



CHILDREN'S TRUST
OF ALACHUA COUNTY

CHILDREN'S TRUST - SPECIAL JOINT MEETING WITH ALACHUA COUNTY BOARD OF COUNTY COMMISSIONERS AGENDA

June 11, 2026 at 4:00 PM

County Administration Building, Grace Knight Conference Room, 12 SE 1st Street, 2nd Floor,
Gainesville, FL 32601

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. [Property Tax/Truth in Millage Presentation](#)

Discussion Items

2. [Alachua County Reads Initiative Monthly Update](#)
3. [Family Eviction and Housing Stability Convening](#)
4. [Emergency Assistance and Family Resource Centers](#)
5. [Nonprofit Lifecycle Pilot Program](#)

General Public Comments

Board Member Comments

Adjournment

File Attachments for Item:

1. Property Tax/Truth in Millage Presentation

Property Tax and Alachua County

Michele Lieberman, ICMA-CM, CPM



2024 Alachua County Millage Rate Rankings (FY25) in Florida

Item 1.

Among 67 Counties

AGGREGATE MILLAGE

51st

9.0768 mills



Rank 1

Rank 67



Alachua County (51st)

GENERAL FUND MILLAGE

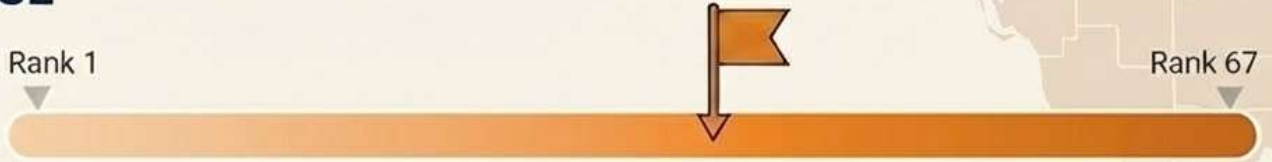
41st

7.6180 mills



Rank 1

Rank 67



Alachua County (41st)

2024 Property Taxes per Capita (FY25) (County Government Levies Only)

Item 1.



Alachua

\$714

Lower than State Average



State Average

\$942



32nd Lowest

property tax per capita

Among 67 Counties


Impact of Assessed Value vs. Taxable Value on Alachua County

Item 1.




Assessed vs. Taxable Value

Potential with State Average



State Average of 84% would generate \$6.2B more in Taxable Value

Millage Rate Impact



Millage Rate	Value
Current Millage	7.600
Potential Millage	6.1045

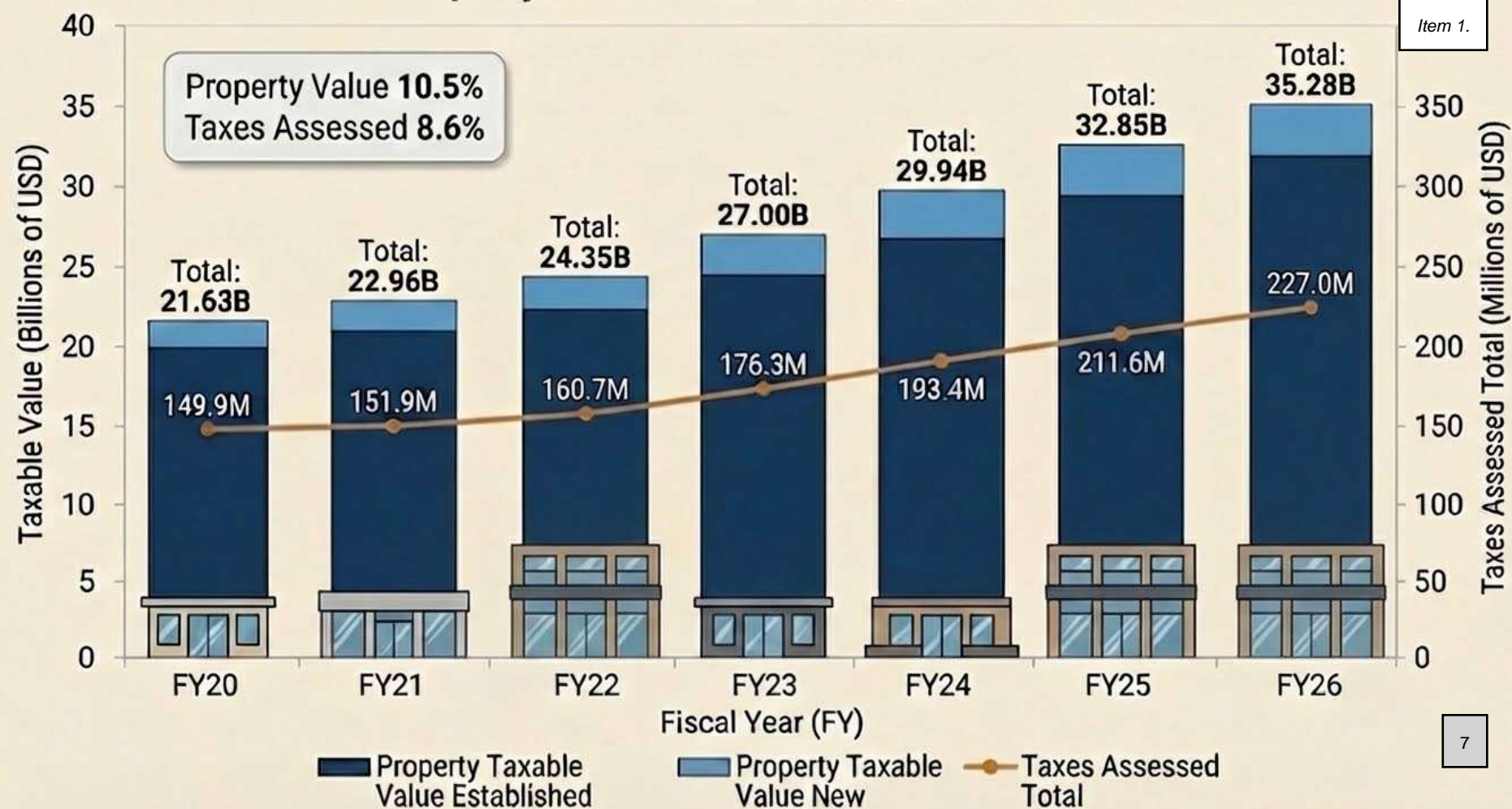
Millage could be 6.1045 instead of 7.600 to generate the same revenue in General Fund property taxes



Potential Solution

Payment in Lieu of Taxes could be a partial solution.

Property Taxable Value vs. Taxes Assessed



Item 1.

Ad Valorem on a \$250,000 home with SOH cap

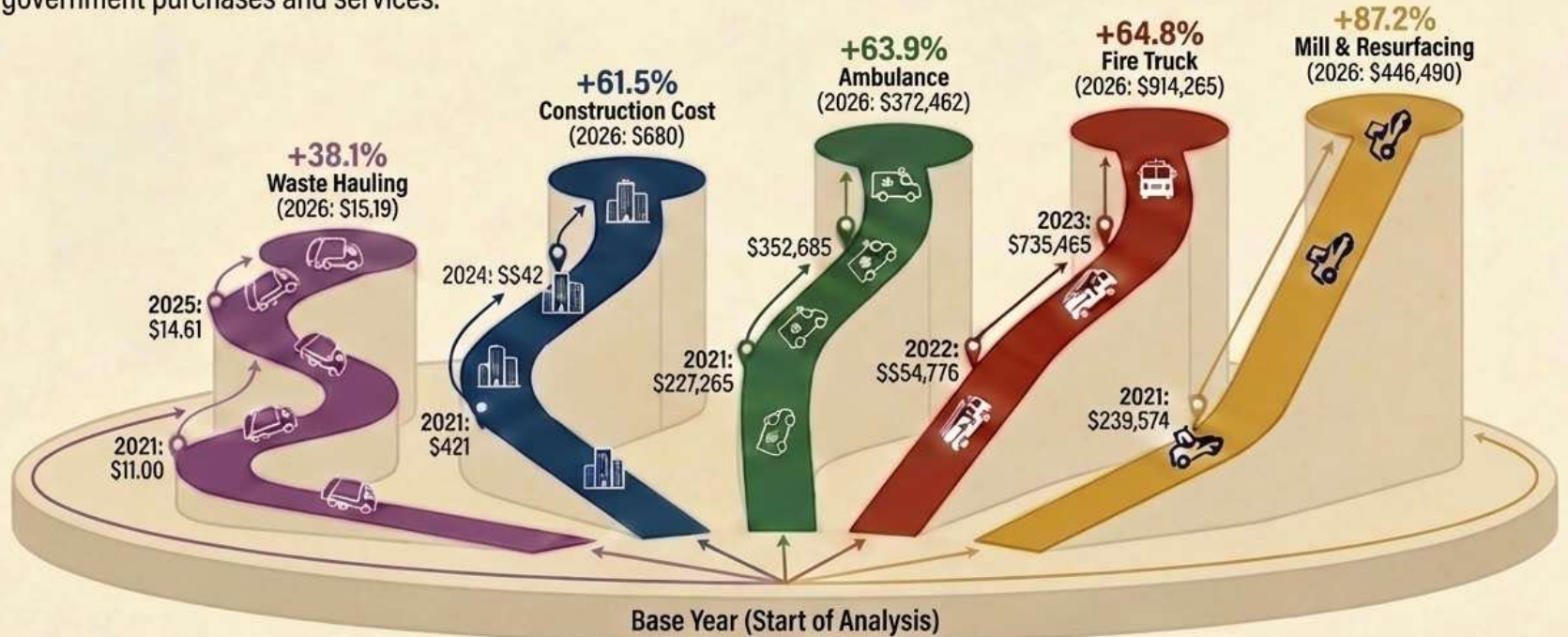
- County General Government Taxes
- MSTU Law Enforcement Item 1.
- ◆ Property Tax with Municipal Cost Inflation



Government Specific Cost Escalation

Visualization of significant percentage growth in high-value government purchases and services.

