



CHILDREN'S TRUST
OF ALACHUA COUNTY

CHILDREN'S TRUST REGULAR BOARD MEETING AGENDA

March 09, 2026 at 4:00 PM

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

Call to Order

Roll Call

Agenda Review, Revision, and Approval

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

Consent Agenda

1. [Board Attendance YTD](#)
2. [2.9.2026 Regular Board Meeting Minutes](#)
3. [2.9.2026 Board Meeting Evaluation - Survey Results](#)
4. [FY 2026 Budget Report \(January\)](#)
5. [FY 2026 Checks and Expenditures Report \(January\)](#)
6. [FY 2026 Programmatic Awards and Expenditures Report \(January\)](#)
7. [Sponsorship Applications](#)

General Public Comments

Chair's Report

Installation of New Board Member

Executive Director's Report

8. [March 2026 Executive Director's Report](#)
9. [Fiscal Position Approval](#)

Presentations

10. [Continuous Quality Improvement \(Bonnie Wagner\)](#)
11. [FY 25 - 26 Summer Camp Evaluation and Overview](#)

Old Business

New Business

12. [2027-2030 Strategic Plan Approval](#)

General Public Comments

Board Member Comments

For Your Information

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

13. [Early Childhood Learning Collaborative Update](#)

14. [Community Literacy Collaborative Update](#)

Next Meeting Dates

Regular Board Meeting - Monday, April 13th @ 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

Board Attendance 2026

Item 1.

Regular Meetings	2/9/2026	3/9/2026	4/13/2026	5/11/2026	6/8/2026	8/10/2026	9/14/2026	9/28/2026	10/12/2026	11/9/2026	12/14/2026	
Chance	P											
Wilson Bullard	Absent											
Pinkoson	P											
Certain	P											
Cornell	P											
Hardt	P											
Labarta	P											
Patton	Absent											
Walker	Absent											
Special Meetings										V = Virtual Attendance	P = Physical Attendance	
Chance												
Wilson Bullard												
Pinkoson												
Certain												
Cornell												
Hardt												
Labarta												
Patton												
Walker												

File Attachments for Item:

2. 2.9.2026 Regular Board Meeting Minutes



CHILDREN'S TRUST REGULAR BOARD MEETING MINUTES

February 09, 2026 at 4:00 PM

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

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

Roll Call

Board Members Present: Mary Chance – Board Chair, Lee Pinkoson – Board Treasurer, Ken Cornell – Member, Tina Certain – Member, Dr. Nancy Hardt – Member, Dr. Maggie Labarta – Member.

Agenda Review, Revision, and Approval

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

Consent Agenda

1. Board Attendance YTD
2. 12.8.2025 Regular Board Meeting Minutes
3. 12.8.2025 Board Meeting Evaluation - Survey Results
4. FY 2026 Budget Report (December)
5. FY 2026 Checks and Expenditures Report (December)
6. FY 2026 Programmatic Awards and Expenditures Report (January)
7. FY 2026 1st Quarter Financial Report
8. FY 2026 1st Quarter Financial Report to the BOCC
9. December and January Sponsorship Applications
10. Emergent Need Applications
11. Proposed Funding Opportunities
12. Resolution 2026-01 Authorization for Signatories on the CTAC Bank Accounts

General Public Comments - none

Chair's Report

Chair Chance enjoyed representing CTAC at the Florida Alliance of Children's Councils and Trusts Tallahassee Fly-in January 27-29.

Executive Director's Report

Executive Director Marsha Kiner also reported on the successful fly-in. Tom Griffin, CTAC's lobbyist, joined the meeting electronically and provided the Board with an update on the ongoing property tax reform legislation in the State of Florida. He explained that while the

House has several property tax bills circulating, currently there are no companion bills from the Senate or concrete proposals from the governor. Griffin expects that property tax reform will likely be addressed in a special session this summer, rather than during the current legislative session. He noted that any reform would need to pass a 60% voter threshold, making it difficult to pass sweeping changes like an outright elimination of property taxes. Griffin also mentioned that recent polling suggests voters may be less supportive of property tax reform once they understand the potential impact on public services. Commissioner Cornell asked if there was any discussion about pulling out school boards and voter approved special districts from the cuts to which Griffin responded that broader discussions appear to be focused on ad valorem. Griffin closed his comments by complimenting ED Kiner and team for their work to pivot, provide data, and plug in the Alachua County delegation in their efforts.

ED Kiner also acknowledged Scorpio Construction for giving CTAC a \$1,000.00 donation and their commitment to do so for the next three years. Staff is working on a policy to bring back to the Board listing out what the Trust will do with these types of contributions. Lastly, ED Kiner introduced Candice Hildebrandt, the new CTAC Administrative Receptionist/Office Manager.

Old Business – none

The Strategic Plan draft is currently in progress and will be presented at the March 9th Board meeting.

New Business - none

Presentations

Enrichment Programs - Evaluation Results

Dr. Amy Wagner – CTAC Research, Planning, and Evaluation Coordinator, presented on the impact of CTAC-funded enrichment programs. There were 7,570 unduplicated children served last year. There were 1,644 sessions held across the county, with the percentage of programs taking place in rural areas increasing from 11 % in 2024 to 38% in 2025. Member Pinkoson inquired about the UF program on the east county line. Staff will bring back information about the session provided. Member Certain asked why less sites were served than the targeted/planned number. Dr. Wagner explained it was likely due to some sites not being renewed. Dr. Hardt asked about plans for future funding to serve special needs children. Member Certain recommended CTAC staff speak with the staff at Sidney Lanier for input on what to include in the Special Needs RFP. Belita James, Director of Program Operations assured Certain that CTAC staff has begun collecting information from the community and providers.

Dr. Labarta asked about the providers that are not at 30% into the year and why. Is the cause a delay in invoicing, or is CTAC struggling to process them? Chief Financial Officer Molly Greenwald explained this depends on where providers are in their contract, sometimes this causes the lag. DPO James also explained that the lag is also due at times to enrichment providers spacing their sessions out to make sure they are able to program through the entire year.

Public comment:

Izzy Brazzel, Assistant Director of the Gainesville Circus Center, commented on the incredible value enrichment service providers bring to the youth in their center. There are a number of

students on the autism spectrum in her program and the CTAC enrichment providers serve as the boots on the ground teaching social-emotional and other foundational skills. Major shout out to the Trust for funding.

Dr. Hardt responded to affirm that this is meta programming at its best.

John Rollins, MOTIV8U, commented that his group serves children of all needs. They are currently serving 14 agencies. They did 98 progrms in June and 110 in July. There are many more people requesting their service than they are able to serve. It is highly likely that they will run out of funding before they get to summer due to the demand.. They can do much more. Mr. Rollins shared an example of a youth in need of additional mental health services and he requested more ways for providers to support families in crisis.

Mental Health Programs – Evaluation Results

Bonnie Wagner, CTAC Research, Planning, and Evaluation Coordinator, presented on CTAC-funded mental health programs. There were 588 youth served through three programs (PALS, CAC, and Pace Reach) in the last fiscal year. Member Pinkoson referenced the map and the lack of representation/service in some of the west, southwest, and northeastern parts of the county and requested ideas for expanding those services and addressing the gaps on the map. Member Certain asked if CTAC-funded providers give services to the families/caregivers. Jamie Saunders, Clinical Director at the Child Advocacy Center, answered that they are able to provide services to CTAC-funded families at no cost and thanked the Trust for making that work possible.

B. Wagner went on to share performance measures for the programs – displaying that the only times target percentages were not reached was due to staffing limitations.

Member Pinkoson asked how the target value is determined, to which B. Wagner explained that it comes from survey responses, the national model and included in the contracts. The Board discussed whether the “better off” measures should be raised. Dr. Labarta urged the target not be raised higher than the national standard. Dr. Labarta would like to see a convening of the major providers in the area (UF, Children’s Home, Meridian, CAC, The Village Counseling) to discuss distribution of services and best practices, with particular attention to serving rural areas effectively.

Dr. Labarta moved that staff convene the major youth mental health providers and identify how CTAC can improve distribution of services throughout the county; Commissioner Cornell seconded. The motion passed unanimously.

Public comment on the motion: Bishop Chris Stokes commented that he would like to see services expanded to the Micanopy area.

Cornell – Referenced CTAC’s mission which includes funding and supporting a coordinated system of community services.

Provider comment:

Yanel Casanova, Program Manager, PALS – shared a quote from one of their patient surveys, from a teenaged girl who described her experience with PALS as an emotional rollercoaster that lead to her gaining happiness, hope, and modesty. It is important for the youth to have a safe space to talk about what they’re going through.

Jamie Saunders from CAC shared a story about a 12 year old girl with significant trauma. The consistent trauma-responsive therapy she received empowered her with emotional literacy that helped her recognize feelings and name it. The girl no longer blames herself and feels safer overall.

Dr. Labarta said she thinks it will be meta programming that will ensure all CTAC providers know about the free resources in the county. Dr. Labarta also thinks there should be youth and teen mental health first aid training offered to CTAC providers.

Crisis Center Hotline 352-264-6789;Meridien 352-374-5600.

Member Certain suggested the Trust look into incentivizing or providing a stipend to students for teen mental health training/certification. Dr. Labarta will call Meridian and find out if they still offer youth and teen mental health first aid certification.

Dr. Hardt suggested the students who completed Teenswork be perfect for the certification.

Chair Chance observed that this is “meta-information” CTAC is providing, as she did not know about the mobile crisis response service. ED Kiner added CTAC can incorporate this information into the training offered to providers.

General Public Comments

Bishop Chris Stokes from Willie Mae Stokes Community Center shared that there are upcoming challenges for their summer programming. Bishop Stokes will reach out to ED Kiner and staff to see if there is a way CTAC can address their support needs. ED Kiner and staff will get the information and bring it back to the Board.

Eric Lopez from the Let’s DJ Enrichment Program – thanked the Board and declared his appreciation of his program’s funding.

Kristy Goldwire, Chief Operating Officer, added more information about Let’s DJ’s enrichment services at Limitless Adventures, which exposes special needs students to an experience they may not otherwise have.

John Rollins, Motivate You – commented on the importance of providing mental health services to the community’s youth. They are providing skills that are applicable and intentional. Now that they have started generating that positive momentum, they want to be sure not to lose it.

For Your Information

The following items were provided for informational purposes:

- Head Start Summer Bridge Reasons for Absence
- Early Childhood Learning Collaborative Update
- Community Literacy Collaborative Update
- Cessation of SABP boxes

Board Member Comments

Dr. Hardt would like to follow up on evictions in families and family insecurity for housing. Is there any way the people in this room can convene for case management on people at risk for eviction before they are evicted? She would like the Trust to assist with making that happen.

Commissioner Cornell commented that he would like updates from staff on which programs have unused funding. ED Kiner reminded the Board that the requested info is forthcoming.

Next Meeting Dates

Board Workshop – Monday, March 9th - 9:00 am – 11:00 am

Board Meeting – Monday, March 9th – 4:00 pm

Adjournment

Chair Chance adjourned the meeting at 5:50 pm



CHILDREN'S TRUST
OF ALACHUA COUNTY

Children's Trust Board Meeting

Sign - In Sheet

2/09/2026 from 4pm-6pm

Name	Organization	Email
Yanel Casanova	PALS	
Leah Galione	PEAK	leah@peaklitca.org
Phil Kaber	COS	philip_kaber@cdstl.org
Alison Franklin	CAO	
Sharde Goodlove	Goodwill Industries	sgoodlove@goodwillnc.org
Chris Stokes	Wauscc	Bishopstokes2@gmail.com
Marla Meredith	Goodwill	mmeredith@goodwillnorthfla.org
Graysen Valentine	AmKids	gvalentine@amkids.org
Joel Romelus	Made For More	jromelus@madeformoreinspire.org
JAMIE SAUNDERS	CAC	JAMIE@CACCHAINESVILLE.ORG
Trelany Pennington	CSS	tpennington@alachua.org
Alyson Marks	Kids Count	alyson@kidscountalachua.org
Kiley Redberg	Kids Count	u u
John S Rollins	MOTIV8U	mef.urimpf@gmail.com
Shareen Baptiste	Dream on Purpose	shareen@dreamonpurpose.org

Isabel Brazzel GCC izz@gainesvillecircus.com
Eric Lopez (E-10) 4:51



CHILDREN'S TRUST
OF ALACHUA COUNTY

Updated Budget Report

***For the Board Meeting Discussing Financials
through December 31st, 2025 (FY 2026 Q1)***

For the Fiscal Year Ended September 30th, 2026

Prepared by Molly Allison Greenwald, Chief Financial Officer, on Behalf of Marsha Kiner, Executive Director and for the Benefit of the Board of Directors



CHILDREN'S TRUST OF ALACHUA COUNTY
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
GOVERNMENTAL FUNDS
YTD Transactions Through December 31st, 2025

	Budget		Actuals				FY 2026 YTD Actuals All Funds
	All Funds FY25-26 Budget	General Fund 001	Special Revenue Fund 101	Collaborative Task Force Fund 102	Capital Projects Fund 301	Capital Assets Fund 900	
REVENUES							
Ad Valorem Taxes	10,844,843.00	7,414,234.35	-	-	-	-	7,414,234.35
Interest and Other Earnings	525,000.00	107,358.59	1,203.96	-	9,932.78	-	118,495.33
Rent	62,496.00	15,624.00	-	-	-	-	15,624.00
Private Contributions and Donations	-	-	-	43,313.32	-	-	43,313.32
Grants and Awards	-	-	-	-	-	-	-
Miscellaneous Other Revenue	6,115,337.00	98,556.45	-	-	-	-	98,556.45
Use of Fund Balance (Non-Operating Sources)	-	-	-	-	-	-	-
Intergovernmental Revenue	-	-	-	-	-	-	-
Capital Transfer In (Use of Reserves for Capital Expense)	200,000.00	-	-	-	-	-	-
TOTAL REVENUES	17,747,676.00	7,635,773.39	1,203.96	43,313.32	9,932.78	-	7,690,223.45
EXPENDITURES							
Personnel Services	2,229,067.00	490,586.59	-	-	-	-	490,586.59
Operating Expenses	1,633,662.00	414,122.45	-	47,227.00	-	-	461,349.45
Grant & Aid (Programmatic Expenditures)	12,639,820.00	700,644.00	-	-	-	-	700,644.00
Grants & Awards (Special Revenue Fund)	-	-	-	-	-	-	-
Task Forces	-	-	-	-	-	-	-
Capital Outlay (Capital Expense)	200,000.00	-	-	-	-	-	-
Depreciation Expense	-	-	-	-	-	11,373.09	-
SUB-TOTAL EXPENDITURES	16,702,549.00	1,605,353.04	-	47,227.00	-	11,373.09	1,663,953.13
OTHER FINANCING SOURCES (USES)							
Capital Transfer Out (Use of Reserves for Capital Expense)	200,000.00	-	-	-	-	-	-
Appropriated Reserve (Non-Operating Uses)	845,127.00	-	-	-	-	-	-
TOTAL TRANSFERS	1,045,127.00	-	-	-	-	-	-
TOTAL EXPENDITURES	17,747,676.00	1,605,353.04	-	47,227.00	-	11,373.09	1,663,953.13
NET INCOME (EXPENSE)	-	6,030,420.35	1,203.96	(3,913.68)	9,932.78	(11,373.09)	6,026,270.32

CHILDREN'S TRUST OF ALACHUA COUNTY
BALANCE SHEET
GOVERNMENTAL FUNDS
FY 2026 Transactions Through December 31, 2025



	General Fund 001	Special Revenue Fund 101	Collaborative Task Force Fund 102	Capital Projects Fund 301	Capital Assets Fund 900	General Long Term Debt Fund 950	Total Governmental Funds
Assets							
Cash & Cash Equivalents	15,039,258.45	128,783.36	16,077.74	1,009,767.94	-	-	16,193,887.49
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	-	-	-	-	(88,009.10)	(40,579.48)	(128,588.58)
Total Assets	15,039,258.45	128,783.36	16,077.74	1,009,767.94	1,972,400.67	713,570.68	18,879,858.84
Liabilities							
Accounts Payable	93,303.00	-	-	-	-	-	93,303.00
Accrued Wages Payable	-	-	-	-	-	-	-
Contracts Payable	766,612.01	-	-	-	-	-	766,612.01
Due to Other Governments / Other Funds	-	-	-	-	-	1,378,362.37	1,378,362.37
Total Liabilities	859,915.01	-	-	-	-	1,378,362.37	2,238,277.38
Equity							
Fund Equity	15,201,406.39	128,783.36	16,077.74	-	1,972,400.67	(664,791.69)	16,653,876.47
Total Equity	15,201,406.39	128,783.36	16,077.74	-	1,972,400.67	(664,791.69)	16,653,876.47
Total Liabilities and Equity	16,061,321.40	128,783.36	16,077.74	-	1,972,400.67	713,570.68	18,892,153.85

File Attachments for Item:

3. 2.9.2026 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>	February 9, 2026
<u>Completion Rate:</u>	67% of Board members completed (6 of 9) ¹

Evaluation of Meeting Components

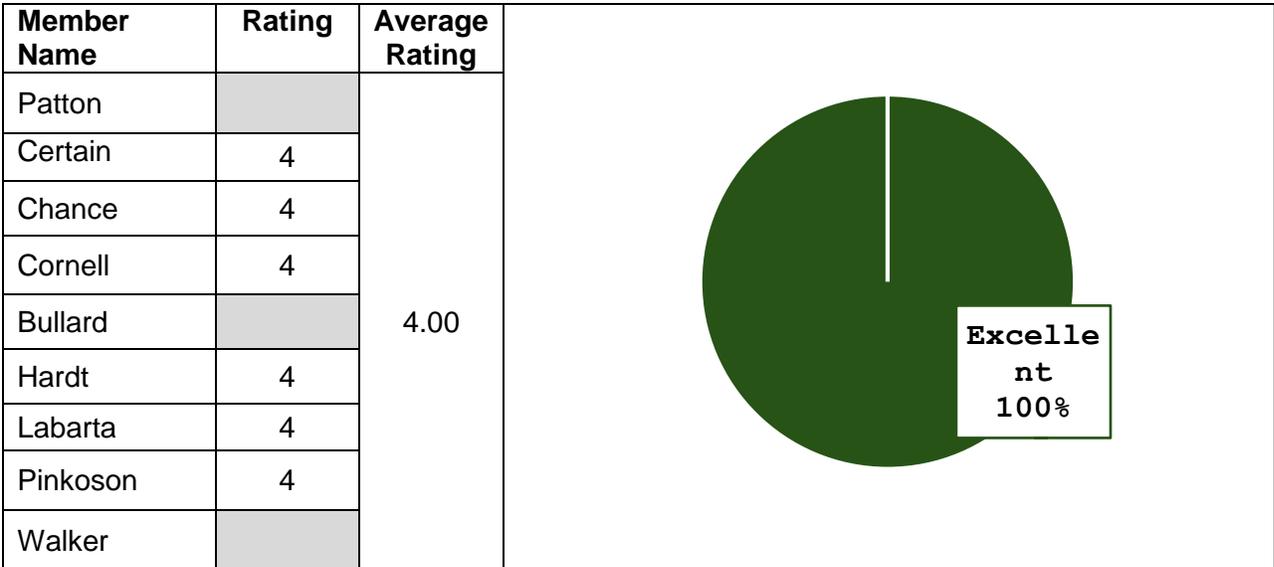
Board members rate the effectiveness and efficiency of four meeting components from 1 to 4. A rating of 1 = “poor”, 2 = “fair”, 3 = “good”, and 4 = “excellent.”

Board members provided “excellent” ratings in Materials Provided and CTAC Staff and “excellent” and “good” ratings in Meeting Facilitation and Presentations. The Board meeting included presentations of Enrichment and Mental Health programs.

	Meeting Component			
Date of Meeting	Materials Provided	Meeting Facilitation	CTAC Staff	Presentations
February 9, 2026	4.00 ↑	3.67 ↓	4.00 ↑	3.83 ↑
Average Rating (Cumulative to Date)	3.79	3.86	3.89	3.81

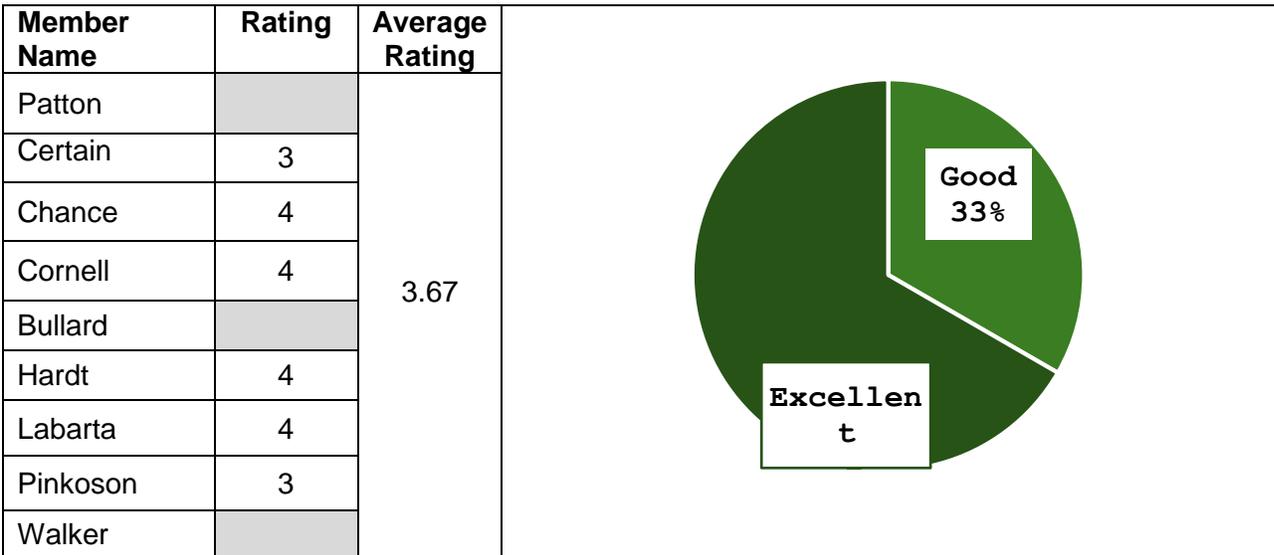
¹ Six Board members attended in-person on 02/09/2026 and all completed a survey.

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



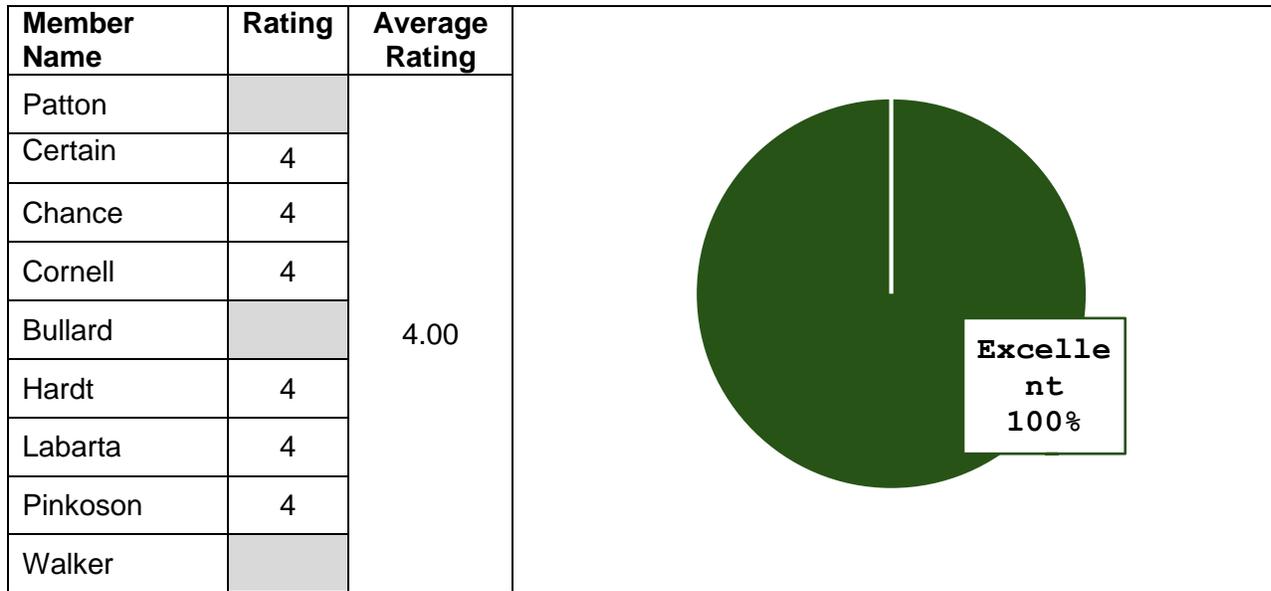
Comments: (none)

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



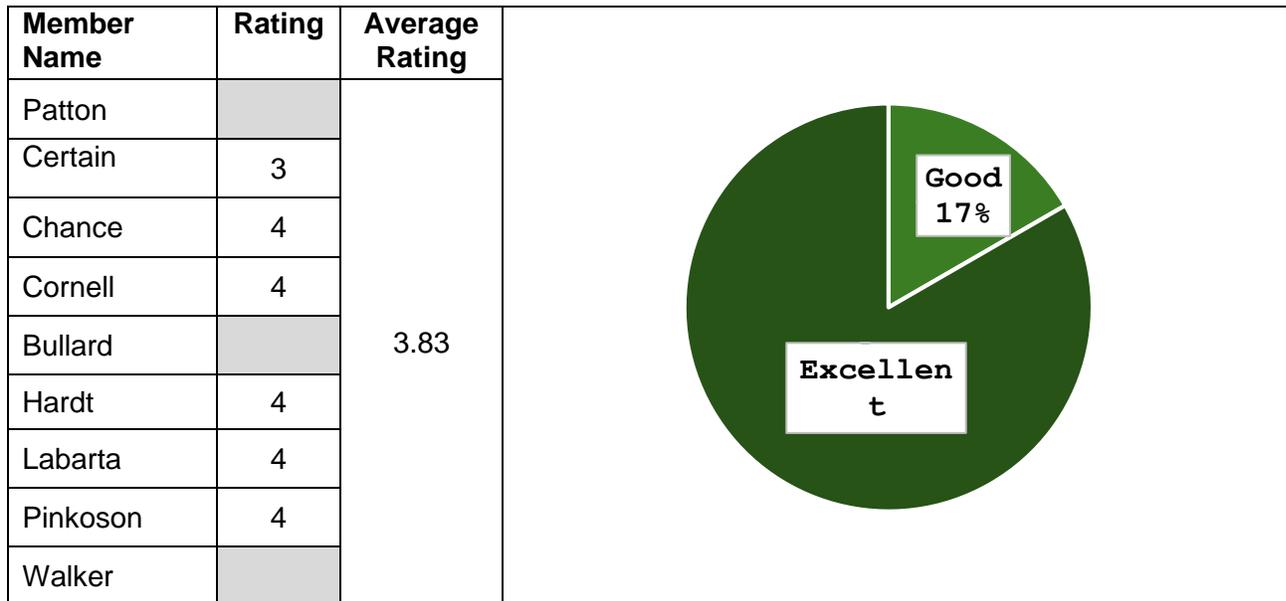
Comments:
Chair Chance rocks! (Hardt)

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



Comments: (none)

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



Comments: (none)

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:

Great participation by community. (Hardt)

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

(no comments)

File Attachments for Item:

4. FY 2026 Budget Report (January)



Item:

FY 2026 Budget Report (January)

Requested Action:

The Trust is asked to receive the January 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 January 31st, 2026

	Budget	Actuals					FY 2026 YTD Actuals All Funds
	All Funds FY25-26 Budget	General Fund 001	Special Revenue Fund 101	Collaborative Task Force Fund 102	Capital Projects Fund 301	Capital Assets Fund 900	
REVENUES							
Ad Valorem Taxes	10,844,843.00	9,485,087.60	-	-	-	-	9,485,087.60
Interest and Other Earnings	525,000.00	108,103.00	1,203.96	-	9,932.78	-	119,239.74
Rent	62,496.00	20,832.00	-	-	-	-	20,832.00
Private Contributions and Donations	-	-	-	43,313.32	-	-	43,313.32
Grants and Awards	-	-	-	-	-	-	-
Miscellaneous Other Revenue	-	98,556.45	-	-	-	-	98,556.45
Use of Fund Balance (Non-Operating Sources)	6,115,337.00	-	-	-	-	-	-
Intergovernmental Revenue	-	-	-	-	-	-	-
Capital Transfer In (Use of Reserves for Capital Expense)	200,000.00	-	-	-	-	-	-
TOTAL REVENUES	17,747,676.00	9,712,579.05	1,203.96	43,313.32	9,932.78	-	9,767,029.11
EXPENDITURES							
Personnel Services	2,229,067.00	638,476.71	-	-	-	-	638,476.71
Operating Expenses	1,633,662.00	602,693.86	-	75,627.00	-	-	678,320.86
Grant & Aid (Programmatic Expenditures)	12,639,820.00	110,076.75	-	-	-	-	110,076.75
Grants & Awards (Special Revenue Fund)	-	-	-	-	-	-	-
Task Forces	-	-	-	-	-	-	-
Capital Outlay (Capital Expense)	200,000.00	-	-	-	-	-	-
Depreciation Expense	-	-	-	-	-	11,373.09	11,373.09
SUB-TOTAL EXPENDITURES	16,702,549.00	1,351,247.32	-	75,627.00	-	11,373.09	1,438,247.41
OTHER FINANCING SOURCES (USES)							
Capital Transfer Out (Use of Reserves for Capital Expense)	200,000.00	-	-	-	-	-	-
Appropriated Reserve (Non-Operating Uses)	845,127.00	-	-	-	-	-	-
TOTAL TRANSFERS	1,045,127.00	-	-	-	-	-	-
TOTAL EXPENDITURES	17,747,676.00	1,351,247.32	-	75,627.00	-	11,373.09	1,438,247.41
NET INCOME (EXPENSE)	-	8,361,331.73	1,203.96	(32,313.68)	9,932.78	(11,373.09)	8,328,781.70



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

	General Fund 001	Special Revenue Fund 101	Collaborative Task Force Fund 102	Capital Projects Fund 301	Capital Assets Fund 900	General Long Term Debt Fund 950	Total Governmental Funds
Assets							
Cash & Cash Equivalents	15,057,258.45	128,783.36	27,235.58	1,009,767.94	-	-	16,223,045.33
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	-	-	-	-	(88,009.10)	(40,579.48)	(128,588.58)
Total Assets	15,057,258.45	128,783.36	27,235.58	1,009,767.94	1,972,400.67	713,570.68	18,909,016.68
Liabilities							
Accounts Payable	8,613.81	-	-	-	-	-	8,613.81
Accrued Wages Payable	-	-	-	-	-	-	-
Contracts Payable	1,025,038.00	-	-	-	-	-	1,025,038.00
Due to Other Governments / Other Funds	-	-	-	-	-	1,378,362.37	1,378,362.37
Total Liabilities	1,033,651.81	-	-	-	-	1,378,362.37	2,412,014.18
Equity							
Fund Equity	16,550,015.20	128,334.16	16,077.74	710,153.56	1,972,400.67	(664,791.69)	18,712,189.64
Total Equity	16,550,015.20	128,334.16	16,077.74	710,153.56	1,972,400.67	(664,791.69)	18,712,189.64
Total Liabilities and Equity	17,583,667.01	128,334.16	16,077.74	710,153.56	1,972,400.67	713,570.68	21,124,203.82

File Attachments for Item:

5. FY 2026 Checks and Expenditures Report (January)



Item:

FY 2026 Checks and Expenditures Report (January)

Requested Action:

The Trust is asked to receive the report.

