff meeting for all involved incumbents. Consultant will then schedule individual meetings with each of the 42 incumbents to further understand and clarify the daily work performed.

- Tailored Position Description Questionnaire (PDQ) will capture:
  - Core responsibilities and key outcomes
  - Routine tasks vs. project/initiative work
  - Decision rights (recommend/approve/consult/inform)
  - Cross-team handoffs and dependencies
  - Time allocation by category
  - Pain points, rework and duplicated effort
- The consultant will perform up to a 1-hour meeting with each incumbent to review the time study and further understand the intricacies of the roles.
- Consultant will then meet with the Client to present a comprehensive summary of current-state findings, key themes and preliminary observations.

Option A - Position Review Cost: $12,450

Option B - Limited Position Review with Director Meetings

The DCSI Consultant will create a custom questionnaire for Directors & C-Suite members to complete on behalf of their employees, utilizing their knowledge of each job to describe the nature of the work. Consultant will then meet with each Senior Leader individually to review the questionnaires and further understand and clarify the daily work performed in each department.

- Tailored Position Description Questionnaire (PDQ) will capture:
  - Core responsibilities and key outcomes
  - Routine tasks vs. project/initiative work
  - Decision rights (recommend/approve/consult/inform)
  - Cross-team handoffs and dependencies

    - Time allocation by category
    - Pain points, rework and duplicated effort
- The consultant will perform up to a 2--hour meeting with each of the 13 Directors & C-Suite members to review the time study and further understand the intricacies of the roles.
- Consultant will then meet with the Client to present a comprehensive summary of current-state findings, key themes and preliminary observations.

Option B - Position Review Cost: $8,466

Deliverable 2: Position Realignment

DCSI Senior HR Consultant will meet with key stakeholders to identify the positions that require realignment and perform an in-depth analysis for span of control adjustments. Consultant will identify options for retitling and provide new job descriptions. Positions will be reviewed in an effort to assist the organization in streamlining workflows and reducing operational redundancies. Consultant will prepare key stakeholders with appropriate communication to support the rollout.

Position Realignment: $6,972

Deliverable 3: Compensation Analysis Options

DCSI subscribes to CompAnalyst, the world's largest compensation database with 600 million data points and growing. Our data is collected from hundreds of professionally conducted surveys run by corporate HR departments every year, so you can rely upon the accuracy and timeliness of the information you receive. By using 100% employer-reported surveys instead of individually reported responses, CompAnalyst's market data is a more reliable, credible source for conducting compensation analysis.

Market Analysis All In-Scope Positions

- Review job descriptions for all in-scope positions.
- Collect relevant local or regional market survey data from a review of published survey sources for all designated in-scope positions.
- Analyze survey data based on client skill set requirements.

Number of Positions	Cost Per Position	Total Cost
To be determined upon completion of Deliverable 2	$249	TBD

Structure Review and Update

- Slot new positions within established compensation structure <u>or</u> develop a new comprehensive structure for all positions.
- Valid, streamlined job classifications will be evaluated against the current job evaluation system under review of the appropriate stakeholders. Proposed changes will be received from stakeholders prior to the final job classification assignments. DCSI will consult with organizational leadership for the final determinations.
- If new structure is created, updated grades and ranges will include starting points, mid-points and maximums to facilitate the organization's hiring and promotion administration.
- Slot all jobs into new or existing pay structure using the market data obtained.

2 pricing options based upon decision to use established structure or develop new updated structure:

Slot Jobs Into Existing Structure: $1,245
Create New Compensation Structure: $1,992

Employee Placement (Optional)

- Slot all in scope employees into the updated and/or current structure.
- Review employee placement in structure, evaluating time in position, overall seniority and job performance.
- Provide edits and updates based on feedback from internal stakeholders.

Cost: $747

Impact Analysis

- Create two (2) cost modeling scenarios of any proposed wage changes based upon the market data or the pay structure movement and the organization's specifications with one set of revisions. (Requires collaboration with internal HR team and key stakeholders.)

Cost: $996

Executive Summary (Optional)

- Consultant will provide a comprehensive written executive summary at the close of the project.
- Summary will outline the project's
  - Methodology
  - Findings
  - Recommendations

Cost: $1,245

Presentation of Results (Optional)

- Presentation of results via webinar or in person. (One, 1-hour meeting)
- Consultant will facilitate a detailed presentation of recommended changes to Sr. Leadership and/or Board of Directors.

Each Presentation: $1,245

Legend:

Term 1	***All first terms expire on December 31st of the specified year.**
Term 2	

Board Members	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032
Kevin Gay	2018-2021				2022-2025										
Legislation	2017-0786				2024-0599-A										
Marsha Oliver				2021-2024				2025-2028							
Legislation				2021-0215-A											
Josh Martino								2025-2028				2029-2032			
Legislation								2025-0438-E							
Carson Tranquille						2023 - 2026				2027-2030					
Legislation						2023-0528-A									
Lawrence Dennis						2023 - 2026				2027-2030					
Legislation						2023-0526-A									
Meredith Chartrand-Frisch						2023-2026				2027-2030					
Legislation						2023-0525-A									
Cynthia Nixon						2023-2026				2027-2030					
Legislation						2023-0529-A									