FY20 - FY26 Inflation
Traditional Operational Inflation **25.76%**
Municipal Cost Inflation **29.92%**



Percentage Growth is calculated from the first available data point for each item.

Item 1.

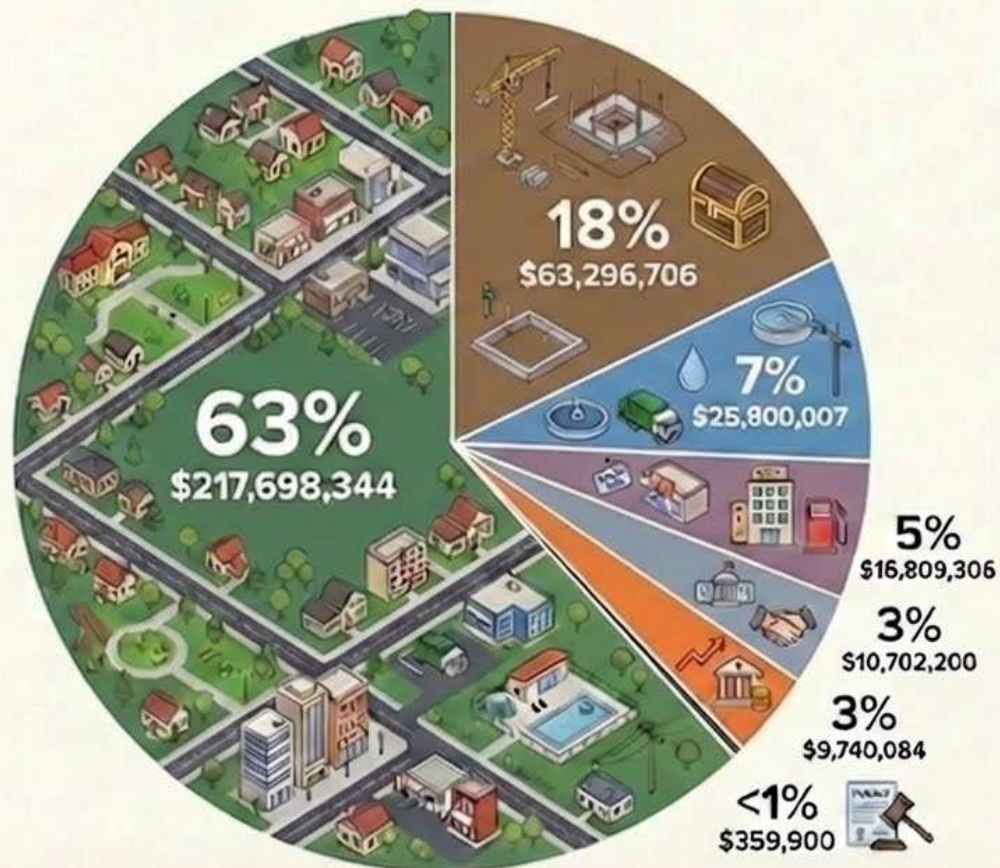
Fiscal Year	Budgeted Expenditures (\$M)	Population
Fiscal Year 2016-17	\$163.0	260,003
Fiscal Year 2019-20	\$181.6	284,607
Fiscal Year 2024-25	\$321.6 (+97.2%)	298,485

Budget Context (FY20–Present)

- Growth aligned with inflation and economic indicators
- Workforce COLA: 23% over six years vs. 25% CPI
- All University payments properly documented
- Consulting contracts authorized with defined scopes
- Terminal payouts compliant with Florida law
- Overall growth below combined population + inflation

10

MSTU-LE and General Fund Revenues Item 1.



	Ad Valorem Taxes	63%	\$217,698,344
	Funding Roll-Over Prior Year Projects	18%	\$63,296,706
	Ambulance Fees and Charges for Services	7%	\$25,800,007
	Sales Tax, PST, CST	5%	\$16,809,306
	State Shared Funding	3%	\$10,702,200
	Interest and Misc	3%	\$9,740,084
	Permits, Fines & Fees (<1%)	<1%	\$359,900

Total Revenue: ~\$344,406,

Strategic Funding of Services



State Services Mandated to County

Item 1.

0.25 mills
8th Judicial Circuit **\$6,298,549**

0.48 mills
State Required Services **\$12,153,521**



Alachua County Court Administrations
\$1,223,546



Juvenile Detention **\$3,405,233**



States Attorney
\$406,788



Medicaid **\$4,700,000**



Public Defender
\$299,759



Medical Examiner **\$2,438,413**



Guardian Ad Litem
\$220,464



Health Dept **\$1,609,875**



Court Facilities **\$4,147,992**

Resources

- Cents & Sensibility: Alachua County's Budget in Eight Chapters
<https://heyzine.com/flip-book/7e98ac0363.html>



- Unfunded Mandates (Florida Association of Counties)
<https://faca.fl-counties.com/sites/default/files/2021-09/Unfunded%20Mandates%20in%20Florida-June2021%20FINAL.pdf>

File Attachments for Item:

2. Alachua County Reads Initiative Monthly Update

**Item:**

Alachua County Reads Initiative Monthly Update

Requested Action:

1. The Board is asked to receive the update.

Update

The Alachua County Reads (ACR) initiative continues to advance implementation planning, partnership development, literacy hub infrastructure, summer literacy supports, and communications strategy efforts. Major activities during this period focused on refining the Year 1 implementation structure, aligning literacy investments with broader systems-building goals, preparing for the summer literacy launch, and strengthening coordination with community and educational partners.

The attached progress update highlights the implementation model and key priority areas.

Programmatic Impact:

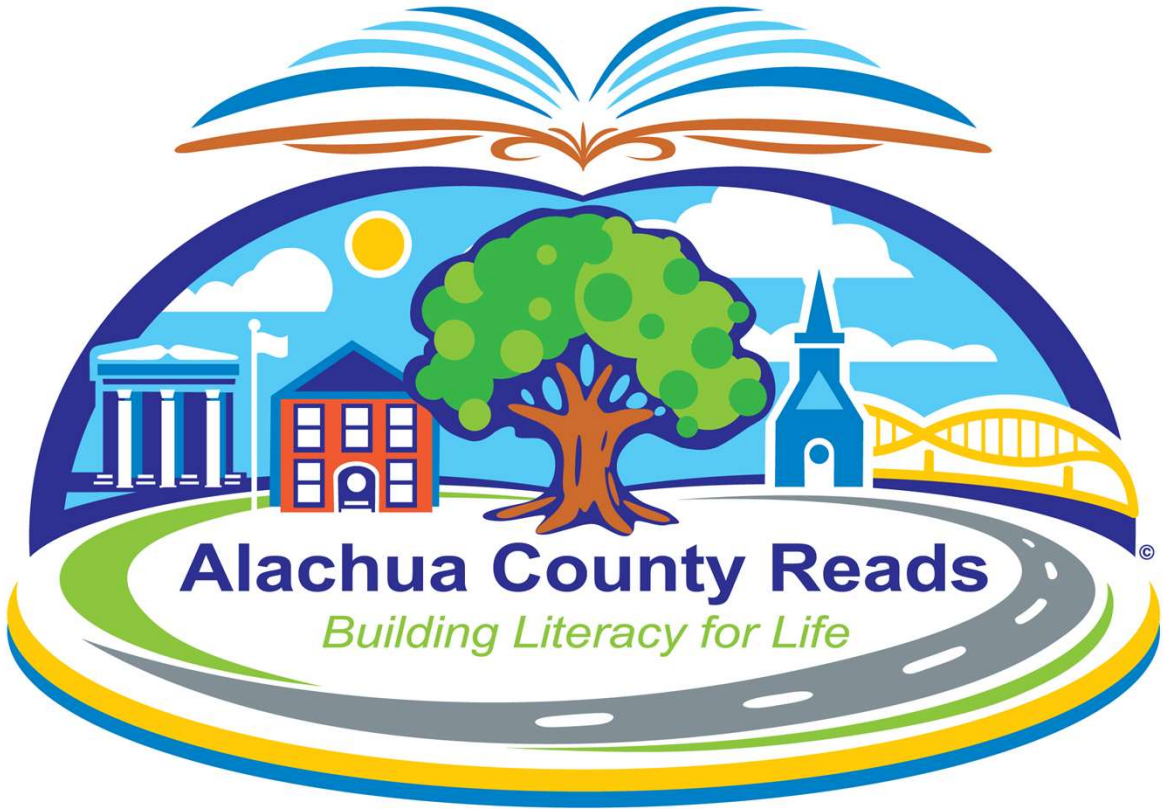
Goal 2: Children & Youth Can Learn What They Need To Be Successful

Fiscal Impact:

\$550,000.00

Recommendation:

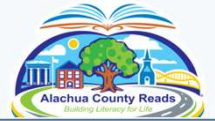
1. The Board is asked to receive the requested action.