Background

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

Attachments

FY 2026 Checks and Expenditures Report (January)

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: 01/01/2026 - To Date: 01/31/2026

Bank	Bank Account
Bank of America	Concentration Account

Deposits:	Date	Type	Deposit Information	Description	Department	Amount
.						
	01/16/2026	Collection		Check	0700 - Clerk Finance and Accounting	640.96
	01/20/2026	Collection		Other	0700 - Clerk Finance and Accounting	2,031,098.49
	01/22/2026	Collection		Wire Transfer/ACH/EFT	0700 - Clerk Finance and Accounting	292.97
	01/28/2026	Collection		Other	0700 - Clerk Finance and Accounting	745.02
						<u>\$2,032,777.44</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
.							
	Reconciled	105	01/02/2026	01/02/2026	Accounts Payable	MISSION SQUARE RETIREMENT	896.36
	Reconciled	106	01/14/2026	01/14/2026	Accounts Payable	MISSION SQUARE RETIREMENT	896.36
	Open	107	01/29/2026		Accounts Payable	MISSION SQUARE RETIREMENT	896.36
							<u>\$2,689.08</u>

Returned Checks:	Date	Payer	Check Number	Amount
.				
	No Transactions Exist			

Wire Transfers:	Type	Date	Vendor	Description	Internal Account	Amount
.						
	Wire Transfer Out	01/15/2026		01.15.26 Concentration to ZBA	ZBA Accounts Payable	(61,288.67)
	Wire Transfer Out	01/12/2026		01.12.26 Concentration to ZBA	ZBA Accounts Payable	(28,900.00)
	Wire Transfer Out	01/29/2026		01.29.26 Concentration to ZBA	ZBA Accounts Payable	(61,284.38)
	Wire Transfer Out	01/28/2026		01.28.26 Concentration to ZBA	ZBA Accounts Payable	(55.00)
	Wire Transfer Out	01/30/2026		01.27.26 Concentration to ZBA	ZBA Accounts Payable	(728.50)
	Wire Transfer Out	01/26/2026		01.26.26 Concentration to ZBA	ZBA Accounts Payable	(2,699.44)
	Wire Transfer Out	01/23/2026		01.23.26 Concentration to ZBA	ZBA Accounts Payable	(107,601.58)
	Wire Transfer Out	01/22/2026		01.22.26 Concentration to ZBA	ZBA Accounts Payable	(650.00)
	Wire Transfer Out	01/21/2026		01.21.26 Concentration to ZBA	ZBA Accounts Payable	(825.26)
	Wire Transfer Out	01/20/2026		01.20.26 Concentration to ZBA	ZBA Accounts Payable	(7,527.28)

Wire Transfer Out 01/16/2026
 Wire Transfer Out 01/14/2026
 Wire Transfer Out 01/13/2026
 Wire Transfer Out 01/09/2026
 Wire Transfer Out 01/07/2026
 Wire Transfer Out 01/06/2026
 Wire Transfer Out 01/05/2026
 Wire Transfer Out 01/02/2026

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01.16.26 Concentration to ZBA
 01.14.26 Concentration to ZBA
 01.13.26 Concentration to ZBA
 01.09.26 Concentration to ZBA
 01.07.26 Concentration to ZBA
 01.06.26 Concentration to ZBA
 01.05.26 Concentration to ZBA
 01.02.26 Concentration to ZBA

ZBA Accounts Payable
 ZBA Accounts Payable

(148
 (61 Item 5.
 (1,468.72)
 (168,598.64)
 (55.00)
 (1,096.50)
 (22,509.47)
 (634.40)

 (\$675,605.39)

Adjustments:	Type	Date	Description	Amount
No Transactions Exist				

Deposits:	Date	Type	Deposit Information	Description	Department	Amount
.	01/22/2026	Collection		Wire Transfer/ACH/EFT	0700 - Clerk Finance and Accounting	292.97
						\$292.97

Checks:	Status	Check Number	Payment Date	Reconciled	Source	Payee Name	Amount
.	Reconciled	12679	01/07/2026	01/26/2026	Accounts Payable	Burger, Tracy	800.00
	Reconciled	12680	01/07/2026	01/12/2026	Accounts Payable	Gray Media Group DBA WJCB	20,500.00
	Reconciled	12681	01/07/2026	01/14/2026	Accounts Payable	Griffin Group LLC	5,000.00
	Reconciled	12682	01/07/2026	01/12/2026	Accounts Payable	James Moore & Co P. L.	3,000.00
	Reconciled	12683	01/07/2026	01/14/2026	Accounts Payable	Language Line Services Inc.	89.01
	Reconciled	12685	01/07/2026	01/13/2026	Accounts Payable	Tu Fiesta Radio LLC	1,000.00
	Reconciled	12686	01/07/2026	01/20/2026	Accounts Payable	Waste Pro of Florida Inc. DBA Waste Pro - 104	193.00
	Reconciled	12687	01/07/2026	01/09/2026	Accounts Payable	Deeper Purpose Community Charities, Inc.	31,249.95
	Open	12689	01/15/2026		Accounts Payable	Education Foundation of Alachua County	500.00
	Reconciled	12690	01/15/2026	01/20/2026	Accounts Payable	UNITED WAY OF NORTH CENTRAL FL	1,500.00
	Open	12691	01/15/2026		Accounts Payable	University of Florida-College of Pharmacy	1,500.00
	Reconciled	12692	01/21/2026	02/03/2026	Accounts Payable	ALACHUA COUNTY PROPERTY APPRAISER	95,793.07
	Reconciled	12693	01/21/2026	01/26/2026	Accounts Payable	GAINESVILLE REGIONAL UTILITIES	1,199.44
	Reconciled	12694	01/21/2026	01/26/2026	Accounts Payable	GAINESVILLE REGIONAL UTILITIES	700.00
	Open	12695	01/21/2026		Accounts Payable	Hawthorne Area Chamber of Commerce	10.00
	Reconciled	12696	01/21/2026	01/28/2026	Accounts Payable	Information Management Solutions LLC	55.00
	Reconciled	12697	01/21/2026	01/27/2026	Accounts Payable	The Masters Lawn Care LLC	728.50
	Reconciled	12698	01/21/2026	02/04/2026	Accounts Payable	WUFT TV/FM	2,000.00
						\$165,817.97	

EFTs:	Status	EFT Number	Payment Date	Reconciled	Source	Payee Name	Amount
.	Reconciled	2038	01/05/2026	01/05/2026	Accounts Payable	Florida Retirement System	20,582.33
	Reconciled	2045	01/05/2026	01/05/2026	Accounts Payable	Health Equity Inc	10.00
	Reconciled	1981	01/07/2026	01/12/2026	Accounts Payable	ALACHUA COUNTY BOCC	6,564.14
	Reconciled	1982	01/07/2026	01/12/2026	Accounts Payable	ALACHUA COUNTY BOCC	6,364.79
	Reconciled	1983	01/07/2026	01/12/2026	Accounts Payable	CE's Underground Kitchen	4,839.88
	Reconciled	1984	01/07/2026	01/12/2026	Accounts Payable	CFX OFFICE TECHNOLOGY	213.00
	Reconciled	1985	01/07/2026	01/12/2026	Accounts Payable	Crafty Gemini Youth Development	2,995.00
	Reconciled	1986	01/07/2026	01/12/2026	Accounts Payable	Express Services Inc.	1,677.60
	Reconciled	1987	01/07/2026	01/12/2026	Accounts Payable	Gainesville Circus Center Inc	7,299.86
	Reconciled	1988	01/07/2026	01/12/2026	Accounts Payable	Genesis Family Enrichment Center	1,500.00
	Reconciled	1989	01/07/2026	01/12/2026	Accounts Payable	Karisma Welcome DBA Infinite Dream Builders Corp.	3,851.46
	Reconciled	1990	01/07/2026	01/12/2026	Accounts Payable	KIDS COUNT IN ALACHUA COUNTY, INC.	20,058.84
	Reconciled	1991	01/07/2026	01/12/2026	Accounts Payable	Lee's Preschool Center Inc.	5,346.81
	Reconciled	1992	01/07/2026	01/12/2026	Accounts Payable	Mobile Lock Smith	160.00
	Reconciled	1993	01/07/2026	01/12/2026	Accounts Payable	Motiv8U of North Central Florida Inc	13,597.50
	Reconciled	1994	01/07/2026	01/12/2026	Accounts Payable	North Florida Building Maintenance DBA Citywide	2,292.94
	Reconciled	1995	01/07/2026	01/12/2026	Accounts Payable	OFFICE DEPOT BUSINESS	188

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Reconciled	1996	01/07/2026	01/12/2026	Accounts Payable	Partnership for Strong Families	57
Reconciled	1997	01/07/2026	01/12/2026	Accounts Payable	Target Copy of Gainesville, Inc. DBA Renaissance	Item 5.
Reconciled	1998	01/07/2026	01/12/2026	Accounts Payable	Webauthor.com LLC	2,000.00
Reconciled	2046	01/12/2026	01/12/2026	Accounts Payable	Health Equity Inc	468.72
Reconciled	2049	01/14/2026	01/14/2026	Accounts Payable	AlphaStaff Inc.	56,199.66
Reconciled	2000	01/15/2026	01/16/2026	Accounts Payable	ALACHUA COUNTY BOCC	20,928.24
Reconciled	2001	01/15/2026	01/16/2026	Accounts Payable	BOYS & GIRLS CLUBS OF NE FL, INC	11,065.61
Reconciled	2002	01/15/2026	01/16/2026	Accounts Payable	Childrens Home Society of FL	21,102.60
Reconciled	2003	01/15/2026	01/16/2026	Accounts Payable	CULTURAL ARTS COALITION INC.	3,908.10
Reconciled	2004	01/15/2026	01/16/2026	Accounts Payable	Eric Lopez DBA DJ Elo Global	5,521.50
Reconciled	2005	01/15/2026	01/16/2026	Accounts Payable	GAINESVILLE AREA COMMUNITY TENNIS ASSOCIATION	21,509.19
Reconciled	2006	01/15/2026	01/16/2026	Accounts Payable	Gainesville Bridge Inc. dba PEAK Literacy	10,891.34
Reconciled	2007	01/15/2026	01/16/2026	Accounts Payable	GIRLS PLACE, INC.	10,733.37
Reconciled	2008	01/15/2026	01/16/2026	Accounts Payable	HEALTHY START OF NORTH CENTRAL FL	27,907.84
Reconciled	2009	01/15/2026	01/16/2026	Accounts Payable	IGB Education Corp	2,673.75
Reconciled	2010	01/15/2026	01/12/2026	Accounts Payable	Irving Publications LLC	5,400.00
Reconciled	2011	01/15/2026	01/16/2026	Accounts Payable	Shands Teaching Hospital and Clinics, Inc.	9,079.04
Reconciled	2012	01/15/2026	01/16/2026	Accounts Payable	The District Board of Trustees of Santa Fe College	3,073.00
Reconciled	2013	01/16/2026	01/20/2026	Accounts Payable	ALACHUA COUNTY BOCC	434.58
Reconciled	2047	01/20/2026	01/20/2026	Accounts Payable	Health Equity Inc	825.26
Reconciled	2015	01/21/2026	01/23/2026	Accounts Payable	Child Advocacy Center Inc.	350.00
Reconciled	2016	01/21/2026	01/23/2026	Accounts Payable	EARLY LEARNING COALITION OF ALACHUA COUNTY, INC.	73,545.50
Reconciled	2017	01/21/2026	01/23/2026	Accounts Payable	Express Services Inc.	2,160.00
Reconciled	2018	01/21/2026	01/23/2026	Accounts Payable	Main Street Daily News Gainesville, LLC	1,170.00
Reconciled	2019	01/21/2026	01/23/2026	Accounts Payable	North Florida Building Maintenance DBA Citywide	467.07
Reconciled	2020	01/21/2026	01/23/2026	Accounts Payable	OFFICE DEPOT BUSINESS	671.80
Reconciled	2021	01/21/2026	01/23/2026	Accounts Payable	PACE CENTER FOR GIRLS INC	717.00
Reconciled	2022	01/21/2026	01/23/2026	Accounts Payable	Partnership for Strong Families	8,400.56
Reconciled	2024	01/29/2026	01/30/2026	Accounts Payable	ALACHUA COUNTY BOCC	6,616.99
Reconciled	2025	01/29/2026	01/30/2026	Accounts Payable	Gainesville Circus Center Inc	16,826.64
Reconciled	2026	01/29/2026	01/30/2026	Accounts Payable	HEALTHY START OF NORTH CENTRAL FL	29,490.00
Reconciled	2027	01/29/2026	01/30/2026	Accounts Payable	Irving Publications LLC	450.00
Reconciled	2028	01/29/2026	01/30/2026	Accounts Payable	Lee's Preschool Center Inc.	6,874.47
Reconciled	2029	01/29/2026	01/30/2026	Accounts Payable	Main Street Daily News Gainesville, LLC	850.00
Reconciled	2030	01/29/2026	01/30/2026	Accounts Payable	Osmanthus Group LLC.	2,500.00
Reconciled	2031	01/29/2026	01/30/2026	Accounts Payable	Partnership for Strong Families	58,963.30
Reconciled	2032	01/29/2026	01/30/2026	Accounts Payable	University of Florida Board of Trustees	1,511.00
Reconciled	2050	01/29/2026	01/29/2026	Accounts Payable	AlphaStaff Inc.	58,784.38
						\$639,870.42

Returned Checks:	Date	Payer	Check Number	Amount
No Transactions Exist				

Wire Transfers:	Type	Date	Vendor	Description	Internal Account	Amount
	Wire Transfer In	01/02/2026		01.02.26 Concentration to ZBA	Concentration Account	634

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Wire Transfer In	01/05/2026	01.05.26 Concentration to ZBA	Concentration Account	22	Item 5.
Wire Transfer In	01/06/2026	01.06.26 Concentration to ZBA	Concentration Account	1	
Wire Transfer In	01/07/2026	01.07.26 Concentration to ZBA	Concentration Account		55.00
Wire Transfer In	01/09/2026	01.09.26 Concentration to ZBA	Concentration Account		168,598.64
Wire Transfer In	01/13/2026	01.13.26 Concentration to ZBA	Concentration Account		1,468.72
Wire Transfer In	01/14/2026	01.14.26 Concentration to ZBA	Concentration Account		61,288.67
Wire Transfer In	01/16/2026	01.16.26 Concentration to ZBA	Concentration Account		148,393.58
Wire Transfer In	01/20/2026	01.20.26 Concentration to ZBA	Concentration Account		7,527.58
Wire Transfer In	01/21/2026	01.21.26 Concentration to ZBA	Concentration Account		825.26
Wire Transfer In	01/22/2026	01.22.26 Concentration to ZBA	Concentration Account		650.00
Wire Transfer In	01/23/2026	01.23.26 Concentration to ZBA	Concentration Account		107,601.58
Wire Transfer In	01/26/2026	01.26.26 Concentration to ZBA	Concentration Account		2,699.44
Wire Transfer In	01/30/2026	01.27.26 Concentration to ZBA	Concentration Account		728.50
Wire Transfer In	01/28/2026	01.28.26 Concentration to ZBA	Concentration Account		55.00
Wire Transfer In	01/29/2026	01.29.26 Concentration to ZBA	Concentration Account		61,284.38
Wire Transfer In	01/12/2026	01.12.26 Concentration to ZBA	Concentration Account		28,900.00
Wire Transfer In	01/15/2026	01.15.26 Concentration to ZBA	Concentration Account		61,288.67
					\$675,605.39

Adjustments:	Type	Date	Description	Amount
No Transactions Exist				

File Attachments for Item:

6. FY 2026 Programmatic Awards and Expenditures Report (January)



Item:

FY 2026 Programmatic Awards and Expenditures Report (January)

Requested Action:

The Trust is asked to receive the report.

Background

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

Attachments

FY 2026 Programmatic Awards and Expenditures Report (January)

Programmatic Impact:

NA

Fiscal Impact:

NA

Recommendation:

Receive the Report

FY 2026 Programmatic Awards & Expenditures Summary Report
Year-to-Date January 2026

Funding Priorities	Budgeted (A)	Committed (B)	Expensed (C)	Balance (B-C)	% Expensed (C/B)
GOAL 1: All children and youth are healthy and have nurturing caregivers and relationships	\$3,426,213	\$3,385,553	\$389,492	\$2,996,061	11.50%
Family Resource Centers / Help Me Grow	\$1,710,625	\$1,685,625	\$243,386	\$1,442,239	14.44%
Maternal Child Health	\$690,334	\$674,674	\$57,398	\$617,276	8.51%
Youth Health	\$627,426	\$627,426	\$36,596	\$590,830	5.83%
Partners in Adolescent Lifestyle Support (PALS) THRIVE	\$120,164	\$120,164	\$26,149	\$94,015	21.76%
Reach Community Counseling Services for Adolescent Girls	\$120,164	\$120,164	\$0	\$120,164	0.00%
Reducing Trauma to Abused Children Therapy Program	\$157,500	\$157,500	\$25,963	\$131,537	16.48%
Goal 2: All children can learn what they need to be successful	\$7,165,107	\$7,164,779	\$578,356	\$6,586,423	8.07%
Summer RFP 2025-01	\$2,101,573	\$2,101,573	\$0	\$2,101,573	0.00%
Enrichment RFP 2024-02	\$827,834	\$827,539	\$204,385	\$623,154	0.04%
Afterschool RFP 2023-01	\$1,226,281	\$1,226,248	\$251,943	\$974,305	20.55%
Other (Literacy, STEM, Tuition Assistance)	\$2,017,169	\$2,017,169	\$122,028	\$1,895,141	6.05%
Teens Work Alachua	\$992,250	\$992,250	\$0	\$992,250	0.00%
Goal 3: All children live in a safe community	\$545,000	\$545,000	\$0	\$545,000	0.00%
Capacity Building & Mini Grants	\$733,500	\$280,761	\$80,504	\$200,257	28.67%
Sponsorships & Community Engagement	\$60,000	\$60,000	\$32,445	\$27,555	54.08%
Emergent Needs	\$100,000	\$0	\$0	\$100,000	0.00%
Special Initiatives					
Literacy Initiative	\$610,000	\$550,000	\$0	\$550,000	0.00%
Food Distribution Initiative	\$0	\$20,000	\$20,000	\$0	100.00%
Grand Total	\$12,639,820	\$11,436,093	\$110,077	\$11,152,593	0.9625%

FY 2026 Programmatic Awards & Expenditures Report
January 31, 2026

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

Last month completed

GOALS / PROGRAM	AGENCIES	BUDGETED FUNDING	COMMITTED FUNDING	AMOUNT EXPENSED	REMAINING BUDGET	% EXPENSED	Invoice Status
GOAL 1: ALL CHILDREN AND YOUTH ARE HEALTHY AND HAVE NUTURING CAREGIVERS AND RELATIONSHIPS							
Family Resource Centers							
Family Resource Centers/Consulting	Partnership for Strong Families	\$153,874.00	\$153,874.00	\$17,080.95	\$136,793.05	11.10%	Current
Family Resource Centers/Community Navigators/Help Me Grow	Partnership for Strong Families	\$926,001.00	\$926,001.00	\$116,721.56	\$809,279.44	12.60%	Current
Family Resource Centers	Willie Mae Stokes Community Center	\$165,375.00	\$165,375.00	\$36,990.15	\$128,384.85	22.37%	Current
Family Resource Centers	Pleasant Street Civil Rights & Cultural	\$165,375.00	\$165,375.00	\$41,343.75	\$124,031.25	25.00%	Current
Family Resource Centers	City of Hawthorne	\$150,000.00	\$150,000.00	\$0.00	\$150,000.00	0.00%	Three month Lag
Family Resource Centers	Deeper Purpose Community Charities	\$150,000.00	\$125,000.00	\$31,249.95	\$93,750.05	25.00%	Current
Maternal Child Health							
NewboRN Home Visiting Program	Healthy Start of North Central Florida, Inc.	\$495,477.00	\$495,477.00	\$57,397.84	\$438,079.16	11.58%	One Month Lag
Maternal Child Health Access Program	UF Health Access Clinic	\$85,660.00	\$70,000.00	\$0.00	\$70,000.00	0.00%	Three month Lag
Doula Friendly Designation	A&A Doula Consulting	\$49,197.00	\$49,197.00	\$0.00	\$49,197.00	0.00%	Two Month Lag
Flourish Alachua	Britany Fadiora dba Doulio LLC	\$60,000.00	\$60,000.00	\$0.00	\$60,000.00	0.00%	current
Youth Health							
Wellness Healthcare Navigation (Year 2/3)	Children's Home Society of Florida	\$265,259.00	\$265,259.00	\$36,596.31	\$228,662.69	13.80%	Current
Reach Community Counseling Services for	PACE Center for Girls Inc.	\$120,164.00	\$120,163.77	\$0.00	\$120,163.77	0.00%	Three month Lag
Partners in Adolescent Lifestyle Support (PALS)	UF Health Shands	\$120,164.00	\$120,164.00	\$26,148.61	\$94,015.39	21.76%	Current
Saving Smiles (Year 2/3)	UF College of Dentistry	\$362,167.00	\$362,167.00	\$0.00	\$362,167.00	0.00%	Three month Lag
Reducing Trauma to Abused Children Therapy	Child Advocacy Center	\$157,500.00	\$157,500.00	\$25,962.63	\$131,537.37	16.48%	Current
		\$3,426,213.00	\$3,385,552.77	\$389,491.75	\$2,996,061.02	11.50%	
TOTAL GOAL 1 "Committed"	\$	3,385,552.77					
Total Goal One "Assigned" Amount Per Goal One (GASB Classification, so even though not "Committed Funds" to a program, Allocated to Goal One, thus considered "Assigned")	\$	1,895,297.23					
TOTAL GOAL 1 ("Committed + Assigned")	\$	5,280,850.00					
GOAL 2: ALL CHILDREN CAN LEARN WHAT THEY NEED TO BE SUCCESSFUL							
EARLY LEARNING PROGRAMMING							
Accreditation Academy / Master Class Series	Business Leadership Institute	\$360,000.00	\$360,000.00	\$0.00	\$360,000.00	0.00%	Current
Accreditation Academy / Master Class Series	Accreditation program supplies	\$262,820.00	\$262,820.00	\$0.00	\$262,820.00	0.00%	Three month Lag
SUMMER BRIDGE FOR HEAD START	Episcopal Children Services	\$650,000.00	\$650,000.00	\$73,545.50	\$576,454.50	11.31%	Two Month Lag
Childcare Tuition Assistance	Early Learning Coalition	\$1,272,820.00	\$1,272,820.00	\$73,545.50	\$1,199,274.50	5.78%	

	Ashley McClellan DBA The Concrete Rose	\$37,779.00	\$37,779.00	\$0.00	\$37,779.00	0.00%	Not Applicable Yet
	Behavior Bricks	\$167,607.00	\$167,607.00	\$0.00	\$167,607.00	0.00%	Not Applicable Yet
	BOYS & GIRLS CLUBS OF NE FL	\$110,252.00	\$110,252.00	\$0.00	\$110,252.00	0.00%	Not Applicable Yet
	Camp Makerie	\$128,625.00	\$128,625.00	\$0.00	\$128,625.00	0.00%	Not Applicable Yet
	COMMUNITY IMPACT CORPORATION	\$135,616.00	\$135,616.00	\$0.00	\$135,616.00	0.00%	Not Applicable Yet
	DANCE ALIVE	\$7,350.00	\$7,350.00	\$0.00	\$7,350.00	0.00%	Not Applicable Yet
	DEEPER PURPOSE COMMUNITY CHURCH	\$188,999.00	\$188,999.00	\$0.00	\$188,999.00	0.00%	Not Applicable Yet
	Gainesville Area Tennis Association (Aces in Motion)*	\$59,535.00	\$59,535.00	\$0.00	\$59,535.00	0.00%	Not Applicable Yet
	Gainesville Circus Center*	\$26,459.00	\$26,459.00	\$0.00	\$26,459.00	0.00%	Not Applicable Yet
	GIRLS PLACE	\$140,909.00	\$140,909.00	\$0.00	\$140,909.00	0.00%	Not Applicable Yet
SUMMER CAMP RFP 2025-01 (Year 2 of 3):	GREATER DUVAL NEIGHBORHOOD ASSOCIATION	\$44,100.00	\$44,100.00	\$0.00	\$44,100.00	0.00%	Not Applicable Yet
	HAGIOS EARLY LEARNING CENTER	\$27,302.00	\$27,302.00	\$0.00	\$27,302.00	0.00%	Not Applicable Yet
	I AM STEM	\$189,042.00	\$189,042.00	\$0.00	\$189,042.00	0.00%	Not Applicable Yet
	IGB EDUCATION CORP	\$110,502.00	\$110,502.00	\$0.00	\$110,502.00	0.00%	Not Applicable Yet
	JUST FOR US EDUCATION	\$125,538.00	\$125,538.00	\$0.00	\$125,538.00	0.00%	Not Applicable Yet
	Kids Count	\$41,929.00	\$41,929.00	\$0.00	\$41,929.00	0.00%	Not Applicable Yet
	LIMITLESS ADVENTURES	\$53,325.00	\$53,325.00	\$0.00	\$53,325.00	0.00%	Not Applicable Yet
	Mirror Image Leadership Academy	\$65,520.00	\$65,520.00	\$0.00	\$65,520.00	0.00%	Not Applicable Yet
	STAR CENTER CHILDRENS THEATER	\$80,262.00	\$80,262.00	\$0.00	\$80,262.00	0.00%	Not Applicable Yet
	TRAVELING ART CAMP	\$306,543.00	\$306,543.00	\$0.00	\$306,543.00	0.00%	Not Applicable Yet
	UF - CROP	\$36,750.00	\$36,750.00	\$0.00	\$36,750.00	0.00%	Not Applicable Yet
	UF - VET Camp	\$9,187.00	\$9,187.00	\$0.00	\$9,187.00	0.00%	Not Applicable Yet
	Williams Temple	\$8,442.00	\$8,442.00	\$0.00	\$8,442.00	0.00%	Not Applicable Yet
	Incentives						Not Applicable Yet
		\$2,101,573.00	\$2,101,573.00	\$0.00	\$2,101,573.00	0.00%	

	All Well Health Services	\$4,624.00	\$4,624.00	\$0.00	\$4,624.00	0.00%	Current
	CE's Underground Kitchen	\$135,518.00	\$135,518.00	\$38,719.18	\$96,798.82	28.57%	Current
	Crafty Gemini Youth Development	\$78,750.00	\$78,750.00	\$12,728.75	\$66,021.25	16.16%	Current
	Cultural Arts Coalition	\$35,173.00	\$35,172.90	\$14,850.78	\$20,322.12	42.22%	Current
	DJ Elo Global LLC	\$38,651.00	\$38,650.92	\$9,202.54	\$29,448.38	23.81%	Current
	Dream On Purpose	\$18,556.00	\$18,556.00	\$0.00	\$18,556.00	0.00%	Three month Lag
ENRICHMENT PROGRAMMING (Year 2 of 2) RFP 2024-02	IGB Education Group	\$25,675.00	\$25,668.00	\$11,229.75	\$14,438.25	43.75%	Current
	Infinite Dream Builders Corp	\$14,978.00	\$14,977.90	\$11,554.38	\$3,423.52	77.14%	Current
	Lee's Preschool Center	\$92,424.00	\$92,424.00	\$20,623.41	\$71,800.59	22.31%	Current
	Motiv8U of North Central Florida Inc.	\$165,375.00	\$165,375.00	\$50,715.00	\$114,660.00	30.67%	Current
	Music & Arts Program for Youth Inc.	\$63,374.00	\$63,086.93	\$19,913.20	\$43,173.73	31.56%	Current

	Santa Fe College		\$95,770.00	\$95,770.00	\$6,785.32	\$88,984.68	7.09%	Current
	University of Florida Natural History		\$58,966.00	\$58,966.00	\$8,062.61	\$50,903.39	13.67%	Current
			\$827,834.00	\$827,539.65	\$204,384.92	\$623,154.73	24.70%	
AFTERSCHOOL PROGRAMMING (Year 2 of 2): (RFP 2023-02)	Boys and Girls Club of Alachua County*		\$136,160.00	\$136,160.00	\$11,065.61	\$125,094.39	8.13%	current
	Deeper Purpose Community Church, Inc.*		\$126,749.00	\$126,749.00	\$31,687.25	\$95,061.75	25.00%	Current
	Gainesville Area Tennis Association (Aces in Motion)*		\$286,191.00	\$286,157.56	\$71,292.48	\$214,865.08	24.91%	Current
	Gainesville Circus Center*		\$156,133.00	\$156,133.00	\$46,626.50	\$109,506.50	29.86%	Current
	Girls Place, Inc.*		\$141,047.00	\$141,047.00	\$10,733.37	\$130,313.63	7.61%	current
	Kids Count in Alachua County, Inc.*		\$207,400.00	\$207,400.00	\$38,471.41	\$168,928.59	18.55%	Two Month Lag
	Willie Mae Stokes Community Center, Inc.		\$172,601.00	\$172,601.00	\$42,036.85	\$130,564.15	24.35%	Current
			\$1,226,281.00	\$1,226,247.56	\$251,913.47	\$974,334.09	20.54%	
OTHER PROGRAMS								
Freedom School - Gainesville	SUMMER PROGRAMMING		\$143,574.00	\$143,574.00	\$0.00	\$143,574.00	0.00%	Not Applicable Yet
Freedom School - Hawthorne			\$84,000.00	\$84,000.00	\$0.00	\$84,000.00	0.00%	Not Applicable Yet
DOLLY PARTON IMAGINATION LIBRARY	GAINESVILLE THRIVES		\$63,000.00	\$63,000.00	\$0.00	\$63,000.00	0.00%	2 month lag
THE BRIDGE COMMUNITY CENTER LITERACY PROGRAM	PEAK LITERACY		\$121,275.00	\$121,275.00	\$17,825.48	\$103,449.52	14.70%	current
3DE Program	JUNIOR ACHIEVEMENT		\$157,500.00	\$157,500.00	\$0.00	\$157,500.00	0.00%	Two Month Lag
BIZ TOWN			\$50,000.00	\$50,000.00	\$0.00	\$50,000.00	0.00%	
AMPLIFIED	THE EDUCATION FOUNDATION		\$125,000.00	\$124,999.76	\$30,657.50	\$94,342.26	24.53%	One Month Lag
TeensWork Alachua	GOODWILL INDUSTRIES OF NORTH FLORIDA		\$992,250.00	\$992,250.00	\$0.00	\$992,250.00	\$0.00	Two Month Lag
			\$1,736,599.00	\$1,736,598.76	\$48,482.98	\$1,688,115.78	2.79%	
			\$7,165,107.00	\$ 7,164,778.97	\$578,326.87	\$6,586,452.10	0.00%	
TOTAL GOAL 2 "Committed"		\$	7,164,778.97					
Total Goal Two "Assigned" Amount Per Goal Two (GASB Classification, so even though not "Committed Funds" to a program, Allocated to Goal Two, thus considered "Assigned")		\$	328.03					
TOTAL GOAL 2 ("Committed + Assigned)		\$	7,165,107.00					
GOAL 3: ALL CHILDREN LIVE IN A SAFE COMMUNITY								
MENTORING PROGRAMS	Provider engagement, training, and capacity l		\$50,000.00	\$50,000.00	\$0.00	\$50,000.00	0.00%	
YOUTH SAFETY INITIATIVES	AMI Kids		\$210,000.00	\$210,000.00	\$0.00	\$210,000.00	0.00%	Two Month Lag
	City of Gainesville		\$150,000.00	\$150,000.00	\$0.00	\$150,000.00	0.00%	Two Month Lag
	Youth Engagement		\$75,000.00	\$75,000.00	\$0.00	\$75,000.00	0.00%	
	Alachua Conty Sherrif's Office Cops &		\$60,000.00	\$60,000.00	\$0.00	\$60,000.00	0.00%	current
			\$545,000.00	\$545,000.00	\$0.00	\$545,000.00	0.00%	
TOTAL GOAL 3 "Committed"		\$	545,000.00					
Total Goal Three "Assigned" Amount Per Goal Three (GASB Classification, so even though not "Committed Funds" to a program, Allocated to Goal Three, thus considered "Assigned")		\$	511,170.00					
TOTAL GOAL 3 ("Committed + Assigned)		\$	1,056,170.00					
COMMUNITY CAPACITY BUILDING & INOVATION GRANTS								

Center for Non-Profit Excellence	Community Foundation	\$200,000.00	\$200,000.00	\$50,000.00	\$150,000.00	25.00%	Current
My Side-walk / Philanthropy Hub	Community Foundation	\$23,500.00	\$23,500.00	\$23,500.00	\$0.00	100.00%	Current
Language Line	Interpreter Services	\$10,000.00	\$10,000.00	\$221.63	\$9,778.37	2.22%	
	Multiple Providers						
	Child Advocacy Center	\$1,400.00	\$1,400.00	\$350.00	\$1,050.00	25.00%	Current
YOUTH DEVELOPMENT CAPACITY BUILDING	Florida Afterschool Inc.	\$5,000.00	\$5,000.00	\$0.00	\$5,000.00	0.00%	
COLLABORATIVE & TRAINING	River Phoenix Center for Peace Building	\$10,000.00	\$10,000.00	\$0.00	\$10,000.00	0.00%	three month lag
	River Phoenix Center for Peace Building	\$9,200.00	\$9,200.00	\$0.00	\$9,200.00	0.00%	three month lag
	Genesis Family Enrichment Center	\$12,000.00	\$12,000.00	\$4,500.00	\$7,500.00	37.50%	Current
		\$52,400.00			\$52,400.00		
CAPACITY BUILDING COLLABORATIVE & TRAINING		\$90,000.00	\$37,600.00	\$4,850.00	\$85,150.00	41.78%	
	Florida Afterschool Conference - Kids Count		\$969.60	\$969.60			
	Florida Afterschool Conference - Girls Place		\$962.60	\$962.60			
PROVIDER MEMBERSHIPS, TRAINING : FINANCE & ADMINISTRATION INFRASTRUCTURE TOTAL	Multiple Providers					0.00%	
TOTAL		\$210,000.00	\$1,932.20	\$1,932.20	\$208,067.80		
TOTAL INNOVATION GRANTS		\$200,000.00	\$273,032.20				
TOTAL CAPACITY BUILDING & INNOVATION GRANTS		\$733,500.00	\$280,761.00	\$80,503.83	\$652,996.17	28.67%	

TOTAL CAPACITY BUILDING "Committed"	\$ 280,761.00
Total Capacity Building "Assigned" Amount Per Capacity Building (GASB Classification, so even though not "Committed Funds" to a program, Allocated to Capacity Building thus considered "Assigned")	\$ 452,739.00
TOTAL GOAL 3 ("Committed + Assigned")	\$ 733,500.00

EMERGENT NEEDS, SPONSORSHIPS and INITIATIVES

SPONSORSHIPS	Alachua Childrens Theater - Jungle Book	\$2,500.00
	American Foundation for Suicide Prevention	\$1,000.00
	Bridge City Community Church - Fall Festival	\$1,000.00
	Crafty Gemini - Youth business fair boot camp	\$1,000.00
	Gainesville Circus - 2nd St Circus Spectacular	\$2,500.00
	Just Between Friends - Safe Kids Day	\$2,145.00
	Kool Kids Snacks - Fall Festival Community give back	\$1,000.00
	Momentum for the Arts - Holiday Show	\$2,500.00
	Simply Baked - Kid Prenuer Pop up Show	\$1,500.00
	Swampbots	\$2,500.00

United Way -Reading Pals	\$1,000.00
Writers Alliance	\$1,000.00
UF College of Pharmacy- GatoRX Community Care Fair	\$1,500.00
Trinity's Day Spa- Kidpreneur Pop up	\$2,000.00
Wishful Thinking, Inc- Renascence	\$2,000.00
Beautillion Cotillion	\$1,800.00
Access Task Force- Maternal Health Community Event	\$2,000.00
Gainesville chapter of the links- black family	\$1,500.00
Carolyn's Heart Inc 4th Annual biggest heart	\$2,000.00
Archer Cultural Progressive Organization	

TOTAL COMMUNITY ENGAGEMENT	\$60,000.00	\$60,000.00	\$32,445.00	\$27,555.00	54.08%	
	EMERGENT NEEDS					
TOTAL EMERGENT NEEDS	\$100,000.00	\$0.00	\$0.00	\$100,000.00	0.00%	
	LITERACY					
LITERACY INITIATIVES	\$550,000.00			\$550,000.00		
	\$60,000.00			\$60,000.00		
TOTAL LITERACY INITIATIVES	\$610,000.00	\$0.00	\$0.00	\$610,000.00	0.00%	
EMERGENCY FOOD INITIATIVE	Regional Food Bank of NE Florida	\$0.00	\$20,000.00	\$20,000.00	\$0.00	100.00% Current
FY25-26 PROGRAM FUNDING ALL FUNDS	\$12,639,820.00	\$11,436,092.74	\$110,076.75	\$11,152,592.65	0.9625%	

File Attachments for Item:

7. Sponsorship Applications



CHILDREN'S TRUST
OF ALACHUA COUNTY

Archer Cultural Progressive Organization

Request Date:	1/22/2026
Requesting Organization:	Archer Cultural Progressive Organization
Contact Name:	Jessie Moses, Jr
Event Name:	47th Annual Cultural Arts Festival and Mother's Day Dance
Event Date:	05/09/2026
Event Summary:	This annual Cultural Arts Festival will include speakers and interaction with leaders in the community, information on health, colleges, finance and children's games and entertainment. Speakers will include the Sherriff's Department leading a session focused on preventing gun violence. Children's activities include stations where children can explore entrepreneurship, participate in a pageant, and participate in different sports/games. Several non-profits will also be on-site to provide information regarding college readiness and financial literacy. Finally, the event will include a Mother's Day Dance where young adults will have the opportunity to learn to line-dance.
Number of Attendees:	500
Expenses Summary:	Flyers, advertising, entertainment, marketing, park costs, building rental
Requested Amount:	\$2500
Notes/Comments:	
Approved Amount:	\$2000
Authorized By:	<i>M. Kinner</i>



CHILDREN'S TRUST
OF ALACHUA COUNTY

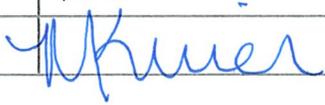
ACCESS Task Force

Request Date:	1/22/2026
Requesting Organization:	Access Task Force
Contact Name:	Dr. Adetola Louise-Jacques
Event Name:	Access Task Force Maternal Health Community Event
Event Date:	2/21/2026
Event Summary:	We invite you to join us in making a meaningful impact on maternal health by sponsoring or becoming a vendor at our inaugural community event. This event is a vital platform for connecting community members, healthcare providers, advocates, and policymakers to advance maternal health in North Central Florida.
Number of Attendees:	150
Expenses Summary:	The budget will cover providing some food and refreshments for those who come to the event, raffle prizes, AV rentals, and promotional giveaways.
Requested Amount:	\$2,500
Notes/Comments:	
Approved Amount:	\$1800
Authorized By:	<i>[Handwritten Signature]</i>



CHILDREN'S TRUST
OF ALACHUA COUNTY

Carolyn's Heart, Inc

Request Date:	01/01/2026
Requesting Organization:	Carolyn's Heart, Inc.
Contact Name:	Ramona Jackson
Event Name:	4th Annual Biggest Heart Giveaway
Event Date:	05/16/2026, 10 a.m.
Event Summary:	This event is a community clothing giveaway for men, women and children. Organizers will also collect non-perishable items to help stuff over 100 backpacks to help with the weekend hunger backpack program for children who do not have food to eat during the weekend. The giveaway includes free hot dogs and hamburgers to all attendees during the event.
Number of Attendees:	200
Expenses Summary:	The money will be used to purchase 200 backpacks and non-perishable food items to fill the backpacks. Backpacks will be distributed at the event and also remaining supplies will go to Caring and Sharing Learning School.
Requested Amount:	\$1500
Notes/Comments:	
Approved Amount:	\$1500
Authorized By:	

File Attachments for Item:

8. March 2026 Executive Director's Report



EXECUTIVE DIRECTOR REPORT

February 1, 2026 - March 1, 2026

SUMMARY

1. Children's Week at the Capitol
2. BLI Graduation

MEETINGS AND EVENTS FOR PLANNING, COORDINATION, AND COMMUNITY ENGAGEMENT		
DATE	MEETING / EVENT	SUMMARY
February 2, 2026	Boys & Girls Club Leadership Meeting	ED Kiner met with the Boys & Girls Club CEO.
February 2, 2026	Alachua Regional Juvenile Detention Center Advisory Board Meeting	ED Kiner attended the meeting.
February 3, 2026	Santa Fe College Volunteer Fair	E. McCauley tabled alongside nonprofits and partners at volunteer fair.
February 3, 2026	UF Community Relations Meeting	ED Kiner met with UF Community Relations to discuss opportunities for partnerships.
February 3, 2026	Education Equalizer Foundation Meeting	ED Kiner met with Foundation Board member, Kandra Albury, to discuss funding opportunities.
February 4, 2026	Visit to Family Promise site of future shelter	ED M. Kiner, K. Goldwire, and E. McCauley met with Family Promise Director Rachael Ryan and Director of Community Engagement, Leigh Scott, to tour shelter site.
February 5, 2026	Rev. Pelham Meeting	ED Kiner met with Rev. Pelham and discussed Teen Court and the Detention Center.
February 7, 2026	Sponsored Event: 2nd Street Circus Spectacular	E. McCauley and CiviGator Intern Ava Wherley attended sponsored event with CTAC table.
February 7, 2026	Balance 180: Moonlight Muscle Family Meet	E. McCauley tabled at community event.
February 10, 2026	5th Ave. Neighborhood Association	E. McCauley attended community meeting.

February 10, 2026	Gainesville Housing Authority Meeting	CTAC met with GHA to discuss the Choices Grant. GHA asked for CTAC support and discussed future opportunities for potential partnership.
February 12, 2026	Gainesville City Commission Meeting	E. McCauley attended meeting to hear presentation from the Community Gun Violence Prevention Alliance's Strategic Plan.
February 13, 2026	Partnership for Strong Families, CRN and Help Me Grow Valentine's Day Outreach Activity in Hawthorne.	E. McCauley attended and CiviGator Intern Ava tabled with children's activity.
February 16, 2026	Boys & Girls Club Meeting	ED Kiner met with B&GC CEO and the county to discuss B&GC's future in the county.
February 17, 2026	Safe Kids of NCFL Monthly Coalition Meeting	E. McCauley attended.
February 17, 2026	Genesis Family Enrichment Center Meeting	ED Kiner met with Connie Pierre-Antoine to discuss mental health programming for children and parent engagement opportunities.
February 18, 2026	Gainesville State of the City Address	E. McCauley attended Mayor Harvey Ward's speech at the Historic Thomas Center.
February 18, 2026	United Way of North Central Florida Meeting	ED Kiner and United Way CEO met to discuss the Literacy Collaborative.
February 21, 2026	ACCESS Taskforce Maternal Health Community Day- Womb to World	Intern A. Wherley tabled with CTAC information alongside Flourish Alachua Doula Initiative Alumni at this event. M. Jones also attended as a member of the Taskforce.
February 21, 2026	Alachua BLI Alumni Learn and Lunch Session 1	M. Jones attended the 3-hour session on three core factors impacting the business of child care with 25 Early Learning Centers and Family Based Homes. The Children's Movement of Florida CEO M. Thakur provided legislative training and updates during the lunch hour.

February 23, 2026	Children's Week Advocacy Dinner and Award Ceremony	CTAC staff attended in Tallahassee, FL, as the kick-off event to the annual Children's Week at the capitol.
February 24, 2026	Children's Day at the Capitol	E. McCauley tabled with CTAC information at the Florida State Capitol in Tallahassee. ED Kiner, B. James, K. Goldwire, M. Jones, and D. Cunha met with the Alachua County Legislative Delegation.
February 25, 2026	City of Gainesville Summer Blitz Pre-Event Meeting	E. McCauley attended a virtual meeting to learn event details for the Summer Blitz.
February 25, 2026	Early Learning Leadership Breakfast	M. Jones attended the leadership breakfast.
February 25, 2026	Teens Day at the Capitol	CTAC staff attended the Teens Day at the Capitol event with Pace Center for Girls and Alachua County Amplify.
February 25, 2026	Statewide Advisory Council Meeting - Early Learning Impact Network	M. Jones attended the leadership meeting and is on the advisory council.
February 27, 2026	Safety Net Collaborative Meeting	E. McCauley attended community meeting.
February 27, 2026	Tour of Gainesville Tender Care PPEC	CTAC Staff toured new medical daycare to learn about services and connect with CTAC resources and opportunities.
February 27, 2026	Education Gala	CTAC Staff attended the Education Foundation of Alachua County's annual Education Gala as event sponsors.

PROGRAMS CALENDAR

February	
February 3, 2026	Pleasant Street Site Visit
February 4, 2026	Program Specialist Interviews
February 6, 2026	Contract Check In Meeting with Doulio
February 6, 2026	Early Educators Workgroup Planning Meeting
February 9, 2026	Community Gun Violence Prevention Monthly Stakeholders Meeting
February 9, 2026	RFP Planning Meeting
February 10 2026	Freedom School Contract Discussion
February 11, 2026	Contract Negotiation FY26 Summer Camp Kids Count in Alachua County
February 11, 2026	Early Childhood Resources and Systems Workgroup Planning Meeting
February 11, 2026	Contract Negotiation FY26 Summer Camp: GACTA / Aces in Motion
February 11, 2026	Contract Negotiation FY26 Summer Camp: Greater Duval Neighborhood Association
February 11, 2026	Contract Negotiation FY26 Summer Camp: Just For Us Education
February 11, 2026	Contract Negotiation FY26 Summer Camp: I Am STEM
February 12, 2026	Contract Negotiation FY26 Summer Camp: Traveling Art Camp
February 13, 2026	Joint meeting DOP and CFO Funding Recommendations
February 16, 2026	Contract Negotiation FY26 Summer Camp: Community Impact Corporation
February 16, 2026	Contract Negotiation FY26 Summer Camp: IGB
February 16, 2026	Contract Negotiation FY26 Summer Camp: UF Veterinary Medicine
February 17, 2026	Contract Negotiation FY26 Summer Camp: Deeper Purpose Kids Academy

February 17, 2026	Contract Negotiation FY26 Summer Camp: Girls Place Inc.
February 17, 2026	Contract Negotiation FY26 Summer Camp: Limitless Adventures
February 17, 2026	Early Childhood Early Intervention Resources and Systems Experts Meeting
February 18, 2026	Contract Negotiation FY26 Summer Camp: Camp Makerie
February 18, 2026	FIMR North Central CRT Meeting
February 18, 2026	Lion's Tigers and Sharks provider trauma training with Genesis
February 18, 2026	FACCT IT Affinity Group
February 18, 2026	Contract Negotiation FY26 Summer Camp: Star Center Children's Theatre
February 18, 2026	UF PALS Thrive Site Visit
February 19, 2026	SAMIS S3 Meeting
February 19, 2026	FACCT Conference Planning Committee
February 19, 2026	FACCT Policy Meeting
February 19, 2026	Contract Negotiation FY26 Summer Camp: The Concrete Rose Foundation
February 20, 2026	Platform and Data Meeting with Doulio
February 21, 2026	Alachua BLI Alumni Learn and Lunch
February 21, 2026	ACCESS Taskforce Maternal Health Community Day- Womb to World
February 23, 2026	Contract Negotiation FY26 Summer Camp: Boys and Girls Club of Northeast Florida
February 23, 2026	Meeting and Tour of Brownsville Preparatory Institute Tallahassee, FL
February 23, 2026	Contract Negotiation FY26 Summer Camp: Hagios ELC
February 24, 2026	Site Monitoring Visit: Kids Count in Alachua County
February 24, 2026	CQI FY25 Performance Discussion: Goodwill / TeensWork Alachua Co.

February 25, 2026	Contract Negotiation FY26 Summer Camp: Williams Temple COGIC
February 25, 2026	Statewide Advisory Council- Early Learning Impact Network
February 25, 2026	Advanced Human Trafficking virtual provider training with Child Advocacy
February 26, 2026	SMG Meeting
February 28, 2026	BLI Master Class Cohort 5 Graduation
March	
March 3, 2026	FACCT Program Affinity Group
March 17, 2026	SAMIS S3 Meeting
March 18, 2026	Is it Attention Deficit Disorder (ADD) or Attachment Deficit Disorder (ADD) Provider Training with Genesis
March 18, 2026	FACCT IT Affinity Group
March 25, 2026	Trust Board Enrichment & Prevention Workshop

INITIATIVES

TeensWork Alachua 2025 – Student & Business Recruitment Update

Recruitment is officially underway for TeensWork Alachua 2025, our annual summer youth employment initiative connecting Alachua County teens with meaningful paid work experiences. Student outreach is in full motion through school partners, community organizations, and digital platforms to ensure broad awareness and equitable access to opportunities across the county.

Simultaneously, business recruitment efforts are focused on expanding our network of employer partners willing to invest in local youth talent. We are engaging returning worksites while cultivating new partnerships across diverse industries to provide career exposure, skill development, and mentorship opportunities.

TeensWork Alachua continues to strengthen the pipeline between education and workforce by equipping young people with real-world experience while supporting local businesses in developing the next generation of talent.



TEENSWORK ALACHUA CHILDREN'S TRUST OF ALACHUA COUNTY
A North Florida Goodwill Program

STUDENT SUMMER INTERNSHIP PROGRAM (JUNE & JULY 2026)

TeensWork Alachua is a summer youth employment program that provides eligible students with paid internships and job opportunities that prepare them to succeed in employment.

Students work with local businesses that offer on-the-job training and mentorship.

In addition to a paid internship, students also receive job readiness, financial and soft skills training, along with the support of a job coach. Job coaches assist students through every step of the internship process to help make the experience as meaningful as possible.

Students can participate for up to two sessions.

STUDENTS MUST WORK 17 HOURS EACH WEEK.

ELIGIBILITY REQUIREMENTS:

- 14-18 years old
- Enrolled in an Alachua County school, GED program, or high school equivalency program
- Resides in Alachua County
- Grades 7th - 11th

APPLY HERE!



<https://bit.ly/3X6jczr>

IN ADDITION TO EMPLOYMENT, STUDENTS WILL:

- Develop social skills
- Learn work norms and culture
- Understand career pathways
- Build professional networks
- Learn to manage money

CONTACT INFO: (904) 606-5178 | TWA@GOODWILLNORTHFL.ORG

CHILDREN'S TRUST OF ALACHUA COUNTY | GOODWILL INDUSTRIES OF NORTH FLORIDA | VYSTAR CHEER LEADER | CITIES FOR FINANCIAL EMPOWERMENT FUND



A North Florida Goodwill Program

SUMMER 2026 WORKSITE PROGRAM

TeensWork Alachua (TWA) employs eligible Alachua County students through partnerships with local businesses.

In addition to employment, students receive employability training throughout their internship and are assigned to a job coach who acts as a liaison between the student and partnering business.

A key goal of TWA is to help businesses create a talent pipeline by leveraging the strengths of local youth aged 14-18 years.



TWA'S SERVICES:

- Student recruitment
- Matching students to businesses
- HR onboarding
- Additional career training for students
- Payroll
- Support for employers

BUSINESS PARTNERS PROVIDE:

- 17 hours of work per week
- On-the-job training and mentorship
- Student feedback
- Time verification

REQUEST INTERNS BY 4/30



<https://bit.ly/3JXR5PK>

CONTACT INFORMATION: (904) 606-5178 TWA@GOODWILLNORTHFL.ORG



CHILDREN'S TRUST OF ALACHUA COUNTY



GOODWILL INDUSTRIES OF NORTH FLORIDA



PLANNING, RESEARCH, AND EVALUATION

Continuous Quality Improvement (CQI)

- Created CQI report for each FY2025 provider which included an evaluation of fiscal, operations, service delivery, training, data quality, and impact (performance measures).
- Facilitated internal discussion and finalization of CQI process and final reports
- Sent CQI reports to providers

Strategic Plan

- Engaged in ongoing internal development and discussion of plan components
- Met with Board member Maggie Labarta to discuss plan structure
- Refined Focus Areas and Strategies and added Rationale, Implementation Plan, Key Partnerships, and Measures of Impact to each Focus Area
- Gathered feedback from Board members on updated draft
- Worked with C. Robinson Associates to update plan delivery at Board meeting

RFP Planning

- Engaged in ongoing research, internal discussion, and planning for prevention RFP development

Board Presentations:

- Developed presentation on CQI
- FY25 Summer evaluation and presentation

Site Visits:

Visited sites to ensure compliance with contract requirements, discuss their progress in meeting performance measures, and address challenges related to data collection and SAMIS use.

Sites visited:

- Pleasant Street Family Resource Center
- Music and Arts Program for Youth
- PALS Thrive: UF Shands Psychiatric Hospital
- Kids Count After School Program

Preparation for Summer Programming:

- Head Start Summer Bridge Planning meeting
- TeensWork Alachua meetings

- Summer Literacy Convening Planning meeting with Theresa Beachy (CNE) and Heidi Keegan (UF)
- Updated summer camp contract attachments and performance targets
- Summer Camp contract negotiations with all 21 summer providers
- Planning for March Summer Kickoff and April Literacy Convening

Provider Data Support and SAMIS

- Provided ongoing data collection and reporting support to providers
- SAMIS S3 Meeting

FINANCE AND ADMINISTRATION

Reports and Addendums

- FY 2026 Budget Report (January)
- FY 2026 Checks and Expenditures Report (January)
- FY 2026 Programmatic Awards and Expenditures Report (January)

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

COMMUNICATIONS

Social Media - Key Points

- Gained **22** net followers on Facebook and **23** followers on Instagram. We also gained 11 followers on LinkedIn.
- We amassed **17.1K** views on Facebook, **215** views on LinkedIn and **2.3K** views on Instagram in the **past 30 days**. (this is doubled from last month)
- The most viewed content on our Facebook were:
 - Our post about our appearance on Tu Fiesta Radio with David Rey (**3.3K views**)
 - Our post about the Hawthorne Valentine's Day Family Craft Night (**1188 views**)
- The most viewed content on our Instagram were:
 - Our post about our appearance on Tu Fiesta Radio with David Rey (**341 views**)
 - Our post about the Hawthorne Valentine's Day Family Craft Night (**354 views**)

New Campaigns / Projects

- TeensWork advertising push: news release → television package, LinkedIn Posts, Facebook reel, Morning Show and Podcast pull quote packages, ads in Main St. Daily News and on WUFT
- Social Media push on Children's Week, 2 posts a day of photos and/or video highlighting different angles, events and goal fulfillment
- Summer Camp advertising push: coordinating with Fun4GatorKids for logos on camps, ads on 98.3
- NewboRN Marketing plan setup: ads, socials, video explainers and stories

Continuing Campaigns / Projects

- American Values Dinner
- Help Us Grow Luncheon
- Limitless Adventures
- Carseats
- Giggle advertising
- Summer Blitz
- CP Soccer
- Live monthly morning shows with Tu Fiesta
- Monthly podcast
 - Researching podcast editing programs for greater efficiency
 - Researching podcast platforms for greater reach
 - Developing promotional materials to lead people to the YouTube (and eventually the podcast platform) to hear the show
 - Pulling SOTs from taped podcasts

In the news:

- **Gainesville Sun:**
 - [Gainesville middle school makes attendance something to celebrate](#)
- **TV20:**

- [TeensWork Alachua portal opens for summer 2026*](#)
- [Alachua County commissioners discuss gun violence prevention five-year plan](#)
- [Alachua County Commission to hear presentation on 5-year strategic plan on gun violence prevention](#)
- **Alachua Chronicle:**
 - [City of Gainesville invites families to 2026 Summer Blitz](#)
 - [Gainesville City Commission hears Gun Violence Prevention Alliance strategic plan, expresses concerns about school closures in East Gainesville](#)
- **Mainstreet Daily News:**
 - [Mainstreet to print 1,800 extra copies for classroom use](#)
 - [TeensWork program offers new 2026 summer internships*](#)

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.	Finance Committee Meeting
11.4.2024	The Board requested a joint meeting with the Alachua County Library Board.	Scheduling in Progress
3.10.2025	Dr. Labarta requested a follow-up to the community needs listing.	Presentation TBA
11.10.2025	<p>Member Pinkoson moved to: Refer to staff the family eviction issue and to bring back to the Board after the new year possible recommendations to refer to the BoCC and Family Resource Centers.</p> <p>Ask the chair to bring to the BoCC the Trust's concern of family evictions and to potentially put a placeholder to fund any Trust recommendations.</p>	In progress
2.9.2026	Dr. Labarta moved that staff convene the major youth mental health providers and identify how CTAC can improve distribution of services and allot/distribute throughout the county;	In progress

SUCCESS STORIES

Pace Reach Community Counseling | Success Story

January Girl has been our longest-served participant in the program, for a little over two years. This young lady was initially referred for anxiety, depression, academic underachievement, parentification, DCF involvement and complex trauma. Throughout her time in Reach, she has experienced challenges that could have derailed her journey several times but she was determined to overcome them. She learned how to communicate her emotions effectively, advocate for herself, achieved Grace level in Growth and Change, and was involved in several school and community groups. Pace's January Girl always bought into the services and worked hard to make changes. She has since graduated from high school, currently works full-time and is enrolled in college classes.

TeensWork Alachua | Success Story

Anisa Page joined the TeensWork Alachua (TWA) program in Summer 2025 with enthusiasm, determination, and a strong desire to learn. As a new participant, she was eager to gain hands-on experience and build valuable workplace skills. Anisa was placed at Kidz'R'Kidz Daycare, where she quickly stood out as an intern. Her supervisors were instantly impressed by her initiative, positive attitude, and strong customer service skills, especially in her interactions with children and families. She consistently took a hands-on approach, stepped up wherever needed, and met regularly with her TWA Job Coach for support and mentoring. After completing the summer program, Anisa was excited to put her new career readiness and interview skills to work. She soon secured a position as a Sales Associate at one of the local Gainesville Goodwill stores where she has worked for the last few months. Her manager reports that she is doing an excellent job, describing her as hardworking, reliable, always on time, and detail-oriented in completing tasks. Anisa credits TeensWork and her job coach for helping her develop the confidence and skills that opened the door to this opportunity. We are incredibly proud to be part of Anisa's early career journey and can't wait to see all that she accomplishes next!

File Attachments for Item:

9. Fiscal Position Approval



Staff Accountant

Gainesville, FL

\$52,784 – \$66,935 Annually

POSITION: STAFF ACCOUNTANT
FLSA STATUS: EXEMPT
REPORTS TO: CHIEF FINANCIAL OFFICER
FULL PAY RANGE: \$52,784 - \$81,086
STARTING PAY RANGE: \$52,784 - \$66,935

Children's Trust of Alachua County is seeking a **Staff Accountant** to support the Finance department by maintaining accurate financial records, ensuring compliance with governmental and nonprofit accounting standards, and promoting transparency and accountability. The Staff Accountant applies initiative, discretion, judgment, and independence while performing technical, complex accounting and payroll processes. This position participates as a key member of the Finance team, including providing back-up assistance to other team members as needed. This role requires strong attention to detail, adaptability, and the ability to thrive in a small-office environment with broad accounting responsibilities.

MISSION STATEMENT

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

VISION STATEMENT

Facilitate equitable access and opportunities for all children, youth and families in Alachua County to ensure every child reaches their maximum potential.

Staff Accountant Key Responsibilities

Accounting & Financial Operations

- Maintain the general ledger and ensure accurate recording of all financial transactions.
- Process accounts payable and accounts receivable, including vendor payments and invoicing.
- Prepare and post journal entries; reconcile bank, investment, and balance sheet accounts.
- Assist with monthly and year-end closings.



Budgeting & Financial Reporting

- Assist in preparing the annual operating budget and budget amendments.
- Monitor expenditures against approved budgets, particularly taxing district funds.
- Assist in preparation of monthly, quarterly, and annual financial reports for management and the Board.
- Support financial reporting required by the county, state, and other oversight entities.

Compliance & Public Accountability

- Ensure compliance with governmental accounting standards (GASB) and applicable governmental requirements.
- Assist with preparation of annual financial statements and schedules for audits or reviews.
- Maintain documentation to support transparency and public records requests.

Taxing District & Grant Support

- Track revenues and expenditures related to the special taxing district.
- Assist with compliance reporting related to county funding agreements.
- Support grant tracking, reporting, and reimbursement requests, as applicable.

Internal Controls & Administrative Support

- Assist in maintaining and improving internal controls and accounting procedures.
- Provide general financial support to staff and assist with special projects as needed.

Staff Accountant Qualifications

Required

- Bachelor's degree in Accounting, Finance, or related field.
- 2–4 years of accounting experience
- Working knowledge of GAAP and accounting principles.
- Strong attention to detail and organizational skills.
- Proficiency in accounting software and Microsoft Excel.

Preferred

- Experience with special taxing districts, governmental funding, or public-sector reporting.



- Experience working in a small organization with broad accounting responsibilities.

Skills & Competencies

- High level of integrity and commitment to public accountability.
- Ability to manage multiple priorities and meet deadlines.
- Strong analytical and problem-solving skills.
- Clear written and verbal communication skills.
- Ability to work independently and collaboratively in a small team environment.

Work Environment & Benefits

- Small, mission-focused Special Tax District Organization.
- Opportunity to work closely with leadership and the Board.
- Competitive benefits package, including health insurance, Florida State Retirement, and paid time off.

This job description may not be inclusive of all assigned duties, responsibilities, or aspects of the job described and may be amended at any time at the sole discretion of the Children's Trust of Alachua County.

Reasonable accommodation may be made to enable individuals with disabilities to perform essential functions of the job.

Equal Employment Opportunity

This company is an equal opportunity employer and does not discriminate because of race, color, religion, sex, age, marital status, disability, veteran status, national origin, pregnancy, genetic information or any other protected category.

File Attachments for Item:

10. Continuous Quality Improvement (Bonnie Wagner)

**Item:**

Continuous Quality Improvement (Bonnie Wagner)

Requested Action:

The Board is asked to receive information.

Background:

In January 2023, Trust evaluation staff – in collaboration with providers – developed a tool and process for Continuous Quality Improvement (CQI). The annual CQI process includes shared review and reflection on program implementation for all funded programs. The tool examines several components – fiscal, communications, funding acknowledgement, population focus, service delivery, training completion, performance measures, and data quality – to support the review of shared goals, contract expectations, and evaluation results to identify ways to improve and better serve children and families.

CQI reports have been completed and shared for 81 programmatic contracts in FY2025. An overview of the purpose, tool and process, results, insights and next steps will be presented to the Board by Trust staff.

Attachments:

CQI Presentation for the Board Meeting on 03-09-2026

CQI Report – FY2025 – Example Provider CQI Report

CQI Results by Agency-Program – FY2025

Programmatic Impact:

This process reinforces on-going communication and quality improvement.

Fiscal Impact:

None

Recommendation:

Continue CQI implementation.



CHILDREN'S TRUST

OF ALACHUA COUNTY

Continuous Quality Improvement Year 4 – Evaluation Results

What is CQI?

The purpose of CQI is to:

- Intentionally review and reflect on performance.
- Engage in learning and collaborative problem solving.
- Identify support and resources to improve the system overall.
- Improve administrative processes, service delivery, and outcomes.





CQI – Categories & Ratings Examined

Component	Item	Trust Staff
Fiscal	Use of Funding Allocation: Mastering = 90% or more Advancing = 60-89% Emerging = Less than 60%	Fiscal
	Communication with the Trust.	Contract Manager
Operations	Acknowledgement of funding support.	Contract Manager
	Program is serving the intended population.	Contract Manager
Population Focus	Program is implemented with quality and according to the contract specifications.	Contract Manager
Service Delivery	Training requirements were completed.	Data Support
Training	Performance goals met established targets: Mastering = All measures met Advancing = 80-99% of measures met Emerging = Less than 80% of measures met	Evaluation
	Data is complete and accurate.	Evaluation
Performance Measures	Data was submitted on-time.	Evaluation

CQI Report

- Program Name and Description
- Program Scorecard
- CQI Purpose
- Component Rating & Definition
- Feedback from CTAC Staff
- Provider Reflection

Mastering

Advancing

Emerging



Item 10.

The Children's Trust of Alachua County CQI Report

99999 - Example Agency - Example Parenting Program

Trust Funded: 4 years (since FY2022)

Program Description Example Parenting Program aims to serve a wide range of needs for young parents and their children. Emphasis is placed on creating a welcoming, supportive, and accessible environment for young parents to get the skills and resources they need, so children meet developmental milestones and enter kindergarten prepared for success. This will be accomplished through parenting workshops, one-on-one coaching, and intensive case management and service linkage.

CQI Report Summary	
Component	Rating
Fiscal	Advancing
Population Focus	Mastering
Operations	Emerging
Service Delivery	Advancing
Training	Advancing
Performance Measures	Advancing
Data Quality	Emerging

Purpose of the Tool

The purpose of CQI is to:

- Intentionally review and reflect on performance.
- Engage in learning and collaborative problem solving.
- Identify support and resources to improve the system overall.
- Improve administrative processes, service delivery, and outcomes.

FY2025 - Result Details

Fiscal		
Item Detail	Use of Allocation	Fiscal Rating
The percent of Children's Trust funding expended by the program relative to the awarded amount.	\$ Spent \$98,250	Mastering = 90% or more of award expended. Advancing = Between 60-89% expended. Emerging = Less than 60% of award expended.
Use of Funding = \$ Spent / \$ Allocated	\$ Allocated \$125,550	
	Use of Funding 78%	
Fiscal Comments		
The Provider has successfully achieved elevation to Advancing category due to ability to draw down on funds. The provider may find it helpful to review requested budget items alongside the contract and to reference the fiscal guidelines as a helpful resource. With continued attention, there is an opportunity to strengthen the consistency and completeness of reimbursement documentation. The Finance department of the Trust will continue to offer support and friendly reminders to assist in reducing the number of late submissions.		Next year's CQI report will include additional information on timeliness and quality of reimbursement submissions.

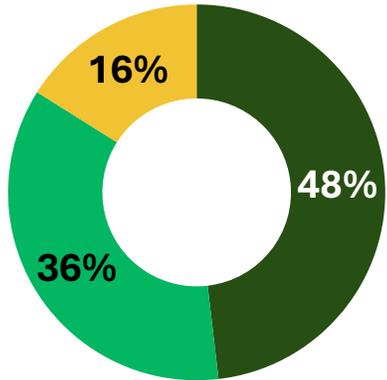
Population Focus

Item	Item Detail	Rating Options
Target Population	Population served aligns with contract requirements.	Mastering = All participants served met the eligibility criteria stipulated in the contract. Advancing = Between 90-99% of participants met the eligibility criteria stipulated. Emerging = Fewer than 90% of participants met the eligibility criteria stipulated.
	This varies by initiative; one or more of the specifications below may be used to rate if the intended population was served. <ul style="list-style-type: none"> • Alachua County Residency • Participant Age • Scholarship Eligibility 	

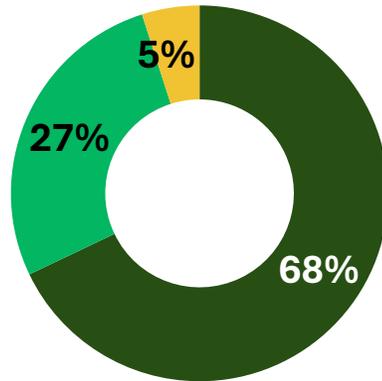
CQI Overall Results – FY2025



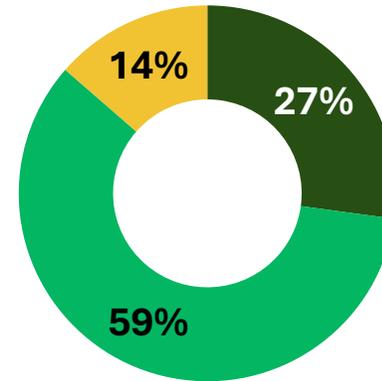
Fiscal



Population Focus



Service Delivery

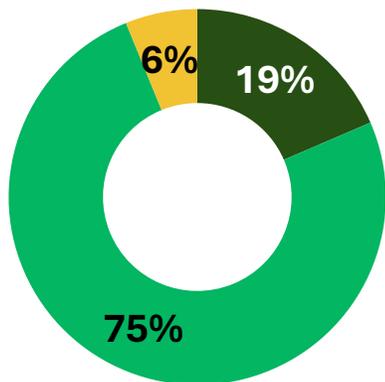


Mastering

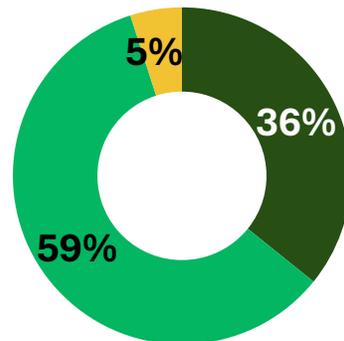
Advancing

Emerging

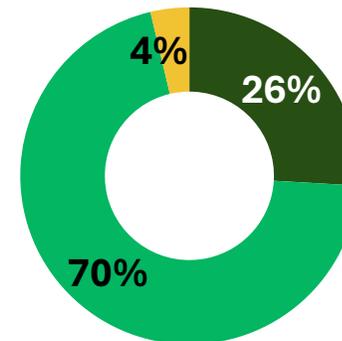
Operations



Communications



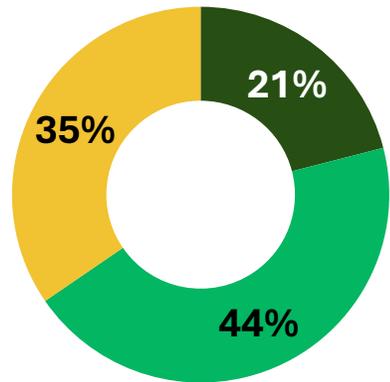
Acknowledgement



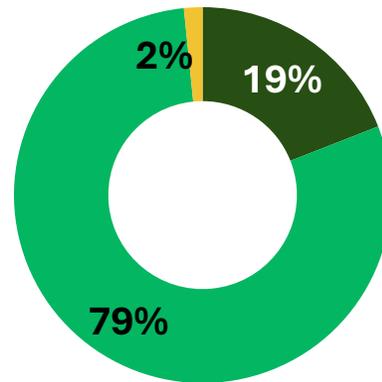
CQI Overall Results – FY2025



Performance Measures



Training

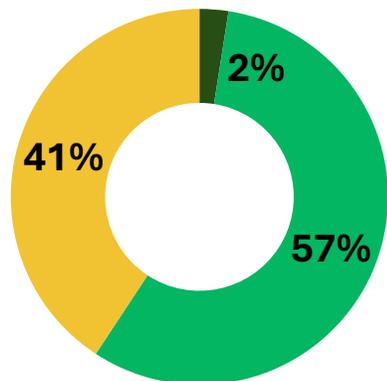


Mastering

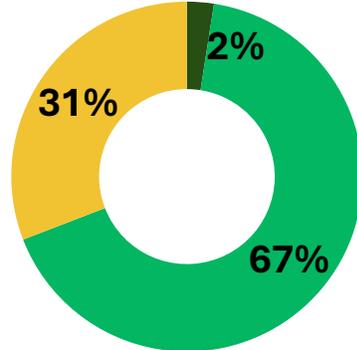
Advancing

Emerging

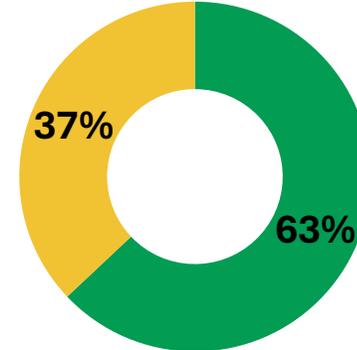
Data Quality



Quality



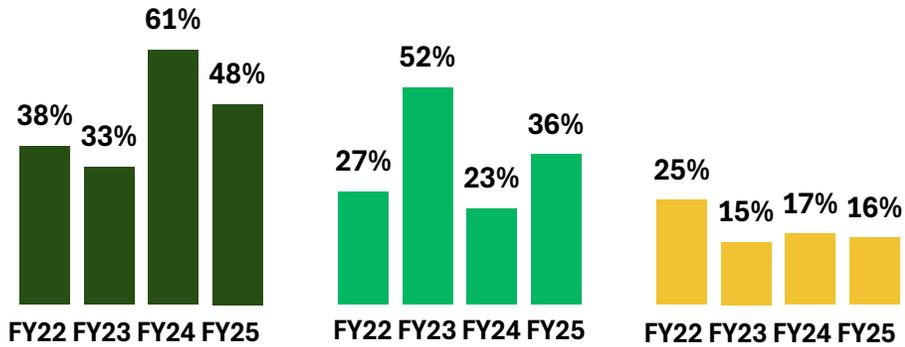
Timeliness



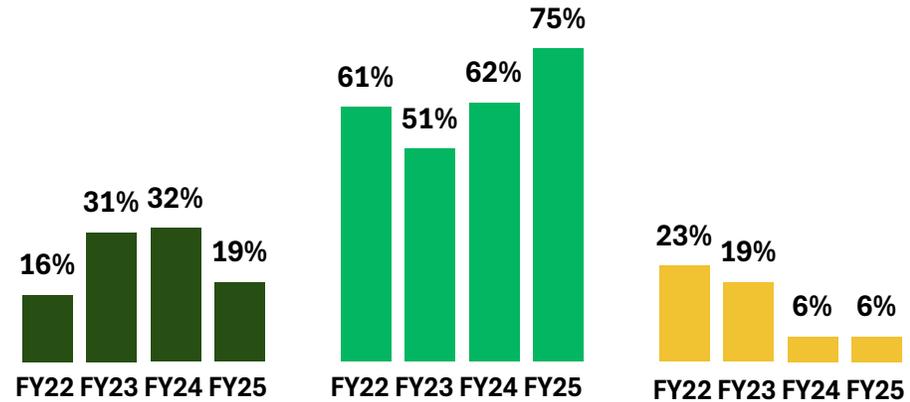
CQI Results Historically



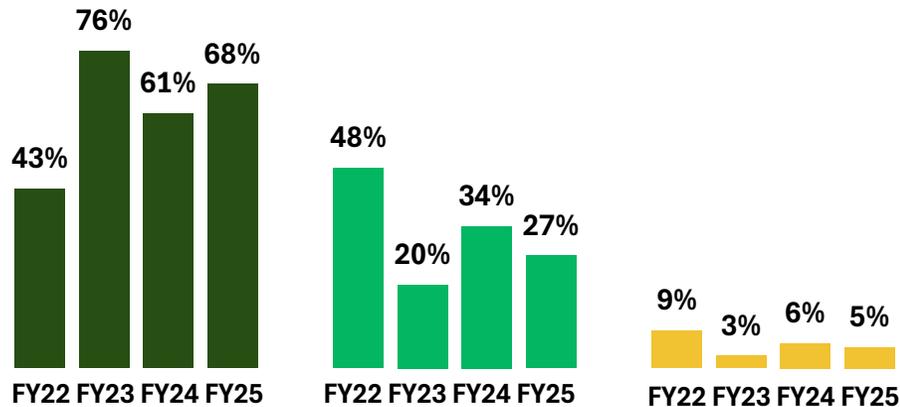
Fiscal



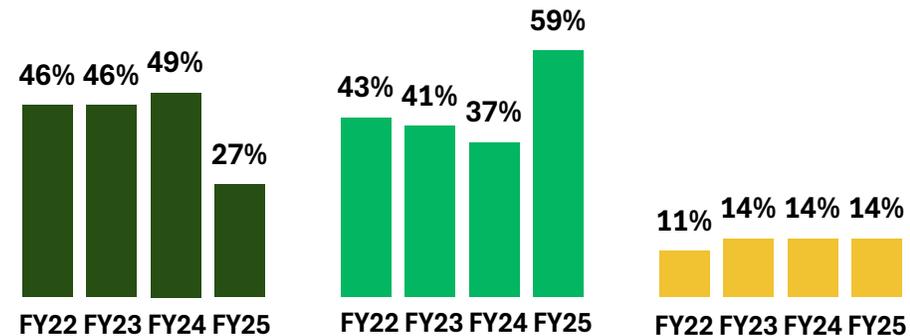
Operations



Population Focus



Service Delivery



Mastering

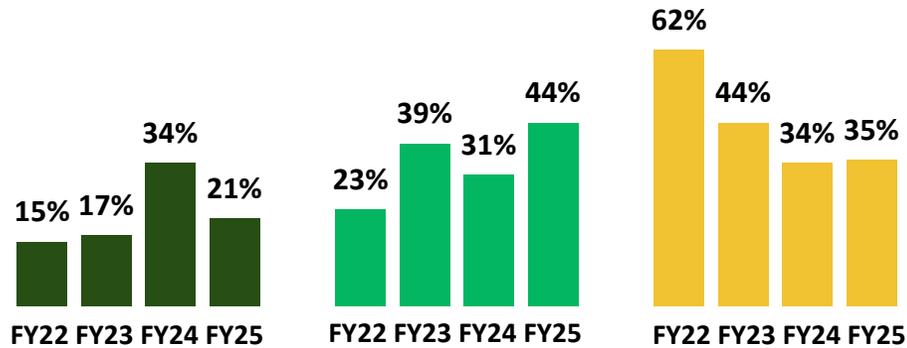
Advancing

Emerging

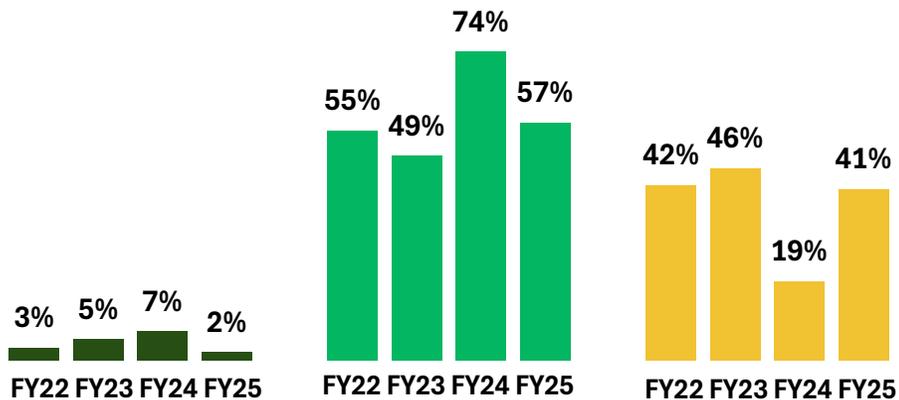
CQI Results Historically (continued)



Performance Measures



Data Quality



Performance Measures

Performance measures express shared goals and ways of measuring whether anticipated results and outcomes are achieved.