Progress Update | June 2026

Alachua County Board of County Commissioners & Children’s Trust of Alachua County

The Dual Charge from the ACCLNA



Alachua County Reads was designed to address both direct literacy needs and the system conditions required for long-term improvement.

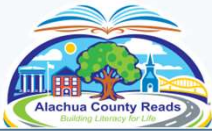
Community Literacy Needs

- Strengthen kindergarten readiness efforts across early learning settings
- Increase 3rd grade reading proficiency through targeted, evidence-based supports
- Reduce disparities for Black students, students with disabilities, and English language learners
- Expand adult literacy supports
- Increase access for families facing logistical and financial barriers

System Infrastructure Needs

- Centralize communication and coordination across literacy efforts
- Align efforts, resources, and investments around shared, evidence-based literacy practices
- Expand professional learning and ongoing provider support
- Address staffing, funding, and implementation capacity needs
- Strengthen family engagement and community-wide literacy participation

The Refined Implementation Model



The original four-team framework remains the foundation. Implementation helped organize those functions into two coordinated arms with clearer roles and accountability.

PROGRAMMING ARM

Primary Reading Intervention Provider: PEAK
Primary Readiness + Instructional Support Provider: UFLI

Design, Training & Evaluation
Evidence-based programming, professional learning, evaluation planning

Implementation & Partnership Support
Readiness, instructional support, intervention/remediation

COORDINATION ARM

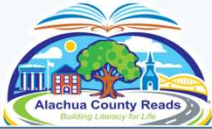
Coordination Lead: CNE

Community Advisory Council
Community input, representation, outreach, family engagement

Coordination of Services & Strategic Communication
Hubs, awareness, reporting, provider capacity, shared accountability

One initiative with two arms organizing four core functions.

Key Priority Areas



The refined model connects each ACCLNA need to a lead function and implementation pathway.

READINESS

Lead / Key Players
 UFLI + ELC/VPK partners
 + Anita Zucker Center

Purpose
 Build early literacy foundations before kindergarten.

INSTRUCTIONAL SUPPORT

Lead / Key Players
 UFLI + ACPS + Education Foundation

Purpose
 Strengthen K–3 implementation, coaching, and professional learning as it relates to evidence-based literacy instruction.

INTERVENTION / REMEDIATION

Lead / Key Players
 PEAK Catalyst Initiative+ community providers + libraries

Purpose
 Provide targeted support for striving readers and adult learners.

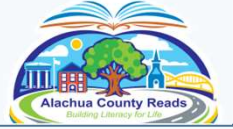
COORDINATION + COMMUNITY AWARENESS

Lead / Key Players
 CNE

Purpose
 Build the infrastructure that connects, sustains, and scales the work.

Shared goal: literacy for life through aligned services, access, capacity, and accountability.

Insights Informed by HELIOS and Successful Florida Literacy Initiatives



Successful approaches point to a practical path for ACR: start early, support educators, align instruction, and use data for continuous improvement.

HELIOS highlighted 5 conditions for literacy improvement

- 1 District commitment
- 2 Administrative engagement
- 3 Professional development + coaching
- 4 Pre-K literacy awareness
- 5 Early learning provider coaching

Local translation

- Readiness + Instructional Support: UFLI / ACPS / ELC
- Intervention + Remediation: PEAK / Catalyst
- Coordination + Awareness: CNE

Pinellas: PELI

- Third-grade reading proficiency increased from 50% to 67% since launch in 2021.
- Focus: Pre-K through K-2 alignment, educator professional development, coaching, and evidence-based instruction.

Hillsborough: TELI

- Launched in high-need schools serving approximately 3,000 students.
- By Year 3: Kindergarten performance rose from the 9th to 42nd percentile; Pre-K rose from the 12th to 44th percentile.
- Sites meeting readiness benchmarks grew from 1 to 7.

Implementation lesson

ACR can build on existing, successful readiness and instructional support models and adapt them to the unique needs of our community.



UFLI: Readiness + Instructional Support

The ACR team is translating HELIOS-informed learning into a focused Alachua County scope for school readiness, K–3 instructional support, evaluation, and community awareness.

Coordinating Activities

Implementation development

- Negotiating scope, funding, and services with UFLI, ACPS, and CTAC
- Refining the work around readiness and instructional support
- Identifying targeted early learning centers and high-need schools
- Planning for coaching, professional learning, administrator support, and implementation support

Why this matters

Readiness and K–3 instruction are the front end of long-term literacy improvement. ACR can support ACPS and early learning partners while keeping family/community awareness connected.

Proposed UFLI scope - under development

6
targeted VPK / early learning centers

6
high-need ACPS elementary schools

2
community sites ready for implementation

Scope components

- School readiness activities and instruction in targeted early learning settings with goal to replicate and expand reach
- Instructional support for UFLI Tier 1 implementation for all ACPS elementary schools, targeted coaching in high-need schools, and
- Evaluation planning: pre-screening, implementation impact, individual achievement
- Community awareness coordination with CNE

Sources: University of Florida Literacy Institute Invitation for Impact; April 22 workgroup notes; ACPS/CTAC/CNE follow-up notes.

PEAK / Catalyst: Model and Role in ACR

PEAK brings an established, flexible intervention and remediation model that can deliver direct support while helping community partners build literacy capacity.

ACR role: Intervention/remediation partner • Catalyst cohort lead • Family/adult literacy pathway partner

Evidence-based model

- High-dosage tutoring
- Great Leaps intervention model
- Targets fluency, phonics, comprehension, and reading confidence

Flexible delivery model

- In-person and virtual supports
- Designed for school, afterschool, and home settings
- Youth supports with emerging adult literacy pathways

Quality + data practices

- Structured tutor training and coaching
- Daily review of lesson recordings and progress data
- Referral navigation for additional student supports

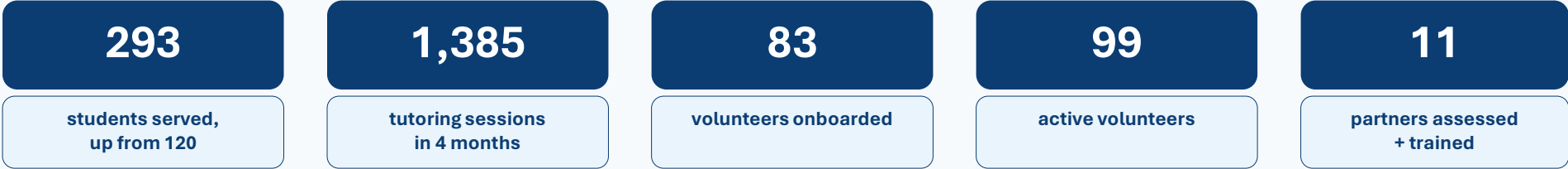
Catalyst cohort role

- Assess provider readiness and capacity gaps
- Train community partners in validated literacy tools
- Build action plans for sustainable provider programming

PEAK was ready to hit the ground running while the foundation for the broader ACR movement, including readiness and instructional support, system-wide coordination, and sustainable, accessible infrastructure is being built.

PEAK / Catalyst: What Has Been Accomplished

Early direct-service growth is paired with cohort capacity-building, family support, and emerging adult literacy partnerships.



Direct service + quality

- 8 formal volunteer trainings and 20 individualized coaching sessions
- Daily lesson-recording and progress-data review
- NSSA certification application submitted

Cohort capacity-building

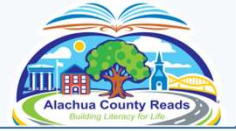
- 11 providers trained in Great Leaps, DIBELS, TOWRE-2, and UFLI Toolbox
- Partner readiness assessments completed on all trained providers
- 4 of 7 monthly literacy trainings completed; action plans planned for summer 2026

Family + community reach

- 16 caregiver strategy sessions
- Community workshop + Read Across America activities
- Adult learner/reentry coordination with Elite Force Training, Released Reentry, and ACSO

Source: PEAK Scope of Work Progress Update and County deliverables, October 2025–February 2026.