Rating Definition

- Mastering = All measures met
- Advancing = 80-99% of measures met
- Emerging = Less than 80% of measures met

Mastering

Advancing

Emerging

Data Quality

Rating Definition

- Mastering = Data quality is exceptional and allows for meaningful insights and analysis of impact and is submitted on-time.
- Advancing = Data is complete, accurate, and provides necessary details on the program's performance and is submitted on-time.
- Emerging = Data is incomplete, contains errors, or does not provide information needed to determine program performance or is submitted after the due date.

More on Performance Measures

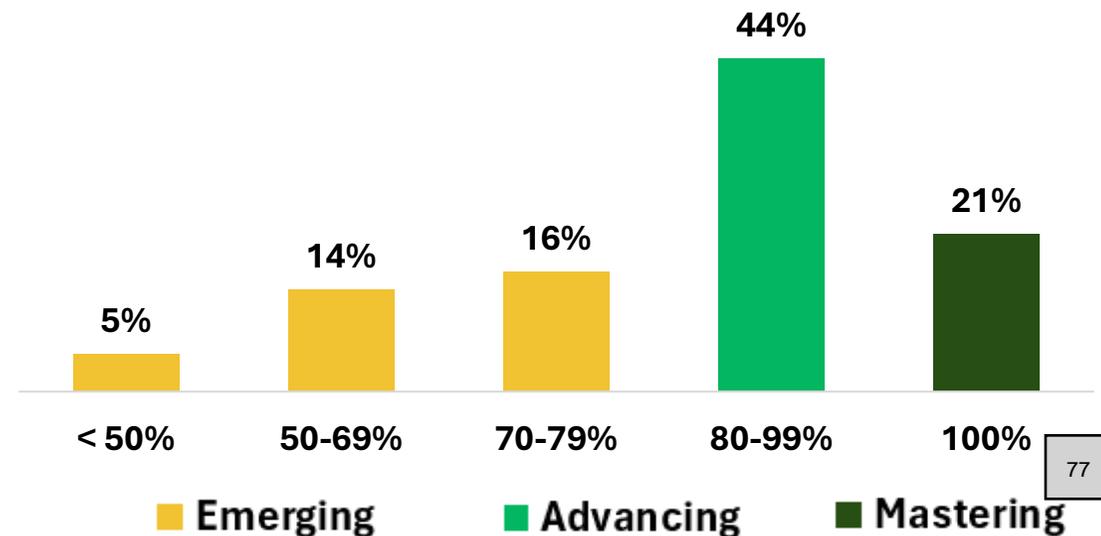
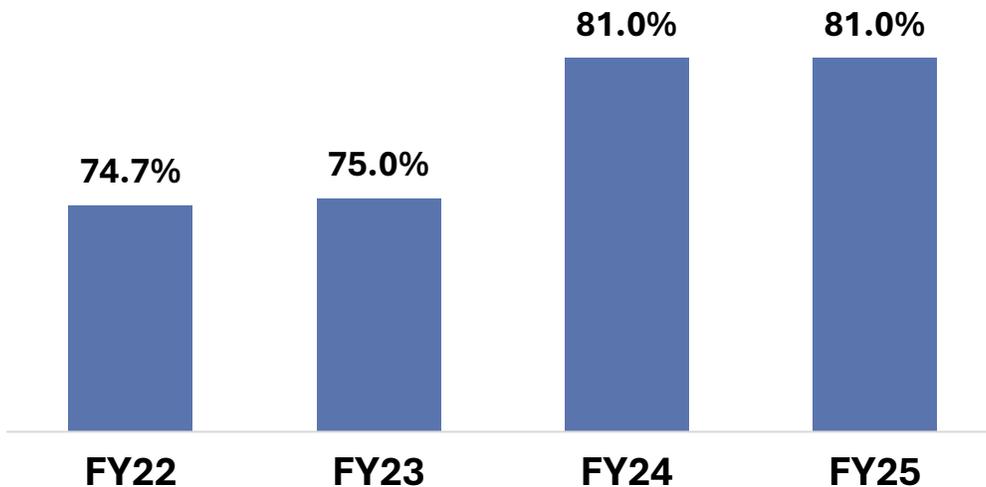


On average programs met **81%** of performance targets in FY2025.

Below shows a further breakdown of performance measure achievement among those Emerging in FY2025.

Average % of Performance Measure Targets Met across Programs by Fiscal Year

FY2025: % of Performance Targets Met by Interval





Enhancing CQI

CQI in FY2027

- CQI informational video in our Learning Management System
- Pathways for “Mastering” CQI components
- Include additional fiscal elements



CQI Results by Agency-Program – FY2025

Item 10.

Agency/Program Name	Fiscal	Population Focus	Operations	Service Delivery	Training	Performance Measures	Data Quality
Junior Achievement of Tampa Bay - 3DE	Advancing	Mastering	Advancing	Advancing	Advancing	Emerging	Emerging
Boys & Girls Clubs of Northeast Florida - Afterschool Program	Advancing	Mastering	Advancing	Emerging	Advancing	Advancing	Emerging
Deeper Purpose Community Church - Afterschool Program	Advancing	Mastering	Mastering	Mastering	Advancing	Mastering	Advancing
Gainesville Area Tennis Association - Afterschool Program	Mastering	Mastering	Advancing	Mastering	Advancing	Mastering	Emerging
Gainesville Circus Center - Afterschool Program	Mastering	Mastering	Advancing	Mastering	Advancing	Mastering	Advancing
Girls Place - Afterschool Program	Advancing	Mastering	Advancing	Advancing	Advancing	Advancing	Emerging
Kids Count in Alachua County - Afterschool Program	Mastering	Advancing	Advancing	Advancing	Advancing	Mastering	Advancing
Willie Mae Stokes Community Center - Afterschool Program	Advancing	Advancing	Advancing	Advancing	Mastering	Emerging	Emerging
The Education Foundation of Alachua County - Amplified Student Voice Coalition	Emerging	Advancing	Emerging	Advancing	Advancing	Advancing	Emerging
Early Learning Coalition of Alachua County - Child Care Tuition Assistance Partnership	Mastering	Mastering	Advancing	Advancing	Not Rated	Advancing	Emerging
AMIKIDS Gainesville - Community Workforce Development Program	Advancing	Mastering	Advancing	Emerging	Not Rated	Emerging	Emerging
Gainesville Thrives - Dolly Parton Imagination Library	Mastering	Mastering	Advancing	Advancing	Mastering	Mastering	Emerging
Doulio - Doula Coordinator and Consultant for Flourish Alachua	Mastering	Mastering	Mastering	Advancing	Not Rated	Mastering	Advancing
A&A Doula Consulting - Doula Friendly Initiative	Mastering	Mastering	Advancing	Advancing	Not Rated	Emerging	Emerging
Business & Leadership Institute for Early Learning - Master Class & Accreditation Academy	Mastering	Mastering	Mastering	Mastering	Not Rated	Advancing	Advancing
All Well Health Services - Enrichment Programming - Cadence and Calm	Advancing	Mastering	Advancing	Mastering	Advancing	Advancing	Advancing
Santa Fe College - Enrichment Programming - College Knowledge Program	Emerging	Mastering	Advancing	Emerging	Advancing	Advancing	Advancing
Crafty Gemini Youth Development - Enrichment Programming - Crafty Gemini Youth Development	Advancing	Mastering	Advancing	Advancing	Advancing	Advancing	Advancing
Cultural Arts Coalition - Enrichment Programming - Cultural Arts Coalition Science Club	Mastering	Advancing	Advancing	Advancing	Advancing	Emerging	Emerging
Dream on Purpose - Enrichment Programming - DOP REACH	Mastering	Mastering	Advancing	Mastering	Advancing	Mastering	Advancing
Lee's Preschool Center - Enrichment Programming - Each One Teach One	Advancing	Mastering	Advancing	Emerging	Advancing	Emerging	Emerging
University of Florida - Enrichment Programming - Florida Museum of Natural History	Mastering	Advancing	Mastering	Advancing	Advancing	Emerging	Advancing
Gator Junior Golf - Enrichment Programming - Gator Junior Golf	Emerging	Emerging	Emerging	Emerging	Emerging	Emerging	Emerging
IGB Education - Enrichment Programming - IGB Education	Mastering	Mastering	Advancing	Advancing	Mastering	Emerging	Emerging
Infinite Dream Builders - Enrichment Programming - Infinite Dream Builders	Mastering	Mastering	Advancing	Advancing	Mastering	Advancing	Advancing
DJ ELO Global - Enrichment Programming - Let's DJ Program	Mastering	Advancing	Advancing	Advancing	Advancing	Advancing	Advancing
Motiv8U of North Central Florida - Enrichment Programming - Motiv8U	Mastering	Mastering	Advancing	Advancing	Mastering	Advancing	Advancing
Music & Arts Program for Youth - Enrichment Programming - Music & Arts Program for Youth	Mastering	Mastering	Mastering	Mastering	Mastering	Mastering	Advancing
CE'S Underground Kitchen - Enrichment Programming - Underground Kitchen	Mastering	Advancing	Advancing	Mastering	Advancing	Advancing	Advancing
Mirror Image Leadership Academy - Evolving Leaders Academy	Emerging	Mastering	Advancing	Advancing	Not Rated	Emerging	Advancing
Pleasant Street Civil Rights and Cultural Arts Center - Family Resource Center	Advancing	Emerging	Advancing	Advancing	Not Rated	Emerging	Advancing
Willie Mae Stokes Community Center - Family Resource Center	Emerging	Advancing	Advancing	Advancing	Mastering	Advancing	Advancing
Partnership for Strong Families - Family Resource Center Consulting	Advancing	Mastering	Mastering	Advancing	Not Rated	Mastering	Advancing
Partnership for Strong Families - Family Resource Centers/Community Navigators/Help Me Grow	Advancing	Emerging	Advancing	Mastering	Mastering	Emerging	Emerging
City of Hawthorne - Freedom School	Mastering	Mastering	Advancing	Advancing	Advancing	Emerging	Advancing
University of Florida - Freedom School	Mastering	Advancing	Mastering	Mastering	Advancing	Mastering	Advancing
Gainesville for All - Gainesville Empowerment Zone Family Learning Center	Advancing	Mastering	Advancing	Advancing	Not Rated	Emerging	Emerging
ECS4Kids - Head Start Summer Bridge	Advancing	Mastering	Advancing	Advancing	Not Rated	Mastering	Advancing
Dance Alive - Let's Dance	Advancing	Mastering	Mastering	Advancing	Not Rated	Advancing	Advancing
North Central Florida Community Center - Level Up Youth & Teen Nights	Mastering	Advancing	Advancing	Emerging	Not Rated	Emerging	Emerging
University of Florida - Maternal Health/ACCESS Clinic - Perinatal Navigator	Emerging	Mastering	Emerging	Advancing	Not Rated	Emerging	Emerging

CQI Results by Agency-Program – FY2025

Item 10.

Agency/Program Name	Fiscal	Population Focus	Operations	Service Delivery	Training	Performance Measures	Data Quality
Big Brothers Big Sisters of Tampa Bay - Mentoring Program	Advancing	Advancing	Advancing	Emerging	Advancing	Emerging	Emerging
Community Impact Corporation - Mentoring Program	Emerging	Mastering	Advancing	Emerging	Advancing	Advancing	Emerging
IGB Education - Mentoring Program	Mastering	Mastering	Advancing	Emerging	Mastering	Emerging	Emerging
Made for More Foundation - Mentoring Program	Mastering	Advancing	Advancing	Emerging	Mastering	Emerging	Emerging
The Education Foundation of Alachua County - Mentoring Program - Take Stock in Children	Mastering	Mastering	Advancing	Emerging	Advancing	Emerging	Emerging
Healthy Start of North Central Florida - NewboRN Home Visiting Program	Mastering	Mastering	Advancing	Advancing	Advancing	Advancing	Advancing
UF Health Shands Psychiatric Hospital - Partners in Adolescent Lifestyle Support (PALS)	Mastering	Advancing	Mastering	Mastering	Advancing	Advancing	Emerging
PEAK Literacy - PEAK Literacy	Mastering	Advancing	Advancing	Mastering	Mastering	Emerging	Advancing
Pace Center for Girls - Reach Community Counseling Services	Advancing	Mastering	Advancing	Advancing	Advancing	Advancing	Advancing
Child Advocacy Center - Reducing Trauma to Abused Children Therapy Program	Mastering	Mastering	Advancing	Mastering	Advancing	Mastering	Advancing
University of Florida - Saving Smiles	Advancing	Mastering	Mastering	Advancing	Advancing	Advancing	Advancing
Behavior Bricks - Summer Camp	Advancing	Advancing	Advancing	Mastering	Advancing	Emerging	Advancing
Boys & Girls Clubs of Northeast Florida - Summer Camp	Advancing	Advancing	Advancing	Advancing	Advancing	Mastering	Advancing
Camp Makerie - Summer Camp	Emerging	Advancing	Advancing	Advancing	Advancing	Advancing	Emerging
Community Impact Corporation - Summer Camp	Mastering	Mastering	Advancing	Advancing	Advancing	Advancing	Emerging
Deeper Purpose Community Church - Summer Camp	Mastering	Mastering	Advancing	Advancing	Advancing	Advancing	Advancing
Gainesville Area Community Tennis Association - Summer Camp	Advancing	Mastering	Mastering	Advancing	Advancing	Advancing	Advancing
Gainesville Circus Center - Summer Camp	Mastering	Mastering	Mastering	Mastering	Advancing	Mastering	Advancing
Girls Place - Summer Camp	Emerging	Mastering	Advancing	Advancing	Advancing	Advancing	Emerging
Greater Duval Neighborhood Association - Summer Camp	Mastering	Mastering	Advancing	Advancing	Advancing	Advancing	Advancing
Hagios Early Learning Center - Summer Camp	Advancing	Mastering	Advancing	Advancing	Advancing	Advancing	Mastering
I AM STEM Foundation - Summer Camp	Mastering	Advancing	Advancing	Mastering	Advancing	Emerging	Emerging
IGB Education Corp - Summer Camp	Advancing	Mastering	Advancing	Advancing	Advancing	Advancing	Advancing
Just for Us Education - Summer Camp	Emerging	Mastering	Mastering	Advancing	Advancing	Emerging	Advancing
Kids Count in Alachua County - Summer Camp	Advancing	Mastering	Mastering	Advancing	Advancing	Advancing	Advancing
Limitless Adventures - Summer Camp	Advancing	Mastering	Advancing	Mastering	Advancing	Advancing	Advancing
Mirror Image Leadership Academy - Summer Camp	Advancing	Advancing	Advancing	Advancing	Advancing	Advancing	Advancing
Star Center Children's Theatre - Summer Camp	Emerging	Mastering	Advancing	Advancing	Advancing	Emerging	Emerging
The Concrete Rose Foundation - Summer Camp	Mastering	Mastering	Advancing	Advancing	Advancing	Advancing	Emerging
Traveling Art Camp - Summer Camp	Advancing	Advancing	Advancing	Advancing	Advancing	Advancing	Advancing
Williams Temple Church - Summer Camp	Advancing	Mastering	Advancing	Advancing	Advancing	Advancing	Advancing
University of Florida - Summer Camp - UF Crop	Emerging	Advancing	Advancing	Advancing	Advancing	Advancing	Emerging
UF College of Veterinary Medicine - Summer Camp - Vet Camp	Emerging	Mastering	Advancing	Mastering	Advancing	Emerging	Advancing
Swampbots - Swampbots Robotics	Mastering	Emerging	Emerging	Advancing	Not Rated	Advancing	Emerging
Goodwill Industries of North Florida - TeensWork Alachua	Mastering	Advancing	Mastering	Advancing	Advancing	Mastering	Mastering
Child Advocacy Center - Training - Professional Development	Mastering	Mastering	Advancing	Mastering	Not Rated	Advancing	Advancing
Genesis Family Enrichment Center - Training - Professional Development	Mastering	Mastering	Advancing	Mastering	Not Rated	Mastering	Advancing
River Phoenix Center for Peace Building - Training & Community Dialogues	Mastering	Mastering	Emerging	Mastering	Not Rated	Mastering	Advancing
The Children's Home Society of Florida - Wellness and Healthcare Navigation	Advancing	Mastering	Advancing	Advancing	Mastering	Emerging	Advancing
River Phoenix Center for Peace Building - Youth Leadership and Conflict Resolution Program	Mastering	Mastering	Advancing	Mastering	Not Rated	Emerging	Emerging

The Children's Trust of Alachua County

CQI Report

Item 10.

99999 - Example Agency - Example Parenting Program

Trust Funded: 4 years (since FY2022)

Program Description Example Parenting Program aims to serve a wide range of needs for young parents and their children. Emphasis is placed on creating a welcoming, supportive, and accessible environment for young parents to get the skills and resources they need, so children meet developmental milestones and enter kindergarten prepared for success. This will be accomplished through parenting workshops, one-on-one coaching, and intensive case management and service linkage.

CQI Report Summary	
Component	Rating
Fiscal	Advancing
Population Focus	Mastering
Operations	Emerging
Service Delivery	Advancing
Training	Advancing
Performance Measures	Advancing
Data Quality	Emerging

Purpose of the Tool

The purpose of CQI is to:

- Intentionally review and reflect on performance.
- Engage in learning and collaborative problem solving.
- Identify support and resources to improve the system overall.
- Improve administrative processes, service delivery, and outcomes.



FY2025 - Result Details

Fiscal		
Item Detail	Use of Allocation	Fiscal Rating
The percent of Children's Trust funding expended by the program relative to the awarded amount.	\$ Spent \$98,250	Mastering = 90% or more of award expensed.
Use of Funding = \$ Spent / \$ Allocated	\$ Allocated \$125,550	Advancing = Between 60-89% expensed.
	Use of Funding 78%	Emerging = Less than 60% of award expensed.
Fiscal Comments		
The Provider has successfully achieved elevation to Advancing category due to ability to draw down on funds. The provider may find it helpful to review requested budget items alongside the contract and to reference the fiscal guidelines as a helpful resource. With continued attention, there is an opportunity to strengthen the consistency and completeness of reimbursement documentation. The Finance department of the Trust will continue to offer support and friendly reminders to assist in reducing the number of late submissions.		Next year's CQI report will include additional information on timeliness and quality of reimbursement submissions.

Population Focus

Item	Item Detail	Rating Options
Target Population	Population served aligns with contract requirements.	Mastering = All participants served met the eligibility criteria stipulated in the contract.
	This varies by initiative; one or more of the specifications below may be used to rate if the intended population was served.	Advancing = Between 90-99% of participants met the eligibility criteria stipulated.
	<ul style="list-style-type: none"> • Alachua County Residency • Participant Age • Scholarship Eligibility 	Emerging = Fewer than 90% of participants met the eligibility criteria stipulated.

Operations

Item	Item Detail	Rating Options
Communication with the Trust	Program maintains a working email address and responds within 3 business days from the time the email was received; notifies the Trust Contract Manager of any changes in e-mail, staff, Board of Directors, postal mailing address, etc. within twenty-four (24) hours of the change; has included Trust Contract Manager in any mailing lists utilized for the purpose of announcements, status reports, and the like.	Mastering = Communication with Trust staff exceeds contract requirements. Advancing = Communication with Trust staff meets contract requirements. Emerging = Communication with Trust staff does not meet contract requirements.

Feedback from CTAC staff:

Communications: Provider was unresponsive to multiple calls and emails from CTAC staff to schedule a site visit. After CTAC arrived at the scheduled visit time the building was locked and empty. This all delayed the site monitor process significantly and better communication is needed.

Item	Item Detail	Rating Options
CTAC Funding Acknowledgement	Provider acknowledges the Trust's support as specified on the Trust website, including (but not limited to): <ul style="list-style-type: none"> Trust logo on website with live link Award acknowledgements in media or social media posts Trust logo on promotional materials (flyers, t-shirts, etc) See more: Provider Resources Children's Trust 	Mastering = Multiple efforts to acknowledge the Trust funding as specified (& beyond). Advancing = Specific efforts are made to acknowledge Trust support. Emerging = More effort is needed in acknowledging the Trust's support.

Feedback from CTAC staff:

Acknowledgement: Provider has ensured the CTAC logo is prominently displayed on program materials, on their website, and in social media posts.

Service Delivery

Item	Item Detail	Rating Options
Program Monitoring and Site Visits	The program is implemented with quality, adhering to contract specifications with proactive measures to ensure safety. This varies by initiative; one or more of the specifications below may be considered in the service delivery rating. <ul style="list-style-type: none"> Administrative Practices / Procedures Delivery of Activities / Youth Engagement Staffing: Ratios/Qualifications/Credentials 	Mastering = Program implementation is exceptional or exceeds contract requirements. Advancing = Service delivery & administrative implementation meets requirements. Emerging = Service delivery and program implementation need improvement.

Feedback from CTAC staff:

Service Delivery: Though a small turnout, services provided were appropriately staffed, implemented according to the curriculum, and parents were engaged in the workshop.

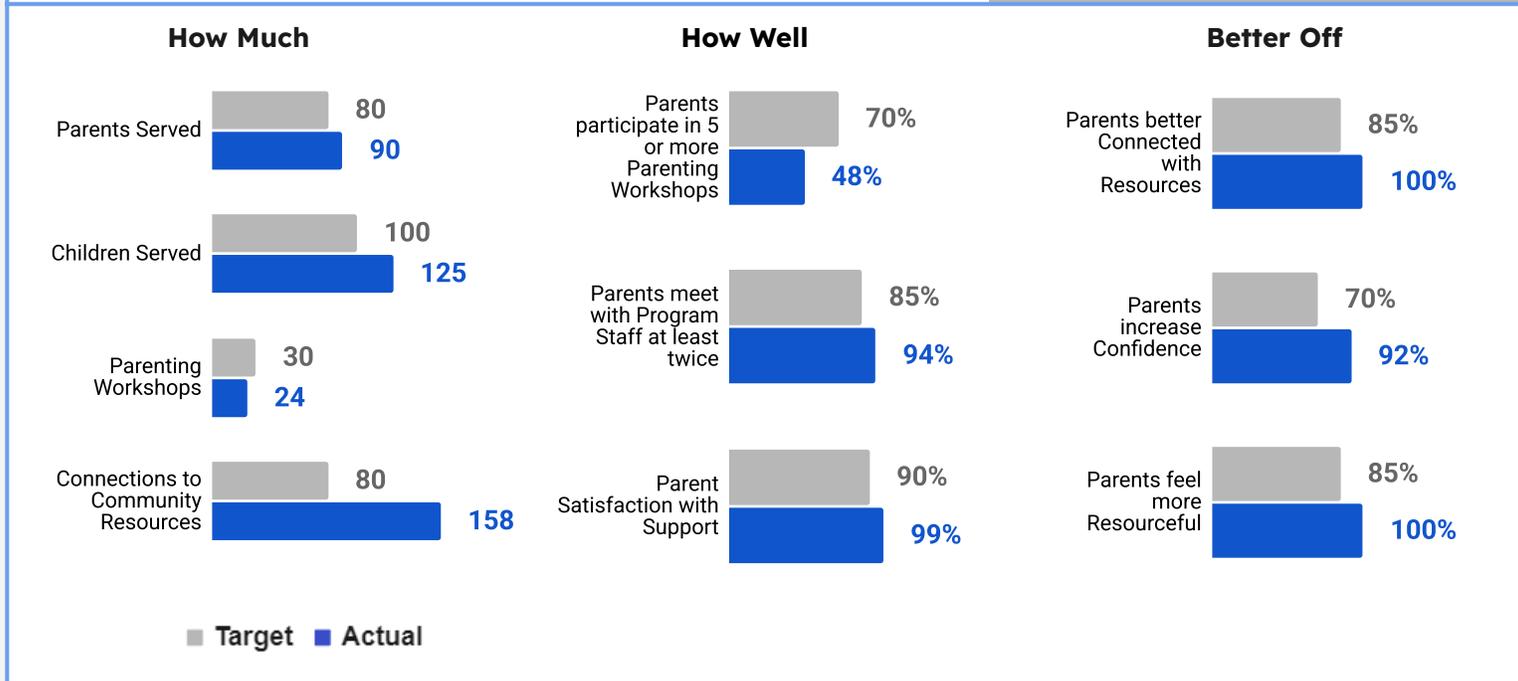
Training

Item	Item Detail	Rating Options
Training & Professional Development in Working with Youth	Programs are expected to have staff attend a minimum of 30 hours of training during the term of the contract. Below lists required trainings in FY2025. <ol style="list-style-type: none"> 1) Trauma Informed Care 2) Working with Children with Disabilities 3) Child Abuse Reporting 4) Human Trafficking These trainings can be accessed through the " Training Link " on the SAMIS home screen. Trainings attended outside of SAMIS also can count towards training requirement/hours.	Mastering = Provider met and exceeded training requirements (above average of training hours) Advancing = Provider met training requirements. Emerging = Provider did not meet training requirements.

<u>Completion Status</u>	<u>Training Requirement</u>
✓	Trauma Informed Care
✓	Working with Children with Disabilities
✓	Child Abuse Reporting
✓	Human Trafficking
32	Total Hours Completed

Performance Measures

Item	Item Detail	Rating Options
Performance Measures	<p>Performance measures express shared goals and ways of measuring whether anticipated results and outcomes are achieved. CTAC uses Results Based Accountability, which is a framework for defining success measures based on:</p> <ul style="list-style-type: none"> How Much? (quantity) How Well? (quality) Is Anyone Better Off? (impact) 	<p style="background-color: #e0e0e0; padding: 2px;">Mastering = All measures met.</p> <p style="background-color: #008000; color: white; padding: 2px;">Advancing = 80-99% of measures met.</p> <p style="background-color: #e0e0e0; padding: 2px;">Emerging = Fewer than 80% of measures met.</p>



Data Quality

Item	Item Detail	Rating Options
Quality	<p>Quality data is complete, accurate, and describes in sufficient detail the program performance as requested. This often considers demographics, attendance/participation, and survey completion. Data collection requirements, processes, deliverables, and due dates are outlined in the contract.</p>	<p style="background-color: #e0e0e0; padding: 2px;">Mastering = Data quality is exceptional and provides or allows for meaningful insights and analysis of impact.</p> <p style="background-color: #008000; color: white; padding: 2px;">Advancing = Data quality is complete, accurate, and provides necessary details on the program's performance as requested.</p> <p style="background-color: #e0e0e0; padding: 2px;">Emerging = Data is incomplete, contains errors, or does not provide needed information to determine program performance.</p>
Timeliness	Data is submitted as outlined in the contract	<p style="background-color: #e0e0e0; padding: 2px;">Advancing = Data was submitted on or before the due date.</p> <p style="background-color: #ffcc00; padding: 2px;">Emerging = Data was submitted after the due date.</p>

Feedback from CTAC staff:

Performance Measures: Provider met 8 of 10 performance targets (80%). The two targets not met were related to hosting and gaining attendance at the parent workshops, which was a struggle this year due to staff vacancies and low parent engagement. In FY2026, inviting more guest speakers along having a staff plan to address vacancies should be implemented where possible. Provider did an excellent job meeting all other program performance goals!

Data Quality: Ultimately all required data was submitted but it took many reminders and was well beyond the due date. Let's consider how survey completion rates could be improved moving forward.

Historical Summary of CQI Performance

CQI Component	FY2022	FY2023	FY2024	FY2025
Fiscal	Emerging	Mastering	Mastering	Advancing
Operations	Emerging	Emerging	Advancing	Emerging
Service Delivery	Emerging	Emerging	Mastering	Advancing
Population Focus	Advancing	Mastering	Mastering	Mastering
Performance Measures	Advancing	Advancing	Emerging	Advancing
Data Quality	Emerging	Emerging	Advancing	Emerging

* For more details on "Emerging" ratings see commentary in associated sections of this report.

Contract Manager Comments

Example Agency has been a strong community partner throughout this period. They continued to collaborate with other organizations while fostering a supportive community for parents and caregivers. Although they experienced a staff transition during the contract period, the transition was seamless, and they remained fully engaged with CTAC.

Provider Reflection

Notable challenges that impacted meeting operational or programmatic goals.

Unfortunately, we had turnover in our Parenting Coordinator position during this fiscal year. This impacted operational functions and the achievement of programmatic goals significantly.

Areas of Opportunity & Future Plans.

Young people continue to face growing challenges related to community violence, housing, education, employment, and rising cost of living. The Trust should consider...

File Attachments for Item:

11. FY 25 - 26 Summer Camp Evaluation and Overview



Summer Camp 2025 Results (Amy Wagner)

Requested Action:

The Board is asked to receive information

Background:

The Children's Trust initiated its first year of a new three-year cycle funding summer camp experiences for Alachua County children who demonstrate need. In summer 2025, the Children's Trust funded twenty-two organizations (excluding Freedom Schools) to provide summer camp for 1,117 children.

Attachments:

Board Presentation – 2025 Summer Camp Program Results on 03.09.2026

Programmatic Impact:

This program supports:

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

Fiscal Impact:

FY2025 Allocation: Summer Camp – \$1,840,000



Summer Camp: 2025

Year 1 Evaluation Results

Children's Trust of Alachua County

Amy Wagner, Ed.D.

March 2026

Purpose Statement

This report evaluates year one of a three-year grant cycle for summer camps funded by the Children's Trust of Alachua County (CTAC). The purpose of this report is to provide insights into the program's performance, including successes and opportunities for improvement. 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, we aim to strengthen services and outcomes for children and youth.

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References

Executive Summary

The Children's Trust of Alachua County offered summer camp programming to Alachua County youth to provide fun, adventure, and learning in safe environments with nurturing, caring adults. Campers had the opportunity to develop new passions, make lasting friendships, gain confidence, build new knowledge and skills, and express themselves. CTAC provided funding to ensure children from low and middle income Alachua County families were able to participate in summer camp.

The purpose of this report is to share results from 2025 summer camp programming and provide insight into performance, successes, and areas for improvement moving into the next fiscal year. This evaluation does not include two Freedom School summer camps funded under the same summer camp RFP (request for proposals). Key findings are highlighted below:

Performance Results:

- 22 camps funded on 26 sites
- 1,117 children and youth served

- 33 program days offered by camps on average, ranging from 5 to 50
- 6.9 weeks of programming offered on average, ranging from 1 to 10
- 87% of campers attended camp for the number of days they planned to attend, on average
- 396.9 hours of training provided to camp counselors

Key Success:

- 96% of families were satisfied with the camp experience overall
- 91% of families were satisfied with the learning activities offered
- 95% of families reported their children enjoyed their camp experience
- Campers reported positive camp experiences, particularly around activities, field trips, and relationships built with peers and staff
- Staff reported positive experiences working at camp
- Providers reported positive literacy experiences for campers

Areas of Opportunity:

- Camp providers plan to start recruitment and enrollment processes earlier to potentially increase number of children served.
- Continue to focus on staff professional development, with CTAC support, so all staff feel equipped to succeed in their role.

Introduction

In February 2025, the Children’s Trust of Alachua County facilitated a competitive procurement process to identify qualified organizations to provide summer camp programming to Alachua County children and youth. The purpose of the initiative was to provide fun and enriching summer programming to children and youth from low and middle income Alachua County families in a safe environment with nurturing, caring adults. 25 summer camps were

awarded funding through the procurement process and 22 camps completed the contract negotiation process to implement programming.