CNE: Coordination and System Building



CNE's backbone role turns individual literacy efforts into a coordinated, collective, and sustainable system.

Starting assets

- County + CTAC investment
- ACCLNA priorities
- Local providers and schools
- UF literacy expertise
- Community need and momentum

Coordinating strategic operations

- Convening and organizing the workgroup
- Coordinating among CTAC, County, PEAK, UFLI, ACPS, and providers
- Refining design based on what emerged during implementation
- Supporting UFLI/ACPS scope development

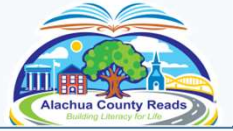
Building infrastructure for sustainability

- Reviewing provider capacity needs
- Developing logic model and funding rubric for Workgroup review on June 30
- Preparing the initiative for accountability and future scaling
- Keeping coordination, programming, and awareness aligned

System capacity created

- Readiness + instructional support pathway
- Intervention/remediation capacity pathway
- Provider capacity review
- Virtual + physical hub strategy
- Accountability tools for Workgroup review

CNE: Community Awareness and Access Infrastructure



ACR is building public-facing access points so families, providers, and partners can find and use literacy supports.

Virtual Hub

Structure developed; branding and CTAC approval pending before publication; website form will allow programs to be added over time.

Physical Hubs

Planning underway for community access points that extend beyond the website and into trusted local spaces.

Awareness Campaign

Logo, branding, social media, partner messaging, and launch visibility moving into place.

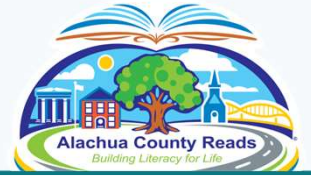
Summer Literacy Tubs

Literacy tubs for 24 summer organizations, with delivery, photos, and social media documentation in June. Additional materials and instructional support modeling throughout the Summer.

Purpose: move families and partners from scattered resources to a shared literacy access infrastructure.

What the Investment Has Produced

The investment is converting sporadic literacy responses into a coordinated strategy and sustainable system.



1

Coordinated strategy instead of isolated efforts

UFLI, PEAK, CNE, ACPS, CTAC, County, providers, and libraries are being aligned around shared priorities rather than parallel activities.

2

Clear implementation pathways

Readiness + instructional support through UFLI; intervention/remediation through PEAK/Catalyst; coordination + awareness through CNE.

3

Immediate programmatic reach

PEAK is scaling services, training providers, supporting families, and opening adult/reentry pathways while the broader system builds.

4

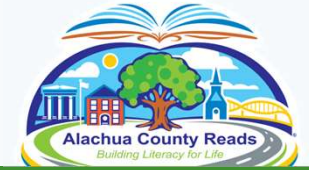
Shared access infrastructure

Virtual hub, physical hub planning, awareness campaign, branding, and summer literacy tubs make resources easier to find and use.

5

Foundation for accountability and scale

Logic model, funding rubric, capacity review, data/reporting plans, and partner routines prepare ACR for sustainable implementation and future investment.



Next Steps

June 2026

Approval + launch

- Deliver and document summer literacy tubs
- Finalize branding and publish virtual hub after CTAC approval
- Present logic model and funding rubric to Workgroup on June 30

Summer–Fall 2026

Implement

- Finalize UFLI/ACPS scope and target sites
- Open hub for program submissions and resource updates
- Begin capacity-building investments with providers

2026–2027 School Year

Measure + improve

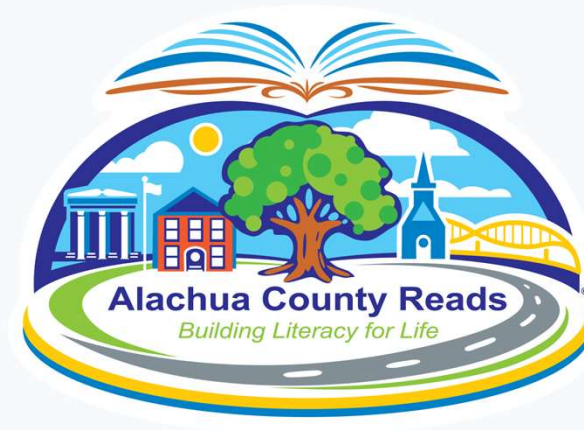
- Track participation, reach, and early outcome measures
- Use provider and family feedback to refine supports
- Expand physical hub access and advisory/champion engagement

Long-term Targets

Scale + sustain

- Replicate effective practices across sites
- Align public, philanthropic, school, and provider investments
- Move toward measurable gains in readiness, 3rd grade reading, adult literacy, and disparity reduction

Partner opportunities: refer families • connect resources • support provider capacity • champion literacy awareness



Thank you

Together, we are building a countywide literacy system that helps children, families, and adults access the support they need to read, learn, work, and participate fully in community life.

Literacy for all • Collaboration • Data-informed • Community-powered

alachuacountyreads@gmail.com

File Attachments for Item:

3. Family Eviction and Housing Stability Convening

**Item:**

Family Eviction & Housing Stability Convening (Kristy Goldwire)

Requested Action:

Review, discuss, and provide feedback on the proposed eviction prevention recommendations.

Background:

At the direction of the Children's Trust of Alachua County Board of Directors, staff convened a focused gathering of community partners and stakeholders to examine the growing challenges of family eviction, youth homelessness, and housing instability affecting children, youth, and families throughout Alachua County.

The convening, moderated by Frank Wells and Traci Blue of Bright Community Trust, was held on Wednesday, May 27, from 2:00 p.m. to 4:00 p.m. The session brought together representatives from Family Resource Centers, Alachua County social service agencies, city and county government, legal aid organizations, emergency shelters, and other community-based organizations to discuss current trends, identify service gaps, and explore opportunities for collaboration and systems-level solutions.

Participants shared insights on the factors contributing to housing instability, the impact of eviction on child and family well-being, barriers to accessing housing resources, and strategies to strengthen prevention and intervention efforts. The discussion highlighted both immediate challenges facing families and broader systemic issues affecting housing stability across the community.

Attachments:

Family Eviction & Housing Stability Convening PowerPoint
Convening Summary

Programmatic Impact:

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

Fiscal Impact:

N/A

Recommendation:

Review the findings and recommendations and provide direction regarding the recommendations to be presented to the Alachua County Board of County Commissioners (BoCC).

Family Eviction and Housing Stability Convening

Children's Trust of Alachua County | Summary and Potential Next Steps | May 2026

The Children's Trust of Alachua County convened a focused group of community partners to discuss family eviction, youth homelessness, and housing instability affecting children, youth, and families in Alachua County. The session was facilitated by Frank Wells and Traci Blue of Bright Community Trust, with local eviction data presented by Anne Ray of the Shimberg Center for Housing Studies at the University of Florida.

The purpose of the convening was not to position the Children's Trust as a housing agency. Rather, the discussion focused on where housing instability directly affects children and families, where existing systems are falling short, and what recommendations the Children's Trust Board may wish to consider sharing with the Alachua County Board of County Commissioners and other community partners.

Core framing: CTAC can play a valuable role by elevating the child and family impacts of eviction, convening partners, supporting family-centered prevention strategies, and helping inform County-level recommendations without becoming the housing agency itself.

Key Findings and Points of Discussion

- **Prevention must happen before an eviction filing.** Participants emphasized that requiring a notice or court filing before assistance can be harmful because eviction records create long-term barriers to subsidized and private rental housing.
- **One-time rent assistance is often insufficient.** Families may need sustained stabilization, including case management, childcare, transportation, employment assistance, legal support, and flexible funds over several months or up to a year.
- **Wage insufficiency and the benefits cliff are central barriers.** Many families are working but cannot afford rent, childcare, transportation, and basic needs, while modest wage increases can cause loss of benefits before a family is truly stable.
- **The service system is difficult to navigate.** Families face multiple applications, duplicative paperwork, strict eligibility rules, document requirements, online forms, and limited support completing applications during crisis.
- **Case management and navigation capacity are inadequate.** Existing agencies are doing important work but are stretched thin; adding capacity requires supervision, training, data systems, and organizational infrastructure.
- **Rural families face added access barriers.** Transportation limitations make it harder to reach employment, childcare, schools, benefits, appointments, and providers.
- **Family Resource Centers are promising access points.** FRCs and community resource navigation sites are trusted, place-based front doors that could help with eviction prevention, benefits navigation, legal referrals, computer/application support, and coordinated family stabilization.
- **Legal support, tenant education, and landlord engagement are needed.** Participants discussed Know Your Rights clinics, legal aid partnerships, property manager education, and the need to engage landlords and the apartment association even where relationships may be challenging.
- **Housing stability should be framed as child well-being and economic development.** Eviction affects school attendance, child development, parental stress, workforce participation, and local economic stability.

Potential Next Steps and Recommendations

The following recommendations emerged from the discussion and may be refined by the Children's Trust Board before being shared with the Alachua County Board of County Commissioners.