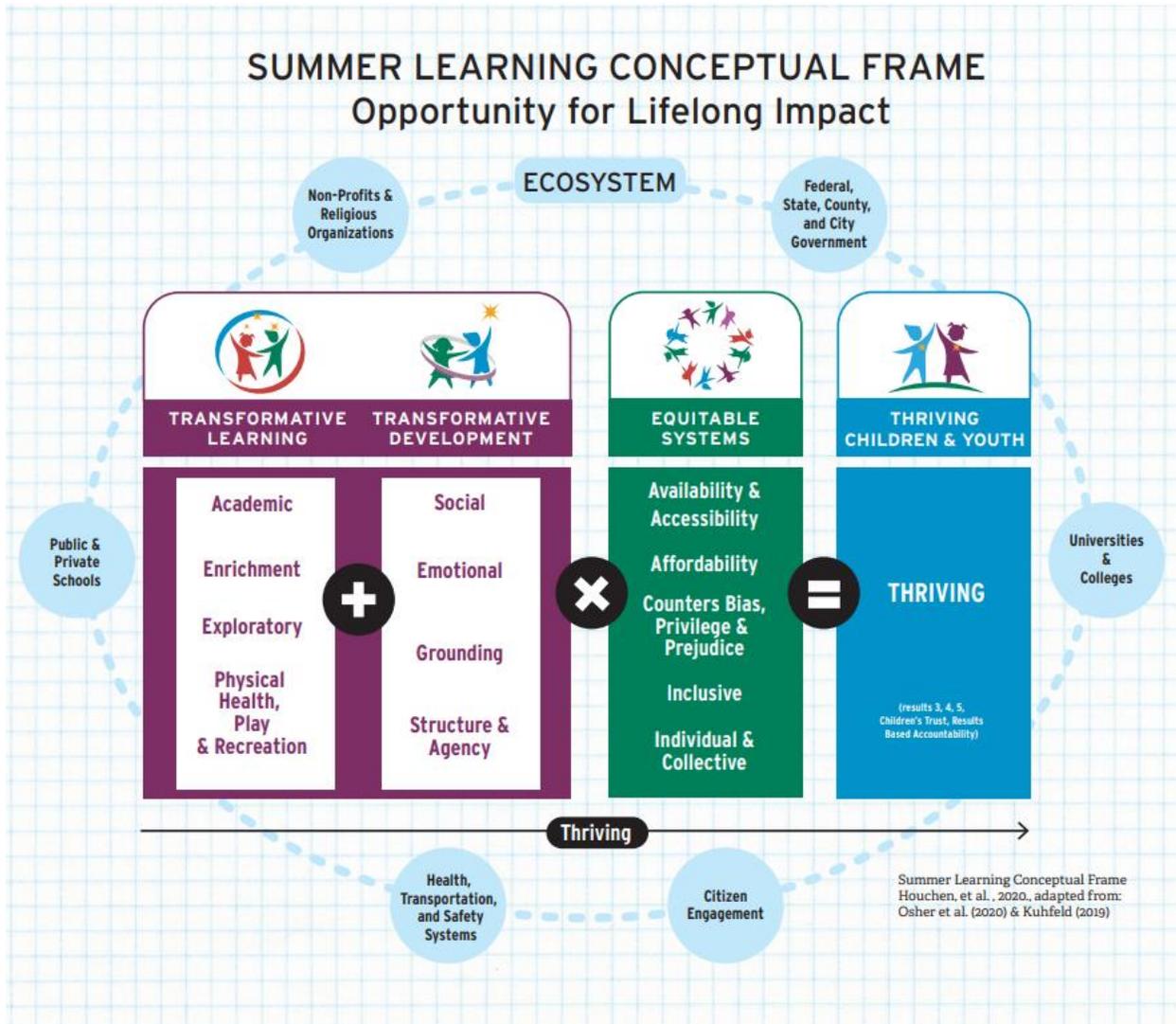
Why is summer camp important?

The Youth Development Research Practice Partnership (2021) reports, “a robust, accessible system of structured and safe summer programming is foundational to a community’s well-being” (Houchen et al., 2021, p. 12). Such a system enables children and families to thrive by providing structured supervision while parents work and nurturing environments where children can explore their interests, build relationships, and explore what it means to be community citizens (Houchen et al., 2021).

Additionally, family income contributes to a summer opportunity gap between low income and wealthier children. A 2011 study found 38% of rising first grade children from households at or above 200% of the federal poverty level attended a summer day camp, compared with 13% of children in families at 100-199% of the federal poverty level and 7% of families at income below 100% of the federal poverty level (Redford et al., 2018). Children from lower income families watched more television and spent less time talking with parents during summer months than children from higher income households (Gershenson, 2013 as cited in Redford et al., 2018). They were also less likely to engage in experiences like visiting the beach, a state or national park, an aquarium or zoo, an amusement park, or attending a play or concert (Redford et al., 2018). Differences in summer experiences may contribute to the persisting academic achievement gap between low income and higher income children and youth, ultimately influencing gaps in future education, career, and earning potential (Redford et al., 2018).

Best practices: Summer camp framework

The Youth Development Research-Practice Partnership completed a summer needs assessment for CTAC in 2021 which included recommendations for programming within a Summer Learning Conceptual Framework.



CTAC emphasized in the RFP for funding that providers offer activities under the Transformative Learning section of the conceptual framework, which focuses on academic, enrichment, exploratory, physical, health, play, and recreation focused activities. Academic activities, including literacy focused programming, are those designed to improve success in

school and are typically led by highly trained staff. Enrichment activities broaden knowledge and can include STEM, arts, and music, and explorative activities encourage active inquiry, decision making, and problem solving. Physical, health, play and recreation activities focus on fun, physical activity, and health. CTAC also encouraged providers to focus on Transformative Development, which includes building campers' social skills, emotional development, including self-awareness and confidence, and grounding, to improve campers' sense of identity and role in the larger community. Providers were also required to maintain daily activity schedules, providing structure to camp days, and youth agency, allowing youth to contribute to the planning of activities that align with their interests.

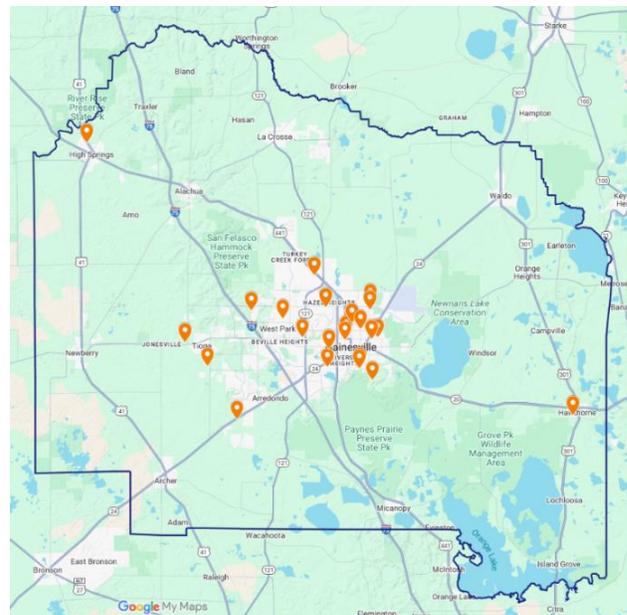
Key Questions

The following key questions address CTAC's summer program design, youth served, attendance, staff, literacy programming, and ultimately the impact of programming on Alachua County children and families served.

CTAC Summer Program Design

Where were camps located in Alachua County?

CTAC funded 22 summer camps; three camps operated on more than one site, so camps took place in 26 sites across 15 zip codes. 23 camp sites were located in the city of Gainesville, and three camp sites were located in Hawthorne, High Springs, and Newberry respectively.



What were the goals of camp?

Camps focused on a range of goals and topic areas. Four camps provided programming in the arts, including both performing and visual arts, and four camps aimed to expose youth to STEM or STEAM activities and professions (science, technology, engineering, arts, and mathematics). Six camps led programming where youth learned the importance of civic engagement and building community. Five camps aimed to help youth prepare for college and careers. 14 camps (63%) included an academic component and twelve of those camps focused on literacy skill building specifically. 14 camps (63%) aimed to help youth develop social emotional skills; skills focused on building relationships, making responsible decisions, and managing emotions. Two camps focused on serving special needs children, with an emphasis on building friendships, social skills, and life skills. Most camps incorporated field trips into programming, and all aimed to provide a nurturing, fun, enriching environment for youth.

What was the scholarship and enrollment process?

To qualify for a CTAC summer camp scholarship, a child needed to be an Alachua County resident, be entering kindergarten through twelfth grade, and meet at least one of three income requirements: The family was living at or below 300% of the federal poverty guidelines, the family received SNAP benefits, and/or the child was in foster care, voluntary formal kinship care, or under case management supervision.

Persons in Household	48 Contiguous States and D.C. Poverty Guidelines (Annual)						
	100%	133%	138%	150%	200%	300%	400%
1	\$15,060	\$20,030	\$20,783	\$22,590	\$30,120	\$45,180	\$60,240
2	\$20,440	\$27,185	\$28,207	\$30,660	\$40,880	\$61,320	\$81,760
3	\$25,820	\$34,341	\$35,632	\$38,730	\$51,640	\$77,460	\$103,280
4	\$31,200	\$41,496	\$43,056	\$46,800	\$62,400	\$93,600	\$124,800
5	\$36,580	\$48,651	\$50,480	\$54,870	\$73,160	\$109,740	\$146,320
6	\$41,960	\$55,807	\$57,905	\$62,940	\$83,920	\$125,880	\$167,840
7	\$47,340	\$62,962	\$65,329	\$71,010	\$94,680	\$142,020	\$189,360
8	\$52,720	\$70,118	\$72,754	\$79,080	\$105,440	\$158,160	\$210,880

[Reference: 2025 Federal Poverty Guidelines](#)

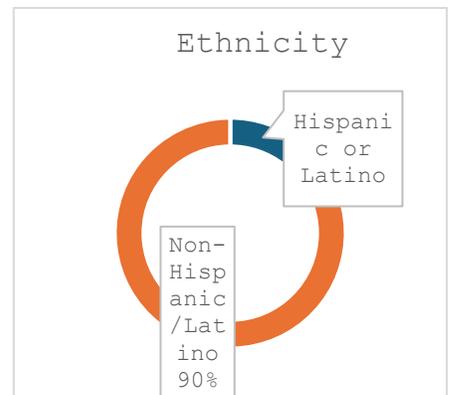
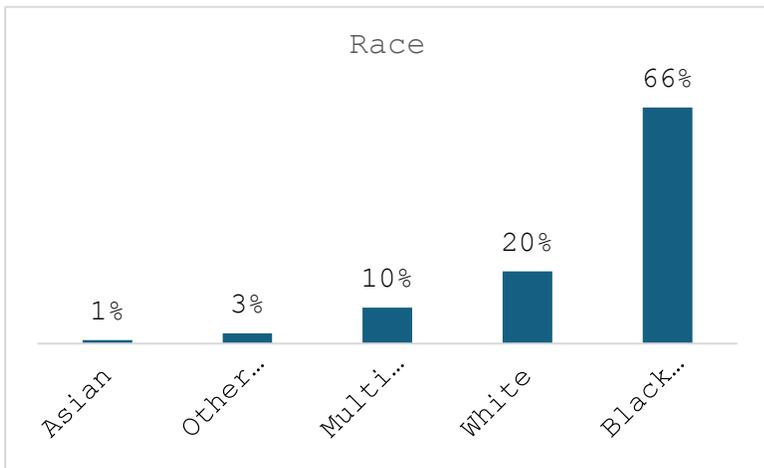
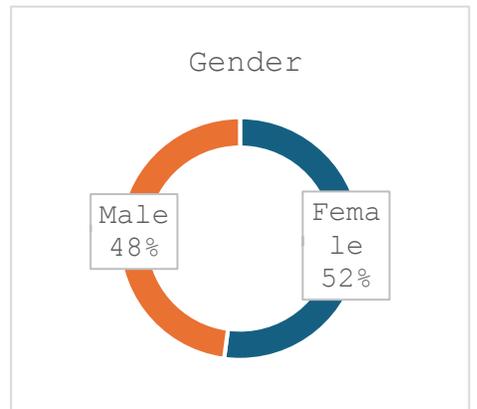
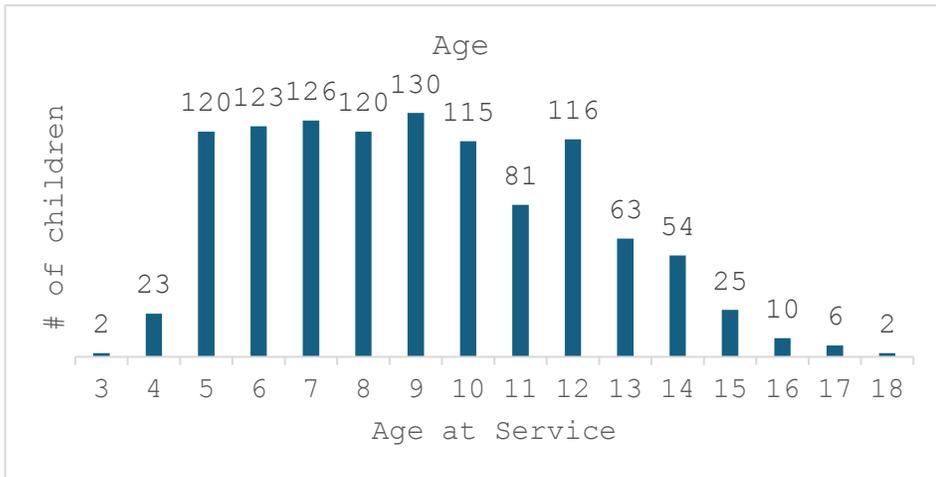
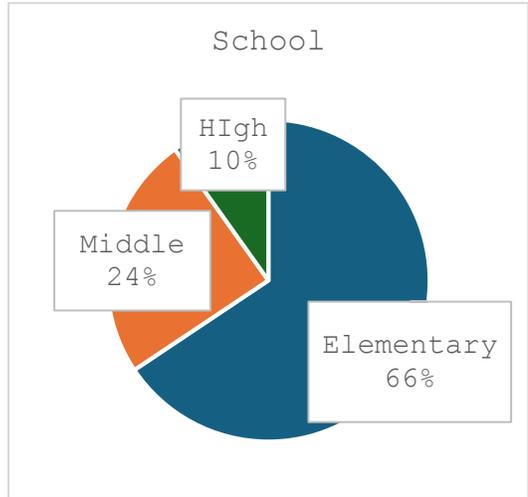
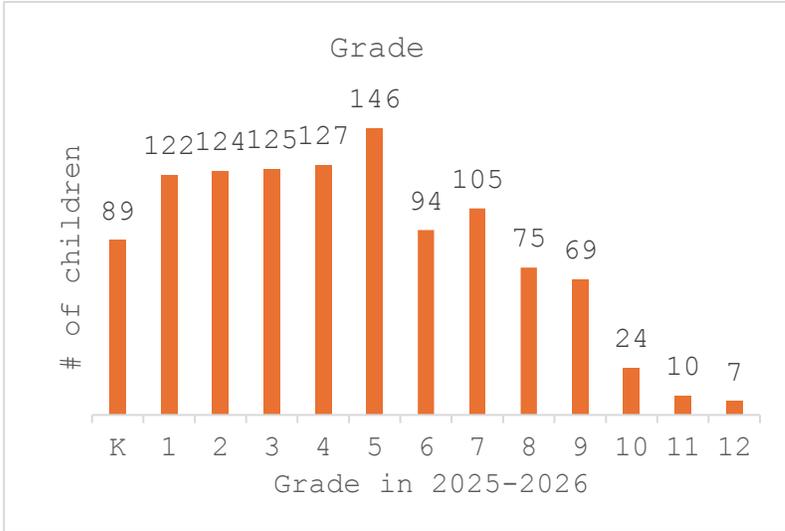
Families completed an enrollment form for each child to participate in camp on which they indicated the child's scholarship eligibility and provided documentation to verify eligibility. Acceptable documents included an income statement, SNAP eligibility letter, or placement letter if child was in foster care, volunteer formal kinship care, or under case management supervision. Families needed to meet at least one eligibility criterion but were encouraged to indicate if they met more than one criterion. All families provided the number of children and adults in the household and the family's annual household income.

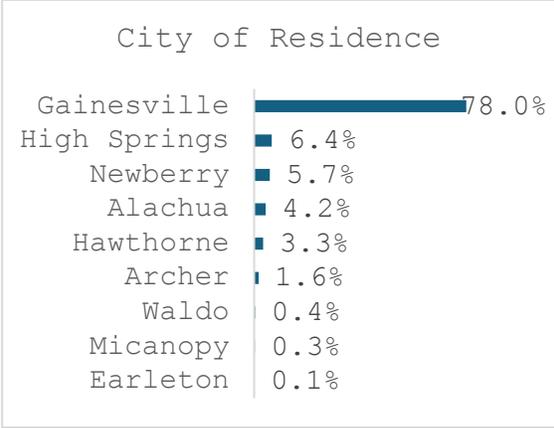
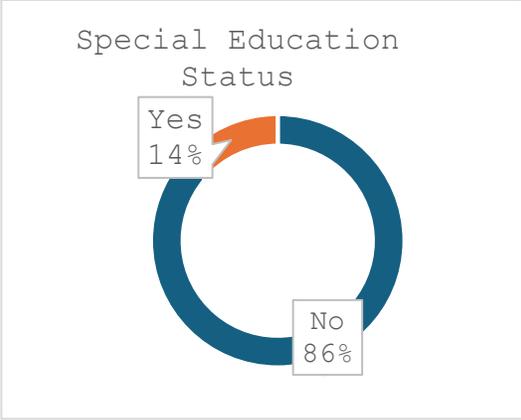
Children and Youth

Who were the children and youth served?

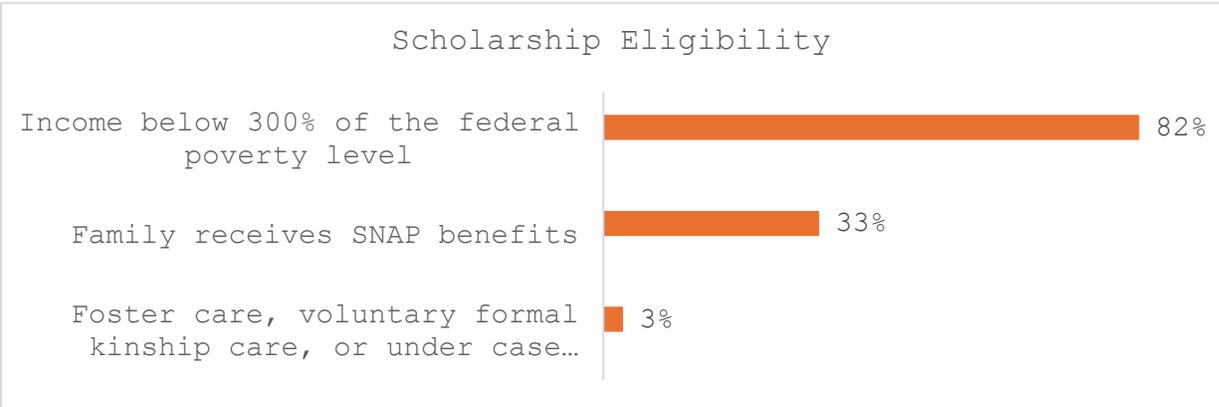
In 2025, 1,117 children and youth were served in CTAC funded summer camps. A child needed to attend camp three or more days during at least one week for the camp to receive funding for that child. 16 additional children attended camp but did not attend three or more days during at least one week, so were not included in the total number of children served. 16/22 providers (72%) served the number of children they originally planned to serve (met their performance target for number of children served).

More than half of youth served (57%) were aged 9 and under, and 66% were in elementary school. The average age was 9.0. Most youth were female (52%), Black or African American (66%), and Non-Hispanic/Latino (90%). Most of the children served (78%) lived in Gainesville. CTAC served 154 children (14%) who indicated they had a Special Education Status. CTAC funded two camps specifically for children with special needs, which served 86 children.





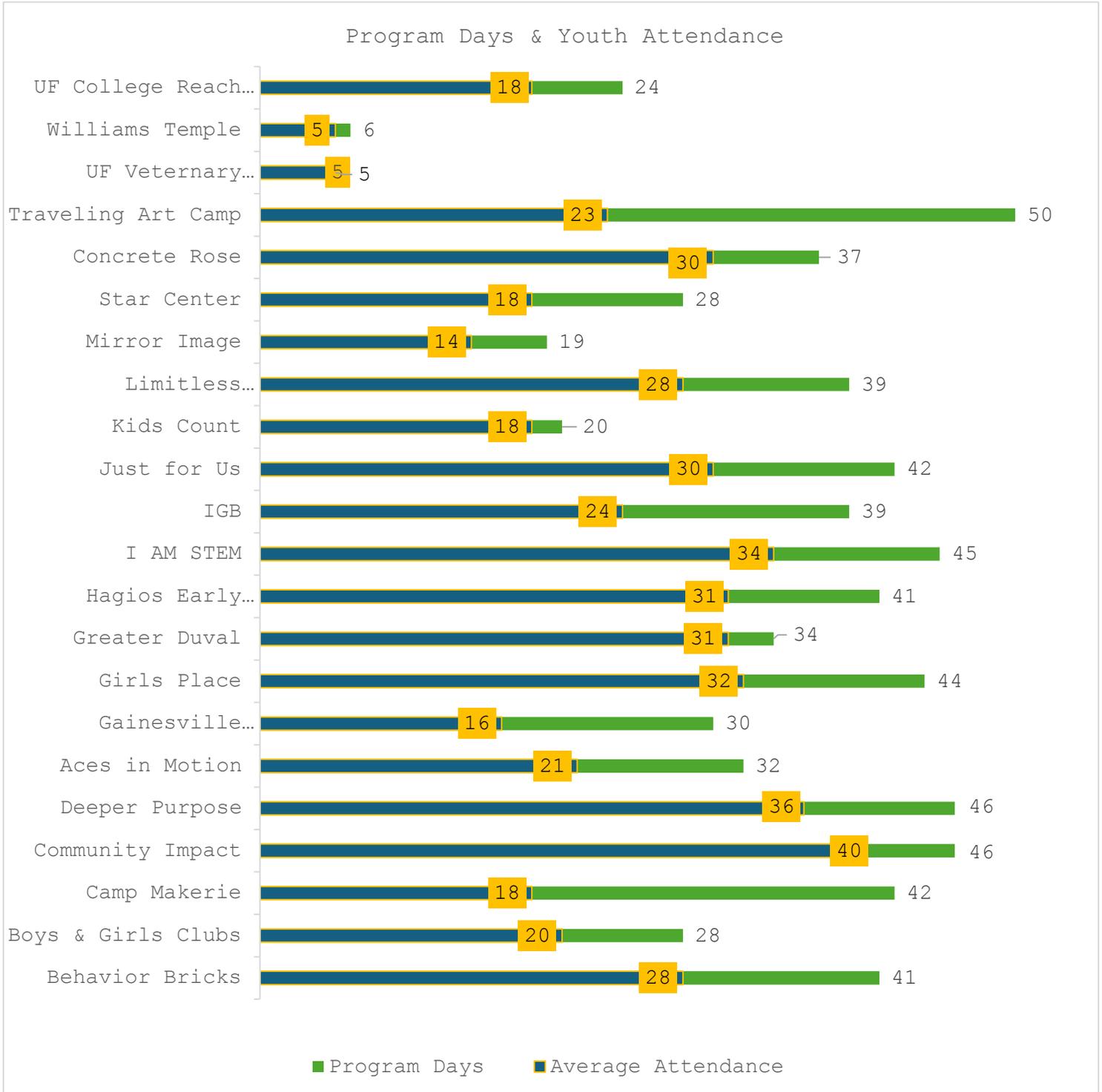
82% of children came from families living at or below 300% of the federal poverty level, 33% received SNAP benefits, and 3% were foster care, volunteer formal kinship care, or under case management supervision. The average household income was \$64,166.67, the average family size was 4.1, and the average number of children in the household was 2.7.



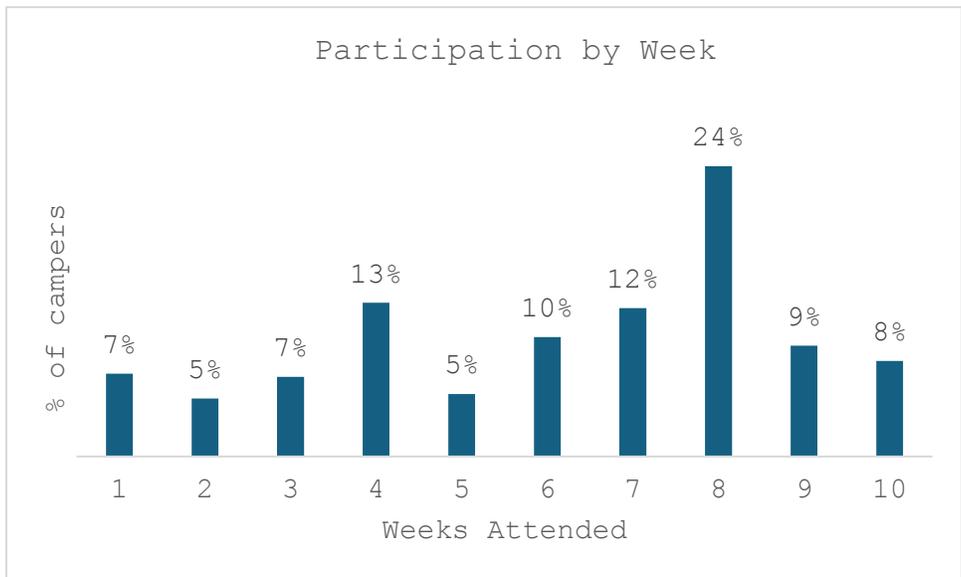
How much programming was offered and how much did youth participate?

Camps offered an average of 33 days, ranging from five to 50 days. 17/22 providers (77%) met their target for number of camp days offered; Five providers were open fewer days than they originally planned. Children attended an average of 23 days, 73% of program days offered. Children indicated on a calendar on their enrollment form the number of days they

planned to attend camp; campers attended an average of 87% of the days they planned to attend. All providers met their target of children attending at least 75% of the days they planned to attend.



More than half of providers (63%) offered 7-10 weeks of camp. Youth attended an average of 6.1 weeks of camp, with the majority (53%) attending 7-10 weeks.



Camp Staff

Relationships, particularly with staff, are central components of almost every aspect of youth programming. Quality staff training helps promote nurturing relationships and positive youth development, as most staff need to build knowledge in these areas (Henderson et al.,

2006). Summer camp staff completed both pre and post summer surveys that provided insight into staff preparation and training and how staff experienced camp. Survey results indicated most staff felt training equipped them to succeed in their role and most had a positive, impactful summer experience.

Why is high quality staff training important?

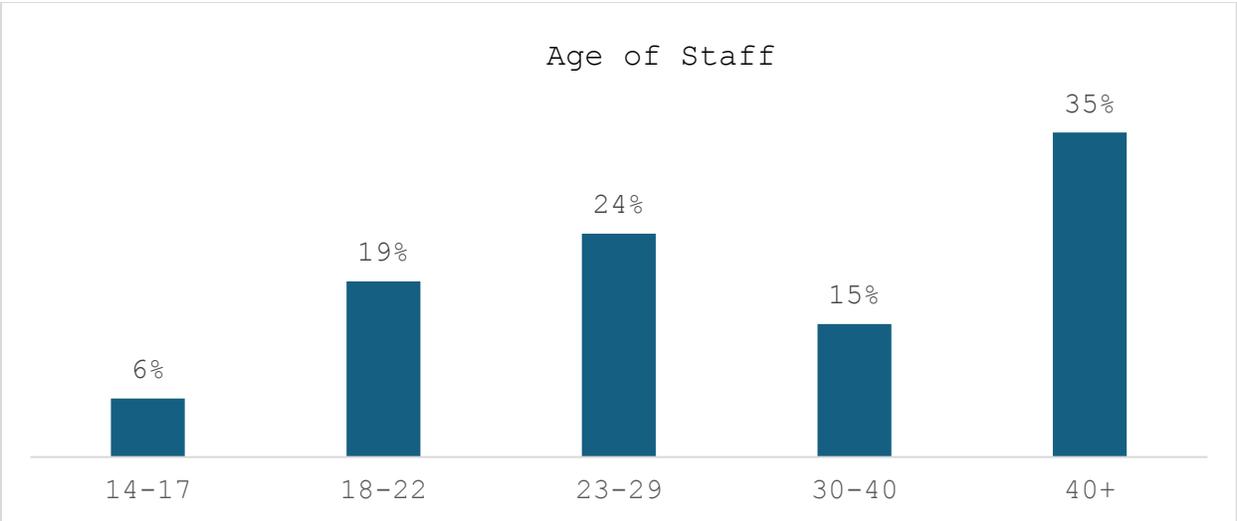
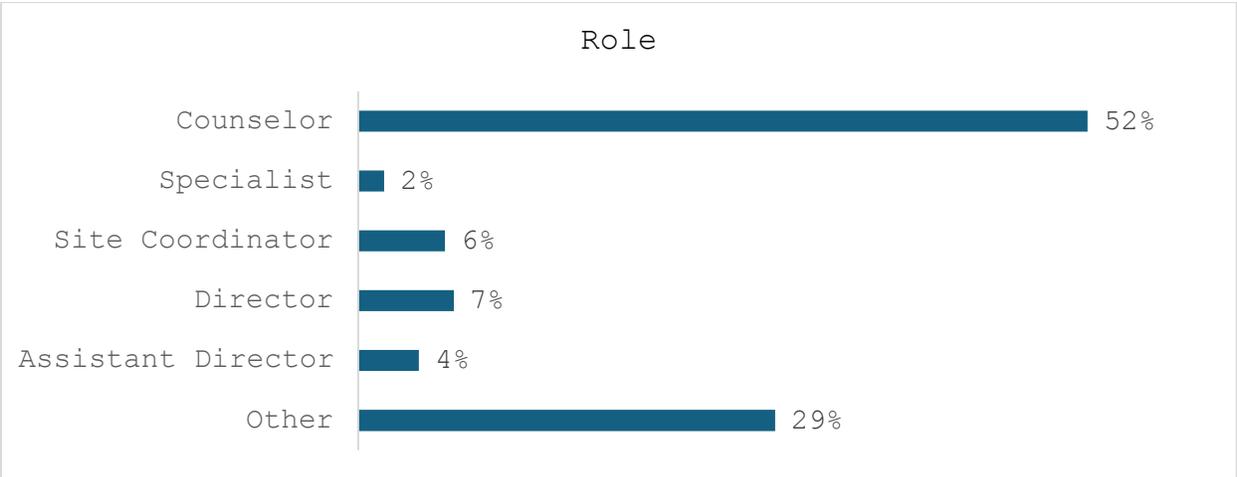
Maintaining a well-trained team of staff is essential to delivering a high-quality summer camp. Staff should have a strong understanding of safety procedures, daily processes, and skills to lead program activities and engage families. Staff should also have knowledge of positive youth development, including how to build meaningful relationships with youth and integrate social-emotional learning into activities. Such knowledge strengthens staff's understanding of camp goals and directly contributes to improved outcomes for youth (Henderson et al., 2007).

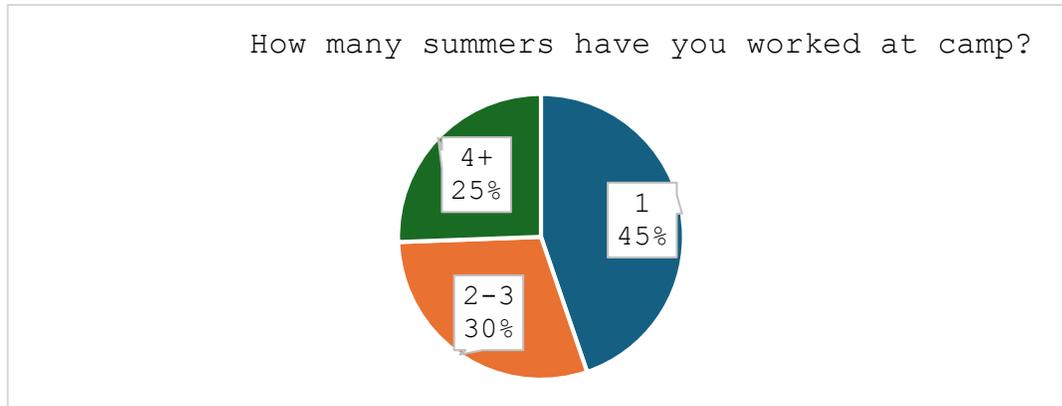
How much training did staff receive?

Staff leaders were required to provide a minimum of four hours of pre-camp training and one hour of training for every week of camp throughout the summer. 18 of 22 camps (82%) met this target. Camps provided a total of 370 hours of training, averaging 18 hours per camp. Training covered a range of topics including safety, camp schedule and logistics, positive youth development, building a strong culture and community, behavior management, and problem solving. Staff completed a pre survey after pre camp training and 96% agreed or strongly agreed that pre camp training equipped them with skills to maintain a safe environment and handle emergencies (N=176). Camp leaders received pre-camp survey results to review and follow up with staff as needed at the start of the summer.

Staff Feedback

Staff also provided feedback in post camp surveys. Post camp surveys were administered at the completion of summer camp to assess the effectiveness of staff training throughout the summer, including skills developed in training, and provide insight into their experience working at camp. 174 staff completed post staff surveys. Post surveys also collected information on staff age and role, number of summers working at camp, and why staff chose to work at camp. More than half of survey respondents (52%) were counselors. 49% were under the age of 30 and 45% reported this was their first summer working at camp.





Why did staff choose to work at camp?

Staff also reported in the post summer survey why they chose to work at camp. Many staff reported already having connections with the camp, such as working at the site for other programs like after school, attending the camp as a child, and/or feeling connected with the camp’s mission. One staff wrote, “I was a Girls Place employee throughout the school year, and I am incredibly passionate about Girls Place and its mission. I decided to work at the summer camp because I deeply care for the girls.”

Staff also discussed enjoying working with kids; others mentioned wanting to make a difference and have an impact on children in the community. One staff wrote, “I love interacting with children and making a difference in their life while allowing them to express themselves through art and creativity.” Another wrote, “to help lead our youth in the community to have a safe, educational and fun summer,” and one wrote simply, “to serve.” Staff also discussed wanting to develop skills, such as leadership and communication, gaining professional experience, and building community.

How does working at camp impact counselors?

Warner et al (2022) found in a study of young adult camp counselors that seasonal camp employment helped participants solidify their desire for dynamic work that offers a supportive

social environment with work-life balance and makes a difference in their community. Seasonal employment gives young adults the opportunity to discover and reinforce work values in a temporary setting (Warner et al., 2022). Duerden et al. (2014) argues out of school time programs, specifically summer camps, present an ideal environment for young adults to gain workforce development skills including communication, problem solving, and leadership. A study of California 4-H summer camp programs, where high school age counselors work together with adults to plan and lead summer activities, consistently found staff gained more through the camp experience than campers, most notably in confidence, responsibility, and leadership (Bird & Subramaniam, 2018).

How did working at CTAC camp impact counselors?

Staff were asked in the post camp survey to describe their experience working at camp and the impact it had on them. Responses were overwhelmingly positive and focused on skills counselors developed, the support from older counselors and team atmosphere, how the experience informed their future plans, and the impact the camp had on children served.

Responses around skills developed included, “I was able to grow individually and also in my ability to work well with a team. I feel more confident thanks to leadership trusting in me and my abilities,” Another staff wrote, “It was enlightening. I learned that I have to be more bold and vocal.” Another staff described camp as, “The best and most formative experience of my life. Has taught me skills that I will use everywhere and given me connections that I will carry with me.” Another wrote, “I had a great experience managing logistics and supporting staff. The experience sharpened my problem-solving, organization, and communication skills in a fast-paced, team-oriented environment.”

Staff also discussed the impact of working in a supportive, team oriented environment.