1. **Continue regular cross-sector convening on family housing stability.** Participants appeared to agree that the initial convening was valuable and that continued, structured dialogue would be fruitful. CTAC could consider engaging Bright Community Trust to facilitate a series of follow-up meetings, building on Bright's experience convening eviction prevention and housing stability stakeholders in other Florida communities. Topics could include rental assistance design, Family Resource Center integration, legal services, landlord engagement, youth homelessness, rural access, workforce and childcare connections, and data tracking.
2. **Develop a coordinated family housing stability strategy.** CTAC and County partners could work toward a shared framework that clarifies roles across agencies and identifies how families should move through the system. This could include common screening, shared intake or referral protocols, warm handoffs, and clearer pathways among FRCs, legal aid, rental assistance providers, schools, homeless services, workforce partners, and public benefit programs.

3. Explore earlier and more flexible eviction prevention funding. County and community partners could consider assistance that can be triggered before formal eviction filing, such as by a three-day notice, documented financial instability, sudden income loss, benefit disruption, medical crisis, or other indicators of imminent housing instability. Flexible funds could also cover deposits, utility turn-ons, application fees, late fees, document replacement, and similar stabilization costs.

4. Strengthen Family Resource Centers as family housing stability access points. FRCs and community navigation sites could be supported as trusted front doors for families experiencing housing instability, with navigators trained in eviction prevention resources, benefits applications, legal referrals, school stability supports, and rental assistance screening. Computer lab and application assistance could reduce barriers to accessing help.

5. Invest in sustained case management for high-need families. A smaller number of families may benefit from longer-term, intensive case management paired with flexible supports for rent, childcare, transportation, employment training, legal assistance, and benefits navigation. This approach would prioritize durable stabilization rather than short-term crisis response.

6. Engage additional partners and use data plus family stories. Future convenings should include County and municipal leaders, schools, Santa Fe College, UF, major employers, workforce and economic development partners, landlords, legal services, transportation partners, and philanthropy. Local data should be paired with family stories to show both the scale of the issue and its direct impact on children and caregivers.

Conclusion

The convening confirmed that family eviction and youth homelessness in Alachua County require a coordinated, cross-sector response. CTAC's most immediate opportunity is to continue structured convening and help move the community from shared problem identification toward actionable recommendations with clear roles for CTAC, Alachua County, service providers, schools, legal partners, Family Resource Centers, philanthropy, landlords, and other stakeholders.



CHILDREN'S TRUST

OF ALACHUA COUNTY

Family Eviction & Housing Stability Convening

Overview, Discussion Summary, and Recommendations



CHILDREN'S TRUST
OF ALACHUA COUNTY



Family Eviction & Housing Stability Listening Session

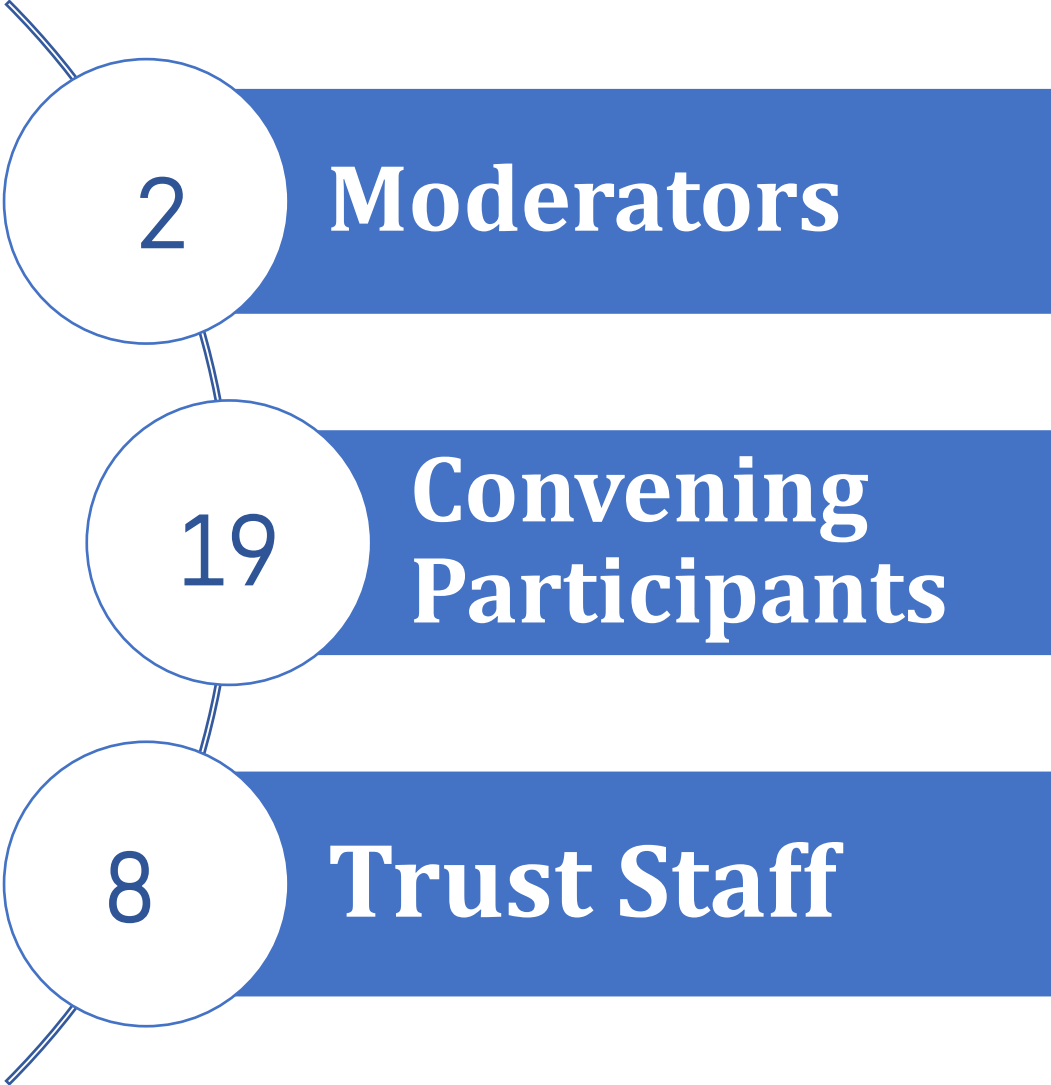
The Children's Trust of Alachua County is calling representatives together from our Family Resource Centers, local shelters, and other community housing partners for a solution-oriented conversation about current housing challenges, service gaps and strategies to support families at risk of eviction in our area.

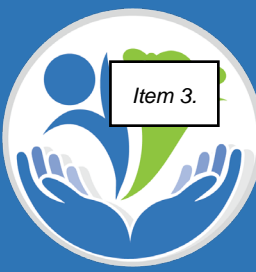
Contact Kristy Goldwire
kgoldwire@childrenstrustofalachuacounty.us

May 27th
2-4 p.m.

CTAC Office
4010 NW 25th Pl,
Gainesville FL, 32605

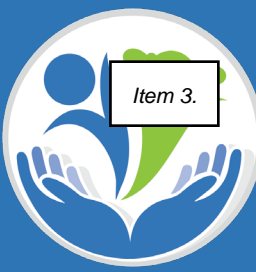
Register Here





Purpose

1. Understand challenges impacting families facing eviction
2. Identify service gaps across systems
3. Develop actionable solutions
4. Inform recommendations to the Children's Trust Board and Alachua County BoCC



Guided Questions

1. Resources

Available and effective

2. Gaps

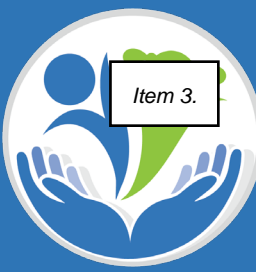
Largest gaps of support

3. Solutions

Preventative measures

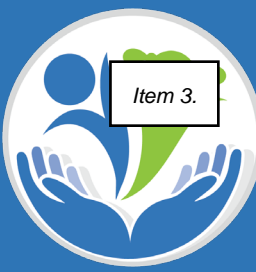
4. Opportunities

Coordination and policy improvements



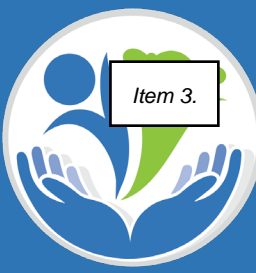
Critical Challenges

- Wage insufficiency
- Benefits cliff
- Eviction record impact
- Move-in costs
- Application barriers
- Late fee trap
- Substandard housing conditions
- Hidden Homelessness



Service Gaps

- Insufficient case management
- Limited rental assistance
- Rural transportation
- Childcare availability and affordability
- Long-term intervention funding
- Capacity



Key Findings

- Continue regular cross-sector convening on family housing stability
- Develop a coordinated family housing stability strategy
- Explore earlier and more flexible eviction prevention funding
- Strengthen Family Resource Centers as family housing stability access points
- Invest in sustained case management for high-need families
- Engage additional partners and use data plus family stories

Recommendations

1. Fund two Case Managers at Family Promise \$118,000 annually
2. Allocate funding for Family Resource Centers to expand support for emergency needs, including Emergency Rental Assistance for eviction prevention.



CHILDREN'S TRUST

OF ALACHUA COUNTY

Thank you!

File Attachments for Item:

4. Emergency Assistance and Family Resource Centers

Emergency Food Distribution (SNAP Boxes)

Background:

CTAC entered into an emergency contract with the Regional Food Bank of Northeast Florida, Inc. (Contract No. 14933) to support the distribution of supplemental food boxes to participating Family Resource Centers (FRCs) in response to the SNAP benefits disruption.

Update:

On January 20, 2026, The Regional Food Bank formally decided not to request any additional withdrawals from the CTAC emergency allocation and initiated termination of the agreement.

Effective January 20, 2026, food box distributions under this contract were discontinued.

Rationale Provided by Partner:

The partner cited two primary reasons for ending the agreement:

1. **Operational Capacity:** The program proved highly labor-intensive and required significant staff and resource reallocation from core operations. The partner continued limited distribution using Alachua County funding, independent of CTAC.
2. **Limited Provider Demand:** FRC feedback did not demonstrate a strong demand for a second distribution cycle:
 - Cessation of SNAP emergency
 - Responses received from 4 of 6 FRCs.
 - Only 3 FRCs requested additional boxes.
 - One FRC reported slow distribution and requested only 60 additional boxes.

Distribution data:

Family Resource Center	Number of Boxes
PSF-Library Partnership	150
PSF-SWAG	150
One Community Health and Wellness	150
Willie Mae Stokes Community	150
City of Hawthorne/HARC	150
Deeper Purpose	150



Community Resource Center Update

Community Support Services

Candie Nixon, Assistant Department Director

Satori Days, Community Stabilization Program Manager

June 11, 2026

BoCC Motion/Discussion

December 10, 2024: Commissioner Prizzia stated that she would like to discuss community centers in a broad conversation as several of them are struggling in the current economy rather than just discussing the need in High Springs. She would like to discuss this at a Policy Meeting.

Community Resource Center Definition

A public location where members of a community gather for group activities, social support, public information, and other purposes. They may be open for the whole community or for a specialized subgroup within the greater community. Community centers can be religious in nature, such as Christian churches, Islamic mosques, Jewish synagogues, Hindu temples, or Buddhist temples; though they can also be secular and in some cases government-run, such as youth clubs or senior centers.

Community Resource Center Survey Criteria

- Identify community centers that are a “one stop” hub of community resources that offer a wide range of social services and support in one location
- Services that go beyond one single need to include but not limited to clothing, job training, health care, senior services, educational resources, mental health support, and youth services

Community Resource Centers Surveyed

Item 4.

- City of Alachua Recreation and Culture Department- Hathcock Community Center
- City of Archer-Ollie Mae Robinson Senior Center
- City of Newberry-Martin Luther King Community Center
- City of Waldo Community Center
- Community Impact Corporation
- Deeper Purpose Community Church, Inc
- Greater Montechoa-Gordon Community Center
- Hawthorne Area Resource Center, Inc.
- Partnership for Strong Families- Library Partnership
- Partnership for Strong Families-Southwest Advocacy Group (SWAG) Resource Center
- Pleasant Street Civil Rights and Cultural Arts Center Inc-One Community Family Resource Center
- The Willie Mae Stokes Community Center



Highlights of Services and Programs

Item 4.

CRC	Afterschool/ Summer	Clothing & etc.	Food	Health Care	Housing	Transport	Other
City of Alachua			√	√			√
City of Archer			√				
City of Newberry	√						√
City of Waldo	√		√				
Community Impact	√		√				√
Deeper Purpose Inc	√	√	√	√	√	√	√
Hawthorne Area		√	√	√	√	√	√
PFSF Library Partnership	√	√	√	√	√		√
Pleasant Street		√	√	√	√		√
SWAG	√	√	√	√	√		√
Willie Mae Stokes	√	√	√	√		√	√
Greater Montechoa			√				

April 1, 2025 Board Motion

1. That staff identify for the Commission of the list which of these entities are municipally run versus run by nonprofits and/or volunteers, 501c(3) and provide that back to the Commission by email is fine.
2. Request any operating budgets that May or May not exist relating to these entities and provide that back to the Commission by email is fine.
3. That the Commission refer to staff to work with the Community Foundation and the Children's Trust and develop recommendations with regards to both the amount and a method or process for potential funding in fiscal year 2025-2026.
4. Staff be utilized to help these organizations gather that information.
5. Explore opportunities to utilize surplus and government access to resources and software for support of these centers.
6. Bring back recommendations for support of a community wide resource guide that works.

Designated Family Resource Centers by CTAC

- Family Resource Centers (FRCs) are defined as a national model of community based welcoming hubs of community services and opportunities designed to strengthen families
- Family Resource Centers
 - Deeper Purpose Family Resource Center
 - Hawthorne Area Resource Center
 - Library Partnership Family Resource Center
 - One Community Family Resource Center
 - SWAG Family Resource Center
 - Willie Mae Stokes Community Center



CRCs Support

Item 4.

- In response to the SNAP delays, the County provided \$200,000 to 6 CRCs to provide weekly fresh produce to food insecure residents
 - Deeper Purpose Family Resource Center
 - Hawthorne Area Resource Center
 - Library Partnership Family Resource Center
 - One Community Family Resource Center
 - SWAG Family Resource Center
 - Willie Mae Stokes Community Center
- Provided commercial refrigeration to 3 CRCs to address food insecure residents to assist in weekly food distributions and food
 - Deeper Purpose Family Resource Center
 - One Community Family Resource Center
 - Willie Mae Stokes Community Center

CRCs Support Cont'd

- Continuing to provide access and training to EUNA Grant portal to all CRCs
- Continuing to provide technical assistance and support to all CRCs with referrals to community resources
- Collaborated with the Office of Accreditation and Grants to provide ongoing grant and funding opportunities for all CRCs
- Providing \$300,000 in support of 6 CRCs via Social Services to provide rent and utility assistance referrals

File Attachments for Item:

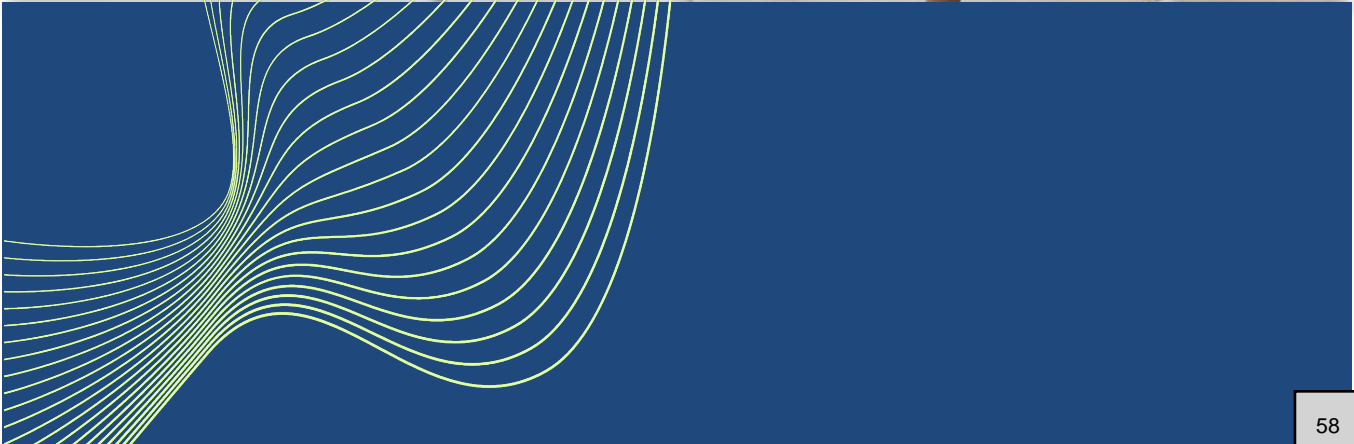
5. Nonprofit Lifecycle Pilot Program



CHILDREN'S TRUST
OF ALACHUA COUNTY

STRATEGIC PLAN

FY 2027-FY 2030



Phase I

Preparation for Board Workshop

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

Phase V

Staff Realignment of Strategies and Measurements

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

Phase II

Board Workshop

- Lifecycle stage of a non-profit
- Review 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 Principles

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

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



2027 - 2030 STRATEGIC PLAN

Item 5.

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



GOAL 1

Children and Youth are Healthy and Have Nurturing Caregivers and Relationships

FOCUS AREAS

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



GOAL 2

Children and Youth can Learn What They Need to Be Successful

FOCUS AREAS

- Early Learning
- Literacy and Academic Success



GOAL 3

Children and Youth Live in a Safe Community

FOCUS AREAS

- Safe Spaces
- Prevention



GOAL 4

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

FOCUS AREAS

- CTAC Capacity Building
- Agency Capacity Building



2027 - 2030 STRATEGIC PLAN IMPLEMENTATION ROADMAP

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.