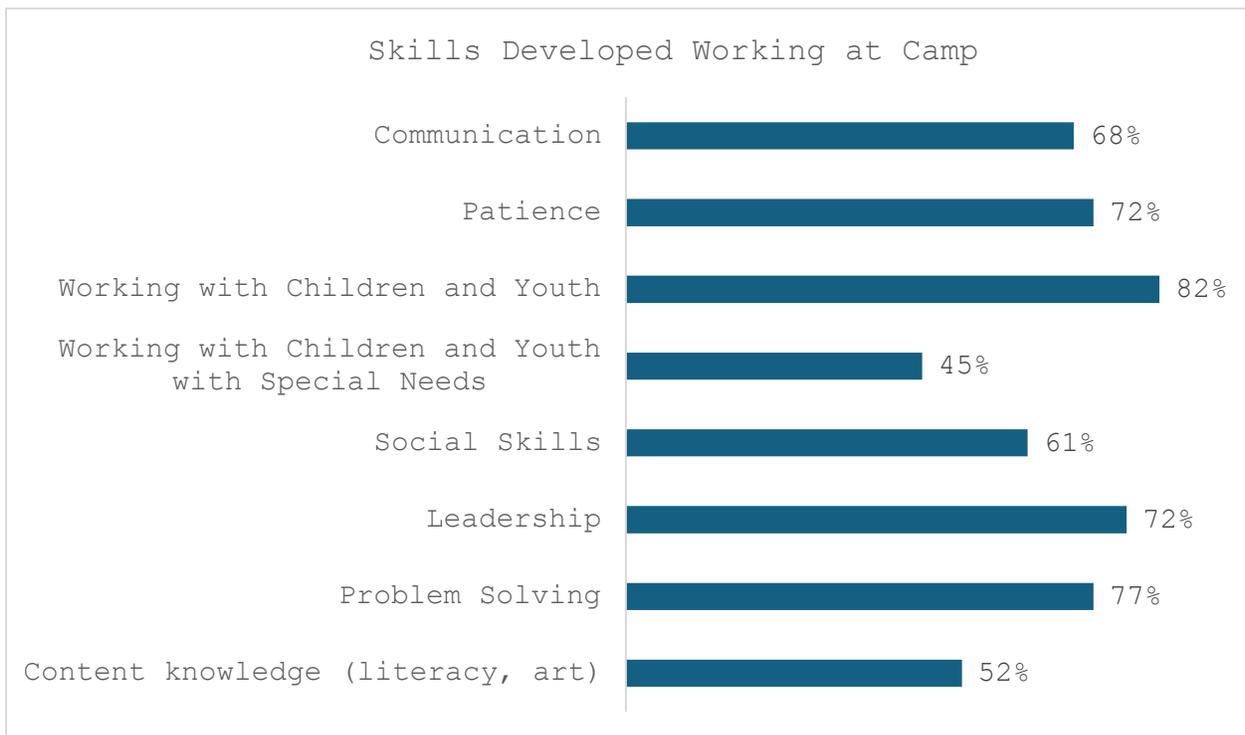
One staff said, “I absolutely loved working here this month. I’m very sad for it to be over. I love the staff and our work culture as well as our campers.” Another staff wrote, “It’s a unique experience you won’t find anywhere else [;] it’s not just magic for the campers but for the [counselors] as well. There are challenges every day that we work through and use each other to build up our skills. This camp went from being a simple new job to becoming a safe place for [counselors] and campers.”

Many staff also discussed how working at camp informed their future plans. One counselor wrote, “I would describe the experience as stretching but rewarding. It continues to heighten my desire and call towards pouring into the younger generation. Not a sacrifice but an investment.” Another counselor wrote, “My experience was great, I recently found my love for kids and teaching them.” Another wrote, “I have been a professional circus performer for over a decade. This contract changed how I saw my career moving forward. I have decided to focus much more of my time and energy on Circus Education rather than performing specifically because of how proud I was of what we achieved together.” Comments also included, “This camp was a really amazing experience that has confirmed my plans to continue working with children in the future. I have been able to work with amazing coworkers that have taught me so many new skills,” and “It has inspired me to dedicate the rest of my life and career to the advancement and empowerment of children.” Counselors who teach during the school year also expressed how the experience influenced their teaching. One teacher wrote, “It was a great experience. I hope to implement some of the activities in my yearly teaching curriculum.”

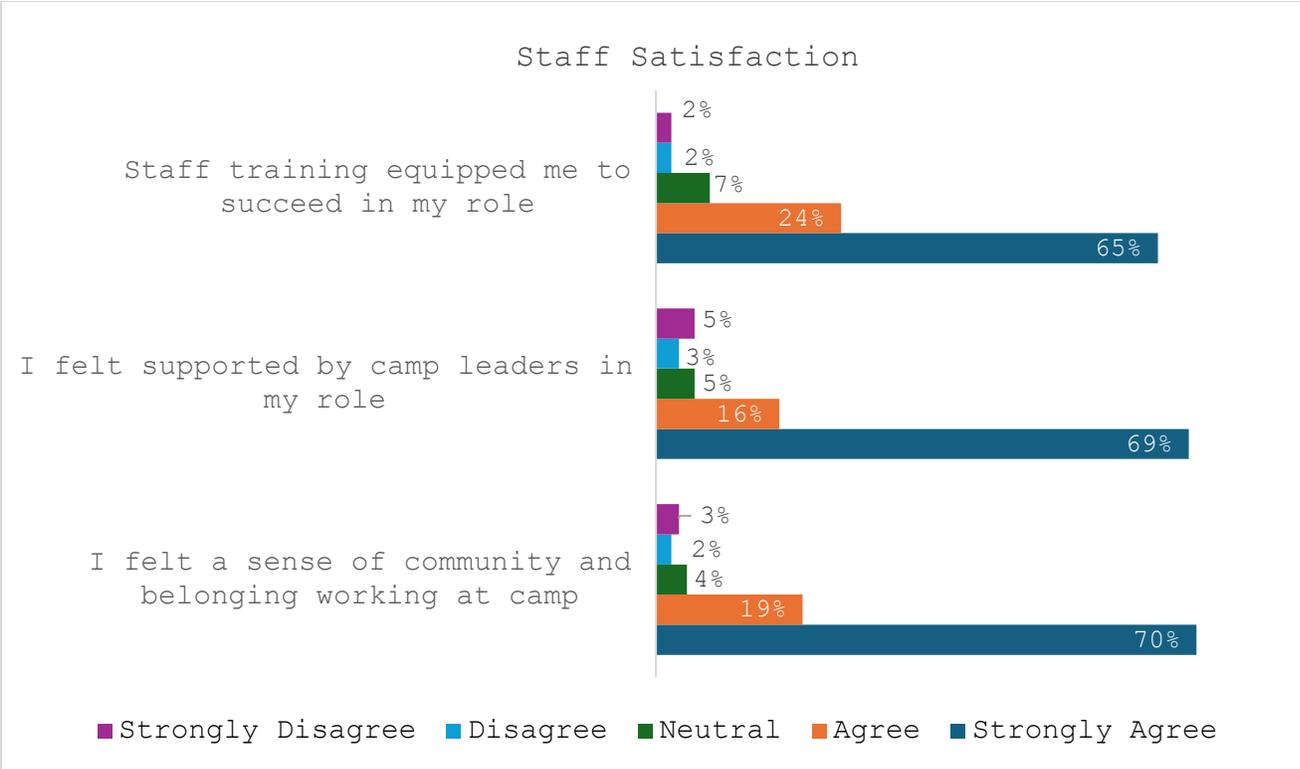
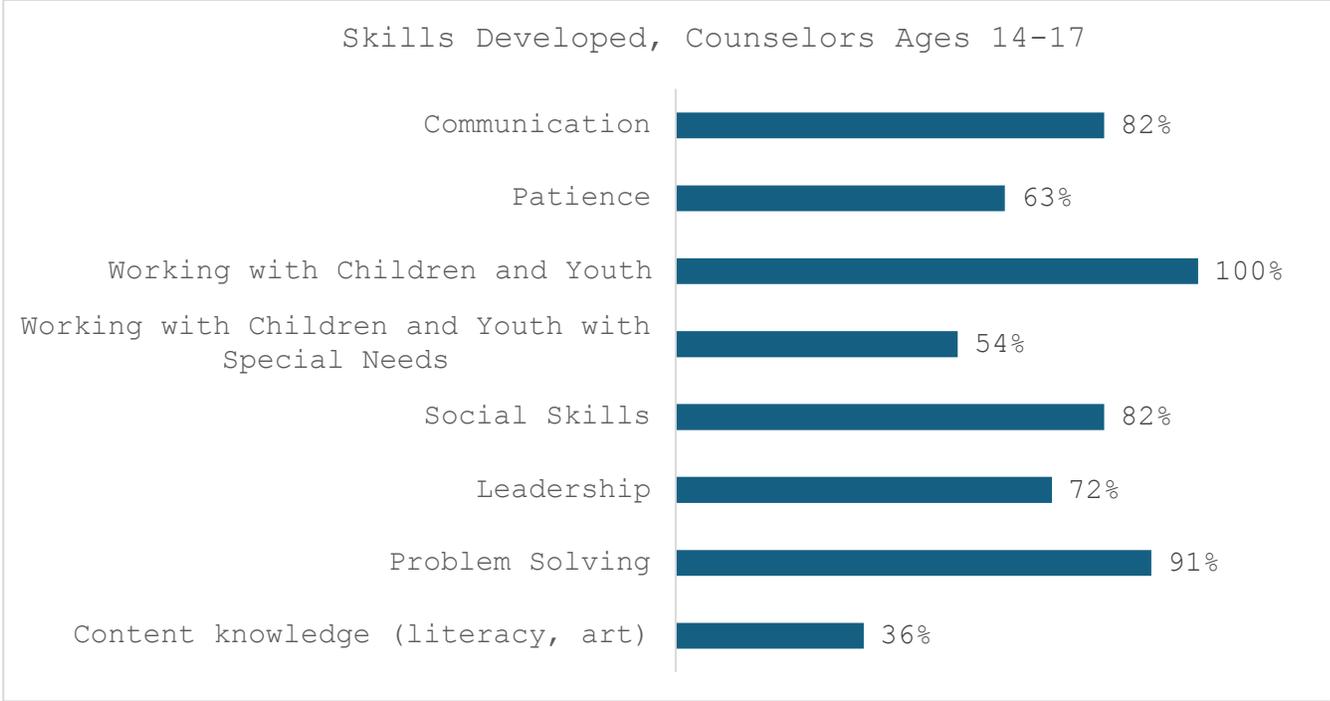
Lastly, staff discussed how impactful the camp was for the campers. Comments included, “It was a fun and fulfilling experience, where the kids not only learned new topics, but they were exposed to new ways of thinking,” and “wonderful experience working with staff and

kids at camp. Very impactful to see all the students gain confidence in their skills, make friends, and try new things.” Staff also discussed skills they taught their campers, as in one comment, “It was an enjoyable experience. I was able to teach some of the campers how to write their name, site words, math, and letter sounds.” Finally, the kids impacted me just as much as I may have them. We all learned from each other.”

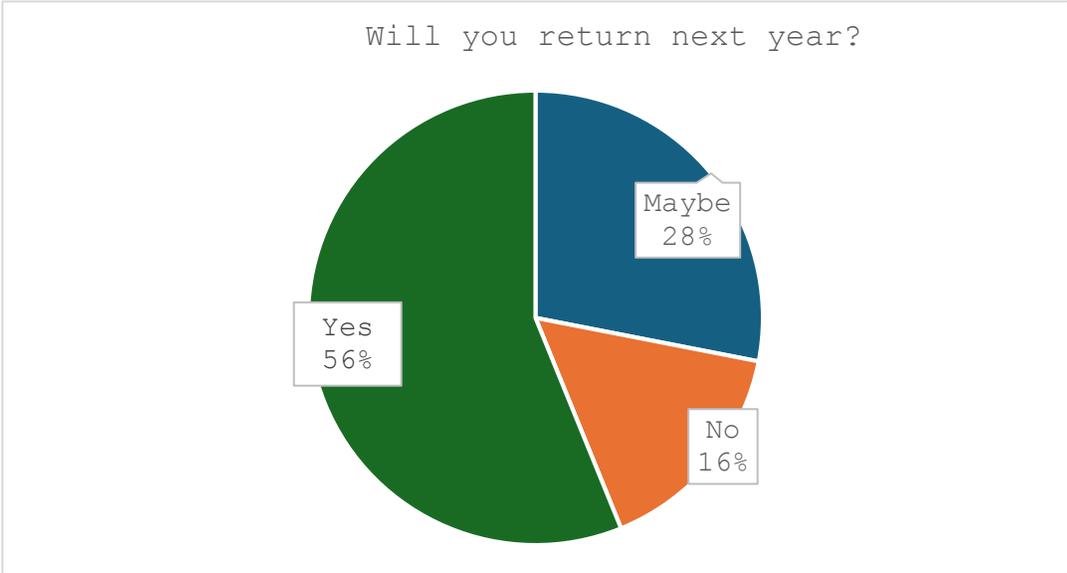
Staff indicated in the post survey the skills they developed working at camp. Most staff (82%) developed skills working with children and youth, leadership (72%), patience (72%) and problem solving (77%).



11 counselors (6% of staff) were aged 14-17. All these younger staff developed skills around working with children and youth and most developed communication (82%) and problem-solving skills (82%). Summer camp provides an opportunity for younger counselors to build job skills in a supportive, team oriented environment (Duerden et al., 2014) and start to develop a vision for their professional futures (Warner et al., 2022).



More than half of staff (56%) reported they planned to return to camp next year, detailing how much they enjoyed working with children, the impact they and the camp had on the children, and the impact the camp had on the community. Staff who said they maybe or would not come back discussed unclear future plans, graduating, and getting a full-time job.



Literacy

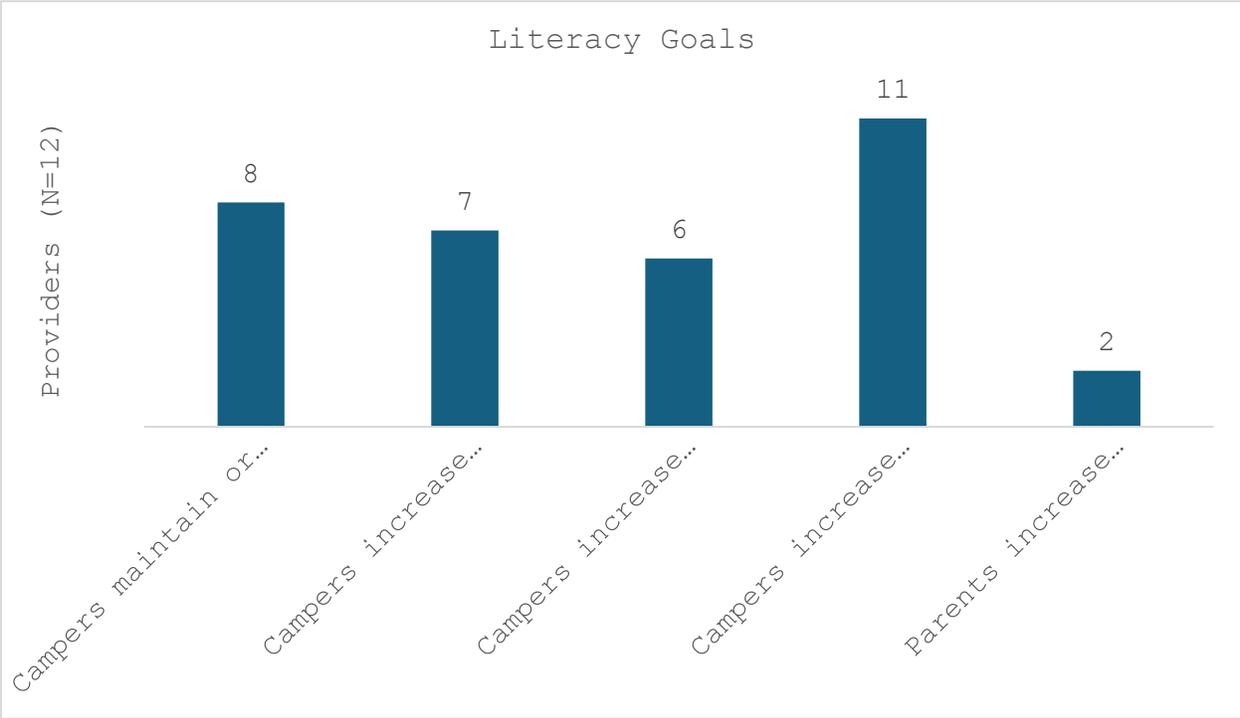
The 2025 Alachua County Comprehensive Literacy Needs Assessment reported that only about half of students in Alachua County are reading on grade level. In the 2024-2025 school year, there was a 33-point gap in English Language Arts achievement between economically disadvantaged students (38% scoring 3 or above on state assessments/on grade level) and non-economically disadvantaged students (71% scoring 3 or above on state assessments/on grade level) (Florida Department of Education, 2025). While all students tend to lose some literacy skills over the summer break, summer learning loss is more profound for students from low-income households (Gao et al., 2016). Focusing on literacy in CTAC’s funded summer

programs helps students who most need support. Summer camps were encouraged, but not required, to incorporate literacy activities into programming to support these students.

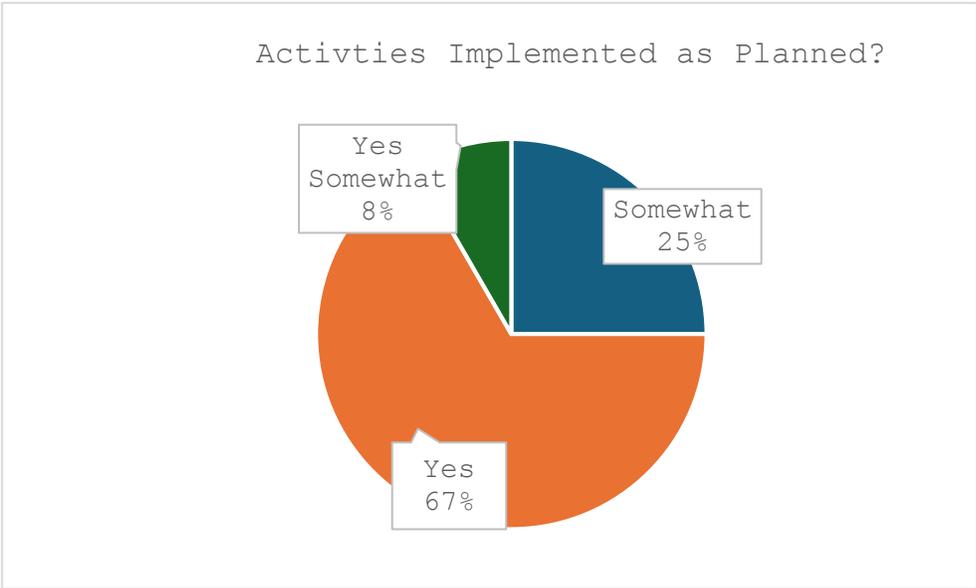
What did literacy programming look like in CTAC summer camps?

Of the 22 summer camps funded by CTAC this past summer, eight indicated in their funding proposal they planned to implement literacy skill building activities. At the end of the summer, CTAC staff sent all 22 camp providers a survey focused on literacy. We asked those eight camp providers specifically to complete it and requested completion from any other camp providers who implemented literacy activities. 12 of 22 camp leaders completed the survey. The purpose of the survey was to help us better understand what literacy programming looked like in CTAC camps this past summer, potential outcomes for students, and what practices can be continued or expanded in the future to further support campers' literacy skill development.

The survey first asked camp leaders to indicate the goals of their literacy programming. Most camp leaders (91%) focused on campers increasing literacy behaviors, such as reading and writing.

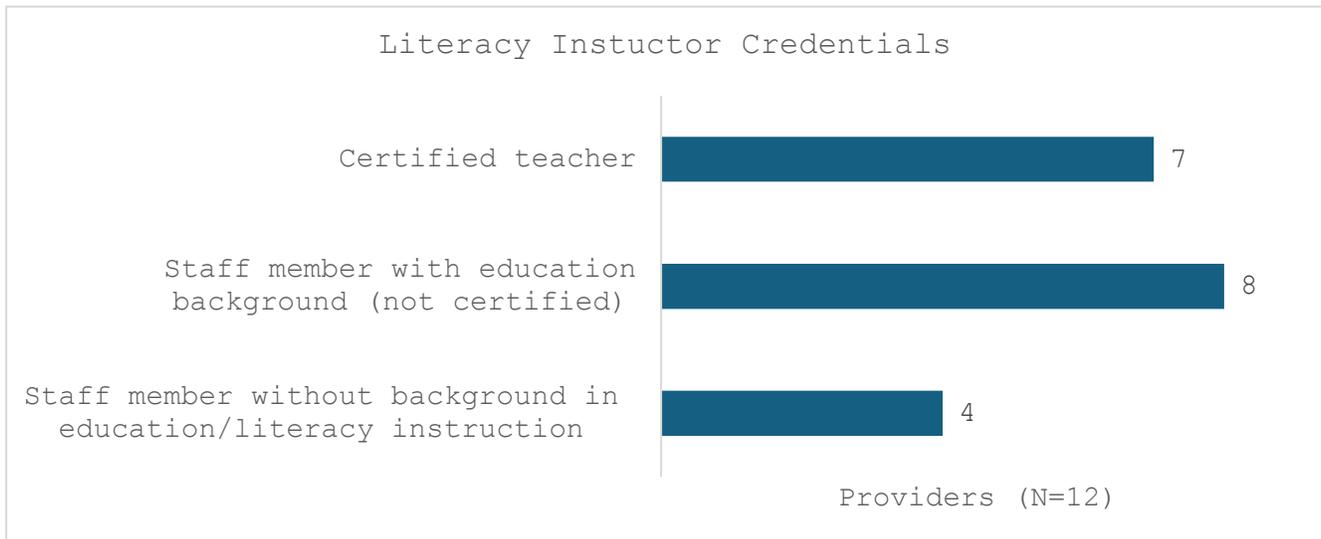


The survey also asked if staff were able to implement literacy activities as originally planned and described in their funding proposal. Most providers indicated they were able to implement activities as planned. The two providers who struggled to implement activities as planned discussed how the literacy activities did not engage youth as they hoped, staff did not have the skill set to implement the activities, and they did not have enough time to implement the activities.



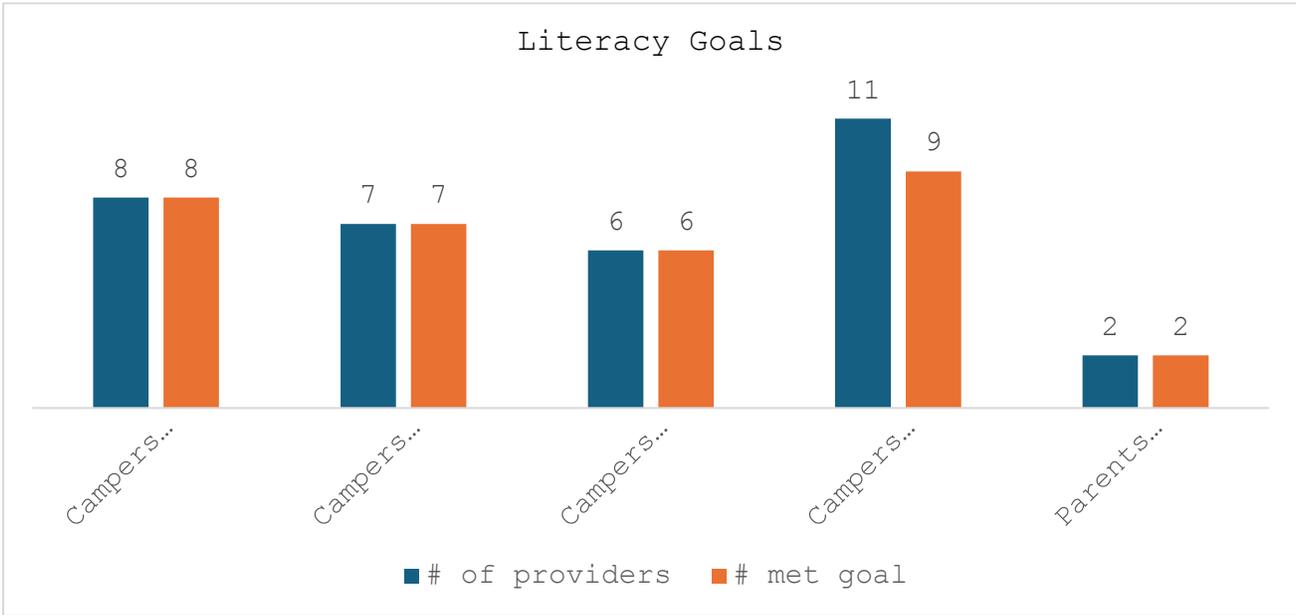
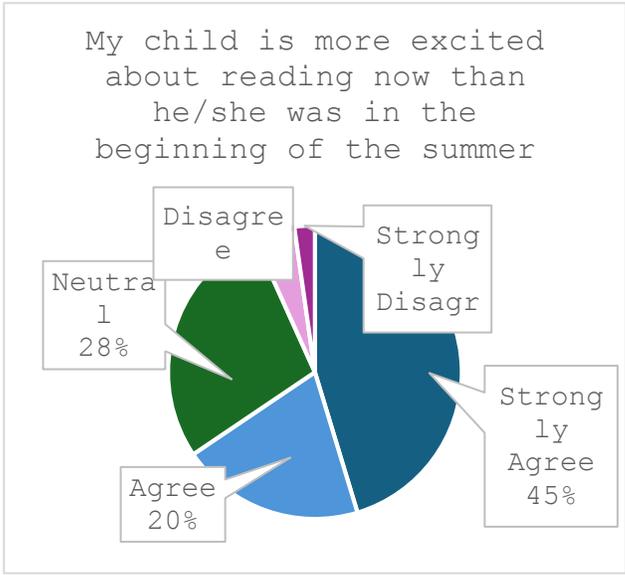
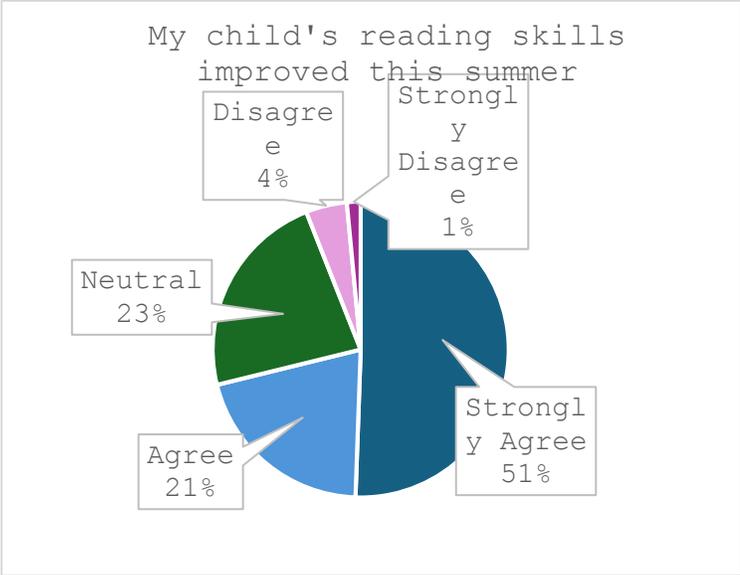
Staff also indicated the strategies they implemented to meet their literacy goals and the dosage for each. The literacy strategies most often implemented were giving campers the opportunity to explore books on site (7 providers implemented this activity daily), and read alouds, which was defined as an adult reading aloud to a group or peers reading aloud to one another (7 providers implemented this activity daily).

Survey respondents were asked to indicate the background/credentials of the staff leading the literacy activities. 58% utilized certified teachers and 67% utilized a staff member with an education background who was not certified.



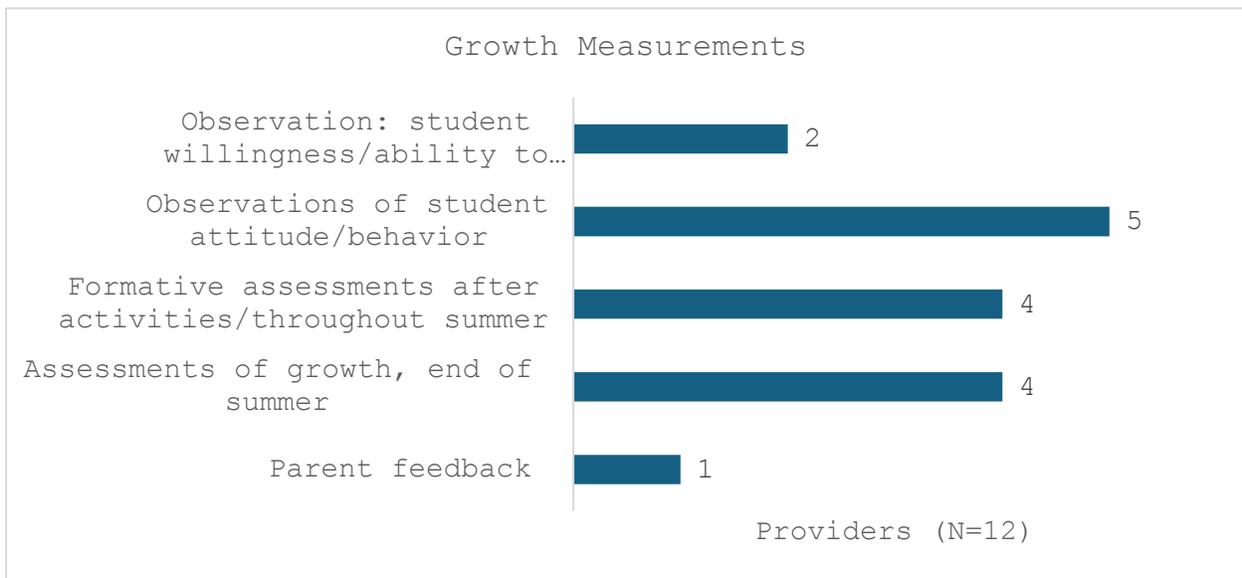
Did students make progress? Did camps meet their goals?

Responses from the survey administered to parents at the end of the summer indicated 72% of parents of children in these 12 camps agreed their child's reading skills improved over the summer and 65% agreed their child's excitement toward reading improved over the summer (N=267).



Almost all providers reported they met their literacy goals. The survey asked how they determined if they met their goals. Five providers (41%) indicated they observed changes in camper attitudes and behavior. Providers described, “students [being] able to contribute to the play reading sessions” and “excitement” when implementing activities. One provider indicated

she “measured students’ willingness to participate in literacy games.” Formative assessments included “student assessments for each activity,” and “daily evaluation of student progress.” End of summer assessments included comparing early journal entries to entries at the end of the summer and UFLI¹ testing. One camp submitted comprehensive DIBELS² and reading assessment data indicating 100% of students made progress over the summer in different domains including letter recognition and writing. Another camp submitted pre/post data on students’ attitudes toward reading which showed 97% of campers (35/36) maintained or improved their attitude in reading over the summer.



The survey also asked providers to describe what worked and what challenges they encountered implementing literacy activities. Regarding what worked, provider responses focused on incorporating camper voice and choice into activity selection. Providers offered

¹ [UFLI Foundations](#) is a reading curriculum developed by the Literacy Institute at University of Florida

² Dynamic Indicators of Basic Early Literacy Skills is an assessment used to assess reading and literacy skills in K-8th grade students.

reading games with prizes, wrote poetry, developed recipes, and offered books and activities aligned with camper interests. Challenges encountered included student resistance to academic feeling activities and not having enough time to implement activities. When asked what they would do differently next year, providers discussed administering more formal pre/post testing, increasing family engagement around literacy, and implementing more fun, hands on activities.

Literacy programming conclusions and next steps

The purpose of the literacy survey was exploratory; we wanted to gather insight into what providers were doing related to literacy, and what outcomes they identified. Outcome findings were somewhat anecdotal but promising. Several providers relied on observations of the improvement in student attitudes and willingness to engage in literacy behaviors over the course of the summer. Attitude toward reading is strongly related to reading achievement (Martinez et al., 2008) and could potentially be a doable focus across summer programs.

More than half of CTAC funded summer camp providers (12 of 22) chose to implement literacy programming even though it was not required, highlighting provider interest in literacy. 10 of 12 camps implemented literacy activities daily, and all 12 implemented them weekly throughout the summer, reflecting providers' commitment to working toward their literacy goals. Providers work the most closely with youth served and have the best understanding of what youth need. Their interest and commitment in providing literacy programming highlights the need for youth literacy programming in our community.

Ultimately, campers made progress, anecdotally, and in formal assessments submitted by providers. Providers implemented activities on their own, and if more support was provided, they may be able to do more and administer more formal assessments to evaluate camper progress. In future summers, CTAC can organize spaces for providers to share best practices,

strategies to increase impact, and provide support in utilizing standardized tools to evaluate impact. CTAC summer providers may also be ideal candidates to implement literacy programming facilitated through the CTAC funded Alachua County Literacy Collaborative.

Outcomes

The outcomes of summer camp programming were based largely on youth, parent, and provider insights. Responses from end of camp parent surveys specifically informed the majority of performance measures evaluating camp impact.

Were children and youth satisfied with camp?

CTAC staff interviewed three campers from each site during site visits conducted throughout the summer. Staff asked campers: What is the coolest thing about summer camp? What is your least favorite thing about camp? and what would you be doing if you weren't at camp?

Campers' responses regarding the coolest thing about camp focused on camp activities, including learning new things, field trips, and relationships developed with peers and staff. Responses around activities included, "fun stuff every day; swimming, tennis, activities," "playing with shaving cream," and "working with all the different art materials, the jewelry- it's shiny. I like the camp. It's really fun." One student responded it's cool "when we go on stage, [I like] practicing acting. Going into character." Responses also illustrated how campers enjoyed learning new things. One told us about, "STEM activities- learn[ing] about different things, [like how a] volcano explodes," "learning really cool tricks that you never thought you could do," and "learning about different things, about farms."

Campers overwhelmingly thought field trips were the coolest part of camp. Camper comments included, “field trips- splash pad, library, and planetarium,” “go to the pool every Wednesday- get to play,” and “Field trips- looking forward to Wonder Works.”

Campers also mentioned relationships with staff and peers. Responses included, “you can make friends, art class, drawing, kids are nice. You can talk to teachers, they support you,” “reading scripts, working together to memorize lines, we say ‘line’ and help each other,” and “field trips, playing games, drawing, basketball, soccer, making new friends.”

CTAC staff also asked campers their least favorite things about camp. Most campers responded “nothing,” or “I like everything.” Some responses focused on the weather, including “When it's raining- we have to stay on the porch,” and “[going] outside- it's hot.” Campers also disliked waking up early and the long days. Some mentioned disliking academic components, especially those done with teachers remotely through Zoom. Responses included, “the Zooms- feels like summer school. I want to learn but I want to have fun learning” and “Reading- it takes a long time to read a whole book.”

Lastly, staff asked campers what they would be doing if they weren't at camp. Most campers said they would be at home, and many indicated they would be watching a screen. Responses included, “Would be at home. In [my] room, on [my] phone” and “at home watching TV, video games.”

Were parents satisfied with camp?

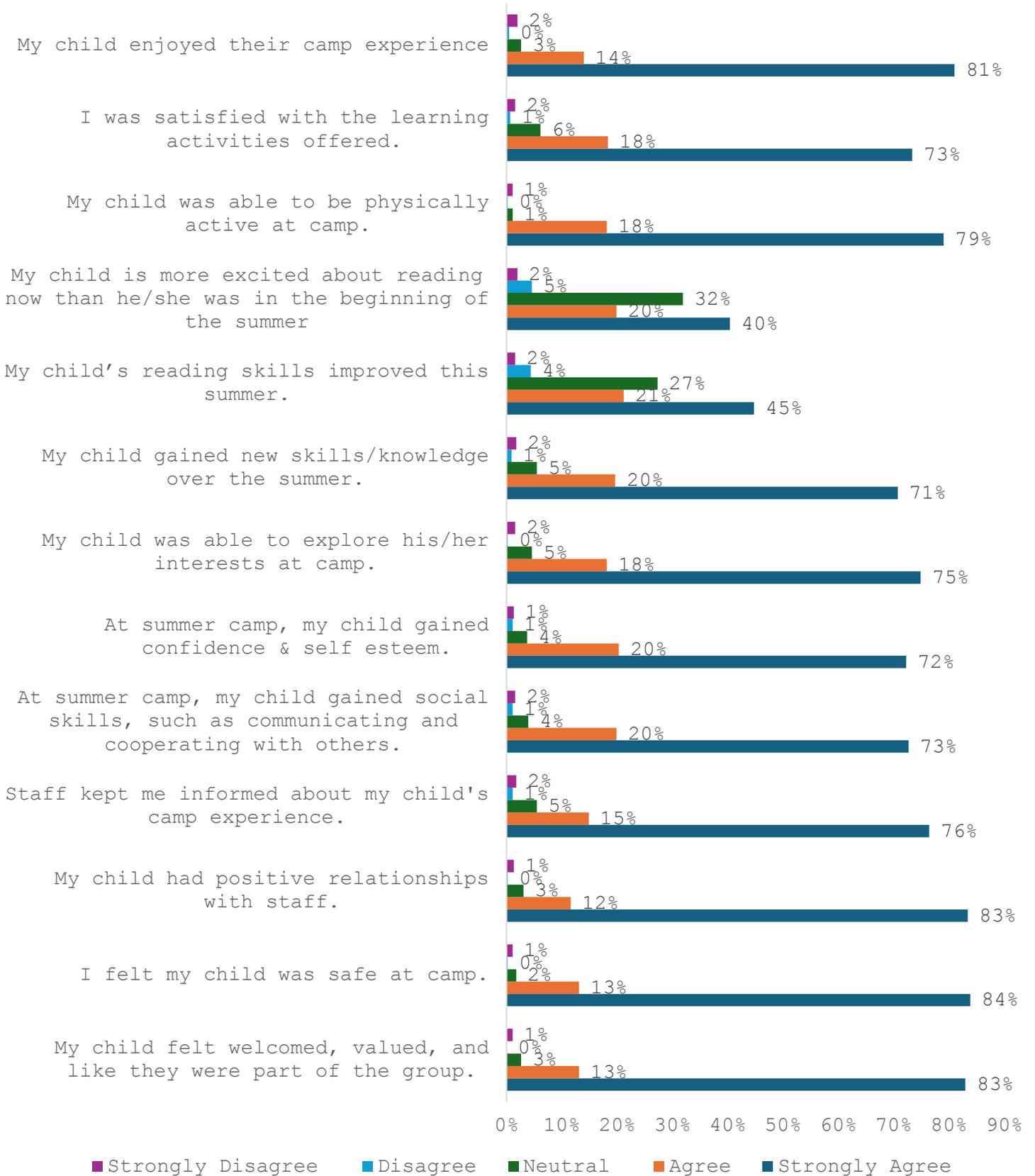
Camp providers administered surveys to parents as children finished their time at camp and at the end of the summer. 458 parents completed a survey. Parent survey responses were used to evaluate performance targets related to how well camps implemented programming, including how parents felt about camp communication and how they felt about the camp

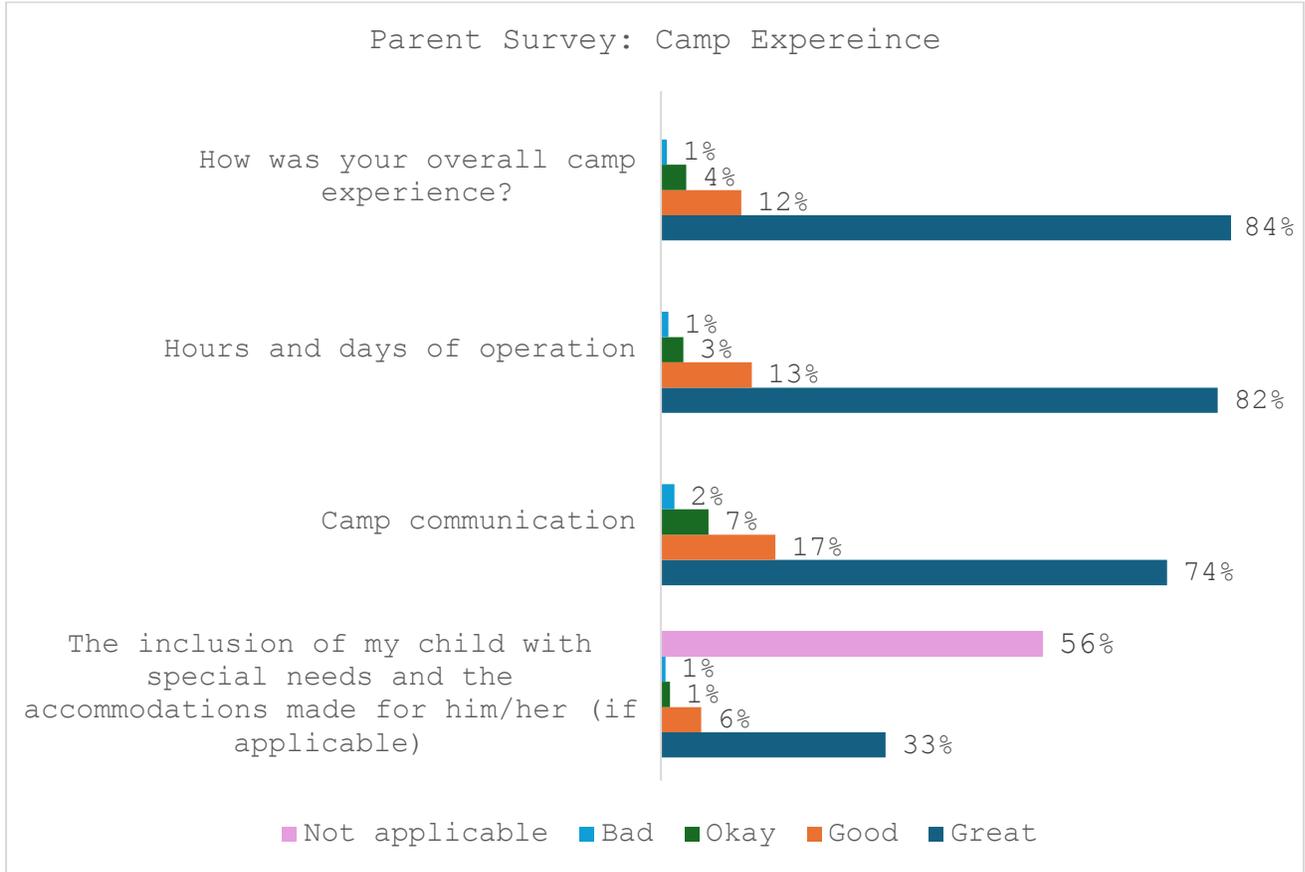
experience overall. Parent survey responses were also used to evaluate the impact of the camp experience for children served, or if campers and families were better off from participating in camp. Better off measures included if families were satisfied with learning activities, if families reported children enjoyed their camp experience, and if parents felt their children were safe at camp.

The performance target for camp communication was 85% (85% of parents report they are satisfied with camp communication); 77% of camps (17/22) met this target, and in total, 91% of parents were satisfied with camp communication. The performance target for overall satisfaction was 90%; 95% of providers (21/22) met this target. In total, 96% of families were satisfied with the camp experience overall.

The performance target for satisfaction with learning activities was 90%; 63% of providers (14/22) met this target. Fewer camps met this target potentially due to not all camps aiming to provide structured learning activities during camp. In total, 91% of families were satisfied with learning activities offered at camp. The performance target for children enjoying their camp experience was 90%; 86% of providers (19/22) met this target. In total, 95% of parents reported children enjoyed their camp experience. The target for parents feeling their child was safe at camp was 90%; 100% of providers (22/22) met this target. In total, 97% of parents felt their child was safe at camp.

Parent Survey





When asked what skills their children gained at camp, many parents mentioned social skills such as building friendships, boundaries, respect, conflict resolution, expressing feelings, confidence, and communication. Parents also mentioned job skills such as public speaking and professionalism and life skills such as financial literacy. Many parents shared their child learned to swim, and many shared their child gained literacy skills.

When asked what they liked best about camp, Parents discussed the activities provided, the ability of their child to be social and make friends, exposure to new places through field trips, and learning, including swimming, life skills, literacy skills, and social emotional skills. Lots of parents mentioned the camp was exciting and their children wanted to go every day. Parents also mentioned the caring staff, and feeling like their child was well taken care of. One parent wrote,

“The certified reading teachers’ lessons were challenging, but gave my child confidence.” Another wrote, “Field Trips, Camp games, inside and outside, new friends and continuing learning.” One parent wrote, “to be taught by leaders of the community [who instilled] growth, maturity, and ambition in the kids.” Finally, one parent wrote, “the nurturing of my child’s creative soul.”

When asked what they liked least about camp, parents mentioned the communication could be better, the heat, and children not wanting to leave at the end of the day.

Overall, parents shared the scholarship had a positive impact on their family. They detailed how their child did not have to stay home during the summer, how their child learned skills, and had enriching experiences at camp. Many mentioned financial hardship and said their child would not have been able to attend camp without the scholarship. One parent said, “[due to the scholarship, I] was able to purchase more resources for his upcoming kindergarten school year.” Another said, “Stronger reader, more confident, improved self-esteem greatly, made new friends.” Another wrote, “Scholarship provided confidence my daughter could attend the entire summer, provided stability.”

When asked what they would like to tell the Trust, most parents expressed thanks. One parent responded, “Thank you for finding ways for children to have opportunities to learn and be exposed to new things.” Another wrote, “Thank you for this service, it made a difference in our lives this summer.” Overall, parents appreciated the camp scholarship and felt their child had a nurturing, enriching experience.

What were provider insights on camp?

Providers were asked to complete a reflection at the end of the summer to provide insights on key successes, challenges, areas of opportunity, and how CTAC can further support

them. When asked about key successes, several providers discussed exposing campers to new people and places through field trips. One provider wrote, “experiential learning: Field trips offered immersive opportunities that significantly deepened camper engagement and enthusiasm, translating knowledge into lived experiences.” Providers also mentioned campers building social emotional skills. One provider wrote,

“Within the True Leader Model curriculum, scholars focused on self-leadership in the areas of self-image, purpose, faith, character, and work ethic. They also engaged in team-building activities, strengthened their sense of identity, and participated in character development exercises that reinforced positive values and personal growth.”

Several providers discussed the success of their curriculum and activities. One provider wrote,

“Our theme, ‘Emotions in Motion: STEM Adventures from the Inside Out’, connected social-emotional development with hands-on STEM learning. Scholars engaged in dissections and even explored how the spinal cord powers reflexes, built candy neurons to understand anxiety, and created calming jars (just to name a few activities). The Inside Out Challenge invited each class to design a 3D model of the human body showcasing systems like the brain, heart, lungs, and nerves. Models integrated STEM skills from camp projects, with a kindergarten class proudly winning first place.”

Providers also mentioned dedicated staff, including new team members and TeensWork Alachua interns as successes. Finally, several providers appreciated the support from CTAC staff, especially the how-to videos on SAMIS, and the availability of staff to answer questions as they arose.

Challenges in program implementation included camper recruitment, camper attendance, the timing of the funding release, transportation, and hiring and onboarding new staff. Several providers mentioned the challenge of maintaining numbers for reimbursement when students were sick or did not complete the week. One provider wrote, “no flexibility to accept a doctor’s note for an absence to receive reimbursement. Parents tried to send contagious kids to meet expectations.” Another wrote, “struggled with attendance due to... student illnesses. Parents

communicated as consistently as possible, but having purchased meals and event tickets based on the proposed total proved a challenge.” Another provider wrote, “some families struggled to meet the three-day-per-week attendance requirement when children were splitting time between parents.” Ultimately, providers requested CTAC re-visit the attendance policy.

Providers also wrote about the challenge of student recruitment, which affected their enrollment numbers. They described how the late release of CTAC funding resulted in a late start for marketing and enrollment. They shared plans to start recruitment earlier next summer and utilize community partnerships to advertise their program, ideally increasing enrollment. One provider wrote, “We are confident that this challenge is resolvable with earlier outreach and promotion. With more lead time in the upcoming cycle, we expect to meet our enrollment goals.” Providers shared how the late funding release impacted their program operations in other ways as well. One provider wrote, “with Children’s Trust funding supporting 150 of our scholars, the late release of funds created significant stress in completing verification processes, mandatory trainings, and administrative requirements within a compressed timeframe.”

Providers also discussed challenges with recruiting, onboarding, and hiring new staff. New staff, and especially new directors, had a lot to learn in a short time. Providers discussed starting staff recruitment and training earlier in the year and strengthening volunteer recruitment to increase capacity. Providers also mentioned needing additional support from CTAC for staff professional development.

Finally, providers illustrated challenges with transportation, especially with such a strong focus on field trips. Comments included, “establishing vetted backup transportation... is critical to maintaining safety and program reliability,” and “we are...exploring ways to secure more consistent transportation to better support field trips and community engagement.” Others

mentioned trying to partner with the school system to obtain a bus for the summer and/or securing additional funding for transportation. Overall, providers appreciated the support from CTAC and are already in the process of planning for next year.

What was the investment in summer camp?

In 2025 the Trust invested \$1,856,882.70 in summer camp programming, excluding two Freedom School sites. The investment per child was \$1,662.38.

Program Investment	
FY 2025 Summer camp budget allocation*	\$1,840,000
<i>*\$2,000,000 total, \$1,840,000 for summer camps and \$160,000 for Freedom Schools</i>	
Total contracted amount	\$1,994,228.83
Total actual expenditures	\$1,856,882.70
Total investment per youth (1,117 total youth)	\$1,662.38

Conclusion

In 2025, 22 CTAC funded summer camps served 1,117 children and youth. Camps offered an average of 6.9 weeks (and 33 days) of programming, of which campers attended an average of 6.1 weeks (23 days). On average, campers attended for 73% of the days camps were open. Most campers were in elementary school (66%), with an average age of nine. 66% of campers identified as Black or African American. 82% of campers came from families living at or below 300% of the federal poverty level. The average family income was \$64,166.67, which is just above 200% of the federal poverty level for a family of four.

Youth reported positive camp experiences and identified the coolest parts of camp as the activities, field trips, and relationships built with staff and peers. Families appreciated the skills

children learned, particularly social emotional and literacy skills and the variety of activities, particularly those that were hands on and those that took place off site on field trips. Camp staff also detailed the fun, learning, and growth of children over the short summer months. Staff described literacy gains made by students, particularly in their observations of student willingness and excitement to participate in literacy activities, and through frequent formative assessments. Staff also reported on their own learning, particularly the development of their own confidence and leadership skills. The overwhelmingly positive and impactful summer experiences of staff surely created an exciting and enriching environment for campers. Finally, providers highlighted the learning and growth of campers and staff, campers' exposure to new people and places through field trips, and the building of community through meaningful partnerships.

Specific successes include:

- 1,1117 children and youth served in 22 summer camps
- Youth reports of positive experiences, particularly around activities, field trips, and relationships developed with staff and peers
- Positive literacy learning and growth in campers
- Parents reporting skill development in campers, particularly around social emotional capacities

Areas of opportunity include:

- Start marketing of programming earlier to increase enrollment
- Continue to develop staff training initiatives
- CTAC staff continue to support providers in data collection, reimbursement processes, and evaluation

Overall, CTAC funded summer camps succeeded in delivering positive summer experiences for low and middle income Alachua County youth. With these insights and improvements already in progress, we look forward to continuing our work together in 2026.

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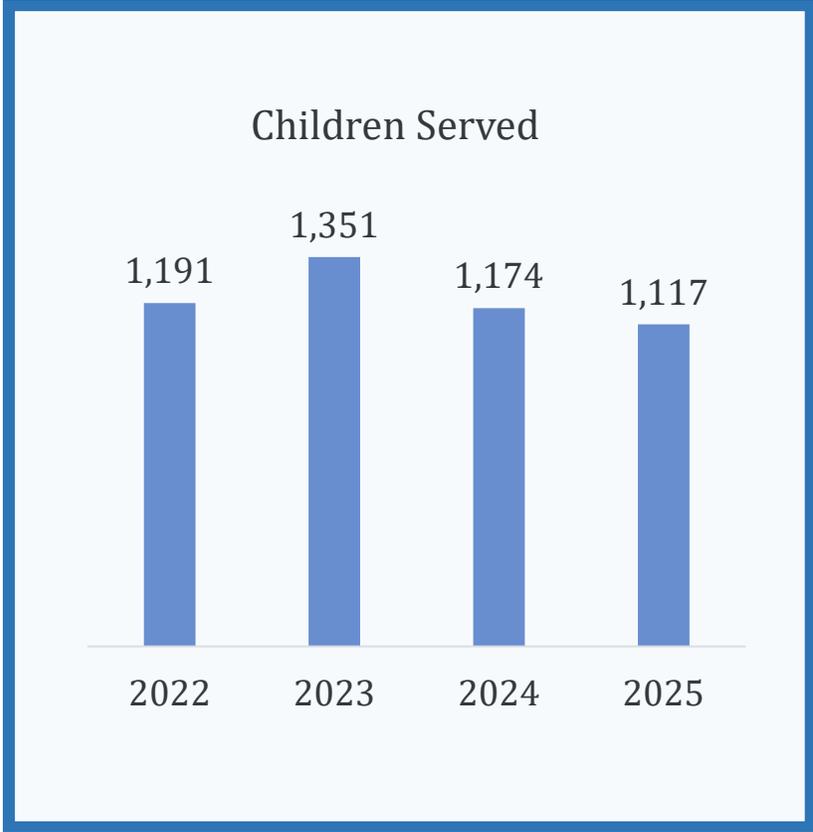
CHILDREN'S TRUST

OF ALACHUA COUNTY

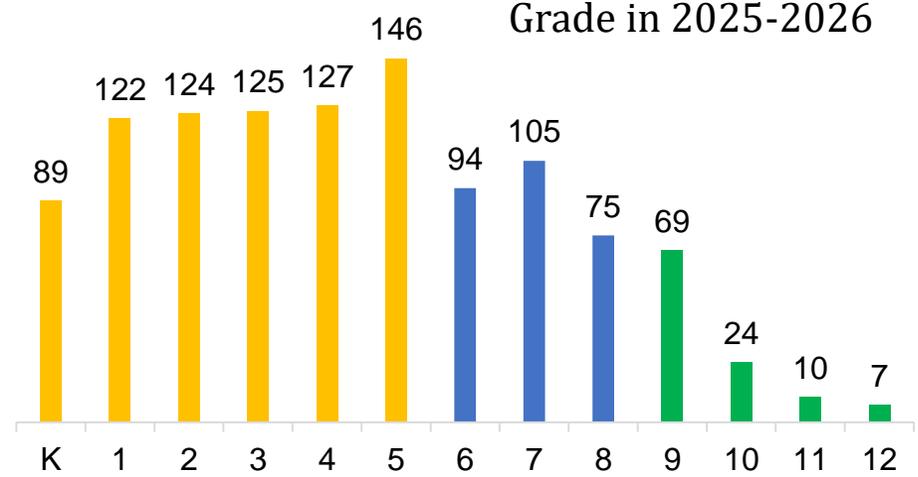
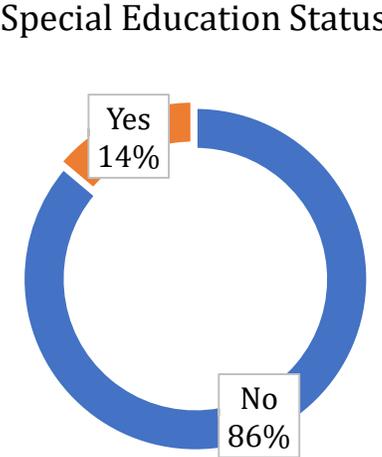
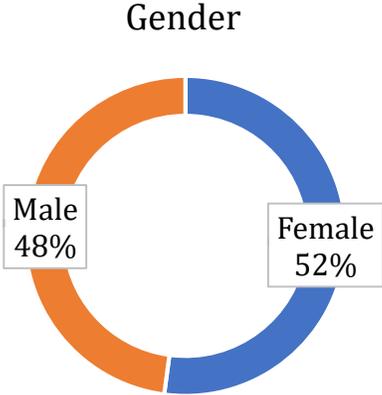
Summer Camp Program Results 2025



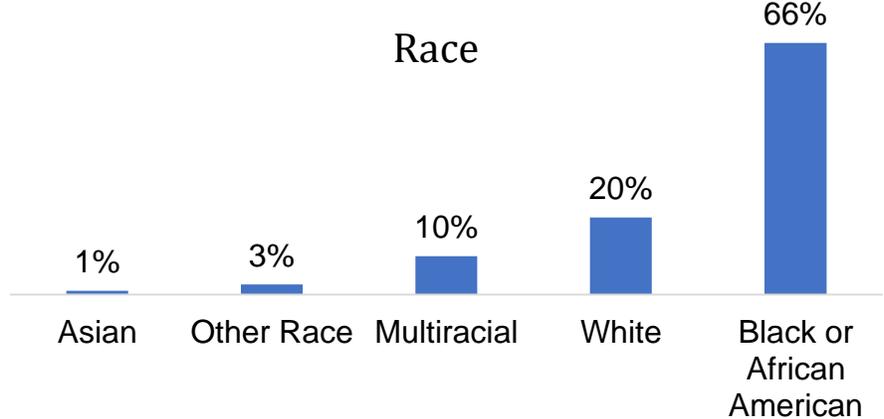
Children and Youth Served



Average Age: 9.0

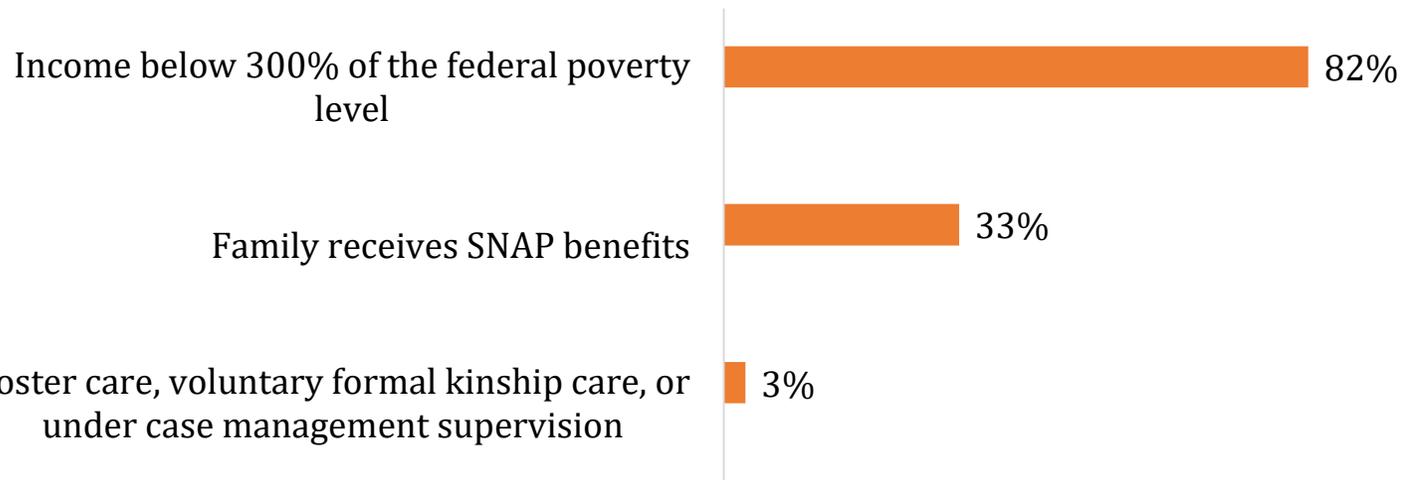


Elementary: 66% Middle: 24% High School: 10%



Scholarship Eligibility

To receive a Children’s Trust scholarship, families must meet at least one of the following eligibility criteria:



Average household income: **\$64,166.67**



Average family size: **4.1**



Average # of children in household: **2.7**



2025 Poverty Guidelines

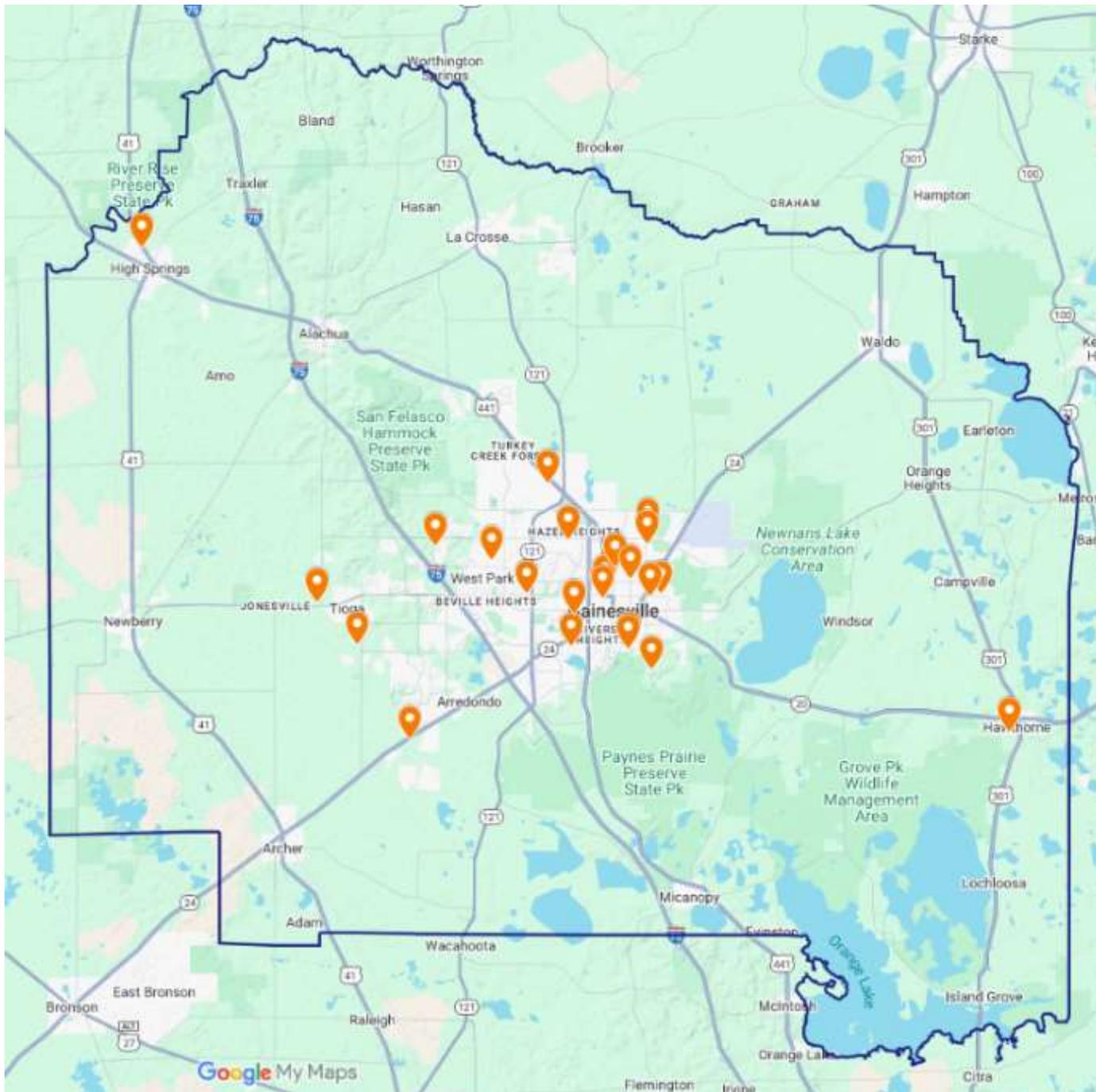
Persons in Family/Household	300% of Poverty Guidelines
2	\$63,450
3	\$79,950
4	\$96,450
5	\$112,950
6	\$129,450
7	\$145,950
8	\$162,450





Program Locations

Children Served by City of Residence



City	Count	%
Gainesville	871	78.0%
High Springs	72	6.4%
Newberry	64	5.7%
Alachua	47	4.2%
Hawthorne	37	3.3%
Archer	18	1.6%
Waldo	4	0.4%
Micanopy	3	0.3%
Earleton	1	0.1%

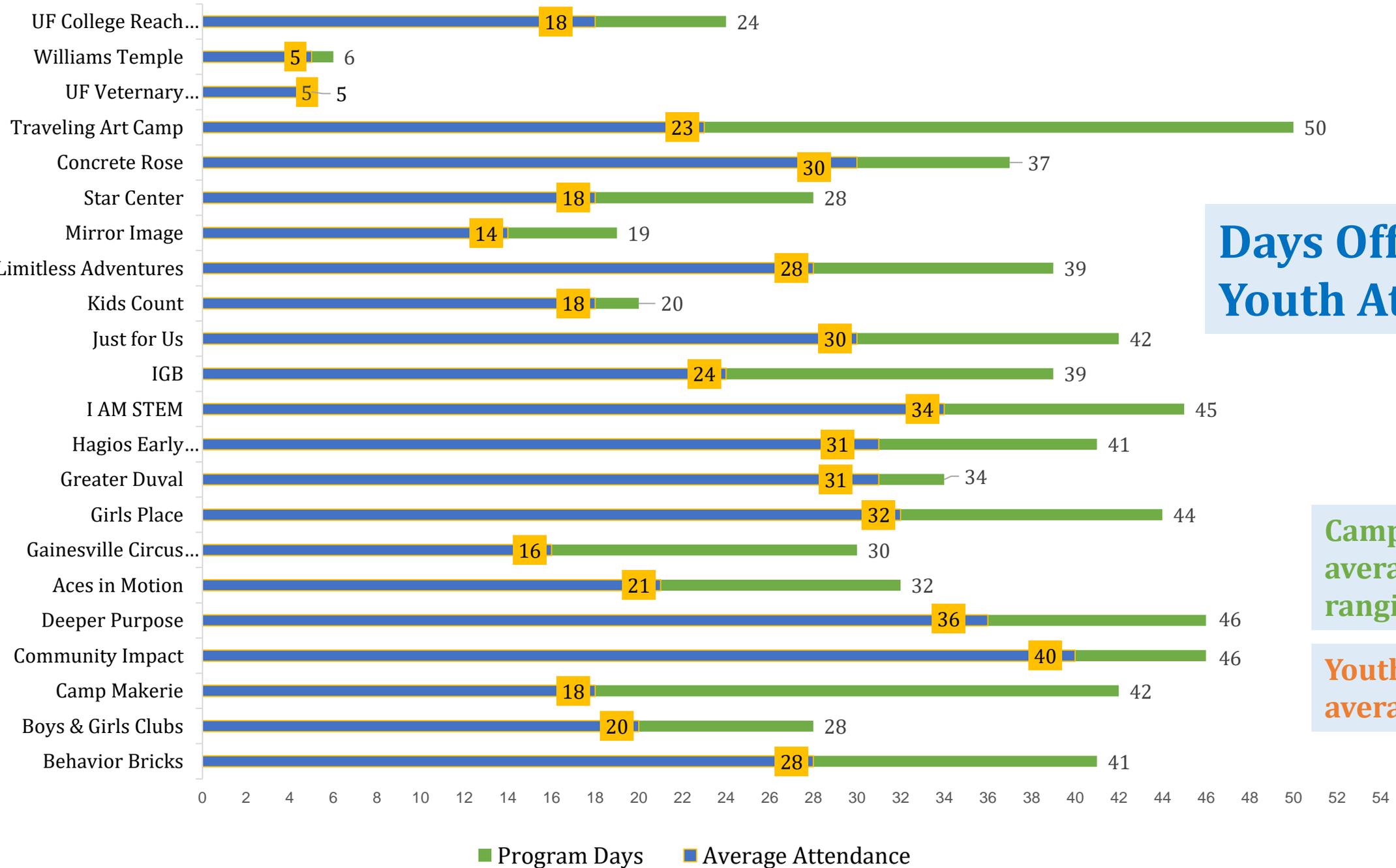


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Days Offered and Youth Attendance

Camps offered an average of 33 days ranging from 5 to 50.

Youth participated an average of 23 days.

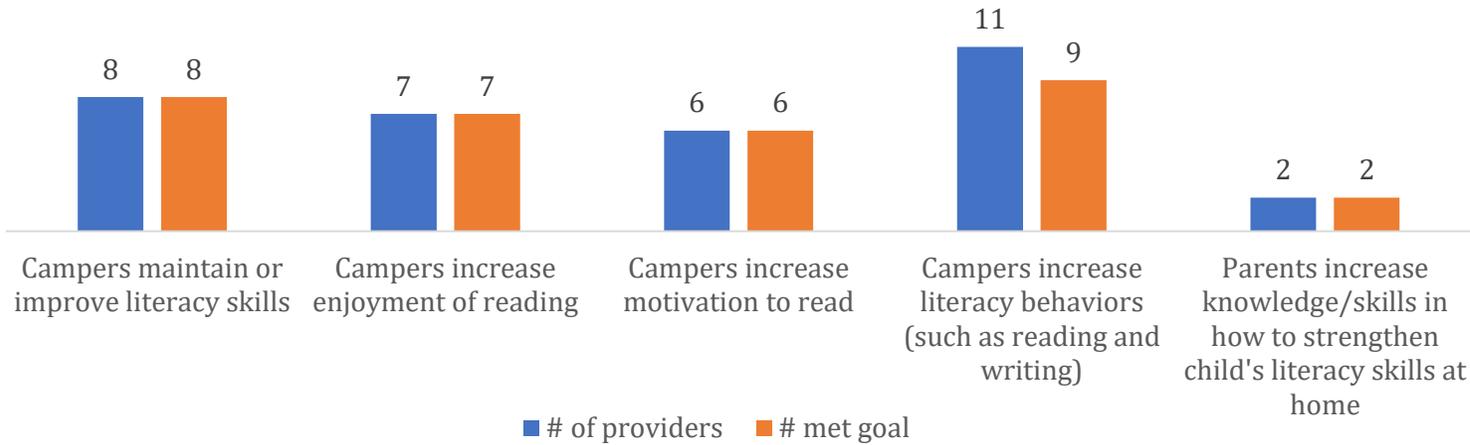


Literacy



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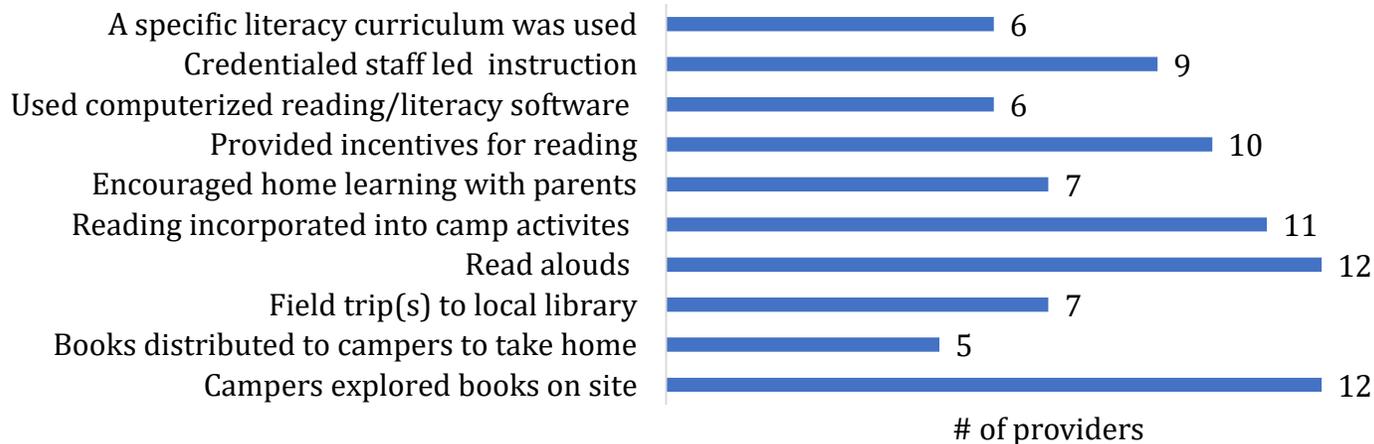
Literacy Goals



Provider Perspectives

What worked	Voice and choice, make it fun
Challenges	Resistance from campers, lack of resources (money, time)
Changes for next year	More formal pre/post testing, increase family engagement in building literacy skills, more fun, hands-on activities

Strategies



Take Aways:

- 12 of 22 camps chose to incorporate literacy programming (interest)
- 10 of 12 camps implemented literacy activities daily, all 12 implemented literacy activities weekly throughout the summer (commitment)
- Campers made progress (anecdotally and data informed); camps worked on literacy independently
- Future summers: share best practices, strategies to increase impact, utilize standardized tools to evaluate

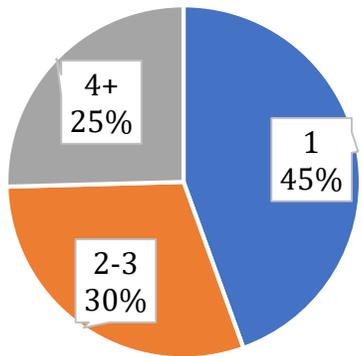
April 17th, 2026: Summer Literacy Convening

Camp Staff

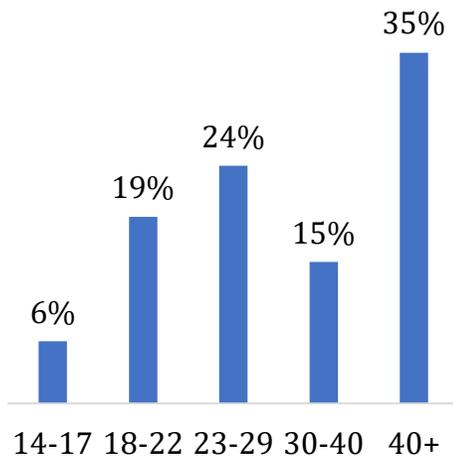
Post camp staff survey N=174



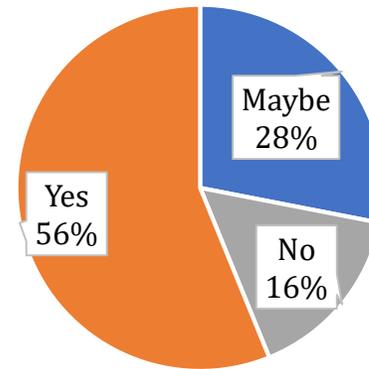
How many summers have you worked at camp?