FOCUS AREA: PRE AND POSTPARTUM FAMILY HEALTH

GOAL 1



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

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

STRATEGIES

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

GOAL 2**FOCUS AREA:EARLY LEARNING****INDICATORS**

Kindergarten Readiness, VPK Participation

OBJECTIVE

Children enter kindergarten ready to succeed

STRATEGIES

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

GOAL 2**FOCUS AREA:LITERACY AND ACADEMIC SUCCESS****INDICATORS**

Third Grade Reading and Math Proficiency

OBJECTIVE

Children meet or exceed academic standards

STRATEGIES

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

GOAL 3**FOCUS AREA: SAFE SPACES****INDICATORS**

High School Graduation, School Disciplinary Incidents

OBJECTIVE

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

STRATEGIES

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

**GOAL 3****FOCUS AREA: PREVENTION****INDICATORS**

School Safety Incidents, Youth Arrested

OBJECTIVE

Children and youth build positive decision making skills and relationships

STRATEGIES

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



FOCUS AREA: CTAC CAPACITY BUILDING Item 5.

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

FOCUS AREA: AGENCY CAPACITY BUILDING

GOAL 4



INDICATORS

Agency Impact: Measured by the number of program performance targets met (81% in 2024).
Agencies with Diverse Funding Sources: Number of funded agencies supported with funding outside of CTAC
Agency Collaboration: Collaboration among CTAC funded agencies

OBJECTIVE

Providers are equipped to be successful

STRATEGIES

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

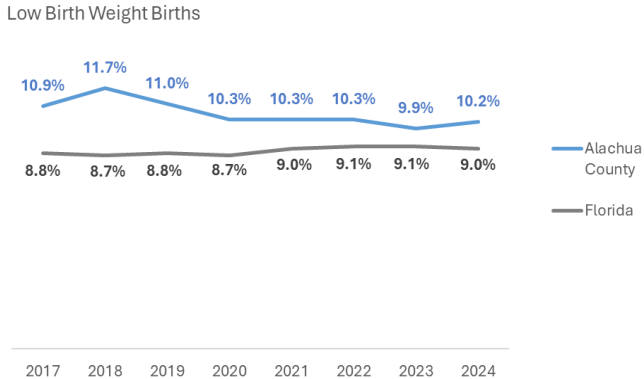
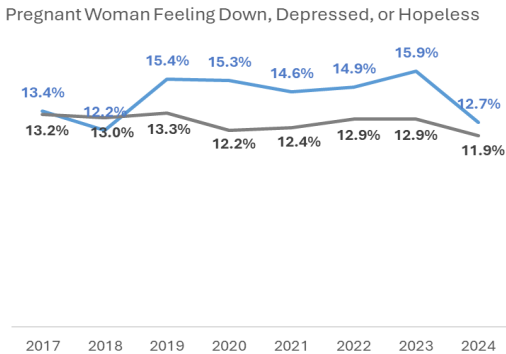
Monitoring our Progress



Focus Area: Pre- and Postpartum Family Health

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

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



Rationale

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

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



Objective

Parents are mentally healthy and supported.



- ### Strategies - What Works?
- Provide mental health services and supports
 - Provide navigation to connect parents with services and resources
 - Provide parent groups to support learning and community building

Focus Area: Pre- and Postpartum Family Health

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

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

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

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

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

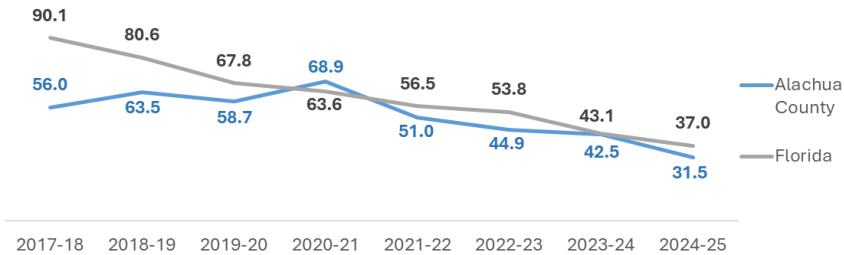
Focus Area: Infant and Early Childhood Health

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

Indicators

Verified Findings of Child Maltreatment
Developmental Screening

Verified Findings of Maltreatment Per 10,000 Children



Rationale

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

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



Objective

Children are nurtured and developing.



Strategies - What Works?

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

Focus Area: Infant and Early Childhood Health

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

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

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

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

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

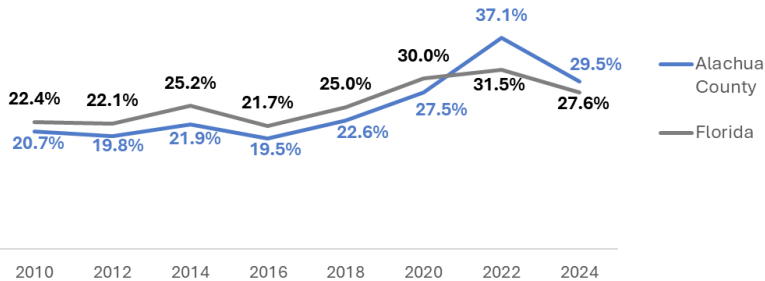
Focus Area: Comprehensive Health

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

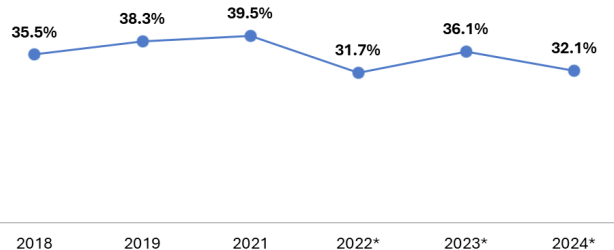
Indicators

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

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

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

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

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

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

Focus Area: Children and Youth with Special Needs

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

Indicators

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



Rationale

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



Objective

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



Strategies - What Works?

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

Focus Area: Children and Youth with Special Needs

Item 5.

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

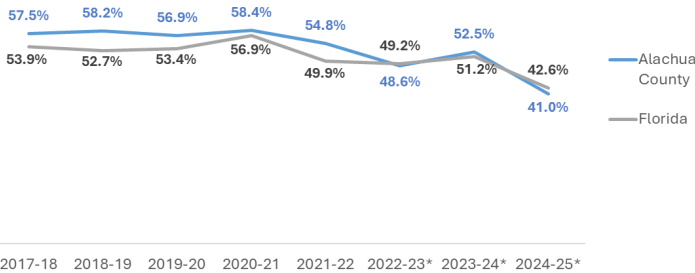
Focus Area: Early Learning

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

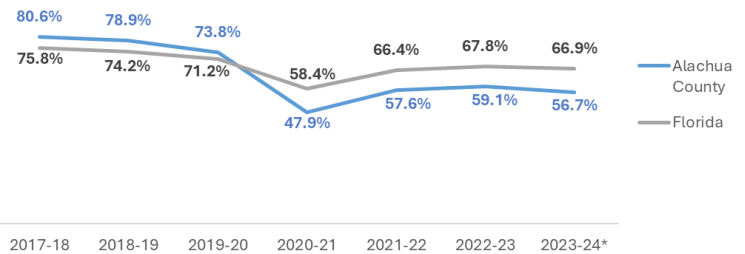
Indicators

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%

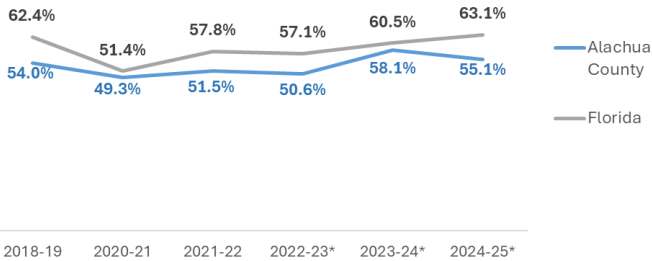
Focus Area: Literacy and Academic Success

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

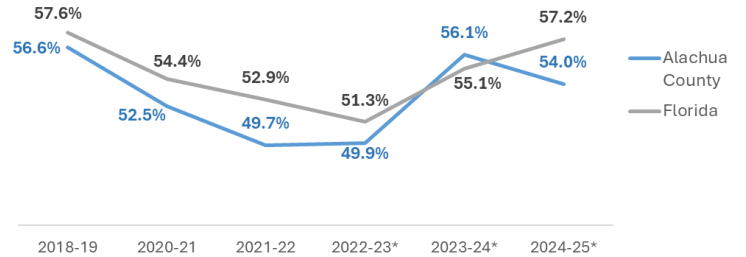
Indicators

Third Grade Reading, Math Proficiency and Chronic Absence

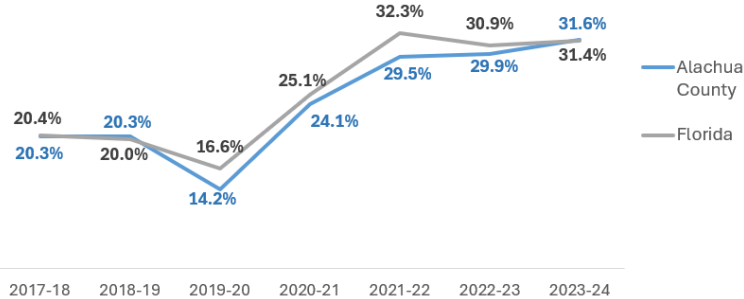
Grade 3 Students with a Level 3 or Higher in Mathematics



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



Students Absent on 10% or More of School Days



Rationale

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

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

Chronic Absenteeism leads to lower academic achievement and triggers dropouts.