Age of Staff



Will you return next year?



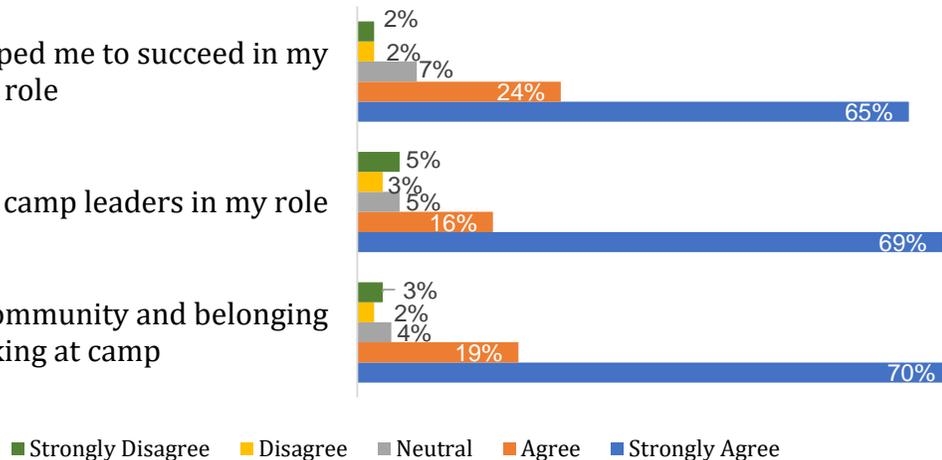
It's a unique experience you won't find anywhere else. It's not just magic for the campers, but for the counselors as well. There are challenges every day that we work through and use each other to build up our skills. This camp went from being a simple new job to becoming a safe place for counselors and campers. -Counselor

Staff Satisfaction

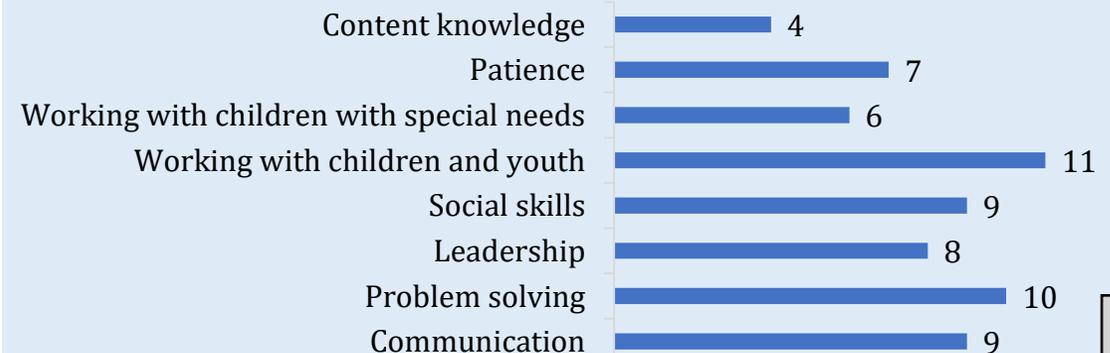
Staff training equipped me to succeed in my role

I felt supported by camp leaders in my role

I felt a sense of community and belonging working at camp



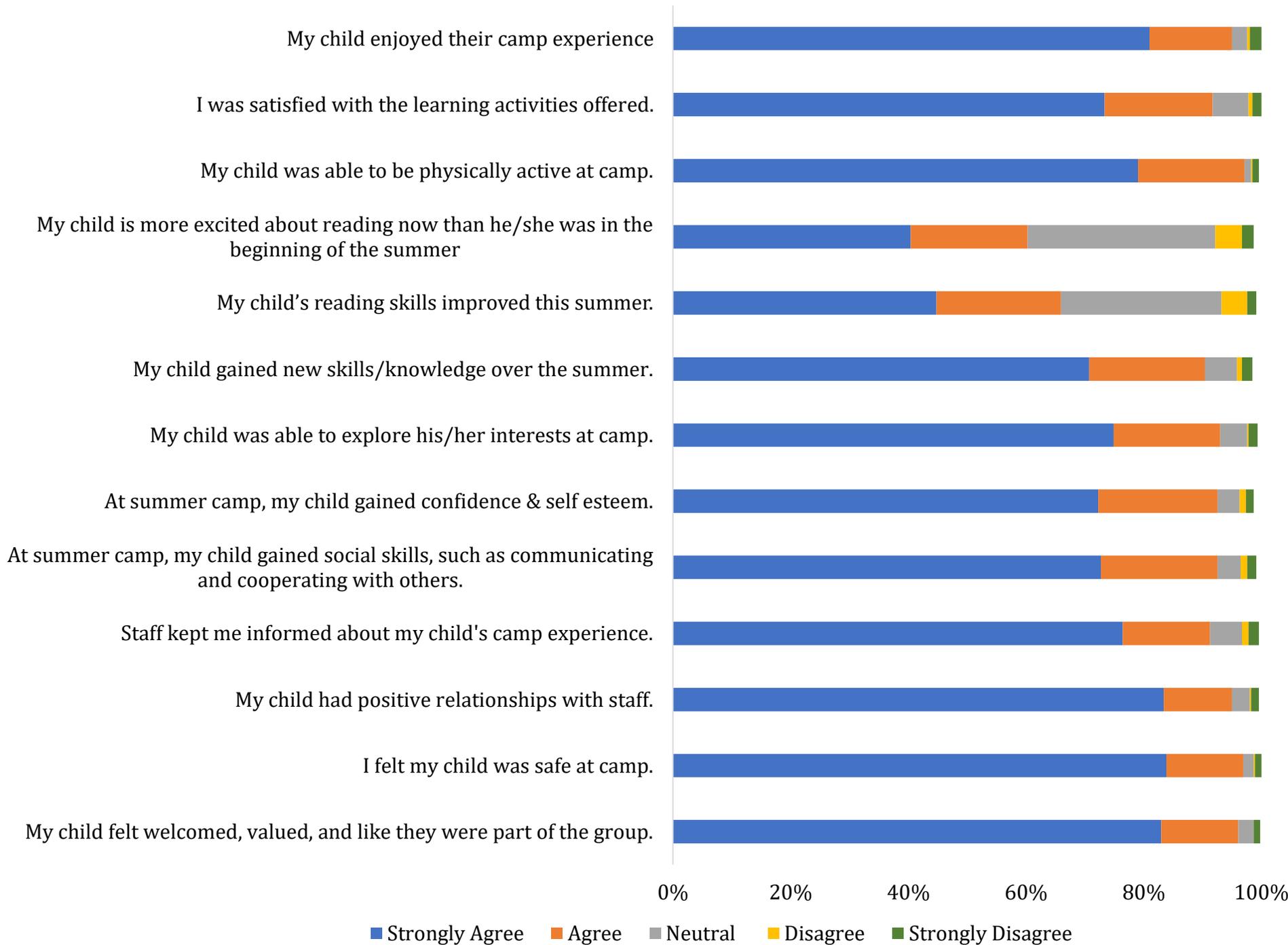
Skills Learned (Youth Counselors, Age 14-17)



of Counselors, Age 14-17 (N=11)



Parent Survey



*"I wanted to just say my kids loved the Traveling Art Camp. I am so happy they spent time **being creative and practicing skills** like hand-eye coordination and fine motor skills. **It makes a difference in my children's live[s] and [mine] too.** I was so sad I can't afford the regular camps and having my kids all summer at home breaks my heart. THANK YOU SO MUCH! **You are making a difference in Alachua county children!** They deserve to be busy during summer with activities that **develop their intellect, their physical abilities and social skills - NO MATTER [THEIR] SOCIOECONOMIC STATUS!**" -Parent*



Camper Voices

What's the coolest thing about summer camp?

Activities

"Fun stuff every day; swimming, tennis, activities"

Field trips

"I look forward to this all year. All the places we get to go. I get to hang out w my friends. Get to meet new faces. Tour colleges, trade schools, things we can do right after high school."

Relationships: Peers and staff

"You can make friends, art class, drawing, kids are nice. You can talk to teachers, they support you"

What's your least favorite thing about camp?

"I like everything"

"It's hot outside"

"Waking up early"

"[academics]...I want to learn but I want to have fun learning"

What would you be doing if you weren't at camp?

"Would be at home, in my room, on my phone."





Performance Measures

How Much?	Target	Actual
Children who attend three or more days for at least one week	1,017	1,117
Number of program days	871	888
Number of staff training hours	237	397
How Well?	Target	Actual
Children attend for the number of days anticipated	75%	87%
Parents were satisfied with camp communication	85%	91%
Families were satisfied with the camp experience overall	90%	96%
Staff felt training equipped them to succeed in their role	90%	89%
Staff felt training equipped them with skills to maintain a safe environment and handle emergencies	95%	96%
Better Off?	Target	Actual
Families were satisfied with the learning activities offered	90%	91%
Families report their children enjoyed their camp experience	90%	95%
Families felt their children were safe while at camp	90%	97%



File Attachments for Item:

12. 2027-2030 Strategic Plan Approval



CHILDREN'S TRUST
OF ALACHUA COUNTY

Item 12.

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STRATEGIC PLAN

FY 2027-FY 2030



Phase I

Preparation for Board Workshop

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

Phase V

Staff Realignment of Strategies and Measurements

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

Phase II

Board Workshop

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

Phase VI

Board Update and Presentation

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

Phase III

Staff Engagement and Recommendations

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

Phase VII

Staff Research and Updates

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

Phase IV

Follow-Up Workshop with Board

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

Phase VIII

Final Draft Presentation to Board



Purpose

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

Mission

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

Vision

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

Guiding Principals

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

- 1 Initiatives should ensure accessibility to universal support for all children and youth ages zero to 18 and their families, targeted support for those who need additional help, and place-based support for those with the greatest need.
- 2 Innovative initiatives should be funded that coordinate comprehensive systems of support and deliver those supports in collaborative ways that allow the Trust to achieve collective impact.
- 3 Initiatives shall be evaluated based on their ability to ultimately impact all children and youth, directly or indirectly, with a priority for long-term continual return on investment.
- 4 Initiatives must be measurable with priority given to a comprehensive system of support that provides for prevention, timely intervention, and services that strengthen families and produce achievable results.
- 5 Initiatives must be aligned to a documented gap or need.
- 6 Funds will be invested and initiatives will be prioritized based on the highest educational, social, or emotional outcome value.
- 7 Initiatives must be aligned to a documented gap or need.
- 8 The Trust values fiscal and operational accountability and will fund partners in a manner that rewards efficiencies, takes advantage of economies of scale, and maximizes services to children, youth or family members/support members in order to meet the educational, social, emotional, and/or physical health.
- 9 The complete portfolio of Trust investments shall be reviewed to ensure that Alachua County children and families have equitable access to services that will work to increase racial equity.
- 10 Prior to any funding decision, the direct impact on children and youth must be the primary consideration.



At- A- Glance

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

Executive Summary

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

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

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

This updated strategic plan reflects:

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

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

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



2027 - 2030 GOALS AND FOCUS AREAS

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GOAL 1

Children and Youth are Healthy and Have Nurturing Caregivers and Relationships

FOCUS AREAS

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



GOAL 2

Children and Youth can Learn What They Need to Be Successful

FOCUS AREAS

- Early Learning
- Academic Success



GOAL 3

Children and Youth Live in a Safe Community

FOCUS AREAS

- Safe Spaces
- Prevention



GOAL 4

Empower and Equip our Provider Community

FOCUS AREAS

- Agency Capacity Building
- CTAC Capacity Building



2027 - 2030 STRATEGIC PLAN IMPLEMENTATION ROADMAP

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

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

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

The process begins with **Indicators**, which define the conditions we aim to influence. These are followed by the **Rationale**, articulating the data-informed and evidence-based foundation for action.

Objectives— establish specific, measurable targets to be achieved, while **Strategies** outline the high-level approaches that will drive progress toward those targets.

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

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

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



GOAL 1

FOCUS AREA: PRE AND POSTPARTUM
FAMILY HEALTH

INDICATORS

Pregnant Women Feeling Down, Depressed, or Hopeless
Low Birth Weight Babies

OBJECTIVE

Parents are mentally healthy and supported

STRATEGIES

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

GOAL 1

FOCUS AREA: INFANT AND EARLY
CHILDHOOD HEALTH

INDICATORS

Verified Findings of Child Maltreatment
Developmental Screening

OBJECTIVE

Children are nurtured and developing

STRATEGIES

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

GOAL 1

FOCUS AREA: COMPREHENSIVE HEALTH



INDICATORS
Oral Health, Youth Felt Sad or Hopeless, Physical Health

OBJECTIVE
Children and youth are healthy

STRATEGIES

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

GOAL 1

FOCUS AREA: CHILDREN AND YOUTH WITH SPECIAL NEEDS



INDICATORS
There is no coalition or coordinated effort in Alachua County focused on serving children with special needs. We aim to learn more about community needs in this area and convene partners to address them.

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

STRATEGIES

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

GOAL 2



FOCUS AREA:EARLY LEARNING

INDICATORS

Kindergarten Readiness, VPK Participation

OBJECTIVE

Children enter kindergarten ready to succeed

STRATEGIES

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

GOAL 2



FOCUS AREA:LITERACY AND ACADEMIC SUCCESS

INDICATORS

Third Grade Reading and Math Proficiency

OBJECTIVE

Children meet or exceed academic standards

STRATEGIES

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

GOAL 3

FOCUS AREA:SAFE SPACES

INDICATORS

High School Graduation, School Disciplinary Incidents

OBJECTIVE

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

STRATEGIES

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



GOAL 3

FOCUS AREA:PREVENTION

INDICATORS

School Safety Incidents, Youth Arrested

OBJECTIVE

Children and youth build positive decision making skills and relationships

STRATEGIES

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



GOAL 4

FOCUS AREA: AGENCY CAPACITY BUILD



INDICATORS

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

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

Agency Collaboration: Collaboration among CTAC funded agencies

OBJECTIVE

Providers are equipped to be successful

STRATEGIES

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

FOCUS AREA: CTAC CAPACITY BUILDING

GOAL 4



INDICATORS

Organizational Capacity Assessment, Provider Feedback

OBJECTIVE

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

STRATEGIES

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

Monitoring our Progress



Focus Area: Pre- and Postpartum Family Health

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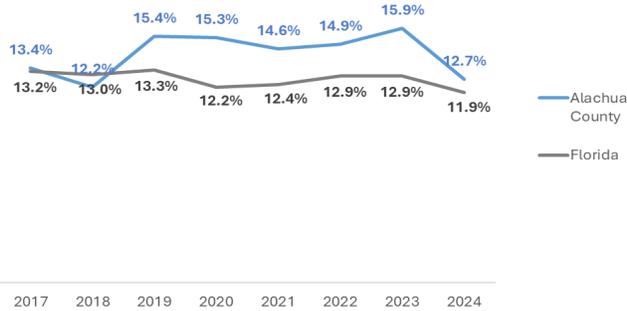
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Goal 1: Children and Youth are Healthy and Have Nurturing Caregivers and Relationships

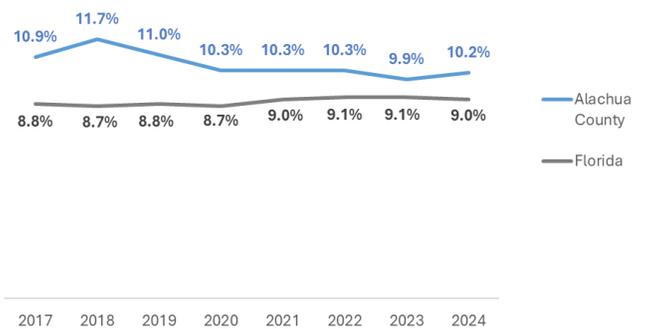
Indicators

Pregnant Women Feeling Down, Depressed, or Hopeless
Low Birth Weight Babies

Pregnant Woman Feeling Down, Depressed, or Hopeless



Low Birth Weight Births



Rationale

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

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



Objective

Parents are mentally healthy and supported.



Strategies - What Works?

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

Focus Area: Pre- and Postpartum Family Health

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

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

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

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

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

Focus Area: Infant and Early Childhood Health

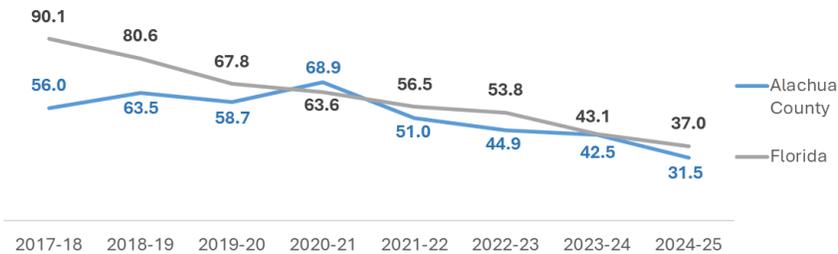
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Goal 1: Children and Youth are Healthy and Have Nurturing Caregivers and Relationships

Indicators

Verified Findings of Child Maltreatment
Developmental Screening

Verified Findings of Maltreatment Per 10,000 Children



Rationale

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

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



Objective

Children are nurtured and developing.



Strategies - What Works?

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

Focus Area: Infant and Early Childhood Health

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

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

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

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

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

Focus Area: Comprehensive Health

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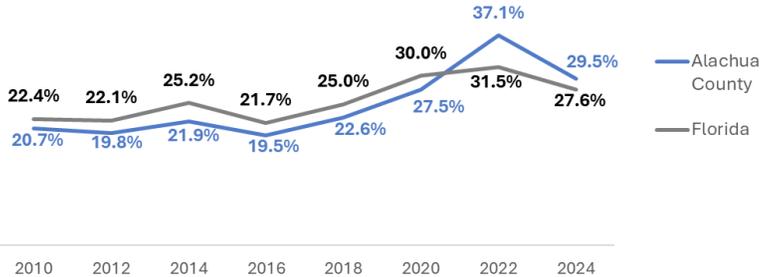
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Goal 1: Children and Youth are Healthy and Have Nurturing Caregivers and Relationships

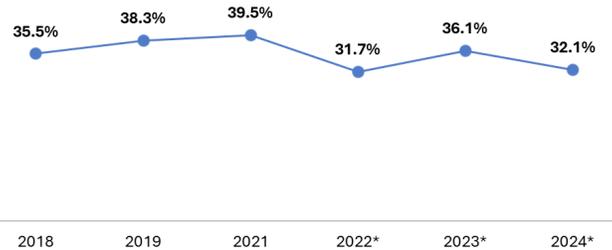
Indicators

Oral Health, Youth Felt Sad or Hopeless, Physical Health

Youth who felt sad or hopeless for 2 weeks or more



Third Grade Alachua County Students with Untreated Cavities



Rationale

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

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

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



Objective

Children and youth are healthy.



Strategies - What Works?

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

Focus Area: Comprehensive Health

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

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

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

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

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

Focus Area: Children and Youth with Special Needs

Item 12.

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

DRAFT

Indicators

There is no coalition or coordinated effort in Alachua County focused on serving children with special needs. We aim to learn more about community needs in this area and convene partners to address them.



Rationale

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



Objective

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



Strategies - What Works?

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

Focus Area: Children and Youth with Special Needs

Item 12.

DRAFT

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

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

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

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

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

Focus Area: Early Learning

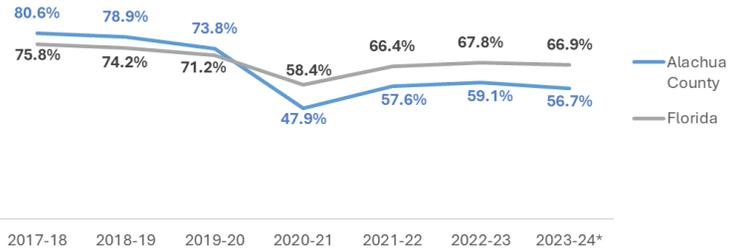
Goal 2: Children and Youth can Learn What They Need to Be Successful

Indicators Kindergarten Readiness, VPK Participation

Kindergarten Readiness Rates



VPK Enrollment Rates



Rationale

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

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



Objective

Children enter kindergarten ready to succeed.



Strategies - What Works?

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

Focus Area: Early Learning

Goal 2: Children and Youth can Learn What They Need to Be Successful

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

Strategy	Measures	Targets
Improve access to early childhood care and education	Children aged 0-5 provided with free or reduced cost early learning opportunities (e.g. through tuition scholarships, summer programming)	165
	Children's learning gains outpace children not participating in programming	70%

Strategy	Measures	Targets
Strengthen and enhance quality of early childhood care and education	Childcare professionals strengthen their programming (e.g. through accreditation, staff professional development initiatives, leadership coaching)	80%

Focus Area: Literacy and Academic Success

Goal 2: Children and Youth can Learn What They Need to Be Successful

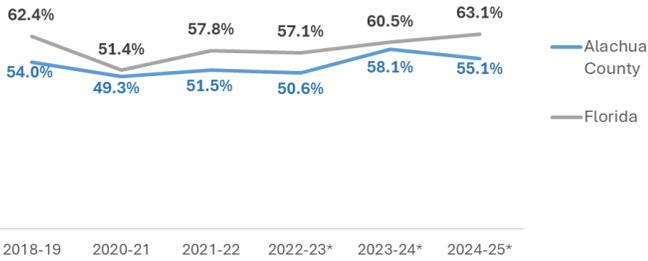
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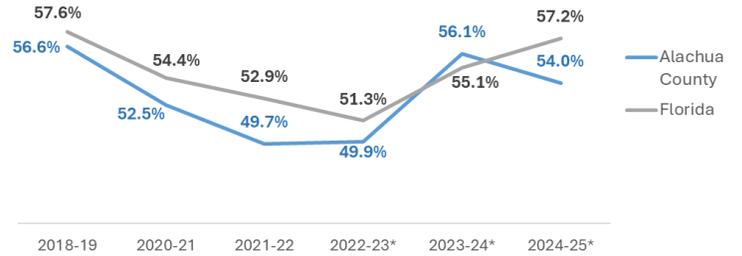
Indicators

Third Grade Reading and Math Proficiency

Grade 3 Students with a Level 3 or Higher in Mathematics



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



Rationale

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

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



Objective

Children meet or exceed academic standards.



Strategies - What Works?

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

Focus Area: Literacy and Academic Success

Goal 2: Children and Youth can Learn What They Need to Be Successful

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CTAC Implementation Plan

Specific Tasks

- Provide leadership and funding for the county-wide Literacy Collaborative.
- Cultivate and strengthen literacy and math offerings in out-of-school time programs.

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

Strategy	Measures	Targets
Support programs with an evidence-based literacy component	Children participating in programs with an evidence-based literacy component	200
	Children improve literacy and math skills	80%
	Children reach grade level proficiency	80%

Strategy	Measures	Targets
Facilitate access to impactful academic reinforcements	Facilitate Alachua County Literacy Collaborative	In progress
	Host convenings for funded providers focused on impactful implementation of academic programming	In progress

Focus Area: Safe Spaces

Goal 3: Children and Youth Live in a Safe Community

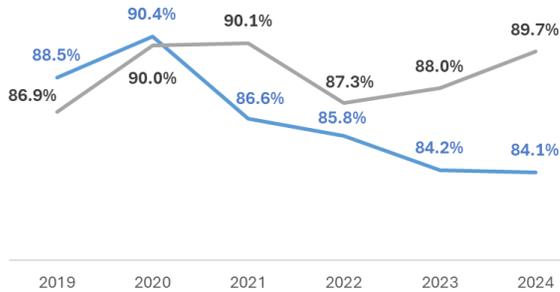
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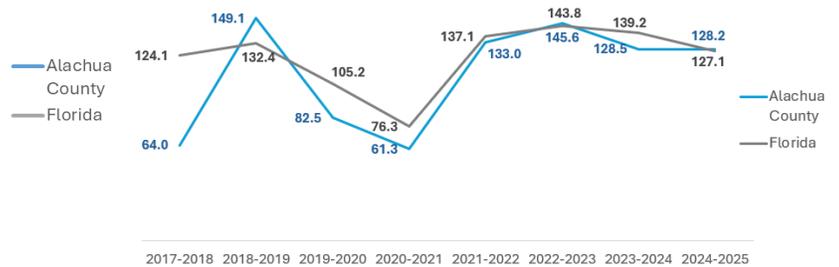
Indicators

High School Graduation, School Disciplinary Incidents

High School Graduation Rates



School Disciplinary (Per 1,000)



Rationale

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

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



Objective

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



Strategies - What Works?

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

Focus Area: Safe Spaces

Goal 3: Children and Youth Live in a Safe Community

Item 12.

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CTAC Implementation Plan

Specific Tasks

- Involve youth in identifying spaces and activities of interest to inform program development and support.
- Collaborate with partners to create safe, stable home environments for children and youth.

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

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

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

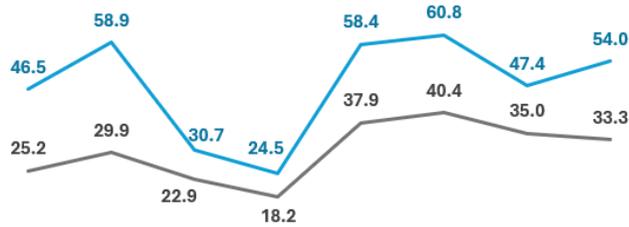
Focus Area: Prevention

Goal 3: Children and Youth Live in a Safe Community

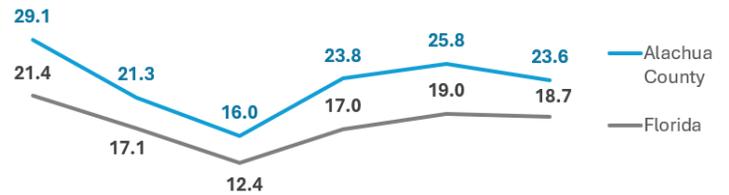
Indicators

School Safety Incidents, Youth Arrested

School Safety Incidents (Per 1,000)



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



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

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



Rationale

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

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



Objective

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



Strategies - What Works?

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

Focus Area: Prevention

Goal 3: Children and Youth Live in a Safe Community

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CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

- Youth Leadership and Conflict Resolution Programs
- Community Dialogues

Key Collaborators

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

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

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

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

Focus Area: Agency Capacity Building

Goal 4: Empower and Equip our Provider Community

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Indicators

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

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

Agency Collaboration: Collaboration among CTAC funded agencies



Rationale

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

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

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



Objective

Providers are equipped to be successful.



Strategies - What Works?

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

Focus Area: Agency Capacity Building

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Goal 4: Empower and Equip our Provider Community

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

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

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

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

Focus Area: CTAC Capacity Building

Goal 4: Empower and Equip our Provider Community

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Indicators

Organizational Capacity Assessment, Provider Feedback



Rationale

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

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



Objective

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



Strategies

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

Focus Area: CTAC Capacity Building

Goal 4: Empower and Equip our Provider Community

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CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

- Center for Nonprofit Excellence
- Nonprofit Lifecycles Institute

Key Collaborators

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

How will we know strategies are making an impact?

Measuring Results

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

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



CHILDREN'S TRUST
OF ALACHUA COUNTY



File Attachments for Item:

13. Early Childhood Learning Collaborative Update

**Item:**

Early Childhood Learning Collaborative Update

Requested Action:

The Board is asked to receive this update.

Update:

This is an update of the activities of the Early Childhood Learning Collaborative workgroups

Thrive Parents

- **Workgroup Leaders:** Yolanda Hagley, Lisa Heath, and Stacey Williams
- **Next Meeting:** March 11, 2026

The March 11 meeting will continue the work started in January, with the goal of finalizing and launching the parent survey. The group will also discuss how to best host a single focus group in partnership with a community organization that works closely with caregivers. By the end of March, the workgroup leaders expect to have a drafted proposal ready to share with CTAC.

Early Learning Educator Workforce and Supports

- **Workgroup Leaders:** Elizabeth Woods, Heather Dole, and Arlene Lambert
- **Next Meeting:** February 27, 2026, March TBD, April 18, 2026

This workgroup is off to a strong start. They plan to use the in-person BLI Alumni Learn and Lunch event as an opportunity to gather direct feedback from early educators and directors. A Zoom session will also be held in March to expand participation.

System Coordination and Resources

- **Workgroup Leaders:** Bonnie Bowman, Terri Robinson, and Dorothy Thomas
- **Next Planning Meeting:** February 11, 2026, March 3, 2026, and March 24, 2026

Although the full group has not met recently, the Workgroup Leaders and a smaller core team have been meeting regularly to gather stakeholder input and begin drafting a proposal that will later be shared with the full workgroup and CTAC for review and feedback.

Their ongoing focus is to develop and implement a coordinated, countywide process for early identification and intervention for children with developmental delays. This includes establishing a transdisciplinary team—such as occupational therapists, physical therapists, and speech-language pathologists—as core service providers. The proposal will also include a strong professional development and training component for early childhood practitioners.

The smaller team anticipates having the proposal organized into a clear, shareable format by the first week of March. The full workgroup will reconvene on March 24 to gather feedback, input, and ideas.

Programmatic Impact:

Goal 1- Children and youth are healthy and have nurturing caregivers and relationships.

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

Fiscal Impact:

N/A

Recommendation:

Receive the information

File Attachments for Item:

14. Community Literacy Collaborative Update

Alachua County Reads Community Literacy Collaborative Implementation Report Update

Executive Summary

This report provides a strategic overview of the Alachua County Reads Community Literacy Collaborative, including implementation phases, potential partner roles, and capacity-building activities designed to improve literacy outcomes across community-based organizations. The collaborative leverages university expertise, community partners, and coordinated training to build sustainable literacy infrastructure across Alachua County.

Strategic Implementation Timeline

Implementation Phase	Key Activities and Outcomes
Phase 1: Framework Development (Summer 2025)	Framework created, revised, and adopted. University and evaluation partners identified.
Phase 2: Community Engagement (Fall 2025)	Town halls conducted. Contracts signed. Initial partners recruited. Marketing planning initiated.
Phase 3: Infrastructure Development (Winter 2025–2026)	Consultants engaged. Partner outreach expanded. Curriculum and training preparation initiated.
Phase 4: Capacity Building (Spring 2026)	Training programs launched. Literacy hubs developed. Partner readiness assessments conducted.
Phase 5: Implementation Launch (Summer–Fall 2026)	Full implementation with 17 partners. Capacity funding provided. Reporting and evaluation begin.

Collaborative Team Structure

Team One: Curriculum and Evaluation Experts

University of Florida Literacy Institute, Family Youth and Community Sciences, and evaluation specialists providing curriculum guidance, training, and evaluation.

UFLI Program: Dr. Holly Lane, Jennifer Reeves, M.Ed., America Reads Student mentors

FYCS: Dr. David Diehl, Evaluator

Team Two: Implementation and Capacity Building

Literacy Coordinator, consultants, and community partners responsible for delivering literacy services and implementing collaborative programs.

Literacy Coordinator: Heidi Keegan

Literacy Consultants: Amber Hatch, Savannah Butler

Implementer Lead Agency: Leah Galione, ED, and Leila Powell, Literacy Specialist PEAK Literacy

Implementor Support: Dr. Walter Balsler, COE Educational Leadership Entrepreneur Program plus 3-5 students

Alachua County Reads Community Literacy Collaborative Implementation Report Update

Team Three: Community Advisory Leadership

Community leaders, educators, and stakeholders providing strategic guidance, alignment, and community voice. Team Three will be recruited and built over the summer and meeting structures and engagement will be developed.

Potential Members as suggested by Alachua County Grade Level Reading will be reviewed by the CTAC and County Lead Advisory Team.

Team Four: Hubs, Marketing, and Communications

Communications specialists responsible for messaging, digital hub development, and public awareness. Team Four hubs will be launched, and marketing and messaging strategy for the full launch in the fall will be built and budget derived. Protocols will be developed to bring in new programs in the fall outside the initial programs using PEAK programming and with CNE support for the training and capacity building.

Potential Partners: David Torees Media, Amber Hatch Busch, Savannah Butler, Cornelius Dunmore, Resource Centers with Partnership For Strong Families, and Alachua County Library District

Community Partner Network

The collaborative may include 17 initial implementation partners across education, youth development, and community-based organizations. These partners serve as literacy hubs and program delivery sites.

Potential Community Based Programs:

AMI Kids Gainesville, Inc.	Development, Inc	Inc.
Big Brothers Big Sisters Of Tampa Bay, Inc.	Cultural Arts Coalition, Inc.	Lee's Preschool Center Inc.
Boys' And Girls' Clubs Of Northeast Florida, Inc.	Gainesville For All, Inc.	Made For More Foundation Inc
Community Impact Corporation, Inc.	Gainesville Thrives, Inc.	Motiv8u Of North Central Florida, Inc.
Crafty Gemini Youth	Girls Place, Inc.	Pace Center For Girls, Inc.
	IGB Education Corp	Willie Mae Stokes Community Center
	Infinite Dream Builders Corp.	
	Kids Count In Alachua County,	

Strategic Priorities and Next Steps

- Expand literacy hub infrastructure
- Provide ongoing partner training and support
- Strengthen evaluation and outcome tracking
- Increase community awareness and engagement
- Scale implementation to additional partner organizations