Objective

Children meet or exceed academic standards.

Focus Area: Literacy and Academic Success

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



Strategies - What Works?

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

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

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

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

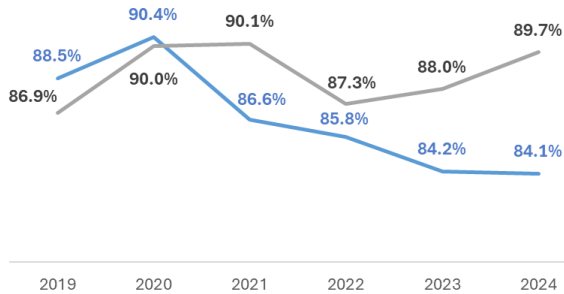
Focus Area: Safe Spaces

Goal 3: Children and Youth Live in a Safe Community

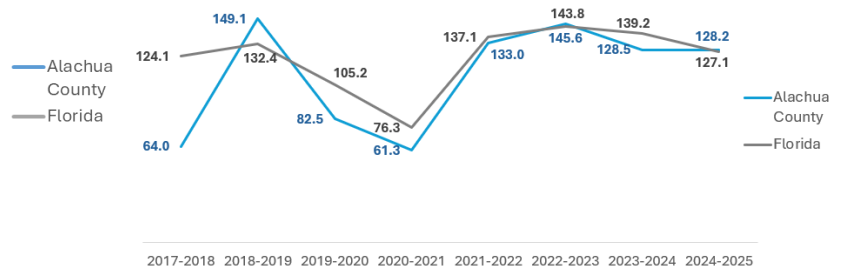
Indicators

High School Graduation, School Disciplinary Incidents

High School Graduation Rates



School Disciplinary (Per 1,000)



Rationale

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

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



Objective

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



Strategies - What Works?

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

Focus Area: Safe Spaces

Goal 3: Children and Youth Live in a Safe Community

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

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

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

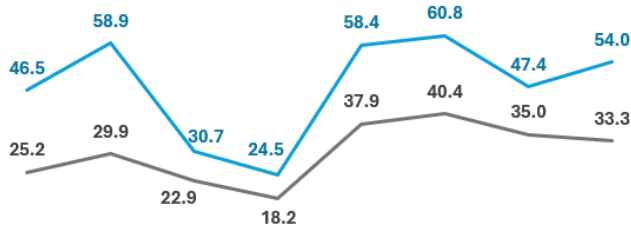
Focus Area: Prevention

Goal 3: Children and Youth Live in a Safe Community

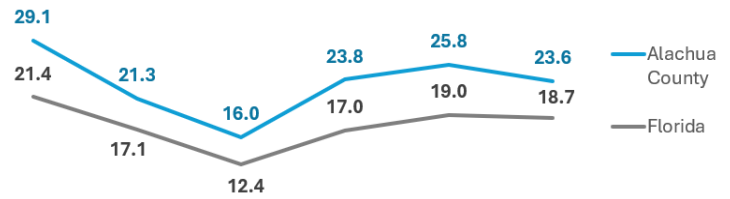
Indicators

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

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

- Youth Leadership and Conflict Resolution Programs
- Community Dialogues

Key Collaborators

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

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

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

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

Focus Area: CTAC Capacity Building

Item 5.

Goal 4: Empower and Equip our Provider Community and Build Sustainable Structures for CTAC

Indicators

Organizational Capacity Assessment, Provider Feedback



Rationale

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

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



Objective

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



Strategies

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

Focus Area: CTAC Capacity Building

Goal 4: Empower and Equip our Provider Community and Build Sustainable Structures for CTAC

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

- Center for Nonprofit Excellence
- Nonprofit Lifecycles Institute

Key Collaborators

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

How will we know strategies are making an impact?

Measuring Results

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

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

Focus Area: Agency Capacity Building

Goal 4: Empower and Equip our Provider Community and Build Sustainable Structures for CTAC

Indicators

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

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

Agency Collaboration: Collaboration among CTAC funded agencies



Rationale

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

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

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



Objective

Providers are equipped to be successful.



Strategies - What Works?

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

Focus Area: Agency Capacity Building

Goal 4: Empower and Equip our Provider Community and Build Sustainable Structures for CTAC

CTAC Implementation Plan

Specific Tasks

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

Key Partnerships

Funded Initiatives

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

Key Collaborators

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

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

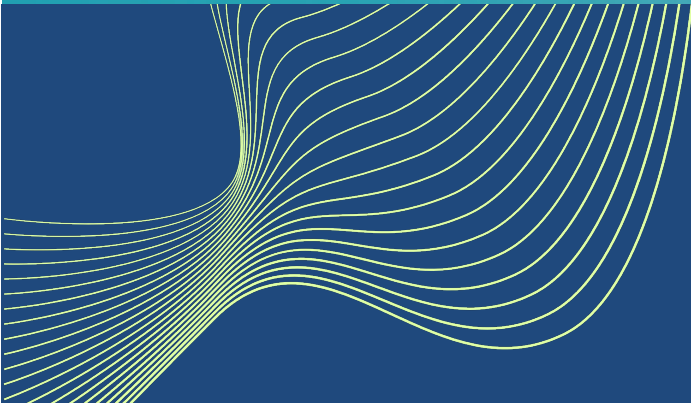
Strategy	Measures	Targets
Facilitate engagement of programs in an organizational capacity assessment	Funded agencies engaging in capacity assessment and support services	90%
	Providers reporting growth in capacity and sustainability	85%

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

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



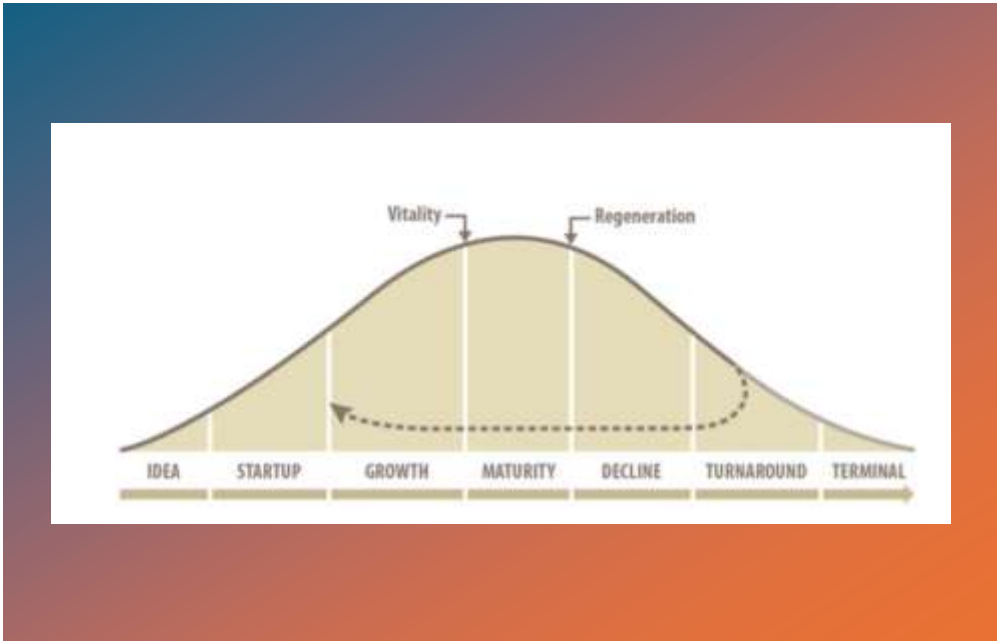
CHILDREN'S TRUST
OF ALACHUA COUNTY



BUILDING CAPACITY OF FUNDED PARTNERS: NONPROFIT LIFECYCLES



- Nonprofit Lifecycles Institute
 - Organizational Capacity is supported by the 4 Legs of the stool (when strengthened will hold up programming and mission for long-term success and sustainability).



- All Funded Partners will:
 - Complete a Lifecycle "Selfie Assessment"
 - Utilize Assessment to determine relevant trainings and professional development